



Province of the  
**EASTERN CAPE**  
**SOCIAL DEVELOPMENT**

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**STANDARD OPERATING PROCEDURE: ANTI – POVERTY CO – ORDINATION**

<b>Approval Date</b>	4 July 2018
<b>Commencement Date</b>	4 July 2018
<b>Review Date</b>	4 July 2019
<b>Periodical Review</b>	Annual.
<b>Resources</b>	Internal staff, Budget, Data collection systems, ICT equipment.
<b>Intent of SOP</b>	To document the Standard Operating Procedure (SOP) for co-ordination of Anti – Poverty initiatives which facilitate the empowerment of communities in the Province. To train newly appointed officials.
<b>Process Objective(s)</b>	To provide community development services targeting poor communities & vulnerable groups particularly youth & women by March 2020.
<b>Scope</b>	This SOP applies to all officials involved in the coordination, rendering & monitoring of all Anti – Poverty initiatives in the Province.
<b>Definitions</b>	<ul style="list-style-type: none"><li>➤ <b>APU</b> – Anti-Poverty Integration &amp; Co - ordination Unit</li><li>➤ <b>PIAPS</b> – Provincial Integrated Anti – Poverty Strategy</li><li>➤ <b>CBP</b>- Community Base Plan</li><li>➤ <b>CDP</b>- Community Development Practitioner</li><li>➤ <b>IDP</b> – Integrated Development Plan</li><li>➤ <b>PDP</b> – Provincial Development Plan</li></ul>

	<p><b>Definition of Terms</b></p> <ul style="list-style-type: none"> <li>➤ <b>Coordinating Structure</b> – A structure aimed to lead the provision of comprehensive, integrated and multiplicity of services to communities.</li> <li>➤ <b>Community Development</b> – An active, long-term integrative and holistic citizenry empowerment practice with set values and practices, which play a special role in addressing inequality in society in order to bring about change, and a deepening democracy, founded on social justice, equality and inclusion towards improved wellbeing for members of society.</li> <li>➤ <b>Community Mobilization/ Social Consensitization</b> – A process used to bring together allies from various sectors, used to raise awareness and gain support for a particular social action.</li> <li>➤ <b>Marginalized communities</b>- Part of designated groups in line with the Country's legislation, which include, but not limited to (women, children, youth, disabled etc).</li> <li>➤ <b>Public Participation</b> – A legal requirement and opportunity for communities to fully contribute and to share in the decision making process in collective action in the lives of their groupings and communities.</li> <li>➤ <b>Social Inclusion</b>- Ensuring that those who are marginalized and living in poverty have a greater participation in decision making, which affects their lives, so allowing them to improve their living standards and their overall well-being.</li> <li>➤ <b>Poverty</b> – Is an inability of individuals, households or communities to command sufficient resources to satisfy a socially acceptable minimum standard of living. It is more than merely income insufficiency. It includes lack of opportunity, lack of access to assets as well as social exclusion.</li> <li>➤ <b>Pillars of the Provincial Integrated Anti –Poverty Strategy</b> - Pillars are fundamentals of the strategy aimed at realizing its vision, aligned to objectives of the strategy and informed by its goals</li> <li>➤ <b>Stakeholders</b> – Persons, Groups, Sector Departments, Municipalities, Public Entities &amp; other Social Partners that are involved or have an interest, or concern in the Anti – Poverty Integration &amp; Coordination work.</li> <li>➤ <b>Poverty Alleviation Working Group</b> – this refers to a group of social partners which are an extension of the Social Transformation Cluster to coordinate Poverty Alleviation Work stream</li> <li>➤ <b>Anti – Poverty Integrated Plan</b>- This refers to a plan outlining &amp; tracking progress made in the implementation of the Provincial Integrated Sarti – Poverty Strategy over a period of five years.</li> </ul>
<p><b>Desired Performance</b></p>	<p>Maximised Impact for integrated &amp; coordinated service delivery</p>
<p><b>Key Performance Indicator</b></p>	<ul style="list-style-type: none"> <li>➤ Number of anti-Poverty initiatives coordinated in line with the four Pillars of the Anti-Poverty Strategy.</li> <li>➤ Number of stakeholders mobilized for the implementation of the Anti – Poverty Strategy.</li> </ul>



<p><b>Principles &amp; values</b></p>	<p>The following principles underpin the coordination of Anti-Poverty Program.</p> <ul style="list-style-type: none"> <li>➤ <b>Access and Ownership</b> - Targeted access to Basic Services and Assets by the poor.</li> <li>➤ <b>Accountability</b> – Understanding the impact of work and taking responsibility for actions &amp; decisions.</li> <li>➤ <b>Sustainable utilisation of resources</b> – Use and sharing of available resources equitably by the poor.</li> <li>➤ <b>Integration and Co-ordination</b> - Pooling together of resources for joined up planning and implementation.</li> <li>➤ <b>Efficiency and Effectiveness</b> - Achievement of objectives in a most cost-effective manner.</li> <li>➤ <b>Empowerment</b> – Aimed to empower communities by building on existing skills, knowledge &amp; experience and by creating an environment conducive to lifelong learning</li> <li>➤ <b>Equity</b> - Redistribution of resources based on need, priorities and historical discrepancies. Voice of the voiceless should be heard.</li> <li>➤ <b>Participation</b> - Active involvement of officials, stakeholders and community in societal programme and project design aimed at poverty eradication.</li> <li>➤ <b>Partnership</b> - A social partnership of government, community, civil society and the business sector to deliver services.</li> <li>➤ <b>Integrity</b> – Reliability and being beyond reproach.</li> <li>➤ <b>Dignity</b> – commitment to a rights based culture &amp; professionalism in which the right to dignity of individuals and communities is upheld.</li> <li>➤ <b>Empathy</b>- Must show compassion to the most vulnerable by acting professionally &amp; diligently.</li> </ul>
<p><b>Compliance Measures</b></p>	<p>Generic Norms and Standards focusing on the following four critical areas:</p> <p><b>Contextual:</b> Community Development programs and interventions facilitated and implemented within prescribed policies and legislation.</p> <p><b>Organizational:</b> Organizational norms and standards ensuring optimum functioning, efficiency and effectiveness of organizations.</p> <p><b>Process:</b> Process norms and Standards outlines the step by step activities for performing a particular functions.</p> <p><b>Outcome norms and standards:</b> Describes the tangible results of the actions taken to improve current and future situations of communities, households and individuals and overall quality of life.</p>
<p><b>Performance Measures</b></p>	<p>Effective coordination &amp; integration of anti – poverty projects through</p> <ul style="list-style-type: none"> <li>➤ Functionality of anti – poverty coordinating structures at all levels.</li> <li>➤ Community ownership of projects and sustainability</li> </ul>

<b>Process Input Data</b>	<ul style="list-style-type: none"> <li>➤ Community Based Plans</li> <li>➤ Population Research reports</li> <li>➤ Integrated Development Plan</li> <li>➤ Situational analysis report</li> <li>➤ Demographic Profiles</li> </ul>
<b>Process Output Data</b>	<ul style="list-style-type: none"> <li>➤ Minutes</li> <li>➤ Presented Reports</li> </ul>



**STEP BY STEP GUIDE**

**ANTI – POVERTY INTEGRATION CO – ORDINATION PROCESS**

No.	Task Name	Task Procedure	Responsibility	Supporting Documentation	Time frames	Service Standard
1.	Collect Data	<ul style="list-style-type: none"> <li>Collect data from data sources i.e. CBP, IDP, Stats SA report and relevant researches conducted in targeted wards.</li> </ul>	Assistant Director Senior Data Capturer	<ul style="list-style-type: none"> <li>Community Based Plans</li> <li>STATS SA Report</li> <li>IDP</li> <li>Situational analysis report</li> <li>Demographic Profiles</li> <li>Collected Data</li> </ul>	Annually	2 Months
2	Capture Information	<ul style="list-style-type: none"> <li>Capture &amp; collate data in Excel spreadsheet.</li> <li>Consolidate the captured Information per ward.</li> </ul>	Assistant Director Senior Data Capturer	<ul style="list-style-type: none"> <li>Captured Excel information</li> </ul>	Annually	2 Weeks
3	Verify data	<ul style="list-style-type: none"> <li>Verify Excel captured data to justify reasons for targeted Anti-Poverty initiatives and respond to identified community priority needs.</li> </ul>	Deputy Director Assistant Director Senior Data Capturer	<ul style="list-style-type: none"> <li>Census 2011</li> <li>Community Survey 2016</li> <li>Verified Excel data</li> </ul>	Annually	1 Month
4	Verify assets	<ul style="list-style-type: none"> <li>Verify assets and services at Ward or site level.</li> </ul>	Assistant Manager Deputy Director	<ul style="list-style-type: none"> <li>Verified assets and services</li> </ul>	Monthly	1 Month
5	Develop site visit report	<ul style="list-style-type: none"> <li>Develop site visit report per ward, identify gaps and relevant stakeholders.</li> </ul>	Assistant Director	<ul style="list-style-type: none"> <li>Developed site report</li> </ul>	Monthly	1 Week
6	Verify and recommend	<ul style="list-style-type: none"> <li>Verify and Recommend site visit report.</li> </ul>	Deputy Director	<ul style="list-style-type: none"> <li>Verified and recommended report</li> </ul>	Monthly	1 Week
7	Approve site report	<ul style="list-style-type: none"> <li>Receive and approve site report.</li> </ul>	Director	<ul style="list-style-type: none"> <li>Approved site report</li> </ul>	Annually	1 Week
8	Perform stakeholder Analysis	<ul style="list-style-type: none"> <li>Develop stakeholder database.</li> <li>Map up clear roles and responsibilities.</li> </ul>	Senior Data Capturer Assistant Director Deputy Director	<ul style="list-style-type: none"> <li>Stakeholder Database</li> <li>Mapped Stakeholder roles</li> </ul>	Annually	2 weeks
9	Consult Stakeholders	<ul style="list-style-type: none"> <li>Perform Consultations with stakeholders to create awareness.</li> <li>Perform joint planning.</li> </ul>	Deputy Director Assistant Director	<ul style="list-style-type: none"> <li>Minutes</li> <li>Reports and attendance registers</li> </ul>	Monthly	Ongoing



**STEP BY STEP GUIDE**

**ANTI – POVERTY INTEGRATION CO – ORDINATION PROCESS**

No.	Task Name	Task Procedure	Responsibility	Supporting Documentation	Time frames	Service Standard
10	Handle logistic arrangement for stakeholders consultation	<ul style="list-style-type: none"> <li>Arrange accommodation.</li> <li>Perform procurement.</li> <li>Register incoming and outgoing correspondence.</li> <li>Send notes of appreciations to relevant people.</li> </ul>	Senior Data capturer Personal Assistant	<ul style="list-style-type: none"> <li>Invitation letters</li> <li>Confirmation list</li> <li>Order</li> <li>Appreciation notes</li> <li>Incoming and outgoing correspondence</li> </ul>	Monthly	Ongoing
11	Hold Provincial engagement sessions with identified stakeholders	<ul style="list-style-type: none"> <li>Present Data Analysis report to Provincial stakeholders for buy in and commitments.</li> <li>Establish and capacitate Anti – Poverty Co – ordination structures.</li> <li>Facilitate the development / reviewal of Provincial Integrated implementation plan.</li> <li>Oversee the development of monitoring, evaluation and reporting tool.</li> <li>Ongoing monitoring and reporting.</li> </ul>	Director Deputy Director	<ul style="list-style-type: none"> <li>Minutes</li> <li>Stakeholders Reports</li> <li>Attendance registers</li> </ul>	Monthly	2 months
12	Hold District engagement sessions with identified stakeholders	<ul style="list-style-type: none"> <li>Present Data Analysis report to district stakeholders for buy in and commitments.</li> <li>Establish and capacitate Anti – Poverty Co – ordination structures.</li> <li>Facilitate alignment of District Implementation plan with the Provincial Integrated implementation plan.</li> <li>Develop monitoring, evaluation and reporting tools.</li> <li>Ongoing monitoring and reporting.</li> </ul>	Deputy Director	<ul style="list-style-type: none"> <li>Minutes</li> <li>Stakeholders Reports</li> <li>Attendance registers.</li> </ul>	Monthly	2 months
13	Hold engagement sessions with Local stakeholders	<ul style="list-style-type: none"> <li>Present Data Analysis report to local stakeholders for buy - in and commitments.</li> <li>Establish and capacitate Anti – Poverty Co – ordination / War Room.</li> <li>Facilitate alignment of Local Implementation plan with the Provincial Integrated implementation plan.</li> <li>Facilitate implementation of Integrated implementation plan.</li> <li>Develop monitoring, evaluation and reporting tools.</li> <li>Ongoing monitoring and reporting.</li> </ul>	Assistant Director	<ul style="list-style-type: none"> <li>Minutes</li> <li>Stakeholders Reports</li> <li>Attendance register</li> <li>Monitoring Reports</li> </ul>	Monthly	2 months

**STEP BY STEP GUIDE**

**ANTI – POVERTY INTEGRATION CO – ORDINATION PROCESS**

No.	Task Name	Task Procedure	Responsibility	Supporting Documentation	Time frames	Service Standard
14	Hold engagement session with stakeward stakeholders	<ul style="list-style-type: none"> <li>• Present Data Analysis report to local stakeholders for buy - in and commitments.</li> <li>• Establish and capacitate Ariti – Poverty Co – ordination / Ward Room.</li> <li>• Facilitate alignment of Ward Implementation plan with the Provincial Integrated Implementation plan.</li> <li>• Facilitate implementation of Integrated implementation plan.</li> <li>• Develop monitoring, evaluation and reporting tools.</li> <li>• Ongoing monitoring and reporting.</li> </ul>	Assistant Director	<ul style="list-style-type: none"> <li>• Minutes</li> <li>• Stakeholders Reports</li> <li>• Attendance register</li> <li>• Monitoring Reports</li> </ul>	Monthly	2 months



## PROCESS RISKS

Name of the Risk	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Control Description	System / Manual
<b>Coordination Role</b>	Role of coordination is not prioritized leading to poor impact on service delivery	H	H	Use of unit to guide Community Development by Director Anti – Poverty Integration & Coordination	Manual
<b>Mainstreaming of Anti – Poverty Programme at District &amp; Local Level</b>	District Directors position of Anti – Poverty Programme at District & Local Level	H	H	District Directors (All stakeholders inclusive of DSD) must plan, implement & report on Anti – Poverty initiatives in the poorest wards  District managers to fully embrace the programme, for Social Work Manager & Community Development Manager to report on Anti-Poverty – Poorest wards  Political Head to champion Anti – Poverty Programme in the Eastern Cape.  HOD to lead Anti – Poverty Programme  Training of Field Workers on Asset Based Community development approach by DSD  Training on monitoring and evaluation tools by DSD	Manual
<b>Capacity Building</b>	Inadequate skill on Asset Based Community development approach, monitoring and evaluation tools	M	H		Manual
<b>Tools of trade</b>	Inadequate communication instruments (3G & Cell phones)	M	M	Supply Chain Management to provide appropriate tools of trade as aligned to the function of employee By Director Supply Chain Management & Anti – Poverty Integration & Coordination <i>productivity</i>	Manual



**LEGISLATION, POLICIES, PROCEDURE, & OTHER DOCUMENTATION (i.e. SOPs)**





Document Name	SECTION DESCRIPTION	Effective Date (if applicable)
<p><b>Constitution of South Africa</b></p>	<p><b>Section 27</b>                      Section 27 of the Constitution provides that:                      (1) Everyone has the right to have access to—                      (a) health care services, including reproductive health care;                      (b) sufficient food and water; and                      (c) social security, including, if they are unable to support themselves and their dependants, appropriate social assistance.                      (2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights.                      (3) No one may be refused emergency medical treatment.</p>	<p>2006</p>
<p><b>Public Finance Management Act (PFMA)</b></p>	<p><b>Section 38 1 (j)</b>                      Section 38 1 (j) of PFMA provides that the Accounting Officer for a department, trading entity or constitutional institution, before transferring any funds (other than grants in terms of the annual Division of Revenue Act or to a constitutional institution) to an entity within or outside government, must obtain a written assurance from the entity that entity implements effective, efficient and transparent financial management and internal control systems, or, if such written assurance is not or cannot be given, render the transfer of the funds subject to conditions and remedial measures requiring the entity to establish and implement effective, efficient and transparent financial management and internal control systems.</p>	<p>Act No. 1 of 1999</p>
<p><b>Promotion of Administrative Justice Act (PAJA)</b></p>	<p><b>Section 3, 5 &amp; 6</b>                      Section 3 Provides for a fair Administrative action affecting any person.                      (1) Administrative action which materially and adversely affects the rights or legitimate expectations of any person must be procedurally fair.                      (2) A fair administrative action procedure depends on the circumstances of each case.                      Section 5 (1) Provides that any person whose rights have been materially and adversely affected by the administrative action and who has not been given reasons for the action may, within 90 days after the date on which he became aware of the action, might reasonably have</p>	<p>Act No.3 of 200</p>



Document Name	SECTION DESCRIPTION	Effective Date (if applicable)
	<p>been expected to become aware of the action request that administrator concerned furnish written reasons for the action.</p> <p>Section 6 (1) Provides that any person may institute proceedings in a court or tribunal for judicial review of an administrative action.</p>	
<b>Municipal Systems Act</b>	<p><b>Section 4 (Chapter 5) provided for</b> An organ of state initiating national or provincial legislation requiring municipalities to comply with planning requirements, must consult with organised local government before the legislation is introduced in Parliament or a provincial legislature, or, in the case of subordinate legislation, before that legislation is enacted.</p>	<b>Act No.32 of 2000</b>
<b>National Skills Development Strategy III</b>	<p>NSDS III is a strategy of the DHE which aims to ensure increased access to training and skills development opportunities and achieve the fundamental transformation of inequities linked to class, race, gender, age and disability in our society. It further aims to address the challenges of skills shortages and mismatches in the labour market and to improve productivity in the economy.</p>	<b>2011/12</b>
<b>National Development Plan</b>	<p>The NDP (Vision 2030) is the national plan of government which aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality.</p>	<b>2012</b>
<b>Provincial Integrated Anti-Poverty Strategy 2012</b>	<p>The PIAPS is the strategy of the Eastern Cape Provincial Administration which provides for integrated planning, implementation, monitoring, evaluation &amp; reporting on delivery of Anti – Poverty Programme Province wide, targeting poorest areas wherein DSD is tasked a coordination role. The main Pillars of the Strategy are Social Consciousization, Human Development, Integrated Food &amp; Nutrition Security, Income Security and Assets &amp; Basic Services.</p>	<b>2012</b>
<b>Eastern Cape Rural Development Strategy ( Ilima Labantu ) 2009</b>	<p>The ECRD Strategy was developed to combat vast rural Inequalities, ensure service delivery to rural areas and provide economic opportunities to rural people. The main pillars on which Ilima Labantu rest are Land Reform; Agrarian Transformation and Food Security; Non-Farm Rural Economy; Infrastructure, Social Protection and Enabling Environment, Institutions, Capacity and Resources.</p>	<b>2001</b>



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<b>Distribution and Use of SOP</b>	District Directors, Service Office Managers, Area Managers, Assistant Directors and all staff members			