15. OFFICE OF THE EXECUTIVE MAYOR AND CITY MANAGER
(GOVERNANCE AND SECRETARIAT SERVICES)
CITY OF TSHWANE STAKEHOLDER MANAGEMENT FRAMEWORK

1. PURPOSE

The purpose of this report is to request approval for the proposed City of Tshwane Stakeholder Management Strategy.

2. STRATEGIC OBJECTIVE

This report addresses Strategic Objective 4:

- Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service
  - CKPA 4.1 Optimise effective community participation in the Office of the EM/CM

3. BACKGROUND

The City of Tshwane (CoT) Stakeholder Management Strategy provides a framework within which the Mayoral Committee will be able to engage with stakeholders. The strategy identifies stakeholders and categorises them according to sectors and relevance. Thus making it easier for the Mayoral Committee to identify and adopt an appropriate engagement approach. The strategy will also assist the Members of the Mayoral Committee to consult on crucial CoT policies and plans e.g. quarterly organisational performance, draft budget and IDP as well as other matters that require stakeholder consultation. It should be noted that this strategy is not intended to exclude organisations from the activities of Council, it is intended at recognising all stakeholders with Tshwane and identifying an appropriate mechanism to engage with all such stakeholders in a strategic manner.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) emphasises community and stakeholder involvement in municipal governance in Chapter 4 (Community Participation). Specifically, Section 16 (1) provides that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. The City of Tshwane Stakeholder Management Strategy therefore seeks to ensure that different organisations participate in the affairs of the municipality.
4. IMPLICATIONS

4.1. Financial

Provision has been made in the budget to implement the strategy.

4.2. Human Resource

The Strategy will be implemented by the Office of the EM/CM in consultation and with the support of the relevant departments.

4.3. Legal and Constitutional

The strategy enhances the CoT's Constitutional and legislative mandate.

4.4. Communications

This strategy has communications implications and should be implemented in partnership with other departments and more specifically with the Office of the Speaker as well as the Integrated Community, Marketing and Information Services.

4.5. Previous Council and Mayoral Committee Resolutions

The Strategy includes the Izimbizo Framework which was approved by the Mayoral Committee on 16 January 2008. It was felt that since the Stakeholder Management Strategy is intended to be the overall public consultation strategy guiding the Executive, it should therefore include the Izimbizo Framework as part of this overall strategy.

The Izimbizo Framework is therefore attached with minor amendments. This amendment relates to the inclusion of a fourth Imbizo whilst in the previous framework only three Izimbizo were approved for a financial year. The fourth Imbizo is added to cater for the Draft MTREF public consultation process.

5. COMMENTS OF OTHER DEPARTMENTS

5.1. COMMENTS OF GOVERNANCE AND SECRETARIAT SERVICES

Sufficient funds have been made available against Cost Centre: 211 Cost Element 411702 (Printing) and Cost Centre: 211 Cost Element 412031 (City Official Entertainment) for Stakeholder Engagement sessions and 211 Cost Element (Advertising and Marketing) 411710 in the 2008/2009 Financial Year.

(Unaltered)
5.2. COMMENTS OF THE CHIEF FINANCIAL OFFICER

The report is essentially to request approval for the proposed City of Tshwane Stakeholder Management Strategy.

The following amounts have been approved by Council on the 29 May 2008 on the 2008/09 Medium-Term Revenue and Expenditure Framework that can be utilised for this purpose.

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<th>Description</th>
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<tr>
<td>Cost Centre 2 11, Cost Element 411702 (Printing)</td>
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<td>Cost Centre 2 11, Cost Element 412031 (City Official Entertainments)</td>
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<tr>
<td>Cost Centre 2 11, Cost Element 411710 (Advertising and Marketing)</td>
<td>300 000,00</td>
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5.3. COMMENTS OF THE EXECUTIVE DIRECTOR: LEGAL SERVICES

A municipality must within its administrative and financial capacity establish and organise its administration in a manner that would enable the municipality to be responsive to the needs of the local community and ensure that its political structures, political office bearers and managers and other staff member align their roles and responsibilities with the priorities and objectives set out in the municipality’s IDP.

Section 51(a) & (d): Municipal Systems Act 32 of 2000

A municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality and must for this purpose provide for public meetings and hearings by the municipal Council and other political structures and political office bearers of the municipality when appropriate.

Section 17(2): Municipal Systems Act 32 of 2000

The recommendations are therefore supported.  

(Unaltered)

6. CONCLUSION

The City of Tshwane Stakeholder Management Strategy should serve as mechanism which would assist the Mayoral Committee during consultative meetings in a more structured approach. The strategy takes into account the legislative framework and policy requirements governing local government.
ANNEXURE:

A: The City of Tshwane Izimbizo Framework.

RESOLVED:

1. That cognisance be taken of the contents of this report.

2. That the City of Tshwane Stakeholder Management Strategy be approved.
1. INTRODUCTION

A stakeholder engagement strategy is necessary to ensure that the CoT understands a wide range of interests amongst its residents. Therefore, engagement must be an integral part of developing an understanding of the impact of the CoT's interventions, future plans and priorities. This strategy's purpose is to fulfill the CoT's commitment to local government democracy through public participation and it should be read with the attached Izimbizo Framework (Annexure A) which outlines a framework for public consultation through public meetings and the community outreach programme.

Residents and communities know what they want from services and what needs to be done to improve the areas they live in. This requires the municipality to provide more information and to ensure that stakeholders have more opportunities to get involved and have a say in what happens in their own Communities. Therefore, more collaboration between government and organized sectors (stakeholders) should be encouraged, where this improves effectiveness, efficiency and strengthens community cohesion.

This strategy is intended to ensure that the political leadership and the administration commit themselves to providing residents with prompt information on the quality and performance of local services and to also provide them with an opportunity to input on the CoT's plans and related budgets in order to gauge the City's Governance in terms of its effectiveness.
2. CONSTITUTIONAL AND LEGISLATIVE REQUIREMENTS

Local government is at the coal face of service delivery, and therefore serves as the first point of contact between citizens and their government. Section 152(1) and (2) of the Constitution clearly defines the objectives of local government which includes "the provision of democratic and accountable government for local communities". Furthermore, subsections (1) place an obligation on local government "to encourage the involvement of communities and community organizations in the matters of local government."

Chapter 4 of the Local Government, Municipal Systems Act 32 of 2000 (the Systems Act) provides for the development of a culture of community participation and in this regard requires municipalities to outline mechanisms, processes and procedures for community participation. Therefore, in the effort to implement its legislative obligation, local government should focus on best practice engagement, participation and public consultation processes. A stakeholder engagement strategy is therefore a crucial tool which is aimed at guiding the municipality on its interaction with organized sectors.

Chapter 4 of the Systems Act provides that a municipality must develop a culture of municipal governance which includes a system of participatory governance and should, in this respect, encourage and create an enabling environment for the community to participate in the affairs of the municipality. The Act also prescribes in Section 17 (2) that the municipality must provide for the following when establishing the mechanisms, processes and procedures, to enable the community to participate in the affairs of the Municipality:

(a) The receipt, processing and consideration of petitions and complaints lodged by members of the local community;
(b) A notification and public comment procedure, when appropriate;
(c) Public meetings or hearings by the Municipal Council and other political structures and political office bearers of the Municipality, when appropriate;
(d) Consultative sessions with locally recognised community organisations and, where appropriate, traditional authorities; and

(e) Report-back to the local community.

Furthermore, in establishing the mechanisms, processes and procedures for community participation, the Municipality must have due regard for the special needs of illiterate or disabled people, women and other disadvantaged groups (Section 17 (4) of the Act).

Obviously these critical pieces of legislation are intended to ensure that the community consultation processes within local government are streamlined and also that there is an increased focus on strengthening engagement and participation and enabling communities to help shape policies that are developed on their behalf. The ongoing process of devolution of powers and functions to local government also requires a strong commitment by both the political leadership and senior officials to be responsible to government and to the general principles of good governance which includes accountability, transparency, fairness, public involvement/participation. Good governance requires the involvement of a wide range of stakeholders in governance issues.

3. AIMS AND OBJECTIVES

In ensuring that engagement with stakeholders becomes more than just a head count, it is crucial to clearly define the aims and objectives of an engagement strategy, which includes but are not limited to:

- Identify all relevant stakeholders
- Identify categories of existing stakeholders to enable prioritization
- Define a strategic approach and engagement
- Increase trust, widen and deepen local democracy
- Pay special attention to stakeholder concerns
4. THE BENEFITS AND SCOPE OF A STAKEHOLDER ENGAGEMENT STRATEGY

Consultation and participatory engagement exercises are beneficial in assisting the CoT to:

- Ensure public issues are discussed and challenges with service delivery are identified
- Monitor performance and identify levels of satisfaction with service provision
- Enable interaction and help set policy positions for the future, this to assist the CoT to deliver services at residents’ acceptable levels of standard
- Ensure community ownership of decisions while offering an opportunity to consolidate relations and generate solutions to perceived problems
- Improves understanding, tolerance and patience within communities, with regard to service delivery progress
- Allow the CoT to anticipate reactions and enables it to develop plans to win people’s support
- Providing information and communicate policy matters, plans and programmes of the CoT;
- Solicit and receive public input to influence decision-making and measure performance and impact;
- Empower community development projects that focus on initiatives that affect specific groups or stakeholders; and
- Portray a positive image of the CoT to its stakeholders

5. GUIDING PRINCIPLES

In engaging with stakeholders, it is crucial to take into account the following guiding principles:

CoT should acknowledge and actively monitor the concerns of all legitimate stakeholders, and should consider their interests in decision-making and operations as appropriate.

**Principle 1**
Principle 2
CoT should listen to and openly communicate with stakeholders regarding their concerns and contributions.

Principle 3
CoT should adopt processes and practices that are sensitive to the concerns and orientation of each stakeholder constituency.

Principle 4
The CoT should adopt a process that endeavours to follow – up on and report back to communities on matter raised during stakeholder engagements.

CoT should recognise the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of organisational activity among them, taking into account their respective risks and vulnerabilities.

Principle 5
CoT should endeavour to cooperate, establish partnerships and/or collaborate with stakeholders; both public and private.

CoT should strive to avoid conflict and activities that might jeopardise inalienable rights or give rise to risks that, if clearly understood, would be patently unacceptable to relevant stakeholders.

Principle 7
CoT should acknowledge the conflicts that may be caused by its policies or plans that may affect the interests of stakeholders, and should address such conflicts through open communication and appropriate reporting.

Principle 8
CoT must continuously monitor its relationship with stakeholders as well as developments within the City that may affect stakeholder interests.

It is also critical to recognize the following core values which form the basis of good governance:

- equity;
- respect;
- honesty;
- integrity;
transparency;
accountability; and
community orientation.

6. WHO ARE OUR STAKEHOLDERS

In identifying critical stakeholders, it is crucial for the CoT to focus on organised sectors as opposed to individuals, it is also critical to accept that all stakeholders are relevant but not necessarily strategic, which means that the level of engagement as well as an approach to issues and the frequency of such engagements will depend on the category and strategic nature of a stakeholder. Some stakeholders (general residents and community based organizations) should be engaged through public meetings (izimbizo or ward committee meetings) whilst some should be engaged through consultative meetings from time to time. A specific approach to the former is outlined in detail in the approved Izimbizo Framework.

In trying to identify Tshwane’s stakeholders, it is imperative to ask the following questions:

- Who are our stakeholders?
- What are our stakeholders’ stakes?
- What opportunities or challenges do the stakeholders present?
- What socio-economic, legal and governance responsibilities does the CoT have?
- What plans, strategies or actions should the CoT take to best manage stakeholder challenges and opportunities?

When determining an engagement strategy the CoT must:

- Determine the nature and legitimacy of a group’s stake
- Determine the power of a group’s stake
• Determine specific groups within generic groups i.e. not all strategic stakeholders can be classified as core stakeholders as illustrated below e.g. women

The following are the two categories of stakeholders that exist in Tshwane:

• Organised groups with a wide range of demands, interests and expectations on what the CoT should provide to its residents (but specifically to them)
  o Business (banks, big business, SMMEs, taxi associations, developers/construction industry, shopping malls, hotels, etc.)
  o Youth
  o Sports
  o Women (includes organized women in business)
  o Faith based organizations
  o Elderly
  o Disabled
  o Children’s Organisations
  o Labour Unions
  o NGOs
  o Concerned Groups
  o Community Safety
  o Research and educational institutions
  o Diplomatic community
  o Media
  o SALGA
  o UCLG and UCLGA
  o Other municipalities (provincial, national and international)

• General residents and community based organizations (also included in the above category).
  o This category is consulted through public meetings and the Community Outreach programme. (see Annexure A)
7. STRATEGIC APPROACH AND ENGAGEMENT

It is necessary for the CoT to be clear on how and under which circumstances a specific group should be engaged to ensure the best outcomes and to avoid protracted and meaningless engagements.

Firstly, the CoT should collaborate with and encourage involvement with organized groups that are considered supportive e.g. tertiary and research institutions, these include organizations that support the CoT’s plans and policies and constructively criticise where divergent views are held. This is particularly crucial where an exchange of expertise and skills is required, and also with regard to collaboration in research. Such collaboration will go a long way in minimizing consultancy fees and improving the knowledge economy.

Secondly, the CoT should collaborate on specific projects with organizations that are both supportive and non-supportive e.g. business. In this case it is important to understand the interests and responsibilities of such organizations vis-à-vis the objectives of the CoT. In most instances such interests are not in direct conflict with the CoT’s service delivery objectives. For instance, the King II Report on Corporate Governance requires private entities to include social responsibility in their portfolios. Government can assist businesses to invest in community development programmes, in addition to direct investment through job creation and improving the urban environment or economic nodes. It is therefore the responsibility of government to create a conducive environment for business to realise the objectives and responsibilities mentioned above.

Thirdly, where organizations are not supportive, it is important to understand the reasons for such a stance and engage with a view to appreciating concerns raised and generate solutions to perceived or real problems. This may also require the CoT to defend its policy positions where such groupings are unduly influenced e.g. Concerned Groups. It is also very crucial to acknowledge conflict and to act on it at all times. Concerned groups are largely comprised of individuals who are not satisfied with the
pace of service delivery in their areas and have for this reason resorted to social mobilization. Although some members of such social groups have genuine concerns, some are not genuine. Instead such groups are usually prone to political manipulation by opposing parties or individuals who disguise their political interests with genuine concerns of communities.

Lastly, where organizations play a minimal role, such organizations should be regularly monitored e.g. sports organizations, environmental organizations and others. The following categories of stakeholders exist:

- Core stakeholders – these are stakeholders who are vital to the survival of the institution i.e. employees and residents (including those with special needs e.g. women, youth, the elderly, the disabled, children, the poor, the illiterate). The greatest effort should be made to fully engage strategic stakeholders.

- Less-supportive stakeholders – these mainly comprise of concerned groups, some of whom have genuine concerns whilst some use genuine concerns of the community to mobilize for self gain. These stakeholders should be managed closely and be kept informed.

- Strategic stakeholders – these are stakeholders who are vital to the organisation with regard to threats and opportunities that the organisation faces, and also in relation to community upliftment initiatives such as job creation, moral regeneration/restoring dignity and culture within the community e.g. private sector, educational and research institutions, not for profit organizations. The greatest effort should be made to fully engage strategic stakeholders.

- General stakeholders – these are stakeholders who play a minimal role and should be monitored with minimum effort.
8. STAKEHOLDERS COMMUNICATIONS PLAN

The diagram below illustrates a strategic approach to stakeholder analysis and management:

This diagram should assist in identifying categories of stakeholders and linking them to specific programmes or processes. Effective stakeholder analysis is based on a process that starts with identification, moves to analysis and finishes with a clear communication or engagement strategy. The analysis referred to should include the impact that such adopted stakeholder communication strategy is making on the targeted organisations. This means that not all stakeholders will be relevant to a specific programme.

Identify

When identifying stakeholders, the CoT should involve as many organisations as possible. The different perspectives will assist in ensuring that no one is overlooked.
Map Interest and Impact

Once all the stakeholders have been identified, the next part of the process is to assess each stakeholder’s level of support and commitment, and in some cases, their resistance to the CoT’s specific policies and plans, this is based on the fact that not all stakeholders will support the changes brought about by those specific plans and policies.

Plan Communications

The principle is that all stakeholders should be widely consulted on policies and plans affecting them. This is however not always possible or practical. Therefore, consultation mechanisms need to be separated, such as:

- A stakeholder consultation forum may be set up
- Involve stakeholders in steering groups or on specific issues or tasks

One way of analysing stakeholders and starting to plan an appropriate communications strategy is through a simple matrix where a stakeholder database is ‘plotted’ according to their interest and influence on the CoT’s programmes, plans and policies. This helps identify various stakeholders and their categories. Stakeholders that are identified as core and strategic should be effectively managed.

Once stakeholders are identified, their interests analyzed and an approach adopted, this forms the basis of a communications plan.

Review

Stakeholders should be reviewed regularly. It is always possible that a stakeholder who was initially placed on a low category (general stakeholders) becomes a key strategic stakeholder. Making sure that stakeholders are engaged in the right way will be easier if reviews and analysis are conducted regularly.
9. INSTITUTIONAL ARRANGEMENTS

The Executive Mayor, Members of the Mayoral Committee and the City Manager must schedule formal quarterly meetings with stakeholders as part of public consultation on the City’s Plans. The Systems Act also makes it an obligation for the municipality to consult on the following critical issues:

- Draft Budget
- Integrated Development Plan (IDP)
- Quarterly organizational performance

In addition appropriate forums or advisory committees may be established to ensure that all stakeholders are engaged within relevant forums. Furthermore, stakeholder consultation should take place to share information, seek advice or to collect inputs on any matter as determined by the City.

Officials responsible for stakeholder management within the City should co-operate and ensure that a single database of all stakeholders is developed and regularly updated. Such a database should be shared amongst departments and contain all information regarding the various stakeholders and the sectors they represent. This database will be centrally managed within the Office of the Executive Mayor and City Manager, it is therefore important to ensure that updates are processed through this office to ensure uniformity.

Officials responsible for stakeholder management will be responsible for planning, arranging and co-ordinating and record keeping. Consultations with stakeholders in compliance with Chapter 4 of the Systems Act should be arranged as follows:

- Invitations to meetings should be issued ten (10) days before a meeting.
- Such invitations should contain a specific date, time, venue and agenda.
- All documents should be distributed ten (10) days prior to a meeting, in order to ensure that stakeholders are given reasonable time to familiarise themselves with the contents of the documents requiring input.
- The ten (10) days requirement can be waived where stakeholders are not required to make inputs on CoT documents referred to above.
- Records of all meetings should be kept.

9.1. Stakeholder Participation and Communication

Stakeholder participation may include the following:
- Partnerships on specific projects may be initiated
- Sharing of information
- A stakeholder consultation forum may be set up
- Involve stakeholders in steering groups or on specific issues or tasks

Communication tools may include the following:
- Meetings
- Letters
- Internet/e-mail
- Phone calls
- Special events
- Mass media
- Awards
- Programmes
- Invitations

10. CONCLUSION

This strategy will go a long way in ensuring uniformity with regard to stakeholder management within the various departments in the CoT. Constant departmental monitoring and liaison with stakeholders should be ongoing.
THE CITY OF TSHWANE IZIMBIZO FRAMEWORK

1 IZIMBIZO DEFINED

Izimbizo are public forums for enhancing dialogue and interaction between public representatives and ordinary people across zones and wards. They provide an opportunity for government to communicate its programme of action and service delivery progress to residents. Izimbizo also highlight people’s concerns, grievances and advise on governance issues.

Section 16 to 18 of the Municipal Systems Act provides for community participation. In terms of section 16 (1) a municipality must encourage participatory governance by creating a conducive environment for community participation on governance issues. Therefore the municipality must consult the community on the preparation, implementation and review of the IDP, implementation of the municipality’s performance management system and budget preparations.

Section 17 (2) (c) provides that participation in the affairs of the municipality must take place, amongst other things, through public meetings, hearings and consultation with local organised community organisations. Such consultations should also include women, people with disabilities, the poor and youth.

3 NATIONAL AND PROVINCIAL GOVERNMENT

The thrust of government’s Programme of Action is premised on the call on all South Africans to ‘lend a hand to build a better life for all’. This call imposes an obligation not only on national, provincial and local government to interact with the public on its programme of action, but also encourages all South Africans to become conscious and active participants in the socio-economic transformation process.

National government’s public consultations take place through extended visits to provinces. The Presidential and Ministerial Izimbizo provides a platform for face-to-
face interaction and engagement between the President and Ministers with people through township walkabouts and public meetings where people are given an opportunity to raise concerns or appreciation for government’s achievements.

The Izimbizo also take place at a provincial level where the Gauteng Premier and Members of the Executive Council visit regions in the Gauteng Province. The Premier and Members of the Executive Council engage with different communities in line with their respective portfolio mandates. These public engagements sometimes and where necessary involve the municipalities as hosts.

4 CITY OF TSHWANE MAYORAL IZIMBIZO

The City of Tshwane (CoT) Izimbizo highlight the municipality’s commitment to engaging communities on issues that affect their lives, their rights and obligations as residents, as well as service delivery opportunities and how to access them, the policies and activities of the municipality, specific campaigns affecting communities, and encourage participation in the IDP and Budget processes.

Through the Mayoral Izimbizo, the Executive Mayor and Members of the Mayoral Committee provide a platform for engagement with the residents of Tshwane either at zonal and/or ward level. Izimbizo are targeted at the community at large or to specific groups such as women, youth, the elderly, the poor, etc.

The Izimbizo directly contributes to the realisation of one of the pillars of the CoT’s Five-year Strategic Plan (SYSP), namely fostering participatory democracy and applying the Batho Pele principles through a caring, accessible and accountable service, by providing a vehicle for public participation and engagement with government.

In the spirit of Batho Pele, the Izimbizo serve as an important service delivery improvement mechanism in that they provide direct feedback from users of government services as well as a redress opportunity by government.
OBJECTIVES

The objectives of the Mayoral Outreach Programme is

- To provide a platform for face-to-face interaction with the community;
- To provide a platform for the community to give inputs on the budget cycle and the IDP processes;
- To expose the Members of the Mayoral Committee to living conditions of Tshwane's residents in various wards;
- To provide a platform for members of the community and various stakeholders to raise issues affecting their well-being;
- To give the community and other stakeholders an opportunity to assess progress on the implementation of the SYSP;
- To create a platform for the municipality to share its service delivery achievements and challenges; and
- To strengthen Ward Committees and CDWs.

The Mayoral Izimbizo must coincide with important policy processes. The Izimbizo will be held four times per financial year and focus on:

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| August | - Collect the IDP needs  
         | - Present the Annual Report |
| November | - Present the 1st Quarter Performance report  
           | - Confirm the IDP needs |
| April | - Public consultation on the draft Budget  
        | - Present the 2nd Quarter Organisational Performance |
| June | - To present the 3rd Quarter Organisational Performance  
      | - To present the approved budget |
4.1. COMMUNITY OUTREACH

The Members of the Mayoral Committee should by-monthly hold mayoral committee meetings rotationally in the different zones. Following such meetings the Members of the Mayoral Committee should visit projects, community centres and/or schools in the respective zones, and also hold meetings with different stakeholders and community members, where possible. The Mayoral Committee should provide local delivery audits at these meetings.

The community outreach programme should be conducted monthly and in line with the monthly themes approved by Council, e.g. youth month in June and women’s month in August.

Activities during community outreach include, but are not limited to the following:
- Walkabouts
- Media tours to projects benefiting the community
- Sectoral meetings with community organisations
- Visits to various institutions

5 FOLLOW UP MECHANISM

The Izimbizo should be used to allow communities to make inputs on the annual budget and the IDP process as well as to receive quarterly performance reports. The forums should also receive reports on progress with regard to implementation of the IDP and commitments made during the State of the City Address.

A tracking system should be put in place to enable the City of Tshwane to report back to concerned individuals and communities more systematically and directly on the issues raised.
People, especially if they are sufficiently motivated to attend public meetings with government leaders and to write down their issues on a form, represent a positive and motivated force in any community. It would therefore be strategic to use this opportunity to respond directly to their concerns and provide them with information on the issues they raise.

6 ORGANISATION AND PERSONNEL

The Office of the Executive Mayor and City Manager (OEM/CM) is responsible for overall coordination and management of the Mayoral Izimbizo. Therefore the relevant divisions within this office should be adequately capacitated to organise and manage the Izimbizo, to record, track issues and ensure feedback from departments. The OEM/CM will also be responsible for determining content for the Mayoral izimbizo, this should ensure uniformity and synchronisation of content for all izimbizo, where the message and purpose will be one.

The role of the Office of the Speaker remains crucial as it is through this office that a credible situation analysis of a particular zone could be compiled in preparation for the Imbizo. This office will provide guidance with regard to consultations with ward committees, Community Development Workers (CDWs) and the Parliamentary Constituency Offices (PCOs).
7 GUIDELINES FOR THE IZIMBIZO

7.1. Preparations for the Izimbizo

The following approach will be applied:
(a) Eleven Izimbizo

The Izimbizo should be divided amongst the eleven Members of the Mayoral Committee. Members of the Mayoral Committee, supported by their Heads of Departments and Regional Executive Directors, will be deployed in the various areas. The Executive Mayor and MMCs should be equipped with well researched information of a particular region to enable them to respond adequately to issues. The eleven izimbizo will be convened quarterly.

The eleven Izimbizo will require more resources to be deployed such as costs for logistics and publicity as well as human resource capacity to provide support to all MMCs i.e. secretariat support, pre-imbizo consultations, sector identification, participation of the various desks including SASSA and Home Affairs and coordination, compilation of information relevant to each zone and overall coordination during the public meeting. These challenges must be adequately addressed to avoid last minute disorganisation and frustrations.

(b) Clustered Izimbizo

The following cluster system will be used i.e. the Executive Mayor, Infrastructure Cluster, Social Development Cluster and the Economic Development Cluster. The four clusters will be coordinated in line with the existing approved cluster system. The political heads will be supported by their Heads of departments. The same approach of dividing Tshwane into regions will be used although the clusters may not cover the overall Tshwane area. This approach is more cost effective as opposed to the eleven public meetings.
7.2 Additional Support

The relevant desks must at all times be invited to provide information and assist members of the community with their inquiries i.e. SASSA, Home Affairs and the provincial department of housing as well as the CoT’s Health and Social Development, Finance, Customer Care and Special Programmes should be invited to assist with information and registration of the indigent, the billing matters and registering on the youth database and other important information.

This could be further reinforced by providing information packs containing e.g. information on important telephone numbers and the location of the regional offices, services offered by regional offices as well as information booklets on the IDP, Budget, State of the City Address and other important by-laws or policies documents.

7.3 Consultation with Stakeholders

It is always advisable to engage with organised communities as opposed to individual members of the community prior to the actual public meeting. Therefore consultations with the following sector representatives must take place prior to the public meeting:

(a) Women’s organisations  
(b) Youth Organisations  
(c) Faith Based Organisation  
(d) Elderly and Disabled Organisations  
(e) Ward Councillor, Ward Committee and the CDW representative of the area  
(f) Taxi and/or business representative  
(g) Representative from the Concerned Groups  
(h) Other relevant community based organisations

Stakeholders should be consulted prior to the Izimbizo to hear their concerns. Such information should be referred to departments for feedback and be used to compile a comprehensive report to enable the Mayoral Committee to respond to issues at the
public meeting. A comprehensive report which includes departmental inputs should be made available five (5) days prior to the public meeting.

Prior to the public meeting, the Executive Mayor and Members of the Mayoral Committee or clusters must convene a pre-Imbizo briefing meeting with the public representatives of that particular area.

7.4 Public Meetings

A system to record and track issues raised during public meetings, with specific focus on commitments made by the Executive Mayor and Members of the Mayoral Committee is critical. The relevant Member of the Mayoral Committee and Strategic Executive Directors are responsible for following up and submitting reports on progress on issues raised during the public meetings.

The Office of the Executive Mayor and City Manager (OEM/CM) will be required to also communicate all issues raised that are the competency of province and national government to the relevant MECs and Ministers respectively and solicit responses.

Individual departments must:

- Provide relevant information based on the situation analysis report, in preparation for the Izimbizo;
- Sign-off (i.e. the SED and MMC) the report and forward it to the OEM/CM for consolidation ten days prior to the Imbizo.
- Provide responses on all issues raised by communities at the imbizo one week after the imbizo.

7.5 Post-Imbizo Assessment

A post Imbizo assessment is crucial to allow the Mayoral Committee an opportunity for self assessment aimed at identifying areas that need to be improved or reinforced. Officials supporting the Mayoral Committee should also convene a de-
briefing session soon after the Imbizo. All MMCs should submit to the Executive Mayor reports containing minutes of the public meeting and templates populated with inputs from the communities as part of the IDP needs collection process.

7.6 Follow-up and feedback

In ensuring that Izimbizo are not perceived as “talk shops” it is important to ensure that the departments respond to the public’s ideas and concerns as soon as reasonably possible. This will ensure credibility of the Mayoral Outreach Programme and will also ensure that the communities do not lose interest as a result of disgruntlement, leading to non-attendance of public meetings.

CONCLUSION

Where the Member of the Mayoral Committee and/or department follow-up on issues directly with communities, as is often the case, reference should be made to the fact that this is in response to the concerns raised during the Izimbizo. This will help deepen government’s credibility, build residents’ confidence in the municipality and in the democratic processes. This will also ensure that communities are aware that government not only listens, but acts on their concerns and that they as residents are indeed making inputs on the municipality’s policies.

Public consultation in general also assists in improving the culture of paying for services and building cooperation between the community and the Municipality.