



## ANNEXURE A

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SOCIAL FACILITATION LIFECYCLE: WORKFLOW PROCESS SYSTEMS

### TO BE

- Use standardized processes with templates and SOP's and adjust according to contextual realities
- Attain a state of intelligent service delivery
- Rebuild trust through continuous communication with stakeholders
- Gain full understanding of community needs and priorities
- Continuously measure the satisfaction of communities and other stakeholders with the practice of engagement
- Continuously calibrate the ways and means of engagement based on lessons learnt and the needs of different communities

### AS IS

- Fragmented processes
- Poor service delivery
- Mistrust from community
- No standardisation
- Poor stakeholder engagement, as priorities and needs are not understood
- Service delivery protests take place as expression of disillusionment

### BENEFITS

- Provide definite guidelines for sustainable social compacts to be formed
- Advance national development goals
- Enable local industrialisation, skills development, job creation, broad-based economic empowerment
- Ensure regional economic integration across all sectors

## SOCIAL FACILITATION PROCESSES AND ACTIONS TO BE TESTED BY THE PMO IN REAL LIFE SCENARIOS

A participative approach in infrastructure development implies that all stakeholders participate in discussions throughout the project lifecycle – meaning they have a voice, opinion, needs and priorities that should be respected, valued and facilitated in a progressive and open manner. Through active involvement dual accountability, trust, pride and understanding will be built long term. Active participation implies that stakeholders themselves take a role in service delivery-making, for instance by proposing alternative project-options based on contextual realities and priorities.

Engaging communities in service delivery-making is an *advanced two-way relation* between government and communities (stakeholders) based on the principle of an *advanced two-way relation* between government and communities (stakeholders), a key principle of a partnership.

Most communities have a detailed and comprehensive understanding of their own problems and needs. However, they are hampered by the limited avenues open to them to become involved in planning their development, deciding on appropriate services, and managing their communities.

The aim of introducing an inclusive standardised end-to-end process of identifying, organising and channelling the efforts of all role players to achieve a collective goal (both social and economic) across a project/programme lifecycle is to provide **a baseline standard to initiate engagements from**. The intent is **NOT** to provide a “one-size-fits all” way of doing, but rather to use the baseline standards as a mechanism to develop and plan the specific projects **based on the contextual realities and priorities** of the respective communities. By forcing a one-size-fits-all process one assumes that all community profiles and thus needs, are the same.






1. The document is structured into 3 sections.
2. **Section 1** provides a snapshot of the Social Facilitation Lifecycle and its **5 phases**.
3. The Social Facilitation Lifecycle phases that are to be **superimposed** over an infrastructure project lifecycle.
4. The Social Facilitation Model that gives life to the 5 phases of the Social Facilitation Lifecycle are colour coded as follows:

	Social Facilitation Model
	Phase 1: Identification
	Phase 2: Preparation
	Phase 3: Procurement
	Phase 4: Implementation
	Phase 5: Handover & Beyond



5. **Section 2** provides the details of **3 processes** linked to the 5 phases mentioned above.
6. The **3 processes**, linked to the phases where they are active in, are tabled below:

Process	Linked to phase
Kick-off process	Phase 1: Identification
* Community profile process	Phase 2: Preparation
Continuous engagement process	Phase 2: Preparation
	Phase 3: Procurement
	Phase 3: Implementation
	Phase 4: Handover and Beyond





















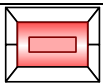












7. \*The 4 subprocesses with icons are as follows:










	Sub Process	Linked to Phase
Community Profile process		Phase 2: Preparation Phase 5: Handover & Beyond
Community Profile process	Identify Community Issues 	Phase 2: Preparation Phase 5: Handover & Beyond
Community Profile process	Collate Social & Economic characteristics 	Phase 2: Preparation Phase 5: Handover & Beyond
Community Profile process	Do Inventory of Community 	Phase 2: Preparation Phase 5: Handover & Beyond
Community Profile process	Develop Community Profile 	Phase 2: Preparation Phase 5: Handover & Beyond

8. **Section 3** contains **2 iterative processes** which occur **throughout the 5 phases** of the Social Facilitation Lifecycle.
9. These **2 iterative processes** are highlighted throughout the phases, with an icon, as tabled below:

Build Intelligence Process	
Monitoring & Evaluation Process	

10. The **Batho Pele, co-creation and co-ownership** principles are embedded in the Social Facilitation Model.
11. The manual process flow has a **legend** that contains **icons** that are used throughout.
12. These icons have a **meaning** as captured in the **legend** below:

	Start of process			Kick-off process		Comparison of data
	Continue to next process			Community profile process		Data Centre
	Next step within process			Build intelligence process		Time period
	End of process			Continuous engagement process		Calendar period
	Rejection of process step			Monitoring & evaluation process		Graphical information
	Data object			Communication		Finance costs
	Data base			Feedback/notification		Market analysis
	Data network			Attention		Outputs
	Standard operating procedures			Monitor/review		Effort of activity
	Baseline processes			Quality assurance		Analysis of data
	Report			Innovation		Publications/reports

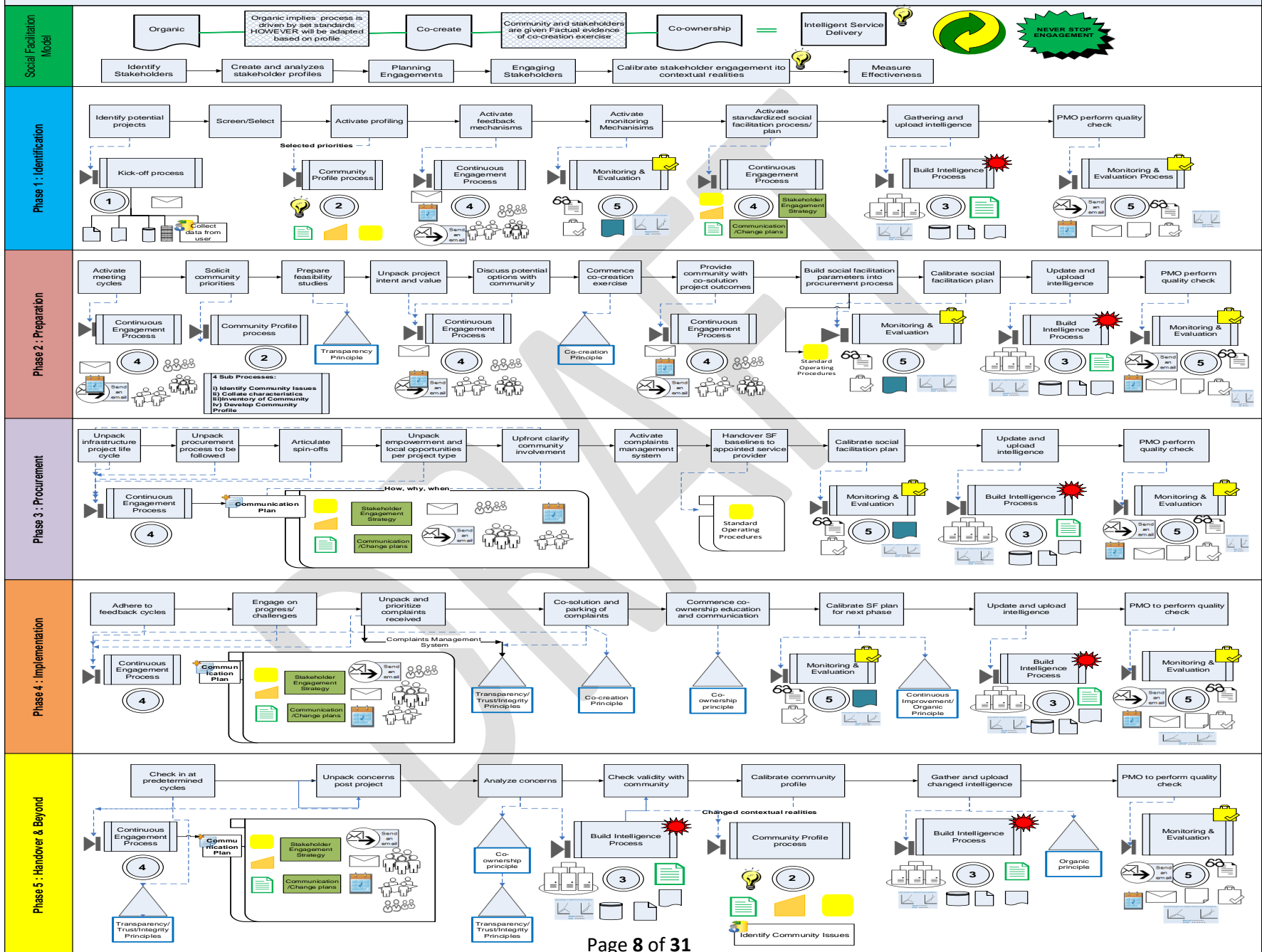
	Meetings – face to face/virtual			Principle			External surveys
	Community interaction			Communication			User input
	Stakeholders			Schedule meetings			Template

## SECTION 1: SOCIAL FACILITATION LIFECYCLE OVERVIEW

High level description	<p>The Social Facilitation Lifecycle has the following phases</p> <ol style="list-style-type: none"> <li>Phase 1: Identification</li> <li>Phase 2: Preparation</li> <li>Phase 3: Procurement</li> <li>Phase 4: Implementation</li> <li>Phase 5: Handover &amp; Beyond</li> </ol>
Frequency	Process to be followed for each project that is planned and implemented, resulting in multiple occurrences and driven by steps in the workflows.
Trigger	Infrastructure pipeline
Input	Project identification from infrastructure pipeline – burning need in the community.
Output	<p>Successful application of the 5 phases in the process. The local development plan that identifies the needs and aspirations of the local community and outlines the actions that need to be taken to achieve these local planning goals.</p> <p><b>NB:</b> After each phase in the process there is a requirement that the following steps be carried out before the next phase follows:</p> <ol style="list-style-type: none"> <li>Upload new/additional/changed intelligence into database</li> <li>PMO perform quality check</li> <li>Test every step in all the process flows to ensure that the social facilitation system is practical and usable.</li> <li>This implies a potential calibration of all elements based on real-life application</li> </ol>
Template descriptor	Standards, Templates i.e., baseline process, notifications/feedback, measurements (for monitoring and evaluation).
SOP descriptor	Standardized templates to be used during each phase, to ensure consistency across all projects. This is on the understanding that these standardized templates will be adjusted based on the contextual realities.



# SOCIAL FACILITATION LIFECYCLE



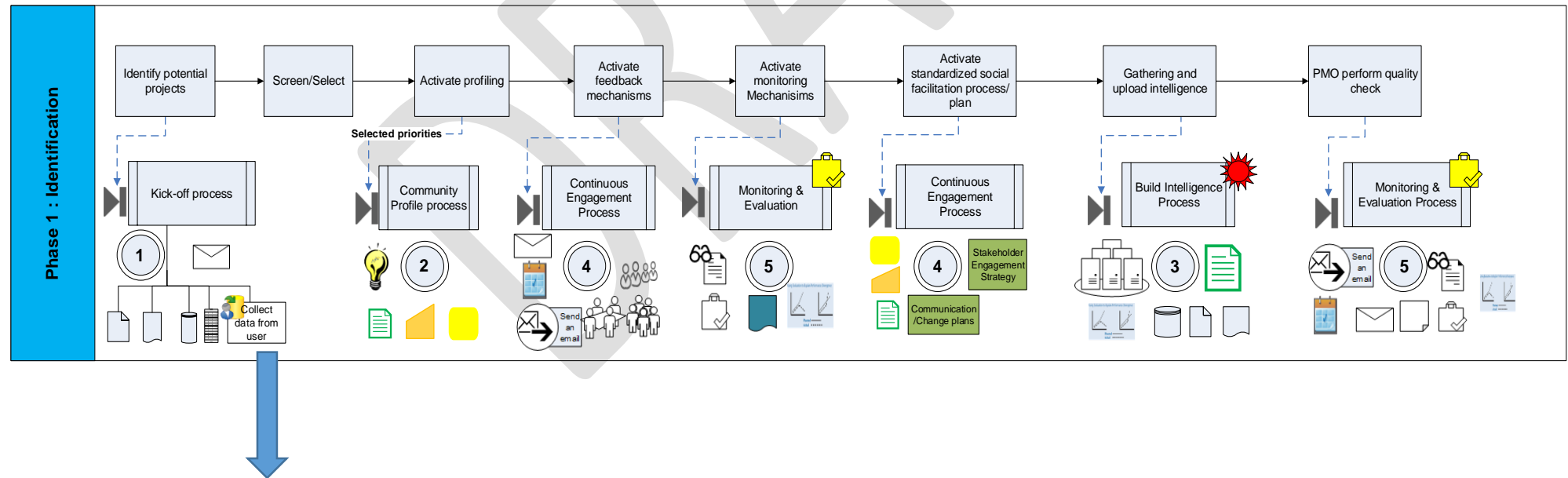
## SECTION 2: DETAILED PROCESSES LINKED TO EACH PHASE

### Phase 1: Identification

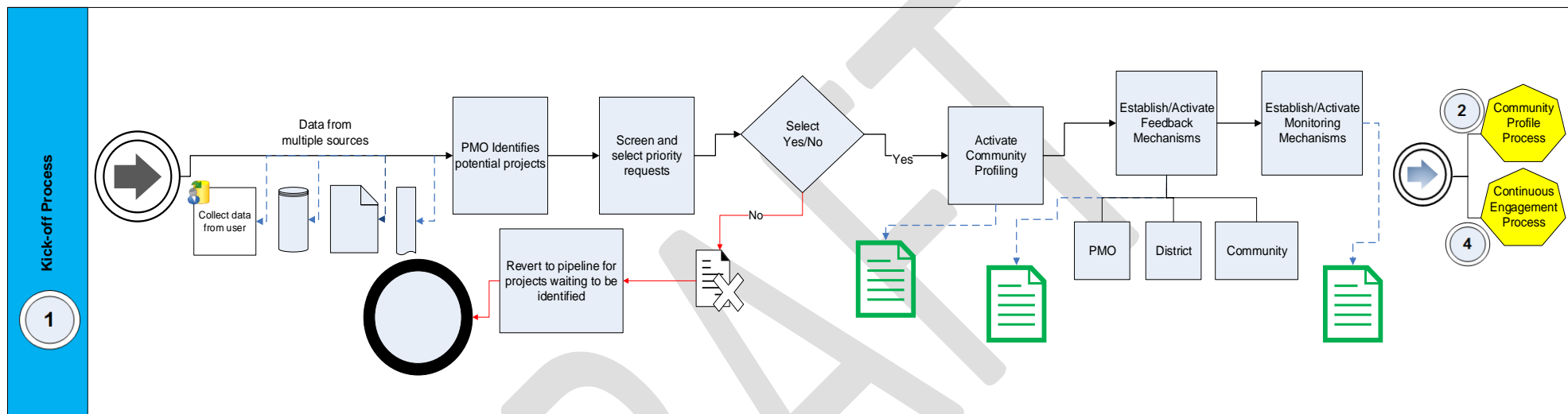
High level description	Laying the foundation. This process deals with the steps whilst potential projects are identified for possible conversion.
Frequency	To be tested with pilot
Trigger	Identification of potential projects from pipeline
Input	Community profile process
Output	The community is engaged on what they regard as challenges and priorities - one does not assume to know what the community requires - one moves from facts

Red = Risk / quality check to be performed by PMO. Gap identified \_potential solution to be discussed

### Phase 1: Identification overview



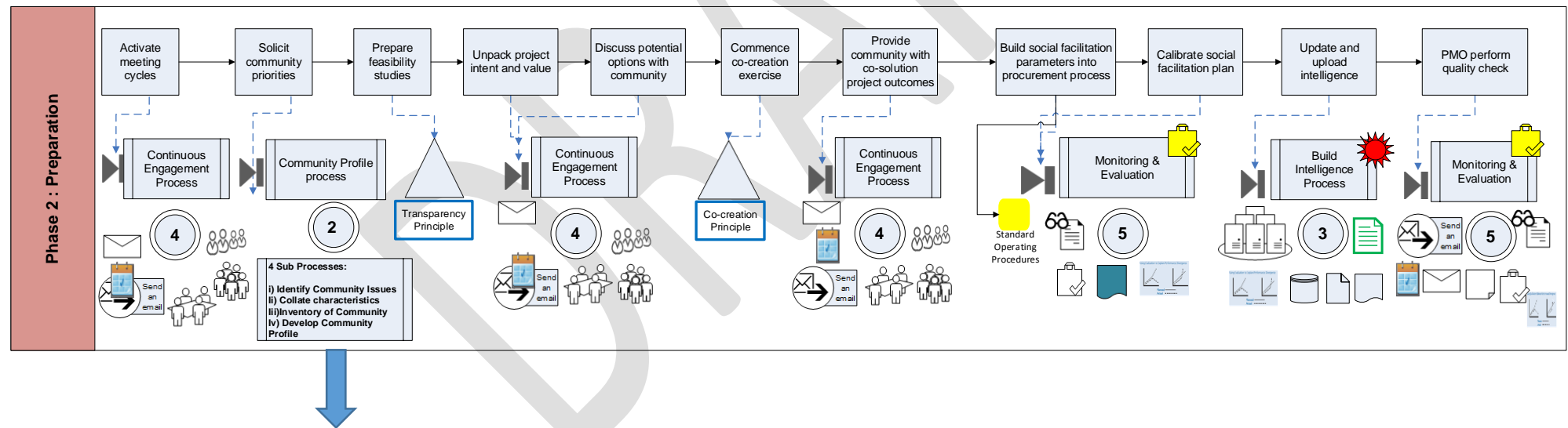
## Kick-off process



## Phase 2: Preparation

High level description	Building on a foundation. This process deals with the steps when potential projects are identified and active co-creation and solutioning takes place with communities and solutions. This process is highly focussed on creating a climate whereby all stakeholders are transparently engaged.
Frequency	To be tested with pilot
Trigger	Community profile
Input	Kick-off Process
Output	Change management strategy and plan, communication plan, localisation plan and social facilitation parameters for inclusion in tender specification

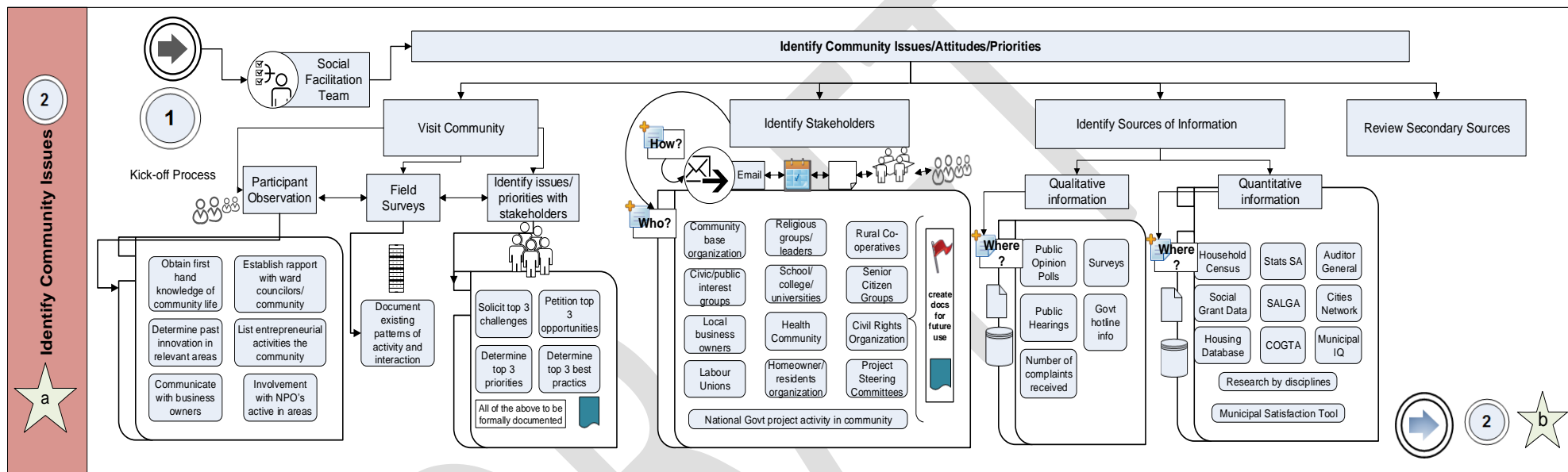
## Phase 2: Preparation overview



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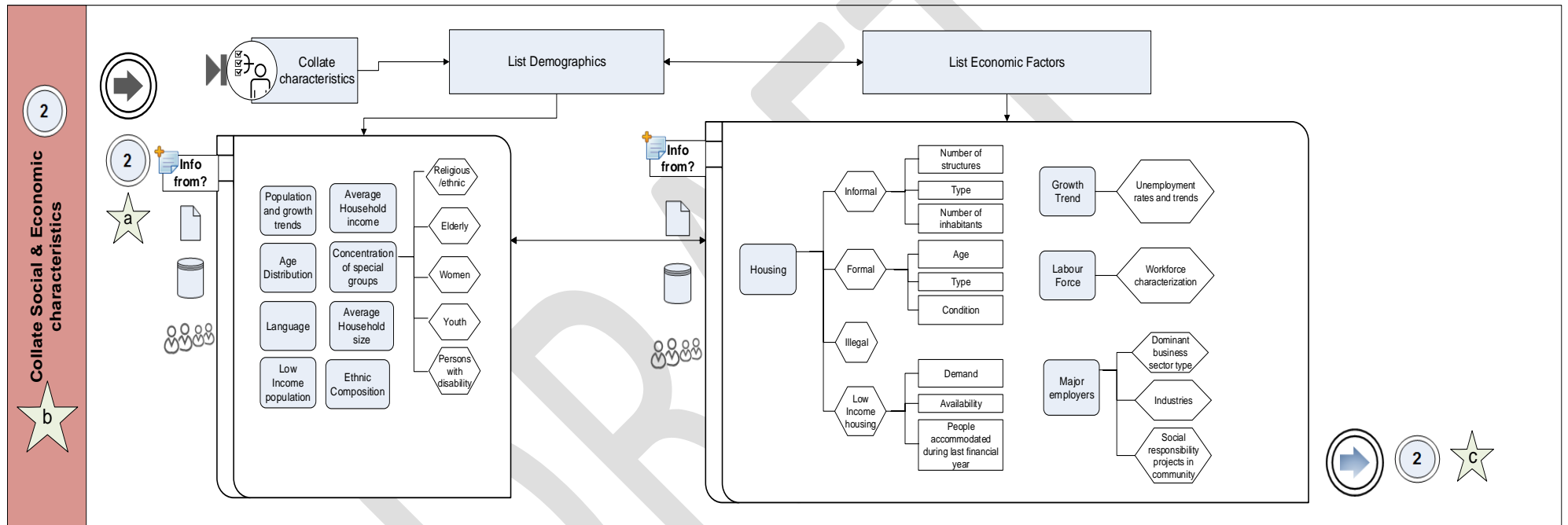
## Community Profile Process

## a) Identify community issues



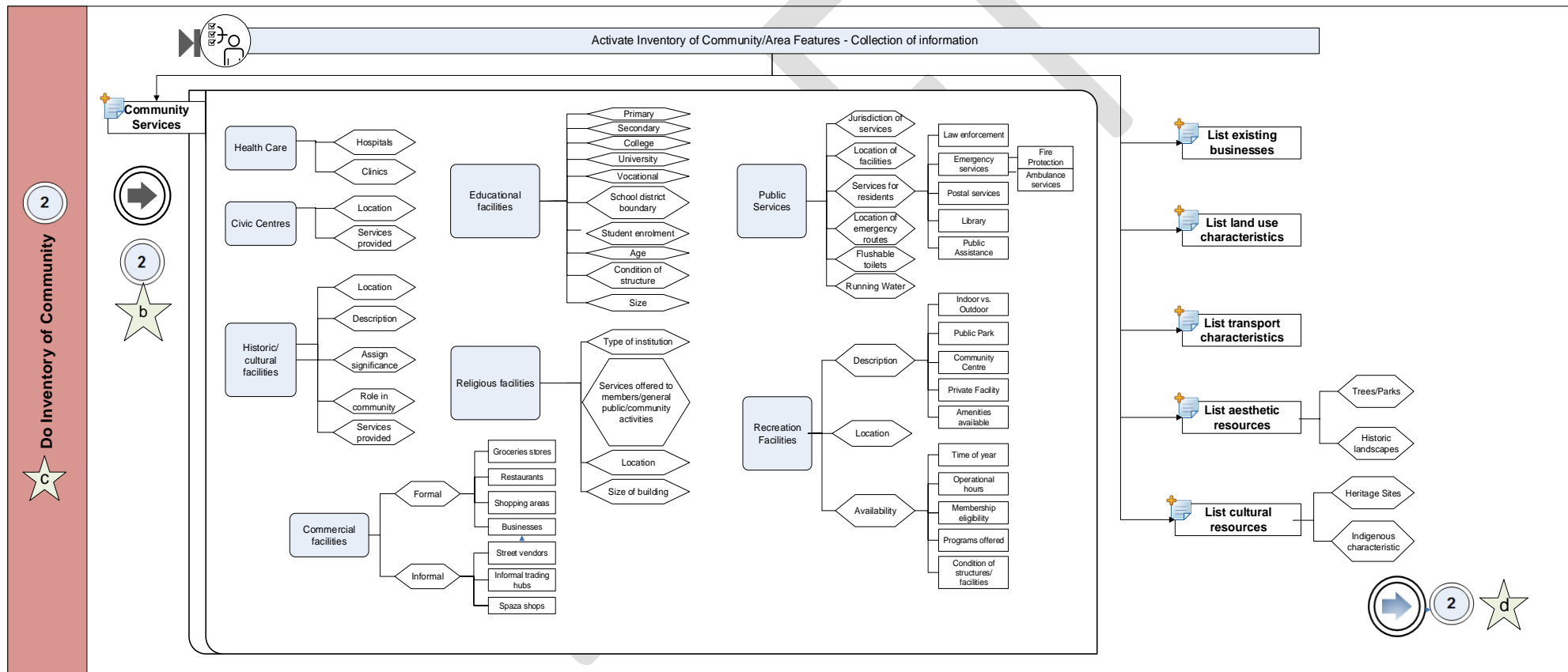
## Community Profile Process

## b) Collate social &amp; economic characteristics



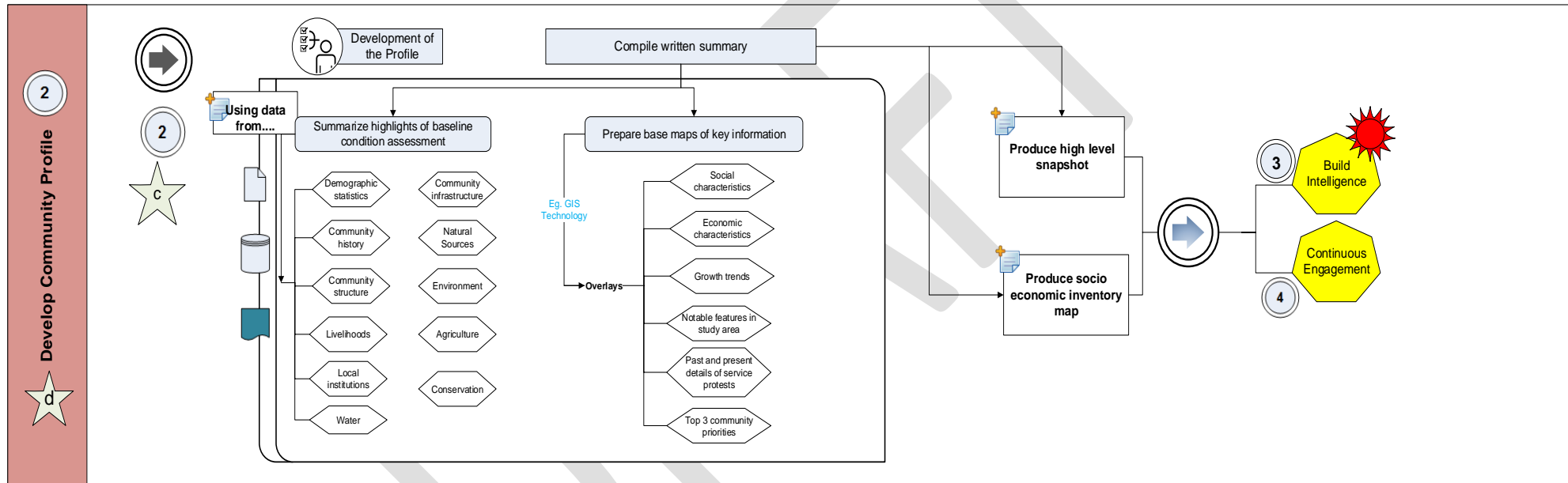
## Community Profile Process

## c) Do inventory of community



## Community Profile Process

### d) Develop community profile

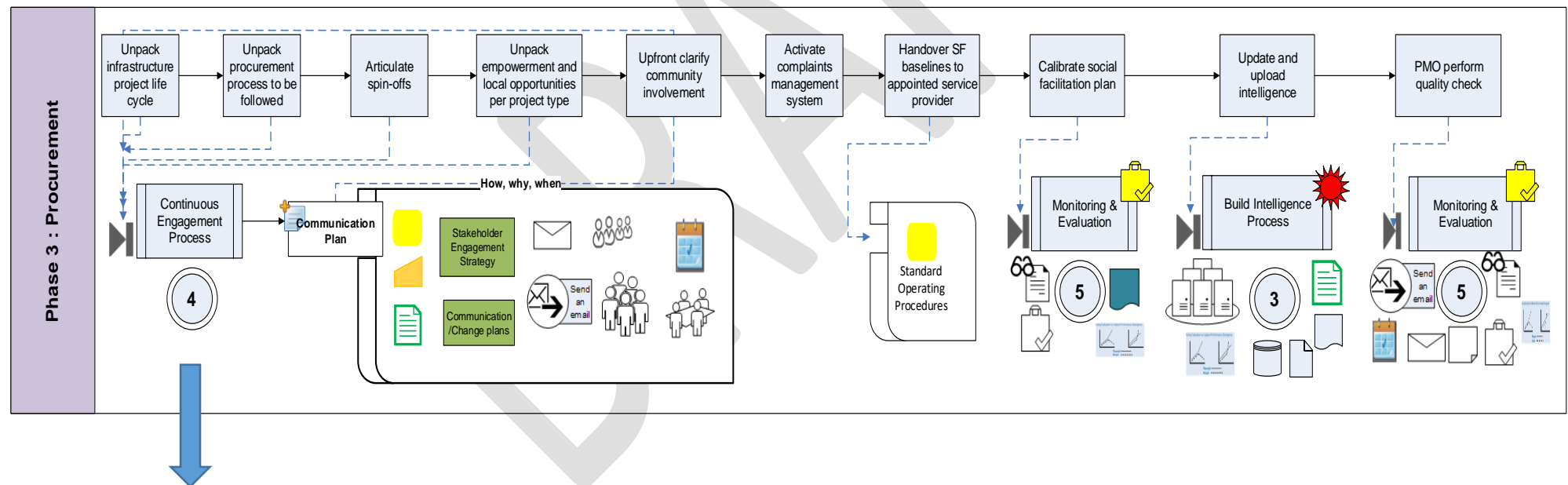




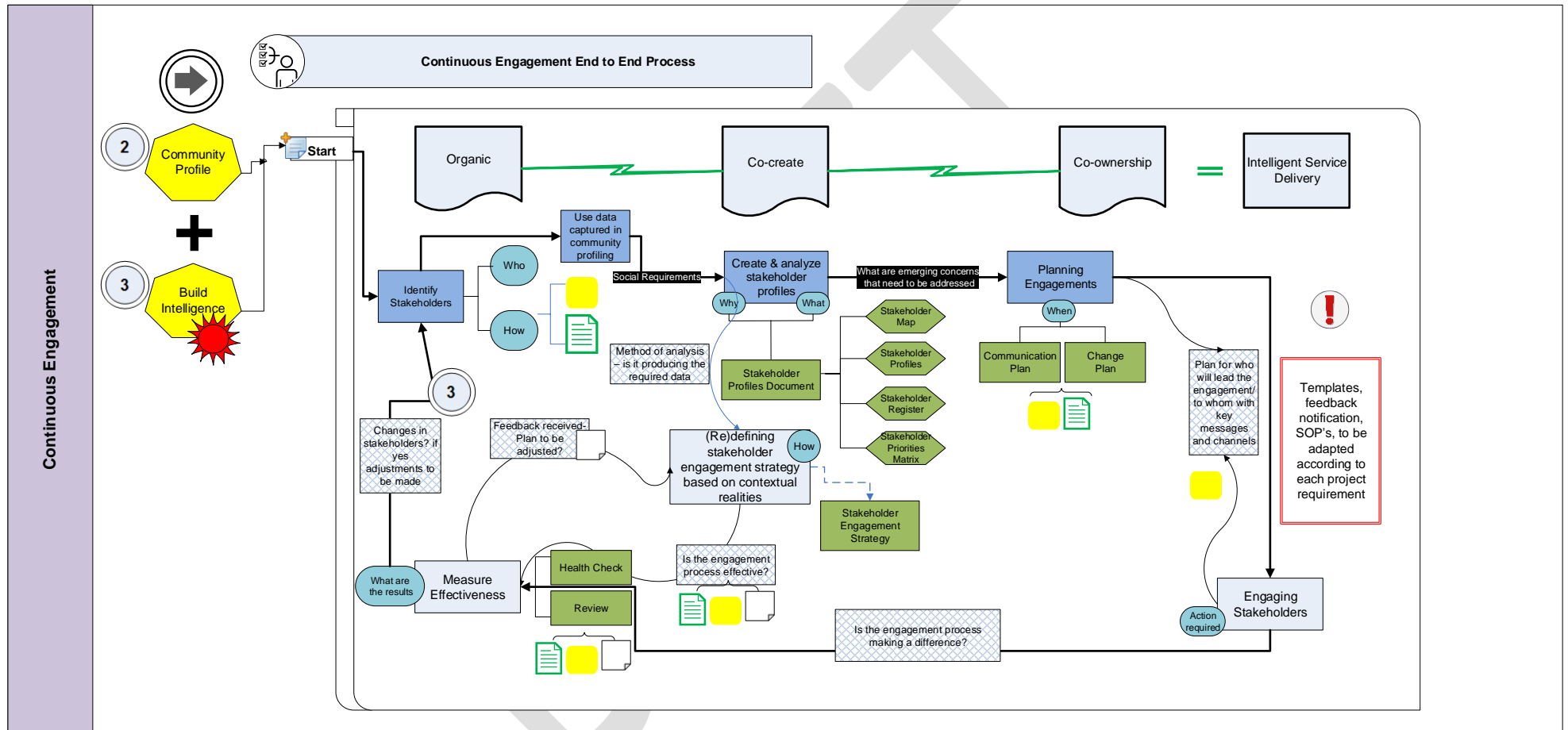
## Phase 3: Procurement

High level description	Engagement is inclusive, appropriate to the needs of the community, and commensurate with the scale and complexity of the proposed project. Identify and address potential barriers upfront with the community, being open about how their priorities will be phased within budget constraints and cycles or within social compacts with local businesses and commence discussions on what it means to take ownership once the project has been completed.
Frequency	To be tested with pilot
Trigger	Co-created project
Input	Community profile
Output	Social facilitation standards handed over to service provider (overall principles, governance and standards)

## Phase 3: Procurement overview



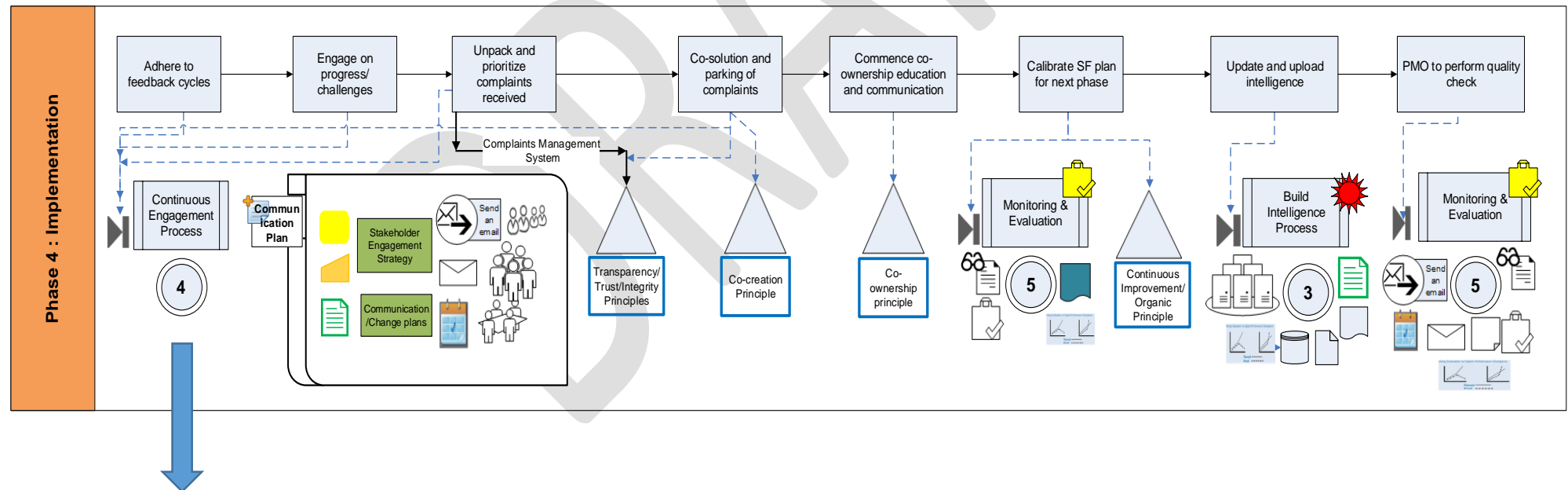
## Continuous Engagement Process



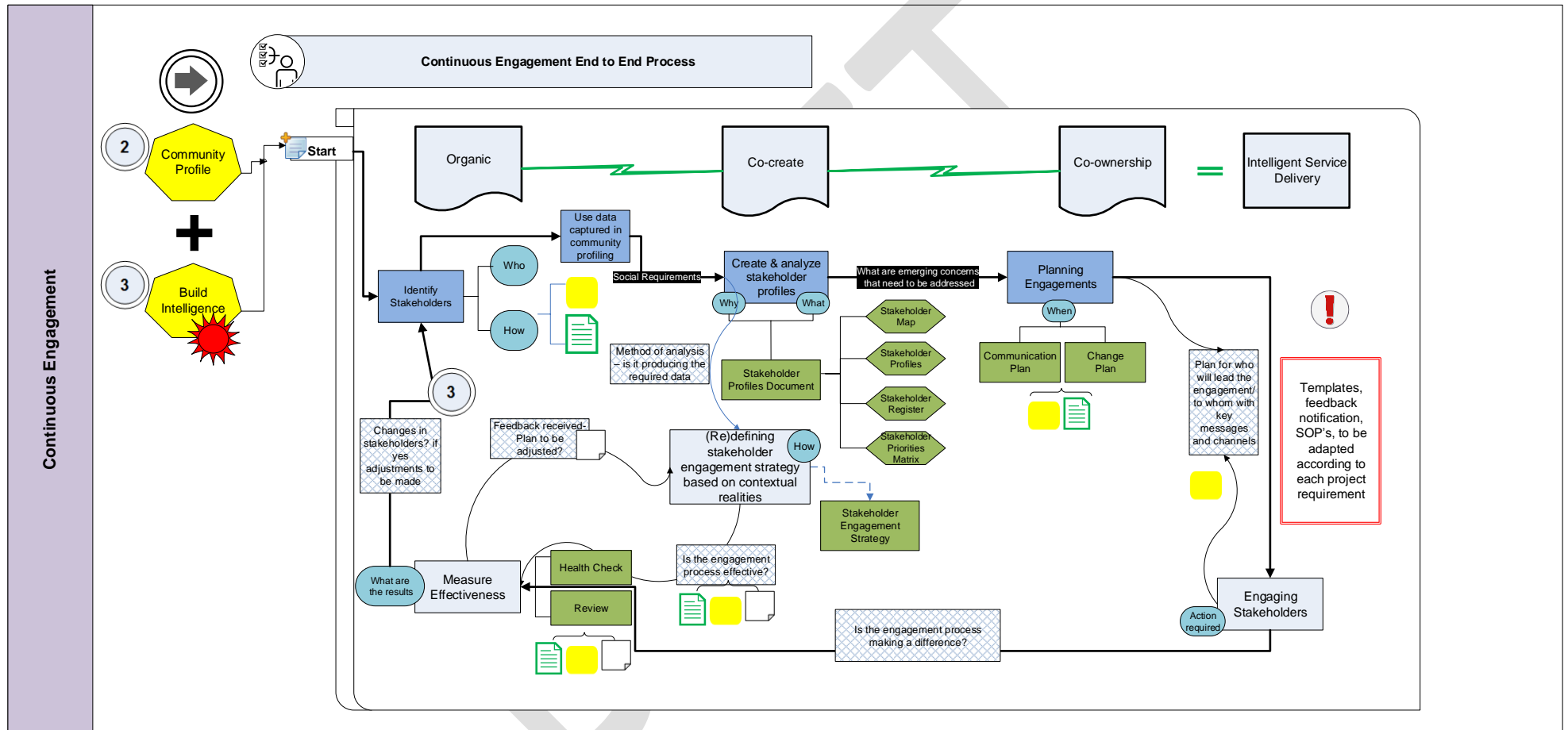
## Phase 4: Implementation

High level description	Consistent, targeted, and intentional engagement to build trust and make it easier for the community and stakeholders to actively participate.
Frequency	To be tested with pilot
Trigger	Project activation
Input	Change Strategy and training plan
Output	Building community capacity and stronger relationships

## Phase 4: Implementation overview



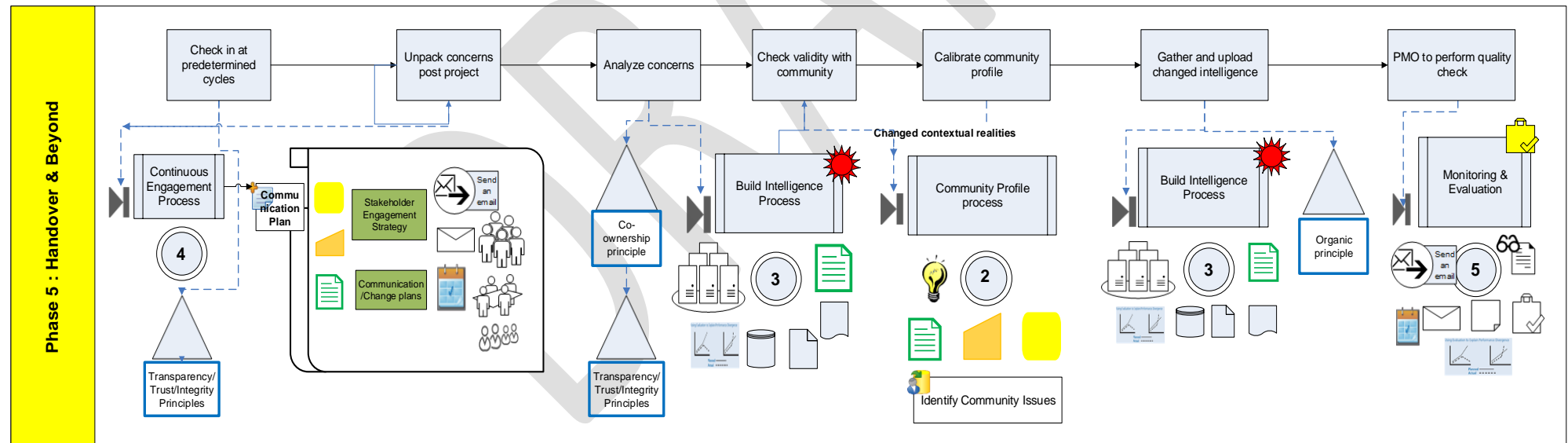
## Continuous Engagement Process



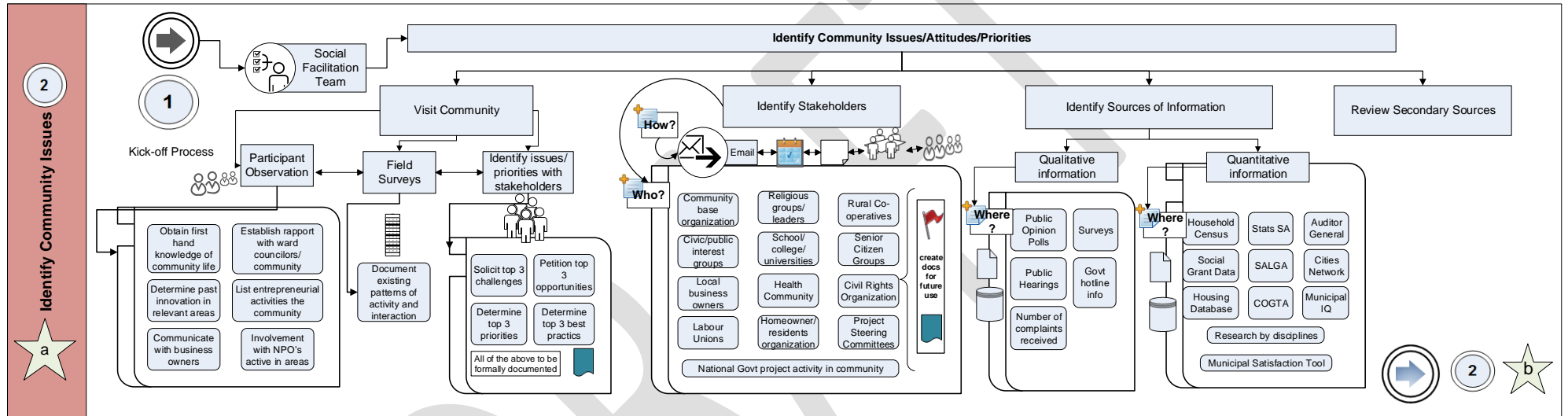
## Phase 5: Handover and Beyond

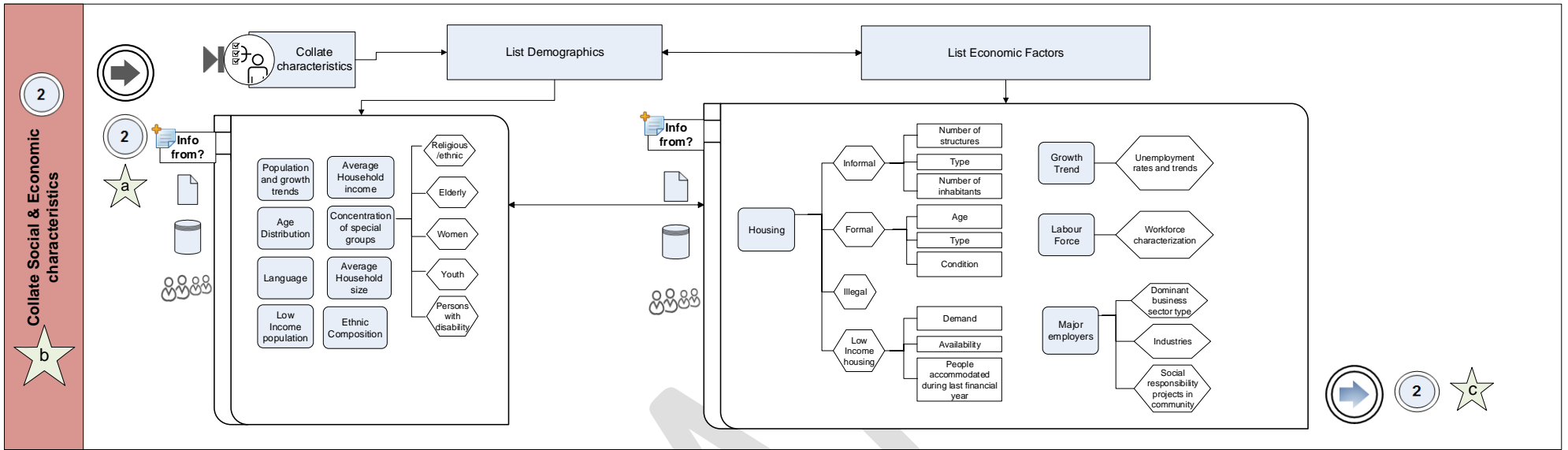
High level description	Creation of long-term networks of association
Frequency	To be tested with pilot
Trigger	Completion of infrastructure project
Input	Complaint's system, satisfaction measurement
Output	Engaged communities

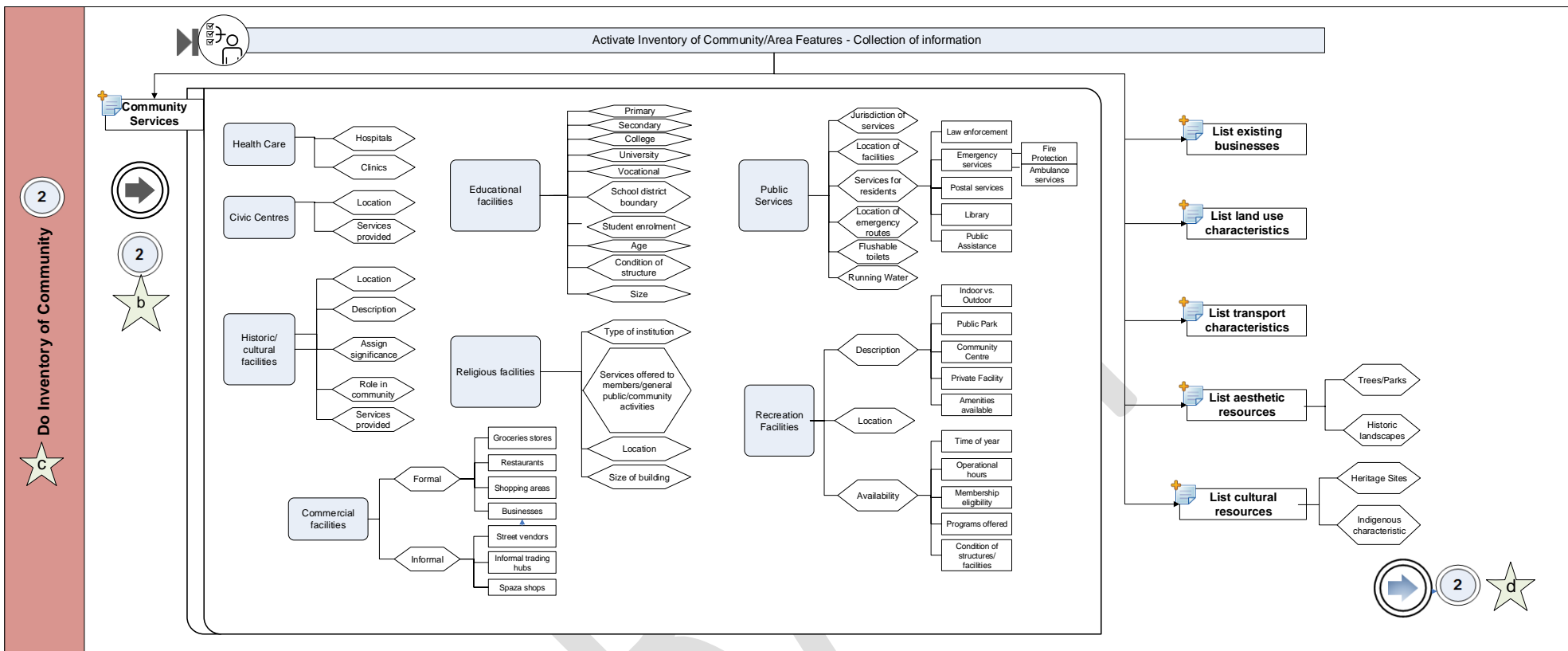
## Phase 5: Handover and Beyond overview



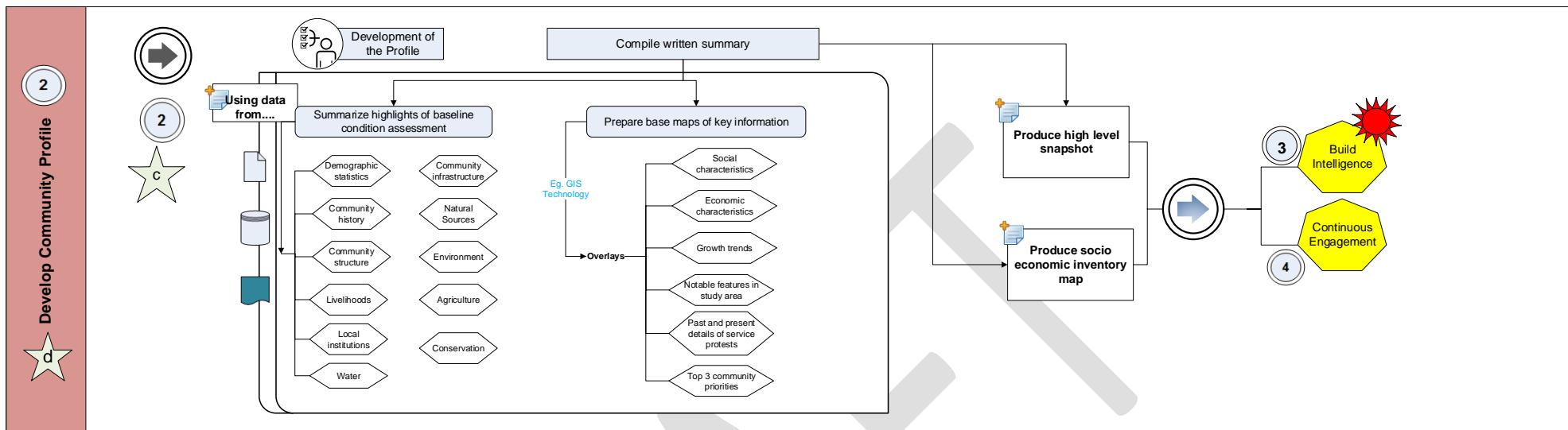
## Community Profile Process



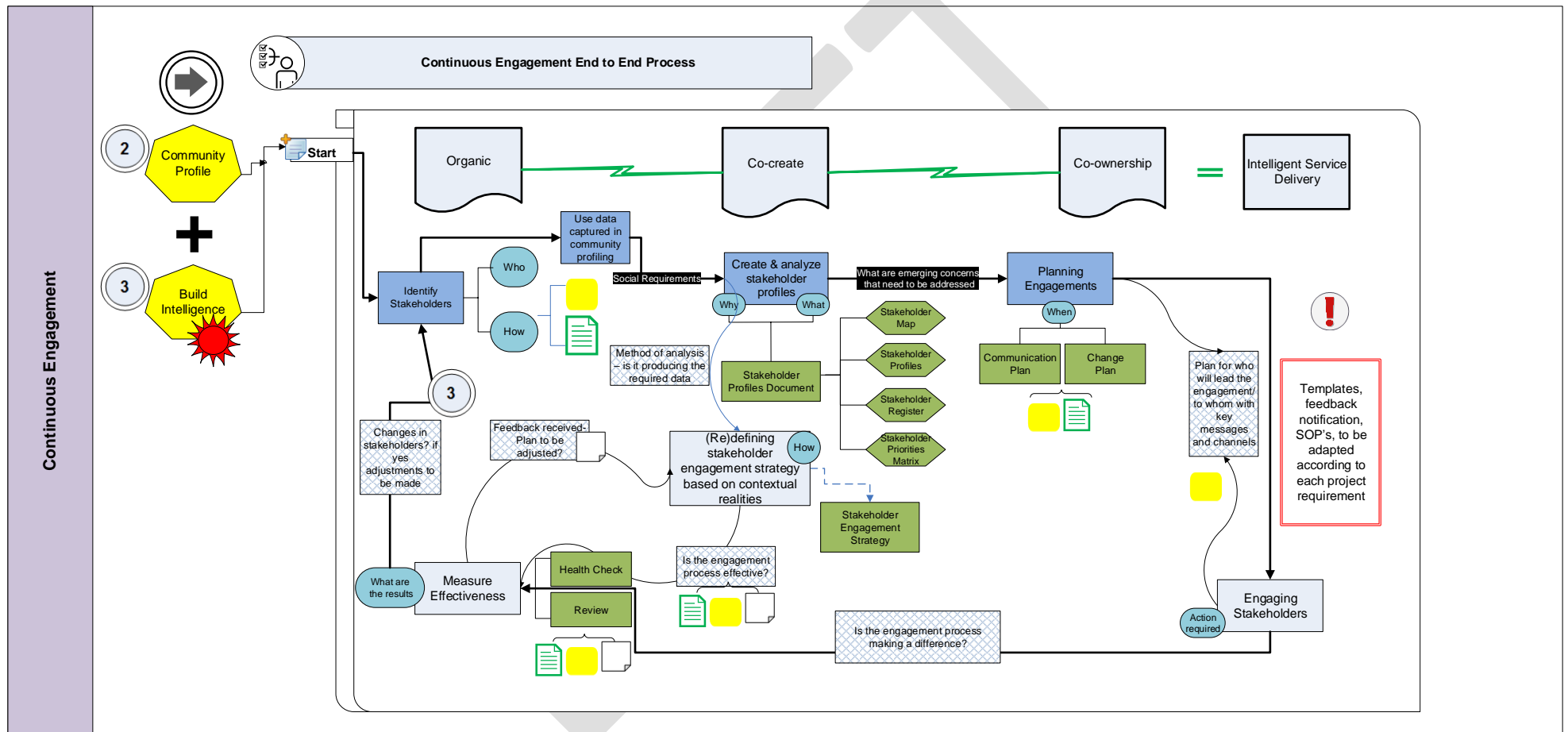








## Continuous Engagement Process



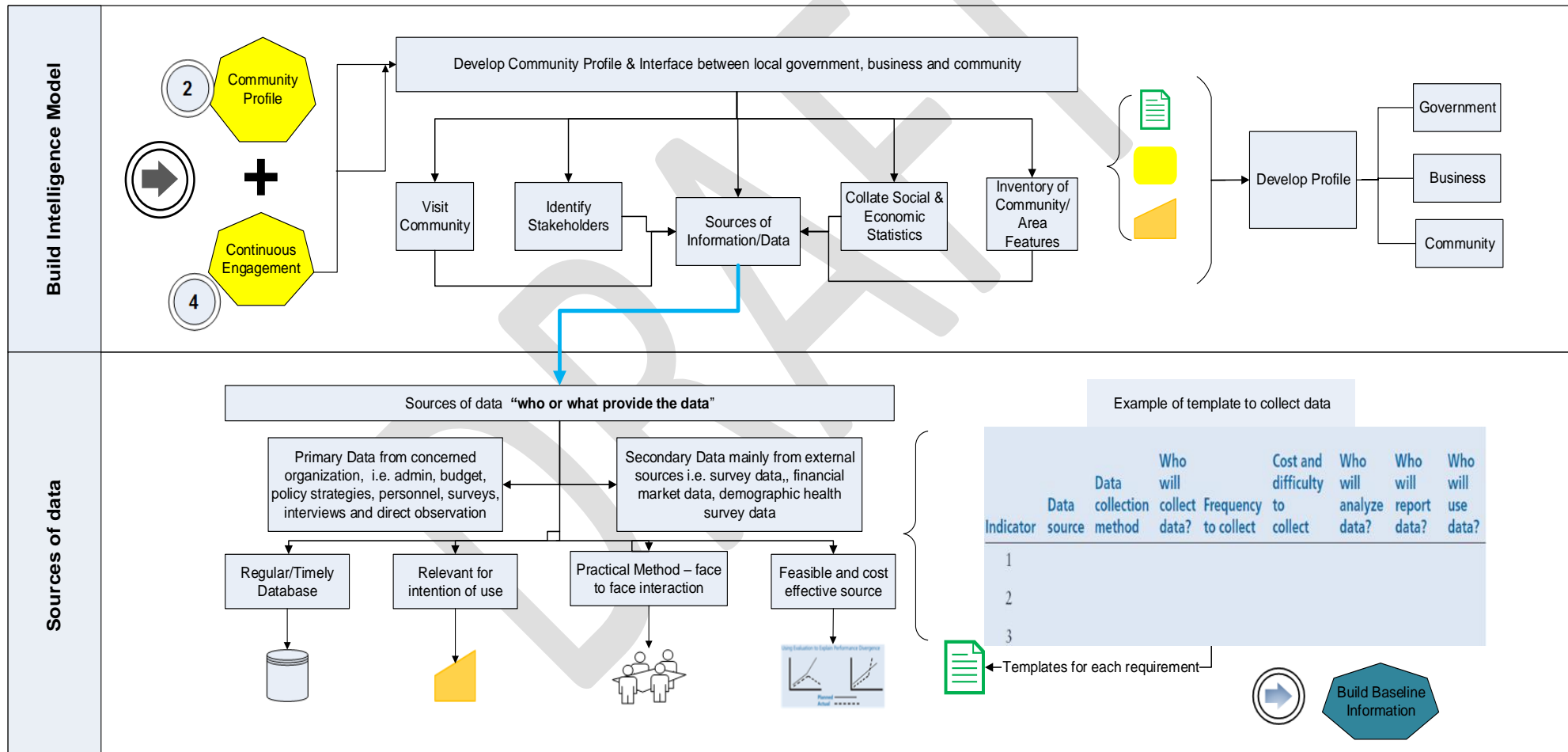
### SECTION 3: REPETITIVE PROCESSES WHICH OCCUR THROUGHOUT ALL 5 PHASES:

#### Build Intelligence Process

High level description	Continuous collection of data from multiple sources to build intelligence on every district in South Africa
Frequency	To be tested with a pilot
Trigger	Disillusioned communities
Input	Community profile
Output	Community profile

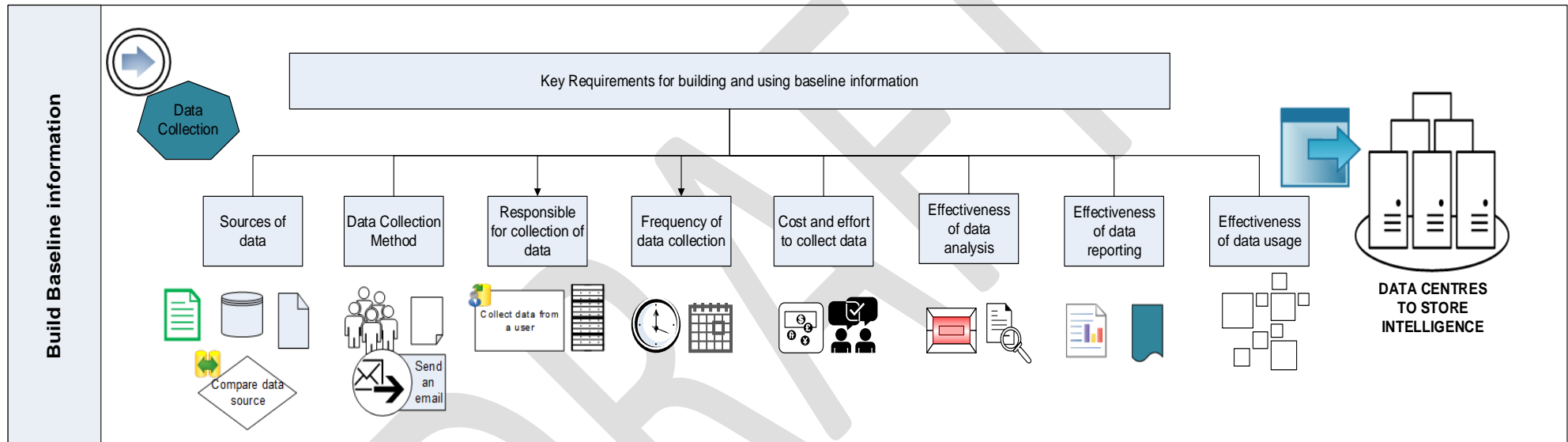
## Build Intelligence Process

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## Build Intelligence Process continued

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## Monitoring & Evaluation Process

High level description	Process to ensure that social facilitation enables socio-economic transformation
Frequency	To be tested with pilot
Trigger	Complaints, protests, quality
Input	PMO analysis
Output	Calibration

## Monitoring & Evaluation Process

5

