IMPLEMENTATION PRINCIPLES & PROTOCOL FOR IZIMBIZO PROGRAMME

1 INTRODUCTION

Cabinet on the 15 May 2013 approved the following key elements regarding the outreach programme of government:

a. Re-naming and re-branding of the Public Participation Programme to the Izimbizo Programme;
b. Refined definition of the programme;
c. Reporting procedures for the programme.

1.1. The approach is principally anchored on heightened engagements between Members of the Executive and citizens through maintaining sustained or on-going communication platforms. In line with this approach, Cabinet resolved that members of Executive would undertake at least ten (10) Izimbizo Programme engagements per annum guided by the Cabinet approved Principles and Protocol.

2 BACKGROUND

2.1. Government has introduced a variety of platforms in an effort to consolidate, monitor and respond swiftly to public concerns including the Presidential Hotline, Public Liaison Offices, CDWs, outreach activities and various access points across the country, including Thusong Service Centres.

2.2. Research and observations have shown that the name Izimbizo still resonates well amongst communities. Some Members of the Executive have continued to utilize the name Izimbizo for their direct and unmediated engagements with the public.

2.3. Additionally communities and Principals alike have continued to refer to the term “Izimbizo” to describe events of engagement between communities and citizens. And while an Nguni word, the use of the term is finding application across linguistic, cultural and racial differences in our country and is already internalised in various ways in all languages.
2.4. There has also been a degree of uncertainty about the definition of the Izimbizo (formerly known as Public Participation Programme). The specific character of events which constitute the Izimbizo programme as opposed to any other public appearance programme of a member of the Executive has been uneven.

3 BRAND POSITIONING

3.1. The inadequate brand positioning of the initiative has made it difficult to ensure that these special initiatives stand out as key platforms of a democratic, participatory government. This has also adversely detracted to position a government which is aware of the challenges of its people and is visibly addressing these speedily and effectively.

3.2. In as far as the brand positioning of the programme is concerned, the GCIS has developed a uniform brand for the programme and it is proposed that this be adopted as a standard brand for Members of the Executive in order to achieve visibility and identity.

4 REPORTING PROCEDURES

4.1. To arrest the report coordination gap, The Presidency: Private Office of the President and the GCIS have developed an online e-Platform which allows for direct reporting as such it has been recommended that from now on this system be used to collate the bi-annual report to the Cabinet Makgotla.

4.2. In addition, Chiefs of Staff of Ministries and Premier’s Offices as well as Heads of Office of Deputy Ministries will be the final authority of the report submitted onto this system to ensure accuracy. (This function was previously the responsibility of Directors General).

5 IMBIZO FOCUS WEEKS

5.1. To ensure maximum impact of the Imbizo Programme and heighten its reach, the following more specific programme for the year ahead is recommended, considering that this is a period in which government must account on how it has performed on its 12 Outcomes:

Three Izimbizo Focus Weeks to be added to the calendar as follows:

a. 9 – 16 June 2013 culminating in the National Youth Day celebration. The Focus of this Focus Week would be on youth economic and social opportunities across various sectors.

c. Late February to early March 2014. The focus of this and the October Focus Week as it is nearing the end of term of this current administration should be on showcasing government’s achievements against the 12 Outcome areas. A strong focus should be on telling the stories of South Africans who have been beneficiaries of government’s programmes across all outcome areas.

5.1.1. The President and Deputy President will continue the rollout of their specific Siyahlola monitoring and War on Poverty programmes respectively. Ministers and Deputy Ministers will, as and when required, participate in these Izimbizo events in the year ahead with detailed programmes being developed currently by both offices.

5.1.2. Ministers and Deputy Ministers will continue with the programme of at least ten (10) Izimbizo events per annum which amounts to around at least one event per month in the period to March 2014. These Izimbizo events should be determined by departmental priorities and programmes but with a strong focus on repeat visits to stakeholders and communities where undertakings were made on previous Izimbizo to assess progress, report back and showcase successes. GCIS will work with Ministries and Deputy Ministers to develop a more detailed programme per Principal.

5.2. Communication facilitated through unmediated platforms such as Izimbizo events constitute an integral element of accountability and the strengthening of mutually beneficial partnerships between government and communities. Under the hallmark of Izimbizo principals are requested to commit to at least ten (10) public engagements, including repeat and follow-up visits per year as part of the overall performance monitoring approach.

6 KEY IMPLEMENTATION PRINCIPLES OF IZIMBIZO PROGRAMME

One of the key determinants of the Izimbizo approach is that such engagements should be guided by key principles ensuring that these events have a ‘qualitative’ value in communities in line with government’s commitment to an outcomes oriented approach. The following principles should guide all izimbizo outreach events in the national, provincial or local spheres of government:

6.1. Thorough pre-research and planning among all spheres for national leaders to understand and analyse issues raised previously – from various sources, including previous Izimbizo, presidential hotline, ward visits, etc. – by communities and be in a position to respond to these.

6.2. Limited size of engagements as mass meetings do not allow quality engagements. The engagements should also include sectoral or stakeholder engagements, and there is a need to also prioritize designated groups – women, youth, children, the elderly, people living with disability.
6.3. Steering away from ‘complaints’ sessions to information sharing on plans, achievements, success and clear feedback and joint problem solving. Many ideas and solutions to our challenges can come from our communities themselves!

6.4. Simultaneous service delivery drives – like mobile units from Home Affairs, SASSA, etc.; door to door campaigns, walkabouts to inspect projects etc. They should be ‘action oriented’ and these actions should be immediate and tangible for communities.

6.5. Post-event feedback and communication within specific timeframes using multiple platforms, driven by local political principals. There should, amongst others, be an agreement to repeat visits by national and provincial principals to an area after a specified timeline.

6.6. In upholding these principles in the actual implementation, it should be emphasized that the presence of national representatives should not over-shadow the local authority as they are in a better place to comment on local issues and give direction to such even beyond the event in a more sustainable manner. The image portrayed should be of a shared vision of government which is not distinguished by a particular sphere of authority.

6.7. The current approach envisages that ministerial visits can and should be linked to these standing outreach events of provinces and municipalities thus ensuring better alignment, seamless integration and eliminating the waste of resources. As such, we need to develop a ‘cost-sharing’ approach to hosting these Izimbizo events.

6.8. It must be clarified that this approach is not ceremonial or public relations in orientation but be action and business oriented in line with the spirit and character of the activism for development espoused by the current administration. The sessions should seek joint solutions to problems and demonstrate that this government is committed tangibly to solve service delivery blockages.

6.9. In our efforts to engage communities it would be prudent to be cognizant that society is organizing itself and that the principals’ should start utilizing those community based platforms.

6.10. For optimum impact the Izimbizo approach can be characterized by the following cardinal elements (basket approach):

   a. A door-to-door household profiling
   b. A walkabout or project visit
   c. Stakeholder dialogues
   d. Community engagement
   e. Commercial and Community media engagement
7 IZIMBIZO SITE IDENTIFICATION MECHANISMS

It is of paramount importance that clear guidelines direct the manner in which potential sites for Izimbizo events are identified and these should guide government officials supporting principals from the three spheres of government. The following site identification mechanisms are recommended:

7.1. Specifically, prioritize visits to municipalities identified under the Local Government Turn Around Strategy (LGTAS) in support of this programme – including sites where incidents of protest or dissatisfaction have been identified – so-called pressure points.

7.2. Areas of absolute deprivation as identified through the War On Poverty campaign.

7.3. Sites where issues from previous public engagements (Izimbizo, IDP hearings etc.) require feedback and explanations. These should also include places where complaints / concerns have been raised via the Presidential Hotline, the offices of Public Liaison Offices in provinces and national departments and the Offices of Speakers in municipalities.

7.4. Sites where there are already Izimbizo activities unfolding driven by provincial and national government e.g. Integrated Development Plans (IDP) Hearings and public meetings or Provincial Exco outreach events. The idea would be, for example, a morning meeting of the Provincial Exco followed by an outreach event which might also include a national political principal.

7.5. Sites where specific sector or stakeholder visits are required – this could be linked to the core mandate of a minister and the outcome/s a minister is championing. As indicated under principles, we also need to prioritize designated groups – women, youth, children, the elderly, and people living with disability.

7.6. Communities where programmes implemented via departmental competences and lead projects specifically guided by the outcomes approach, are being delivered but not of a ceremonial character.

7.7. Sites where there are successes in service delivery – to profile what government has done and is working as well as well as outline further plans.

7.8. An overarching issue is that key national theme months and the outreach activities taking place within the theme month campaigns can also guide deployments but also set a tone for the messages ministers and other principals wish to convey in these visits.

8 INTER GOVERNMENTAL COORDINATION
The approach to the Izimbizo Programme recognizes that provinces and municipalities regularly hold outreach activities either in the form of ‘Mayor meets the people’ drives or ‘Provincial Exco Outreach’ events. It is recommended that the following steps be followed to properly coordinate the programme intergovernmentally:

**Nationally:**
8.1. There is a need to resuscitate the national working committee comprising the Presidency, Ministry of PME, COGTA, GCIS, DAC and SALGA. The team will also include social service delivery departments like DWEA, Energy, Human Settlements Health and Transport. However, this core team would invite other departments to participate depending on the need/s of the community. This task team is responsible for the overall management and oversight of the programme including reporting to the Minister of Performance Monitoring & Evaluation and the Presidential Coordinating Council.

This structure will be complemented by an interdepartmental steering committee comprising Izimbizo Programme representatives (Chief of Staffs and Heads of Office) of all national departments. This team should meet from time to time to monitor the implementation of the programme.

**Provincially:**
8.2. These structures should be replicated provincially to accommodate interdepartmental coordination at this sphere. Metro and District municipalities should have representation on this team. This committee should account to the provincial Chief of Staffs who have overall responsibility for the Izimbizo programme provincially and for reporting.

**District and Municipality level**
8.3. There should be a district wide Izimbizo programme committee (which need not be a separate forum but could in fact be implemented through the District Communication Forum or other existing coordination forums or structures, e.g. service delivery forums). The forum should account to the district Municipal Manager who is overall accountable for the Izimbizo programme. This should be reported to the District Intergovernmental Coordinating Forum and for provincial reporting to the Provincial Chief of Staffs.

**9 IMPLEMENTATION**

9.1. All political principals across the three spheres of government are expected to identify at least ten (10) Izimbizo engagements per annum, and these should be developed into a calendar of activities.

9.2. The formal protocol engagement process of letters from the office of the relevant Minister/ Deputy Minister to the Office of the Premier in the Province and Municipality to be visited should still be undertaken as normally – and copy CoGTA for all to be privy to the engagements. This communication will then be
cascaded or disseminated to the relevant IGR structures for smoother coordination and planning.

9.3. The GCIS has developed a communications approach for the Izimbizo Programme, and departments should develop their own communications strategies for their programmes.

9.4. All other implementation protocols should be followed. The following points refer:

  9.4.1. Offices of the Premiers supported by GCIS at district level along with CDWs and relevant municipalities will be responsible for the recording of the event and for the provision to the district team of a consolidated report of the event **within one week** of the event being concluded. The district team leaders will be responsible for the submission of the report to the relevant municipality from where it will be submitted to the Office of the Provincial Chief of Staffs.

10 POST EVENTS

10.1. It is the responsibility of the Provincial Chief of Staffs to ensure effective monitoring of the implementation, reports and accountability on actions agreed to at a specific Izimbizo event.

10.2. It is crucial that feedback is provided to communities promptly based on the reports.
c. 15.4 million households with access to electricity (91%).
d. 11.7 million households with access to refuse removal (69%).

11. CAPABLE STATE AND ACTIVE CITIZENRY – Create a better South Africa, a better Africa and a better world:
   a. South Africa reintegrated into global community.
   b. South Africa joined the then Organisation of African Unity (OAU) (now African Union (AU)).
   c. 125 South African missions abroad in 2012.
   d. 8.9 million tourist arrivals in 2015.
   e. Tourist spend reached a total of R68.3 billion in 2015.
   f. South Africa an attractive investment destination in Africa, drawing more than twice as many Foreign Direct Investment projects in 2012 than any other African country.
   g. South Africa has contributed to the transformation of the OAU to the AU, adoption of the New Partnership for Africa's Development and African Peer Review Mechanism, normalisation of conflict situations in the Democratic Republic of Congo, South Sudan, Lesotho and Burundi.
   h. Renegotiated the Southern African Customs Union agreement.

12. CAPABLE STATE AND ACTIVE CITIZENRY – An efficient, effective and development-oriented public service:
   a. Transforming the Public Service. Integrated and unified single Public Service created.
   b. Introduction of new legislation such as the Public Service Act, 1994 (Act 103 of 1994) and regulations, including financial disclosure.
   c. Improving in transparency, such as filing of financial disclosure forms by Senior Management Service members improved from 48% in 2007/08 to 82% in 2014/15.
   d. Establishment of institutions to support the Constitution such as Auditor-General, Public Protector and other Chapter 9 institutions.
   e. Departments with poor audit outcomes decreased by 76% from 102 out of 153 in 2000/01 to 27 out of 166 in 2014/15.

13. CAPABLE STATE AND ACTIVE CITIZENRY – Nation-Building and Social Cohesion:
   b. 42.5% of women in legislative bodies in 2014.

14. YOUTH DEVELOPMENT
   a. Skilled Africans 15 – 24: 10%.
   b. Skilled Africans 24 – 34: 15%.
   c. Skilled whites 24 – 34: 64%.
   d. Unemployment 18 – 29: 29-40%: 2.6 million (Twenty Year Review).
   g. Gauteng has set aside 10% of its procurement for youth and spent R2 billion on youth procurement in 2015/16.
   h. Rural youth cooperatives trained and 10 youth cooperatives are installing solar electrification systems.
1. ECONOMIC SERVICES – Decent employment through inclusive economic growth:
   a. Since 1994 the South African economy grew at 3.2% a year on average from 1994 to 2012, but growth has slowed significantly since then.
   b. Real growth of the economy (in 2010 constant prices), from a gross domestic product (GDP) of R1.6 trillion in 1994 to just over R3.0 trillion in 2015.
   c. GDP per capita growth averaged less than 1% per year between 1994 and 2002. It averaged 2% from 2003 to 2011, declining from 2012.
   d. In 1993, investment as a percentage of GDP was less than 15%. This increased to 20.4% in 2014.
   e. Tax revenue has grown significantly expanding from three million taxpayers in 1994 to almost 20 million in 2014. This is due to economic growth and efficiency with the tax register.
   f. Over the past 20 years, employment (both formal and informal) has grown from 9.5 million in 1994 to 16 million at the end of 2015.

2. ECONOMIC SERVICES – Skilled and capable workforce to support an inclusive growth path:
   a. 969 154 students enrolled in higher education institutions in 2014 – with 794 127 black and 166 172 white students, and others 8 855.
   b. 16 114 learners qualified as artisans in 2015/16, with 11 353 black and 3 124 white artisans.
   c. 710 535 students enrolled at Technical and Vocational Education and Training colleges, formerly called Further Education and Training colleges, in 2014.

3. ECONOMIC SERVICES – Comprehensive rural development and food security:
   a. 9.7% (7.99 million hectares (ha)) of the 30% (24 million ha) target to distribute agricultural land to previously disadvantaged individuals.
   b. Precise number of commercial farms unknown, but estimates in order of 35 000.
   c. 10.5% of rural households vulnerable to hunger in 2007 but increased to 11.3% in 2015, according to Statistic South Africa’s (Stats SA) General Household Survey (GHS) for 2015.
   d. 12.1% of households involved in agriculture reported getting agricultural support from government (Stats SA GHS, 2015).

4. ECONOMIC SERVICES – Environmental assets and natural resources that are valued, protected and continually enhanced:
   a. Financial provision regulations in place to ensure mining houses quantify their environmental liability.
   b. Government rehabilitating derelict and ownerless mine sites. About 100 mine sites were rehabilitated in 2015.
   c. Department of Water and Sanitation allocating water use rights equally to all users (industry, local governments and agricultural sector).
   e. Implementation of trial phase of the South African Climate Change Mitigation System is underway.

5. ENHANCING CAPABILITIES OF SOUTH AFRICANS – Quality Basic Education:
   a. Matriculation pass rate of 71% (667 925) Senior Certificate passes.
   b. 26% of Grade 12 learners (166 263) achieved a Bachelor’s pass in 2015.
   c. 20.3% (53 588) achieved above 50% in Mathematics in 2015.
   d. 71% of learners in ‘no fee’ schools for 2014 (GHS).
   e. 100% of schools received workbooks for grades 1 – 9, over 18 million printed per Volume 1 and 2 for 2016.

6. ENHANCING CAPABILITIES OF SOUTH AFRICANS – A Long and Healthy Life for All:
   a. Unified public health sector established.
   c. Health status of South Africans is improving:
      • Life Expectancy (LE): 62.9 years in 2014.
      • Female LE: 65.8 years in 2014.
      • Male LE: 60 years in 2014.
      • Infant Mortality Rate: 28 per 1 000 live births in 2014.
      • Under-five Mortality Rate: 39 per 1 000 live births in 2014.
   d. Maternal Mortality Ratio at 135 per 100 000 live births (2013).
   e. Over 3.4 million people living with HIV receiving lifelong antiretroviral therapy.
   f. Tuberculosis-related mortality is decreasing.

7. ENHANCING CAPABILITIES OF SOUTH AFRICANS – Sustainable human settlements and improved quality of household life:
   a. Over 3.7 million houses built since 1994 (average of 185 000 per year over 20 years).
   b. Represents 30% of 12.4 million households in formal dwellings.
   c. Only 23% of the Medium Term Strategic Framework target of upgrading informal settlements attained.
   d. 159 500 gap market loans provided by development finance institutions and banks – 27% of target of 582 000.

8. ENHANCING CAPABILITIES OF SOUTH AFRICANS – Social Protection:
   a. Public social welfare services equitable.
   b. 16 million people receiving social grants in 2016 – 91.4% of eligible children access the Child Support Grant and 95.5% of eligible pensioners access the Old Age Grant.
   c. Black people get a monthly Old Age Grant.
   d. 25% of the population below food poverty line in 2013, largely due to social grants.
   e. Social assistance remains an area of excellence.

9. CAPABLE STATE AND ACTIVE CITIZENRY – All people in South Africa are and feel safe:
   a. Overall, by 2014/15 crime rates decreased:
      • Murder: 17 805 (-31%)
      • Attempted murder: 17 537 (-34%)
      • Sexual offences: 53 617 (decreased since 2006)
      • Serious assault: 182 556 (-15%)
      • Car hijackings: 12 773 (-0.7%)
      • Business robberies: 74 358 (-15%)
      • House robberies: 253 716 (+10% increase).
   b. Progress in convicting individuals for offences relating to corruption involving amounts worth more than R5 million.
   c. Mechanism of obtaining freezing orders has become an important tool in the fight against corruption.

10. CAPABLE STATE AND ACTIVE CITIZENRY – Responsive, accountable, effective and efficient local government system:
    a. 15.5 million households with access to water infrastructure (92%).
    b. 12.8 million households with access to sanitation (76%).