



Province of the  
**EASTERN CAPE**  
SOCIAL DEVELOPMENT

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**STANDARD OPERATING PROCEDURE: INSTITUTIONAL CAPACITY BUILDING AND SUPPORT PROCESS**

<b>Approval Date</b>	28 September 2021
<b>Commencement Date</b>	28 September 2021
<b>Review Date</b>	28 September 2022
<b>Periodical Review</b>	Annual
<b>Resources</b>	Internal staff, Budget, Transport.
<b>Intent of SOP</b>	To document the Standard Operating Procedure (SOP) for the Capacity Building and support Process. This document aims to assist the officials of the Department of Social Development (DSD) with the day-to-day activities pertinent to facilitate capacity building of NPOs and Cooperatives with the view to improve organizational capacity for good governance and sustainability of CBOs.
<b>Scope</b>	This document applies to all DSD officials rendering capacity building services to NPOs and Cooperatives in all the districts of the Eastern Cape (EC) Province.
<b>Definitions</b>	NPO – Non-Profit Organization CDPs – Community Development Practitioners COOP – Cooperative HOD – Head of Department

	DSD – Department of Social Development EC - Eastern Cape
<b>Key Performance Indicator</b>	Number of NPOs capacitated Number of co-operatives trained
<b>Principles</b>	The following principles underpin capacity building programs undertaken by the Department of Social Development: <b>Efficiency and effectiveness</b> - Achievement of objectives in a most cost-effective manner. <b>Empowerment</b> - To enhance the capacity of communities to realise their potentials for sustainability of their livelihoods thus becoming self-reliant. <b>Equity</b> - Redistribution of resources based on need, priorities and historical discrepancies. <b>Participation</b> - Active involvement of officials, stakeholders and communities in societal programmes. <b>Partnership</b> - A social partnership of government, community, civil society and the business sector in service delivery.
<b>Compliance Measures</b>	<ul style="list-style-type: none"> <li>• Alignment to the Community Development Systems Description.</li> </ul>
<b>Performance Measure</b>	<ul style="list-style-type: none"> <li>• Organizations capacitated in-line with Annual Performance Plan of the Programme.</li> </ul>
<b>Desired Performance</b>	<ul style="list-style-type: none"> <li>• Improved skills within the capacitated organizations.</li> </ul>
<b>Process Input</b>	<ul style="list-style-type: none"> <li>• Request for organizations to be capacitated.</li> <li>• Develop list of organizations to be capacitated.</li> <li>• Conduct skill audit</li> </ul>
<b>Process output</b>	<ul style="list-style-type: none"> <li>• List of capacitated organizations</li> <li>• Capacity building report.</li> <li>• Database of trained organizations.</li> </ul>

**STEP BY STEP GUIDE  
CAPACITY BUILDING AND SUPPORT PROCESS**

Nr	Task Name	Task Procedure	Responsibility	Supporting Documentation (input and output documents)	Service Standard
1.	<b>Prepare training lists</b>	<ul style="list-style-type: none"> <li>Request verified and approved training lists from District Community Development Managers.</li> <li>Receive verified and approved training lists from District Community Development Managers.</li> </ul>	Province: Director - (ICB&S)	<ul style="list-style-type: none"> <li>District training lists request memo</li> <li>Received Districts training lists</li> </ul>	JAN -MAR
2.	<b>Consolidate Provincial training lists</b>	<ul style="list-style-type: none"> <li>Consolidate all the received approved Districts training lists to Provincial training list.</li> </ul>	Province: Ass. Director	<ul style="list-style-type: none"> <li>Received District training lists</li> <li>Consolidated Provincial training lists</li> </ul>	APR
3.	<b>Conduct skills audit</b>	<ul style="list-style-type: none"> <li>Conduct skills audit in conjunction with Districts ACCDPs.</li> <li>Compile skills audit report.</li> <li>Submit compiled report to the Provincial office.</li> </ul>	Districts: CDPs	<ul style="list-style-type: none"> <li>Consolidated Provincial training lists</li> <li>District skills audit report</li> </ul>	APR-MAR
4.	<b>File received District skills audit report</b>	<ul style="list-style-type: none"> <li>Receive District skills audit reports by e-mail.</li> <li>Collect all the received District skills audit reports and save them in a folder.</li> </ul>	Province: Senior Data Capturer	<ul style="list-style-type: none"> <li>Received skills audit reports</li> <li>Filed skills audit reports</li> </ul>	APR-MAR
5.	<b>Consolidate plans and prepare training schedule</b>	<p><b>IN-HOUSE</b></p> <ul style="list-style-type: none"> <li>Ensures that District Community Development Managers develop training plans and submit to the Province.</li> <li>Verify received plans if they are indicated accordingly.</li> <li>Consolidate training plans.</li> <li>Prepare training schedule.</li> </ul>	Province Community Development Manager	<ul style="list-style-type: none"> <li>Training plans</li> <li>Training schedule</li> </ul>	Quarterly

**STEP BY STEP GUIDE  
CAPACITY BUILDING AND SUPPORT PROCESS**

Nr	Task Name	Task Procedure	Responsibility	Supporting Documentation (input and output documents)	Service Standard
6.	<b>Facilitate Capacity building</b>	<p><b>STAKEHOLDER</b></p> <ul style="list-style-type: none"> <li>- Forward the training schedule to the offered or requested Stakeholder to conduct capacity building program.</li> <li>• Ensure that the following has been done for external service provider to implement capacity building:               <ul style="list-style-type: none"> <li>- Develop a Capacity Building Specification and submit to SCM to follow the relevant procurement process</li> <li>- Receive awarded service provider documents and signed SLA.</li> <li>- Coordinate procurement of the service provider to issue Purchase Order to the Service Provider</li> </ul> </li> <li>• Develop a capacity building program in line with skills audit report and available budget.</li> <li>• Implement the capacity building program.</li> </ul> <p><b>In-House Capacity Building Program</b></p> <ul style="list-style-type: none"> <li>- CDPs Implement the Capacity Building Program.</li> </ul> <p><b>Stakeholder Capacity Building Program</b></p> <ul style="list-style-type: none"> <li>- Offered or requested stakeholder implement the Capacity Building Program.</li> </ul>	Province: Dep. Director	<ul style="list-style-type: none"> <li>• Signed specification</li> <li>• Signed SLA</li> <li>• Payment Stubs</li> <li>• Implementation Report</li> </ul>	April – March

STEP BY STEP GUIDE					
CAPACITY BUILDING AND SUPPORT PROCESS					
Nr	Task Name	Task Procedure	Responsibility	Supporting Documentation (input and output documents)	Service Standard
		<b>External Service provider Capacity Building Program</b> <ul style="list-style-type: none"> <li>- Awarded service provider implement the capacity building Program.</li> <li>• Pay contracted service providers in line with the signed SLAs.</li> </ul>			
7.	<b>Monitor Capacity Building program</b>	<b>In-House Capacity Building Program, Stakeholder Capacity Building Program &amp; External Service provider Capacity Building Program</b> <ul style="list-style-type: none"> <li>• Visit the training program session with the monitoring tool.</li> <li>• Verify if the training attendance is according to the training schedule list.</li> <li>• Verify if the training is according to the request or agreement.</li> </ul>	District and Province Deputy Directors	<ul style="list-style-type: none"> <li>• Monitoring tool</li> <li>• Capacity building monitoring Report</li> </ul>	April - March
8.	<b>Consolidate Capacity Building reports</b>	<ul style="list-style-type: none"> <li>• Consolidate received District capacity building reports.</li> <li>• Submit to Director: ICB on quarterly basis.</li> </ul>	Province: Assistant Director	<ul style="list-style-type: none"> <li>• Capacity building Reports</li> <li>• Consolidated Capacity Building report</li> </ul>	APR -MAR
9.	<b>Approve consolidated Capacity Building report.</b>	<ul style="list-style-type: none"> <li>• Approve Capacity building report.</li> <li>• Submit to Strategic Planning on quarterly basis.</li> </ul>	Director: ICB & S	<ul style="list-style-type: none"> <li>• Consolidated Capacity Building report</li> <li>• Approved Capacity Building report</li> </ul>	APR -MAR



## PROCESS RISKS

Risk Name	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Control Description	System / Manual
Attendance by participants	Inconsistent and poor attendance by participants	H	H	Monitor and enforce attendance by participants	Manual
Budget cut	Reduction of budget for other Departmental priorities	M	H	Mobilize partners to capacitate NPOs and Cooperatives	Manual
Poor services from suppliers	Low quality of logistics (accommodation, training venue, catering) provided by service providers	M	H	Visit training sites before and during training for monitoring	Manual

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

DOCUMENT NAME	SECTION / DOCUMENT DESCRIPTION	Effective Date (if applicable)
The Constitution of SA	Sets out the rights and duties of the citizens of South Africa	1998
PFMA	To regulate financial management in the national government	1999
Skills Development Act,	To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African work force.	1998
SA Qualifications Act	To regulate Education, Training and Skills Development in South Africa.	1995
White Paper for Social Welfare	To set out the principles, guidelines, proposed policies and programmes for developmental social welfare in South Africa	1997
NPO Act Section 5 (b)	Mandates DSD to determine and implement programmes that seek to enhance institutional capacity of Nonprofit Organizations (NPOs) to maintain and improve standard of governance	1997
Women Empowerment and Gender Equality Bill	To give effect to the empowerment of women and gender equality	2012
National Development Plan (Vision, 2030)	Building of key capabilities (human, physical & institutional)	2015
Provincial MTSF Priorities	Promoting Quality Education and Skills Development	2015

**AUTHORIZATION:**

<b>Designation:</b>	<b>Name:</b>	<b>Signature:</b>	<b>Date:</b>
<b>Recommended By Acting Director: ICB&amp;S</b>	LTP Hlangu		<b>14 September 2021</b>
<b>Recommended by Acting Chief Information Officer:</b>	M.E. Gazi		14/09/2021
<b>Recommended by Chief Director:</b>	W.X. Ntshona		27/9/2021
<b>Recommended by Deputy Director General</b>	N. Yokwana		28/09/2021
<b>Approved by Acting Head of Development of Department</b>	M. Machemba		28/09/2021