



DESCRIPTION	AMOUNT ALLOCATED	AMOUNT SPENT
PPE for CHW's	R 90 million	R73.0 million

01

OVERVIEW AND SOLIDARITY FUND'S HEALTHCARE MANDATE

Our community care workers stand at the frontline of the Coronavirus pandemic and are a critical component of the health system. We owe it to them, and our communities, to ensure that they are equipped to safely and effectively do the job that we all need them to. The Care Effort is one of the four focus areas of the Solidarity Fund. A key objective is to support national efforts to augment the safety and efficacy of our medical response by ensuring a ready supply of personal protective equipment (PPE). Adequate PPE helps to limit the rate of community transmission and to ensure that sufficient community care workers are available and healthy to provide the care, support, relief and counselling systems needed as communities experience extreme stress and rising mortality.

02

COMMUNITY HEALTHCARE WORKER SUPPORT PROGRAM

The Fund, together with The ELMA South Africa Foundation, has co-funded a DG Murray Trust (DGMT) programme to provide PPE to protect and support community care workers during the peak of COVID-19 pandemic. A joint commitment of R120 million, with R90 million coming from the Fund, was made to meet the PPE needs of community care workers across the country during the peak of the pandemic.

Community care workers include community health workers, social workers and social auxiliary workers, child and youth care workers, as well as food and relief workers across a network of hundreds of non-government organisations (NGOs).

This programme forms part of a broader intervention carried out by the DGMT. In addition to PPE support funded by the Solidarity Fund and The ELMA South Africa Foundation, other donors have provided funding for communication materials, access to psychosocial support, food, and facilitating links to testing, isolation and quarantine centres.

Effective partnerships are essential to the success of this programme and we are fortunate to have joined forces with experienced and passionate partners who have helped spearhead success. The Fund's central partnership is with the DGMT. The DGMT is a South African Trust with significant experience in driving large-scale initiatives in health, education and social development. DGMT supports a network of over 150 non-profit organisations in all nine provinces. DGMT's reach and experience made it an ideal partner, particularly for a community-level programme.

DGMT have been central to the coordination of distributing PPE across community care workers in non-government sectors,¹ and have worked with local NGOs to identify community care workers, and coordinate distribution of PPE to these workers.

To deliver on the programme, DGMT have involved a number of partners to assist in procuring, distributing and tracking PPE for community care workers:

- **Coca-Cola** have provided logistics services for the distribution of PPE to recipient NGOs at zero cost.
- **REDISA NPC** have been responsible for developing, implementing and managing processes and systems to ensure that the PPE procured is distributed to the end-user in a transparent and auditable manner. The distribution activities are recorded and controlled through a bespoke IT logistics system developed specifically for the project. All of their services are provided at zero cost.
- **Business for South Africa (B4SA)** have supported DGMT in some of their procurement activities. Further details on the B4SA platform and its procurement capabilities are available in [Solidarity Fund Health Response Report: PPE for the National Health System \(https://solidarityfund.co.za/media/2020/07/924551_SF_Health_Report_Updated_new_hr-2.pdf \)](https://solidarityfund.co.za/media/2020/07/924551_SF_Health_Report_Updated_new_hr-2.pdf)

To date, over 2 million units of PPE have been ordered. Currently DGMT has stock on hand and this due to the fact that PPE is distributed according to the demand from the Community Care Workers.

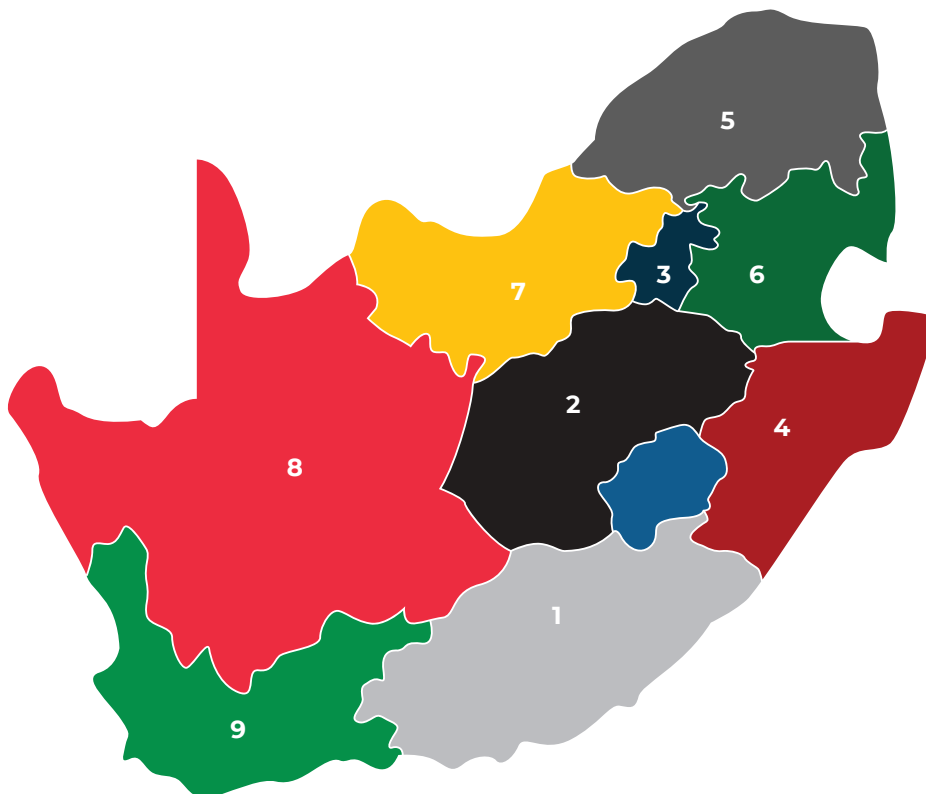
PPE is distributed based on actual demand. DGMT ask their network of verified NGOs to collect and collate information on each care workers they will distribute to and we allocate PPE based on that input. The initial top down assessment of how many care workers there were nationally resulted in an estimated demand of 120,000. DGMT procured PPE to meet the needs of 120 000 care workers but only received data on a little over 24 000 community care workers in our first round of distribution planning. As a result, there is more stock of PPE than real demand in terms of number of care workers. DGMT is continuing to grow the list of NGOs in order to tap into more care workers and are sure we will see an increase in future rounds of distribution. Expanding the list of NGOs will ensure that the stock on hand will be utilized by other NGOs that are in dire need of PPE.










¹ Community care workers in the government sector were provided with PPE under another R145 million grant from the Fund to the National Department of Health.

Quantities of PPE procured to date (correct as at 18 August 2020)

TYPE OF PPE	PPE ITEM	QUANTITY ORDERED	QUANTITY RECEIVED	QUANTITY DELIVERED
Masks	Type 1 (Patient)	670 000	512 000	482 000
	Type 2 (or above)	4 000 000	4 000 000	0
	Reusable cloth masks	600 000	272 000	77 600
	Nanofilter inserts	1 200 000	408 000	116 400
Gloves	Nitrile non-sterile gloves	17 500 000	6 001 000	1 447 000
Gowns	Mid-calf, water-resistant	50 000	50 000	0
Face-shield	Re-usable face-shields	150 000	50 000	50 000
Plastic aprons	Disposable aprons	280 000	100 000	0
Disinfectant	>60% alcohol-based 5L	3 710	2 400	1 924
Bottles	500ml	30 000	30 000	29 256
	TOTAL	24 483 710	11 478 900	2 204 180

The community care worker recipients of PPE are engaged in different activities through their respective NGOs throughout South Africa. The major activities being carried out in each province are outlined in the map below:



-  **1. Eastern Cape**
Many care workers are working in hospice centres, old age homes, NGOs focused on TB and HIV treatment and other auxiliary clinics. In some parts of the Eastern Cape, Home Care Sisters nurses provide care to vulnerable patients, including the elderly and cancer patients.
-  **2. Free State**
Main community care worker activities include tracing TB/HIV patients, delivering treatments, conducting home visits, referrals and screenings, and running awareness and education campaigns.
-  **3. Gauteng**
Healthcare workers generally conduct health and social assessments, raise COVID-19 and HIV awareness, ensure medication adherence, conduct screening and track social issues in the communities (which are referred to social workers as needed).
-  **4. Kwa-Zulu Natal**
Healthcare workers assist with the provision of basic health advice, following up on medication adherence, medication collection for the elderly, helping the disabled and mothers with new-born babies and support with COVID-19 screening.
-  **5. Limpopo**
Key activities include conducting household screenings and assisting in clinics with COVID-19 related tasks (e.g. screening, triage, information-sharing)
-  **6. Mpumalanga**
Key activities include conducting household screenings and assisting in clinics with COVID-19 related tasks (e.g. screening, triage, information-sharing)
-  **7. North West**
Healthcare workers are doing home visits and COVID-19 screening.
-  **8. Northern Cape**
Healthcare workers have been assisting with community screenings and in-clinic screenings. They are also providing basic psychosocial support to people in their homes.
-  **9. Western Cape**
Community care workers are mainly performing community and home-based care, including follow-ups with previously hospitalised patients, household assessments and screening, contact tracing and medication delivery.

Support is being provided to urban and rural areas. The support is primarily provided through NGOs that are based in small towns that serve rural population towns. For example, in the Eastern Cape, areas such as Qumbu, Mthatha, Bizana, Matatiele and Mount Fletcher are all being supported.

Procurement

The aim of procurement is, above all else, to procure the necessary and correct equipment as quickly as possible and distribute it to our CCWs. Where possible we have used local suppliers in order to promote business and innovation.

DGMT have been responsible for the procurement of all PPE. They have used both the B4SA procurement channel, as well as their own procurement capabilities. All suppliers used are listed in the table below. Suppliers were chosen on the basis of competitive pricing, product quality and speed to delivery. At comparable pricing and delivery times, local and black-owned suppliers were prioritized.

Driving local manufacturing for PPE supply

In the case of the Stellenbosch Nanofiber Company (SNC), PPE was manufactured locally, creating **60 new jobs in the Western Cape**. SNC has been developing nanofiber based products, including wound dressings and cosmetic products for decades. When they noticed that the pandemic was leading to a global shortage of PPE, they refocused their efforts to help solve the problem locally. Recognising the volume of single-use medical masks (also known as surgical masks) that would be required, SNC set out to develop a reusable nanofiber based surgical mask. The end product was a reusable mask with nanofiber filters that could be used up to 10 times. This is not only a more affordable alternative to the single use surgical mask, but is a product that exceeds the filtration efficiency of the surgical mask².

Suppliers contracted to date³ (correct as at 18 August 2020)

NAME OF SUPPLIER	AMOUNT SPENT WITH SUPPLIER TO DATE (R MILLIONS INCL VAT)	BBBEE STATUS	EQUIPMENT MANUFACTURED LOCALLY? (Y/N)	TYPES OF GOOD PROCURED FROM THE SUPPLIER	QUANTITY OF THE GOODS PROCURED
Saphire Corporate Solutions	R17 250 000	Level 1	Y	Reusable cloth mask	600 000
The Stellenbosch Nanofiber Company	R13 800 000	Level 4	Y	Nanofiber inserts	1 500 000
REDAK Investments (Pty) Ltd	R2 587 500	Level 1	Y	Face Shields	150 000
Biodelta (Pty) Ltd	R393 300	Level 7	Y	5L Sanitizers	1 800
Biodelta (Pty) Ltd	R236 842	Level 7	Y	Bottles and labels	30 000
IVS Holdings (Pty) Ltd	R830 760	Level 4	Y	Aprons	280 000
AMKA	R6 806 300	Level 3	Y	5L Sanitizers	600
Sinopharm	R11 803 440	n/a	N	Type 2 Masks	4 000 000
YiwuFeiyi Trading Co. Ltd	R1 833 280	n/a	N	Gowns	50 000
YiwuFeiyi Trading Co. Ltd	R42 215 214	n/a	N	Gloves	17 500 000

To date, DGMT is distributing PPE to 326 NGOs across the country, distributed across the provinces as detailed below.

² Every SNC nanofiber filter eliminates 9 single-use surgical masks. The product meets EU standard EN 14683, having an aerosol particle and bacterial filtration efficiency ≥95%, high breathability < 29.4 Pa/cm² and microbial cleanliness ≤ 30 cfu/g

³ This information reflects purchase orders (not amount paid). It also excludes customs clearance costs.

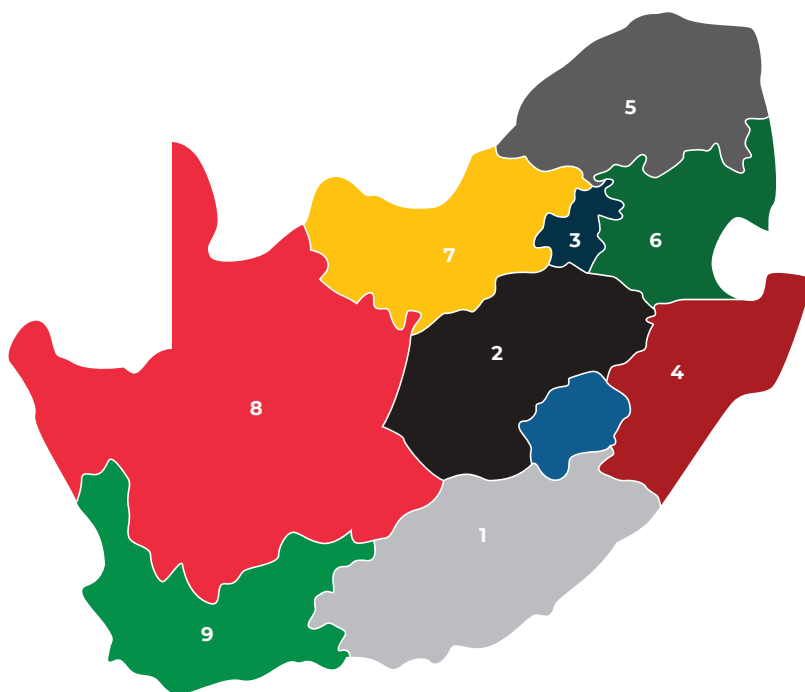
Selection of NGOs

For an NGO to be selected as a distribution partner they need to have met the following criteria:

- They must have a historical funding relationship with DGMT or have been recommended by another trusted funder. This gives us assurance that they have gone through a due diligence.
- Those that did not have a history with DGMT undergo a light due diligence which includes getting their NPO certificate, recommendation letters from funders, pictures of their storage facilities and a bio of the founder.
- They need to submit verified community care worker data and a certificate of participation which helps us to formally confirm that the information we have on them is accurate.

Distribution of recipient NGOs by province (corrected as at 18 August 2020)

PROVINCES	NGO's
1. Eastern Cape	66
2. Free State	14
3. Gauteng	35
4. KwaZulu Natal	74
5. Limpopo	21
6. Mpumalanga	23
7. Northern Cape	21
8. North West	12
9. Western Cape	60
TOTAL	326



Transparency and efficiency is essential in order to gain and keep the trust of our stakeholders and the South African public. With that in mind, REDISA has developed a distribution model to ensure that the PPE is tracked from the time it is received from the supplier to final distribution to care workers. The process is implemented and managed by way of a bespoke logistics management system (LMS) designed for the project, with a focus on being auditable, data light and end user friendly.

Each stakeholder has been engaged by way of an MOU or, in the case of the NGOs, a take-on process that has been implemented to ensure that the necessary details and documents required are on record. Each NGO signs off on their registration details and is put through a 1-hour personalised distribution

planning session to ensure that the risks to the PPE and Community Care Workers (CCWs) are managed by their organisation. These sessions are recorded to support the requirements for issuing the organisation with a Certificate of Participation. All registration and training records are maintained and stored by REDISA should there be a need to audit the process or in the event of any disputes relating to any non-adherence to the prescribed processes.

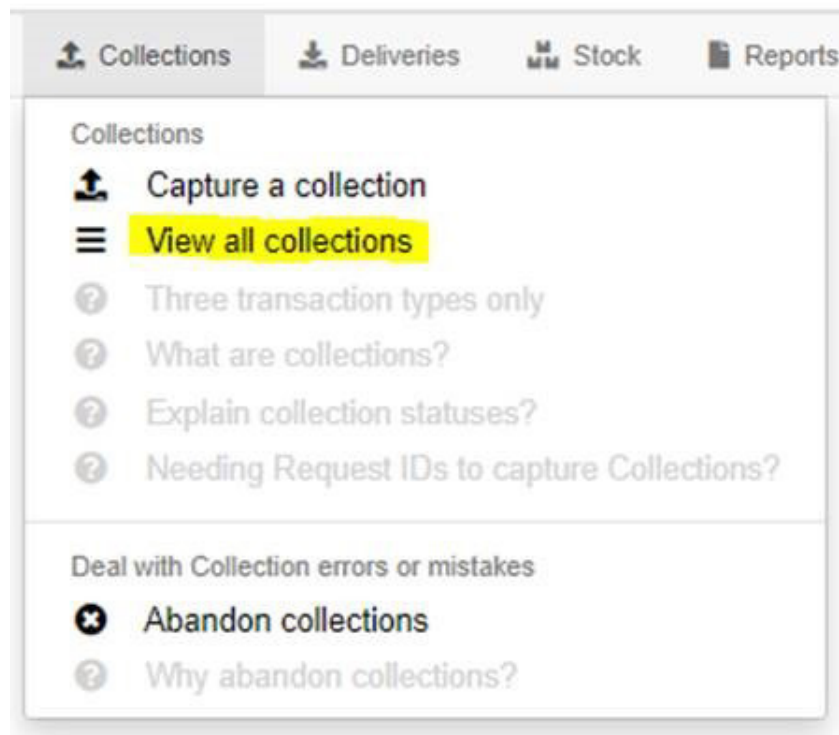
REDISA have registered **326 organisations** into the LMS. These organisations have provided **24 482 care worker records distributed across the provinces as follows:**

CAREWORKERS BY PROVINCE	C & YCW	CHW	OTH	SOCIAL	GRAND TOTAL
HOTSPOT PROVINCES	2 218	9 156	5 762	672	17 808
Eastern Cape	133	2 501	1 405	188	4 227
Gauteng	372	3 801	1 086	174	5 433
Western Cape	355	1 843	1 569	79	3 846
KwaZulu Natal	1 358	1 011	1 702	231	4 302
OTHER PROVINCES	418	5 204	966	86	6 674
Free State	97	1 472	587	54	2 210
Limpopo	251	2 659	50	29	2 989
Mpumalanga	19	340	25		384
Northern Cape		324	265	3	592
North West	51	409	39		499
GRAND TOTAL	2 636	14 360	6 728	758	24 482

All of the care workers participating in round one have been validated and their mobile numbers confirmed through a validity check against mobile provider databases. This is a necessary requirement since it will be by way of a one-time pin (OTP) that PPE will be released to an approved and registered community care workers.

All 50 organisations have been put through a 2-hour induction and training session which focused on the standard operating procedures (SOPs) and systems training. These sessions provided us with valuable insights into the challenges faced on the ground regarding access to PPE, and the organisations appreciated the level of care and diligence given to ensuring that the true beneficiaries receive the PPE. It appears that, previously, supplies had just been dropped with them with no processes that supported accountability and transparency. Many of the NGOs were concerned how they would demonstrate to their communities that they provided for their Community Care Workers. The fear of exposure to corruption and criminality, expressed particularly by the NGOs in the Eastern Cape, was allayed when they were introduced to the processes, specifically when it came to the recording in the system of all transactions for audit purposes. The system now provides them, not only, with a mechanism to prevent fraud, but also assists in the management of PPE stock, deliveries and reporting.

Below is a screen shot of the user menu made available to them.



All of the NGO's in the Western Cape and Gauteng have received their PPE stock and there have been no challenges with recording their delivery and processing it on the system, as it is completely accessible and data-light when using a smartphone. All the NGOs in the Eastern Cape and KwaZulu Natal have also received their PPEs.

Tracking usage:

DGMT provided a call centre service for the community care workers. The call centre has 3 dedicated team members and 1 team leader and the service is available from Monday to Friday 8-5pm weekly. The role of the call centre, is to manage community care worker queries, collect qualitative feedback from care workers, and various other operational needs.

The call-centre also conducts weekly surveys to a sample of community care workers on the use and management of PPE provided.

06

SUPPORT FOR COMMUNITY CARE WORKERS

The mental well-being of our CCWs is as important as their physical safety. In order to provide information and psychosocial support to community care workers as they work under very stressful circumstances, DGMT have put in place a number of structures.

These are detailed below.



Communication

DGMT provides communication material to educate and support the community care workers receiving PPE. This material includes:

- An informal website providing information and advice for healthcare workers (www.maskedheroes.org.za)
- A WhatsApp chatbot available in all languages
- magazine for community care workers containing information and stories
- Use of Sikhaba i-Covid 19 to inform and profile community care workers.



Psychosocial support

Provision of adequate psychosocial support to community care workers is critical in order to ensure their ongoing ability to deliver care and relief in their communities. DGMT has therefore established a support system that includes:

- Local mobilisation of lay support for community care workers (through the #bethere campaign), as a starting point for companionship and support
- Psychological first aid training of the staff of each recipient NGO to be able to support and refer people experiencing psychological difficulties
- A network of professional counsellors and psychologists, when and as required

07

MONITORING AND EVALUATION

The REDISA logistics system has been used as the core tracking tool to monitor PPE all the way from order through to final delivery and use. REDISA has developed a monitoring dashboard to track all logistics, and a simplified version will be available for inclusion on the website of the Solidarity Fund. In addition, DGMT has submitted weekly reports to the Fund regarding its process and procurement status.

08

KEY LEARNINGS & CHALLENGES

Through provision of support to CHWs in partnership with DGMT, the Fund has gathered a number of learnings to apply to future projects that are similar:

- **A fully-fledged support structure is critical.** Alongside the procurement of PPE, DGMT has taken great efforts to ensure that community care workers have the information, psychosocial support and recipient NGO structures to enable them to play their critical role in managing the pandemic.

- **Being agile and flexible is key.** Between the time that this grant was awarded (April) and implemented (July onwards), the pandemic had shifted immensely. Being open to changing course to meet the immediate needs has ensured that this support has had the desired impact.
- **Coordination by an experienced,** well-connected partner, in the form of DGMT, has enabled the Fund to manage the complexity of navigating multiple NGOs. This approach has allowed for a wide reach, but with administration and coordination being centrally located.
- **Local solutions are possible with careful and creative planning.** A highlight of the project has been the development of local manufacturing opportunities. Understanding which PPE items South Africa has capacity to produce locally and investing in this production is important for job creation and creating genuine empowerment opportunities.

Through the process of PPE procurement for community care workers, the Fund has experienced a number of challenges in procuring necessary equipment:

- **Procurement lead times were longer than anticipated due to delays in testing,** a COVID-19 outbreak at SABS and rejection of some of the orders by SABS, and sourcing in-demand PPE items (such as gloves and masks).

In any continuing role of the Fund in the procurement of PPE, **consideration should be given to the following:**

1. Clearer distinction being made between PPE products that are being manufactured locally and those that are required to be imported, so as to optimally support innovation and local manufacturing capacity while expediting the import of critical PPE that cannot be locally produced
2. Shifting processes of quality assurance to the country of manufacture by engaging with official industry bodies there, thereby preventing situations where inferior products are imported and ultimately rejected by SABS at the final hurdle; and iii) ensuring that the requisition and payment system for PPE within the Fund can respond rapidly, particularly in a situation of global shortage where any delays can lose one's place in the queue

09

NEXT STEPS

Enough PPE is available for 3 months i.e. until the end of November. Community Care Workers receive a month's supply of PPE and we have enough PPE to be able to distribute in another three rounds, the first of which will begin at the end of August. This PPE is being distributed on an as needed basis to DGMT's NGO partners across the country, with prioritization for hotspot areas. This agile approach ensures that PPE is sent to where it is most needed, and allows us to adapt our approach as the pandemic evolves. DGMT will also expand the network of community care workers to distribute it to ensure that the stock on hand is being utilised by the communities in need of the PPE.

APPENDIX:

LIST OF ALL ORGANIZATIONS THAT HAVE RECEIVED PPE THROUGH THIS PROJECT

• GAUTENG

- Crown of Glory
- Get Informed Youth Development Centre
- SACBC - Justice and Peace Department
- Well Being Africa

• EASTERN CAPE

- African Solutions
- Bet Sheekoom House of Restoration
- BumbiNgomso
- Ekhaya Sikills Initiative NPO
- Flagstaff Community Advice office
- Global Challenge
- Inkwenkwezi Youth Development
- Masiphakameni Local Development Agency
- Northwood Children's Hospice
- Place of Mercy and Hope
- Qunu Advice office
- SACBC - EC-Aliwal North
- SACBC - EC-Queenstown
- SACBC - EC-Umtata
- Sikwiphulo Development Initiative
- Small Projects Foundation
- Ubuhle Bethu
- Zanoncedo HIV/Aids Centre

• KWAZULU NATAL

- Bekeziko
- Children of Destiny at Home
- Dlalanathi
- Kwanhliziyonye resource care centre
- Lima Rural Development Foundation - Pietermaritzburg
- Network Action Group
- Rainbow Christian Church (RCC)
- Sinethemba Hope Organisation - Phongolo
- South African Positive Women Ambassadors
- Times Knowledge Learning Foundation
- Ziphakamise
- Zisize Educational Trust

• WESTERN CAPE

- Bridges of Hope South Africa Trust
- Community Action Partnership (CAP)
- Development Action Group (DAG)
- Foundation for Community Work
- Just Grace NPC
- SACBC - Western Cape
- Saron Community Advice Office
- Sikhula Sonke Early Childhood Development
- Siphila Sonke Outreach Programme
- St John's Cape Town
- Touching Nations
- Touwsrivier Advice office
- Westlake United Church Trust - Westlake
- Building the Walls of Communities
- Edu-Plett
- Masizame Child Development NPC