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# Implementing the OSS Model: Lessons Learned, Key Success Factors & Decision Points

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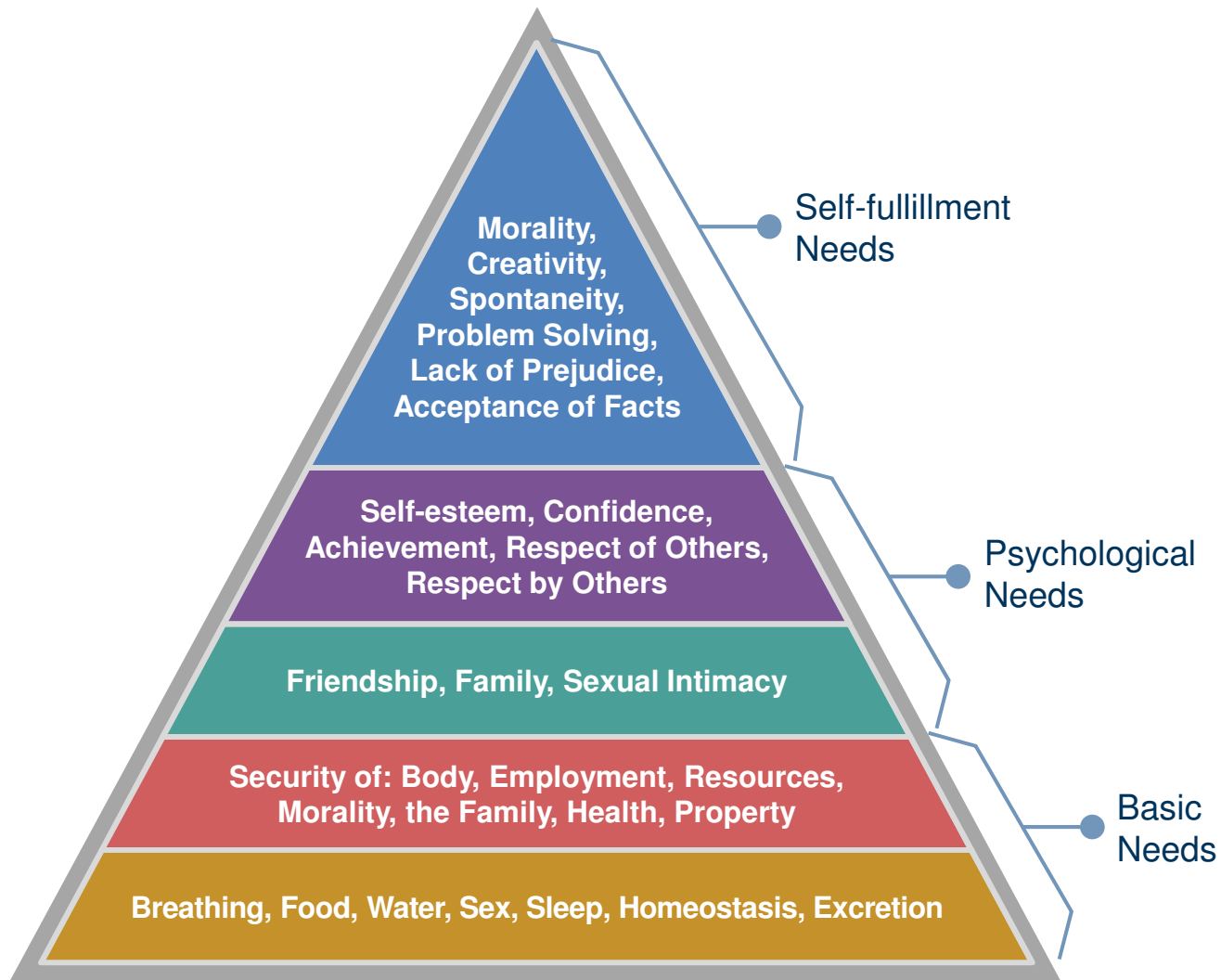
The logo for BroadReach healthcare features the company name in a serif font, with a thin brown arc above the word "Reach". The word "healthcare" is in a smaller, lowercase sans-serif font below "Reach".

**BroadReach**  
healthcare  
Imagine It Differently.



1. Current legislation, policies, structures, frameworks & plans
2. The current service delivery model
3. The OSS model
4. Differences between the current and the OSS models
6. Key success factors for KZN in implementing the OSS Model
7. Recommendations for national replication and scale up
8. Pit falls to avoid
9. Major points for discussion, alignment & consensus

# Mazlow's Hierarchy of Needs



*A musician must make music, an artist must paint, a poet must write, if he is to be ultimately at peace with himself.*

**Abraham Maslow**



# Legislation, Policies, Structures, Frameworks, Plans & Programs

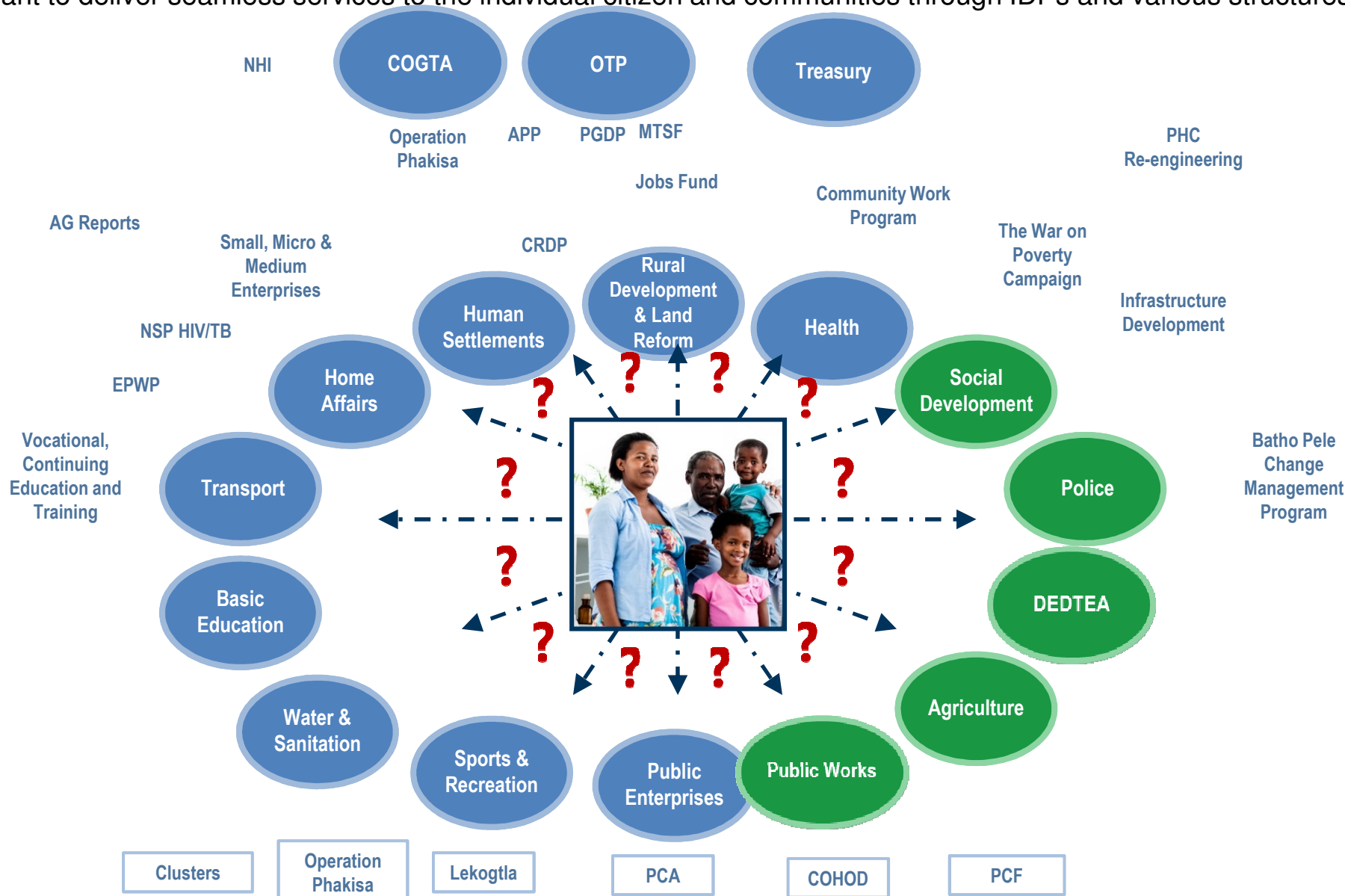
We have some of the best legislation, policies plans and frameworks in the world.

LEGISLATION & POLICIES	STRUCTURES & FRAMEWORKS	SIGNATURE CATALYTIC PLANS & PROGRAMS
<b>The Constitution of the Republic of South Africa</b>	<ul style="list-style-type: none"> <li>• Mangaung</li> <li>• IMC-Infrastructure, Anti-Poverty, etc.</li> <li>• Jobs Commission</li> <li>• Operation Phakisa</li> </ul>	<ul style="list-style-type: none"> <li>• National Development Plan (NDP)</li> <li>• MTSF</li> <li>• New Growth Path</li> <li>• Annual Performance Plans</li> <li>• District Expenditure Reviews</li> <li>• Auditor General Recommendations</li> </ul>
<b>Intergovernmental Relations Framework Act</b>		
<b>Public Finance Management Act</b>	<ul style="list-style-type: none"> <li>• Makogtla</li> </ul>	<ul style="list-style-type: none"> <li>• Anti Poverty Strategy</li> <li>• Jobs Fund</li> <li>• Community Work Program (CWP)</li> <li>• Expanded Public Works Program (EPWP)</li> <li>• Small, Micro &amp; Medium Enterprises</li> <li>• Vocational, Continuing Education &amp; Training</li> <li>• War on Poverty</li> </ul>
<b>Public Service Charter</b>	<ul style="list-style-type: none"> <li>• National Human Resources Council (chaired by the DP)</li> </ul>	
<b>Public Service Act</b>	<ul style="list-style-type: none"> <li>• SANAC</li> </ul>	
<b>Municipal Systems Act</b>	<ul style="list-style-type: none"> <li>• Anti Poverty War Rooms</li> </ul>	<ul style="list-style-type: none"> <li>• Batho Pele Change management Program</li> <li>• Infrastructure Development</li> <li>• Strategic Zones</li> <li>• NHI</li> </ul>
<b>Municipal Finance Management Act</b>	<ul style="list-style-type: none"> <li>• FOSAD</li> </ul>	
<b>Municipal Structures Act</b>	<ul style="list-style-type: none"> <li>• NEDLAC</li> </ul>	<ul style="list-style-type: none"> <li>• Masibuyile Emasimini</li> <li>• Operation Sigudli Ndlala (MP), Mbo (KZN), Hlasela (FS), Balelapa (NC)</li> <li>• National Strategic Plan for HIV, TB, STI</li> <li>• PHC Reengineering (WBOT, School Health Services &amp; District Clinical Specialist Teams)</li> <li>• Comprehensive Rural Development Program (CRDP)</li> <li>• Fetsa Tlala</li> </ul>

# The Current Model: Reactive Vertical Crisis-Prompted Service Delivery



All meant to deliver seamless services to the individual citizen and communities through IDPs and various structures.





## CURRENT MODEL

### **Reactive, Vertical Crisis-prompted Service Delivery Model**

- Individual one-off crisis based engagements
- Demands are not predictable- irrational planning
- Unbounded expectations-government to do it all

### **Fragmented, Poorly Coordinated “Silo” Planning and Implementation**

- Too many separate vertical uncoordinated programs
- Too complex
- Compliance not results
- Fragmented outcomes. responsibilities and accountabilities



**Endless adversarial, blame & tension based interactions  
between government and the citizenry.**



# Planning and Implementation Issues

## 1. Poor planning and implementation

- Templates & alignment
- Practices & processes –e.g. IDP, planning cycle & meetings

## 2. Ineffective structures

## 3. Poor performance and accountability

- Performance management- e.g. “we all get 3”
- Conflicting mandates- e.g. delegations

## 4. Lack of continuity across key personnel and regime changes



**Fragmented service delivery plans at the 30,000 foot level which have failed to practically express at the 3 foot level.**

# OSS Model: Proactive Wellness-based Model







## OSS MODEL

### Proactive Integrated “Wellness-based” Model

- Prevention focused addressing the social ills – HIV and AIDS, TB, substance abuse, gender based violence, crime
- Simple
- Predictable- rational planning
- Bounded expectations

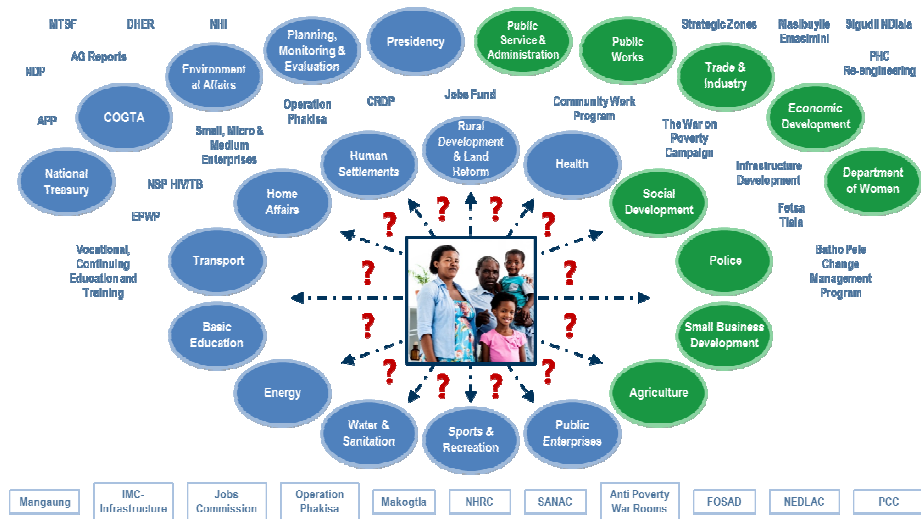
### Integrated Multi-sectoral Planning and Implementation

- Coordinated
- Outcomes driven
- Joint outcomes and accountability



**Constant predictable, healthier & more constructive engagement between government and citizens.**

# Moving from Current Model to OSS



**Fragmented Service Delivery Plans  
at 30,000 Feet**



**Simple Practical Integrated Service  
Delivery at the 3 Foot Level**

# The OSS Model is Supported by Existing Legislation, Policy & Frameworks



LEGISLATION & CHARTERS	ASPECT OF OSS SUPPORTED
<b>Public Finance Management Act</b>	<ul style="list-style-type: none"> <li>Governs financial accountability and prudence within government</li> </ul>
<b>Intergovernmental Relations Framework Act</b>	<ul style="list-style-type: none"> <li>Governs how national, provincial and municipal government can act together</li> </ul>
<b>Public Service Act</b>	<ul style="list-style-type: none"> <li>Governs performance expectations of all public servants (national, provincial and municipal) delivering services to the citizenry</li> </ul>
<b>Municipal Systems Act</b>	<ul style="list-style-type: none"> <li>Governs how municipalities, as the 3rd autonomous sphere of government (interdependent but distinct), interacts with the other spheres of government</li> </ul>
<b>Municipal Finance Management Act</b>	<ul style="list-style-type: none"> <li>Ensures sound management of finances by municipalities and seeks to institutionalise financial accountability</li> </ul>
<b>Municipal Structures Act</b>	<ul style="list-style-type: none"> <li>Governs the structures that municipalities, as the 3rd autonomous sphere of government can establish to enhance local accountability, &amp; community involvement in governance &amp; improved service delivery</li> </ul>
<b>The Public Service Charter</b>	<ul style="list-style-type: none"> <li>Focus on productivity, discipline management, performance management. Key to doing this is the Public Service Wage Bill dealing with efficiency, effectiveness, development orientation and accountability of</li> <li>Employer (Government) to public servants and citizenry</li> <li>Employer (Government) and trade unions have towards higher levels of accountability</li> </ul>
<b>Public Administration Management Bill</b>	<ul style="list-style-type: none"> <li>Allows deployment of senior provincial officials to district level</li> </ul>



1. Strong leadership mandate and ownership of the model & sustainability
2. Stakeholder buy-in and ownership by communities
3. Effective planning
4. Effective structures: governance, management, coordination and implementation
5. Good preparation prior to launching
6. Strong enforcement of accountability and performance
7. Willingness to work with partners



1. Program **owned by the Premier & MECs and Mayors** who took **personal responsibility** and make **hard decisions**
2. **Citizen's charter** grounded and aligned expectations
3. OSS was established as **THE platform for service delivery**, replaced existing models, and was NOT an add-on
4. All role players were **educated on the model** and **bought-in** and knew their new respective **roles and responsibilities**
5. The current administration kept **integrity and momentum** of the program and even improved on it



1. Proper situational analyses **not generic one size fits all**
2. A clear “blue print” document to guide all
3. A clear set of communication materials (power point & print) ensured **consistent messaging**
4. Leadership (**Premier & MECs, Mayors**) “sold” the program



1. Defined and operationalized new and effective structures (war rooms)
2. Defined and created empowered task teams (planning and implementation) driven by right change agents
3. Integrated community field workers functions
4. KZN assigned a provincial MEC per district (directly accountable to the Provincial Executive Council)



1. Re-wrote staff KRAs and performance agreements in line with required objectives and functions
2. Developed curricula , materials, tools and trained and equipped staff





1. Premier & MECs and Mayors ensured high levels of accountability and performance by:
  - i. Not accepting meaningless reports or tolerating officers who did not know their facts
  - ii. Insisting on high standards at all times: zero tolerance for non-performance
  - iii. Conducting surprise “spot visits” to war rooms to verify reports
  - iv. Dedicating one Provincial Executive Council Day per month to OSS, each with a theme addressing key strategic areas – feedback from Community
2. Ensuring that all activities are conducted via OSS defined channels
3. Decentralising resources and decision making to the relevant structures so as to be able to hold them accountable
4. Providing constant ongoing education, support and mentorship on the OSS model even after 5 years of implementation



1. Engagement of strategic partners to assist in critical areas where the province had gaps
2. Engagement of civil society, traditional leadership, NGOs and private sector as core partners with permanent defined roles, mandates and performance expectations



- The Command/Nerve Centre should:
  - Monitor performance and provide early warning of impending problems
  - Generate reports which form the basis for the agenda and report-back during izimbizo
  - Monitor graduation of communities out of poverty

# Key Pitfalls To Avoid



1 Being fearful of the existing bureaucracy and protocol which in turn strangles the approach

2 Government officials leading the war rooms.

3 “Add on” mind-set as opposed to “replace” – retire old car NOT get a second one, don’t keep both!

4 Government officials not delivering interventions as required by the war rooms.

5 Disintegration and lack of supervision of field workers .



## Key Recommendations and points for discussion

1

Acceleration of handing over of war rooms to community members

2

The fight against HIV and AIDS and TB to be central at the war rooms particularly the prevention of HIV.

3

The districts to develop clear implementation plans for OSS aligned to IDP's

4

Build OSS models on a common integrated electronic data and analytics system from the outset.

5

Leadership commitment and direction in accelerating the implementation of OSS



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# Thank You

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