



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT

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Chief Director – Research and Development

STANDARD OPERATING PROCEDURE: COMMUNITY MOBILIZATION PROCESS

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| Approval Date | 23 March 2017 |
| Commencement Date | 23 March 2017 |
| Review Date | 23 March 2018 |
| Periodical Review | Annual |
| Resources | Internal staff, Budget |
| Intent of SOP | To document the Standard Operating Procedure (SOP) for the Community Mobilization Process. This document aims to assist the officials of the Department of Social Development with the day to day activities pertinent to facilitation of Community Mobilization Process. |
| Scope | This document applies to all Departmental officials rendering community mobilisation services. |
| Objective(s) | <p>The objectives of Community Mobilization Process are:</p> <ul style="list-style-type: none">• Poverty alleviation with a special focus on the poor and vulnerable women, youth and people with disabilities.• Mobilize people in targeted communities of the Eastern Cape and prepare them for active citizenry and contribution to social cohesion. |
| Definitions | <p>NPO - Non Profit Organizations.</p> <p>CBP- Community Base Plan</p> <p>SG- Superintendent General</p> <p>SAW – Social Auxiliary Workers</p> |

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|---|--|
| | <p>SW - Social Workers</p> <p>DSD – Department of Social Development</p> <p>ACDP- Assistant Community Development Practitioners</p> <p>CDP- Community Development Practitioners</p> <p>CO-OP – Co-operative</p> <p>NGO- Non Governmental Organisation</p> <p>CBO- Community Base Organisation</p> |
| <p>Key Performance Indicator</p> | <ul style="list-style-type: none"> • Number of people reached through community mobilization programmes • Number of Anti-Poverty Initiatives co-ordinated in line with four pillars of the Provincial Integrated Anti-Poverty Strategy. • Number of stakeholders mobilised for the implementation of Anti-Poverty program • Number of functional War-Rooms established for co-ordination of Anti-Poverty initiatives |
| <p>Principles</p> | <p>The following principles underpin the policy on community mobilisation of Social Development:</p> <p>Efficiency and effectiveness - Achievement of objectives in a most cost-effective manner.</p> <p>Empowerment - To enhance the capacity of communities to analyse their livelihood framework and develop strategies for sustainability of that livelihood.</p> <p>Equity - Redistribution of resources based on need, priorities and historical discrepancies. Voice of the voiceless should be heard.</p> <p>Participation - Active involvement of officials, stakeholders and community in societal programmes and project design aimed at poverty eradication.</p> <p>Partnership - A social partnership of government, community, civil society and the business sector to deliver services.</p> <p>Social Integration – Social Cohesion.</p> |
| <p>Compliance Measures</p> | <ul style="list-style-type: none"> • Constitution and the Bill of Rights. • Community Development Operations Manual and Community Development Practitioners (CDP) Toolkit. • Draft National Community Development Policy and Strategy. • Draft Community Development Norms and Standards |

**STEP BY STEP GUIDE
COMMUNITY MOBILIZATION PROCESS**

| Nr | Task Name | Task Procedure | Responsibility | Supporting Documentation | Service Standard |
|----|----------------------------|--|---|---|---------------------------------|
| 1 | Conduct Planning | CONDUCT SITUATIONAL ANALYSIS: <ul style="list-style-type: none"> • Consult Research Findings • Analyse data to identify areas of focus. • Identify the target communities. | CDP Implementation level CDP at Policy Development level | <ul style="list-style-type: none"> • Research report (Analysis) • Project Mitorozo document • Socio-Economic Demographics report and Integrated Development Plan (IDP) report • Previous Community Profile /Community Based Plan • Analysis Report | Accuracy 2 weeks |
| 1 | | CONDUCT STAKEHOLDER AND KEY ROLES ANALYSIS: <ul style="list-style-type: none"> • Identify relevant stakeholders • Identify roles and responsibilities of identified stakeholders • Develop a database of stakeholders • Identify the structures in the community • Identify channels of communication and protocols of each stakeholder. | CDP Implementation level CDP at Policy Development level | <ul style="list-style-type: none"> • Database of relevant stakeholders • List of roles and responsibilities • List of available community structures • Structure Constitutional/Terms of Reference • Stakeholder analysis report | Relevance 2 weeks |
| 2 | Enter the Community | DEVELOP AN INTEGRATED PLAN <ul style="list-style-type: none"> • Consult and brief stakeholders on intentions • Develop a plan • Verify the plans • Validate Plans ESTABLISH RAPPORT WITH KEY ROLE PLAYERS: <ul style="list-style-type: none"> • Contact and invite stakeholders • Organize logistics | CDP Implementation level CDP at Policy Development level Director Chief Director | <ul style="list-style-type: none"> • Integrated Plan • Invitation letters • Checklist • Attendance Register | Relevance Quality 2 weeks |
| 2 | | | | | Relevance |

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|----|--|--|---|--|----------------------------|
| | <ul style="list-style-type: none"> Arrange an introductory meeting to build stakeholder commitment Share ideas and expectations Reach consensus on ideas and expectations Develop a process plan with stakeholders | <p>PRESENT AND REVIEW PROCESS PLAN TO KEY ROLE PLAYERS:</p> <ul style="list-style-type: none"> Organise engagements with stakeholders Present the process plan Create a platform for discussions Incorporate discussion inputs into the joint process plan Agree on institutional arrangements | <p>CDP implementation level CDP at Policy Development level</p> | <ul style="list-style-type: none"> Minutes and reports. Agenda, Process/Activity plan Final Process plan List of roles and responsibilities | <p>Quality 1 month</p> |
| | <p>PRESENT PROCESS PLAN TO COMMUNITY:</p> <ul style="list-style-type: none"> Arrange Logistics Arrange a meeting with the community Present the joint process plan Solicit inputs from the community Facilitate the adoption and support of the joint process plan | <p>POPULARISE DSD SERVICES IN COLLABORATION WITH DSD AGENCIES AND OTHER STAKEHOLDERS:</p> <ul style="list-style-type: none"> Organise information sharing sessions, Intizos and awareness campaigns. | <p>CDP implementation level CDP at Policy Development level</p> | <ul style="list-style-type: none"> Reports Attendance Registers | <p>1 month</p> |
| | <p>CONDUCT COMMUNITY DIALOGUES:</p> <ul style="list-style-type: none"> Develop a Plan Mobilise critical stakeholders Facilitate dialogue | <p>CONDUCT COMMUNITY DIALOGUES:</p> <ul style="list-style-type: none"> Develop a Plan Mobilise critical stakeholders Facilitate dialogue | <p>CDP implementation level CDP at Policy Development level</p> | <ul style="list-style-type: none"> Action plan Invitation Minutes and report Databases of change agents | <p>1 month 1 month</p> |

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| Nr | Task Name | Task Procedure | Responsibility | Supporting Documentation | Service Standard |
|----|---------------------------------|--|---|--|------------------|
| | | <ul style="list-style-type: none"> Identify change agents Facilitate development of a dialogus report Implement and monitor the plan | | <ul style="list-style-type: none"> Reports Progress report | |
| 3 | Collect and analyse Data | HOUSEHOLD PROFILING: <ul style="list-style-type: none"> Introduce yourself to the household members Explain the purpose of the visit Allow the household members to ask questions and make reflections Ask permission from the household members to complete household profiling tool. Ask question to complete the tool. Thank the household members for the participation Determining the date of the returning visit Do interventions and referrals <ul style="list-style-type: none"> List all the needs, strengths, opportunities and capabilities of the households Categorise them in terms of short, medium and long-term interventions List the relevant stakeholders for referral purposes. Arrange meetings with the stakeholders for immediate interventions Provide feedback to household | CDP Implementation level CDP at Policy Development level | <ul style="list-style-type: none"> Household listing report/form Area maps Household Profiling tool | 2 hours |
| | | Capture the data collected into prescribed data analysis tool: <ul style="list-style-type: none"> Arrange batch of the manual profiling tools according to listing | CDP Implementation level CDP at Policy Development level | <ul style="list-style-type: none"> List of stakeholders Report of interventions List of needs, SWOT Analysis report Referral register Referral report (progress report) Attendance register Minutes of meetings | 1 day |
| | | | CDP Implementation level CDP at Policy Development level | <ul style="list-style-type: none"> Database of profiled households NISIS Report | |

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|----|-----------|---|---|---|------------------|
| | | <ul style="list-style-type: none"> • Create a database of profiled households • Plan to capture data on NISIS (National Integrated Social Information System) • Create login information (username, passwords, etc.) • Capture information on NISIS • Draw NISIS reports | | | |
| | | <p>Provide feedback/present report to households</p> <ul style="list-style-type: none"> • Arrange meeting with households • Explain purpose of meeting • Present analysis report(NISIS) | | <ul style="list-style-type: none"> • Feedback report | 1 hour |
| | | <p>Identify household change agents</p> <ul style="list-style-type: none"> • Explain the role of the change agent • Discuss and agree on the household change agent • Capacitate household change agent | <p>CDP implementation level CDP at Policy Development level</p> | <ul style="list-style-type: none"> • Guidelines on Identification of change agents • Database of change agent | |
| | | <p>Develop household intervention plan</p> <ul style="list-style-type: none"> • Agree with the household members on the household intervention plan. • Provide guidance and support | | <ul style="list-style-type: none"> • Household intervention plan | |
| | | <p>Monitoring the intervention plan</p> <ul style="list-style-type: none"> • Follow up on the household intervention plans • Follow up on referrals • Develop the exit plan with the household | <p>CDP implementation level CDP at Policy Development level</p> | <ul style="list-style-type: none"> • Monitoring reports • Referral reports • Exit plan | |

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|----|------------------------|--|--|--|------------------|
| 4 | Profile the Community | <p align="center">Gather Information</p> <ul style="list-style-type: none"> Arrange a community meeting for profiling Gather information using Participatory Rural Appraisal methodology Populate the information in the community profiling tool Analyse the gathered information Present findings to the community <p align="center">Consolidate the Data</p> <ul style="list-style-type: none"> Consolidate the information Use household profiling as a baseline information Complete community profile report | <p>CDP implementation level</p> <p>CDP at Policy Development level</p> | <ul style="list-style-type: none"> List of stakeholders within community Community profiling report Minutes of community meeting Attendance registers | 1 day |
| 5 | Organise the community | <p align="center">Establish community development structures:</p> <ul style="list-style-type: none"> Do audit of existing and non-existing community development structure | <p>CDP implementation level</p> <p>CDP at Policy Development level</p> | <ul style="list-style-type: none"> Schedule of activities Monitoring plan Exit report Minutes of exit report | 2 hours |
| 5 | Organise the community | <p align="center">Establish community development structures:</p> <ul style="list-style-type: none"> Do audit of existing and non-existing community development structure | <p>CDP implementation level</p> <p>CDP at Policy Development level</p> | <ul style="list-style-type: none"> Community Profile Report PRA Household Profiling report Database Audit report Gap analysis report | 3 months |

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|----|--|--|--|---|------------------|
| | | <ul style="list-style-type: none"> Identify services provided by each structure Establish new community development structure where there is a need <p>IDENTIFY CAPACITY BUILDING GAPS/NEEDS</p> <p>Refer to Capacity Building SOP</p> | | <ul style="list-style-type: none"> Community mobilisation report | |
| 6 | <p>Develop Community Based Plan</p> | <p>Prepare for Community Based Plan (CBP) Meeting</p> <ul style="list-style-type: none"> Invite stakeholders Develop an agenda Brief the stakeholders Introduce the concept to the community leadership (e.g. Chiefs, Ward Councilors and structures) Discuss and agree on the concept and logistics for the CBP meeting <p>Conduct Community Based Plan Meeting:</p> <ul style="list-style-type: none"> Present households and community profiling reports as well as community dialogues reports Identify working groups Allow community to engage the presentation Prioritise community outcomes Conclude on resolutions of engagements | <p>CDP Implementation level</p> <p>CDP at Policy Development level</p> <p>CDP at Policy Development level</p> <p>CDP Community</p> | <ul style="list-style-type: none"> Attendance register Minutes Community meeting report Written approval for meeting Invitations Attendance registers, Reports Concept document Agenda Community Profiling Reports Household Profiling Community Dialogues Report Resolutions Minutes or report with resolutions/decisions Attendance Registers | 1 month |

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| Nr | Task Name | Task Procedure | Responsibility | Supporting Documentation | Service Standard |
|----|--|--|----------------|--|------------------|
| | Develop a Community Based Plan | <ul style="list-style-type: none"> • Complete a CBP template • Verify that the resolutions are captured in the plan • Convene consultation meetings to present draft CBP • Engage with community members on the CBP • Agree on CBP • Sign-off CBP (by relevant stakeholders) • Hand over CBP to Community Development Structure | | <ul style="list-style-type: none"> • CBP template • Resolutions • Minutes or report with resolutions/decisions • Minutes of the meeting • Signed-off CBP • Attendance Register | 1 month |
| | Assist Community Development Structures in ensuring inclusion of CBP to IDP: | <ul style="list-style-type: none"> • Consolidate CBPs from different villages into a Ward Action Plan • Facilitate approval of the plan by the Ward Committee • Document the Ward Plan and submit to the municipality for inclusion in the IDP. • Provide feedback to the community before implementation • Monitor implementation | CDP | <ul style="list-style-type: none"> • Report • Ward Action Plan • Monitoring tool | 1 month |
| 7 | Mobilise Resources | <ul style="list-style-type: none"> • Outline the required resources • Identify relevant stakeholders • Liaise and establish a relationship with relevant stakeholders • Facilitate linkages and referrals with relevant stakeholders • Formalise the relationship with relevant stakeholders | CDP | <ul style="list-style-type: none"> • List of stakeholders • Invitation letters/ e-mails • MOA/MOU • Resources mobilisation report • Referral register | Ongoing process |

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|----|---|--|--|---|------------------|
| 8 | Conduct participatory M&E and reporting | <p align="center">Conduct site visits</p> <ul style="list-style-type: none"> • Send invitation letters to stakeholders. • Monitor progress of funded projects • Present progress reports • Review the plan | <p align="center">CDP Implementation level</p> <p align="center">CDP at Policy Development level</p> | <ul style="list-style-type: none"> • Schedule of monitoring and Evaluation • Invitation letters. • Attendance registers. • Progress report • Minutes • Revised plan | Ongoing |
| 9 | Conduct Impact Assessment | <p align="center">COMMISSION IMPACT ASSESSMENT:</p> <ul style="list-style-type: none"> • Facilitate the development of the Terms of Reference (TOR) for the Impact Study. • Facilitate approval of TORs. • Conduct Impact assessment • Validate and analyse the results of impact assessment <p align="center">PROVIDE FEEDBACK TO STAKEHOLDERS:</p> <ul style="list-style-type: none"> • Organise a stakeholders meeting • Write invitation notices to stakeholders. • Organise the venue and facilities. • Make copies of the report. • Present impact assessment report • Engage and adopt the report | <p align="center">CDP Implementation level</p> <p align="center">CDP at Policy Development level</p> | <ul style="list-style-type: none"> • Attendance registers • Terms of Reference • Impact Assessment Report • Attendance register • Invitations to the meeting | Quarterly |
| 10 | Develop an Improvement plan | <p align="center">Complete an improvement plan template</p> <ul style="list-style-type: none"> • List the identified gaps • Develop Remedial actions • Allocate Timeframes • Assign roles and responsibility | <p align="center">CDP Implementation level</p> <p align="center">CDP at Policy Development level</p> | <ul style="list-style-type: none"> • Improvement plan | Ongoing |





PROCESS RISKS

| Name of the Risk | Risk Description | Probability (H/M/L) | Impact (H/M/L) | Control Description | System / Manual |
|--------------------------|---|---------------------|----------------|--|-----------------|
| Human Capital | Shortage of human capital at service point level. | H | H | Accounting officer to fast track recruitment. | Manual |
| Capacity Building | Inadequate skills within the existing human capital | L | L | Orientation and re-orientation of officials. | Manual |
| Tools of trade | Inadequate supply of computers, office space, household profiling gadgets, communication instruments and Transport. | H | H | Provision of tools of trade | Manual |

REFERENCES:
LEGISLATION, POLICIES, PROCEDURES & OTHER DOCUMENTATION (i.e. SOPs)

| Document Name | SECTION / SECTION DESCRIPTION | Effective Date (If applicable) |
|--|-------------------------------|-----------------------------------|
| Constitution of South Africa | Section 27 | 1996 |
| PFMA | Section 38 (d) | Act No. 1 of 1999 |
| National Skills Development Strategy III | | 2011-2013 |
| Operations Manual | | |
| National Census | | 2011 |

AUTHORISATIONS

| Designation | Name | Signature | Date |
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| Recommended by Deputy Director General | S. Khenyha |  | 23/03/2017 |
| Approved by Superintendent General | | | |
| Distribution and Use of SOP | District Managers, Community Development Managers, Service Managers, Area Managers, Assistant Managers, CDS, CDPs and ACDPS. | | |

Recommendation: (2017/16)

- Community identification should take place in the preceding of third quarter.
- Programme 5 should begin a debate around restructuring of the programme and identify areas of specialization including Monitoring and Evaluation at District level.

*SOP Adopted