

**AUGUST 2010**



**MONITORING AND EVALUATION (M&E) PLAN  
FOR  
WELLNESS MANAGEMENT IN THE PUBLIC SERVICE**

## ABBREVIATIONS

<b>COIDA</b>	Compensation for Occupational Injuries and Diseases Act
<b>DPISA</b>	Department of Public Service and Administration
<b>EH&amp;W</b>	Employee Health and Wellness
<b>EH&amp;WMSF</b>	Employee Health & Wellness Management Strategic Framework
<b>ILO</b>	International Labour Organisation
<b>ISO</b>	International Standard Organisation
<b>SADC</b>	South African Development Community
<b>SMS</b>	Senior Management Service
<b>SOPs</b>	Standard Operating Procedures

## CHAPTER 1

### 1. BACKGROUND INFORMATION

#### 1.1. *Country Profile in brief*

The Occupational Health and Safety Act, 1993, is the guiding document for SHERQ. It requires the employer to bring about and maintain, as far as reasonably practicable, a work environment that is safe and without risk to the health of the workers. This means that the employer must ensure that the workplace is free of hazardous substances, such as benzene, chlorine and micro organisms, articles, equipment, processes, etc. that may cause injury, damage or disease. Where this is not possible, the employer must inform workers of these dangers, how they may be prevented, and how to work safely, and provide other protective measures for a safe workplace.

However, it is not expected of the employer to take sole responsibility for health and safety. The Act is based on the principle that dangers in the workplace must be addressed by communication and cooperation between the workers and the employer. The workers and the employer must share the responsibility for health and safety in the workplace. Both parties must pro-actively identify dangers and develop control measures to make the workplace safe. In this way, the employer and the workers are involved in a system where health and safety representatives may inspect the workplace regularly and then report to a health and safety committee, who in turn may submit recommendations to the employer.

To ensure that this system works, every worker must know his or her rights and duties as contained in the Act.

Inspections are usually planned on the basis of accident statistics, the presence of hazardous substances, such as the use of benzene in laundries, or the use of dangerous machinery in the workplace. Unplanned inspections, on the other hand, usually arise from requests or complaints by workers, employers, or members of the public. These complaints or requests are treated confidentially.

#### *Powers of inspectors*

If an inspector finds dangerous or adverse conditions at the workplace, he or she may set requirements to the employer in the following ways:

- Prohibition notice
- Contravention notice

- Improvement notice

### **General duties of employers towards workers**

To ensure that these duties are complied with, the employer must:

- identify potential hazards which may be present while work is being done, something is being produced, processed, used, stored or transported, and any equipment is being used
- establish the precautionary measures that are necessary to protect his or her workers against the identified hazards and provide the means to implement these precautionary measures
- provide the necessary information, instructions, training and supervision while keeping the extent of workers' competence in mind. In other words, what they may do and may not do
- not permit anyone to carry on with any task unless the necessary precautionary measures have been taken
- take steps to ensure that every person under his or her control complies with the requirements of the Act
- enforce the necessary control measures in the interest of health and safety
- see to it that the work being done and the equipment used, is under the general supervision of a worker who has been trained to understand the hazards associated with the work
- such a worker must ensure that the precautionary measures are implemented and maintained.

### **General duties of the worker**

It is the duty of the worker to:

- take care of his or her own health and safety, as well as that of other persons who may be affected by his or her actions or negligence to act. This includes playing at work. Many people have been injured and even killed owing to horseplay in the workplace, and that is considered a serious contravention
- where the Act imposes a duty or requirements on the worker to cooperate with the employer
- give information to an inspector from the Department of Labour if he or she should require it
- carry out any lawful instruction which the employer or authorised person prescribes with regard to health and safety
- comply with the rules and procedures that the employer gives him/her

- wear the prescribed safety clothing or use the prescribed safety equipment where it is required
- report unsafe or unhealthy conditions to the employer or health and safety representative as soon as possible
- if he or she is involved in an incident that may influence his or her health or cause an injury, report that incident to the employer, and authorised person or the health and safety representative as soon as possible, but no later than by the end of the shift.

### **Rights of the worker**

The worker must have access to –

- the Occupational Health and Safety Act and regulations
- health and safety rules and procedures of the workplace
- health and safety standards which the employer must keep at the workplace.

The worker may request the employer to inform him or her about –

- health and safety hazards in the workplace
- the precautionary measures which must be taken
- the procedures that must be followed if a worker is exposed to substances hazardous to health.

### **Health and safety representatives**

They are full-time workers nominated or elected and designated in writing by the employer after the employer and workers consulted one another and reached an agreement about who will be health and safety representatives.

#### *Health and safety audits*

Representatives may check the effectiveness of health and safety measures by means of health and safety audits.

#### *Identify potential dangers*

Representatives may identify potential dangers in the workplace and report them to the health and safety committee or the employer.

### *Investigate incidents*

Representatives may together with the employer investigate incidents, investigate complaints from workers regarding health and safety matters, and report about it in writing.

### *Make representations*

Representatives may make representations regarding the safety of the workplace to the employer or the health and safety committee or, where the representations are unsuccessful, to an inspector.

### *Inspections*

As far as inspections are concerned, representatives may –

- inspect the workplace after notifying the employer of the inspection
- participate in discussions with inspectors at the workplace and accompany inspectors on inspections
- inspect documents
- with the consent of his/her employer, be accompanied by a technical advisor during an inspection.

### *Attend committee meetings*

## **Health and safety committees**

Members meet in order to initiate, promote, maintain and review measures of ensuring the health and safety of workers.

- *Make recommendations*
- *Discuss incidents*
- *Recordkeeping*

## **Report to the Chief Inspector regarding occupational diseases**

If a medical practitioner examines or treats someone for a disease that he or she suspects arose from that worker's employment, the medical practitioner must report the case to the worker's employer and to the Chief Inspector.

## **Cooperation with the inspector**

Employers and workers must comply with the directions, subpoenas, requests or orders of inspectors. In addition, no one may prevent anyone else from complying.

### **Investigations**

When the inspector so requires, he or she must be provided with the necessary means and be given the assistance he or she may need to hold an investigation. The inspector may also request that investigations be attended. No one may insult the inspector or deliberately interrupt the investigation.

### ***Prosecutions***

When the worker does something which in terms of the Occupational Health and Safety Act is regarded as an offence, the employer is responsible for that offence, and he or she could be found guilty and sentenced for it, unless the employer can prove that:

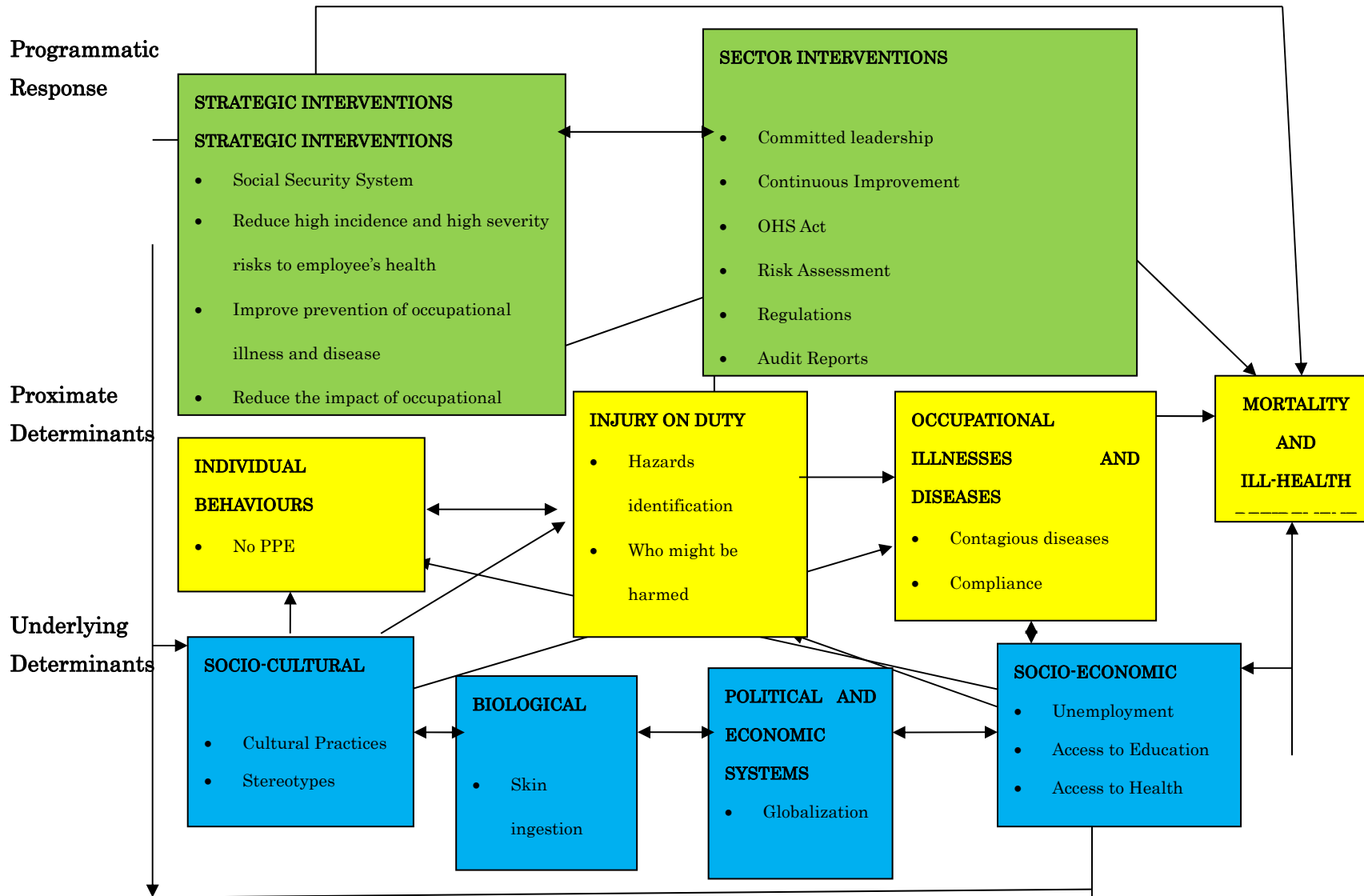
- he or she did not give his or her consent
- he or she took all reasonable steps to prevent it
- the worker did not act within the scope of his or her competence, in other words, that the worker did something which he or she knew he or she should not have done.

The foregoing also applies to a mandatory of an employer, for example, a subcontractor, unless the parties agree beforehand in writing on how the mandatory will comply with the provisions of the Act.

## **2. STATUS OF SHERQ MONITORING AND EVALUATION IN SOUTH AFRICA**

There is no national M&E plan for SHERQ in the country. This will be the first M&E plan for SHERQ, to help with the implementation of the SHERQ policy.

### 3. SCHEMATIC FRAMEWORK FOR SHERQ MANAGEMENT AND DETERMINANTS





## Primary AIMS of SHERQ

This pillar (SHERQ) deals with the intangible and tangible factors of safety, health environment, risks and quality management for purposes of optimal occupational health and safety of employees, the safety of citizens and the sustainability of the environment, the management of occupational and general risks and quality of government products and services. The pillar is in response to National legislation that includes Occupational Health and Safety Act 1993, this Act imposes a general duty on employers to provide a reasonably safe and healthy working environment. The Basic Conditions of Employment Act 1997, which speaks into issues of Quality of Work Life of which Occupational Health and Safety is a component, it ensures that working hours do not exceed certain maxima, employees are granted adequate breaks during a working day, and they are given prescribed annual and sick leave. The Employment Equity Act 1998, which aims to eliminate discrimination in the workplace and to promote justice for previously disadvantaged designated groups. Occupational Health and Safety issues would relate to the physical environments friendly to various employment equity designated groups e.g gender and disability exclusive ablution rooms, wide corridors for people's with disability etc. SHERQ also takes into consideration International Organisation for Standardization (ISO) instruments used to promote health and safety. This includes OHSAS 18001 which is an Occupational Health and Safety Management System Standard, ISO 9001 for Quality Management and ISO 14001 for Environmental Management.

The report on the survey conducted following the public sector strike of 2006, the January 2008 Cabinet Lekgotla decision of improve the working environment in government front and back office environment, and Parliaments' noting of the ILO Convention 187 Promotional Framework for Occupational Safety and Health, 2006 are all events and documentation that adds to the rationale for this pillar. At the end of 2007, South Africa noted the ILOs Convention 187 Promotional Framework for Occupational Safety and Health, 2006 for ratification. This promotional framework provides for: the development of national policy on occupational safety and health and the working environment developed in accordance with the principles of Article 4 of the Occupational Safety and Health Convention, 1981 (No. 155); (a) the development of national system for occupational safety and health or national system i.e. infrastructure which provides the main framework for implementing the national policy and national programmes on occupational safety and health; a national programme on occupational safety and health or a national programme that includes objectives to be achieved in a predetermined time frame, priorities and means of action formulated to improve occupational safety and health, and means to assess progress; a national preventative safety and health culture which is a culture in which the right to a safe and healthy working environment is respected at all levels, where government, employers and workers actively participate in securing a safe and healthy working environment through a system of

defined rights, responsibilities and duties, and where the principle of prevention is accorded the highest priority the Declaration of Philadelphia which provided for the ILO to further programs among nations of the world to achieve adequate protection for the life and health of the workers in all occupations the ILO Declaration on Fundamental Principles and Rights at Work and its follow-up, 1998.

SHERQ seeks to contribute to decent work for public servants. The goal is not just the creation of jobs, but the creation of jobs of acceptable quality. The quantity of employment cannot be divorced from its quality. Decent work sums up the aspirations of public servants in their working life. It involves opportunities for work that is productive and delivers a fair income, security in the work place and social protection for families, better prospects for personal development and social integration, freedom for people to express concerns, organise and participate in the decisions that affect their lives, and equality of opportunity and treatment for all women and men.

Decent work calls for the integration of economic and social objectives and for a well-orchestrated combination of measures in the areas of employment promotion, rights at work, social protection and social dialogue. This coherent approach is proving its relevance to a wide-ranging policy agenda, from social dimensions of globalization to poverty reduction strategies. The focus of the decent work programmes varies from department to department, reflecting different priorities and conditions.

#### **4. STRUCTURE OF THE M&E PLAN**

The SHERQ M&E Plan is divided into 3 Chapters in line with the World Bank recommendations:

**Chapter 1** Provides the background, an overview of the SHERQ status and its response in South Africa. This Plan also provides the goals, vision, objectives and relevant policies and strategies for the Government.

**Chapter 2** Gives the summary of the SHERQ indicators

**Chapter 3** describes 'how the objectives of the M&E Plan will be measured. This will be done through the implementation of the 12 components of a functional M&E System.

## **5. RELEVANT POLICIES, STRATEGIES AND LAWS**

The development of the Government Sector M&E Plan for HIV & AIDS is aligned to the following policies and strategic documents:

- SHERQ Management Policy for Employee Health and Wellness Strategic Framework, 2008.
- Occupational Health and Safety Act no 85 of 1993

## CHAPTER 2

TABLE 2. SHERQ MANAGEMENT

<b>Goal 1: Increase occupational health and safety in the workplace</b>						
<b>Ref. No</b>	<b>Indicator definition</b>	<b>What to collect</b>	<b>Level</b>	<b>Data Source</b>	<b>Data reporting frequency</b>	<b>Institution Responsible</b>
1.1	Percentage of departments with personal hygiene risks programmes	<b>Numerator:</b> <b>Number of departments with personal hygiene programmes</b> <b>Denominator</b> Number of Departments in the Public Service	Outcome	Risk Assessment Reports	Quarterly	All Departments
1.2	<b>Percentage of</b> departments with a communication strategy on health and cleanliness	<b>Numerator</b> Number of departments with a communication strategy on health and cleanliness <b>Denominator</b> Number of Departments in the Public Service	Outcome	Risk Assessment Reports	Annual	All Departments
1.3	Percentage of departments inspecting facilities and their usage	<b>Numerator</b> Number of Departments with inspecting their facilities and their usage <b>Denominator</b>	Outcome	Risk Assessment Reports	Quarterly	All Departments

		Number of Departments in the Public Service				
	Percentage of Departments Identifying occupational hazards and conducting risk assessments	<b>Numerator</b> Number of departments identifying occupational hazards and conducting risk assessments  <b>Denominator</b> Number of Departments in the Public Service	Outcome	Risk Assessment Reports	Quarterly	All Departments
	Percentage of Departments displaying activities, products and services that may be hazardous in a workplace	<b>Numerator</b> Number of departments displaying activities, products and services that may be hazardous in a workplace  <b>Denominator</b> Number of Departments in the Public Service	Outcome	Risk Assessment Reports	Quarterly	All Departments
	Percentage of departments with the all OHS statutory appointments.	<b>Numerator</b> Number of departments with all OHS statutory appointments  <b>Denominator</b> Number of Departments in the Public Service	Outcome	Statutory Appointments	Annually	All Departments

<b>Goal 2: Sustain a risk free total environment</b>						
2.2.1	Percentage of departments with a monitoring programme on waste management	<p><b>Numerator</b> Number of departments with a monitoring programme on waste management</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Outcome	Monitoring report	Quarterly	All Departments
2.2.2.	Percentage of departments with a management plan on onsite waste handling.	<p><b>Numerator</b> No of departments with a waste minimisation separation and recycling programme in place.</p> <p><b>Denominator</b> Number of employees in the Department</p>	Output	Base line Assessment reports	Quarterly	All Departments
2.2.3.	Percentage of departments with a hazardous waste containers labelled according to contents and hazardous rating	<p><b>Numerator</b> No of departments familiar with the meaning of labels on hazardous containers and hazardous rating.</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Output	Base line Assessment reports	Quarterly	All Departments
2.2.4.	Percentage of departments with <i>dedicated hazardous waste storage areas that are demarcated and</i>	<p><b>Numerator</b> No Departments with records of hazardous waste stored more than three</p>	Outcome	Base line Assessment reports	Quarterly	All Departments

	<i>access controlled</i>	months <b>Denominator</b> Number of Departments in the Public Service				
2.2.5	Percentage of departments with a waste removal company is contracted in writing with duties specified	<b>Numerator:</b> No of departments with a system to monitor hazardous waste transportation.. <b>Denominator</b> Number of Departments in the Public Service	Outcome	Base line Assessment reports	Quarterly	All Departments
2.2.6	Percentage of departments with a management policy on the maintenance of machinery and electrical compliances	<b>Numerator:</b> No Departments with an adequate maintenance system to ensure effective operation of machinery and electrical equipment. <b>Denominator</b> Number of Departments in the Public Service	Outcome	Base line Assessment reports	Quarterly	All Departments
2.2.7.	Percentage of departments with guidelines on identifying risks associated with moving machinery	<b>Numerator:</b> No Departments that can identifying risks associated with moving machinery.	Outcome	Base line Assessment reports	Quarterly	All Departments

		<b>Denominator</b> Number of Departments in the Public Service				
2.2.8	Percentage of departments with a management policy on the maintenance of electrical equipments and electrical compliance	<b>Numerator</b> No Departments with an adequate maintenance system to ensure effective operation of electrical equipment. <b>Denominator</b> Number of Departments in the Public Service	Outcome	Base line Assessment reports	Quarterly	All Departments
2.2.9	Percentage of departments with guidelines on operation of lifting machine and tackle	<b>Numerator:</b> No Departments with competent operators on the operation of lifting machine and tackle <b>Denominator</b> Number of Departments in the Public Service	Outcome	Base line Assessment reports	2 to 3 years	All Departments
2.2.10	Percentage of departments with opportunities for prevention or reduction of pollution taking into consideration interested and affected parties	<b>Numerator</b> No of departments familiar with pollution hazards <b>Denominator</b> Number of Departments in the Public	Output	Base line Assessment reports	Annually	All departments



		Service				
2.2.11	Percentages of departments with people that are competent, experienced in stacking and storage	<p><b>Numerator</b> No of departments with programmes to minimise the risk to employees and products associated with stacking and storage</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Output	Base line Assessment reports	Annually	All Departments
2.2.12	Percentages of departments with a ventilation maintenance programme	<p><b>Numerator</b> No of departments with guidelines on natural and artificial ventilation.</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Output	Base line Assessment reports	Quarterly	All Departments
2.2.13	Percentages of departments with a lighting maintenance programme	<p><b>Numerator</b> No of departments with guidelines on sufficient lighting</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Output	Base line Assessment reports	Quarterly	All departments

<b>Goal 3: Provide Occupational Risk management and Quality Assurance</b>						
<b>Ref. No</b>	<b>Indicator</b>	<b>What to collect</b>	<b>Level</b>	<b>Data Source</b>	<b>Data reporting frequency</b>	<b>Institution Responsible</b>
3.3.1.	% of departments with a report on occupational hazards and risks	<p><b>Numerator</b> No of departments with reports on risk and occupational hazards identified and assessed</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Outcome	Audit Reports	Quarterly	All departments
1.3.2	% of departments with verified audit reports	<p><b>Numerator</b> No of departments with guidelines on how to conduct Audits</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Outcome	Audit Reports	Quarterly	All departments
1.3.3	% of Departments With an emergency preparedness plan	<p><b>Numerator</b> No of departments with guidelines and policy on emergency preparedness plan</p> <p><b>Denominator</b> Number of Departments in the Public Service</p>	Outcome	Audit Reports	Annually	All departments

1.3.4	% of departments with emergency response teams that are suitable for the type of operations available and trained in their duties for emergency	<b>Numerator</b> The no departments with teams trained in their duties for emergency <b>Denominator</b> Number of Departments in the Public Service	Outcome	Audit Reports	Quarterly	All departments
1.3.5	% departments with a dedicated control center	<b>Numerator</b> No of departments with guidelines on emergency preparedness plan <b>Denominator</b> Number of Departments in the Public Service	Outcome	Audit Reports	Quarterly	All departments
1.3.6	% of departments implementing the monitoring and evaluation plan on disaster management	<b>Numerator</b> No of departments with a monitoring and evaluation plan <b>Denominator</b> Number of Departments in the Public Service	Outcome	M&E Programme	Annual	All departments
1.3.7	% of departments with verified risk assessment reports	<b>Numerator</b> <b>No of departments with risk assessment reports</b> <b>Denominator</b> Number of Departments in the Public Service	Outcome	Audit Reports	Quarterly	All departments

1.3.8	% of departments implementing the monitoring and evaluation controls on risk assessments.	<b>Numerator</b> No of departments with a monitoring and evaluation plan  <b>Denominator</b> Number of Departments in the Public Service	Outcome	M&E plan	Quarterly	All departments
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## CHAPTER 3

### 1. **IMPLEMENTATION OF THE M&E PLAN**

12 components is an ORGANISING FRAMEWORK in all aspects of the SHERQ system.

The implementation of the SHERQ M&E plan will thus be underpinned by the 12 components in an effort to coordinate an effective M&E system within government

#### **1.1 Structure & Organizational Alignment for M&E Systems**

Organizational structure describes the hierarchy, reporting lines and systematic arrangement of work in an organization in the form of a chart or organogram. It shows how various parts of the organization relate to each other.

#### **1.2 Human Capacity for M&E Systems**

The ability of individuals to perform functions effectively, efficiently, and sustainably.

#### **1.3 M&E Partnerships**

An agreement between two or more parties to work together to achieve common aims. They share resources, ideas and experiences to support and enrich each other's capacity and better achieve common goals.

#### **1.4 M&E Plans**

Describe the key M&E questions to be addressed; What indicators are to be measured; how, how often, from where; Indicator data to be collected; Includes baselines, targets and assumptions; How the data will be analyzed or interpreted How or how often reports on the indicators will be developed and distributed;

How the 12 Components of the M&E system will function.

#### **1.5 Costed M&E Work Plans**

A costed, multi-year, multi-sectoral and multi-level M&E work plan describes and budgets for all M&E activities that are necessary to implement an M&E system over a defined time period (usually 1 – 2 years).

#### **1.6 Advocacy, Communication, and Culture for M&E Systems**

To change attitudes, actions, perceptions and behavior relating to M&E. To create positive values about the importance and value of M&E.

#### **1.7 Routine Monitoring Data**

Generated as part of the implementation of a program, activity or service, e.g. attendance registers at school every day.

Distinguished by the nature of data

- Census data about the demand for service, routine programme monitoring data about the demand for services
- Location where the data are generated, e.g. health facilities, community, etc.

## 1.8 Surveys and Surveillance

Surveillance and surveys are essential to determine the drivers of incidences and accidents in the work place. Surveillance and surveys may focus on the workplace as a whole or parts of the workplace.

- Protocols and data collection tools for all surveys and surveillance based on international standards and indicator requirement will be established and reviewed.
- Specified schedule for data collection should be linked to stakeholders' needs, including identification of resources for implementation.
- The followings are types of some surveys to be conducted; and roles and responsibilities of the concerned department for the surveys should be identified;
  - survey capturing knowledge and attitudes of the workforce
  - work place survey on SHERQ policies and services
  - survey of the quality of SHERQ services delivered at health facilities
  - survey on the availability of disaster management programmes and correction measures.

## 1.9 M&E Database

An organized set of records usually in columns and tables or computerized.

Benefits:

- Immediate available;
- Analysis;
- Enable cross-referencing;
- Improve quality, timelines, and consistency of information.

## 1.10 Supervision and Data Auditing

Data quality refers to the extent to which data adhere to the 6 dimensions of quality, i.e. accuracy, reliability, completeness, precision, timeliness and integrity.

- Data management processes are linked with data auditing processes.
- Supervision has the dual purpose of supporting the continual learning of the coach, as well as giving a degree of protection to the person being coached.
- Data auditing is the process of verifying the completeness and accuracy of one or more data management processes.

Benefits:

- Help improve credibility;

- Help build programme implementers' capacity; and
- Help to improve the use of information for decision making.
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### **1.11 Evaluation and Research**

Evaluation is a systematic and objective assessment of an on-going or completed project, program or policy, its design, implementation and results. Research is either done for the purpose of building knowledge,

driven by curiosity or scientific interest (basic/fundamental)

OR

to solve practical problems and answer practical questions(applied research).

### **1.12 Data Dissemination and Use**

The data is sourced, collated, collected and analyzed in order to create information. The information is then internalized and reported. The extend to which information are disseminated and internalized, impacts on the extend to which new knowledge is generated, and therefore, the extend to which these individuals use this new knowledge to make better decisions.

## **2 ADDITIONAL REQUIREMENTS FOR EFFECTIVE IMPLEMENTATION OF THIS M&E PLAN**

Are the 10 steps in designing, building and sustaining a result based M&E system

1. Conduct a Readiness Assessment
2. Agreeing on outcomes to monitor & evaluate
3. Selecting key indicators to monitor outcomes
4. Base data on indicators
5. Planning for improvement- selecting results targets
6. Monitoring for results
7. The role of evaluations
8. Reporting findings
9. Using findings
10. Sustaining the M&E system within the department

## **2. STAKEHOLDERS CONSIDERED**

The implementation of this SHERQ M&E Plan for the government as a sector will best be done in recognition of the contributions and the roles played by the following stakeholders.

### **5.1. National**

- Department of Health

- Department of Labour
- SHERQ forum

### **5.2. Regional and International**

- WHO
- ILO
- NIOH
- SAIOH

## **3. CONCLUSION**

Successful implementation of this plan will be supported by

- Existence of the functional Public Service M&E system, based on consensus built among relevant departments
- Clear roles and responsibilities at different levels of M&E of SHERQ, namely service delivery levels, intermediate aggregation levels and Public service data manipulation level . This section need to be informed by strong consensus among departments, departments-specific M&E organizational structures, available M&E skills and HR capacity within departments
- Agreed-upon specific reporting timelines, supported by standard compatible data collection and reporting tools
- Data review procedures to be performed at all levels and steps for addressing data quality challenges.
- Storage policies that will allow retrieval of documents for auditing purposes.