



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT

SOP File Number:

DEV_RES_APU_01

SOP Version:

Final

Document Owner:

Chief Director-Development and Research

STANDARD OPERATING PROCEDURE: ANTI – POVERTY CO – ORDINATION

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| Approval Date | 6 August 2021 |
| Commencement Date | 6 August 2021 |
| Review Date | 6 August 2024 |
| Periodical Review | 3 year basis |
| Resources | Internal staff, Budget, Data collection systems tool, ICT equipment. |
| Intent of SOP | 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. |
| Process Objective(s) | To provide community development services targeting poor communities & vulnerable groups particularly children, youth, women and persons with disabilities by March 2024. |
| Scope | This SOP applies to all officials involved in the promotion of integrated, coordinated and monitoring of all Anti – Poverty initiatives in the Province targeting the most deprived Wards. |
| Definitions | <ul style="list-style-type: none"> ➤ APU – Anti-Poverty Integration & Co - ordination Unit ➤ PIAPS – Provincial Integrated Anti – Poverty Strategy ➤ CBP- Community Based Plan ➤ GDP- Community Development Practitioner ➤ IDP – Integrated Development Plan ➤ PDP – Provincial Development Plan ➤ STATS SA – Statistical South Africa |

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| | <ul style="list-style-type: none"> ➤ SAMPI – Statistical South Africa - Multidimensional Poverty Index (MPI) method <p>Definition of Terms</p> <ul style="list-style-type: none"> ➤ Coordinating Structure – A structure aimed to lead the provision of comprehensive, integrated and multiplicity of services to communities. ➤ Community Development – 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. ➤ Community Mobilization/ Social Conscientization – A process used to bring together allies from various sectors, used to raise awareness and gain support for a particular social action. ➤ Marginalized communities- Part of designated groups in line with the Country’s legislation, which include, but not limited to (women, children, youth, disabled etc.). ➤ Public Participation – 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. ➤ Social Inclusion- 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. ➤ Poverty – 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. ➤ Pillars of the Provincial Integrated Anti -Poverty Strategy - Pillars are fundamentals of the strategy aimed at realizing its vision, aligned to objectives of the strategy and informed by its goals ➤ Stakeholders – Persons, Groups, Sector Departments, Municipalities, Public Entities & other Social Partners that are involved or have an interest, or concern in the Anti – Poverty Integration & Coordination work. ➤ Poverty Alleviation Working Group – this refers to a group of social partners which are an extension of the Social Transformation Cluster to coordinate Poverty Alleviation Work stream |
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| | <ul style="list-style-type: none"> ➤ Anti – Poverty Integrated Plan- This refers to a plan outlining & tracking progress made in the implementation of the Provincial Integrated Santi – Poverty Strategy over a period of five years and Integrated Plan which is reviewed annually. |
| Desired Performance | Maximised Impact for integrated & coordinated service delivery. |
| Key Performance Indicator | <ul style="list-style-type: none"> ➤ Number of anti-Poverty initiatives coordinated in line with the five Pillars of the Provincial Integrated Anti-Poverty Strategy. ➤ Number of stakeholders mobilized for the implementation of the Provincial Integrated Anti – Poverty Strategy. |
| Principles & values | <p>The following principles underpin the coordination of Anti-Poverty Program.</p> <ul style="list-style-type: none"> ➤ Access and Ownership - Targeted access to Basic Services and Assets by the vulnerable and disadvantaged. ➤ Accountability – Understanding the impact of work and taking responsibility for actions & decisions. ➤ Sustainable utilisation of resources – Use and sharing of available resources equitably by the poor. ➤ Integration and Co-ordination - Pooling together of resources for joined up planning implementation. ➤ Efficiency and Effectiveness - Achievement of objectives in a most cost-effective manner. ➤ Empowerment – Aimed to empower communities by building on existing skills, knowledge & experience and by creating an environment conducive to lifelong learning ➤ Equity - Redistribution of resources based on need, priorities and historical discrepancies. Voice of the voiceless should be heard. ➤ Participation - Active involvement of officials, stakeholders and community in societal programme and project design aimed at poverty eradication. ➤ Partnership - A social partnership of government, community, civil society and the business sector to deliver services. ➤ Integrity – Reliability and being beyond reproach. ➤ Dignity – commitment to a rights-based culture & professionalism in which the right to dignity of individuals and communities is upheld. ➤ Empathy- Must show compassion to the most vulnerable by acting professionally & diligently. |

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| Compliance Measures | <p>Generic Norms and Standards focusing on the following four critical areas:</p> <p>Contextual: Community Development programs and interventions facilitated and implemented within prescribed policies and legislation.</p> <p>Organizational: Organizational norms and standards ensuring optimum functioning, efficiency and effectiveness of organizations.</p> <p>Process: Process norms and Standards outlines the step by step activities for performing functions.</p> <p>Outcome norms and standards: 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> |
| Performance Measures | <p>Effective coordination & integration of anti – poverty projects through</p> <ul style="list-style-type: none"> ➤ Functionality of anti – poverty coordinating structures at all levels. ➤ Community ownership of projects and sustainability. ➤ Co-ordinated participatory monitoring of interventions by all stakeholders. |
| Process Input Data | <ul style="list-style-type: none"> ➤ Community Based Plans ➤ Population Research reports ➤ Integrated Development Plan ➤ Situational analysis report ➤ Master Plan for the Anti-poverty program ➤ Integrated Annual Plan for Anti-poverty interventions |
| Process Output Data | <ul style="list-style-type: none"> ➤ Minutes ➤ Presented Reports |

**STEP BY STEP GUIDE
ANTI – POVERTY CO – ORDINATION PROCESS**

| No. | Task Name | Task Procedure | Responsibility | Supporting Documentation | Time frames | Service Standard |
|-----------------------|--|---|---|--|-------------|------------------|
| PLANNING PHASE | | | | | | |
| 1. | Collect Data | <ul style="list-style-type: none"> Collect data from data sources i.e. CBP, IDP, Stats SA report and relevant researches conducted in targeted wards. | Assistant Director Senior Data Capturer | <ul style="list-style-type: none"> Community Based Plans /STATS SA Report /IDP /Situational analysis report /Demographic Profiles /ECSECC socio –economic review and outlook 2017/ GIS and Administrative data Collected Data | Annually | 2 Months |
| 2 | Capture data | <ul style="list-style-type: none"> Capture & collate data in Excel spreadsheet. Consolidate the captured information per ward. | Assistant Director Senior Data Capturer | <ul style="list-style-type: none"> Captured data | Ongoing | 2 Weeks |
| 3 | Verify and analyse captured data | <ul style="list-style-type: none"> Verify Excel captured data to justify reasons for targeted Anti-Poverty initiatives and respond to identified community priority needs. Perform joint analysis of the collected data. | Deputy Director Assistant Director Senior Data Capturer Relevant Stakeholders | <ul style="list-style-type: none"> Captured data Verified Excel data | Ongoing | 1 Month |
| 4 | Verify and validate assets and services | <ul style="list-style-type: none"> Facilitate joint site visit for verification, validation of assets and services. Jointly verify assets and services at Ward or site level. Jointly validate assets and services at Ward or site level | Assistant Director Deputy Director Relevant Stakeholders | <ul style="list-style-type: none"> Verified assets and services Validated assets and services | Monthly | 1 Month |
| 5 | Develop site visit report | <ul style="list-style-type: none"> Develop site visit report per ward, identify gaps and relevant stakeholders. | Assistant Director | <ul style="list-style-type: none"> Developed site report | Monthly | 1 Week |

STEP BY STEP GUIDE

ANTI – POVERTY CO – ORDINATION PROCESS

| No. | Task Name | Task Procedure | Responsibility | Supporting Documentation | Time frames | Service Standard |
|-----|---|---|---|--|-------------------|------------------|
| 6 | Verify, validate and recommend | <ul style="list-style-type: none"> Verify, validate and Recommend site visit report. | Deputy Director | <ul style="list-style-type: none"> Verified, validated and recommended report | Quarterly | 1 Week |
| 7 | Approve site report | <ul style="list-style-type: none"> Receive and approve site report. | Director | <ul style="list-style-type: none"> Approved site report | Annually | 1 Week |
| 8 | Perform stakeholder Analysis | <ul style="list-style-type: none"> Submit the information and guide on how to capture Design the database and capture information Ensure that the information has been captured accordingly with clear roles and responsibilities. Recommend database of identified stakeholders. Approve database of identified stakeholders. | Assistant Director Senior Data Capturer Assistant Director Deputy Director Director | <ul style="list-style-type: none"> Stakeholder Database with clear stakeholder roles | Quarterly | 1 month |
| 9 | Handle logistic arrangement for stakeholders consultation | <ul style="list-style-type: none"> Receive and register incoming correspondence. Develop, ensure approval and register outgoing correspondence. Confirm attendance. Develop meeting agenda and attendance register Perform procurement. | Senior Data capturer Personal Assistant | <ul style="list-style-type: none"> Invitation letters Confirmation list Order Appreciation notes Incoming and outgoing correspondence | Monthly | Ongoing |
| 10 | Consult Stakeholders | <ul style="list-style-type: none"> Perform Consultations with stakeholders to create awareness. Source stakeholder commitments. Perform joint planning. Send notes of appreciations to relevant people. | Deputy Director Assistant Director | <ul style="list-style-type: none"> Minutes Reports and attendance registers Annual integrated planning document | Monthly Annual | Ongoing |

**STEP BY STEP GUIDE
ANTI – POVERTY CO – ORDINATION PROCESS**

| No. | Task Name | Task Procedure | Responsibility | Supporting Documentation | Time frames | Service Standard |
|-----------------------------|---|---|--|---|-------------|------------------|
| 11 | Obtain approval from Cluster /Cabinet/ EXCO | <ul style="list-style-type: none"> Request recommendation from the Poverty Alleviation Working Group Request recommendation from Social Transformation cluster. Effect changes in case of rejections or amendments and re-submit to the cluster. Request recommendation from Social Transformation committee and EXCO. Facilitate implementation of Social Transformation Cabinet and EXCO resolution. | <p>Director</p> <p>HOD</p> <p>MEC</p> <p>HOD</p> | <ul style="list-style-type: none"> Poverty Alleviation Working Group report and Cabinet memo Social Transformation Cluster Cabinet memo EXCO resolutions | Bi-monthly | 4 Months |
| IMPLEMENTATION PHASE | | | | | | |
| 12 | Hold Provincial engagement sessions with identified stakeholders | <ul style="list-style-type: none"> Present Data Analysis report to Provincial stakeholders for buy in and commitments. Establish and capacitate Anti – Poverty Co – ordination structures. Facilitate the development / review the annual Provincial Integrated implementation plan. Develop/review the monitoring, evaluation and reporting tools. | <p>Director</p> <p>Deputy Director</p> | <ul style="list-style-type: none"> EXCO resolutions Minutes Stakeholders Reports Attendance registers | Monthly | 2 months |
| 13 | Hold District engagement sessions with identified stakeholders | <ul style="list-style-type: none"> Present Data Analysis report to district stakeholders for buy in and commitments. Establish and capacitate Anti – Poverty Co – ordination structures. Facilitate alignment of District Implementation plan with the Provincial Integrated implementation plan. | Deputy Director | <ul style="list-style-type: none"> Minutes Stakeholders Reports Attendance registers. | Monthly | 2 months |

STEP BY STEP GUIDE

ANTI – POVERTY CO – ORDINATION PROCESS

| No. | Task Name | Task Procedure | Responsibility | Supporting Documentation | Time frames | Service Standard |
|---------------------------------------|--|--|--|--|--|------------------|
| 14 | Hold engagement sessions with Local stakeholders | <ul style="list-style-type: none"> Present Data Analysis report to local stakeholders for buy -in and commitments. Establish and capacitate Anti – Poverty Co – ordination / War Room. Facilitate alignment of Local Implementation plan with the Provincial Integrated implementation plan. Facilitate implementation of Integrated implementation plan. | Assistant Director | <ul style="list-style-type: none"> Minutes Stakeholders Reports Attendance register Monitoring Reports | Monthly | 2 months |
| 15 | Hold engagement session with site/ward stakeholders | <ul style="list-style-type: none"> Present Data Analysis report to local stakeholders for buy -in and commitments. Establish and capacitate Anti – Poverty Co – ordination / War Room. Facilitate alignment of Ward Implementation plan with the Provincial Integrated implementation plan. Facilitate implementation of Integrated implementation plan. | Assistant Director | <ul style="list-style-type: none"> Minutes Stakeholders Reports Attendance register Monitoring Reports | Monthly | 2 months |
| MONITORING AND REPORTING PHASE | | | | | | |
| 16 | Conduct monitoring and reporting | <p>Conduct ongoing monitoring and reporting:</p> <ul style="list-style-type: none"> Conduct site visits and submit site reports the Deputy Director. Validate the site report on quarterly basis and submit to the Director. Perform joint monitoring with stakeholders: <ul style="list-style-type: none"> Physically go to the sites and experience the intervention. | <p>Assistant Director</p> <p>Deputy Director</p> <p>Poverty Alleviation Working Group and stakeholders</p> | <ul style="list-style-type: none"> Validated site reports Consolidated monitoring report | <p>Monthly</p> <p>Quarterly</p> <p>Half yearly</p> | 6 Months |

STEP BY STEP GUIDE

ANTI – POVERTY CO – ORDINATION PROCESS

| No. | Task Name | Task Procedure | Responsibility | Supporting Documentation | Time frames | Service Standard |
|-------------------------|---------------------------|--|--|---|-------------------------------------|------------------|
| | | <ul style="list-style-type: none"> - Validate the quality and adherence to the Norms and Standards. - Interact with the beneficiaries. - Validate the completeness of the intervention. - Receive new commitments to enhance the interventions. - Provide recommendations to the recipients of service or interventions for sustainability. • Submit the report on implementation of Provincial Integrated Anti-Poverty Strategy to the Social Transformation Cluster. | <p align="center">Working Group Convener</p> | | | |
| EVALUATION PHASE | | | | | | |
| 17 | Conduct evaluation | <ul style="list-style-type: none"> • Conduct evaluation every 3 years. | <p align="center">Director Deputy Director</p> | <ul style="list-style-type: none"> • Evaluation report | <p align="center">After 3 years</p> | |

PROCESS RISKS

| Name of the Risk | Risk Description | Probability (H/M/L) | Impact (H/M/L) | Control Description | System / Manual |
|---|---|------------------------|-------------------|--|--------------------|
| Implementation of Anti-poverty programme | Delays in the implementation of incremental roll-out of Anti-poverty programme. | H | H | <ul style="list-style-type: none"> • Conduct advocacy workshops on Provincial Integrated Anti-poverty Strategy. • Approved Stakeholder Mobilisation and Engagement Framework. • Adhere to Integrated Annual Plan through monthly reporting. | Manual |






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

| Document Name | SECTION DESCRIPTION | Effective Date (if applicable) |
|--|---|-----------------------------------|
| <p>Constitution of South Africa</p> | <p>Section 27 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>Public Finance Management Act (PFMA)</p> | <p>Section 38 1 (j) 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>Promotion of Administrative Justice Act (PAJA)</p> | <p>Section 3, 5 & 6 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</p> | <p>Act No.3 of 2000</p> |

| Document Name | SECTION DESCRIPTION | Effective Date (if applicable) |
|--|---|-----------------------------------|
| | <p>which he became aware of the action, might reasonably have 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> | |
| Municipal Systems Act | <p>Section 4 (Chapter 5) provided for 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> | Act No.32 of 2000 |
| National Skills Development Strategy III | <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 labor market and to improve productivity in the economy.</p> | 2011/12 |
| National Development Plan – Chapter 13 | <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> | 2012 |
| Provincial Integrated Anti-Poverty Strategy 2012 – 2020 & Reviewed Integrated Anti-Poverty Strategy 2019 - 2024 | <p>The PIAPS is the strategy of the Eastern Cape Provincial Administration which provides for integrated planning, implementation, monitoring, evaluation & 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 Conscientization, Human Development, Integrated Food & Nutrition Security, Income Security and Assets & Basic Services.</p> | 2019 - 2024 |
| Eastern Cape Rural Development Strategy (Ilima Labantu) 2009 | <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> | 2009 |

| Document Name | SECTION DESCRIPTION | Effective Date (if applicable) |
|---|---|-----------------------------------|
| Medium Term Strategic Framework (MTSF) 2019 – 2024 | <p>To facilitate provision of sustainable development programmes which facilitate empowerment of families and communities based on demographic and evidence-based information.</p> <p>To Mobilize stakeholders and resources to promote sustainable livelihoods and self-reliance through building capabilities.</p> <p>Transversal coordination and integration of all government departments as well as social partners for the implementation of Anti-Poverty Initiatives targeting vulnerable groups and deprived wards in the Eastern Cape.</p> | 2019 – 2024 |
| Draft Integrated Service Delivery Model | <p>A comprehensive framework that clearly sets out the nature, scope, extent and level of social services which forms basis for the development of appropriate norms and standards for service delivery.</p> <p>In line with the Provincial Integrated Anti-Poverty Strategy as reviewed, the model promotes implementation of comprehensive, integrated, collaborated, effective and efficient service delivery system which will contribute to a self-reliant society</p> | Draft |
| Children's Act No. 74 of 2007 as Amended | <p>The Acts promote protection of children's rights to their physical, emotional, physiological and financial integrity and initiate general care and protection of children.</p> <p>It regulates the position of married and unmarried parents and extend the children's court jurisdiction to hear applications for guardianship.</p> <p>It provides for matters relating to the provision and funding of early childhood development programmes.</p> <p>The entire Act and its Sections are in line with the 5 Pillars of the Provincial Integrated Anti-Poverty Strategy.</p> | 2007 |
| Statistics South Africa – SAMPI 2016/17 | <p>Identification of the Top- 5 most deprived Wards in all Local Municipality. Continued evidence-based information and demographics to direct service delivery to relevant beneficiaries.</p> | 2016/17 |

AUTHORIZATION

| Authorization: | Name: | Comments | Signature: | Date: |
|---|--|--|---|----------------|
| Recommended by: Director: Anti – Poverty Integration & Coordination | N.P. Mabangula | This is to confirm that APU SOP was comprehensively discussed with APU, hence, request approval by the Head of the Department. |  | 07/07/2021 |
| Recommended by: Acting Chief Information Officer | M.Gazi | This is recommended to be tested in implementation |  | 08/07/2021 |
| Recommended by: Chief Director: Development & Research | X.W Ntshona | |  | 31/7/2021 |
| Recommended by: Deputy Director General | N.Z.G.Yokwana | |  | 03 August 2021 |
| Approved by: Acting Head of the Department | M.Machemba | |  | 06/08/2021 |
| Distribution and Use of SOP | All Departmental Programme Managers, District Directors, Area Managers, Community Development Managers, Community Development Policy Managers, Social Work Managers, Social Work Policy Development Workers, Social Work Supervisors, Service Office Managers, Assistant Directors, Community Development Supervisors, Community Development Practitioners, Social Workers, Assistant Community Development Practitioners, Community Development Workers, Social Auxiliary Workers and Child and Youth Care Workers. | | | |