

INTEGRATED SERVICE DELIVERY MODEL

OPERATION MASIPHATHISANE AND THE ESTABLISHMENT OF WAR ROOMS

As presented by Zandisile Qupe at the Makana Municipality Councillor Orientation and the Establishment of War Rooms meetings in August and December 2016 respectively.

Zandisile is the Senior Manager – Service Delivery Monitor, Performance Monitoring and Evaluation at the Office of the Premier: Eastern Cape.

Purpose & Objectives

Purpose

The province is embarking on a coordinated approach, the Integrated Service Delivery Model (ISDM), dubbed Operation Masiphathisane, to provide comprehensive, integrated and transversal services to communities through effective and efficient multi-sectoral partnerships. This calls for:

- A shared understanding of the model;
- The reconfiguration of structures to support the roll-out of the Operation Masiphathisane; and
- The establishment of War Rooms

Objectives

- Create a shared understanding of the model
- Present a reconfiguration of structures to support the roll-out of the ISDM
- Present an update on progress in the rollout.
- Share some challenges experienced in the rollout

BACKGROUND

- Model was put to test in the fight against the spread of HIV/Aids epidemics in the country
- The disease being prevalent in KZN the model was then piloted in the province
- Its war room approach to fight the disease produced resounding results to contain and reduce the impact of the disease
- Hence was later adopted as a tool to fastrack service delivery across all government functions
- The model has since been adopted Nationally since November 2014
- Eastern Cape was the second province to adopt the model but due to its institutionalization delays we are by now the fourth Province to rollout the model

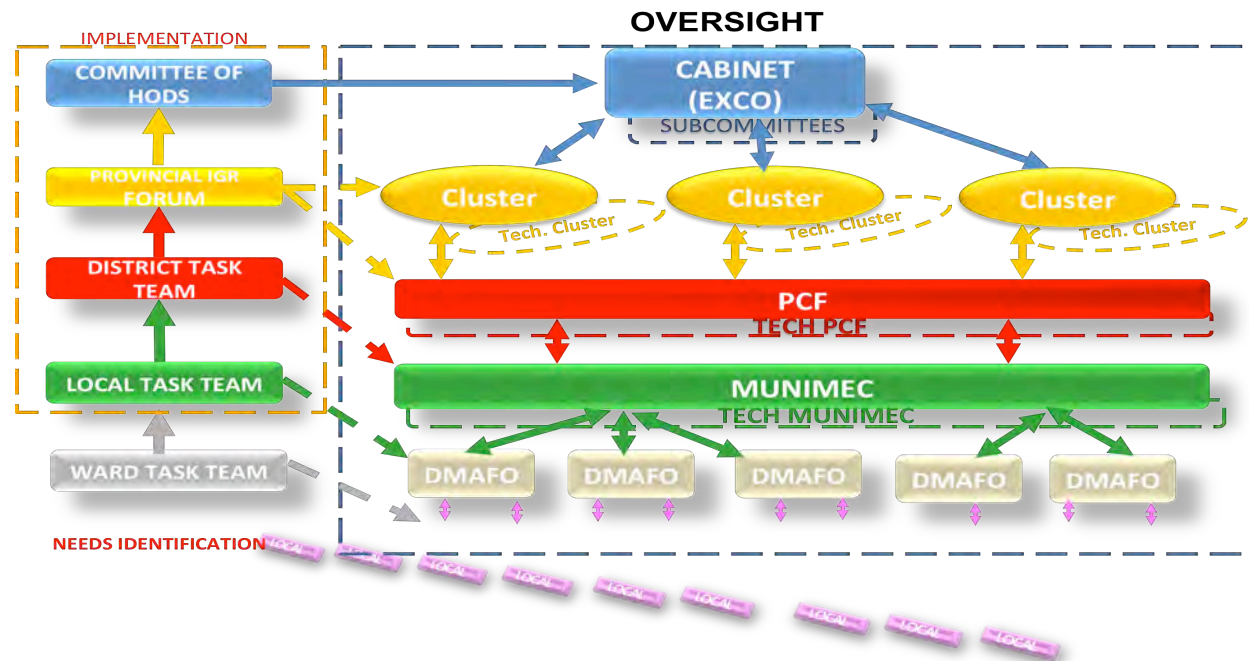
ISDM RATIONALE

- Misalignment between IGR structures and other policy implementation platforms resulting into their under utilisation
- No vertical and horizontal linkages
- Often very low participation of sector departments at local level
- Current IGR platforms do not create enough space for integrated planning and reporting thus weakening the impact of government work
- Siloistic service delivery resulting into unfulfilled objectives, duplication of efforts and pressure on limited resources
- Lack of community ownership of services rendered hence persistent social unrest
- Lack of proper monitoring and evaluation to track impact of service delivery on the citizens of the Province

What is Operation Masiphathisane?

- A coordinated and integrated service delivery model of action to address the empowerment of Youth and Women, Social Ills of the communities
- Communities participating in governance.....Bringing Government to the people
- 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 behaviour change will be vigorously implemented using the existing cadres to focus their efforts on: crime, adolescent health, sexual behaviour, substance abuse, road accidents, abuse (gender-based and children), etc.

MODEL



BENEFITS OF THE ISDM MODEL

- **Coordination** and alignment of public planning (Ward-Based, IDPs, APPs)
- Integration of Services in one structure
- **Collocation** - having services available in one location
- Improved vertical and horizontal linkages and governance
- Pooling of resources (Human and Financial)
- People-centred and empowering: encouraging community participation
- Streamlining of existing structures
- **Collaboration** - working together for knowledge sharing and training
- Integrative reporting from local government to all spheres of government
- Improved accountability

ISDM KEY THRUSTS

- Make meaningful household interventions on poverty
- Address the needs of the most vulnerable and deprived communities and households
- Behavioural change to address HIV and AIDS, crime, substance abuse, road accidents, gender-based violence
- 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

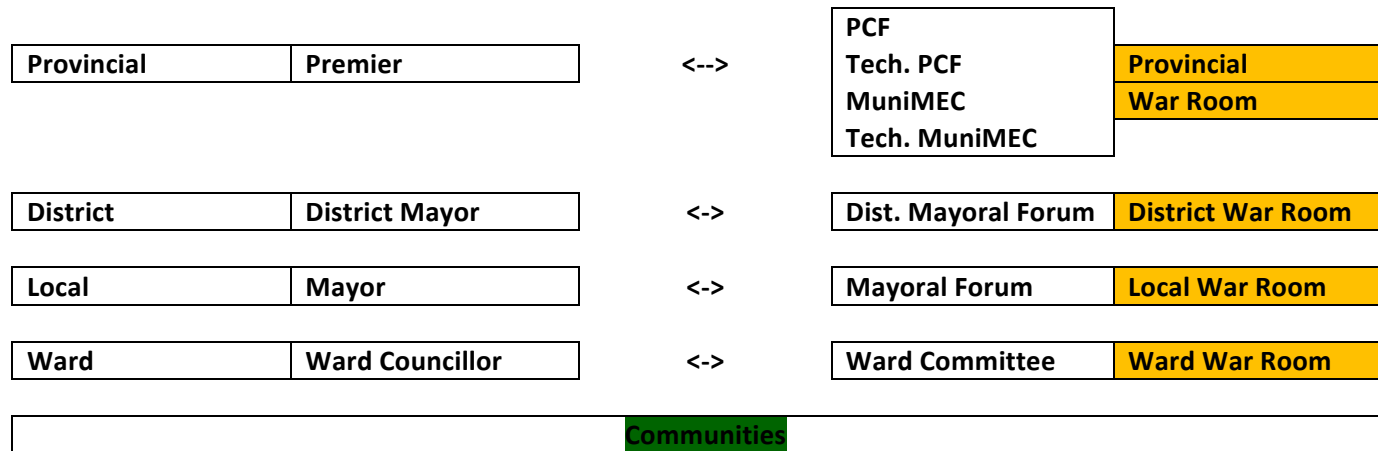
KEY FOCAL AREAS AT WARD LEVEL

- Community leadership and participation (service delivery, responding to social and community issues via the War Room)
- Spatial distribution of fieldworkers & integration of government services (community-based fieldworkers, holistic interventions)
- Economic activities (job creation capacity]
- Environmental care (job creation, greening, food for waste, river cleaning, beautification)
- Behavioural change campaign to address social ills

BENEFICIARIES



INSTITUTIONALISATION AND GOVERNANCE STRUCTURE (Roles & responsibilities)



PROVINCIAL TASK TEAM

Chairperson: Honourable Premier

Secretariat: Director-General

Selected Roles & Responsibilities:

Tracking of macro-development indicators

Monitoring and evaluation of all provincial interventions

Receive and deliberate reports from the Districts

Produce the Provincial Report and Performance Scorecard

Report to EXCO

Report to the Presidential Coordinating Council

DISTRICT TASK TEAM

Chairperson: Executive Mayor

Secretariat: Municipal Manager

Selected Roles & Responsibilities:

Household profiles and socio-economic data

Review local level reports to monitor interventions

A point where bottom–up community needs and technical analytical top-down possibilities meet

A point of decision making for issues that need Provincial intervention

The aggregated District needs are met by Provincial Departments and other stakeholders resource allocations

Produce an aggregated District Task Team report

LOCAL WAR ROOM

Chairperson: Local Mayor

Secretariat: Municipal Manager

Selected Roles & Responsibilities:

Ensure the establishment of Ward War Rooms

Facilitate training, coaching and mentoring support to the War Room in terms of interventions and referrals

Provide support to War Rooms in terms of interventions and referrals

Technical analysis of the needs from the people relative to the profiles

Collate and categorize the needs and allocate to appropriate sector and level

Prepare and carry out implementation through War Rooms and report back

Provide feedback to District and Ward War Rooms

Produce an integrated Local War Room report

WARD WAR ROOM

Chairperson : Ward Councillor

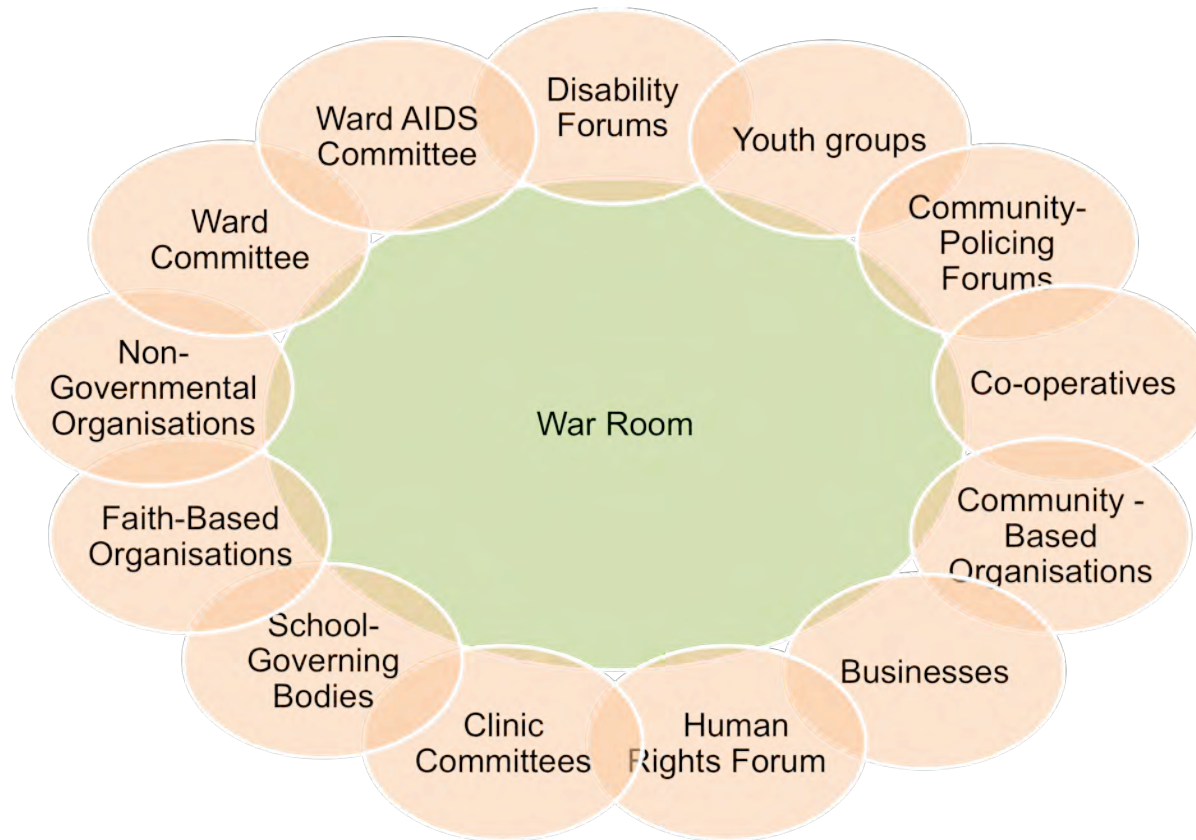
Secretariat: Community Development Worker (CDW)

Members: Ward Committee, All Heads of Community Structures in the Ward, Civil Society Organisations, Faith-Based Organisations, Private Sector, Local Business, Traditional Leaders, Key sectors (health, safety and security, education, social development, municipal services etc.)

Roles & Responsibilities:

- Ward level coordination and planning
- Conduct household and ward profiles
- Mobilise communities and hold community dialogues
- Collate and categorize the needs and refer to appropriate sector and level
- Use the multitude of field workers available in different sectors including non-government sector to identify household and community needs
- Provide feedback to respective communities

12. WAR ROOM COMMUNITY STAKEHOLDERS



Ward Service Providers: Roles and Responsibilities

Types of Service Providers: Government Sector Departments, Local Business, Civil Society Organisations, Community Structures

Roles & Responsibilities:

- Attend War Room meetings
- Receive referrals
- Make referrals that pertain to other service providers
- Coordinate planning at the community level of service delivery
- Provide services in an integrated and coordinated manner
- Close referrals and reports to CDW
- Empower communities to influence and improve planning for Integrated Development Plans (IDPs)
- Share and pool information and resources to achieve maximum output in an efficient and cost-effective manner
- Share monitoring and evaluation resources as well as data for planning purposes
- Provide the War Room with the following ;
 - data base of fieldworkers
 - contact details of key focal persons
 - information on your Departments programmes and services through – presentations, information booklets, posters, etc
 - short, medium and long term services

- key priority indicators, targets and data
- account of progress on referred cases
- Participate in War Room Service delivery planning
- Attend to referred cases as communicated by War Rooms
- Participate in planning and implementation of Community Campaigns and dialogues
- Escalate referrals

Roles and Responsibilities of Fieldworkers

RESPONSIBILITIES RELATING TO ROLES

Household profiling

- Fieldworkers secure appointments with allocated households before profiling
- Fieldworker profile households using prescribed tools (Household Profiling Tool and Household Profiling Summary Tool)

Ensure completed household profiles are safely returned to War Room for capturing and storing

Opening and closing referrals

- Compiling all referrals into their individual Service-Provider Referral Register
- Presenting referrals to the War Room on a weekly basis
- Following up on open referrals

Informing the community members and the War Room on any progress towards closing referrals (i.e. pending service delivery)

RESPONSIBILITIES RELATING TO ROLES

Service delivery

- Each Fieldworker is a representative of a department/service provider (e.g. Sector Department or NGO) and provide services according to their mandates

When visiting households, Fieldworkers provide information regarding healthy lifestyle choices and government and community programmes that may be of assistance

Reporting

Fieldworkers complete and submit Departmental/Service Provider Reports. These reports are presented to the War Room so that progress on service delivery and closing referrals can be recorded in the WTT Monthly Report

FIELDWORKERS

- Fieldworkers are a fundamental vehicle in implementing government services at the ward level
- Fieldworkers are the link between government and communities and bring government closer to the community and increase government knowledge of challenges and promote service delivery

- **Difference between Ward Committees and War Rooms**

• Ward Committee	• War Room
<ul style="list-style-type: none"> • Is a Legal entity (as per section 73 of the Municipal Structures Act, 117 of 1998) established to link communities with their Local Council for service delivery 	<ul style="list-style-type: none"> • Is a Model to improve access to service delivery by households and communities. It links all spheres of government with the people at ward level and the model is championed by Presidency
<ul style="list-style-type: none"> • Participation is restricted to 10 community members representing specific portfolios 	<ul style="list-style-type: none"> • Participation is open to all community based organisations, private sector and Provincial/National sector departments
<ul style="list-style-type: none"> • Plays an advisory role in all matters of the ward 	<ul style="list-style-type: none"> • Coordinates identification and provision of services to identified households /community and ensures cooperative governance for better & more fast tracked service delivery
<ul style="list-style-type: none"> • Term of ward committees linked to council, in terms of section 24 of the Municipal structures Act (5 years) 	<ul style="list-style-type: none"> • Permanent structure – only changes Chairperson if he/she is as a Councillor as per the Municipality term of office
<ul style="list-style-type: none"> • Focuses more on identification of community needs rather than household needs 	<ul style="list-style-type: none"> • Needs identification process covers household and community. Household walk-ins also submit their needs at War Room

- General assessments indicate that most ward committees have not been functioning effectively due to:
- Ward committees being dominated by political activists (Politicisation of ward committee programme)
- Ordinary members of society are elected into the ward committee and assigned to represent various sectors in the ward committee (i.e. a person who is not disabled may represent the interests of people living with disability)

- Most Ward War Rooms function effectively due to:
- Participation of existing community organisations like AIDS Committee, School Governing Body, Community Policing Forum, etc. including “Walk ins” by members of the community to submit their needs. War Rooms are non partisan.
- Participants represent organisations of their interest
- The major challenge is poor participation of sector departments

Establishing War Rooms (suggestions)

- Local Mayor and Local officials to assist and support Ward Councillors to establish the War Room – one per ward
- HODs ensure that departments are represented in the War Room either through fieldworkers or government officials
- Ward Councillor mobilises all stakeholders and set a community engagement meeting to orientate community structures on the War Room concept
- At the meeting, a venue is recommended, dates of meetings, War Room opening and closing time
- Political leadership and Head of Departments guide the War Room on resource mobilisation
- The War Room EXCO is announced

Facilitate Selection of the War Room Venue

War Room venue selection criteria

- It is easily accessible to the community
- It has electricity, water and basic furniture
- The CDW will be working from this venue
- Community Members must be advised of the details of the War Room through all the community structures, schools, churches, etc.
- Community Members are expected to visit the War Room

Roles of Implementing Task Team in establishing War Room

Local Implementing Task Team:

- Work with Ward Councillors in establishing Ward War Rooms
- Assist Ward Councillors to conduct stakeholder mobilisation
- Assist Ward Councillors to conduct Ward War Room inception meetings
- Orientate Ward War Room stakeholders on Operation Masiphathisane and their roles and responsibilities.
- Share and coach Ward War Room stakeholders on the use of Operation Masiphathisane data collection tools
- Change management

PROGRESS

- The model was presented for the first time to Premier's Coordinating Forum on the 23rd October 2014 as a component of the Revised IGR Strategy
- A Provincial IGR conference attended by delegates from national & provincial department, district and metropolitan municipality was convened in March 2015 to adopt the revised strategy inclusive of the model
- The model has since been adopted Nationally as of November 2014
- Since then presentations were made in seven of the eight district municipalities DIMAFOs and the two metro mayoral forum
- The Office of the Premier and BroadReach Corporation signed an MoU with BRHC to support the institutionalization and rollout of the model in the Province
- A comprehensive presentation was also made in the Technical MuniMEC in September 2015
- All National and Provincial department and district and Metropolitan municipalities have since appointed a member to serve in the Provincial Implementation Task Team (PITT), with the exception of SBDM.
- A three day comprehensive training was then done for all the appointed PITT member, this done in October 2015
- In the extended PCF on the 29th October 2015 a further political buy-in was received from all mayors and MMs of all the 45 municipalities in the Province
- Collaboration agreement with GIZ, ABCD NGO Coalition, BRHC, DSD and COGTA has also been concluded on the integration of approach and harmonization of M & E
- Since then Troikas of the six district municipalities and one Metropolitan municipality have been engaged to facilitate the needed district/metro engagements
- In OR Tambo District Municipality all councilors in the district and six troikas from the district and local municipalities have been trained on the model

- In Alfred Nzo District Municipality Councillors and officials at district level have been trained.
- The District Implementation Task Team has been established for the district
- Three local municipalities has since held orientation workshop for councillors, traditional leaders, CDWs, Departments local service area officials and municipality officials relevant to the model

Progress in Sarah Baartman

- In Sarah Baartman District, the following has been done:
 - ✓ Presentation to all the TROIKAs and Management of the district and local municipalities;
 - ✓ Presentation to all Sector Departments operating in Sarah Baartman;
 - ✓ The district and all local municipalities have been requested to identify the five municipal officials to work in the district and local task teams;
 - ✓ Alignment with the B2B programme of COGTA has been done in the district;
 - ✓ All various stakeholders and civil society in the district have been orientated on the programme.

CHALLENGES

- Resistance to the alignment of ISDM with B2B and the Provincial Anti- Poverty Strategy by some individuals
- Understaffing and resourcing of the ISDM coordinating and implementation office
- Alignment of OTP programmes to the ISDM
- None formal relations with ABCD NGO needing attention

CONSIDERATIONS

- All Local Municipalities to have 5 Master Trainers for ISDM rollout to wards
- A need for a dedicated office and staff to drive the ISDM
- OTP political office to mobilise support of all departmental political offices
- An inclusive ISDM training for Heads of Ministries, District Municipality Chiefs of Staff and Speakers of Municipalities
- Service Delivery Monitors (SDMs) to drive and support ISDM rollout at district level