Operation Sukuma Sakhe
‘KZN Service Delivery Model’
1. OSS Milestones 2009 -2013
2. Background of OSS
3. Legislative Frameworks Guiding OSS
4. Ward Implementation of OSS as Service Delivery Model
5. Communication Strategy to Create Awareness
6. Implementation Challenges & Lessons
7. Resolutions
“The entire programme of government needs partnership with the community to work together to rebuild the fabric of our society and rebuild our nation. This programme will be re-launched to embrace community partnership. It will be re-branded OPERATION SUKUMA SAKHE - let us stand up and build.”

KZN Premier: Dr. Zweli Mkhize
The origin of Masisukume Sakhe, which is the motto on the crest of the Provincial Government of KwaZulu-Natal, is taken from the Prophet Nehemiah 2:18, where he yearns to rebuild a city that has been destroyed.

Operation Sukuma Sakhe then is a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV & AIDS and TB. Government humbly accepts that we cannot achieve this alone, but needs community's hands in building this nation together.
At the centre is the red ribbon signifying the challenge of HIV and AIDS and TB that the Province faces. The open hands means empowerment of the people. The hands are all the citizens that are standing up to build in KwaZulu Natal.
OSS Milestones 2009-2013

2009
KZN Flagship program
Launch
Stakeholder Engagement

2009/2010
HH Profiling resumed in deprived wards
Launched One Home One Garden Campaign

Qtr. 1 2011/2012
Strengthened Strategic Partnership
KZN Integrated Greening Programme
LIV Integrated Partnership

2010
64907 hh profiled/15890 captured on NISIS

Qtr4 2010/2011
Rebranded flagship to OSS Implementation Model published

Qtr. 2 2012/2013
Field Worker Capacitation/ Integration Reporting Tools Development
Hosted 1st plenary after restructuring of SANAC where KZN model adopted/benchmarking

2012
PCA hosted UNAIDS
Exec. Director Dr Sedibe who pronounced OSS as best practice in responding to HIV/AIDS

Qter. 4 2012
Launch of POSSH/ Call Centre Virtual War-room

Qtr 4 2012/2013
Institutionalization OSS Indabas
War-room Functionality
Inclusion of local Mayors & Business sect. permanent members in PCA

Qtr 3 2012
Oss Integrated Theme Calendar
Department ATL banners/ print media

Qtr 2 2012
Marketing Campaigns
Industrial Theatre
Community Radio

Qtr.2 2012/2013
War-room Off-line Data Capturing OSS System Automation

Qtr 4 2012
487 functional war rooms
OSS Dash board
Active Live in Nerve Centre

Qtr 4 2012
Marketing Campaigns
Industrial Theater
Community Radio

Qtr 3 2012
Etv/ kzn1tv Social Media

Qtr.3 2012
Etv/ kzn1tv Social Media

Qtr 1 2012/2013
Strengthening of enterprises

2013/2014
Measure Impact of OSS Integrated Service Delivery

2012
PCA hosted UNAIDS
Exec. Director Dr Sedibe who pronounced OSS as best practice in responding to HIV/AIDS

Qtr 1 2011/2012
Strengthened Strategic Partnership
KZN Integrated Greening Programme
LIV Integrated Partnership

Qter. 4 2012/2013
Institutionalization OSS Indabas
War-room Functionality
Inclusion of local Mayors & Business sect. permanent members in PCA
OSS Key Thrusts

- Make meaningful household intervention on poverty.
- Behavioral Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse
- Address the needs of the most vulnerable and deprived communities and households.
- Make rural development and sustainable livelihood a realizable vision
- Create opportunities for skills development and employment.
- Ensure cooperative governance for better & more fast tracked service delivery
The Ward based approach
People Participating In Governing

- A Ward based initiative targeting disease management in the wards with special emphasis on HIV, TB and poverty a developmental approach to disease prevention, child and maternal health, infancy mortality rate, orphan and vulnerable child care

- A model where an aggressive behavior change will be vigorously implemented using the existing cadres as well as recruiting youth ambassadors - focus their efforts on: crime, adolescent health, sexual behavior, substance abuse, road accidents, abuse (gender based and children), xenophobia

- A coordinated and integrated service delivery model of action to address the empowerment of Youth and Women, Social Ills of the communities

- An approach to improve food security by promoting One Home One Garden One Village One Product campaign

- Community participating in Governance.....Bringing Government to the people
Mission and Goal of OSS

• Mission
To provide comprehensive, integrated and transversal services to communities through effective and efficient partnerships.

• Goal
Operation Sukuma Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities.
Legislative Frameworks Guiding OSS

- South African Constitution
- Batho Pele Principles
- KZN Citizen’s Charter
- MDGs
- 5 Priorities of Government
- 12 National Outcomes
The major role of the Office of the Premier is to provide the leadership and co-ordination needed to ensure that government acts in a strategic, integrated and co-ordinated manner in addressing the agenda of government.

Outcomes-Based Performance Management System
Office of Premier is primarily responsible for Outcome 12:

An efficient, effective, and development oriented public service and an empowered, fair and inclusive citizenship

- Output 1. Service Delivery Quality & Access
- Output 2. Human Resource Management & Development
- Output 3. Business Processes, systems, decision rights and accountability
- Output 4. Corruption Tackled Effectively
- Output 5. Nation Building
Operation Sukuma Sakhe
Sub Programme Alignment

• Sub-Programme 1: Food Security and Emerging Farmer Programme (4, 5, 6, 7)
  – Poverty & Hunger

• Sub-Programme 2: Creating Healthy and Sustainable Communities ( 1, 2, 3, 8,
  – Addressing social ills, HIV, crime,

• Sub-Programme 3: Integrated Programme for Youth and Women( 4, 5, 7)
  – Empowerment of Youth, Woman, boy

Outcome 12 is the governance of Operation Sukuma Sakhe
Operation Sukuma Sakhe
Aligned to ALL 12 Outcomes

1. Quality basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. Skilled and capable workforce to support an inclusive growth path
6. An efficient competitive and responsive economic infrastructure network
7. Vibrant, equitable, sustainable rural communities contributing towards food security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient Local Government system
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa, a better Africa and a better world
12. An efficient effective and development oriented public service and an empowered, fair and inclusive citizenship
ECONOMIC SECTOR AND INFRASTRUCTURE DEVELOPMENT

- Decent employment through inclusive economic growth
- Skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network

GOVERNANCE & ADMINISTRATION CLUSTER

- Responsive, accountable, effective and efficient local government system.
- An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship

SOCIAL PROTECTION, COMMUNITY AND HUMAN DEVELOPMENT CLUSTER

- Quality Basic Education
- A Long and Healthy Life for all South Africans.
- Sustainable Human Settlements and improved quality of Household life
- Protect and enhance our environmental assets and natural resources
- Vibrant, equitable, sustainable rural communities contributing towards food security

Create a better South Africa, better Africa and a better world
KZN Challenges

• 25.3% children not attending ECD
• 250k ages 5-14 not at school -Illiterate
• 2.3% new HIV infections pa=100k
• Number tested for HIV – 2011/12 2 539 359, Q1 2012/13- 547111
• 44.4% HiV exposure & MTCT rates
• Only 24% know their HIV status
• Food insecurity in KZN is 35%
• After HIV and AIDS related illnesses, TB is the second leading cause of death in the province, with the 70% infection

MDG Targets

• 38% children living in hunger – Reduce hunger [1]
• Percentage of <5 admitted for malnutrition – 5.8% 2011/12
• Reduce < 5 child mortality [4]- 2009 6.3% ,2011 Q3 7.6%
• Facility based infant mortality [2009 7.3% -Q3 2011 9.1%]
• Reduce mother to child transmission of HIV [6]
• Reduce HIV annual infections
Specific Outcomes linked to Department / National / MDG Targets

KZN Challenges

- 30% of all orphans found in KZN = 200k double orphans
- 12k child headed households
- 5-8% teenage pregnancies 2011 KZN: 9.5% of deliveries were to girls aged 17 or younger
- Teenagers are at higher risk of dying from hypertensive complications when pregnant
- Condom used at last high risk - 66% (distribution rate 18% of the target)
- TB death rate 5.5% Q2 2011
- Default rate 5.9% Q2 2011
- Transfer rate 4.5% Q2 2011

Targets

- Circumcision – 2million - 2016
  - 2011/12 100 700
  - 2012/13 qr1 37 993
  - 2010 to date 175k
- Unemployment- 20.3% Q2 2011, Q3 2011 19.1
- Reduce gender based violence
- Immunization rate target 100% coverage
- Lower intergenerational sex, sugar daddies
EIGHT BATHO PELE PRINCIPLES TO KICKSTART THE TRANSFORMATION OF SERVICE DELIVERY

The Public Service will put the following "People First" principles into practice without delay. And we will step up implementation to arrive at acceptable service levels and quality as soon as possible.

CONSULTATION
You can tell us what you want from us.
You will be asked for your views on existing public services and may also tell us what new basic services you would like. All levels of society will be consulted and your feelings will be conveyed to Ministers, MECs and legislators.
THE PRINCIPLE: You should be consulted about the level and quality of the public services you receive and, wherever possible, be given a choice about the services that are offered.

SERVICE STANDARDS
Insist that our promises are kept.
All national and provincial government departments will be required to publish service standards for existing and new services. Standards may not be lowered! They will be monitored at least once a year and be raised progressively.
THE PRINCIPLE: You should be told what level and quality of public services you will receive so that you are aware of what to expect.

ACCESS
One and all should get their fair share.
Departments will have to set targets for extending access to public servants and public services. They should implement special programmes for improved service delivery to physically, socially and culturally disadvantaged persons.
THE PRINCIPLE: You and all citizens should have equal access to the services to which you are entitled.

COURTESY
Don't accept insensitive treatment.
All departments must set standards for the treatment of the public and incorporate these into their Codes of Conduct, values and training programmes. Staff performance will be regularly monitored, and discourtesy will not be tolerated.
THE PRINCIPLE: You should be treated with courtesy and consideration.

INFORMATION
You're entitled to full particulars.
You will get full, accurate and up-to-date facts about services you are entitled to. Information should be provided at service points and in local media and languages. Contact numbers and names should appear in all departmental communications.
THE PRINCIPLE: You should be given full, accurate information about the public services you are entitled to receive.

OPENNESS AND TRANSPARENCY
Administration must be an open book.
You have the right to know. Departmental staff numbers, particulars of senior officials, expenditure and performance against standards will not be secret. Reports to citizens will be widely published and submitted to legislatures.
THE PRINCIPLE: You should be told how national and provincial departments are run, how much they cost, and who is in charge.

REDRESS
Your complaints must spark positive action.
Mechanisms for recording any public dissatisfaction will be established and all staff will be trained to handle your complaints fast and efficiently. You will receive regular feedback on the outcomes.
THE PRINCIPLE: If the promised standard of service is not delivered, you should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made, you should receive a sympathetic, positive response.

VALUE FOR MONEY
Your money should be employed wisely.
You pay Income, VAT and other taxes to finance the administration of the country. You have the right to insist that your money should be used properly. Departments owe you proof that efficiency savings and improved service delivery are on the agenda.
THE PRINCIPLE: Public services should be provided economically and efficiently in order to give you the best possible value for money.
**KZN PGDS STRATEGIC FRAMEWORK**

**Vision 2030**

**STRATEGIC GOALS**

1. JOB CREATION
2. HUMAN RESOURCE DEVELOPMENT
3. HUMAN & COMMUNITY DEVELOPMENT
4. STRATEGIC INFRASTRUCTURE
5. ENVIRONMENTAL SUSTAINABILITY
6. GOVERNANCE AND POLICY
7. SPATIAL EQUITY

**STRATEGIC OBJECTIVES**

- Unleashing the Agricultural Sector
- Enhance Industrial Development through Trade, Investment & Exports
- Expansion of Government-led job creation programmes
- Promoting SMME, Entrepreneurial and Youth Development
- Enhance the Knowledge Economy
- Early Childhood Development, Primary and Secondary Education
- Skills alignment to Economic Growth
- Youth Skills Development & Life-Long Learning
- Poverty Alleviation & Social Welfare
- Enhancing Health of Communities and Citizens
- Enhance Sustainable Household Food Security
- Promote Sustainable Human Settlements
- Enhance Safety & Security
- Advance Social Capital
- Development of Harbours
- Development of Ports
- Development of Road & Rail Networks
- Development of ICT Infrastructure
- Improve Water Resource Management & Supply
- Develop Energy, Production and Supply
- Increase Productive Use of Land
- Advance Alternative Energy Generation
- Manage pressures on Biodiversity
- Adaptation to Climate Change
- Strengthen Policy and Strategy Co-ordination & IGR
- Building Government Capacity
- Eradicating Fraud & Corruption
- Promote Participative, Facilitative & Accountable Governance
- Actively Promoting Spatial Concentration
- Facilitate Integrated Land Management & Spatial Planning
Implementation of OSS Philosophy Has Addressed these 5 CRITICAL AREAS

1. Spatial Distribution & Integration of Government services [CCG’s, field workers, holistic interventions]

2. Economic activities [job creation capacity]

3. Environmental care [job creation, greening, food for waste, river cleaning, beautification]

4. Behavioral change Campaign to address social ills [change agents championed by YA]

5. Community Partnership [service delivery, responding to social ills at war room]
• Together with committed leadership, creating sustainable livelihoods through the provision of integrated services to communities, promoting a better life for all
• Five Critical Areas of Operation Sukuma Sakhe
Who are the Beneficiaries of OSS?

- Elderly
- Children
- Sick
- Disabled
- Women
- Unskilled & Illiterate
- Youth
- Working Poor
- Jobless

Poor Households
• In 2011, Office of the Premier lead a campaign to establish War Rooms throughout the Province.
• This War Room Establishment Campaign is jointly done with OSS Task Teams and ideally should be championed by HODs as well.
• Currently of our 828 wards, 485 war-rooms are functional within the 11 KZN districts
Key Indicators of a Fully Functional War Room

1) **Venue** well known & **fully** branded & **fully** resourced

2) **War Room Structure** fully operational with **ALL** field workers coordinated & **ALL** departments accounted for in WR i.e. **Departments send their officials for meetings & interventions & Civil Society fairly** represented

3) **Meeting schedules & Reporting** timeous tools/registers **ALL** used, & interventions/ referrals **reports up to date**

4) **Issues emanating from a community profiling or household, available, discussed and are attended to**. Interventions/ referrals **closed within agreed turnaround times**.

5) **OSS Integrated Flagship Campaigns** have footprints: One home One Garden, HCT, Behavioral Change, Community Stakeholder Engagement.

6) **There is a group of integrated fieldworkers:** CCGs, YAs, CDWs & EOs etc.

7) **OSS Activities/Campaigns/programmes of Govt. Departments /OTP systematically coordinated, integrated (vertical/horizontaly)** in **ALL** districts distributed spatially in identified wards
<table>
<thead>
<tr>
<th>Districts</th>
<th>Fully Functional</th>
<th>Functional</th>
<th>Poorly Functional</th>
<th>Not Functional</th>
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<td>28</td>
<td>18</td>
<td>08</td>
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<td>Ethekwini</td>
<td>17</td>
<td>48</td>
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<td>06</td>
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<tr>
<td>Ugu</td>
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<td>07</td>
<td>14</td>
<td>03</td>
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<td>Uthukela</td>
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<td>Zululand</td>
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<td>Sisonke</td>
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<td>23</td>
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<td><strong>183</strong></td>
<td><strong>302</strong></td>
<td><strong>198</strong></td>
<td><strong>49</strong></td>
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Oss Stakeholders

- Traditional leaders
- FBO’s
- NGO’s
- Business,
- Donors, UN agencies
- Government field workers [ccg’s, youth ambassadors, community safety volunteers, extension officers, cdw, community health practitioners, sport volunteers, chaplains etc]
- Councillors
- Celebrities
- School Governing bodies
- Ward committees, Ward / district forums,
- Ward, Local, Provincial Aids Councils, SANAC
COMMUNITY CARE GIVERS

YOUTH AMBASSADORS

CDP

CHF health nurses

CDW

WAR ROOM TASK TEAM
ALL OFFICIALS OF SECTOR DEPARTMENTS

LOCAL TASK TEAM

WAR ROOM

WARD COMMITTEE

FBO’s/NGO’s/DONORS

VARIOUS FORA IN WARD COMMITTEE eg. Community Policing, transport, Arts & Culture OTP HIV Aids Committees, Human Rights Fora

REFERRALS SERVICES: HOME AFFAIRS/SASSA/ CLINICS, HOSPITAL, DSD, NIP SITES, POLICE STATION, SCHOOL, REHAB CENTRES, ECD SITE BY ALL GOVERNMENT OFFICES

CHAMPIONED BY COUNCILLORS, & /OR AMAKHOSI/TRADITIONAL LEADERSHIP
replace this slide once updated in the Implementation Model

VN, 2012/02/23
ALL WARD CLLRS PARTICIPATE AS CHAMPION LEADERS OF OSS AT WARD LEVEL.

ALL MAYOR CHAMPION OSS IN THEIR RESPECTIVE SPHERES OF LEADERSHIP

ALL MUNICIPALITIES ARE PART OF OSS COORDINATING STRUCTURES

10 OSS DISTRICT INDABAS HAVE BEEN THROUGHOUT THE PROVINCE TO CASCADE INSTITUTIONALIZATION MESSAGE.

OSS IMPLEMENTATION MODEL HAS BEEN DISTRIBUTED TO ALL 10 DISTRICTS WHERE INDABAS HAVE TAKEN PLACE.

COGTA IS COORDINATING & STRENGTHENING THE PARTICIPATION OF WARD COMMITTEES & TRAIDITIONAL LEADERSHIP INTO WARD ROOMS.

FIELDWORKERS & COMMUNITY VOLUNTEERS ALL REPORT TO THE WAR ROOM AS AN INTEGRATED COMMUNITY FIELDWORK FORCE
Institutionalization of OSS into Local Governance & Community Structures

War Room Model & Reporting Flow

Champions
- Ward Councillors
- Tradition Leaders

War Room Exco
- Champions
- Chairperson
- Dep. Chairperson
- CDW/EOs/SV/CDPs
- Ward Committee

Fieldworkers
- Youth Ambassadors
- Community Caregivers
- NARYSEC Youth
- Extension Officers

Govt. Departments
- Officials from Govt. Depts
- These include National and local governance (municipalities) Officials

Civil Society & Community Structures
- Business Sector
- Sporting Sector
- NGOs/FBOs/CBOs/NPOs
- Community Forums
- SGBS/Health Committees

War Room TT
- This is an integrated council of all community leadership, stakeholders and Government

Roles and Functions

Convenes & Chairs War Room Community Meetings where all stakeholders attend. Hold the War Room Stakeholders to account. Apprise the Community of the War Room Activities. Reports to the Council on War Room Activity. Monitors if the War Room services people as per the needs identified.

Work in tendon with the Ward Champion Convenes and Chairs War Room Weekly meetings. Coordinate War Rooms Day to Day Operations. Coordinate Fieldworkers activities. Facilitate interventions as per needs identified. Report to the Local Task Team.

Fieldworkers are primarily responsible for community & household profiling. They are the advocates of various government campaigns, programmes & messages. They are community change agents. They report to the War Room.

Officials are primarily service providers to the needs identified. They represent different sectors and interests of the community. They serve as community liaison members for the respective interests. They partner with govt. through War Room, on common campaigns.

A War Room Implements OSS at community Level. It is an integrated platform for community engagement with govt. It is the first point of govt. contact for the people.
<table>
<thead>
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<th>District</th>
<th>Conveners</th>
<th>Champions</th>
<th>Head of Department</th>
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<td>Ilembe</td>
<td>Ms Londiwe Mngadi 0798978368</td>
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<td>HoD Ms D N Qhobosheane</td>
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<td>Provincial Treasury</td>
<td>Hom Mr Magwaza 0832972563</td>
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<td>Umkhanyakude</td>
<td>Dr. Ngxongo DSD DSD</td>
<td>MEC Mr. M Mabuyakhulu</td>
<td>HOD Dr N. Sishi</td>
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<td>Premier Dr Z L Mkhize</td>
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<td>MEC Ms N Dube Hom dlamini 0828840411</td>
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<td>Uthungulu</td>
<td>Ms Tryphina Ngwenya OTP 0834608210</td>
<td>MEC Mr. S Mchunu Hom vukani khumalo 0828278263</td>
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<td>Ugu</td>
<td>Ms Matho Gwala</td>
<td>MEC Mrs. W Thusi Hom nobom dube 0834460942</td>
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<td>MEC R R Pillay HOM Thabani Mabuya</td>
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<td>Mr. Londa Langa DOH 0833095647</td>
<td>MEC Mrs. Ina Cronje Hom muzi</td>
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<td>Ms Nandi Sekutshwa COGTA 0848078096</td>
<td>MEC Dr S Dlomo Hom Makhanya 0834150800</td>
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<td>MEC Dr. BM Radebe Hom Nomsa Nxele</td>
<td>HOD Sport &amp; Recreation</td>
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Human Resources
Ward Field Workers (ward 68 example)

- Field Workers in KZN
  - CCG’s -9768 (DOH)+ 2571 dsd
    - Gap-200 needed
  - Extension Officer - 1459
  - Youth Ambassador by VD- 3500- gap 1100
  - CDW- 621- gap 336
- Departments’ deploy officials, names & contact
- Monthly Visiting schedule by department Officials
- Contacts of NGO/FBO linked to war-room

**Recommendation:**
- Departments with fieldworkers need to review their spatial distribution to ensure expanded coverage.
- Strengthen management of field workers in an integrated manner.
ALIGNMENT AND INTEGRATION OF GOVERNMENT SERVICES WITHIN THE SUKUMA SAKHE APPROACH

PROVINCIAL STRATEGY PRONOUNCEMENT MADE IN SOPA/BUDGET SPEECH AND CAPTURED IN PGDP

- MEC’s BUDGET SPEECH
- DEPARTMENTAL STRATEGIC PLAN
- APP
- BUDGET
- STAFF / RESOURCE ALLOCATION

ALLOCATION OF BUDGET FOR WARD IMPLEMENTATION
Linking activities to Outcomes: Monthly OSS Themes Led By MEC Champions

JANUARY - MARCH

January: DoE
- School reopening:
- Sexual responsibility:
- Promoting patriotism & Human rights

February: DoH

March: OTP

Communication strategy To Create Awareness

- Integrated Planning through the Implementation Team
  - Efficient use of resources
  - Communicating milestones, results and achievements

BACK TO SCHOOL
Improved quality of basic education

SAFE SEX & ENVIRONMENTAL SAFETY
A long and healthy life for all South Africans

HUMAN RIGHTS AWARENESS
Create a better South Africa and contribute to a better and safer Africa and World.
Linking activities to Outcomes: April- June

April: DoHS

- Chronic Diseases /Human settlement
  - A KZN safe and promotes growth of children < 18
  - Youth Development (18-35) Reaping the economic fruits of freedom

May: DSD

June: DoED

- CHRONIC DISEASES
  - Sustainable human settlements and improved quality of household life

- CHILDREN UNDER 18 – WORKERS MONTH
  - All people in South Africa are safe and free

- YOUTH DEVELOPMENT
  - Decent employment through inclusive economic growth
  - An efficient, competitive and responsive economic infrastructure network

- Integrated Planning through the Implementation Team
  - Efficient use of resources
  - Communicating milestones, results and achievements
Linking activities to Outcomes: July- September

July: CoGTA
August: DSD
September: ACS&R

- Promoting men’s role in society & Public service
- From girl to women
- Heritage & Moral regeneration

MENS MONTH
A responsive, accountable, effective and efficient local government system. A skilled and capable workforce to support an inclusive growth.
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship path.

WOMENS MONTH
All people in South Africa fell safe and are free.
A long and healthy life for all South Africans.

HERITAGE & MORAL REGENERATION
Create a better South Africa and contribute to a better and safer Africa and World.

- Integrated Planning through the Implementation Team
  - Efficient use of resources
  - Communicating milestones, results and achievements
Linking activities to Outcomes: October - December

October: A & EA

November: Finance

December: DoT

- Food security
- GBV & Women abuse/substance abuse
- Road safety

POVERTY & RURAL DEVELOPMENT: A vibrant, equitable and sustainable rural communities with food security for all Environmental assets and natural resources that are well protected and continually enhanced

AGAINST GENDER BASED VIOLENCE: Create a better South Africa and contribute to a better and safer Africa and World

All people in South Africa are safe and fell free A long and healthy life for all South Africans

- Integrated Planning through the Implementation Team
  - Efficient use of resources
  - Communicating milestones, results and achievements
OSS SHOWCASE
Government & Stakeholder Participation

Sukuma popHandsslow.mov
Marketing & Branding Of OSS Above The Line

Partnership with Leleti School Grounds
Flighted 13 episodes of OSS work & success stories in Province on Etv (final viewership figures pending)

- Intensified institutionalisation of OSS not just as project but as a way to operate in integrated manner
- Facilitated in building District / Local capacity to activate & Manage cross function service delivery platforms
- Covered 10 war-rooms across KZN working with MEC/HOD Champions where available
- Launched use of OSS (POSSH) Hotline, Nationally!
- Overwhelming calls for collaboration with OSS since....
- After seeing the story of large family of over 20, community & business rallied and built her a house!
Marketing & Branding Of OSS & Collaborations

Industrial Theatre/ Community Radio Stations
Mdonswa Productions:
- Radio Drama Production- Bab’ Mkize of eMzini Wezinsizwa
- Road shows- featuring Pastor Sukuma –Has been approached by Churches to preach!
- OSS Jingles & OSS Theme Song- (Phuz’Khemisi & Ngizwe of Ukhozi & our Premier)

Branding & Strengthening War-Rooms
- Development of War-room Signage & Brand Building
- Supporting War-rooms
- Ground support on Campaigns
KZN Office of the Premier Operation Sukuma Sakhe. Youth Ambassador Program

A KZN Office of the Premier initiative to encourage the youth to STAND UP AND BUILD the communities in which they live in.

Community

About

Highlights

Activity

Status

Photo / Video

Event, Milestone +

Photos
PREMIERS OPERARION SUKUMA
SAKHE HOTLINE
POSSH

TOLL FREE 0800 596 596
Before joining the IGP Jeminah Nyenzeleni Gwamanda from Swapo in Pietermaritzburg used to try and sell airtime but was very unsuccessful and most of the time found herself sitting at home doing nothing. In her house, ‘they survived by her husband’s piece jobs of collecting rusty steel to sell and also by her two children’s social grant’. She started with the IGP in 2010 and has collected 20 399kg of waste, earning some R10 549 to support her family. She joined the Integrated Greening Programme after ‘her husband came home one afternoon amazed by what he saw, people getting groceries out of their recycling.’ She then consulted the facilitator and as they say ‘the rest is history’, today, her family is in a much better position than it used to.’

To date, she has bought a new refrigerator, a JOJO tank, wire-net to cover her trees; paid schools fees and bought uniform and stationery for her children. Even more amazingly, she bought a second hand vehicle from a neighbour and is using it to collect more waste. She praises the IGP as she ‘used to struggle to pay for her children’s school fees and is now saving to pay for her child University fees.”
Mkhoyisile Minah Mngomezulu

• From Khula Villlage started working with the government and Wildlands in 2009. Before then, she used to make traditional mats from used plastic bags which she sold to tourists in St Lucia. Sales from the mats were poor and she was depended on a meagre social grant received for looking after her grandchildren after her daughter passed away. Since joining the program she has grown 3,038 trees, receiving goods and shopping vouchers to the value of R18 125.

• She was motivated to join the program as she was taking care of her 5 grandchildren and did not have a place to stay with these children. She couldn’t take care of these children, and one day she saw her neighbour who was already involved in the program and she convinced her because she saw how she was struggling. To date, she has bartered for driving lessons for 3 of her grandchildren, building material, JOJO tanks, and 5 bicycles, (3 of which she sold for R600 each). She’s now building a house for her grandchildren. Mam’ Mngomezulu says that this program had ‘provided for her so much that she is amazed every time she looks back where she’s come from. It has taken away the pain of losing her daughter.’
Strategic Partnerships - LIV taking Care of Vulnerable Orphans, Widows & Abused Women

Departmental Services Committed

• Agriculture - 7ha land cultivated / irrigated
• Human Settlements - R44mil 96 care homes
• & 4ha vegetable garden
• COGTA - Bulk services through municipality
• Economic Dev - linked LIV to equity finance
• Education - Site Layout approvals
• Health - Package of Primary Health care service
• Treasury – R20mil grant
• Sports & Recreation – R500k multipurpose sport court
• Social Development - grant for ECD orphans and funding social infrastructure
Implementation Challenges & Lessons Learnt

• **Poor Participation in War-rooms**
  
  – Failure by departments to send officials to participate in task teams can be a problem.
  
  – The delegation of different officials in meetings disturbs momentum and continuity.
  
  – Lack of enforcement measures for officials to comply and participate as expected.

• **Solutions & Achievements**
  
  – All officials serving in the task teams must be appointed in writing by their supervisors.
  
  – Meetings & Activities of Task Teams must be scheduled on an annual calendar as is the case with Provincial Task Team meetings.
  
  – OSS participation and Deliverables must form part of Performance Agreements and HODs to monitor if their departments are in compliance.
Implementation Challenges & Lessons

• Lack of Buy-in from Stakeholders
  – With new councils in place, most Cllrs claim not to know their roles or OSS model.
  – NPOs & NGOs have not yet understood their role within War Rooms and therefore their participation is lacking.
  – Some business sector is very involved with Poverty Alleviations initiatives though most of it is done outside or parallel to OSS structures

• Recommended Solutions
  – Office of The Premier, HODs and District Task teams should seek deputation slots with Municipal Full councils & MMs Forum on OSS.
  – Prepared a guideline framework document, the Implementation Model on the participation of Civil Societies. & DTT forge closer links with them (invite them to meetings.
  – District Task Teams supported by their HOD Champions to forge closer links.
Challenges & Lessons Cont...

- **Resources & Infrastructure**
  
  - In some wards, War Rooms do not have a physical structure to operate from. If there is one in some areas, it would be a community Hall with no office equipment (chairs/tables file cabinet to store sensitive material).
  
  - Some War Rooms are without, electricity, connectivity and access to government vehicles as enabling equipments.

- **Recommended Solutions**
  
  - Municipal facilities to be used as War Rooms. COGTA & Public Works were tasked with a responsibility of locating War Room Facilities in areas where there is a challenge.
  
  - Local & District Municipality Offices tasked to provide at least one office space to be used as an information hub. OTP IT, HOD Champions & Provincial Conveners to negotiate for this.
• **OSS Coordination & Process Flow**
  
  – While the functioning of PTT and some of the DTTs is becoming grounded & consistent. The functionality of Local task Teams, Provincial Conveners & HOD Champions remain a challenge in most districts.

  – There exist a lot of duplication and at times inconsistent communication from all corners about OSS & War Rooms, which turn to confuse some officials on the ground as well as social partners

• **Recommended Solutions**

  – HODs need to craft their terms of reference or charter defining their responsibilities as Champions within OSS in relation to districts they champion & their own depts. as well.

  – HODs need to ensure that their Depts. are represented at PTT, at least by a Head Office Official who sits at MANCO or Extended Snr Management Meetings.

  – Communication on OSS Provincial Operational Matters should be centralized within one Secretariat Office at OTP.
Challenges & Lessons Cont...

• Integration of Fieldworkers

  – Dept of Health and Dept Of Social Dev. Must fully integrate, Standardized & Aligned its Community Care Giver programme.

  – Community Development Workers CDWs are not in all wards, given their strategic role in War Rooms, this hampers functionality.[ 1 per ward ]

  – Challenge faced If reporting lines and Fieldworkers Work & Process Flow not been clearly defined. Causing their work standards & protocols not being aligned.

• Recommendation & Solutions

  – Time lines were set for the integration of all CCGs from DSD & municipalities. A CCG foundation course was developed and training of all CCG’s ongoing

  – Recruitment of CDWs in all wards. Currently there are 621 CDWs of 828 wards....

  – DSD, COGTA, DOH, OTP Youth Development & OSS finalized reporting protocols & workflows for fieldworkers at War Room Level. Currently rolling out.
Implementation Resolutions
[from Social, G&A Clusters]

• That HODs appoint in writing, officials to serve in the OSS Coordinating Task Teams from Province down to a ward level.
• That HODs ensure that OSS forms part of the departmental Snr. Management Meetings, as a standing item.
• That for all nominated officials to serve in OSS coordinating structures, OSS forms part of the Key Result Area in the Performance Agreements.
• That treasury set aside a special funding allocation for emergency social relief interventions on cases discovered through OSS Programmes.
• That HODs finalize a terms of reference document outline their role as technical champions but also crafting specials projects, that HODs will, champion with OSS.
Implementation Resolutions
[from Social, G&A Clusters]

• That each department is to commit specific deliverables (social relief packages), against which the participation of a department, and its impact, thereof within OSS can be measured.

• That the integration of fieldworkers (CCGs, CDWs, YAs, EOs, amongst others) and their integrated reporting, supervision and workflow plans are aligned and finalized.

• That all municipalities adopt OSS as an integrated poverty alleviation programme, through a council resolution.

• SMS members to adopt a ward beyond the PSVW programme.
The There is a need for a Poverty Package Poverty to address the immediate concerns pertaining to food security and basic household nutritional needs and asset investment into the households to create sustainability and self-sufficiency.

It must be ensured that there is a follow-through for all households that have been profiled to ensure that interventions are sustainable. The Poverty Package should not create dependency but ensure that inclusive community buy-in is obtained in the endeavour of ensuring sustainability and self-sufficiency.
There is also a need to ensure the alignment of Operation Sukuma Sakhe with the National Development Plan and Provincial Growth Development Plan with spatial programming and budget allocation. The implementation of OSS must be linked to Key Responsibility Areas of government employees.

Social mobilisation and advocacy must be strengthened, to ensure active stakeholder participation to support the implementation of Operation Sukuma Sakhe
There is a need to explore the possibility of formation of a Operation Sukuma Sakhe Council.

Department of Sport & Recreation have been tasked to develop a strategic delivery framework for the moral regeneration of the youth through the implementation of sustainable sport & recreation programmes to prioritised wards through a war Room Intervention Programme (WRIP)
Critical Success Factors for OSS

- Political and administrative structures in place
- Inclusion of community structures that include civil society, business and development partners and other key stakeholders
- Institutional arrangement linkages and integrated development planning
- Integrating Operational Plans with Government Department plans
- Task Teams established and trained at all levels
- Establishing a permanent “War Room”
- Stop working in silos
- Field Worker Allocation
  - Community Care Givers to conduct Household Profiling to identify households and community needs.
  - Youth Ambassadors to drive behaviour change in the wards.
  - Extension officers to support food security through one home one garden campaign.
  - Community Development Workers to be the engine of the war rooms.
  - The sports volunteers, and social crime prevention volunteers participating and supporting the work of the Youth Ambassadors on Behaviour Change
- Mind-set shift
Nehemiah 2v18
“...let us start rebuilding” so they began this good work

Business Un-usual