

BEST PRACTICE REPORT 2015 / 2016



PROVINCE OF KWAZULU-NATAL
ISIFUNDAZWE SAKWAZULU-NATALI

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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Explaining the Logos

KwaZulu Natal Coat of Arms

The Zig-Zag Partition

Alludes to the majestic Drakensberg Mountains, which are green in summer and snow-capped in winter.

The Strelitzia Flower

Has long been associated with the Province as a floral emblem and represents the natural beauty of the Province.

The Dove Tailed Bordure

(The green on which the lion and wildebeest are standing) – indicates the interdependence of the inhabitants of the Province.

The White Star

Represents the star signalling the birth of Christ (Vasco da Gama), the early Portuguese explorer, named the coastal region Natalia on Christmas Day 1497.

The Head Ring (Isicoco)

This is a symbol of wisdom and of good standing in the community.

The Motto

"Masisukume Sakhe" translated to English means "Let us Stand Up and Build".

The Lion Supporter

Plays an important role in African (Zulu) culture. His Majesty The King is referred to as the Ingonyama (Lion). The lion also represents an important feature of the state emblems of India as well as the British Royal Arms. The lion supporter is therefore a unifying heraldic component.

The Black Wildebeest Supporter

Is associated in heraldic context with the former Province of Natal.

The Hemispherical Zulu Hut

Rests on the point of the shield. Such a hut could form an appropriate head for the Province mace, thus linking the Coat of Arms and the Mace.

The Crossed Assegai And Knob Kierie (Iwisa)

Are symbols of authority and are placed behind the shield.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Explaining the Logos

KwaZulu-Natal Premier's Service Excellence Awards



This logo was designed and registered especially to brand the Premier's Service Excellence Awards of KZN. Winners have a right to use the logo to advertise their status. The coloured figures with arms held aloft represent a celebration of both giving and receiving service excellence by the public sector and citizens of this Province.

Using the colours of the South African flag symbolises the ultimate impact the provision of good quality services will have on the country as a whole. The tick denotes that a specified standard of excellence has been achieved. The circle enclosing the figures represents a medal and symbolises continuous improvement.

KwaZulu-Natal Citizens Charter



Together beating the drum symbolises:

Bringing together all the people of KwaZulu-Natal to deepen the understanding of what the citizens of KwaZulu-Natal yearn for, so that all those involved are placed in a powerful position to revitalise their efforts to ensure a better life for all. Doing things together in harmony, with excitement, exuding energy, enthusiasm and willingness to perform – integrated service delivery.

Clockwise circular continuous movement around the drum:

This is a symbol of continuing service delivery improvement /an endless quest for improvement in service delivery. Even when the resources run low and constraints multiply exponentially (the dipping as well as the bottom of the arc), integration of efforts will see us through to another higher level of achievement.

Where is all this happening?

We affirm our commitment to the service excellence within the boundaries in which the symbolic drum is placed: The Province of KwaZulu-Natal.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

11 Principles of Batho Pele



Organisations who enter for the Premier's Service Excellence Awards must demonstrate that they practice the 11 principles of Batho Pele.

1. Consultation

While you may think you know what your customers want, the only way to find out is to ask them. This can be done in many ways, through questionnaires, surveys and by talking to your customers. You should consult with your customers and find out their views on the basic services your department can offer and any new basic services your customers would like. Only when we know what they want, can we provide the service they require.

Through the KZN Citizens Charter, all Provincial government departments have committed themselves to the following consultation arrangements:

- To develop an effective and relevant consultation
- To develop and implement customer satisfaction assessment surveys at the front line, departmental and provincial levels
- To produce quarterly, half-yearly and annual reports for public scrutiny and input

2. Service Standards

How do we know we are doing things better, and getting it right, if we don't measure our performance? We must set realistic yet challenging service standards, with our customers in areas that are important to them and then try to match them or even exceed them. Customers should be told precisely what standards of service they can expect from us.

Through the KZN Citizens Charter, all Provincial government departments have committed themselves to the following arrangements for service standards:

- To develop and implement a Service Commitment Charter and Service Delivery Improvement Programme with appropriate standards
- 100% compliance with the public sector management regulatory framework
- 100% compliance with relevant legislation and policies. Deliver all services according to approved business plans and within allocated budget
- To review their performance against standards set and to raise them each year

3. Access

Most of us think of access as putting ramps for wheelchairs and providing easy parking for our customers. But access is much more than that. It's also about taking our services to customers who live far that we make it as easy as possible for all customers, especially the physically, socially and culturally disadvantaged to benefit from the service we provide. It is about providing a seamless access to services for all.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

11 Principles of Batho Pele

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving access:

- To develop strategies to facilitate service delivery
- Establish a Provincial call-centre that will serve as a gateway to public service in KZN
- Establish One-Stop service centres by departments within the next 3-5 years.
- Develop web-sites that allow on-line access to services and information
- Increased accessibility to all service centres by disabled customers
- Improving treatment of citizens at access points and at the frontline

4. Courtesy

Courtesy to all our clients should include being polite, helpful and willing, not only face to face, but on the telephone and through correspondence. It is our job to respect each and every customer, even when we think they are rude and unreasonable. If we are not courteous then it reflects on the whole of our department. Standards for courtesy must be set and incorporated into your Code of Courtesy, values and training programmes. All staff should receive training in customer courtesy and their performance monitored regularly.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving courtesy:

- Customer service training including Batho Pele training to all frontline staff
- Workshops on Public Service Code of Conduct to all frontline staff
- Training on protocol to relevant stakeholders and key staff
- Cultural diversity training for all public servants
- Training receptionists before placing them at reception areas
- Acknowledging correspondence within 3 working days
- Speedy reply to correspondence
- Improvement in public relations, code of conduct, dress code and telephone etiquette

5. Information

With 11 different official languages it may be difficult to reach all our customers in their mother tongue. But we should do our best to ensure that all information is easily available in the most commonly spoken languages in our area. This means translating our written information and, if possible, being able to speak to our customers in their home language. Our customers need to know what services we can offer and how they can benefit from those services. The public should receive complete, accurate, helpful and easy to understand information about all services.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving courtesy:

- Publishing a reviewed version of the KZN Provincial Citizens Charter
- Publishing the results of customer satisfaction survey 3 months after it is conducted
- Addressing citizens accessing services at the frontline in a language they understand
- All information to be made available in IsiZulu, English and Afrikaans
- Making use of visual aids to assist in understanding
- Publicizing the "Know your Rights" campaign within six months of the adoption of the Citizens Charter.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

11 Principles of Batho Pele

6. Openness and Transparency

We should be open and honest about all our day-to-day work. How much money our department receives and how it is spent, should be available to the public. Annual reports and accounts should be published so that our customers can see that the money is being used wisely and how we have performed against our promised standards and targets.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving openness and transparency:

- Publishing a provincial annual report in December each year and departmental reports in November
- Submitting quarterly reports to relevant stakeholders (July, October, January and April)
- Service Delivery Improvement Programme Reports will include progress against business plans and implementation of Batho Pele
- 100% compliance with the promotion of Access to Information Act
- All information to contain contact details of relevant officials

7. Redress / Dealing with Complaints

We should tell our customers where they can complain and how to complain if they are not satisfied with the service they have received. We should apologise and promise to put things right as quickly as possible, even if it is not our fault. Customers have a right to expect good service and we should keep record of complaints and how they are dealt with so that the same mistakes do not happen again.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving openness and transparency:

- Develop a complaints procedure and policy
- Train staff in how to deal with complaints
- Resolve all complaints within the stipulated timeframes
- Make the complaints procedure available online
- Frontline teams to demonstrate that they have analysed and used complaints to improve service delivery.

8. Giving best value

Citizens who pay tax have a right to know how their money is spent. Your department must be able to prove that it is spending money wisely and that money is not being wasted – at the same time, improving your service delivery. We may wish for better resources, or more money or staff, but in the meantime we should find ways of saving both time and money while improving our service. We should guard against wastage, fraud and corruption and try to do things right the first time.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving openness and transparency:

- Delivery of services according to approved business plans and within the allocated budget.
- Identifying best practices and innovations for saving costs, while improving efficiency.



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11 Principles of Batho Pele

9. Encouraging innovation and rewarding excellence

New and innovative ideas from among the staff and teams should be encouraged, especially if those ideas will improve service delivery and help raise your standards of service excellence. Staff and teams should receive recognition for new ideas and good practices. Again, apart from the prescribed measures, this can be done in a number of ways, through special launches, certificates, and incentives of various kinds or just a simple 'thank you'.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving openness and transparency:

- To introduce mechanisms to encourage innovation and creativity
- Facilitate the sharing of best practices
- Recognise and reward performance and identify new ways of rewarding excellence.
- Keep track of the number of contributions made and impact of new ideas implemented
- Link the Premier's Service Excellence Awards Scheme to the Charter

10. Leadership and strategic direction

In any organisation, leadership is important. Leaders should set the direction and lead by example. Leaders are responsible for creating the right environment which encourages creativity and innovation. Good leaders should empower their people to work together, plan together and reach the targets and goals for providing service excellence together.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to the following arrangements for improving openness and transparency:

- Customer focused, effective and user-friendly strategic plans be in place.
- Leaders to develop mechanisms to obtain feedback from their customers, subordinates, peers and superiors on their leadership and managerial abilities.
- Leaders to have personal development plans in place.

11. Service delivery impact

By putting all the Batho Pele principles into action at the same time, we should improve our service which should, in turn, have a positive impact on our customers. By working together as a team, we will help to improve the lives of all our customers.

Through the KZN Citizens Charter, all provincial government departments have committed themselves to measuring the impact of their Batho Pele aligned service delivery on the lives of the citizens of KwaZulu-Natal in the first 3 years and thereafter, every five years.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Judges 2015 / 2016



ADVOCATE SHADRACK SIMON 'SS' NXUMALO

Adv Nxumalo is the holder of the following qualifications;

A Bachelor of Laws (LLB) from the University of KwaZulu-Natal and Baccalaureus Technologiae Policing from University of South Africa, a Post Graduate Diploma in Labour from the University of Johannesburg and Advanced Certificate in Business Rescue Practice from the University of South Africa in conjunction with the Law Society of South Africa. He is currently doing his Masters in Law with University of South Africa focusing in the implementation of Employment Equity in the workplace. Is a member of the National Bar Council of South Africa (NBCSA) and practicing independently as an advocate.

Adv. Nxumalo is currently employed by Ethekeini Municipality as a Project Executive responsible for Public Transport Law Enforcement, Safety, Security and Compliance in the EThekeini Transport Authority Unit from 2012 and he was previously employed by the Department of Transport, KwaZulu-Natal as a Regional Commander (Durban Region) for Road Traffic Inspectorate from 1997-2012.

Whilst in the above position led the team (RTI Durban Region) that won Silver Award in 2004 and Gold Award in 2006/7 in the Premiers Service Excellence Awards. He has served as an adjudicator of the Premier's Service Excellence Awards in 2007/8 and 2014/2015. He is the winner of the KwaZulu-Natal Ministry of Transport's 'Award of Excellence for dedication beyond the call of duty' in 1995. He served in the ten member amalgamation committee appointed by the then MEC Sbu Ndebele, Transport Ministry to negotiate to amalgamation of the then Natal Provincial Administration Traffic Officers with the erstwhile KwaZulu Police Traffic Division to form KZN Road Traffic Inspectorate.

He is currently a member of the Inkosi Albert Luthuli Central Hospital's board and led the team that was tasked to draft the 'Board's Terms of Reference'. He has vast specialized knowledge of labour law, transportation law and criminal law. He has practical experience in the following fields: * Criminal law litigation * Labour Law litigation



MR MOSALANYANA MOSALA

Mr Mosala is the holder of the following qualifications:

- Teachers Certificate
- Bachelor of Arts degree
- Bachelor of Education degree
- Master of Education degree
-

He is currently employed as a Chief Director responsible for Service Delivery, Donor Coordination & Audit Facilitation in the Department of Justice and Constitutional Development.

His experience is as follows: Department of Education 17 years, Department of the Premier Free State 5 years and the Department of Justice and Constitutional development 9 years. Mr Mosala currently serves as an adjudicator for the DPSA's National Batho Pele Excellence Awards.





KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Judges 2015 / 2016



DR DEVAN SINGH

Dr Devan Singh is in the employ of the KZN Department of Education for the past 35 years and is currently the Chief Education Specialist: Planning based at the Ilembe District. He has been an advocate for service delivery improvement in the Department of Education and was head of the Batho Pele Forum from 2006 to 2012. He has previously been involved in the Premier's Service Excellence Awards both as an assessor and moderator and he was responsible for developing the adjudication tools that was used during the 2011/12 financial year.

He acted as Director: Strategic Planning and Monitoring and Evaluation at the Head Office of the KZN Department of Education for a period of six years during which time he wrote several policies for the Department as well as the Department's Service Commitment Charter

Dr Singh is widely read and has the following qualifications: University Diploma in Education (UDW- 1980); B A Degree (UDW- 1984); B Ed (Hons- Counseling)(UDW- 1988); B A (Hons- Psychology) (UNISA- 1995); MSc- Business Management (Warwick- UK- 1992); Doctorate in Public Administration and Management Development (UKZN-2010).

Dr Singh has been a social and political activist since his days in high school and he has served in leadership positions in the African National Congress; the Teachers Association of South Africa; the South African Democratic Teachers Union and the erstwhile Amateur Athletics Association of Natal and several community based organizations. In 1995 he served as a councilor in the Northern sub-structure of the Durban Metro. Currently, he serves as the chairperson of the Seatides Ratepayers and Civic Association. He has a passion for public speaking and leadership and management development and he has been invited to address several conferences and symposia.



MS ZODWA MSOMI

Ms Zodwa Msomi is currently employed by the Department of Social Development as a Service office Manager in Nkandla Service Office.

She holds a Masters in Social Work – UKZN and B.A. in Social Work - University of Zululand

She has produced two research studies:

- The study on the needs of parents caring for mentally disabled children
- The study on the experiences of foster parents in meeting the needs of the orphans and vulnerable children in their care

She also have the following skills:

Strategic Management and Leadership Skills, Change Management Skills, Implementation and coordination Skills, Communication and Listening Skills, People Management Skills, Supervisory Skills, Planning and Organizing Skills.



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MS THULEDU KHUMALO

Thuledu holds an MBA in Business Administration, a Secretary Certificate from Inanda Seminary, A National Diploma in Government Finances, Sales and Marketing Certificate, a Certificate in Basic Principles of Public Relations, Advanced Certificate in Applied Management and Advanced Project Management.

She was first employed in the financial environment in the private sector for eight years before joining the public sector in 1986 as a junior official. She has since been promoted through the ranks culminating to promotion to rank of Senior Manager Finance within the Department of Agriculture and Rural Development. She worked in various government departments i.e. KwaZulu Government Public Service Commission, KwaZulu Government Department of Finance, Provincial Legislature, National Treasury, Mpumalanga Government Department of Social Development, KZN Department of Social Development, Department of Correctional Services and KwaZulu Natal Department of Agriculture and Environmental Affairs. She is currently working as an Acting General Manager for the North Region responsible for the overall functioning of the region in line function operations which is agriculture and veterinary services, human resource and finance.



MRS ABIGAIL KHATHI

Mrs Abigail Khathi is currently a community member on pension since 2012. She served in the Department of Health for more than 40 years of which 20 years was in management position. Her last attachment with the public service was as Manager: Quality Assurance in the Department of Health, Pietermaritzburg. Amongst her responsibilities was Project Manager for Department of Health Service Excellence Awards where she also served as a Provincial Batho Pele Champion in the forum.

She has been a mentor for emerging innovators & aspirant Batho Pele Champions in KZN health facilities. Mrs Khathi obtained the following degrees and diplomas: Degree: Master of Arts in Nursing, Degree: B.A. Cur (Nursing Education in Community Health), Diploma: Nursing Administration, Diploma: Operating Theatre Nursing Science, Diploma: Ophthalmic Nursing Science, Diploma: Midwifery Nursing Science and Diploma: General Nursing Science.

She also enrolled on the following courses:

- Quality in Health care: Harvard University, Boston : U.S.A
- Monitoring and Evaluation of Health Services: Uganda
- Supervision course: Regenesys (Business Management School)
- Industrial Relations course: UKZN
- Transformational leadership & Coaching course: UKZN
- Measuring of Standards: COHSASA Costing of Resources & Financial Management: Regenesys (Business Management School)



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Message from ABSA

Message of support by Faisal Mkhize, Absa Provincial Managing Executive on Premier's Service Excellence Awards 2016



Absa is privileged to partner with KwaZulu-Natal Premier in the Service Excellence Awards. As a bank one of our values, Stewardship: gives us a drive to encourage every one of us to leave things better than we found them. It is through service excellence that we leave things better than we found them for the next generation.

The Premier's Service Excellence Awards is one of the milestone calendar events in KwaZulu-Natal that inspire a commitment to service delivery. We should be unwavering in our commitment to serve and it is our delight at Absa to support initiatives such awards. These awards celebrate the heroes and heroines in our government who hold the banner of excellence higher. The principle of **Batho Pele** continues to be a rallying call to entrench a service culture of excellence.

At Absa, we are inspired by values of Respect, Integrity and Service this means we are required to ensure that we put people first in everything we do. As we put people first, we undertake to help people achieve their ambitions in the right way.

Absa wins awards for service excellence and some of them are:

- ✓ In 2016 Absa Multi Management team was awarded for the best bond fund for the second consecutive year in recognition of exceptional client performance at the Morningstar awards.
- ✓ In 2015 Rise (is a physical and virtual global community for open innovation designed to help shape the future of financial services), in partnership with Barclays Africa Group Ltd, landed the Collaborative Innovation Winner award at the My World of Tomorrow South Africa Innovation Awards.
- ✓ In 2015 Absa Property Equity Fund was recognised as the Best South African Real Estate Fund, for having the highest investment return over three years in the ASISA South African Real Estate General subcategory.
- ✓ In 2014 Barclays Africa was named the Best Investment Bank in Africa and Best Mergers & Acquisitions House in Africa including being named Best Domestic Cash Management House in six African countries by the prestigious global news publication Euromoney.

As a bank, we recognise the need to formulate Shared Growth, were we recognise that – as we grow, society prospers, and as society prospers, we grow. This theme of exchange is critical if we are to succeed, we must consider the societal context in which we operate, harness the potential of our people, our innovation and our scale to contribute to solving some of the challenges faced in KwaZulu-Natal. We are committed to being partners with government to facilitate and promote sustainable economic growth in the province.

I congratulate all the finalists and winners for their roles and contributions in providing pioneering service delivery. We acknowledge your continued focus and dedication to service excellence.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Absa Bank Editorial

Absa, public sector partnership continues to grow from strength to strength

Absa Bank has demonstrated its capability in assisting Public Sector institutions to meet their ambitions of excellent service delivery. The bank has the necessary depth of skills and experience, particularly in the Public Sector segment, providing a comprehensive range of innovative banking services and value-added financial solutions.

Absa is the primary banker for 121 local government entities, 3 Provincial Government entities (including the KwaZulu-Natal Provincial Government), 49 Public Higher Education Institutions (including FET Colleges), in this high priority Focus Segment. Five of the eight Metropolitan municipalities bank with Absa, including Buffalo City Metropolitan Municipality, Mangaung Metropolitan Municipality, Ekurhuleni Metropolitan Municipality, Nelson Mandela Bay Metropolitan Municipality and Cape Town Metropolitan Municipality. In line with Absa Public Sector business growth strategy focuses on promoting enterprise development, citizenship, affordable housing and infrastructure development.

Faisal Mkhize, Absa Provincial Managing Executive in KwaZulu-Natal, says: "Our public sector banking value proposition is aimed at helping our clients in the sector reach their ambitions in the right way by playing our part to contribute positively to the communities we operate in. Our support to the public sector, shows that Absa is not just a financial services provider but a business partner to sector stakeholders, enabling us to shape the future of our country." In KwaZulu-Natal, Absa has formed strategic partnership on various projects with the eThekweni Metropolitan Municipality by supporting eThekweni in providing sustainable transport solutions, such as the Bus Rapid Transit system. Through Absa's innovative interventions, eThekweni Municipality has been able to improve its revenue collection efforts and increase its revenue base.

Sithembiso Cele, Absa Provincial Head of Public Sector Banking, says: "This kind of support showcases our commitment to build and foster strategic relationships with clients entrusted with the responsibility to be nodal zones of service delivery excellence in the Public Sector." Youth unemployment and lack of opportunities for young people in the economy is a major challenge that calls for an integrated approach by all stakeholders. That is why Absa is has embarked on a Shared Growth strategy, which focuses on education and skills development, enterprise and supply chain development, as well as financial inclusion/inclusive banking (Ready2Work programme). Faisal says "our main and primary focus is to enable the employment and empowerment for the Next Generation. This generation consists of future leaders in business, government, enterprise, health, education and law among other sectors. Additionally we shall help people start, run and grow their business to generate income and employment."

Ready to Work is Absa's flagship employability programme that prepares young people, including in KwaZulu-Natal for the world of work. It is aimed at empowering young people with the training and development they need to enhance their employment or self-employment prospects. Ready to Work aims to support job seekers and entrepreneurs who have the aptitude, attitude, and ambition to achieve beyond the opportunities that have been given to them. The ultimate goal is to give young people a choice to either better develop their employability prospects or to become self-employed through starting their own businesses. Absa's recently launched Scholarship Programme, offers merit and needs-based scholarships to employees' children, as well as external students through partnerships with local universities. In 2016 about 250 scholarships will be awarded to students pursuing their studies at accredited South African universities. Faisal explains: "the Bursary Programme supports the development of scarce skills, as well as the internal talent programme. It provides funding and mentoring for colleagues and external students pursuing fields of study in line with our internal development needs."

Sithembiso says: "It is the bank's mission to be aligned with the South African government's Adopt-a-TVET (Technical and Vocational Education and Training) programme, and is currently supporting 16 TVETs.

This entails providing work place exposure to selected students, in addition to training the principals and administrators to help enhance the management of the institutions." Absa has established a number of Enterprise Development Centres across the country, with the aim of providing nonfinancial, business development support to entrepreneurs so they can build and grow sustainable businesses. Such support is designed to strengthen Small Micro Medium Enterprises sustainability and competitiveness. With structured business development support, focus is given to areas such as: basic financial literacy – creating an understanding of how to effectively manage both business and individual finances, as well as defining a clear distinction between the two. Cash Flow Management – through our business development support, training is provided on cash flow management to enable SMMEs to better manage finances, especially at the start-up stage.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Absa Bank Editorial

In respect to access to non-traditional funding geared towards SMMEs who would not normally qualify for traditional funding due to lack of security/collateral, adverse credit history, lack of experience and lack of track record. In assessing the risk of lending to the SMME, Absa Enterprise and Supply Chain Development places less reliance on the SMME's balance sheet and instead assesses the SMME's ability to repay debt based on the income to be generated (cash flows) through the execution of the contract(s) awarded.

Absa is able to advance funding to SMMEs that have been awarded valid and viable contracts. Cashflow principles are the primary lending drivers as opposed to the traditional collateral or security based lending.

Other funding solutions include the following:

- **SMME Fund**

This is for businesses owned by previously disadvantaged individuals where ownership, control and top management representation is 100% Black. Loan amounts range from R50 000 to R 3 million.

- **Guarantee Scheme**

Absa Guarantee Schemes are for business with a minimum of 51% Black ownership, who need funding but do not meet the bank's minimum lending requirements in terms of security or collateral. Loan amounts range from R50 000 to R10 million.

- **Women Empowerment Fund**

This is a specialized Women Empowerment Fund that provides credit only to women entrepreneurs that have the skills and have demonstrable potential to service their debts. The funding is available for all women SMMEs.

This special purpose funding is geared towards women that would not qualify for conventional business lending. The fund does not exclude applicants that may not have tangible security as required by credit providers. Loan amounts range from

R50 000 to R 3million.

- **Development Credit Fund**

This is targeted at SMMEs who portray entrepreneurial skills and have the potential to service their debts and repay facilities for expansion purposes. Loan amounts range from R50 000 to R 3 million.

The application criteria for all non-traditional funding require that applicants must be South African citizens residing permanently in South Africa. The preferred loan term is set at a maximum of 5 years.

Products can include overdraft, short/long term loans and commercial asset finance. The funding is prime linked and is risk based. In respect to the loan finance, Absa allows repeat loans, once the initial loan has been repaid in full.

Faisal concludes: "We have adopted a Shared Growth Strategy, which for us means having a positive impact on society and delivering shareholder value and we seek to deliberately apply our resources to unlock societal solutions through innovative products, services and partnerships. We will place increased efforts on addressing some of the biggest challenges facing KwaZulu-Natal, namely unemployment, poverty, rising inequality and exclusion from access to education and financial services.

We are committed to playing our part to build a more equitable and prosperous province through investment in education and skills, deepening knowledge and building skills for the next generation, nurturing the entrepreneurs of tomorrow."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Batho Pele Team of the Year

Department of Agriculture and Rural Development
Izingolweni Local Office Team



PROVIDING strategic direction has seen the Izingolweni Local Office Team grow their clients from small scale gardeners to semi-commercial farmers who are now supplying some of the country's leading chain stores with their fresh produce. The team, led by Local Manager Njabulo Ntshangase, services about 55 percent of the 550 000 population in the Ugu District. The district has 45 percent commercial farmers, mainly sugarcane, banana, macadamia and livestock farmers. "My team comprises of agricultural advisors who look at the crop production and extension services that look at livestock production," said Ntshangase. "Our main task is to make sure that they convey the technical skills and technical knowledge to the farmers."

Ntshangase said their efforts have yielded great results and provided permanent employment for residents. "We've invested R2-million in the 128 hectare Wosiyane-Riverside Project that grows dry beans. We supplied farmers with two tractors, drivers, equipment, chemicals, seeds and fertilizers."

The 67hectare Nsani-Mkhomba and 55hectare Nhloko-Yenkomo communal state projects that grows maize and dry beans are also success stories. "These farms provided 11 permanent jobs. The farmers have already successfully harvested and sold their produce."

He said the farms also created employment during the fencing of the estates and during harvest.

"This project has not only created a livelihood for the farmers, but also created work for residents and boosted the local economy." The 550hectare River Valley-Horseshoe irrigation scheme has produced goods that are sold in leading supermarkets. "This farm produces cabbages, essential oils, spinach, beetroot and onions. These goods are sold in supermarkets in Harding and in the Eastern Cape." Ntshangase said he was proud to be part of a team that was making a difference.

"I feel so honoured," he said. "It's a real pleasure to see these clients grow into semi-commercial farmers. Our team has made a difference and changed their lives." He said working closely with Operation Sukuma Sakhe stakeholders and conducting interventions contributed to their success.

"We are working with farmers from Monday to Friday. We touch their lives. We have changed them from subsistence to semi-commercial to commercial farmers." Consultation, service standards, courtesy, information and leadership and strategic direction were applicable Batho Pele principles, said Ntshangase.

"Leadership however is one of the key principles. Through teamwork we are able to provide direction. There is that commitment and better communication with clients."



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He said farmers were made aware of innovations or changes. "Whatever we do as a team we consult our clients," said Ntshangase. "We put ourselves out, we don't hide information." He said a different Batho Pele principle was allocated to each month of the year.

"In this way the team is able to understand and exercise these principles. At each and every staff meeting we talk about Batho Pele. We also have a Local Task Team meeting where we record our work in terms of putting people first." Ntshangase said a shortcoming was the shortage of resources.



"Resources are always never enough," he said. "The visibility of our extended officers is as a result of the shortage of vehicles. I've got 19 Extension Officers

working in three municipalities in 45 wards. These officers must share vehicles to ensure maximum visibility."

He said staff was encouraged to apply for vehicle subsidies to ensure maximum visibility. In 2015, the team won the Gold Service Excellence Awarding the Department of Agriculture.

"Going beyond the call of duty is nothing else but respecting your clients," said Ntshangase. "I personally don't mind if a farmer calls me at any time. I will give that client time whether its the weekend or after hours."

He said most farmers chose to meet his staff over weekends. "I do accept the appointment if they need me after hours. That is going beyond the call of duty."

Ntshangase said client's feedback was monitored through a suggestion box.

"Our farmers can lodge complaints or compliments through the suggestion box. We acknowledge complaints within three days as per our service standards. If a complaint is complex, we will visit the farmer and explain the complexity of the complaint. But we do a follow ups until the complaint is resolved."

Ntshangase said in this way, staff was held accountable to clients.

"We are always informing farmers about the programs we have in place. We have a team of three members who have been nominated to look after the client's needs. We consult our farmers in terms of meetings, association meetings and our visits. After consulting our farmers, we analyze the feedback." He said this also ensured that farmers received value for money.

"This is one of the most crucial points. We have projects and have to use government's money. We have to ensure that we're getting value for money."

Ntshangase's team works closely with the 15 Amakosi in the district and with the local municipality.

GOLD AWARD
SERVICE EXCELLENCE



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Best Batho Pele Team of the Year

Infrastructure Management and Economic Services
KZN Provincial Treasury



CREATING tangible value-added results is what drives Dr Clive Coetzee and his team at KZN Provincial Treasury. Coetzee is the Chief Director and heads a team of infrastructure specialists and economists in the Infrastructure Management and Economic Services unit based in Pietermaritzburg.

The unit is a multi-dimensional team consisting of infrastructure specialists like civil engineers, quantity surveyors, architects and project managers; and macro economists, statisticians and mathematical economists. "We are a predominantly a support unit," said Coetzee. "We support our clients whether they are provincial, municipal, private sector clients or anyone else that needs our support." The unit, with an operational budget of R24-million, develops strategic policies and frameworks and manages the implementation through monitoring and evaluation.

Infrastructure Management and Economic Services assisted in securing about R387-million in additional funding for the Departments of Health and Education over the past two financial years through the Performance Grant System.

"We have successfully planned and implemented various infrastructure and related projects throughout the province," he said. "We have facilitated funding of approximately R800-million over the last two years through the hosting of the various Funding Fairs and Funding Discussions."

Other projects include the R70-million Pietermaritzburg and Ulundi Airport Development Projects, the R120-million Regional Technology Hubs Project, the R35-million Kokstad Light Industrial Park and Eco Complex Projects, the R55-million Nongoma Taxi and Bus Rank Project and the R1-million Coastal Horse Care Unit Project.

Coetzee said his department had also leveraged funding from the European Union for building four technology parks in KZN.

"A number of people have been employed for the construction of those parks and we've attracted some business and investors into those parks. We will be able to create wealth and jobs in those specific areas." He said his unit had also leveraged huge sums of additional funding and unblocked a number of infrastructure projects to make an impact. He said aligning their actions to Batho Pele principles improved their service delivery impact.

Coetzee said a shortcoming was always financial constraints. "With the cost cutting measures that we strive to uphold, it's really a balancing act between delivering an efficient and effective service versus the financial constraints we face." He said the workload by its very nature forced them to work beyond 16h00.

"We address Batho Pele as part of our quarterly meetings. Each unit member is responsible for championing a principle and will report on the progress. We also compile Batho Pele quarterly reports." He said this has kept the unit grounded.

"We now do it with more purpose and we try to maximize our efforts." Coetzee said his unit has formed strong relationships with clients and ensured value for money. "The ultimate reward is when people in the far reaches of the province come up to us and thank us for what we've done."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Batho Pele Team of the Year

Department of Human Settlements Rental Housing Tribunal



ENSURING that both tenants and landlords know their rights, is a key priority for the KZN Rental Housing Tribunal. The Rental Housing Tribunal is a unit within the Department of Human Settlements that serves a two-pronged mandate, said Director Willow Ziqubu. "We intervene in resolving disputes between landlords and tenants in residential dwellings and the we promote the services of the Tribunal." The Rental Housing Tribunal is responsible for the speedy resolution of rental property complaints across the province.

"During the financial year 2015/2016 the target that was set for the resolution of such complaints was 1 380 based on the trend analysis for the previous financial years," said Ziqubu. "As a service driven unit we managed to resolve 1809. Of these, 123 cases were urgent and involved disputes relating to disconnection of services, unlawful evictions from rented property and lock-outs. These were resolved on the same day that they were reported." The Rental Housing Tribunal renders a free service that is easily accessible to all. The services of a qualified interpreter would be sourced, if needed, and all proceedings are properly recorded, he said.

He said Batho Pele required that clients also rate their services. "The Rental Housing Tribunal received three complaints from our clients in this financial year. All were resolved with disciplinary steps being initiated against those officials." Ziqubu said his unit ensured that their services were accessible with effective marketing and promotion of the unit. He said such awareness was the cornerstone of his unit's success. "KZN is the second largest province in terms of population. As such, communication and the way in which we engage with recipients are every important. For effective engagement

and communication in local municipalities, we partner with them in their Integrated Development Plan road shows, tap into their websites and request dissemination of our information via their internal publications like internet and emails."

The unit also places and distributes posters and pamphlets in strategic positions.

Ziqubu said the plight of students in occupation of rented accommodation has become overwhelming in recent years.

"Our intervention in this regard has become more eminent than ever before. Partnerships with tertiary institutions have been established to address this scourge. Information sessions on the rights and obligations of landlords and tenants have been incorporated during their orientation programmes in most TVET Colleges in the province."

He said government has intensified the provision of Rental Housing throughout the country.

"This caters for those who would not have qualified and are within the income bracket of R0 – R3 500. The gap market are those who earn between R3501 to R7500 and have been catered for through Social Housing projects." Ziqubu said the success of Social Housing relied on the high rate of collecting rentals.

"To achieve this the Tribunal has formed strong bonds with Social Housing institutions, in particular First Metro Housing in rolling out joint induction programmes for tenants to know their rights and obligations. It also creates awareness with regards to the resolution of disputes between tenants and landlords."

"KZN is a province of 10 million people covering 94 361 km², in 11 districts and 51 local municipalities. The harmonization of the relationships between tenants and landlords in residential dwellings is a provincial mandate. Accessibility to all corners of the province is imperative." Ziqubu said the Tribunal has established 42 information offices across the province.

"Citizens of this province are not required to travel to the main office situated in Durban for the resolution of their disputes," he said. The KZN Rental Housing Tribunal received a National Govan Mbeki Award for being the Best Rental Housing Tribunal in 2015.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Batho Pele Team of the Year

Department of Social Development
Mahlabathini Service Office



GOING beyond the call of duty has seen the Mahlabathini Service Office of the Department of Social Development achieve almost 99 percent of their performance targets. Service Office Manager Thobile Mbuyazi has a staff complement of 45 employees servicing 188 319 residents in 22 wards. The team last year won the Silver Award for Service Excellence.

"We ensure we live the Batho Principles on a daily basis," she said. "We implement the principles in all our programs. We conduct the employee satisfaction surveys where employees rate us. We also have customer satisfaction surveys." Feedback from these surveys are used to improve service standards, she said.

Mbuyazi said her office was one of the best teams in implementing the Batho Pele principles.

"Our staff has reached out to more customers every year," she said. "We ensure that our customers get all our services. We even conduct outreach programs at taxi ranks to ensure our services are accessible."

She said Operation Sukhuma Sakhe has also helped with many success stories emanating from the war rooms.

"We are also among the various organizations in the war rooms. Our social workers are located in each ward and are part of the war room task teams."

Mbuyazi said because of their geographical location, clients would need to travel far to reach her offices.



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"This is why we take our services to the people having our social workers located per ward ensures our customers receive a quality social service. Clients get value for money because we take our services to them and they don't have to travel out to us." She said consultation was most important in achieving their targets.



"We don't just impose and take our service to the people. We consult with customers and identify their needs. In this way we are able to render a service development delivery plan."

Her staff also conducts workshops with Amakhosi where they visit tribal authorities and ensure their services are explained.

Mbuyazi said her office was disability-friendly.

"We have responded to the needs of people with disabilities. We have ramps, parking and toilets for people with disabilities.

"We have internal and external signage to help customers access the different units within the institution."

Her office also has a memorandum of understanding with the Department of Justice to use their sign language interpreter to make sure that those with special needs are catered for. "We also have several community outreach programmes. We use this to see our customers and make our services more accessible."

Mbuyazi said staff adhered strictly to their courtesy code, which is displayed in their offices. "We treat our customers with courtesy and dignity," she said. "We also have a children's corner where they can keep busy when their parents are in consultation." She said the complaints procedures are displayed on the wall of the offices.

"We open our suggestion box within seven days and respond with 14 days. We speed up the process of responding to complaints raised by clients. We will train or even discipline staff if the official is found to be negligent."

She said clients were still being attended to as usual despite the current drought in Zululand.

"We don't abandon our clients. We arrange water tanks to ensure we don't interrupt our services. We always respond and put the needs of our clients first."

Mbuyazi said her offices were also doing a great job in eradicating the backlog for foster care.



SILVER AWARD

SERVICE EXCELLENCE



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Batho Pele Team of the Year

Department of Education
Kamalinee Primary School

PROVIDING a holistic education and going beyond the normal school curriculum is what drives management and educators at Kamalinee Primary School. The award-winning school, in Isipingo south of Durban, has 1055 learners with 51 educators.



"We believe we've excelled because we have yet to see a school that provides a holistic education the way this school does," said Educator Thanjamah Pillay. "From sport to academics to social awareness, environmental awareness, caring for the aged and the poor and highlighting animal rights, our school does it all. It's not just in terms of what we give but how we teach our learners to embrace all of it." Pillay is a Grade 4 Maths and Grade 7 Science educator and won Educator of the Year in 2008.

"This school has a team of educators and management that works as one well oiled machine," she said. "Here everybody works together, everyone gets involved in all projects. It's about putting people, our learners first." She said this commitment filtered through to all aspects of the school.

"We have a large waiting list, proof of our standard," she said. "Management and staff see no division. We are able to work together in unison. Nobody is vying for individual accolades." Pillay said Kamalinee Primary was deserving of gold as the educators went beyond the call of duty.

"We do more than what the curriculum asks for. We are willing to spend our personal time, our finances and our vehicles to ensure that our learners get the best education."

She said while the Department of Education was limited in providing financial support, staff were willing to go the extra mile and raise the necessary funds to ensure that the school provided the education the community needed.

"We have also proven ourselves from an academic point of view in terms of our results from the national exams and national Olympiads. Our children are always South African winners. In 2015 our Grade 7s were rated the best in the country in the National Science Olympiad and our Grade 4s were placed second. This is concrete evidence that we are doing something right."

She said the success of learners once they left school also gave educators an idea that they were laying a solid foundation for their children.



"Our children are successful in all the high schools that they go to. We do get feedback from those principals. They go so far as to say that they can pick out the learners that come from our school."

She said several learners have gone on to be professionals and successful business owners.

"Many come right back and sponsor our school. Our ex-learners are now successful wealthy people. They do that because they say that the foundation of the primary school led to their success."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

The school has several extra curricular activities from ballroom dancing to recycling and social responsibility projects to charity initiatives.

There are clubs for speech and drama, reading, ballroom dance training, social responsibility programmes, spelling bees and cheerleading.

The school also has a woman's club that aims to empower women in the community.



"This club is involved in teaching women various skills in addition to creative arts, flower and table decorating. It's about empowering mothers and women who can attend the workshops during the day."

A Flamingo Club allows women in the community to borrow magazines and books from the school. This promotes reading among women and mothers who are at home during the day.

The school also provides instruction by a professional coach at its swimming pool that was built in 1987.

"Every week in the afternoon, our learners work in the garden," said Pillay. "The school has won several eco awards, including the School's Environment Education Programme."

"As a result of our school's initiatives, we were invited to pilot the Reel Gardening project where seeds are planted in a strip of paper. The proceeds are given to the 120 indigent children." She said the school has linked with community and religious organizations to provide these children with meals every day. New projects at the school include a pond, an aviary and a permaculture garden. Head of Department Kamal Singh said the school's accolades bore testimony to staff commitment.

"We have achieved many wards. We received the Silver Award for Service Excellence and the Bronze Award as well. Many of our educators have received educator awards by the department. We also have Mrs Pillay who was the Educator of the Year."

He said the learners' exposure to the multitude of activities was an indication of the educators' commitment. "If you look at our register, you will see educators at this school teach beyond 2:30pm every day. They work on Saturdays and after hours. Our

school is buzzing until 4pm every day. It's because our educators are just passionate about what they do."

Singh said the biggest hurdles sometimes were resources, like textbooks.

"But we make every effort to supplement that shortcoming through other means. If we have a shortage of textbooks, we run extra worksheets or we make use of newspapers."

Singh said there were many platforms in place to monitor staff performance.

"We have a suggestion box and we have conducted a customer satisfaction survey. Even at functions we have feedback from parents on how we can improve our service and run a better institution. We also get feedback from parents at information evenings and from letters of appreciation."

He said while Kamalinee Primary complied with all Batho Pele principles, the school excelled at offering value for money. "By offering sporting, cultural activities, exposing our learners to different types of activities, all these things cost money. We have so many volunteers, parents and sponsors. We are able to keep these activities running by appealing for sponsors."



"One just has to look at what the former Model C schools have and then at what we offer here. The activities here cost more money. Parents also coach and our teachers go the extra mile. No one gets paid overtime. Parents are definitely getting value for money," he added.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Batho Pele Team of the Year

Department of Human Resource Management and Development in the Department of Arts



EMBRACING staff and making the workplace an extension of the family unit has borne dividends for the Department of Human Resources Management and Development in the Department of Arts and Culture. Formed in 2005, the department is one of the youngest in the county after its split from the Department of Education and Culture.

Thirty-seven officials based in Pietermaritzburg service the department's 590 employees across the province. "Adopting staff as our own family has seen our unit make a difference in the lives of the people we serve," said Jeff Jafta, Director Human Resources Management and Development in the Department of Arts and Culture. "We have lived by these principles day in day out."

Jafta's department scooped the Premier's Service Excellence Silver Award in the 2014/15 financial year. "We believe we now have an understanding of the Batho Pele principles and we have the experience of implementing this in our department. We go beyond the call of duty every day. It is these exercises that I inculcate in my team. He said it was through his team's interaction with colleagues that they adopted a destitute family who were unable to fend for themselves. "Through our Men's Forum last year we built a house in Vryheid for the Dlamini household and for another family in Ndwedwe."

The Batho Pele principle of access was key in his team's interaction with its clients, Jafta said. "All our customers have access to our events like our Sports Day, Family Fun Day and others. We promote access to our services through policy workshops where we encourage people with disabilities to apply for jobs." The department also used family events and sports days to highlight health and work issues. "Our Family Fun Day includes health screening. Families are also able to better understand why officials have to work long hours and over weekends when they hear top management talk about our programs at these events." Jafta is proud that his department is the only unit in the province with an improved group scheme for funeral cover at discounted rates. "We are humble to our employees," said Jafta. "As Human Resources you need to have that personal touch with people. We study human behaviour to qualify as human resources practitioners so we know what makes people tick."

Jafta's said his department has prioritized several bold initiatives, including promoting health and wellbeing in the workplace. "We go beyond the normal course of duty. We introduced the *Biggest Loser* initiative for both men and women as part of our Employee Health and Wellness programme where employees aspire to lose weight and lead a healthier lifestyle." Such initiatives help ensure healthier and happier employees, he said. The Department of Human Resources Management and Development also focuses on the youth development.

The Department of Arts and Culture currently has 71 interns. "We are very involved in going out to schools and exhibitions. We also have an arrangement with FET Colleges to offer their students an internship period of 18 months," he added. Jafta emphasized that moral support was a key element in dealing with clients.

He said officials also visited the homes of employees when they have a death in the family. "My team is also given time off to assist grieving families with funeral arrangements. We visit them on any day of the week just to give them that moral support."

Each official in the human resources department also contribute R50 towards funerals arrangements of staff members or their families.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Batho Pele Team of the Year

Department of Community Safety and Liaison
KZN Northern Region



FOSTERING good community relations with the people they serve has helped the Department of Community Safety and Liaison reduce crime levels in Northern KwaZulu-Natal. District Coordinator Stanley Qwabe said his team's efforts has closed the gap between police and the community and helped them win the battle against crime.

Qwabe's five-man team services the uMkhanyakude District that shares its northern border with Mozambique and Swaziland. uMkhanyakude District has a population of 410 304 and is made up of the Hlabisa, Big Five, uMtubatuba, Jozini and uMhlabuyalingana municipalities.

This area is predominantly affected by superstitious and witchcraft beliefs. People living with albinism are the most commonly affected.

The common myth is that having a part of the body of a person living with albinism brings luck. People in some areas believe these bones are made out of gold.

"We are responsible for monitoring and evaluating policing in this vast area," said Qwabe. "We also work with the community to ensure they partner with us. Previously the police were working in silence but that has now changed."

The unit monitors police stations, compliance with the Domestic Violence Act and implementation of IPID recommendations by SAPS.

They also monitor management and the handling of service delivery complaints and school safety and crime prevention protocols at stations. Qwabe said the unit was also responsible for the establishment and maintenance of Community Safety Forums.

"We also facilitate the maintenance of Community Policing Forums, the establishment of ward safety committees and voting district safety teams.

We've also participated in awareness programs like fighting against the killing of people living with albinism." Consultation was the most important principle, he said. "We don't do things unilaterally here. We are accessible always and serve the interests of the community." Qwabe's unit had previously worked out of Pietermaritzburg. He said despite a small team, they have been able to deliver on their mandate.

"We don't have an on or off duty. We are on call all the time. If there is a need, we are there. We don't limit ourselves. When there's work, there's work." He said practising the Batho Pele principles have enhanced service delivery.

"We always try to have meetings and motivate the community and ourselves. We also see how we can do more and what we do best." Complaints were addressed within five days, Qwabe said.

He said his management was always getting feedback from the community. "We pride ourselves in doing well with consultation."

We have 126 people as part of our Volunteer Social Crime Prevention Programme who visits war rooms across the district. We attend at least five war rooms a week."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Batho Pele Team of the Year

Department of Transport
Road Safety Team



COMPASSION is what drives the Road Safety Team to literally go the extra mile every day and change the mindset of errant road users. Principal Road Safety Officer Jolene Boulton and her team of 14 have seen death on our roads first hand and the all too familiar sight of grieving families arriving at the scene of accidents.

"When you work in the field, you see horrible death every day," said Boulton. "We see families losing loved ones all the time. That's what drives us. Compassion for people is at the heart of our services."

Boulton's crusade to stop the carnage and make a difference is finally paying off. This Easter holidays, KwaZulu-Natal had 37 fatalities- a two percent drop from the previous year. KZN was also the only province in the country to have a reduction in road crash fatalities.

"My team started six years ago to change the behavior of road users," said Boulton. "Our team is committed to providing road safety education and awareness interventions. We go where people are. We will even visit taverns on a Friday night to promote safer roads."

Road crashes are responsible for more deaths than a debilitating disease where millions of rands are spent on prevention, she said.

Boulton and her team build on the road safety foundation of safer roads by embracing Batho Pele principles.

"We don't work from 7h30 to 16h30. We work weekends, public holidays and do not comply with official working hours. "Losing a loved one in a road crash has a devastating impact on families." The World Health Organization predicts that the category of unnatural deaths, which includes road crash fatalities, will be ranked as the third highest cause by 2020 if not addressed urgently.

HIV/Aids-related deaths will in comparison be ranked ninth. "Road crash deaths are a pandemic that requires serious and drastic interventions to halt the unavoidable loss of innocent lives," said Bolton.

"Through our road safety education and awareness interventions in partnership with community road safety councils and interfaith ambassadors, we are continuously equipping our citizens with skills and knowledge that allows them to make informed decisions."

She said the School Crossing Patrol Services Project was a poverty alleviation program that created employment opportunities for unemployed woman-headed households.

"Our Scholar Patrol Project empowers learners to take responsibility for road safety issues at a young age. Our community road safety council members are our eyes and ears in the community."

The team has won a string of awards including Bronze in Best Team category - National DPSA Batho Pele Awards, National Road Safety Award for Best Project, Bronze Award for Best Project and National Road Safety Award for Best Project.

The Road Safety Team was also the first government department to win a Silver Loerie Award for an advertising campaign.

Boulton said clients completed surveys and could call the Mpimpa Call Centre to report any dissatisfaction.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Batho Pele Team of the Year

**Department of Co-operative Governance
and Traditional Leadership
Chief Directorate - Traditional Institutional Support**



ADOPTING a bottom-up approach to working with clients has paid dividends for the Traditional Institutional Support unit in the Department of Co-Operative Governance and Traditional Affairs. The unit supports municipalities as well the traditional leadership institutions in terms of capacity building and implementing and coordinating projects in their traditional communities.

It services 20 traditional leaders and 20 traditional councils. Each traditional council has 30 members. "When I say we provide support to the institutions I'm not just confining ourselves to Amakhosi. We also provide support to their communities," said Zimbili Maphanga, Deputy Director of the Umgungundlovu District. "Our various initiatives have contributed to poverty alleviation in rural communities and has enhanced rural development."

Maphanga said her unit facilitates the various projects taking place in traditional areas and advises the municipality on how traditional leaders operate.

Her team last year won the Premier's Award for the Best Implemented Project for their Festival of Beads. That project was aimed at wealth creation for rural women and reached out to the rural community by hosting a Bead and African Arts Carnival to promote South African culture and boost rural economies.

"I'm blessed to have such a team. It's not the first time we have been nominated, shortlisted and won an award. We would not have won the Festival of Beads if it were not for this team. They are very co-operative and enthusiastic about their work."

She said the unit has made inroads because of the team's impact. "Consultation is also important as we consult with our clients. We don't implement the approach of top down. We work bottom up because we elicit their needs. This assists us to implement effective support."

Being understaffed is a major hurdle for the unit. "We can do better if we are not understaffed. The team effort makes us able to accomplish whatever we want to." Maphanga said her team of nine was proactive, innovative and cooperative.

"Time does not matter if there is work to be done. They will go home at 20h00 if they have to. If another section is stuck with work, we are able to help each other." Implementing Batho Pele principles has enhanced the functionality of traditional councils.

"That is our core function of providing them with the support because they provide input to the municipality in terms of service," she said. "They go out looking for sponsors as traditional councils. They also come up with projects that would help them in terms of executing their functions in their respective communities."

Maphanga said she monitored her team's performance through feedback and complaints.

"If it's minimal we do solve the problem here. If not, we would refer these to head office. We are a district office and merely coordinate."

She said her clients are consulted through meetings. "When they have their meetings we are there. Sometimes they request interventions. We also come up with projects for them and source resources. We print things here in the office and take it to their administrative centres."

She said her unit also monitored and moved around their client's assets and furniture that were not being used. Every official has Batho Pele principles displayed in their offices.

"So even if they are answering the phone, the principles are a reminder to be polite and courteous," said Maphanga. "We work with a variety of stakeholders and live these principles on a daily basis. God guides me on how to lead and manage people."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Frontline Service Delivery Employee of the Year

Department of Agriculture and Rural Development-eZingolweni Zandile Shozi



ZANDILE SHOZI'S tenacity knows no bounds. The Agricultural Advisor from the eZingolweni Local Office in the Ugu District will go to any lengths to ensure her clients get what they need. A chairperson of the Ward 1 war room and Deputy Secretary of the Local Task Team, Shozi has spearheaded a string of projects since she joined the Department of Agriculture and Rural Development in the Dume area back in 2004. Now, thanks to her efforts, clients are exporting their sought after harvest to international destinations.

Shozi has a National Diploma in Agriculture, specialising in Agronomy and Horticulture and a B-Tech in Agricultural Management. "I'm currently engaged with food security, communal estates and irrigation scheme projects," she said. "I work with small and commercial farmers and advise them on how to plant crops. I provide technical skills on how to plant maize, dry beans, potatoes and general fruit production on a daily basis." Shozi said Batho Pele to her, was a way of life.

"I always put people first and go to them," she said. "I work with the community on a daily basis. I'm the chairperson of a war room so all cases from the community come to me." Shozi believes in consultation, saying interacting with the community was invaluable. "You have to get community input if you want your projects to work," she said. "At the same time, you don't have to keep on consulting. You need to have impact."

She said seeing the impact of her work was priceless. "Impact is when you see the lives of the people change. From the deep rural areas, the most disadvantaged people being able to alleviate poverty and generate income, that is something really special."

Shozi did not give up when her department was unable to fund her projects. "When my department could not afford to fund certain

projects, I engaged with another department to solve that client's problem. I have even had the Ugu District Municipality fund some of my projects." She recalled a project that required a farmer to contribute 50 percent of the funding.

"The project was R1.5-million and it required that the farmer contribute R750 000. When the farmer was not able to raise that money, I approached rural development and they funded the R750 000."

Shozi has been inspired by her mother. "We were poor at home so I know what it's like," she said. "My mom used to plant vegetables and sell it to gain an income. That inspired me, that farming can change lives." She said this upbringing has also affected her interaction with people. "I need to ensure that there is service delivery in whatever I do. I need to make sure that there is impact."

She said one incident that touched her dearly was that of a woman who lived with her family in a tiny little house. "If you went there before the intervention you would have cried," she recalled. "As a team of the war room, we went there with food and we supplied them with seeds but that was not enough. I wrote a letter to a businessman in eZingolweni, Mr Allan Noor Mohamed asking him for assistance. Mr Mohamed responded and built two rooms and supplied the woman with furniture. He also sent her two kids to school."

Shozi said Batho Pele has made her see the community in a different way. "I service two wards with more than 10 000 people. I work with clients to improve their lives and I go beyond the call of duty everyday."

She said 10ha Sizuzimpilo Tea Tree oil project was a shining example of her commitment. "We're always seeing tea tree oil in shops so I researched it in 2009 and applied for funding from my department. You plant once and it's lifetime is 40 years."

Shozi said the group involved had their first harvest last April. "They are now exporting their tea tree oil. There are 12 beneficiaries and they employed 30 people during the harvest. Their first income was R66 000 in June and R61 000 in August. In one year they managed to make a profit of R89 000."

Her other projects include the 128ha Wosiyane Riverside Cluster producing dry beans, the 30ha Horse Shoe irrigation producing vegetables and tea tree oil, the 100ha Thuthuka Cliffview Co-operative producing maize and dry beans, the 100ha MZZISNOTTA Co-operative producing maize and dry beans and five community gardens for food security.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Frontline Service Delivery Employee of the Year

Department of Corporative Governance and Traditional Affairs Mr Alex Msomi - GOGTA



COMMUNITY Development Worker Alex Msomi is a man who wears many hats. Msomi, who is based at Cooperative Governance and Traditional Affairs offices in Sani Pass in the Himeville Area, is often called upon to intervene or mediate in a variety of matters from community and social issues to resolving criminal and civil disputes. "My job is to inform and assist the community on the services available by the different spheres of government," said Msomi. "My work is based in the community. I'm always called on to assist with various issues. Some are not even part of my job description, but I help wherever I can." Msomi is passionate about this deep rural, desperate, deserted and mostly poor community living in the dusty area perched somewhere in the cold mountainous area of Sani Pass that he works in and often goes beyond the call of duty to assist.

Access to this community is by means of one or two bakkies used as taxis and if you miss their morning travel time you may as well forget about going to the nearest sleepy hamlet of Himeville which they call town for the day.

"I'm always using my own funds to assist people who need help. I'm very happy to help, it's my community. Most of the people here are very poor." Community upliftment is important to Msomi. "If they are affected it automatically affects me. People are always calling me, even if they fighting amongst themselves or for domestic violence. I sometimes go home at 4am if I'm assisting in taking people to hospital when there are no ambulances available." Msomi said transparency and openness was very important when dealing with clients. "You have to service people with respect and courtesy," he said. "People share their problems more and more if you are polite and caring. People are the heartbeat of the nation. I therefore avail myself to assist wherever I can."

He said being thorough and committed in his work has gained him the community's respect. "When I make promises I make sure I keep those promises. I make sure I keep clients informed on the progress of their matters. I believe in getting the full story from clients and make home visits all the time. I just don't rely on documents. I believe in getting information from the horse's mouth."

Msomi is also chairperson and coordinator of the local war room. "I was elected chairperson because nothing much was happening there. My leadership has helped me in the war rooms to ensure service delivery. We plan together to make sure everything works. This way people won't sabotage attempts to get all stakeholders involved." Msomi also assists the war room with secretarial duties. "I assist with the minutes, typing and printing, sending invitations to relevant stakeholders, etc. I supervise the Community Care Givers in profiling and arrange documents for their reports. I've always been involved with working with people on the ground."

Msomi said his interaction with the municipality has also assisted his performance. "I work with all structures to access the various services that are available. I make sure people benefit from relevant departments." Msomi has initiated a string of programmes to include sports, youth development, back-to-school campaigns and Heritage Month celebrations. He also raises funds to support these programmes. "The Batho Pele Principles is a powerful document. If we provide services we do it in a humble and efficient way."

Through Msomi's intervention, resident Ntombiza Mhlakoana received a payout from her husband's employer nine years after his death. "I feel for people," he said. "I would use my own transport without compensation to take her to Pietermaritzburg. I've also helped ensure that grantee Lindokuhle Majosi had her monies refunded after funds were deducted by an unauthorized debit order." Msomi has also assisted several residents to apply for birth certificates that ensured they collected child support grants.

"I've even intervened to resolve land dispute issues and assisted a number of people in the community to claim from the Road Accident Fund. We always apply to the relevant departments and NGOs for food parcels to assist vulnerable households." Msomi has also used his own vehicle to transport soccer teams and assisted them in procuring soccer kits to from the Department of Sports and Recreation. "I also have a database of unemployed people and try to arrange employment where I can."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Frontline Service Delivery Employee of the Year

Department of Social Development Ms Lorna Vaneshri Gramani



Lorna Vaneshri Gramani was always passionate about people and ready to make a difference when she left university. Being raised by a single parent, she understood and appreciated the importance of family values. "I feel blessed because I'm in this position and can make a difference in the lives of people I meet," says the social worker based at the Chatsworth offices of the KwaZulu-Natal Department of Social Development. "It's about graciousness and humility. I've always wanted to enhance the quality of life for all citizens and I'm mindful of the quality of service I provide." Gramani's upbringing has enabled her to find a way to merge her family and social work values to benefit her clients. "For me the Principles of Batho Pele was part of my upbringing. It's how I live my life every day.

I value every person and realize that every life is important. I strive to reach excellence in whatever task is given to me." Gramani has always endeavoured to go the extra mile for her clients and takes special care to treat them as kindly as possible.

"However in matters of child abuse and domestic violence I am able to hold my own and remain firm, fair and objective," she says. "Despite various and diverse work commitments I am able to assist whenever the office is experiencing a crisis like removing children in the absence of the area worker, completing sentencing report in a matter of days for culpable homicide in the absence of the probation officer."

In addition to her normal workload, Gramani has independently researched topics like Satanism and Sugar Daddies. "I found that these are social ills that are persistent and negatively affecting our youth. I do this research in my personal time and have been ever willing to share this information with others." Gramani also believes in the advocacy and advancement of women. "My work at the Thuthuzela has had a profound effect on my sense of social responsibility and dedication to clients living in rural areas." She has also been at the forefront of several community outreach projects.

"I'm involved in various projects like the Tutu Care Centre and the White Door project. These projects are special because it's victim empowerment. We deal mainly with abused women and child-headed households." She says there is a dire need for her services in a community that has been very dear to her heart.

"I'm always working long hours and I transport clients in my own car.

To me it's about service delivery. Often we don't have budgets to provide for tea and sandwiches or snacks. I use my own money for these refreshments." Gramani has ensured that social welfare programs are now more accessible to vulnerable communities.

"I feel strongly about community members having to travel on foot to reach these programs. So we choose venues within the community." She says the community she serves has been riddled with gender-based violence and substance abuse for years. "Poor service delivery has left these communities doubtful of governments ability to help. We've found that services need to be more accessible and more frequent." As a result, she has roped in various stakeholders to revive community interest in serious topics that have in the past been met with community apathy. "Gramani often speaks at functions on community apathy and the adoption of a zero-tolerance attitude to the abuse of women and children.

"I also addressed gaps in terms of poor service delivery and how to access services. We inform the community on how the concept of Batho Pele has made it mandatory to ensure that all customers regardless of race or background receive services that are quality based." I point out often that all government officials are placed in their roles to assist the public. They are the reason we have jobs."

Gramani says the most important Batho Pele principle to her was the impact of her services. "Our work depends on the impact of the services we deliver. We have to make a difference." Her clients complete customer care surveys in the foyer to monitor compliments or complaints.

"Word of mouth to me has been my biggest referral," she says. Gramani was deployed last year for three months at the xenophobic refugee camp in Chatsworth that housed more than 5 000 affected foreign nationals. "It was wonderful to make a difference," she says. "It gave my life a sense of purpose. I felt like I was needed, and it was good to meet people."

She and members of her management had donated materials for the initial crafts programmes with children.

"I'm not a cleaner but I helped clean the grounds and even cleaned up the vomit. I hugged children and we bonded. Even the children were unhappy when they left, saying 'Mam, we'll miss you'."

Gramani is known to embrace her clients with big hugs, ensuring they feel loved. "That like Batho Pele is part of my upbringing. Every life is important. Clients are our bread and butter. I was told this by a senior social worker when I was a student and it has stayed with me ever since. That makes our customers an invaluable commodity and worthy of my deepest respect and gratitude."

Gramani says Batho Pele is a culmination of a principled work ethic, dedication to serving the vulnerable and appreciation for her job.

"My clients have been my greatest teacher and have schooled me more than a university education ever could. My sense of Batho Pele did not begin when I began employment in government. It lives and breathes in me because I am the product of good parenting that has taught me that all lives matter."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Frontline Service Delivery Employee of the Year

Department of Transport - Hluhluwe Cost Centre Ms Thembisa Mgwili



A PASSION for education and observing a change in behaviour is where Thembisa Mgwili finds her sense of fulfilment. The former educator and now Principal Road Safety Officer at the Hluhluwe Cost Centre in Empangeni Region is responsible for the implementation of all Road Safety Programmes in the uMkhanyakude District Municipality. Mgwili has been servicing the Hlabisa, Jozini, uMtubatuba, Big Five False Bay and the uMhlabuyalingana local municipalities since 2009. "I deal with the community's front line on a daily basis," said Mgwili. "I love working with people and making a difference in their lives. This is what drives me. My job is special because it creates an opportunity for me to share information, to educate and effect a change in people's behaviour."

Mgwili conducts road safety talks and awareness campaigns in schools, churches, tribal authorities and in the taxi ranks. "I conduct road safety workshops for learners, educators and drivers. I also conduct road audits to identify hazardous areas in the district and liaise with the technical department within the cost centre to ensure engineering solutions are implemented."

She also facilitates burial assistance for the road accident victims. "It's always important to treat everybody with respect and decency. I take pride in my job and always put people first no matter what." Mgwili has won a National Award for Pet Project in 2012, was nominated as Pet Coordinator from 2012 to 2015, won Best Employee in Service Delivery -Cost Centre Hluhluwe in 2014 and 2015 and won first position in Regional Pet Project from 2012-2014. She has been instrumental in arranging Road Accident Fund workshops for residents.

"In previous years the uMhlabuyalingana residents had been struggling to access RAF information and assistance. With an increase in RAF queries I facilitated in arranging a consulting venue once a month for residents. I then invited consultants from the Road Accident Fund in Durban to offer workshops."

She said the success of the workshops has encouraged her to roll out the program to other municipalities. Mgwili has also empowered learners with the Road Accident Fund information when she visits schools. "My talks deals with the RAF claim procedure, who benefits and where to obtain assistance."

"She initiated and developed plans for joint awareness campaigns to be held in taxi ranks, primary schools and in the tribal authorities." "I closely monitor the regular attendance of traffic officials to the road safety meetings to discuss and develop strategies on how accidents in the district can be reduced or eliminated. I'm passionate about serving the communities and I'm ever willing to deliver regardless of time constraints."

"I never hesitate when I'm invited to address people on road safety even if it means working overtime and without reward. I will commit as long as I believe that I'm making a positive impact." It was through Mgwili's persistence that Sanral installed pedestrian crossings and signage around 13 primary schools located near the national road. "Learners were continually being hit by cars as they crossed," she said. "Something had to be done. I also conducted road safety talks in schools situated along the R22 main road. I would sacrifice my time visiting schools in the afternoon to monitor whether learners were observing what they were taught." Mgwili said she continuously sought ways to improve her service delivery and make a more meaningful contribution. "I have developed a number of road safety presentations that I use when I conduct educational awareness for drivers, taxi owners or educators. I sometimes use my own money to pay for road safety booklets and visual charts that I use."

Mgwili is known to go out of her way to assist families after accidents. "I have on a number of occasions facilitated burial assistance from the Road Accident Fund on behalf of bereaved families. I have even attended funeral ceremonies over weekends just to request an opportunity to address the community members on road safety." She said she knew she was making a difference through feedback from the community.

"The many letters of appreciation clearly indicates that I indeed leave a mark wherever I pass. Receiving letters of appreciation from the clients really makes me feel happy and encourages me to do even better. I am willing to working beyond what is expected of me and without any financial reward. I sometimes find myself working from 4h00 till 23h00."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Public Service Implemented Programme or Project of the Year

Department of Sports and Recreation Club Development Programme



Sakha Mhlongo's passion for promoting club development sport is not only producing shining stars and creating employment, it has reduced crime levels and seen infrastructure development in the mostly impoverished communities in deep rural KZN.

Mhlongo is the Principal Sport Development Officer in the Department of Sport and Recreation responsible for the Club Development Programme throughout 11 districts in the province.

"We take many programmes to the community," he said. "There is club development, community and recreational sport, development and promotion. It's important to take services that people need. It's because of the impact the programme has made on their lives, that we have that many programmes."

The Club Development Programme was introduced in 2008 and implemented successfully in deep rural areas. "The objective was among other things to ensure that communities benefit from the project to develop and promote talent in the youth who were active in sport.

We were aware that there were many people in the community running clubs but had no support to sustain these clubs."

Mhlongo works with clubs not affiliated to federations. "Each federation assists us in terms of identifying and running these clubs effectively," he said. The program assists in the development of soccer, netball, volleyball, basketball rugby and athletics.

"We want to ensure clubs in the community get the opportunity to get developed properly," he said. "We take them for training, provide balls and equipment and assist them in accessing facilities with municipality or tribal councils. We also make sure that these clubs get the opportunity to be seen by the federations as well."

Mhlongo said the Batho Pele principles of information and access were important in keeping people motivated and playing. "When we went in, we didn't just go to the people and ask them to cooperate. We needed them to understand what we wanted to do. We only needed those who understood the programme, those who wanted to assist in development. Not those who would take the equipment and go."

He said funding came from national government. "The Club Development Programme has made a huge, enormous impact in the province. The idea is to ensure clubs at local level get the opportunity to be developed and assisted by government. This programme not only helps with developing clubs but also addresses unemployment."

Mhlongo said the programme recently employed a number of people. "Had it not been for this programme, these people would be without jobs. We have assisted in addressing employment. People are now permanently employed and responsible for administration."

He said the project employed two administration officers, another who is responsible for club development and community recreation and a fourth person who is tasked with the development of school sport in the province.

"As a result of this programme we have seen real development at local level. So there has been a positive response. People were just playing informally before and getting nothing. Now we host local tournaments that take place at ward level and at district level where local municipal clubs compete."



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Mhlongo said tournaments at regional level were halted because of budgetary constraints. The department spent R20 000 on local tournaments, R120 000 at district level and about R300 000 on equipment.

"We have six codes of sport and 10 clubs in each code. So more than 100 clubs have already benefitted. We are getting value for money. We would not pump in government resources and not monitor it."

He said the programme tied in with the objectives of Sukuma Sakhe. "This project promotes social cohesion. The more you bring people together the more you promote social cohesion. Here we're talking about people who have never met before. Through this program they get the opportunity to play together and we bring together sports loving people." Mhlongo said he was pleased to make a difference in the lives of ordinary people.

"I've been doing this for over two decades. We are where we are today because of the contributions I have made to ensure sport is developed and promoted actively in the province. I've run this program successfully. So obviously if you are doing a good job, it's important that it encourages you to do your best."

He said there were challenges with resources. "Sometimes we don't get the support that we need to run the program that we wish. But we always try our level best."



GOLD AWARD
SERVICE EXCELLENCE



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Public Service Implemented Programme or Project of the Year

Department of Transport Construction of Godloza Access Road Lindinkosi Buthelezi



CONTROL Technician Linda Buthelezi ploughed almost R6-million into the Mpembeni local community in rural Hlabisa when he opted to use labour intensive construction during the building of a 2.5km road in the area. Buthelezi is based at the Hluhluwe Cost Centre of the Department of Transport in the Umkhanyakude District and is tasked with constructing roads and bridges. "The Control Technician does the planning of the overall project and the budget allocation," he said. "I also look at implementation and supervising all projects within the Umkhanyakude District which consists of five municipalities. I see to it that all technical sections are run efficiently to deliver on service delivery priorities."

Buthelezi said Cost Centre Hluhluwe received an Expanded Public Works Programme (EPWP) incentive grant of R6-million to construct the second phase of road from Mayakazi to Ophaphasi using the labour intensive method. "The incentive was introduced to alleviate poverty by creating more job opportunities in the community. The regraveling of the road would provide better access to Godloza High and Mayakazi Primary schools. The new road would link the towns of Hlabisa Town, Hluhluwe, Nongoma and Mkhuze.

"By using labour intensive construction in this project I've created 145 job opportunities. Instead of one contractor getting the job of R6-million, I've divided the money to benefit 145 households," said Buthelezi.

The project started in November 2015 and ended in June this year. Road construction is normally done using 95 percent machinery and five percent labour. "On this project we used 90 percent labour and 10 percent machine. This is what makes this project special to Hluhluwe. It ensured that the local people got jobs instead of using plant hire where one person gets the job." Buthelezi said this enabled those working on the project to assist their families and help their children attend school. "The request for this road came from the principals because educators could not access the school when it rained. Also any deliveries done during rainy days did not reach the schools. After construction, access is no longer a problem. The principals say learners now also arrive on time." Buthelezi said he employed mainly people with disabilities, women and the youth. "This project has improved service delivery in the area. Not only did the community receive a road, but they also benefitted from jobs and because of the drought during construction, we got a borehole in place to source water. The community is now going to get water all the time as a result of this project." The project has also saved the department money.

"The rate for the plant hire is a lot more expensive than labour," said Buthelezi. "Even though labour construction takes longer, it's worthwhile." He said although EPWP was a national initiative, implementation was generally a problem. "It needs a lot of planning and the execution needs even more planning and details. Before we started the project, we consulted with stakeholders. We met with the community every month and gave them an update with regards to the money being spent."

He said community concerns and problems were addressed. "This project served the community and nothing was hidden from them. The project has had a major impact on their lives. They got the road, they got work and also got trained to work. This will enable them to find employment elsewhere with the skills and a certificate from this project."

Buthelezi said this project allowed him to go beyond just building roads. "I like the impact this project has made. It's where you gauge whether you're successful. I was able to give the community what they wanted." He said he was particularly touched by one disabled resident. "There was this guy with a disability working on the project. He was in his mid-30s. He told me that this was the first time in his life that he actually had a job. He could never find work before because of his disability."



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Best Public Service Implemented Programme or Project of the Year

Department of Health Uthukela District

Improving Access to School Health Service



DIAGNOSING and treating ailments and sicknesses at school level is a key priority for Primary Health Care Manager Lindiwe Pungula Nene and her team. Nene is responsible for supervising the School's Health Team that began operating in Ladysmith in 2012. "We are responsible for screening learners at an early age and therefore will be able to identify diseases or challenges," she said. "In this way we can treat their problem early and save the department money of treating that ailment in the long term." Nene's team serves 118 496 people, mostly in deep rural uThukela District of KwaZulu-Natal.

"When we started there was one school in the most deprived ward, Ward 10, that could not access our services because our staff had to cross the Tugela River to get to them. My team would have to park on main road, sometimes cross the overflowing river and travel another seven kilometres to the school. "With Nene's intervention and after consultation with Operation Sukuma Sakhe within the Local and District Task Teams and other stakeholders, a bridge was constructed in 2013." This made it easier for us to access the school. There were other challenges at the school like teenage pregnancies because girls had to cross around bushes and risked being raped. Initially the rape cases were not reported to the SAPS." Now, Nene said, police are clamping down on rape offences and raiding the school for dagga because substance abuse was another serious problem at the school. "It makes me want to go even further and work harder when I see the impact of my job. Batho Pele principles serve as a guideline when we render our services.

It shapes our behaviour around how we behave and react." Nene said after the project was implemented, learners were able to access their services and receive treatment, ensuring value for money. "This not only cut costs but identified diseases that can cripple learners. We have provided some learners with hearing aids. Some were seen by the school's team and were referred to other departments. Other learners were referred to physiotherapists and some to home affairs to access grants. "Most people here are unemployed and rely on farming off the land to live.

"We are improving access to our services," said Nene. "We are courteous when we give them information. We go to learners and the educators. We are courteous to all our clients." Nene knew she was making a difference through feedback from the other departments. "We refer some learners to hospitals for further treatment. If parents are not able to attend to a referral hospital 60kms away, we take the learners to the hospital ourselves." Nene said her team helped in promoting health and preventing diseases.

"We are also empowering the community at ward level. We empower learners and educators alike. Sometimes educators are not as clear about the subjects. Our nurses are able to assist the educators too." Nene now has a medical team that includes a speech therapist, dentists, a doctor, primary health care nurses, ophthalmic nurses and an optometrist that roves between schools. "The most common challenge is that the schools do not have consultation rooms to render services to the learners." The project received a huge boost when Eskom donated a R14.5-million bus. "This bus spends six months in the Free State and next six months within the uThukela District. In this bus we have ophthalmic services, an optometrist, a dentist, psychologist, a primary health care nurse, a speech therapist and physiotherapists.

Mr CJ Mphana, and Educator and HOD of Eludimbi Primary School with 168 learners said he was grateful for Nene's efforts. "There was a huge problem with regards to access to our school in 2012. This team went the extra mile to make it possible." Mphana said the Nene's intervention and the delivery of services at his school has had a great impact on learners and educators. "After the construction of the bridge there was a decline in disruptions to school activities. The learning and teaching improved. The intervention by the Department of Health has been very positive," he added.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Public Service Implemented Programme or Project of the Year

Skills Training Project for mental Health Care Users Ladysmith Regional Hospital



MAKING Mental Health Care Users self-reliant was the aim behind the skills training project when it was implemented at the Ladysmith Regional Hospital.

Initiated by the Occupational Therapy Department in 2014, the focus was to get patients to learn skills like crochet, sewing, baking and other crafts that could be taken back to their communities and used as leisure activities or to generate income, said Evette Cilliers.

"We want to stop discrimination against mental health because people with mental illness are often stigmatized. That's what we are trying to change because, given a chance, individual can make a contribution if given the chance."

She said the ideal situation would be to have the Mental Health Care Users welcomed back into their communities. "We hope it gives them a feeling that they have something to contribute and ultimately assist them on their path to recovery."

The initiative won the Best Quality Project for Innovative Services in the Emnambithi District in 2015.

"Our project is special because we don't give our patients money or things. We give them a tool for their box that they can go out and catch their own fish one day."

Most patients receive a social grant and have limited skills to provide in their community.

"They don't have money and there's lots of scrap around us. I've learnt a lot about making plastic into fantastic. It has helped us to look at things like empty toilet rolls differently and trying to see that potential."

Cilliers said Mental Health Care Users are often isolated and did not interact within their social community.

"Reintegration into the open labour market is also often difficult and met with a stigma," she said. "Unemployment may be disempowering to them and may perpetuate their illness."

She said the lack of resources may also cause them to fall back into their previous dysfunctional habits.

Patients learn to rely on community support like disability grants and community members to care for them. They may take little responsibility for their health and their dependents, she said.

"This project enables them to be functional and acquiring skills has had a good impact on them.

They've been very grateful that they have that feeling of support." Cilliers said patients have gone out feeling better about themselves.



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Group meetings are held once a month at the hospital to coincide with their consults in the psychiatry department. "Initially the group materials were sponsored in 2014 and thereafter the money raised from sales of the products was used to buy materials. We didn't get any government funding to start this project."

Raw materials will now be ordered from the Department of Health to ensure sustainability. "There are 10 to 15 girls and women currently in the group. We obviously want to make it more. We would like to include male patients and add activities like woodwork."

She also aims to share more basic concepts like budgeting, time management, stress management and conflict handling."

Cilliers hopes this interaction and bonding would lead to the group being more open about their problems.

"You don't have to bare your soul if you're in the group. But we would like to hear them talk more about problems they're having."



She said hospital staff and visitors alike were impressed with the group's products at last year's fundraiser. The potholders, placemats, sleeping socks and Christmas decorative balls helped make R1 370 in profit. This money was used to buy more cotton twine and crochet hooks for the group. "I would want to win gold for them for every effort that they put in. We've been innovative in this project. It's an amazing feeling to know you actually have the privilege of helping someone else understand their own self-worth. It's a basic need for everyone to be accepted and we're making that difference in our group."

Cilliers said a major shortcoming was the access to the project as most clients lived in rural areas. "Our department gets feedback from patients, psychologists and nurses. We always go the extra mile. It's something you have to have in you." "I try to be the best Occupational Therapist I can be. That's what God made to be." She said she and colleagues sometimes gave patients transport money. "We've given them crochet needles. We support them and buy whatever they sell like sweets or so if they are vendors."



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Best Public Servant of the Year

**Hlathi-Dam Clinic
Nonhlahnla Zungu**



Professional Nurse and Operational Manager of Hlathi-Dam Clinic Nonhlahnla Zungu goes to work every day prepared to make a difference in the lives of people she serve. It's little wonder that the clinic has won a string of awards for being the Best Ideal Clinic, Best Condom Distribution Clinic, Best Clinic on National Core Standards, won Umzinyathi District Health Service Excellence Awards 2016, Achieved Platinum for Best Ideal Clinic and walked off as the Best Clinic on National Core Standards- Central Chronic Medication. "Whatever I do, my work comes to mind," she says. "Each and every day I know what I have to achieve for that day." Based in the deep rural area between Nquthu and Dundee, the clinic provides the primary health care package to 15 995 residents.

"We treat minor ailments, minor flus and attend to antenatal care clinics," she says. "We also offer maternal and post-natal care, deliveries, family planning and chronic ailments." The clinic also issues birth certificates for babies born here. Zungu has overcome the lack of resources to ensure service delivery. "I never use resource constraints as an excuse for poor service delivery," she says. "I have the ability to work with minimal resources. Despite the fact that we are experiencing financial constraints, I use what I have and improvise when necessary." Under her leadership, the clinic has extended its weekend hours to enable employed clients access to health services.

A private general practitioner visits the facility twice a week for two hours. The clinic opens daily from 6:45am to 6pm. "We only close our doors if there are no other clients. At other institutions, security will stop you from going in at a particular time. We will wait until the last client is done. This relates to our accessibility." Zungu has also encouraged Outreach Teams to visit Hlathi-Dam on monthly basis. A physiotherapist, occupational therapist, dentist, audiologist, dietician and optometrist currently service the clinic. She introduced Central Chronic Medication Dispensing and Distribution (CCMDD) for all stable chronic clients who can easily access two months' supply at four pick-up points across the area. She made Hlathi-Dam Clinic a youth friendly facility when she introduced a suggestion box specifically to allow the youth to make suggestions, complain or compliment her service.

"I make sure that suggestion boxes are opened monthly. We receive more compliments than complaints. I established a Clinic Complaints Committee to discuss complaints and redress where necessary."

Zungu says clinic staff also regularly attends war rooms. "This is one way of also monitoring our service because all stakeholders are present. We have a suggestion box to monitor client feedback. "I know I'm doing a good job because of the compliments." The clinic is regularly complimented on the local radio station" Zungu says she is happy when she sees the difference she makes.

"In the eyes of the Lord, he can see what I'm doing. I'm accountable to him. If staff is addressing clients, they say 'our clinic'. They need to own it. They also need to tell us what they want." Hlathi-Dam Clinic employs local people on a rotational basis as security every three months.

"My attitude is always positive. I live here so I am their neighbour. People won't burn this clinic because they know that if they burn it, they will have to travel a further 30kms. Zungu says despite having medial aid, she also gets treated at her clinic. "Batho Pele has made us accountable to our people. We consult with clients and ensure they are getting value for money. They don't have to travel out far." She says even the telephone is used sparingly. "Our PRO conducts training on customer care. We address people appropriately not by their condition."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Public Servant of the Year

Operations Manager Mkhonjane Clinic Nonhlanhla Mawela



Inspiring employees to work independently towards achieving a common goal of creating a better clinic and speeding up waiting times has paid dividends for Nonhlanhla Mawela. Mawela has been in the public service for 24 years and joined Mkhonjane Clinic as an Operational Manager in 2013. The Mkhonjane Clinic services more than 7 500 people in deep rural community of Nquthu and treats around 1 500 patients every month. "I have a clear vision of where this clinic should be in the years to come," she says. "I plan strategies at the beginning of every year. I oversee the management and supervision of the clinic." The clinic treats mainly HIV, TB, hypertension diseases and malnutrition. "We also offer chronic medication and conduct campaigns for TB, HIV and malnutrition mostly," she says. We also do immunization for children under five."

Mawela efforts have decreased waiting times at the clinic. "Serving the community is my passion," she says. "This clinic is like my lastborn child. I'm always thinking of how I can best serve my community. I take the clients as my relatives. If it were my mother coming here, I would also want the best treatment for her." Mawela sometimes use her own monies to purchase items for the clinic when there are no funds available. "I'm always thinking how best to change the clinic. We always think how best to serve the clients. We always focus on important things like waiting periods."

The clinic has won the Best Condom Distribution Clinic, Best Clinic for Antenatal Care before 20 weeks and Best Clinic in the National Core Standards. In the Umzinyathi Health District Excellence Awards the clinic won Best Manager and Leader of the Year, Best Clinic in Decreasing Malnutrition and received Gold Status for the Ideal Clinic in Operation Phakisa.

Mawela comes in at 6am and treats patients despite the clinics officially opening at 7am. "I always attend to patients who are here even before the clinic opens. This also limits waiting times." She says government's initiative to adopt the appointment system was in line with the Batho Pele principles. "We've really tried to bring the services of a private clinic into this rural community. We treat clients holistically." The clinic has set up a committee to specifically address suggestions and complaints.

"Redress is very important," she says. "If the patient is not happy with the service and we don't offer a channel for them to complain, like the survey box, then they will air their views somewhere else. Clients who cannot write are aware that they can speak to the manager or any staff member. Most of the time we consult and the patients are happy with our service."

Mawela says cleanliness and aesthetics were also priorities. "I bought flowers and planted them so when clients come in, it has a homely feel. I have now new curtains and not blinds." She says clients are also consulted in individual rooms to ensure their privacy. The clinic works closely with the local war room and Community Care Givers. "These are our links within the community. They identify problems and bring them to the war rooms. We also work closely with the war room councillor who champions the war room."

Mawela's intervention has resulted in the roads being repaired due to several ambulances having punctures. "You have to be people's person in this job and it is therefore important that you understand them. It becomes easy for me as I know that my patients are stakeholders in all of this." She takes pride in having the power to make changes in the community

"I can link with people who can rectify things around the community. I feel happy because I'm making a difference. The more you work and see the results, the more you are encouraged to do better. I go to town and check what I can buy for clinic. I don't wait for the district office to tell me." Mawela has assigned staff responsibilities for individual programmes.

"I also give support to my employees. I encourage them to treat patients like cousins. I always say let's deal with him quickly and send them home. I give credit where it is due and we elect employee's of the month."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Public Servant of the Year

Department of Health - Grey's Hospital
Jenny Stewart



TREATING all patients in her care as immediate family members is what makes Jenny Stewart special.

"It's always been my philosophy that I can never do what I do without me putting my family into that bed," she says. "Every single patient that I nurse is either my father, mother, brother, sister child or spouse that is lying in that bed. That is how I would expect to be kept informed as to the condition of my loved one."

Stewart is the Operational Manager of Grey's Hospital ICU. The hospital offers regional services to the Umgungundlovu District which has a population of a million. The hospital is presently utilizing 507 of its 530 commissioned beds. "I think what makes what I do so special is my ability to be able to give a little of me to every single patient that I come into contact with," says Stewart. "I'd like to think that I have a big heart and that I would give everything that I have to the patients that I come into contact with." She says it was very important to uphold each and every one of the Batho Pele principles.

"Each and every one of our patients need to be kept informed," says Stewart. "They need to be consulted with on a daily basis as with all of their relatives. We hold daily meetings with all of them to keep them informed so we ourselves know that we are absolutely transparent in everything that we do." Stewart sits on the ethical committee. "We have quarterly ethical report backs and ethical dilemmas. The public can attend these meetings. We also have a yearly Quality Day which is open up to the public." Here the public can learn more about the hospital and about the services they provide to patients.

"They can also see recognition awarded to all those in the hospital setting." She says consultation and information were most important. "It's so important for a family to be kept informed as to what's happening to their loved one in the unit. And I hope that is what we portray in our unit to everybody coming through us." Stewart says she believes that she has lived up to the Batho Pele principles by being open and transparent in everything she does, from her interaction with colleagues to that with the general public. Stewart was awarded the Nursing Excellence Award at her hospital.

"I think you know you are doing a good job when the people that you come into contact with reiterate that they are happy with the service that you are delivering to either staff or relatives. It makes your heart so glad that you are just a very small part of a big team that has improved the patient's condition." She says she gives value to everything she does.

"We have daily meetings and monthly meetings that are minuted. I'd like to think that we all in the unit give 200 percent of ourselves." Stewart says she arrives on duty early to ensure that everything else was done before the day started. "When the day starts, I want to be available for patient care," she says. She says her humility has made her a good leader. "I like to think that I'm a role model by example. I don't expect my staff to do what I'm not prepared to do myself."

Stewart supplies every patient that comes through the unit with toothpaste and a toothbrush. She has also introduced a shift leader form to enhance patient care. "This involves the shift leader on duty doing two hourly checks on each and every patient in the unit. In these small ways, we have been able to see a very big difference in the providing of care and the decrease in negative incidences in the unit." Stewart says she has inspired staff by making herself available for them to talk to at anytime. "I work with my staff as part of them producing good patient care. I very often come over the weekends. When they are short staffed I would stay on and assist. I never leave duty on time without knowing that my staff on duty are being taken care of." She says her honesty, integrity and hard work has made her excel at her job. "I love what I do. I find such comfort in being able to provide what I do for every single patient."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Public Servant of the Year

**Dundee Hospital
Elizabeth Judy Sayed**



Nursing Sister and Case Manager at Dundee Hospital Judy Sayed has earned a string of awards and accolades with some calling her "a real angel" who always put her patients first. Sayed started as a nursing assistant at Dundee Hospital and gradually rose through the ranks from 1994

"When this post of Case Manager was advertised I knew very little about it," she said. "I incorporated the private sector into the public sector with no formal training as a Case Manager. But with the skills and determination and loyalty to the institution, I've made it a success." Case Managers are registered nurses who have postgraduate diplomas in a clinical field and are registered with the South African Nursing Council. "Most people do not understand the role and the function of a Case Manager in the public sector as it evolved from the private sector," said Sayed. "We provide an array of services to assist individuals and families cope with complicated health or medical situations in the most effective ways possible.

"We work on behalf of patients to ensure that they receive the best quality healthcare." Sayed won the State Hospital Case Manager of the Year in 2014. She currently serves about 100 patients in her ward and about 600 including Road Accident Fund patients, prisoners, day cases, dental, orthopaedic, theatre and paediatric clients every month.

"If you love people and want the best for them, there's nothing hard about the job," she said. "I'm just determined and I love people and my country. I'm a servant who is serving my people. We are here not to be served, but to serve." Sayed goes the extra mile and is available after hours. "I collaborate processes that assesses, plans and implements options. I facilitate, coordinate, monitor and evaluate services to meet an individual's health needs," she said. "This is achieved through communication and the use of available resources to promote quality and cost effective outcomes. We should not do for people what they can do for themselves." She said it was important to enable patients to use their strengths and resources to overcome their challenges. "It is a shared partnership between the patient and a Case Manager. They share the responsibility for producing change. Patients should be actively involved in all phases of the process including assessment, planning, problem solving and finding resources."

Sayed said patients were also responsible for the outcome. "We are responsible for the process but ultimately patients are responsible for making change happen. We cannot force change but we can encourage change to happen. It's not only about revenue generation, it's about teaching clients how to take care of themselves." Anne Roos of the National Department of Health said of Sayed. "To win this award needs dedication, hard work and good case management processes. Even with limited resources you managed to succeed and that is commendable." Dr Thulani Xaba said Sayed was a dedicated employee who believes in Batho Pele Principles.

"She is a trustworthy person always in a position to help anyone in need. She is an initiator and asset to the Department of Health as well as the community. As a Coaching Company we have been working with her to assist those who need help" Xaba said Sayed has contributed in making life easy for the needy in order to live a healthy life style. He recommended that she be given more platforms to perform her duties. "She won herself awards for the excellent work she has been doing which makes me realize that Judy is a Godsend, someone to help the community and set a trend to other employees." Patient Sharlene Williams said her son was born. "While doctors and nurses were treating him, Sayed was a real angel who took care of me." Sayed said she has over the years strived for the best. "I give off my best work no matter what the circumstances are. God in his time will reward you."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Provincial HOD

Department of Human Settlements
Ms Greta Apelgren-Narkedien



GRETA Apelgren-Narkedien is responsible for KwaZulu-Natal building more houses than any other province in the country. Apelgren-Narkedien was appointed Head of Department for Human Settlements in the province three years ago having previously served as Deputy Director-General of National Fisheries Management in the Department of Agriculture Forestry and Fisheries in Cape Town. She had earlier served as Head of Department for Cooperative Governance, Human Settlements and Traditional Affairs in the Northern Cape and Head of Social Services in the Northern Cape. "Last year we had R308-million and we built 3 000 extra houses," she said. "We built the most houses in the country at lower prices." Apelgren-Narkedien oversees a R3-billion budget with close on 900 staff. "My vision is to build as many houses as possible every year. And every year we exceed the targets that we set, but you will still see people living in terrible conditions." According to Stats SA, there are 742 000 people who need houses in KZN. "According to our own stats, it's about a million people, and that's a conservative assessment," she said. "You can't solve a big problem like that if the department is not strong enough. We're not just looking at the poor people, but also those in the middle income gap."

Apelgren-Narkedien said when she took over in May 2013 there were many vacant posts. "There were not enough people to do the job," she said. "We transformed service delivery by employing a lot of young professionals. We took on young energetic people who were engineers, town planners and people who knew HR and how to recruit and train people." She said improving the department with resources fast-tracked service delivery. "When you bring in the resources then people go out there and they help other people. Instead of waiting five years for the project to finish, they now only wait two years." Apelgren-Narkedien said completing tasks in a shorter period time was what motivates her department.

"It's what we have achieved in this department. It's about doing the right thing and doing it on time. Every year we've built more than our target." She said it was important to consult with communities that were earmarked for housing developments. "It takes us about 18 months to plan with them. We also conduct many housing consumer education drives." She said despite housing projects being planned three to five years in advance, there was still a backlog. "But we don't ever let money go back to national treasury. Since I came here, money has never gone back. In fact, we apply for extra money for more housing. So far we have got R500-million extra." Apelgren-Narkedien said getting value for money has made her unpopular with service providers.

"Residents are definitely getting value for money. I make sure we get value for money because contractors try to rip us off all the time. We make sure that they don't make huge profits. We make sure people still get beautiful houses." She said service delivery protests should be a wake up call for poor performing municipalities. "Some municipalities are slow in service delivery. We rely on them to tell us people's needs in terms of their Integrated Development Plans. These protests are therefore good in a way because we hear residents. But they don't have to damage roads. Just make a fire, you have our attention. She said most houses were now being built with plaster. "We are now building houses according to new specifications. Most houses are built now with plaster on both the inside and outside, its called energy saving." Apelgren-Narkedien said having been an HOD for three departments, she knew how dangerous it was not to organize projects and expenditure.

"You have to monitor it every month and every quarter. We are building houses in every municipality so we have to monitor these projects on a weekly basis. It's important to know how much we are spending. Are we overspending or under spending? We have to look into it." Apelgren-Narkedien said her system of weekly monitoring of all projects has helped tremendously. "We can answer any question at any point in time. We do have a strong monitoring evaluation unit, and its run mostly by women. They go out and verify, check if the work is completed and of good quality." She said the problem of under spending in KZN, as happened in 2011, has not been repeated during her tenure. "You have to have very tight control. You should not think twice about calling a Municipal Manager." Apelgren-Narkedien said she motivated staff through her monthly and quarterly publications. "We also show staff photographs and articles of the way communities benefit from their work. Your staff sitting in HR can see the difference she made by employing that particular person on a project."

Apelgren-Narkedien said her vision is reinforced through Operation Sukuma Sakhe and the Batho Pele principles. "I think consultation is important. I have to be sure that as HOD, different levels of staff understand what we are doing and why we are doing things. They also need to know for how long we are going to do things in a particular way." She said her finance department was well organized and won awards for the best provincial financial records and annual financial statements.



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Best Provincial HOD

Department of Sports and Recreation Ms Rohini Naidoo



HEAD of Department for Sport and Recreation Rohini Naidoo will realise her vision to produce international athletes in August this year when 10 athletes from KwaZulu-Natal participate in the Rio 2016 Olympic Games.

Naidoo has implemented a string of innovative changes since her appointment and rescued her department from administration two years ago. "My biggest priority is to follow all administrative requirements and the respect for law," she said. "When I came in, there was fraud and corruption and irregular spending of R80-million. I've brought that under control. We had irregular spending last year of R470 000 only because we were billed for participant's hotel accommodation in the new financial year."

She said project proposals were scrutinized with a fine tooth comb by the management component, the sports coordination unit and the Chief Director. "We are weary of the fact that for everything we procure, and because of our limited budget, we have to stretch our rand to ensure more of the public can enjoy participation or access to sport. We therefore need to make sure we are getting the best prices in whatever we do." Naidoo said the department's strategy was based on the National Sport and Recreation Plan that was developed in 2012.

"We attempt to reach every person in every possible way," she said. "We will attempt to interact with people to get them involved in our programmes through any medium possible. It's how we support the community-based activities. We want to make sure everyone has access to sport irrespective whether you're in a rural area or city." Naidoo and her officials regularly meet with the provincial sports federations.

"Our department is a department that breathes winning and lives winning. If you go in to all our federations, you will see the evidence of winning. We are four times winners of the Indigenous Games.

"Our greatest win this year is that this province now has 10 athletes from different codes of sport that have made the Rio 2016 Olympic Team. We've also won the bid to host the Commonwealth Games 2022. That will definitely place Durban, KwaZulu-Natal and South Africa on the international sporting arena."

She said the opportunities for exposure and growth on this platform would be immense. "Our athletes are now in training because there is an aspiration to be selected to participate in a sporting even of this magnitude."

Naidoo's department has partnered with the High Performance Training Facility to provide scientific support for athletes. "The federations will identify those athletes in the province who have the potential to become national and international athletes.

There is a committee that sits with clear criteria. This is the third year and we now have 122 athletes in this elite programme. "The athletes receive nutritional, medical, psychological and physical support. "We are really intense in human resources. We try to support sport and recreation in all communities. We have a presence in every area. We are in school sport, community based sport, high performance sport, seniors and early childhood development." Naidoo said the objective was to have programs that everyone in this province had access to.

"We are working to bring people together in sport. We want everyone to enjoy a bit of it. Even if you watching it on television or at your child's sports day." She praised her staff's commitment in working long hours and over weekends. "My staff work seven days a week yet they can only claim a minimal amount of hours for overtime. They do it because they're passionate about their work. I actually get feedback from stakeholders about the wonderful work my staff members are doing."

Naidoo said her department lived up to the principles of Batho Pele. "We don't live up to it to tick boxes. We are making a difference in the community." Naidoo last year won Silver in the Best HOD category in the Service Excellence Awards.

"As a Head of Department you don't want to take on more than you can. But my senior managers are committed to this. Just to participate and be recognized for the work we doing is satisfying." Naidoo said her staff was motivated by her lateral and consultative leadership style.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Public Service Leader

**Acting CEO McCord Provincial Eye Hospital
Dr Jay Mannie**



DR Jay Mannie has taken his passion for patient care at McCord Provincial Eye Hospital to another level. It's not uncommon to see the specialist Anaesthetist and Acting Ceo doing his rounds through the hospital wards with guitar in hand and belting out the Batho Pele principles to the tune of *The Lion Sleeps Tonight*.

The 107-year-old former missionary hospital was taken over by government and turned into a specialist eye centre after being on the brink of collapse two years ago. The hospital is a referral hospital servicing the entire KwaZulu-Natal with 300 full time staff and 80 beds. The majority of the treatment is day-care work and the outpatient department attends to about 10 000 patients a month.

"My job is to ensure the smooth running of this institution," said Mannie, who has been at the hospital for 30 years. "I'm passionate about patient care and the Batho Pele principles. It's not only about reciting the principles, it's about application of those principles." He said the hospital has undergone a major change from its former semi-private model to a public institution.

"The emphasis with a semi-private hospital is more profit making as opposed to a government model where you have to work within a budget. We have to provide a reasonable service with a limited budget and limited resources." The hospital's outpatient unit is now seeing five times more patients than it did before. "The hospital started providing eye services from April 2015 and there was no history of patient statistics for the previous years making it a very difficult task to manage expenditure without compromising service delivery," said Mannie. "Although there were many challenges, the budget given to us was used responsibly and we have not exceeded it. Overall we broke even." Mannie said with a limited budget, he improved on the stats from St Aidans and Addington hospitals.

"Using the same staff that was brought in, we turned it into a cost saving exercise. We worked smarter and we used the same number of doctors to work longer hours and see more patients. We basically used the same budget and stretched our human resources." He said with team effort, the hospital used limited resources, limited funding and an existing infrastructure and turned it into a gain. He said cost cutting measures put in place also saved the hospital R492 000 annually.

"This included reduction of overheads for patient meals, staffing for patient meals and changing of meal plans. Leasing of photocopying machines and donation of medical gases also contributed to this saving." Mannie said although government employees in most institutions were familiar with the Batho Pele way of life, they were not equipped in applying the principles. "Can I make someone else happy if I'm not happy myself," he asked. "If you're a happy person the principles are easy. If you are miserable, can you be courteous to others. No, you will make others miserable too."

He said many of the Batho Pele principles dovetailed each other and could be grouped together because they cover a wide spectrum of different aspects, not only of health. "For 10 years I've been walking around the hospital and singing this song. I go to other organizations and I also lecture on these principles. To practice it, you yourself must be equipped," said Mannie.



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"I believe in being an example. I can't walk around the hospital not greeting, not smiling and not knowing peoples names having been here 30 years." Redress, he said, was one of the big principles. "You need to take seriously what the patient is complaining about. Our PRO's duty is to listen to patient concerns, compliments and complaints and address it in a specified period." The hospital received about 99% compliments through patient surveys. Mannie said the basic shortcoming in public service was attitude.

"Most people complain about staff attitude when they go to a hospital or any other public institute. You always hear about staff not greeting."

He said staff attitude was part of the six priorities of health. "I can teach you how to operate but I cannot teach you how to love. People have stopped practising these principles. It just became something they had to know. My staff still smile, still greet and still love our patients." This attitude, he said, has helped tremendously in addressing patient care. "It has to be combined with dealing with the staff member themselves. They have to change from within."

Mannie's desire is to have the hospital used as a role model. "I'm an optimist. When I initially met other leaders in my first year they said don't worry, you won't be very positive for very long. But it takes a lot to get me down. For me there's always a solution. If you are not positive as a leader, what's going to happen to your staff." Mannie does his rounds almost twice a day, making sure everything runs smoothly.

"I make sure I greet staff and ensure they are fine. I encourage them and thank them. It's also about caring for them." He also makes it his duty to find out about their families, attend staff funerals, parties and weddings.

"In this way you become part of staff. This business of your staff is here, and management is there, is foreign to me." Mannie said this relationship has reaped benefits for the hospital. "We play together, we cry together but we also work together. When there's work to do, there must be no nonsense." He said staff always went the extra mile and put patients first. "Let's assume it's tea time. Nurses can either leave the patient whose been sitting there for five hours and say, it's my break. Or they can say Batho Pele principles. My patient comes first. I will look after this patient first and then go for tea. That's what my staff does."

He said staff often went beyond the call of duty and worked after 4pm if there was work to be done. "The Batho Pele principles have impacted on service delivery in that our staff have placed patients' needs before their own. My team and the union members know I'm ruthless about attitude. We monitor that. It's useless praying if you can't look after people."

Mannie also has union leaders on his management team. "That's totally unheard of," he said. "I'm trying it and it's working. I'm here to look after staff. If I'm paid to look after staff, why must I go fighting with the unions who are also there to look after the same staff without being paid for their services."

He said this strategy also lent itself openness and transparency. "Union leaders are able to pass on minutes to their members. We have staff meetings once in two months where budgets are discussed."

Mannie said patients were charged only R20, ensuring they got great value for money. "I've got a passion to ensure that patients get the best possible care. That's what makes me a good manager. I've dedicated my life to serving people and God. I live down the road and I'm on call 24 hours a day." Mannie visits the hospital at night to check on staff and patients.

"I also make sure security guards are awake and on duty. I pray with staff and work with them. God wanted to give sight to people and that's what staff here at McCord Provincial Eye Hospital is responsible for. Without my team, I'm going nowhere slowly." Mannie said he is always reminded of a message that one of his staff members, Mr Schwenn, received from a patient on his phone which read: "I opened two gifts this morning, they were my eyes."

GOLD AWARD
SERVICE EXCELLENCE



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Public Service Leader

Department Agriculture & Rural Development
Ms Thulisile Mathenjwa



PLANNING projects at the beginning of each year and coaching staff to accept added responsibility has yielded dividends for Thulisile Mathenjwa. "As a leader I coach and mentor my 22 staff members," she said. "I'm just passionate about people- that's what drives me. Whether it's my staff or the farmers I service, I always want to see people succeed and improve." Mathenjwa is the Local Manager at the uMhlabuyalingana offices of the Department of Agriculture and Rural Development near Kosi Bay. Her unit focuses mainly on plant production, animal production and agri processing.

"Our strategy is in line with the four pillars of Land Reform, River Valley, Communal Estate and Commercialisation," said Mathenjwa. "Our job is to create an operational plan in line with that of the national department."

She said the objective was to provide support to agricultural practises, improve food security, protect natural resources and create job opportunities. Farmers are consulted regularly at organised meetings and at their centre, she said.

"We treat farmers with courtesy and respect. If a farmer is disabled, we need to make sure there are ramps and toilets for them. We make sure everyone is accommodated." Mathenjwa said she also conducted surveys to rate her service. "During our consultation we have questionnaires where people are able to rate our service. That's how we score ourselves." Mathenjwa and her staff also attend war rooms in keeping with Operation Sukuma Sakhe. "I myself am a member of the Local Task Team (LTT) and I present these programs. We conduct interventions as and when it's required."

She recently intervened on behalf of farmers during the MEC's visit and was able to secure a 1000 hectare fencing. "More than 300 people will benefit if that area is fenced. It will mean that they will not have problems in future with cattle straying onto their land and destroying their food."

Mathenjwa said she identified most with the Batho Pele principle of access of information and consultation. "By consulting with all stakeholders, information gets to the people. I do it because I believe in putting people first. We need to service them accordingly and earn our money."

Mathenjwa has designed a document for staff with all 11 principles to ensure that Batho Pele was being practised. "At the end of the day I have to evaluate my staff. I have to make sure that when they perform their duties they inform farmers on what to expect from our services."

"My document serves as an evaluation form. Every month officials must have that form and explain what they have done according to each principle."

Mathenjwa's commitment has seen her win Gold for the Best Public Service Leader of the Year in her Department this year. "If I see someone's life has changed, it has a big impact on me. That's what we're here for, to change the lives of our people."

"This shows that we are rendering services and exceeding our annual performance plan. If I look at the strategy, we have achieved all our targets. She said the R30-million Marula Project was a big boost for the uMkhanyakude District."



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"This new factory will have a great impact. It is a big factory and will create 980 casual jobs for those collecting fruits and 25 permanent jobs. It's a big project and will produce marula gin and oil for making cosmetics." She said the Ukhuthulwengono Poultry Project has also created 12 permanent jobs for the local community.

"This project received 3 000 chicks. From that they got 1 000 chicks and made a profit of R35 000. Everyone involved in that project got a R2000 salary." Mathenjwa said the Senzokuhle Co-op also received 200 hectares to plant ground nuts. "Our department handed over three tractors and employed three permanent drivers in this project. It shows that jobs are being created.

It means I've exceed what was expected of me." She said because the soil was suitable for ground nuts, another six projects have been approved by the provincial department and will also be receiving tractors and drivers. "I'm able to succeed because at the beginning of the year I plan what I'm going to do. I see to it that I coach my staff and mentor them. I also delegate duties so if I'm not available they can carry on without me."

Mathenjwa sometimes also delegate staff to conduct presentations. "I empower my staff," she said. "I see to it that everything we plan is evaluated. Like the Cashew Nuts Project. Farmers have been doing this for more than 10 years. They are now well organised. They were able to raise 50 percent as part of their funding model."

Mathenjwa inspires staff by organising official opening prayers.

"I invite a pastor. This helps with discipline and respect. It's about putting people first."

She said staff celebrated each others birthdays just to bond. "Even if someone buy sa car, we come together to celebrate."

She said despite her offices not having electricity for more than 10 years because of Eskom's constraints, her office still fared better than those with better resources."



SILVER AWARD
SERVICE EXCELLENCE



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Best Public Service Leader

UGU District Municipality GM-Corporate Affairs
Ms Vuyiwe Tsako

Pic from Office

MANAGEMENT by objective and impact has seen Vuyiwe Tsako's unit being rated the best performing department in the UGU District Municipality. The General Manager for Corporate Services, Tsako's management style has achieved her department 96 percent for first quarter, 92 percent during the second and 99 percent in the third quarter of the 2015/16 financial year. Tsako joined the Ugu District in 2009 and is responsible for five sections - human resources, information and communications technology, disaster management, fleet management, registry, auxiliary and secretariat services. She controls a budget of R115-million with 120 employees, including permanent employees, interns and contractual employees who are reporting to her. "I have the ability to instil a culture of performance and discipline amongst staff," said Tsako. "I manage by objectives and impact. It is about working as a team." As head of department she is responsible for overseeing all corporate service activities.

"My department is an internal support department that deals with internal customers. So in whatever we do, we ensure that we satisfy what our customers needs on a daily basis." Tsako has put in place measures to ensure staff upholds the values of Batho Pele. "This we do by ensuring that we provide a quality service at the right time to our employees. We are a support department since we provide personnel and they are key to all departments." She ensures employees are trained and equipped to perform to the best of their ability. "From an organisational perspective, we conduct monthly assessments of performance against targets. Such processes ensure that we are ready for quarterly assessments." She also conducts quarterly review of employee's individual performances and identifies areas for improvement and development.

Tsako's department also has a unit that coordinates and ensures proper reporting at Sukuma Sakhe meetings. "Service standards and courtesy are very important. I uphold values like redress. If we cannot provide a service to a department we consult until we do and we apologise." Tsako makes it a point to involve staff in all aspects of

service delivery. "I've ensured that in my staff meetings we have extended corporate services meetings where all managers and those who are below them attend.

She said gaps preventing them reaching that standard of excellence has been identified and corrected. "I've always believed that each leader has his or her own leadership style. But what I always insist on is the issue of management by objective. I don't decide and come up with projects or programs on my own, I involve everyone. "When I say everyone I don't only mean those who are reporting to me directly, I mean all staff." Tsako said she ensures that all employees uphold the principle of performance management.

"I make sure I keep them on board. I deal with issues and I always insist on working as a team. Whenever there are challenges we deal with them as a unit. We also share the fruits of our performance." Tsako won the award for the Best Woman in Leadership in Public Service in 2015. Her department also won the Department of the Municipality Award in 2014. "In whatever we do as a department we look at the impact not the delivery of the activities only," she said. Tsako's efforts have contributed to the change in the quality of water in the UGU District. "When I came in 2012 newspapers here would write about the quality of our water every week. We had 78 process controllers responsible for cleaning and processing water. Of those, only 18 were trained. I started a program where we trained 20 per annum. Today they are all trained and we no longer see the media writing about our water quality in the newspapers."

Tsako said she also streamlined the fire and emergency services. "When I started in this municipality we did not have capacity to provide these services. I created a model where we provided training and employed those trainees. We then provided fire engines. Now the local municipalities can fight fire on their own." Last year she used the unspent budget from another department to provide computers to schools in the municipality. "We appointed tutors as part of our EPWP program to teach these learners. It was not part of our core responsibility to look after the schools, but we did it anyway." Tsako has also started a pilot project in her department to coach and mentor women. "I like education and I always encourage staff to study. I have formally developed a coaching and mentoring framework for capacity building within the UGU District. We identify areas for them to improve. If they improve, they will improve service delivery in the municipality." The programme focuses on women in supervisory and management positions. "My aim is to instil a culture of performance, a culture of discipline and the ability to manage by objectives. It's also the ability to work as a team."

She said at one stage in the UGU District, there was a lack of commitment in terms of prioritising issues. "I instilled that culture where there is now compliance with deadlines. It's about performance driven and outcome-based. I have five managers all with different characters. Yet, I have the ability to manage all without favouring the other." Tsako is currently doing her PhD in Intergovernmental Relations.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Public Service Leader

Department of Agriculture & Rural Development
Local Manager at Dannhauser Office
Mr S Msibi



Agricultural Scientist Sifiso Thuthukani Msibi has successfully managed to implement changes to meet the needs of both the small scale and commercial farmers during the amalgamation of agriculture sector into a single service in the Amajuba District. Msibi is the Local Manager at Dannhauser Agriculture Office. He joined the KwaZulu-Natal Department of Agriculture and Environmental Affairs in 2001 as an Agronomist and in 2007 the National Department of Agriculture, Forestry and Fisheries (DAFF).

He was the Assistant Director: Head of Grain Division (Plant Production Specialist) until his current appointment by department of Agriculture and Rural Development (KZN-DARD) in 2012. "I'm responsible for managing the extension services of agriculture. I coordinate with farmers and I'm also responsible for finances, budget and asset control." Msibi was tasked to deal with public priority issues like poverty, food security, natural resource management and economic growth. "These issues were addressed through Departmental strategic programmes like the Integrated Food Security Nutrition Programme, CASP, ILIMA/LITSEMA and Land Care. Logically these key programmes are the main focus of Extension and Advisory Services."

Msibi has coordinated and forged partnerships with farmers to ensure that they were made aware of impending projects and agricultural strategies. He ensured that all 21 communal estates from both Dannhauser and Newcastle offices were funded in 2015/16 financial year and received support and training to enable them to manage their projects as viable businesses. "We've made a call to all our staff personnel to make sure that the services we render to our clients were in accordance with Batho Pele principles. We put people first in everything we do. That's evident in how we deal with our clients on a daily basis."

He said this was also evident from the minimal complaints. "This is an indication that our extension service personnel in the field are doing their best to bring and make our services known to the people. This links to issues relating to consultation, access to information, courtesy and transparency. Msibi's staff regularly visits traditional councils and war rooms. "Consultation is very important. I normally encourage my staff in terms of Batho Pele. These principles are a standard item on our agenda." His staff has received Gold for Best Frontline Service Delivery Employee and a certificate for the Best Public Service Creative and Innovator category.

"This is the commitment they show. We incentivise staff who excel. We not only give cash incentives but are also at the same time promoting service delivery to our people. "At times at our annual review, we present staff with who excels with gifts.

This also encourages competition amongst themselves." Msibi has also won Bronze for the Best Public Service Leader and a certificate. "I've far exceeded the prescribed minimum standards according to the feedback we get from our sister departments, NGOs and our leadership." In terms of monitoring too, I've far exceeded expectations given the challenges we had relating to resources. Msibi said despite the drought, farmers managed to have a good crop. "We've used our technical expertise and we managed to do four tons a hectare despite this.

It has assisted us and improved staff morale with minimal complaints from our clients. "It's also building confidence in terms of the impact we are making. It feels good to know we making a difference." He said his targets included focusing on commercialization and job creation.

"We are getting our return on investment," he said. "We are putting money into the pockets of our rural community and creating employment. We are alleviating poverty, impacting on food security and contributing to the GDP of the country." He said agriculture and mining were the major employers for rural communities.

"When we leave them, we want them to be sustainable commercial farmers. I believe that with the contribution I've made in the department from staff empowerment, it shows I've made a positive impact on human resource development."

Msibi has stood in for his seniors during visits by ministerial delegations and has motivated staff to study. He was also instrumental in getting 12 Agricultural Advisors registered with their professional regulatory body as part of the requirement to them to practise as Extension Scientists.

"My leadership quality and style and my commitment ensure my services are delivered. I even received commendations from various sectors. I make sure our new strategy is cascaded to all levels." Msibi said he has been able to create and maintain a favourable environment to ensure service delivery.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Public Service Creative / Innovator of the Year

South African Defence Force Operation Ilitshe Col M Mbeki



A SIMPLE strategy in lateral thinking by a high-powered army strategist has saved the South African economy more than R115-million in just seven months from cross border smuggling. The South African National Defence Force started deployment on the international borders of KwaZulu-Natal in 1980. From 1980 to 2007 the SANDF patrolled the border that remained relatively stable. In 2007 the responsibility of protecting the borders was handed over to the South African Police Service and in 2010 returned to the SANDF. "Since 2010 we have encountered a more determined criminal element which has moved from petty crime to major smuggling activities," said Colonel Monwabisi Mbeki, Officer Commanding Joint Tactical Headquarters KZN. "This has meant that conventional methods have had to be adapted to counter these criminals."

He said cooperation between all role players also became vital. Then last year, his unit was tasked with combating criminal activities along the South African border with Mozambique. "Operation Ilitshe under Operation Corona was initiated to combat the strengthening criminal element, specifically the theft of 4x4 vehicles from South Africa into Mozambique. We implemented a secondary operation to improve the strengthening of obstacles along the border." Mbeki said his team liaised with the business community of Manguzinear Kosi Bay, which is located 15 km south of the Mozambican border. The border is 94kms long with a critical distance of 32kms.

The concept was initially to use railway sleepers to create a barrier and required the assistance of Lt. Col. Adam Wolmarans. Wolmarans said he visited a local businessman, Mark Willox, from the Bombo Group in Ndumo who could assist with the planting of concrete sleepers along the borderline.

"While there he showed me around the business. On one side was a large pile of rocks that was to be returned to the river for later use because they were too large for the crusher. I asked if we could rather use these along the borderline to which he agreed."

Wolmarans said Mbeki approved the plan and he supervised the first drop of rocks the next day. "Our truck goes to his site where his front end loader loads 15 to 20 rocks on the truck. These are then transported to the borderline where the prominent crossing points are closed. Since then we have continued with the process to the current point." Mbeki said the surfaces and gaps were tackled first with the two-foot high rocks. "We used the rocks to close the new crossing points where vehicles would possibly exit. We sealed up gaps between the marsh areas that were prominent crossing points and redeployed our troops."

He said troops continued to close the rest of the borderline and this stopped vehicles from crossing. "This project has had a positive impact on the local community and has seen a shift in criminal activities. Since September 2015 till March 2016, there has been more than a 50 percent drop in vehicle theft." He said prior to the project an average of 15 vehicles a week were being stolen and taken across the border. "The vehicles are mostly luxury 4x4s and double cabs. Even an earthmoving vehicle was stolen from Piet Retief and left near the Mozambican border."

Mbeki said since September 2015, the project has saved the economy R99.5-million in stolen vehicles and a further R16-million in recovered vehicles.

"The feedback has been very positive," he said. "We are also working with the Mozambican authorities. One of our tasks was to stop the theft of vehicles and we're achieving that."

He said the massive saving came at minimal cost to his department. "The rocks we use are being donated by a local businessman. Vehicles belonging to the local community are also being stolen. We only incurred the cost of diesel that amounted to only R16 869." Mbeki said the project had far-reaching implications. "If the vehicle owner is deprived of his vehicle it affects him."

The community is also being affected by criminal activity. Our intervention has drastically lowered crime levels and we're putting people first. As SANDF we protect people first and we stop criminal activity. "He said their efforts also prevented human trafficking and the smuggled of contraband."

During a recent incident, he said, two vehicles with its occupants were hijacked and driven to the nearby forest. "These vehicles were not taken across the border immediately because of the rocks. The vehicle was hidden in the forest and later abandoned. Luckily the occupants were not harmed."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Public Service Creative / Innovator of the Year

Edendale Hospital Saving Blood, Saving Lives Dr Robert Wise



AN innovative project that can save lives and the country billions of rands has been rolled out at Edendale Hospital in Pietermaritzburg. Spearheaded by Head of Clinical Unit for Critical Care, Dr Robert Wise, the Saving Blood, Saving Lives project was implemented at the beginning of 2014 with just three months of planning and strategizing. Edendale Hospital is a regional hospital situated within the uMgungundlovu District. It is the second most populous district in KwaZulu-Natal with a population of approximately 1.4 million. Opened in March 1954, the hospital has 900 beds and is the fourth largest hospital in the country in terms of available beds. Dr Wise, a Specialist Anaesthetist, said the hospital was identified as one of the poor performing hospitals in terms of appropriate blood product utilization. "We realized that something had to be done. We were not using blood appropriately and we were wasting it," he said. "It wasn't an isolated problem, it was a problem happening throughout the country." Wise said while the rest of the world was saving blood, South Africa was using more blood.

"We realized that there must be irresponsible blood product utilization so we embarked on a project of Saving Blood, Saving Lives. The project was aimed at improving responsible blood usage and revolved around an innovation which comes in the way of a form – called the accountability form." Wise said the document had gone through various designs before its current and final stage. "This form leads the physician through the process of making the right decisions for choosing blood," he said. "In addition, the form acts as a double-check because each month we go through the form. Every time blood is ordered in the hospital we can go and audit that. We can ascertain why it was used, was it appropriate or inappropriate." Wise said doctors are now being held accountable for the way in which they used blood.

"It sounds super simple. Actually it sounds like almost ludicrously simple but the results have been incredible." For the first financial year, Edendale Hospital saved 1820 units of blood that included reduced after hours fees. The total cost saving was over R6.1 million. In 2015/2016, the hospital saved 2580 units of blood with a cost of over R7-million. With inflation, the real value saving over two years was R15.3-million with 4400 units of blood being saved. The blood saved would be enough to supply the Mpumalanga Province obstetrics patients for a year, Wise said. "It's a remarkable number. We have successfully gone on outreach to try and spread this project. I visited five provinces already." The project has also been successfully implemented at Port Shepstone Hospital with a savings in the region of R2.5-million in the first financial year. Almost 2 000 units of blood was saved. "What's important is that this project has been replicated successfully at other hospitals," said Wise. "It's been positioned now in two hospitals in Gauteng and we've had further invitations to go to other hospitals to implement this project." Wise said blood was scarce and very expensive. "It's also life-saving. If you run out of blood there is no substitute and patients die. More blood is not available and we need to start using that appropriately."

He said available evidence in literature indicated that blood was being used for inappropriate reasons. "Now we can actually have a more restrictive blood product utilization strategy and not influence our patient outcomes negatively," he said. Wise said although blood was not being used in a malicious manner, it was being used irresponsibly. This was a result of doctors not having an understanding of how blood should be used. "It's like when patients wouldn't need blood transfusions because their haemoglobin is at ascertain level. In the past or currently, people are being transfused when they don't need that blood. By giving them that blood, you could be doing them more harm." So we now know that a patient's haemoglobin level can drop lower than what we used to regard as a safe. We now know that that is also probably better for patients." Wise has managed to implement the system at no extra cost, yet save R15.3 million over two years.

"For me that is one of the most satisfying things about this project. Its reproducibility as well does not require any additional costs." The project has received overwhelming support nationally, including from the South African National Blood Service (SANBS) and the Centre for Public Service Innovation (CPSI) who have enabled it to spread nationally. "I think that with any new project, when you try to bring about change you have to go about it in a way that's really about understanding and showing people the way. Not just telling him what to do. It's about giving people a reason as to why they need to change." Wise said the project was based on Batho Pele principles and driven by the standards of access and value for money. "Through our transparent processes, we have improved access to blood products," he said. "We have shown leadership in helping other hospitals establish similar programmes. The project has directly influenced value for money, customer impact and encouraged further innovation. Most importantly, it has demonstrated that this project can be successfully replicated. Saving Blood, Saving Lives has been recognized nationally at the National Batho Pele Excellence Awards winning Gold and was First Runner Up in the Centre for Public Service Innovation Awards last year."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Public Service Creative / Innovator of the Year

Edumbe Hospital Vryheid

Better Food Management, Better Patient Care

Sandile Khowane



PRINCIPAL Food Service Supervisor Sandile Khowane single-handedly prepared and delivered meals whilst managing his normal day-to-day duties when two colleagues were off sick for months. Realising that his Food Services Department at the Edumbe Clinic in Paulpietersburg could be crippled with the staff shortage, Khowane recruited in-service trainees from the local hospitality colleges. "We have many patients but only two staff in the kitchen," he said. "At one stage one was of our staff members was on maternity leave and the other was off sick for three months. I therefore had to cook every day and deliver despite not having staff. It was at this stage that I decided to go to the colleges and requested them for in-service trainees."

Khowane now works up to 10 hours a day without claiming overtime. "I supervise the kitchen and do follow ups with the stores. I've ensured that I'm able to manage the demand within limited staff resources and challenges of grocery shortage." Since his appointment in March last year, Khowane has implemented a standardized provincial menu. "Staff was trained on the meal preparations for all the diets," he said. "Menus were not displayed and patients were not advised of the menu. I orientated ward managers and staff on the new menu and streamlined the diet sheet procedure whilst incorporating patient involvement in meal requests."

The introduction of the standardized menu has ensured that the procurement of groceries was more efficiently and economically procured. "Our service has improved," he said. "It saves a lot of money. We now have six staff that is working in the kitchen. Because of financial constraints we cannot employ anyone." Khowane's unit now offers clients value for money. "We are saving a lot of money now. Our interns know exactly how to cook, take stock, etc. We had a crises and were running short of staff if clients don't get good service they used to complain. Now that's a thing of the past." He said using interns also helped the youth to get experience.

"I'm also happy that we're doing something positive for the local community. We've taken patient feedback and changed the way of how we did things. Patients are now very, very happy." Khowane goes the extra mile every day and work after hours without compensation. "Sometimes I come in after hours to receive groceries and other stock. This clinic should accommodate 30 patients but we sometimes might have 50 patients admitted. I put in extra hours and work over weekends and I don't get paid any overtime at all." Khowane said surveys were undertaken for patients to identify the taste and quality of meals. "This also tested the community's acceptance on certain types of meals. Surveys were initially conducted quarterly but these are supplemented with regular verbal interactions with patients so as to gauge the particular taste and cultural and religious needs of the Edumbe Community."

Khowane has also been influential in motivating to increase grocery procurement for meal packs for patients travelling to other hospitals. "Previously catering for campaigns was outsourced at exorbitant costs. With the catering being in-house, savings are now being accrued," he said. Sugen Pillay, Systems Manager at Edumbe CHC said that the Food Service Unit was sometimes dwarfed by the clinical and nursing fraternity in terms of importance of the service being rendered. "The Food Services function is in its own right an integral contributor to patient recovery. It is with this in mind that I commend Mr Khowane on his sterling work and performance."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Public Service Creative / Innovator of the Year

Department of Agriculture and Rural Development
Michelle Larson



WHEN Michelle Larson created a database to make access to her department's financial information easier, little did she realize that her initiative would be rolled out to 14 other centres. Larson, a Senior Admin Clerk in the Livestock section, has been with the Department of Agriculture and Rural Development for 19 years. "I enjoy the diverse aspect of working here" she said. "There is so much that this department does that is enhancing the lives of our people." Larson deals with personnel, budgets, databases, orders and procurement. She is also currently assisting the Acting General Manager with administrative duties.

"I enjoy computer work. I attended a course and create database to make my life easier. It was just to make accessing information easier." She said the database was a management tool that assisted all administration departments in the sub-directorates. "We previously only had the BASS report to work with as our tool. This had certain limitations. I took it upon myself to create a database to make our life easier, to access information at our fingertips. This is in terms of our budgets-where we at, what we've spent and what's the remaining balance."

Larson said the challenge with the previous report was that it did not include requests that members had submitted, only those already processed. "That is the main function of the database I created. It's something that the BAS system didn't take into consideration. Now when it comes to the new financial year-end, we can see exactly how much we need." She said the database was benefitting internal clients "It's a tool that we use to monitor the budget very closely. There's no over expenditure. It also assists our General Manager a lot because we are dealing with 14 sub-directorates." She said all the information was now at their fingertips when monitoring monthly reports. "If we have a finance meeting with our CFO, we know exactly where we stand with our budgets. We don't have to look through files. We don't have to look for information. All the databases are brought into one major database."

"The whole directorate's figures are now available at one time, in one report that we need." Larson said her database saved considerable time. "It's definitely a time-saving management tool. Less time is spent on looking for information. With the cost cutting measures in place, we are on tabs as to where we are with the budget. We know of over expenditure and under expenditure." She said colleagues had access to information and there was definitely value for money. "I went on a course in 2012. From what I learnt I created the database on my own accord. It's our own tool that we can use and keep track of our budget. I'm always getting feedback from my supervisors and my managers." Larson said other departments have now taken a keen interest in her creation.

"I feel it was an accomplishment that was never intended. I created that for me to manage our livestock budget. But my managers saw it as a tool that could be used to assist other sections as well. It's something I've put into place and is actually working very well." Larson said it was in her nature to assist wherever she could. "It's the same as the Batho Pele principles that inspires you to go over and above the normal call of duty, to assist when you can. I think personally you do what you can, even though you not required to."

"It's always there at the back of our minds. With that there, one cannot go wrong. It's just nice to be appreciated for what I've created," she added.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Functional Warroom

Msinga Top-ward 15



EILESI Ngubane was living amongst rubbish in a makeshift wood and plastic shelter in the bushes of rural Msinga in the Umzinyathi District. It was three years ago when Msinga Local Municipal Councillor Bongani Mthethwa found the 70-year-old grandmother-of-three living in absolute squalor. "The Msinga Top War Room is about making a difference in the lives of its residents," said Mthethwa. "We have wonderful members in our war room. They take what I say very seriously." Msinga Top War Room has become a hive of activity since Mthethwa took over in 2011, with members supporting each other with resources to improve their living conditions. Ward 15 has 9976 residents and 1245 households with 70 percent unemployment.

"This war room is the centre of this ward. Here we align the various departments who are responsible for various problems that residents have." Mthethwa said the war room was special because there was commitment and it worked. "No one is dependent on the other person," he said. "We all contribute our own resources for the betterment of the community." He said he met Ngubane when she was literally living in the bushes three years ago.

"She had no shelter really," said Mthethwa. "All she had was a wooden structure with plastic covering it. So this war room intervened and we offered her a place in this community." He said no one in the community knew her history, except that she has a 38-year-old mentally ill son. "We offered her a place near the Inkosi's house. We initially built her a mud house and then a two-bedroom blockhouse. It also has electricity but no running water." He said Ngubane gets emotional every time she sees him.



"She is just so grateful. We've got a neighbour who now lives with her and Community Care Givers assist her. He son will be moving in with her soon." Ngubane was full of praises for the war room and its officials. "I am thankful for the house the war room built me," she said. "I was living alone in a shack in the bushes and it rained almost every day. Now I have my own house." She said she also collected meals from the war room from Mondays to Fridays. Mthethwa said the war room also assisted residents to initiate applications for assistance from government departments.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

"We open cases here and make appeals to various government departments like human settlements, social development and Community Safety. These are not minor cases and service delivery will depend on whether national government has a budget or not."

He said various other stakeholders include Izinduna and NGOs who with the local municipality provide the war room with food parcels.



"We provide lunch for residents every Friday. We also try by all means to minimize the cost to parents for learner's meals." He said consultation was very important in terms of service delivery in the war room. "When we have a problem, we have to consult and engage with the client. We look at value for money. We have our own shortcomings in terms of resources but those who have these resources support each other."

Mthethwa said another shortcoming in the ward was electricity.

"This war room building is used by various government departments but we do not have electricity. We have to go elsewhere." He said there was a dire need to introduce new projects to create employment. "I try my best to assist the people even when I was not a councillor," he said. "I even use my own money to support other households." He said residents used the war room to highlight their problems.

"We gain a lot from having public meetings. We also have ward committees who meet with the ward every month. That is where we address the issues of this ward."

He said residents also shared their views with other residents during these meetings. "I think we have commitment from each member. We will continue to assist the community. Service delivery in this ward is one of things we need to address."

Mthethwa said the war room provided meals every day for some residents and provided households with seeds to plant. "To me it's a calling," he said. "Before being voted in as Councillor I used to work with people. I'm growing as a person. I'm able to help a large number of people as a Councillor."

He said the war room had plans to building three more houses for other deserving residents.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Functional War room

Zidweni War Room - Himeville



THE Zidweni War Room has transformed its ward from being one of the most deprived in KwaZulu-Natal to one of change and transformation. Located in the Ingwe Local Municipality, the war room serves its 10 185 residents, most of them unemployed and illiterate. Community Development Worker and Co-coordinator, Nokukhanya Dlamini says the war room is the engine of the ward where all services are accessible to its people. "This war room was launched in 2009 and we have seen a huge improvement since then. There was an appeal to all government departments to give this ward special attention.

Dlamini says residents found it easier to access service at the war room than travel out at huge cost. "We acted quickly and implemented various projects. We did profiling and had a lot of field workers who collated information from all households." All problems in the ward are addressed in the war room. "People of this area are excited by this war room. They come in numbers every Tuesday because this is when we have our meetings with all departments that come to attend to all the needs of this community.

We've seen a remarkable change that is easily noticeable to anyone. "The war room has been able to identify and address problems affecting the most vulnerable of residents. Our biggest problem is unemployment. We've got various government departments to come in with different programmes, like the Extended Public Works Programme. Since we are working closely with the local clinics and the

community caregivers, we are better able to access information." She says more people in the ward are now being tested for HIV than ever before.

"People are also getting more motivated to be tested. Even the issuing of Antiretroviral therapy (ART) has increased. The war room acts as a link between the department and the community. All relevant information is found in this war room. We interact with the community so it's easy to obtain and give them the information." The ward has also seen several infrastructure developments since 2009. "The gravel roads are now tarred roads. In the last two years we have had the Kilmun Water Scheme. We have had 500 RDP houses built. We have installed electricity to 1 080 households."

Dlamini says other programs like the furniture making businesses was set up in town. "The whole amount is close to R500 000. There are 17 people who are now employed by these programs." She says community complaints were dealt with quickly and efficiently. "We act on complaints as soon as possible and offer feedback. We have complaints mostly about service delivery. Like we have 2 108 households and only 1 080 have electricity." A multi purpose centre and Further Education and Training centre applications are still pending. "We have prioritized the community and work as a team. We strictly abide by standards that the Office of the Premier has placed on war rooms. We keep records, host meeting, conducts interventions, etc. We work very very hard to ensure service delivery."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Best Functional War room

Lidgetton War Room - Howick



EFFORTS by the Lidgetton War Room in the KwaZulu-Natal Midlands has seen a reduction in the infant mortality rate and teenage pregnancies. Located in the uMngeni Local Municipality, Lidgetton derives its biggest income from tourism related activities along the Midlands Meander. The Lidgetton War Room serves a population of 3 337 and has 340 formal and 155 informal houses in the ward. There are bed and breakfast establishments, furniture and a charcoal industry in town. Ward Councillor Sthembiso Desmond Nkuna said the war room has uplifted the community since 2011. "Our Community Care Givers (CCGs) picked up that there were several deaths in the 0-5 year old group. We consulted with the Department of Health and ascertained that infants were dying because of malnutrition."

As a result, a CCG attends to residents from Mondays to Fridays educating young mothers on infant deaths. Nkuna said the war room met community needs and was already in the Top Four from 84 in this municipality. "This war room deals with community-related matters," he said. "We have challenges with young girls, those problems facing the youth and HIV/Aids and HIV protection." The core function of the war room was to tackle poverty, he said. "We have CCGs who deal with teenage girls and offer them advice on various issues. We deal with household poverty and challenges facing the family that may arise."

The war room is also responsible for dealing with teenage girls and fighting teenage pregnancies and substance abuse. "Girls are inspected every month as part of the Virginity testing programme that began in 2011. There has been a drop in teenage pregnancies since the programme was implemented. The same girls attend reed-dancing ceremonies at the King's Palace every year. This fits exactly into our objective to reduce teenage pregnancies."

Nkuna said the programme also educated young women on how to behave, and on substance abuse. "The programme has helped reduce the spread of HIV/Aids. The war room also host beadwork programmes to empower women in the community. These women meet thrice a week," said Nkuna. "This forms part of the Operation Sukuma Sakhe initiatives to empower women and reduce poverty." He said unemployment has increased in Lidgetton with the influx of foreign nationals, mostly from Lesotho. "Residents come here to report family challenges. Our caregivers go door to door for profiling. We not only discuss problems but also channel solutions." Nkuna said all community problems were dealt with at the war room. "We go into households to solve problems. We also report back on issues. There are follow-up on strategies in this war room. We have a dedicated team that works in this war room and attend to all community issues."

He said an example of one such intervention was a resident who tested positive for HIV and TB. "She was also a substance abuser. We arranged the appropriate intervention and she is now living a better life. We changed her family life." He said the Department of Social Development was also brought in to arrange grants for those who qualified. "This has led to a huge improvement in family income. We are very thorough with our records. We adopt a comprehensive and proactive approach, especially when it comes to women and those with disabilities, women abuse and domestic violence issues." Nkuna has also arranged the collection of chronic medication for residents at the war room.

"We've arranged for people to collect their medication from this war room. Since this became a Medi Post, no one has defaulted on collecting their medication." He said the CCGs have also attended to child-headed households and arranged the appropriate help. "We have Xmas functions for our senior citizens. We also have a disability profile. We deal with people at grass roots level and understand unemployment is rife and that an empty stomach knows no documents. So we have arranged for NGOs to intervene." "We have been used to benchmark other places in the Free State, even in Jamaica and in the UK. They have come to learn from us." CCG Jabu Molefe said her colleagues were committed to improving the living standards of the community. "We work harder to uplift our community," she said. "We put our people first, especially the young ones."



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS



Best Functional War room

Ward 16 Abaqulusi Municipality



Community Development Worker and coordinator Mandla Dlamini said Ward 16 War Room in the Abaqulusi Municipality has uplifted the community since 2011.

"There has been renewed interest and we get more and more people attending every week," he said. "We highlight a range of issues from social and community to environmental issues." He said ensuring public participation has resulted in residents taking a more active interest in their future.

"We meet with residents all the time. This happens irrespective of us being under-resourced. Even without any support of funds, members donate to the war room activities." He said the war room has established various sub-committees to deal with community issues. "These committees meet once a month. We have sub-committees that cater for different aspects like health, disabilities, water, for women, a cooperative's forum, a men's forum, a committee for transport and another for sports. All these committees are fully functional."

Dlamini said the war room has profiled all households and identified programs and interventions that are required in the area. The war room also assist residents with bursary applications and employment.

"We have many unemployed in this area. Some have matric and others have degrees and so we have put together a database of people seeking employment. We also have bursary application forms that are available from various organisations and departments. We assist students and job seekers with internet access for assignments and to apply for jobs. We also assist with CAO applications for those wishing to attend universities." Dlamini said war room volunteer Nhlakanipho Mbatha also provided matrics with extra Maths and Science tuition.

The war rooms also assist residents with funerals and provides bereaved families with tents, buses and coffins if needed. "Every household has a garden," he said. "We supply them with seeds every month to try to make them self sufficient. Our water committee also educate residents on climate change. This committee also attends to with water leaks and repair leakages themselves

"The environmental committee deals with keeping our rivers clean and highlight the effects of pollution." Dlamini said the Sport's Committee hosted cricket, netball, soccer and athletic tournaments. "They have even formed an Under-13 Soccer League," he said. The Transport Committee has dealt with all transport facilities, even negotiating transport fares for residents. Dlamini said the war room with the help of NGO's provide food parcels every week.



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OPERATION SUKUMA SAKHE WAR ROOMS AS THE ENGINES OF INTEGRATED SERVICE DELIVERY

Operation Sukuma Sakhe, an offshoot of the National War on Poverty Programme launched, back in 2008, has over the years grown from strength to strength. During this period, the KwaZulu-Natal provincial government, spearheaded by respective leaderships has overseen this growth. The provincial government continues in its commitment to ensure that Operation Sukuma Sakhe serves its citizenry, as an integrated service delivery model and a source of the community addressing their challenges thrives in the province.

Central to OSS is fighting diseases particularly HIV and AIDS, Sexually Transmitted Infections (STIs), TB, poverty, food security, women empowerment, youth empowerment; and driving an aggressive behaviour change campaign against social ills (e.g. gender-based violence, substance abuse, crime and road accidents) and teenage pregnancy among others. In all this, the province recognises that a majority of its population are vulnerable and decided that they must be the beneficiaries of OSS. The elderly, the sick, children, youth, the unskilled and illiterate, the disabled, women, working poor and the jobless thus form the core beneficiary population group for OSS. As a result, the province through OSS is underscoring the fact that it cares for its most disadvantaged population.

The Provincial Government's resolve to focus on the households and communities and to ensure that they (households and communities) take leadership in creating a better life, makes the Ward the primary point for integrated service delivery. Within this, households and communities are being given the responsibility to first and foremost respond to HIV & AIDS, STIs and tuberculosis (TB) and also social ills.

The province has established War Rooms to facilitate integrated service delivery and be the central points of addressing the challenges of HIV & AIDS, STIs and TB, formulate initial response strategies and thereby act as true community engines. All the 828 wards have War Rooms and their Task Teams. For War Rooms to be community centred, the province is ensuring that the following primary conditions.

War Rooms must be owned by community

War Rooms must be the initial point of identifying community needs

War Rooms are the initial point for community members to discuss their challenges and mobilise towards solving them

War Room convenors must be community members

War Room champions are the Councillors of the wards; and where there is traditional leadership, they also champion OSS.

The specific agenda for War Rooms is set by the community (within the wider prescribe agenda i.e. of fighting HIV & AID, TB, social ills, poverty among others)

Government role is to provide services as per the needs identified in the war rooms



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Functionality of the War Room is key to meeting the needs of households and communities and primarily to formulating community led strategies to respond to HIV & AIDS, STIs and TB. War Room Task Teams (also known as Ward Task Teams) are committees formed to ensure functionality of War Rooms. They comprise of the Ward Councillor, War Room executive committee, representatives of Government and Non-Governmental Organisations and a Fieldworkers representative. The major roles of the War Room Task Team are as follows:

- 
- To promote public participation and community mobilisation***
 - To maintain a functional War Room***
 - To facilitate planning and develop action plans***
 - To coordinate service delivery***
 - To facilitate training for War Room stakeholders such as fieldworkers***
 - To mobilise resources***
 - To perform monitoring, evaluation and reporting functions arising out of War Room activities***

As service delivery engines, War Rooms engage with communities and service providers to provide essential transversal services, through bringing identified community/household needs to the War Room and facilitating actions for service providers mostly government departments to act on the needs.

Fieldworkers - Community Development Workers, Community Caregivers, Crime Prevention Volunteers and many more are central to identification of needs as they are the interface between communities and the War Room.

Community mobilisation and participation in finding solutions to community needs is another key aspect the War Room uses in solving challenges and addressing needs. Thus for example, if the community is beset by crime, the War Room through the community is able to organise and discuss in grown solutions to the problem of crime that can then supplement Government efforts.

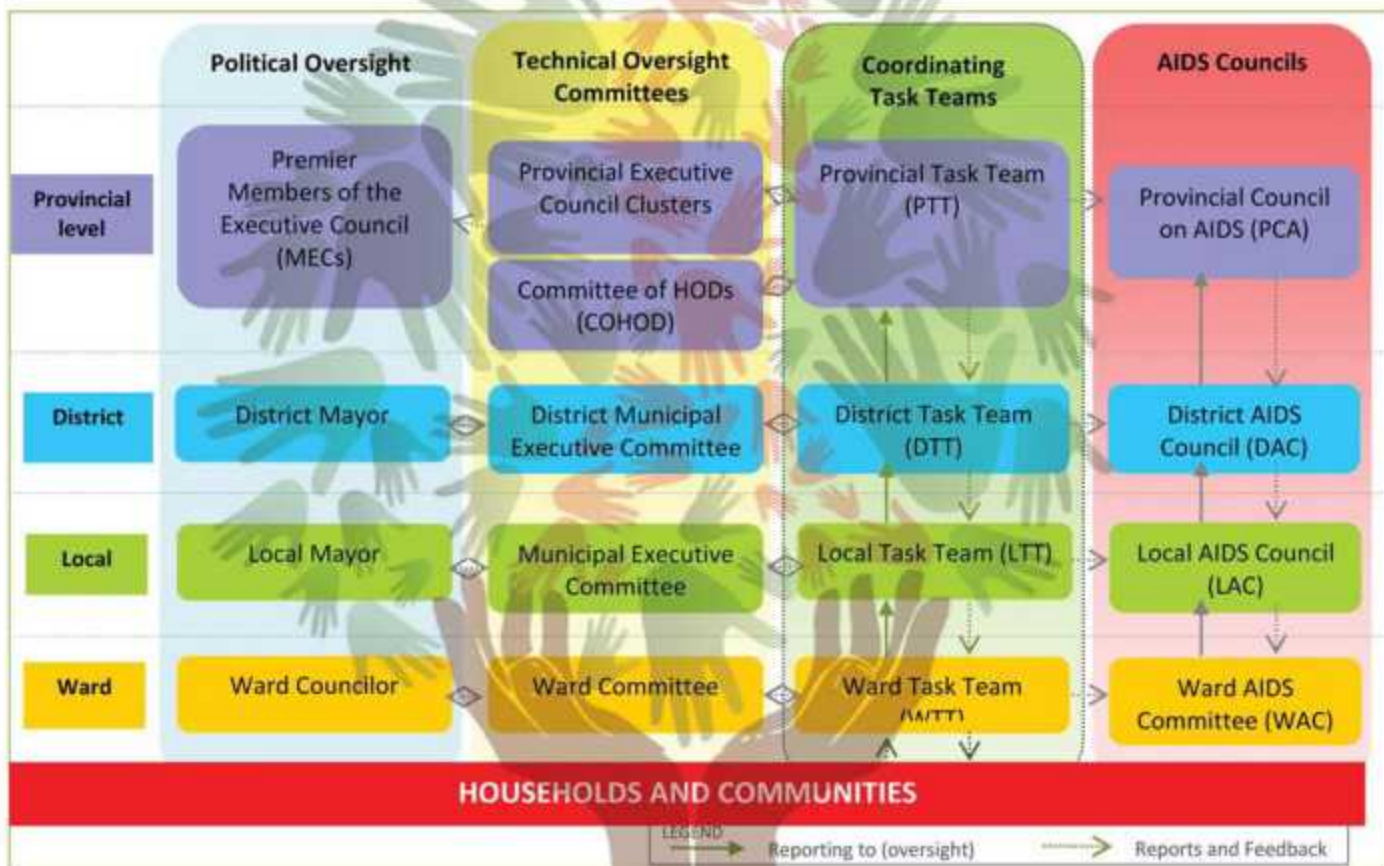
One of the most important events within the OSS is the Cabinet OSS days. Cabinet OSS days are important avenue in which the Provincial leadership led by the Premier, and comprising members of the executive council visit communities, thus providing a face to face opportunity to engage on issues affecting them. The event is held every month in a different district in the Province and focusses on wards within a particular local municipality.





Since inception of OSS cabinet days in January 2015, over 57 000 members of the community have been reached in 114 wards in the province.

The OSS institutional structure is broadly made up of the political oversight, technical oversight committees, coordinating task teams and AIDS Councils as per the following illustration.



Political champions (the Premier, Members of the Executive Council, District Mayors, Local Mayors, and Ward Councillors) provide political oversight within OSS and also maintain strategic relationships with stakeholders. They guide the implementation of OSS interventions and play a key advocacy role, gaining support and mobilising resources from all stakeholders including businesses, civil society, government departments, traditional leaders, and other politicians.

The Premier is the overall (Provincial) champion of OSS in the Province. The Premier along with the Members of the Executive Council provide ultimate political oversight to OSS and provide political support to, and steer the





Provincial Task Team (PTT) at a provincial level. The Premier and the Members of the Executive Council are also appointed as Provincial Political Champions to each of the 11 districts to support the District-based Champions (District Mayors). Support for OSS at this high level increases the visibility of OSS and strengthens the integrated service delivery model.

The Heads of Departments (HODs) also known as the Technical Champions provide technical guidance and assistance in resolving bottlenecks, decision making or other challenges that are encountered in implementing OSS. Like the political champions, heads of departments are assigned to each of the 11 districts to support both the political champions and the district structures.

The benefits of OSS are as shown below.

Use the integrated service delivery model as a platform from which to deliver essential and long-term services to communities.

The ability to provide services in an integrated and coordinated manner

Avoiding duplication of services through joint and coordinated planning at the community level of service delivery

The ability to share and pool information and resources to achieve maximum output in an efficient and cost-effective manner

The ability to empower communities to influence and improve planning for Integrated Development Plans (IDPs)

The ability to share monitoring and evaluation resources as well as data for planning purposes

The opportunity to network with colleagues in other organisations and departments/service providers to share lessons and experiences

The opportunity to show that the Government cares about its people

The opportunity for skills transfer by working through and with other Task Teams

The opportunity to communicate directly with communities at ward level

The opportunity to promote healthier lifestyles, which will result in improved community health and reduce the burden on public health facilities

Positive OSS contribution is being seen across a spectrum of areas including that of food security, health and HIV and AIDS and social assistance. For example, the province has witnessed a reduction in percentage of households classified experiencing food insecurity, reduced infant and maternal mortality, increased numbers of eligible patients being put on anti-retroviral treatment and reduction in the mother to child transmission of HIV. There are several instances where OSS efforts have led to households graduating out of dire poverty either through short term measures such as putting up of decent shelters or longer term measures such as identifying household change agents and facilitating support e.g. through funding of their education.



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KWAZULU-NATAL PREMIER'S SERVICE EXCELLENCE AWARDS

Previous Winners - KZN Premiers Service Excellence Awards

2014/2015

GOLD AWARD WINNERS

Department of Social Development : Nkandla Service Office
 Department of Agriculture and Rural Development :
 (Ethekwini District Office Vet Service)
 Department of Education : Glenhaven Secondary School
 Department of Health : Mseleni Hospital
 Department of Education : Dr Nkosinathi Sishi
 Department of Health : Kangaroo Mother Care Beadie
 Ethekwini Municipality : Buffelsdraai Landfill Footprint & Bufferzone Project
 Umsunduzi Local Municipality : Mr Mxolisi Alexius Nkosi

SILVER AWARD WINNERS

Department of Public Works : uMzinyathi District Office
 Department of Health : Pholela Community Health Care centre
 Department of Community Safety and Liaison : Zululand District Office
 Department of Social Development : Kwangwanase Service Office
 Department of Justice and Constitutional Affairs
 Department of Health : Greys Hospital
 Department of Sport and Recreation : Ms Rohini Naidoo
 Department of Transport :
 (Road Traffic Inspectorate Pietermaritzburg)
 Department of Social Development : Mbazwana Service Office
 Department of Transport : RTI Park Ryne
 Uthungulu District Municipality : Mr Mandla Hendricks Nkosi

BRONZE AWARD WINNERS

Department of Co-operative Governance and Traditional Affairs :
 (Human Resource Management and Development)
 Department of Social Development : Valley Child and Youth Care Centre
 Department of Correctional Services
 Department of Health : Bethesda Hospital
 Department of Human Settlements :
 (Mrs Greta Margaret Appelgran-Narkedien)
 Department of Economic Development, Tourism and Environmental Affairs
 (Youth Environmental Empowerment Programme)
 Umzinyathi District Municipality : Mr Thamsanqa Richard Malunga

CERTIFICATE OF COMMENDATION

Department of Human Settlements : Supply Chain Management
 Department of Agriculture and Rural Development :
 (Vulamehlo Local Office)
 Department of Correctional Services : KZN Regional Office

2011/2012

GOLD AWARD WINNERS

Department of Public Works : uMkhanyakude District Office

SILVER AWARD WINNERS

Ethekwini Municipality : Department of Parks, Recreation and Culture
 KZN Provincial Treasury : Provincial Internal Audit Services
 Department of Education : Pinetown District Office

BRONZE AWARD WINNERS

Department of Arts and Culture : Southern Region
 Department of Transport : Pietermaritzburg Cost Centre
 Department of Social Development : KwaMaphumulo Service Office
 Department of Agriculture & Environmental Affairs : Pietermaritzburg & Ladysmith
 Department of Sport & Recreation : Amajuba District Office

CERTIFICATE OF COMMENDATION

Department of Human settlements : Pietermaritzburg Office
 Department of Community Safety & Liaison : Uthungulu District Team
 Department of Health : Mosvold Hospital

2013/2014

GOLD AWARD WINNERS

Kwazulu Natal Department of Health : Mseleni Hospital
 Department of Health : Port Shepstone Regional Hospital
 Department of Health : Bethesda Hospital
 Kwazulu Natal Office of the Premier
 Department of Health : GJ Crookes Hospital
 Uthungulu District Municipality
 Department of KZN Provincial Treasury
 Richmond Local Municipality
 Brookdale Primary School

SILVER AWARD WINNERS

Department of Arts & Culture - Human Resource Management & Development
 Department of Education - Acacia Primary School
 Department of Agriculture & Environmental Affairs - Umzinyathi District Office
 Department of Health - Greys Hospital
 Department of Cooperative Governance & Traditional Affairs
 Ethekwini Municipality - Parks, Recreation & Culture Service Unit

BRONZE AWARD WINNERS

KZN Office of the Premier : Integrity Management Directorate
 Department of Transport
 Department of Correctional Services
 Road Traffic Inspectorate - Newcastle
 Department of Public Works Human Resource Management Unit
 KZN Provincial Treasury Auxiliary Service Directorate
 Department of Human Settlements : Project Management
 Ethekwini Municipality : Parks, Recreation & Culture Unit

CERTIFICATE OF COMMENDATION

Department of Transport : Cost Centre Newcastle
 Department of Social Development
 Department of Sport & Recreation : Ilembe District
 Department of Community Safety & Liaison Integrated Planning,
 Monitoring & Evaluation
 Department of Agriculture & Environmental Affairs :
 Environmental Empowerment Services
 KZN Department of Education : Brookdale Primary School
 KZN Provincial Department of Health
 Nquthu Local Municipality
 Department of Health

2009/2010

Gold Award Winners

Department of Transport : Hluhluwe - Cost Centre

Silver Award Winners

Department of Health : Bethesda Hospital
 Dept of Social Development : Camperdown Service Office
 Dept of KZN Provincial Treasury : Public Finance Unit

Bronze Award Winners

Department of Public Works : Amajuba District Office
 Department of Education : Mbilana Primary School
 Department of Sport and Recreation : Ukhahlamba Region
 Dept of Arts and Culture : Western Region

CERTIFICATE OF COMMENDATION

Department of Agriculture, Environmental Affairs and Rural Development : Dundee
 Research Station
 Department of Community Safety and Liaison : Volunteer Social Crime Prevention
 Programme : Umzinyathi District Municipality

