

The entrenchment of community-based monitoring and evaluation systems – the case of Imbizos in the Republic of South Africa

Community-based M&E forums:
Uganda Barazas and the South African Imbizo

07 September 2023



planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



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PRESIDENTIAL IMBIZO

WITH PRESIDENT CYRIL RAMAPHOSA

FRIDAY, 14 JULY 2023 | 09:00

MOTODI SPORTS COMPLEX, GA-MOTODI, FETAKGOMO TUBATSE
LOCAL MUNICIPALITY, SEKHUKHUNE DISTRICT, LIMPOPO.

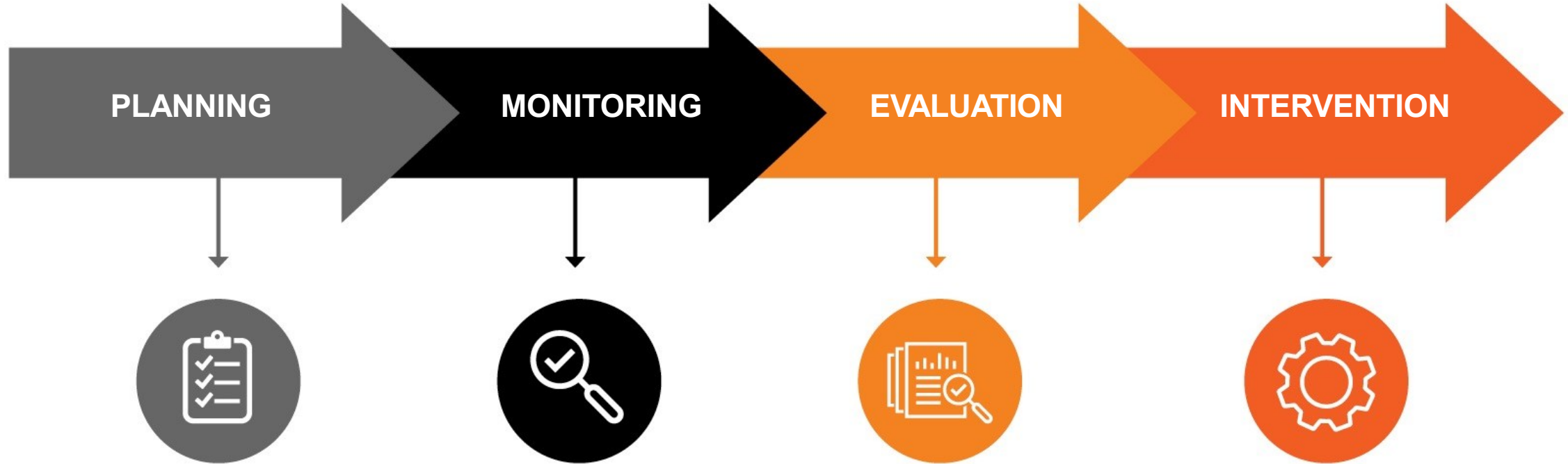
LEAVE **NO**
ONE BEHIND

LET'S GROW SOUTH AFRICA TOGETHER.

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DPME MANDATE



Institutionalisation of **planning**, taking account of three distinct dimensions of planning:

- Long-term planning – charting the country's developmental trajectory, anticipating, analysing and responding to emerging trends
- Co-ordination of the planning system, ensuring coherence, alignment and quality of plans – as well as follow-through from planning to implementation

Monitoring the implementation of the NDP, MTSF by developing **robust monitoring systems backed by evidence**.

To achieve this, DPME has over time developed various monitoring mechanism and tools.

- 1) Programme of Action (POA) for Monitoring the implementation of the MTSF and produce bi-annual reports.
- 2) Local Government Management Improvement Model (LGMIM).
- 3) Monitor Performance Agreements of Ministers and HODs based on the MTSF priorities.
- 4) Frontline Service Delivery Monitoring (FSDM).
- 5) Presidential Hotline.
- 6) Operation Phakisa

Evaluating critical government Programmes with the intention of informing planning, monitoring and interventions as well as budget prioritisation.

Interventions on behalf of Cabinet and the President through Inter-Ministerial Committees – e.g. **Executive Monitoring & Support (Imbizo & Outreach programme), District Development Model (DDM), Flood Disaster Management Response.**

WHAT IS AN IMBIZO?

Imbizo is a Zulu name derived from the verb “biza” which means “call (together)” or “convene”. Hence, an Imbizo is a “coming-together” or meeting or gathering.

In the South African context, Imbizo is a unique participatory platform that fosters public participation and a meaningful dialogue between elected public representatives and communities. It is an essential element of accountability which entrenches the principles of engagement and reconciliation for progress and development.

Imbizo programme is a Public Participation Programme (taking government to the people) championed by the President and hosted with the Ministers, Premier, MECs, Mayors. The program facilitates the identification of projects and focus areas in line with government priority programmes and responds directly to community needs.

The primary aims:

- 1) Direct engagement with communities on their needs and quality of government service;
- 2) A platform for Political Principals and officials to articulate government plans for addressing identified challenges;
- 3) Jointly derive solutions with communities in the form of implementation plans regarding development of their areas;
- 4) Hands-on monitoring;
- 5) Monitor implementation of key programmes and facilitate responses from Departments; and
- 6) Implement and provide progress updates to the Principals and communities.

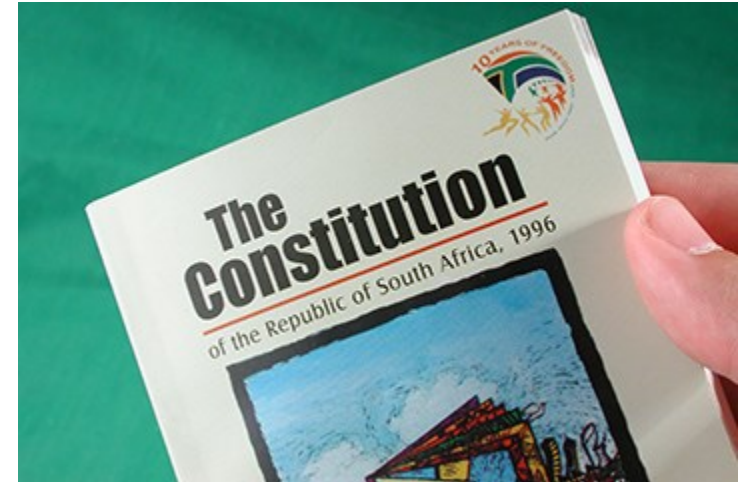
The District Delivery Model (DDM) Presidential Imbizos have brought to life the democratic principle of participatory democracy and the theme – **“Leave no one behind”**.



LEGISLATIVE CONTEXT

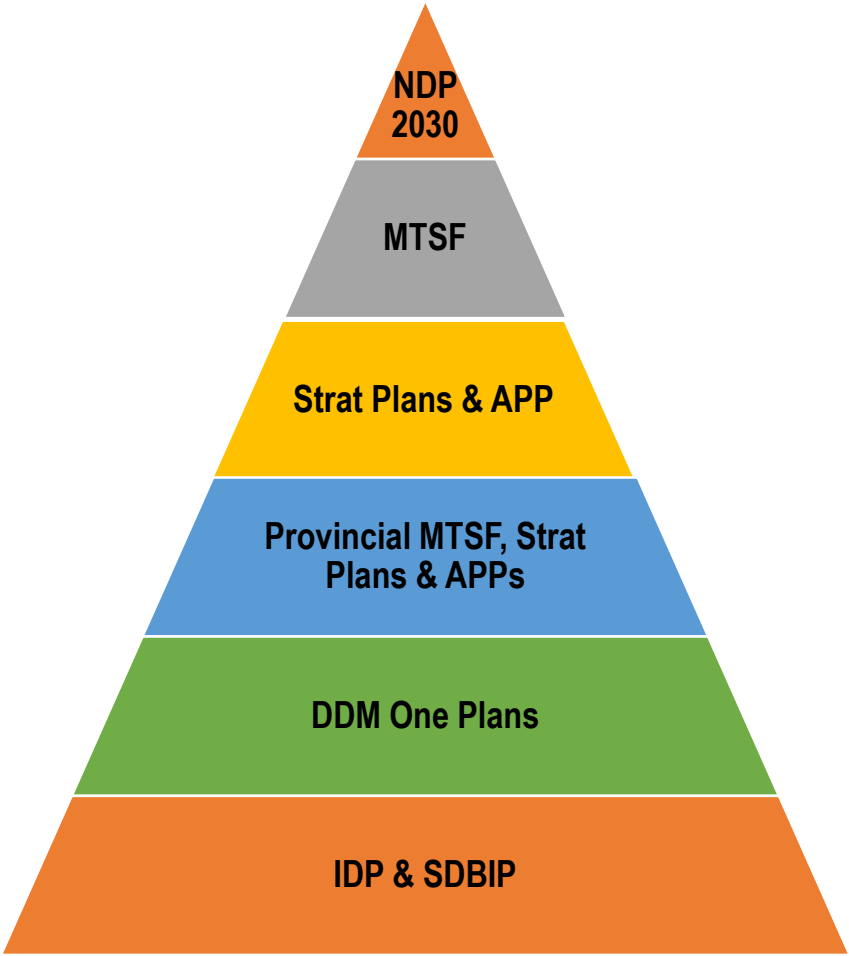
South Africa's democracy is founded on principles of accountable governance and public participation. **Section 195 of the Constitution** of the Republic of South Africa (1996) outlines the principles to which the public administration must adhere. These include:

- a. A high standard of professional ethics must be promoted and maintained.
- b. Efficient, economic and effective use of resources must be promoted.
- c. Public administration must be development-oriented.
- d. Services must be provided impartially, fairly, equitably and without bias.
- e. People's needs must be responded to, and the public must be encouraged to participate in policy-making.**
- f. Public administration must be accountable.**
- g. Transparency must be fostered by providing the public with timely, accessible and accurate information.**



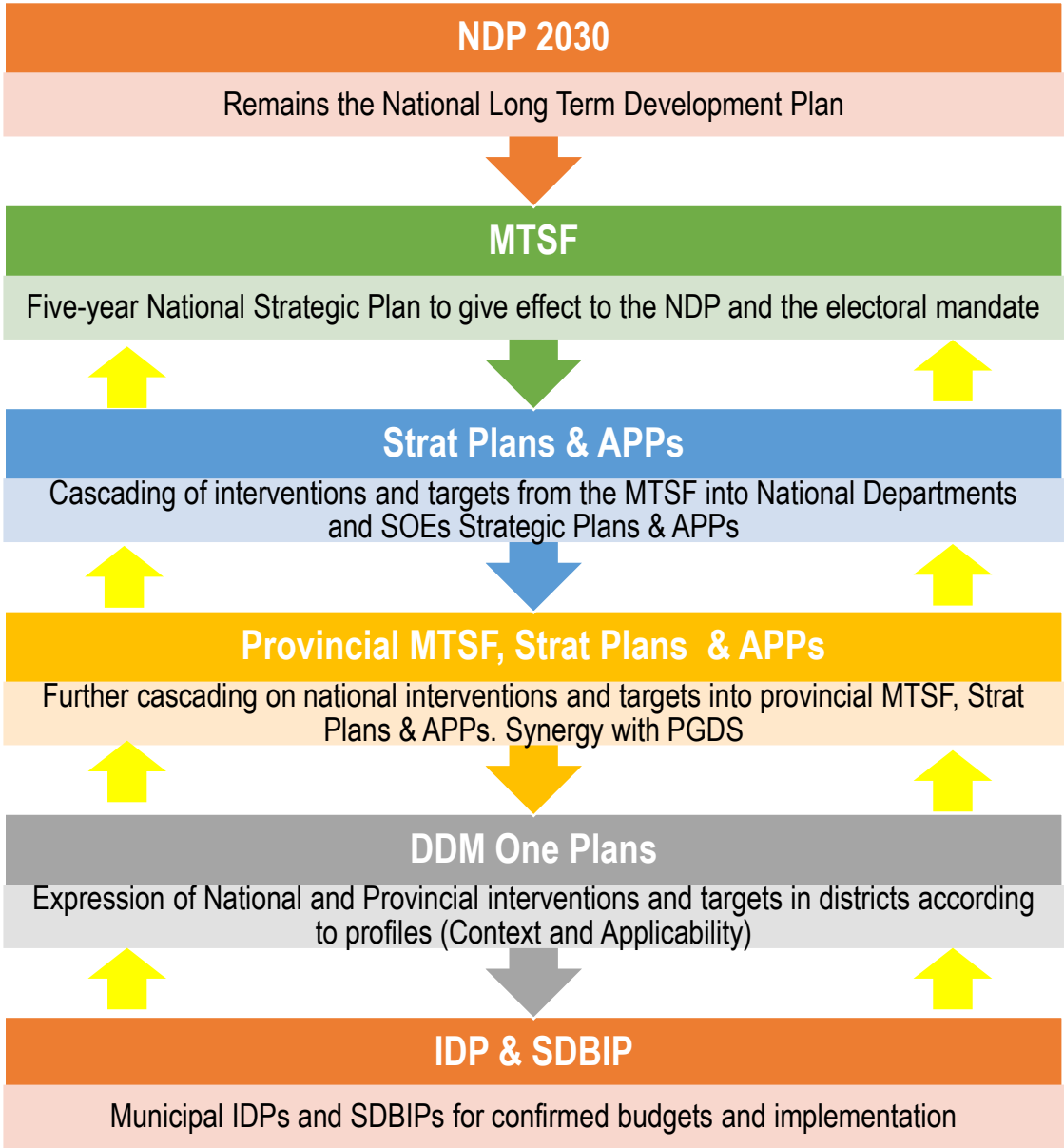
- **White Paper on Transforming Public Service Delivery, 1995:** Government to engage with citizens with regards to decision making on service delivery.
- **The White Paper on Transforming Public Service Delivery (Batho Pele White Paper), 1997:** *Batho Pele*, a Sotho translation for 'People First', provides a policy framework for a people-centred transformation of public service delivery and commits government to actively understanding and effectively responding to the needs of the people it serves.
"Improving service delivery also calls for a shift away from inward-looking, bureaucratic systems, processes and attitudes, and a search for new ways of working which put the needs of the public first, is better, faster and more responsive to the citizens' needs". (1997:8)
- **The White Paper on Local Government, 1998:** developmental local government as municipalities that are committed to working with citizens and groups within the community to find solutions in meeting social, economic and material needs that will improve the quality of their lives.
- **Local Government: Municipal Systems Act, 2000:** requires municipalities to encourage and create conditions for the local community to participate in establishing necessary mechanisms, processes and procedures.
- **The Intergovernmental Relations Framework, 2005:** three spheres of government and all organs of state within these spheres to facilitate co-ordination in the implementation of policy and legislation including a coherent government, effective provision of services and realisation of national priorities.

ITERATIVE PROCESS TOWARDS CUMULATIVE IMPACT



National
Provincial
Local

PUBLIC PARTICIPATION – IMBIZO
 Citizen-based monitoring



Bottom – Up and Top – Down
 Iterative process that provides cumulative contribution to the desired impact of the NDP, MTSF, PDP, One Plan & IDP

IMBIZO PLANNING & MONITORING PROCESS

Pre-Imbizo Program

- Outreach Activities / Community Engagements
- Sector Engagements
- Project visits
- Round-Table Discussions

Preparatory Arrangements
Undertake preliminary assessment of the critical issues and areas relating to the priority programme, prior to the visit.

Advocate for, and actively participate in the Technical Steering (Planning) Committee to define the scope of work and compile relevant information on selected sites, including prioritisation.

Produce **Briefing Notes / Profiles**.

Actual-Imbizo (On the day)

Imbizo

Support implementation of the Executive Program

Prepare a **post-visit report** focusing on key commitments made during the monitoring visit

Post-Imbizo

Sustained intervention

Develop an action plan on commitments made by government and concerns raised by community – with time frames.

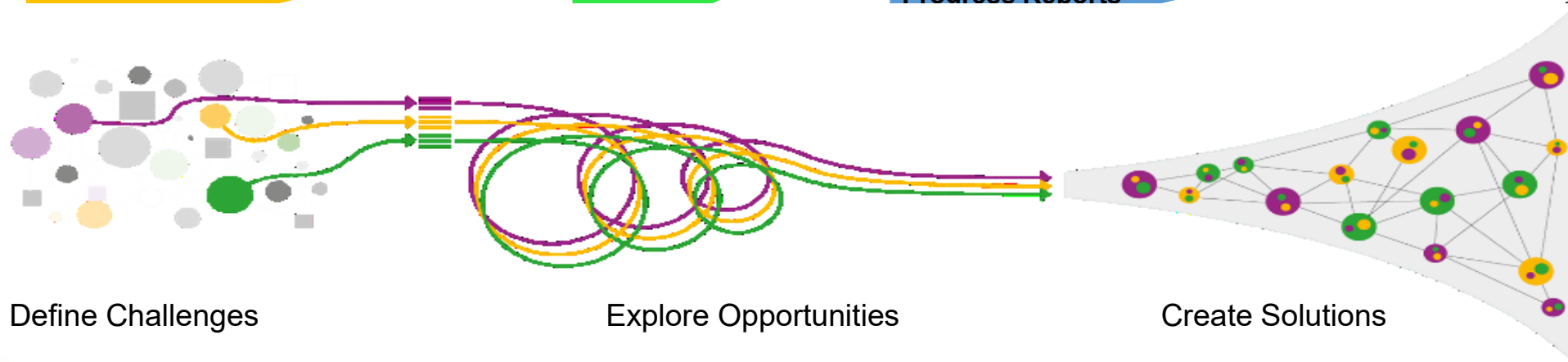
Communicate commitments to relevant departments, with proposed recommendations on intervention and time frames.

Monitor the implementation of departmental interventions, in response to commitments and concerns raised.

Verify reported progress.

Progress Reports

- Consolidation of reports into Intervention Implementation Plans
- Final report to be adopted by Exco and monitored as key program of Government with regular updates.
- Offices of the Premier to generate Exco submission on Institutionalization of Executive Monitoring Program for other Districts through the DDM Champions
- DPME to conduct monitoring and verification



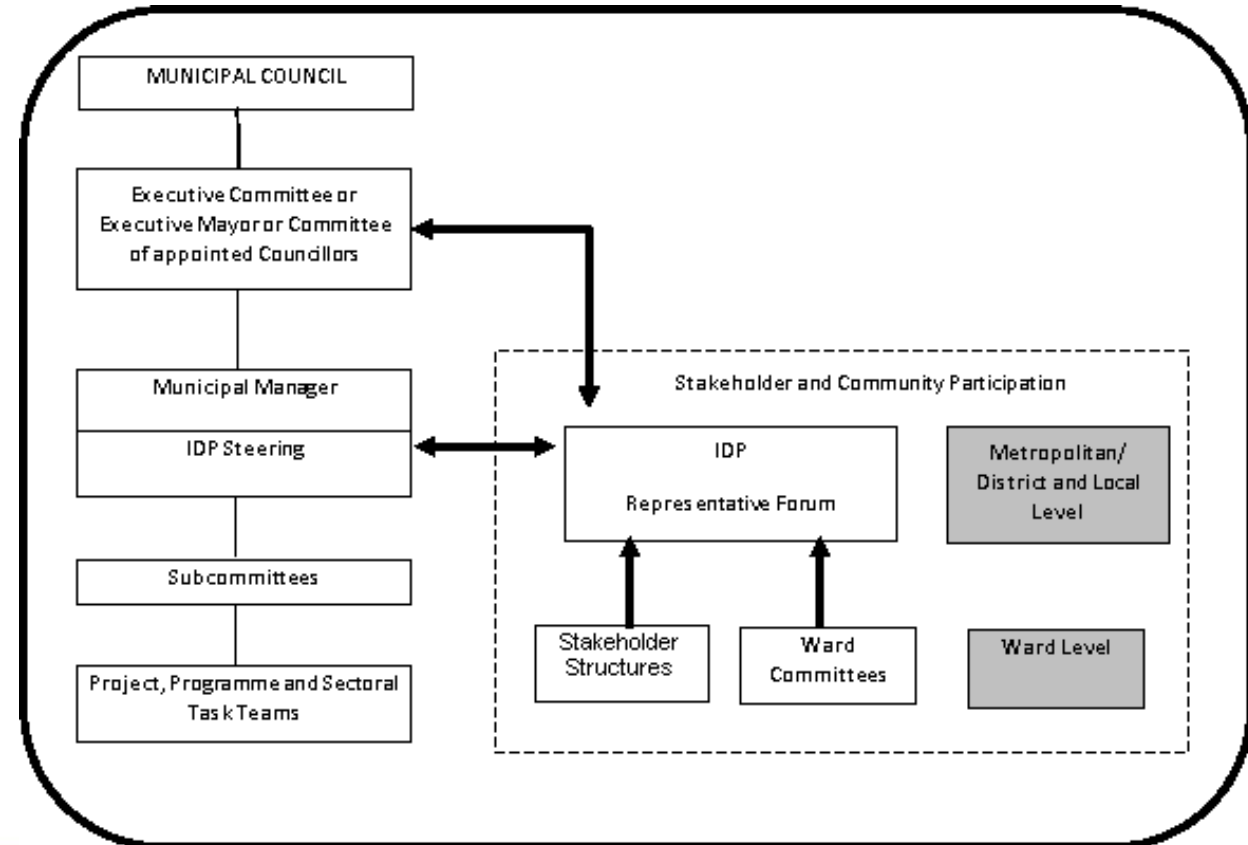
KEY STAKEHOLDERS IN THE IMBIZO PROGRAMME

The recent launch of the DDM Presidential Imbizos brought to life the democratic principle of participatory democracy and the theme – “**Leave no one behind**”.

Stakeholder Structures

- Community members (incl. organised structures such as Youth formations)
- Traditional leaders, Religious leaders, Political leaders
- Social Partners,
 - Civil society, non-governmental organisations (NGO’s)
 - Business, Investors
 - Organised labour
 - Media
- Interest groups
 - Concerned Groups
 - Academic Institutions, Research Institutions
- Government Departments (National & Provincial),
- Government Agencies,
- Metros, District Municipalities & Local Municipalities,
- Ward Committees

**"Let us get to work.
Let us rebuild our country.
And let us leave no one behind."**
President Cyril Ramaphosa



IMBIZO PLANNING & MONITORING PROCESS

The following is an example of a commitment tracker for the visit by the Deputy President:

COMMITMENTS	RESPONSIBILITY	PROGRESS
The Minister (human settlements) will return to the area to assess and address challenges in Obed Nkosi projects where the development is in a waterlogged area	DHS	Yellow
Government to address the illegal occupation of land by establishing a team to deal with evictions	DHS, SDM	Green
Develop a strategy for dealing with poor infrastructure conditions in hostels	DHS, SDM	Yellow
Fast-track the provision of electricity in Sebokeng Zone 17 Clinic and ensure that the facility is operationalized	DOH, DID, Eskom	Green
Fast-track the renovations of the Vereeniging Fresh Produce Market	GDARD, SDM	Yellow
Acquisition of commonage land to address concerns on the provision of land for livestock	DALRRD, GDARD, SDM	Yellow
Resolve the scholar transport challenges	GDE	Green
Minister (higher education) to launch the artisan programme in the District	Higher Education and Training	Yellow
The department will reflect on reviving the Agricultural Board and further explore ways of ensuring equal share of the market	DALRRD	Red
Government to partner with the private sector in the provision of accommodation for learners in TVET Colleges	Higher Education and Training	Red
Resolve the Eskom and Rand Water debt	ELM	Red
Construction of Vaal River City Interchange	DRT	Yellow
Vereeniging Intermodal Facility	DRT	Green

INSTITUTIONALIZATION OF IMBIZO OR OUTREACH INITIATIVES

NATIONAL

National	Name of the outreach	Lead	
All of government	DDM Presidential Imbizo Programme	President, and members of Cabinet (Ministers)	Quarterly
Sector Department	Ministerial Imbizo Programme	Minister & Deputy Minister	Quarterly

PROVINCIAL

Province	Name of the outreach	Lead	
Eastern Cape	EXCO Outreach Programme (Masiphatisane)	Premier and members of executive council (MEC) EXCO	Monthly
Free State	Premier's Social Imbizo Programme	Premier and members of executive council (MEC) EXCO	Monthly
Gauteng	Ntirhisano Service Delivery Outreach Programme	Premier and members of executive council (MEC) EXCO	Monthly
KwaZulu-Natal	Operation Sukuma Sakhe Implementation Model	Premier and members of executive council (MEC) EXCO	Monthly
Limpopo	EXCO Outreach Programme	Premier and members of executive council (MEC) EXCO	Quarterly
Mpumalanga	EXCO Outreach Programme	Premier and members of executive council (MEC) EXCO	Quarterly
Northern Cape	EXCO Outreach Programme	Premier and members of executive council (MEC) EXCO	Monthly
North West	Thuntsha Lerole (Accelerated Service Delivery Programme)	Premier and members of executive council (MEC) EXCO	Weekly (every Friday)
Western Cape	First Thursday EXCO Outreach Programme	Premier and members of executive council (MEC) EXCO	Monthly

METRO, DISTRICT & LOCAL GOVERNMENT

Municipal	Name of the outreach	Lead	
Metro, District & Municipality	Mayoral Imbizo Programme	Mayor, and members of mayoral committee (MMC)	Monthly & Quarterly

CONCLUSION

The following **PRINCIPLES** are key in guiding the implementation of the Imbizo programme and citizen-based monitoring:

As a democratic nation, the voice of citizens is integral to building a capable, ethical and developmental state in South Africa

Imbizo and citizen-based monitoring is not a once-off event, but an on-going process of relationship building and performance improvement

Government must encourage independent monitoring by civil society & other entities

Monitoring mechanisms should be workable and suit the context in which they are applied

Monitoring findings and planned improvements need to be communicated to citizens timeously

Communication strategies must be informed by the target audience

Government monitoring systems need to include the views and experiences of citizens

Citizen participation in planning strengthens citizen participation in monitoring

Imbizo and Citizen-based monitoring must form an integral part of service delivery improvement plans and management decision-making processes

Engaging citizens and civil society in monitoring government performance can result in the following benefits:

- Community ownership and improved service-delivery
- Improved public expenditure efficiency
- Greater trust in government and public confidence
- Promote accountability across government
- Improve program effectiveness
- Strengthen institutions, processes and systems
- Enhance & complement government's performance monitoring systems



THANK YOU