



FOOD RELIEF RESPONSE DSD AND PHTL FOOD RELIEF PROGRAM

Humanitarian Crisis Relief Fund

BENEFICIARY	AMOUNT ALLOCATED	AMOUNT DISBURSED
<i>Department of Social Development (DSD)</i>	R100 102 212	R100 102 212
<i>KwaZulu-Natal Provincial House of Traditional Leaders (PHTL)</i>	R20 000 000	R16 659 154

01

THE HCRF RESPONSE MANDATE

The Humanitarian Crisis Relief Fund (HCRF) was established with a clear focus on alleviating the consequences of the July 2021 protests in South Africa. To have the maximum impact on the lives of those affected by these riots, the HCRF aimed to implement a rapid and coordinated response. The goal was to mobilise and coordinate the financial and in-kind contributions from individual donors, governmental and non-governmental organisations, and the international community. Disbursements from the HCRF aimed to combat the resulting food and medical crisis caused by the protest action.

Access to food and water is a fundamental human right, and the economic and social impact of the riots affected the accessibility to food in certain areas across KwaZulu-Natal (KZN) and Gauteng Provinces (GP). Through the collaborative efforts of the HCRF, the Department of Social Development (DSD) and the KwaZulu-Natal Provincial House of Traditional Leaders (PHTL), a food parcel project to provide access to food to those affected by the protest action was established. The programme has provided food security to thousands of beneficiaries in Gauteng and hard-to-reach areas across 196 Traditional Councils (TCs) in KZN affected by the unrest.

Figure 1 below provides an overview of the HCRF programme and its focus areas.

Figure 1: HCRF programme overview

TOTAL DISBURSEMENTS: R600m

First grant disbursement on 03 August 2021 and last grant disbursement 15 March 2022



PRINCIPLES THAT GUIDED THE SOLIDARITY FUND'S SUPPORT

The following principles originated during the development of the Fund's Impact Framework and were adapted for application to the HCRF'S Food Parcel Relief Programme.



Speed

The PHTL initiative was a rapid-fire initiative distributing 20 560 food parcels in a 3-week period from the first distribution to the last to rural areas in KZN. The DSD food parcel project delivered 135 000 food parcels over a period of four months in KZN and Gauteng. Despite the speed of the programme roll out, the Fund ensured that it adhered to its governance processes, closely monitoring the procurement and distribution of the food parcels.



Maximising reach and minimising distribution costs

To maximise reach of the Fund's disbursement, distribution costs were kept to a minimum. On average, distribution costs amounted to 5,7% of the total disbursement. This was a fair costing and could not have been further reduced given the costs of transport and the warehousing challenges in the wake of the July unrests.



Geographic reach

Ensuring broad geographic reach to those most in need, especially to those in inaccessible areas, is a critical focus of the Fund. Of the two provinces KZN was the most affected. Therefore, there was a 60:40 split between KZN and Gauteng for DSD distributions. All 11 districts in KZN were covered and 5 in Gauteng. PHTL distributions were made to 196 Traditional Councils in KZN.



Transparency and reporting

The Solidarity Fund has a central mandate to promote transparency in how funds are disbursed. As a result, monitoring and reporting was considered a core tenet, and was built into the design of the scheme. The physical distribution of parcels carried a number of challenges, however the Fund adapted its implementation and worked closely with its partners to help mitigate these challenges.

PARTNERSHIPS

DEPARTMENT OF SOCIAL DEVELOPMENT PARTNERS

The implementing agents were selected by DSD from their existing pool of suppliers who are registered on the Governments Central Supplier Database (CSD) and were subjected to the Solidarity Fund's due diligence process. It was also preferred that the implementing agents were existing suppliers to the Solidarity Fund and operating in the targeted areas. A list of organisations that were involved in the previous food distribution programme implemented by the Solidarity Fund was shared with DSD. A few of the organisations were registered on the CSD and had previously done similar work for the DSD. DSD then recommended implementing partners who were selected on the basis that they met all due diligence requirements.

Table 1: DSD food parcel distribution programme partnerships

PIA	Province	Amount Spent (excl. VAT)
Action Development Agency	KZN	R60 000 000
Inqaba Yokulinda Youth Org	GP	R40 000 000
Tshikululu Social Investments NPC	GP and KZN	R102 212
Total		R100 102 212

Action Development Agency (ADA)

The ADA is an NPO that primarily focuses on community development and upliftment projects. They strive to assist the most vulnerable population groups through public and private stakeholder partnerships that align with their goals, values, and principles.

Inqaba Yokulinda Youth Organisation (IYYO)

The IYYO was established in 2003, with a strong commitment to the advocacy of the vulnerable and marginalised communities of South Africa. They focus on assisting individuals on their journey to self-sufficiency through skills development. They are based in Gauteng and were appointed as the PIA for GP procurement, packaging, and distribution of food parcels.

Tshikululu Social Investments NPC

Tshikululu was responsible counting signed beneficiary registers that accounted for food parcels distributed to households. The fee covers an administration fee for Tshikululu.

KWAZULU-NATAL PROVINCIAL HOUSE OF TRADITIONAL LEADERS PARTNERS

Table 2: PHTL food parcel distribution programme partnerships

PIA	Amount Spent (excl. VAT)
OrderCloud	R15 954 400
Tshikululu Social Investments NPC	R289 754
Inqaba Yokulinda Youth Org	R415 000
Total	R16 659 154

Partner selection process

The general principle for selecting partners was their ability to help the Fund identify and serve individuals experiencing extreme hardship as a result of the July unrests and also provide an end-to-end service from the purchase and packing of food into parcels and to finally deliver these. The process included vetting of partners on whether they had the capacity to deliver on the rapid disbursement mandate and whether they met the Solidarity Fund's due diligence requirements.

In keeping with the Solidarity Fund mandate to complement government initiatives, the Fund established a partnership with the PHTL in KZN, one of the key government departments tasked with relief efforts. PHTL distributions were focused on rural areas in KZN, most of which are far flung from distribution centres and food banks.

Database origination

The PHTL was wholly responsible for the identification of vulnerable households. This was the most efficient process that could have met the rapid speed requirements of the programme.

KwaZulu-Natal Provincial House of Traditional Leaders is a statutory body established to represent and advance traditional leadership and their communities at provincial level. PHTL partnered with the Solidarity Fund to provide food relief to approximately 110 families per Traditional Council in rural KZN. A Memorandum of Understanding (MoU) was entered into between PHTL and the Solidarity Fund with the Fund committing to make available funding for the for food parcels. The PHTL committed to the following:

- a. To form partnerships with the relevant local Traditional Councils, traditional houses and traditional leaders for beneficiary identification and targeting in the areas under their authority.
- b. To facilitate the handover of the food parcels to the eligible persons after taking delivery of the food parcels from the implementing agent in KZN.
- c. To track and report on distribution of the food parcels, allowing the Solidarity Fund to ensure that key beneficiary criteria were met, and beneficiary details captured and submitted to the Fund in the form of signed beneficiary registers.

Through CoGTA, the PHTL provided the Solidarity Fund with distribution lists consisting of locations of the Traditional Councils where food parcels would be delivered.

OrderCloud was appointed by the Solidarity Fund as an implementing partner to procure, package, and distribute 21 560 food parcels to 196 identified traditional councils (TC) in KZN, in a coordinated effort with the implementing agent and KZN CoGTA and PHTL. OrderCloud ensured that proof of delivery documentation was signed by the receiving PHTL and CoGTA officials to confirm delivery.

Tshikululu is a leading social investment fund manager and advisor, working alongside investors and other development partners to achieve sustainable social impact. Tshikululu provided overall programme support including the identification and on-boarding of the Solidarity Fund’s implementing partners, implementation support, and reporting.

Inqaba Yokulinda was appointed by the Solidarity Fund to facilitate the collection and assessment of food parcel beneficiary registers from the KZN PHTL for submission to the Fund.

04

PROGRESS

DSD DISTRIBUTION PROCESS

The DSD food parcel distribution commenced on 16 August 2021 in KZN in the uMgungundlovu district at a rate of 2 500 food parcels per day. The Gauteng PIA commenced with procurement and packaging of food parcels on 30 August. First deliveries to households began on 1 September 2021. The entire distribution process, across both provinces, took 16 weeks.

Each food parcel cost approximately R700 in total and was made up of the following goods:



The food parcels and prices differed due to availability at the time, as well as the logistical costs for delivery. The following table details the overall project targets and achievements for the DSD food parcel distribution.

Table 3: Overall project targets for DSD food parcel distribution

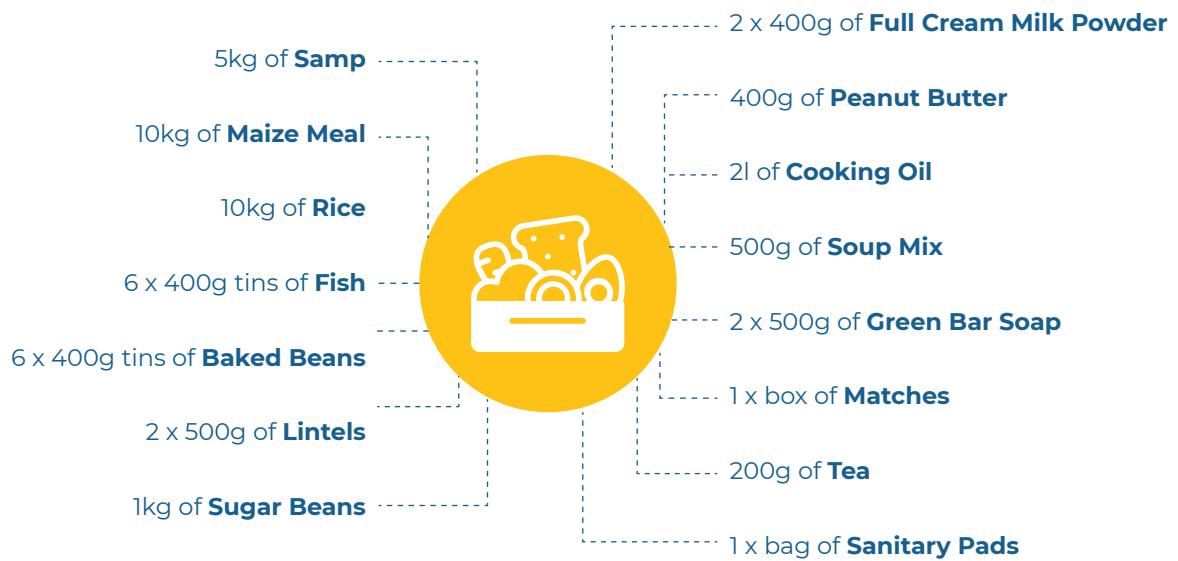
Province	PIA	Target	No. of Food Parcels Delivered	Est. no. of Individuals reached (five people/ household)
GP	IYYO	54 286	54 286	271 430
KZN	ADA	81 429	81 376	406 880
Totals		135 715	135 662	678 310

PHTL DISTRIBUTION PROCESS

OrderCloud distributed a total of 21 560 food parcels which were received by district managers from CoGTA and PHTL officials. PHTL officials were responsible for the identification and handover of food parcels to beneficiaries in need of aid within their communities.

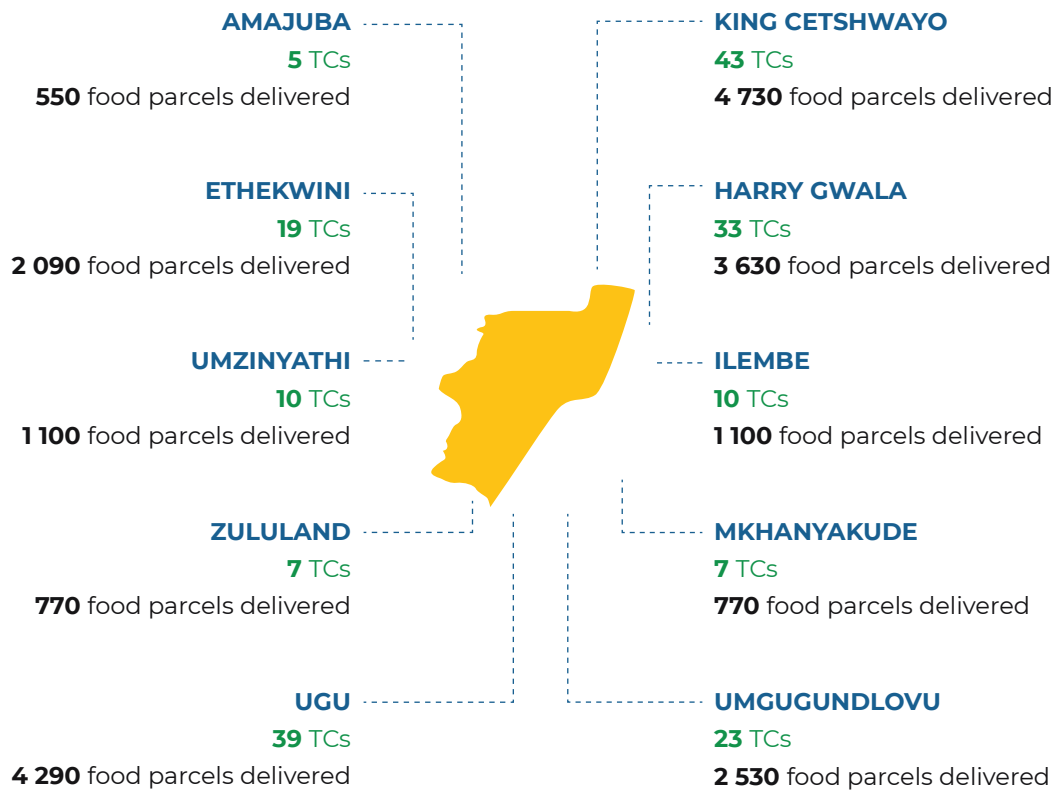
The PHTL Food parcel distribution commenced on 24 August 2021 in KZN at a rate of 1 500 food parcels per delivery day. The entire distribution process took four weeks across all 196 Traditional Councils.

Each food parcel cost approximately R740 in total and was made up of the following goods:



The following table details the OrderCloud Food parcel distribution by district.

Figure 2: OrderCloud Food parcel distribution by district



Totals: 196 TCs | 21 560 food parcels delivered by OrderCloud

- OrderCloud distributed a total of 21 560 food parcels which were received by district managers from CoGTA as well as PHTL officials. OrderCloud was tasked with ensuring that proof of delivery (POD) relating to the handover of food parcels was completed and signed for by the deliverer and each PHTL official/recipient.
- PHTL officials were responsible for the identification and handover of food parcels to beneficiaries in need of aid within their communities. The PHTL was also tasked with keeping registers of each food parcel beneficiaries for submission to the Fund.

05

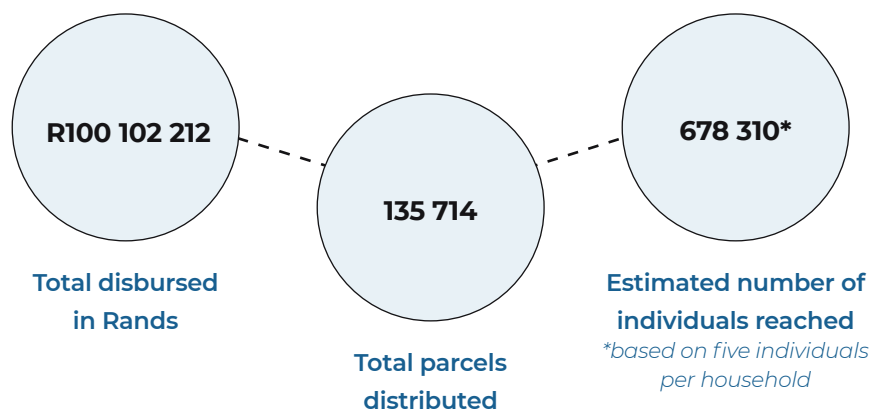
IMPACT

DSD IMPACT

The partnership between the DSD, the HCRF, and the PIAs provided short-term emergency food relief by distributing 135 662 food parcels, 99% of the 135 715 target, to vulnerable households across Gauteng and hard to reach rural areas of KZN. Over half a million people benefited from these parcels, with access to food and sanitary items following the unrest.



Figure 3: Overall DSD programme targets and achievements



Losses

Unfortunately, the project experienced some losses through looting and delivery issues.

Delivery Issues

In KZN, there was an issue with the delivery of food items on 12 October 2021. The report received from DSD indicated that only cabbages had been delivered. After several engagements, it was resolved that some items got delivered on the day, although they were not complete.

Looting

Both PIAs reported losses due to looting. The table below details the number of losses with the value of parcels lost per district in the affected provinces.

Table 4: DSD project losses

Province	District	No. of Food Parcels Lost	Value of Food Parcels Lost (approx.)
KZN	Itheke North	46	R32 200 (21%)
	Ilembe	102	R71 400 (46%)
	Umgungundlovu	73	R51 100 (33%)
GP	<i>No losses reported for GP</i>		
Total		221	R154 700

PHTL IMPACT

The Solidarity Fund, with help from the PHTL and its implementing partners, has provided short-term emergency food relief funding to assist civil unrest affected individuals. This contribution has provided 20 560 food parcels, with each food parcel enough to feed a family of four for a period of one month. Over 80 000 individuals have benefited from the parcels, with access to food and sanitary items following the unrest. The following figure details overall programme achievements.

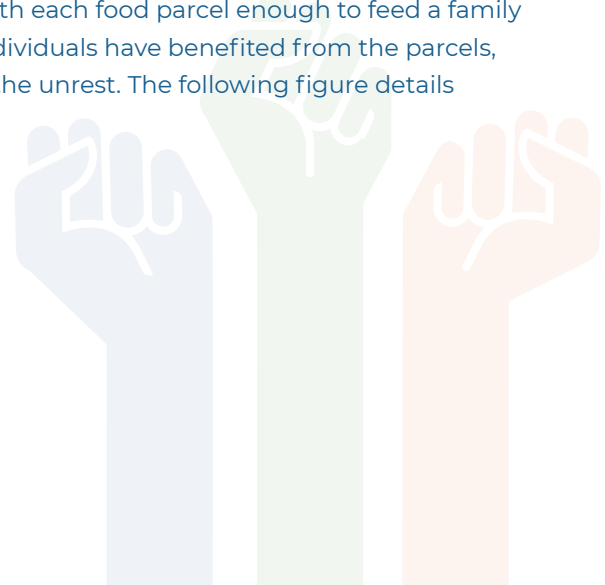
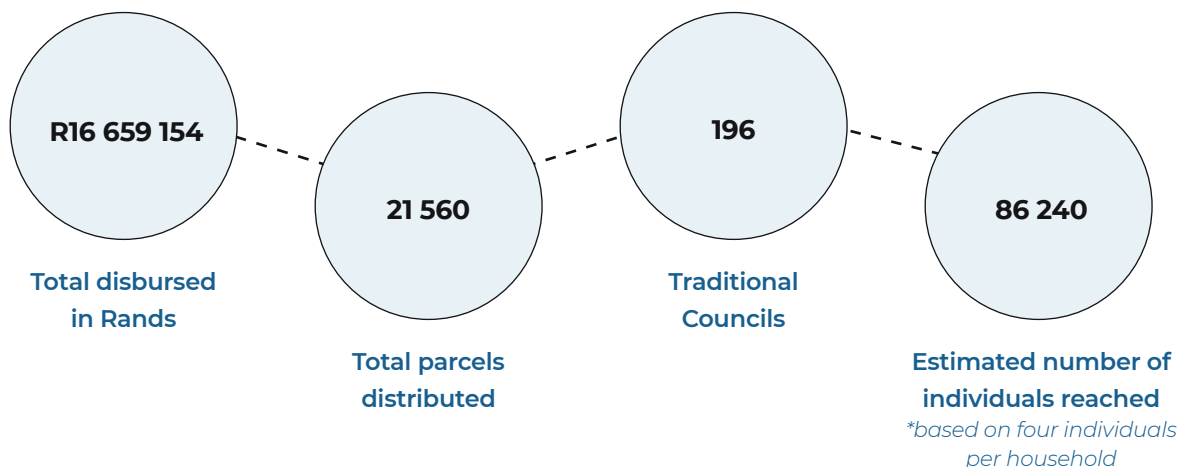


Figure 4: Overall PHTL programme targets and achievements



Verification of Deliveries

Monitoring of the food parcel distribution process was strictly managed by the Solidarity Fund to ensure proper use of resources. Both the DSD and PHTL distributions followed the process outlined below:

- Each partner was expected to provide a weekly report on deliveries, including a summary of where the parcels were delivered to and to how many households/beneficiaries.
- Each partner was expected to produce a closeout report at the end of the contract.
- As a final step, the Fund contracted with an external party to independently assess signed beneficiary registers that accounted for food parcels to ensure accuracy and address discrepancies.

06

GOVERNANCE

As with any large-scale distribution project, it is important to define the boundaries of responsibility and governance to meet reporting and monitoring obligations. These were laid out in the MOU between the HCRF, the DSD, and the PIAs

These included:



Project Monitoring

A project management team was established along with a monitoring and evaluation plan for the project, as described above. Daily and weekly reports helped to closely monitor the project's implementation.



Risk Management

It was crucial to develop a Risk Management Plan with the South African Police Service (SAPS). It is imperative to mitigate and minimise the risks associated with a project like this. Daily and weekly reports were done to monitor the risk throughout the project's implementation.



Stakeholder Engagement

It is essential to mobilise and engage with the communities and stakeholders involved. This helps to ensure community ownership. The project aimed to alleviate the stress and disadvantage of food insecurity in communities affected

by the riots, it was therefore important to ensure that the intended beneficiaries benefited from the project.



Food and Distribution Procurement

Procurement and sourcing of food were strategy-driven and involved multiple food suppliers. This process saw the implementation of logistical frameworks for delivering food to the affected districts and regions. This was to ensure that the plan was suitable and cost-effective. Warehouse visits were conducted to confirm the readiness of the provincial authority and PIAs to begin delivery. Individuals signed a register to verify that the parcel had been successfully delivered.



Monitoring and Evaluation

Monitoring the functions of implementing agents, utilisation of funds and the submission of reports was a contractual obligation set out for the project. Daily and weekly reports were collected and consolidated into a Portfolio of Evidence, which helped verify the beneficiary registers' completeness and accuracy.



Communication

As with any collaborative project, implementing regular and effective communication channels helps information move freely throughout the involved stakeholders and partners. Key challenges and risks were estimated and identified throughout the project's implementation. Weekly progress meetings were held, where the project's progress could be compared against the approved project plan. Expenditure per activity could also be compared with the approved cost budget.



Reporting

PIAs were required to submit daily reports to the DSD. A consolidated weekly report was then sent to the HCRF. These reports included the lists of all food parcel recipients, along with identity document numbers, full names, locations, and signatures.

07

LOGISTICS

It was essential to establish clear and effective mechanisms for identifying and reaching the targeted beneficiaries, as well as security and distribution plans for the successful implementation of the project.



Beneficiary Identification

Beneficiaries were identified through the following mechanisms:



KZN

- Household Profiling (community caregivers go into people's homes and collect the information they need about the issues facing the family).



GP

- Gauteng Government Hotline.
- Community Referrals (such as community leaders, activists, civil society, the private sector, and members of the public, etc.).
- Government Community Workers (such as social workers and community development practitioners).

Food Distribution and Security Plans



KZN

- District Development Agency (DDA) Depots received the parcels from a warehouse and delivered them to the households.
- Parcels were received by war room team members at the depots.
- Local Vans/Bakkies were given a households list to deliver parcels (this was transport that was already identified and allocated delivery areas.)



GP

- IYYO utilised five already existing infrastructures in the targeted regions in GP.
- Food delivery was done via Door-to-Door by IYYO.
- Where large numbers of households needed to be reached, IYYO used network partners to assist with food delivery.
- Security plans were implemented through the local Police Station.



08

KEY CHALLENGES

As with any large-scale project, some key challenges were identified during the implementation of the project. These included:

OVERALL CHALLENGES

Ambiguous Roles and Responsibilities

These were not clearly outlined to the PIAs. This created a gap as the Provincial Department of Social Development (PDSD) would report on certain things before engaging the PIAs.

Limited Police Presence

Law-enforcement officers were not present at all sites across both provinces for the smooth distribution of food parcels and to ensure the safety of the distributors. In some instances, the province had to seek the intervention of the General of Police to ensure that SAPS members were on-site during the distribution.

Safety

Both PIAs in both provinces reported threats of violence, looting and/or riots. Individuals who had not been identified for parcel distribution became angry that they were not

receiving food. Others became agitated when distribution was delayed. With a limited police presence, there was a genuine concern for the safety of those individuals working on the ground to provide parcels to identified beneficiaries. Unfortunately, some parcels were looted during distribution.

Delivery Notes

Both PIAs identified a lack of personnel on the ground for collecting the necessary Portfolios of Evidence (PoE). Inqaba Yokulinda Youth Organisation (IYYO) (GP) brought on their own team to collect and scan delivery notes to alleviate the pressure on the food bank personnel. In KZN, issues such as the signatory not being available to sign, resulted in delays in monitoring and evaluation for the project.

Operations

Both PIAs ran into operational issues during implementation. In GP, IYYO reported that they had to employ more data capturers and household verifiers. These costs were supposed to be covered by the operational fees paid to the organisation, and had to be resolved with the partner. In KZN, ADA found they had to spend most of their admin allocation on tranche one due to a large amount of work that needed to be done to kick- start the project. They therefore had to sacrifice other administration allocations for the following tranches.

Distribution

OrderCloud experienced challenges with adhering to the delivery schedule due to difficult terrain and weather affecting access to some of the TCs. The Fund mitigated the challenge by having lighter vehicles accompany the delivery trucks that were better able to reach the TCs. They also experienced challenges with offloading taking longer than expected, requiring additional personnel. The PHTL accompanied some delivery trucks to assist with offloading, and OrderCloud increased their personnel. OrderCloud also increased their oversight of personnel to ensure their schedules were adhered to.

Reporting

The biggest challenge was the collection of the signed food parcel registers from the PHTL. To date, the PHTL has accounted for 88% of food parcels handed over to households.

Outstanding Registers

A meeting was held between the KZN PHTL and the Solidarity Fund to discuss some of the challenges experienced while executing the project. Minor challenges included timing and communication challenges. The Fund has taken on board the lessons highlighted from this discussion and noted them for future initiatives of this type.

A larger concern that was discussed was the challenge of inconsistencies in the numbers of signed registers to food parcels delivered in some Traditional Councils. In some cases beneficiaries did not sign registers, or if they had, there were challenges such as one person signing for all parcels. There were also cases where district names were left off of food parcels, making it difficult to match them on the registers.

Following the meeting between the PHTL and the Fund, an updated list of outstanding registers was shared with CoGTA district managers to address the gaps. Progress is being made, with about 88% of signed registers collected, verified, and submitted to the Fund as of June 2022. Approximately 2 400 outstanding food parcels are not yet accounted for, amounting to a total value of about R1.6 million. The Fund continues to work with its partners to resolve the issue.

CONCLUSION

It was paramount to the local and national government that those affected by the protest action were supported with access to food and other essential items. The Fund collaborated with the provincial DSDs, the KZN PHTL, and our implementing agents to provide a level of food security to over half a million beneficiaries.

Although the project faced some challenges, we were able to support the delivery of over 150 thousand food parcels to those in need in Gauteng and rural hard to reach areas in 196 Traditional Councils in KZN.

Projects such this one show how the Solidarity Fund is playing a key role in supporting South Africans already struggling from the effects of the COVID-19 pandemic, and now further devastated by the civil unrest. It further shows how the Fund is providing resources to institutions positioned to have a significant and positive impact on their communities.

