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**PUBLIC PARTICIPATION STRATEGY**

**NEWCASTLE LOCAL MUNICIPALITY**



1

**INTRODUCTION AND LEGISLATIVE FRAMEWORK**

**1.1 Introduction**

According to the white paper on local government, the country seeks a developmental local government, which emphasizes the need to work with local communities in finding sustainable ways to meet their needs and improve the quality of their lives. Amongst the four characteristics of the developmental local development, the paper discusses the empowerment of the marginalized and excluded groups of the community as pivotal in the municipal operations. It is therefore important that the municipality establishes a system that will involve communities in the operations of the municipality in order to ensure that the municipality produces the outputs that the communities need to improve their lives. It is therefore clear from the provisions of the said paper that the communities are a critical component of the municipal functioning system as they are the recipients of the outputs produced by the municipality. Since the municipality has to produce outputs expected by the communities, the communities must therefore be afforded an opportunity to communicate their needs and vent their satisfaction of what they receive.

Newcastle local municipality is no exception to that, hence prioritizing on the development of the strategy that will ensure that a gap between the municipality and the community is reduced. The plan will also attempt to assist the elected representatives to know and understand the views, needs and aspirations of their constituency whenever they are making decisions on their behalf.

Furthermore the plan will assists the municipality to illicit participation of the public during programme and project planning and development as well as implementation whilst it strengthens the relationship between the municipality and its community, sector government departments as well as neighboring municipalities.

**1.2 The legislative and policy framework for public participation**

* **The South African Constitution**

Whereas there is a variety of prescriptions that provide for public participation in local government, the notion of public participation in all spheres of government is primarily embedded in the South African Constitution. Specific to the local spheres of government the Constitution states:

*“Section 151(1) (e) - obliges municipalities to encourage the involvement of communities and community organizations in local government.*

*Section 152 - the Objects of local government (are) to encourage the involvement of communities and community organizations in the matters of local government.*

*Section 195 (e) – in terms of the Basic values and principles governing public administration – people’s needs must be responded to, and the public must be encouraged to participate in policy-making”*

* **The Municipal Structures Act**

According to the Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003) a Category A municipality with a sub-council or ward participatory system, or a Category B municipality with a ward participatory system, and Executive committees or Executive Mayors must annually report on the involvement of communities and community organisations in the affairs of the municipality.

* **The Municipal Systems act**

In terms of the Municipal Systems Act 32 of 2000 the legal nature of a municipality is inclusive of the local community within the municipal area, working in partnerships with the municipality’s political and administrative structures to provide for community participation‟.

According to **Section 4** ofthis act council has the duty:

* To encourage the involvement of the local community
* To consult the community about the level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider

**Section 5**, provides that members of the community have the right:

* To contribute to the decision-making processes of the municipality and submit written or oral recommendations, representations and complaints to the municipal council
* To submit written or oral recommendations, representations and complaints to the municipal council.
* T prompt responses to their written or oral communications, including complaints to the municipal council,
* To be informed of decisions of the municipal council
* To regular disclosure of the affairs of the municipality, including its finances
* To demand that the proceedings of the municipal council and those of its committees must be open to the public.

In terms of **Section16** of the Municipal Systems Act, a municipality must develop a **culture of community participation** that complements formal representative government with a system of participatory governance and must for this purpose, encourage and create conditions for the community to participate in the affairs of the municipality, including in the preparation, implementation and review of its IDP, performance management system, monitoring and review of performance, preparation of the budget, strategic decisions relating to municipal services.

In terms of section 17(2) of the Municipal Systems Act, a municipality must establish appropriate **mechanisms, processes and procedures** to enable the local community to participate in the affairs of the municipality and must:

* Provide for the receipt, processing and consideration of petitions and complaints lodged by the members of the local community.
* Indicate how it will notify the community about municipal issues and procedures to be followed by the community when it wishes to comment on municipal issues,
* Provide for public meetings and hearings by the municipal council so that the views and comments and complaints of the community can be heard and considered,
* Provide for consultative sessions with local recognized community organisationsand where appropriate, traditional councils

Section 18 of the Municipal systems Act, provides that the municipality must **communicate to its communities information concerning community participation**, including:

* The available mechanisms, processes and procedures to encourage and facilitate community participation,
* The matters with regrds to which community participation is encouraged,
* The rights and duties of members of the local community and
* Municipal governance, management and development

Section 21 of the municipal Systems Act when anything must be communicated by a municipality through media to the local community, it must be done:

* In the local newspaper or of its area
* In a newspaper circulating in its area and determined by council as a newspaper of record,
* By means of radio broadcasts covering the area of the municipality,
* Any such notification must be in the official languages determined by the council, having regard to language preferences and usage within the area.
* **The white paper on Local Government**

According to the White Paper on Local Government 1998 municipalities require active participation by citizens at four levels:

* As voters: to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote.
* As citizens: who express, via different stakeholder associations, their views before, during and after the policy development process in order to ensure that policies reflect community preferences as far as possible.
* As consumers and end-users: who expect value-for-money, affordable services and courteous and responsive service.
* As organised partners involved in the mobilisation of resources for development via for profit businesses, non-governmental organisations and community-based institutions.

The White Paper further proposes that municipalities should develop mechanisms to ensure citizen participation in policy initiation and formulation, and the M&E of decision-making and implementation through the following approaches:

* Forums to allow organised formations to initiate policies and/or influence policy formulation, as well as participate in M&E
* Structured stakeholder involvement in certain Council committees, in particular if these are issue-oriented committees with a limited lifespan rather than permanent structures
* Participatory budgeting initiatives aimed at linking community priorities to capital investment programmes
* Focus group participatory action research conducted in partnership with NGOs and CBOs can generate detailed information about a wide range of specific needs and values
* **Batho Pele**

The eight Batho Pele principles were developed to serve as acceptable policy and legislative framework regarding service delivery in the public service. These principles are aligned with the Constitutional ideals of promoting and maintaining high standards of professional ethics; providing service impartially, fairly, equitably and without bias; utilising resources efficiently and effectively; responding to people's needs; the citizens are encouraged to participate in policy-making; and rendering an accountable, transparent, and development-oriented public administration. Municipalities are also viewed as the level of government expected to abide by the following Batho Pele principles.

* Consultation
* Setting service standards
* Increasing access
* Ensuring courtesy
* Providing information
* Openness and transparency
* Redress
* Value for money
* **Community based planning**

Based on a number of principles, Community-Based Planning seeks the active involvement of the community, especially poor people, so as to improve the quality of plans and services, extend community control over development and empower communities so that they take action and become less dependent. The principles of Community-Based Planning are:

* Poor people are included
* Plans, and the planning process, must be realistic and practical
* Planning must be linked to legitimate structures like ward committees
* Planning should include implementation, monitoring, evaluation and annual review
* The plan must be people-focused and empowering
* The emphasis should be to build on strengths and opportunities rather than focus on problems
* Plans must be holistic and cover all sectors
* Planning must promote mutual accountability between communities and officials
* There must be commitment by councilors and officials to the whole process

**Back to basics**

This is a government programme aimed ensuring that municipalities provide clean drinking water, sanitation, electricity, shelter, waste removal and roads as these are the basic human rights, essential components of the right to dignity as enshrined in our Constitution and Bill of Rights. The program’s goal is to improve the functioning of municipalities to better serve communities by getting the basics right. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities. The programme has five building blocks namely:

* **Basic services: Creating decent living conditions**

Municipalities must:

* Develop fundable consolidated infrastructure plans.
* Ensure infrastructure maintenance and repairs to reduce losses with respect to:
	+ Water and sanitation.
	+ Human Settlements.
	+ Electricity.
	+ Waste Management.
	+ Roads.
	+ Public Transportation.
* Ensure the provision of Free Basic Services and the maintenance of Indigent register.
* **Good governance**

Good governance is at the heart of the effective functioning of municipalities. Municipalities will be constantly monitored and evaluated on their ability to carry out the following basics:

* The holding of Council meetings as legislated.
* The functionality of oversight structures, S79 committees, audit committees and District IGR Forums.
* Whether or not there has been progress following interventions over the last 3 – 5 years.
* The existence and efficiency of anti-corruption measures.
* The extent to which there is compliance with legislation and the enforcement of by-laws.

The rate of service delivery protests and approaches to address them.

* **Public participation**

Measures will be taken to ensure that municipalities engage with their communities.

Municipalities must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

* The existence of the required number of functional Ward committees.
* The number of effective public participation programmes conducted by Councils.
* The regularity of community satisfaction surveys carried out.
* **Financial management**

Sound financial management is integral to the success of local government.

Performance against the following basic indicators will be constantly assessed:

* The number of disclaimers in the last three to five years.
* Whether the budgets are realistic and based on cash available.
* The percentage revenue collected.
* The extent to which debt is serviced.
* The efficiency and functionality of supply chain management.
* **Institutional capacity**

There has to be a focus on building strong municipal administrative systems and processes. It includes ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. Targeted and measurable training and capacity building will be provided for councillors and municipal officials so that they are able to deal with the challenges of local governance as well as ensuring that scarce skills are addressed through bursary and training programmes. The basic requirements to be monitored include:

* Ensuring that the top six posts (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning) are filled by competent and qualified persons.
* That the municipal organograms are realistic, underpinned by a service delivery model and affordable.
* That there are implementable human resources development and management programmes.
* There are sustained platforms to engage organised labour to minimise disputes and disruptions.
* Importance of establishing resilient systems such as billing.

It is for the purposes of this strategy that a building block of back to basics programme on public participation is of critical importance, this strategy is therefore going to also consider the requirements and provisions of the back to basics programme more specific to the public participation element of it as it requires the municipality to have ward committees, public satisfaction surveys and public participation activities conducted by council.

* 1. **Public participation defined**

The foregoing legislative provisions on public participation prescribes the legal obligations placed on municipalities to involve communities in the municipal affairs, however, for the municipality to effectively carry out that mandate, it is pivotal to also define what is meant by community participation in order to create a focused action to make the participation process meaningful.

Whilst it has been defined in different ways but for the purposes of this document, public participation is the process by which interested and affected individuals; organizations, agencies and government entities are consulted and included in the decision-making process.

Public participation consists of three related, and often overlapping, processes: **information dissemination, consultation, and stakeholder participation.** Stakeholders are the individuals, groups, or institutions that have an interest or stake in the outcomes of the municipal operations. The term also applies to those potentially affected by individual project.

**Information dissemination** refers to the availability and distribution of timely and relevant information on the municipal programs and projects. Aspects of dissemination include appropriate notification and disclosure of project information and proper public access to it.

**Consultation** pertains to information exchanges among the implementing agency, project executing agencies, and stakeholders. Consultation also provides opportunities for communities and local groups to contribute to project scope, implementation, and evaluation.

**Involvement** requires a high level of two-way interaction between the municipality and the public. It constitutes an active working relationship between the public (represented by ward committees and stakeholder groups) and the municipality in order to ensure that concerns and issues raised by the community are directly reflected in the way the municipality deals with it. Providing continued feedback to ward committees and stakeholder groups is part of the process. This kind of participation process is far more targeted and structured and is both group specific and issue focused

Public participation further refers to a range of activities that members of a community can undertake to assist in planning and implementing projects. It is an extent to which stakeholders can influence development by contributing to the project design, influencing public choices and holding public institutions accountable for the services they are bound to provide. Thus, it is a process that involves participation of communities in project design and implementation as well as participation in the opportunities created by the project.

**1.4 Defining the “public” in the case of Newcastle Local municipality**

It is for the purposes of this plan that the following is considered as the public whose participation is sought:

* Community interest organizations
* The business community
* Community members of the municipal area in general
* The youth of Newcastle
* The women of Newcastle
* The man of Newcastle
* The people living with disabilities
* The Eldelry people
* The children

**1.5 The scope of public participation**

The following issues are prioritized for public participation in this municipality:

1. Annual planning processes (IDP review)
2. Annual budgeting processes (Budget review)
3. Performance management system
4. Policies and By-laws development and implementation
5. Project planning, implementation and monitoring.
6. Long term strategic planning for the municipal area.

**1.6 Benefits of public participation**

The forgoing legislative provision for public participation have demonstrated that the communities have a right to participate in the affairs of the municipality and also placed an obligation on the municipality to encourage community participation in the decision making processes of council. Through the passage of time, it has been learnt that there is some reluctance on the side of the community to involve themselves in the affairs of the municipality until something goes wrong and they will get emotionally aroused resulting to violent protest actions. This section of the document therefore demonstrates the importance and value of public participation in the municipal affairs. Benefits of public participation in any given municipality can be summarized as:

**Increased level of information in communities:** This is basically increasing the levels of information about the municipality in communities they serve. This will include letting people know of the intentions of the municipality, progress made in achieving them and challenges met requiring interventions. An informed community is more governable in the time of crisis.

**Improved Need Identification for Communities:** the municipality as the institution that serves the community has to be in good understanding of the needs that the communities have. Working on assumptions will always lead to the production of outputs by the municipality that are not relevant to the community needs hence public participation processes lead to a better understanding of the community needs in order for them to prioritise them in their planning and budgeting processes.

**Improved Service Delivery:** A municipality better informed of the community needs will always deliver better services. Services are not what the municipality deems suitable and enough for the community but they are what the community needs. It is a service for the municipality to provide swimming pools but it shall never be a better service if the communities need housing instead, therefore for it to be a better service the public must participate in its identification.

**Greater Community Empowerment:** it is a reality that most communities do not understand the municipal processes such that they would sometimes have expectations that are impossible to meet. Consequently, instead of participating they resort to violent demonstration because they are not adequately empowered of the municipal processes including forums where they can participate to vent their views and inputs thus public participation benefits the municipalities through community empowerment leading to the understanding of the municipal processes and attainable expectation thereof.

**Greater Accountability:** whenever the communities are informed of what the municipality is busy working towards, the municipality feels obliged to report back on what is happening thus leading to better accountability. Public participation done properly will therefore lead to greater accountability by the municipalities.

**Impact of Community Participation on Wealth Distribution:** whenever the majority of the community is poor and their participation is improved, more services and economic development will be tilted towards them leading to wealth redistributed to their benefit.

**Building a Greater Sense of Solidarity: A** more obvious benefit of community participation is the way it helps build a greater sense of solidarity or among residents.

**Greater Tolerance of Difference:** Public participation practiced in an apolitical and classless manner would rather unify the communities toward a common cause regardless of whatever differences that may exist.

**THE STATUS QUO ANALYSIS**

2

**2.1 Municipal demographics at a glance**

The municipal IDP reports that the municipality has a total population of 363 263 people and of that population, black African group makes up the majority of the population seating at 91.86% of the population followed by the white population group calculated at 3,93%. The Indian population group is the third largest population group at 3,22% followed by the coloured population group seating at 0.75%. As guided by these statistics it is apparent that the majority of the population is Black African and such should be considered when public participation programmes and activities are designed in order to fit into their way of living and within their level of understanding.

In terms of gender distribution, 52% of the total population in Newcastle is female with the remaining 48% being males. The municipality is thus expected to encourage the representation of women in the in public participation structures since they form a majority of the population. Furthermore, specific public participation structures aimed at encouraging women participation are necessary and capacity building programmes aimed at empowering women for a meaningful participation are also needed.

In terms of the languages spoken in Newcastle, isiZulu remains the most spoken language as 84.87% of the people speak isiZulu. English is spoken by 6.33% of the population whereas Afrikaans is spoken 3.46% of the population. Only 0.63% of the population uses the sign language. This have a bearing in the functioning of public participation structures as the municipality has to understand the language to be used when communicating with them and the community at large. Mostly the concentration of the Zulu speaking population is located in the Newcastle east and as such the municipality must attempt to prioritise the use of isiZulu when communicating with those communities.

The municipal IDP further reports that Newcastle has a total number of 17 230 people who do not have any formal education and the concentration of those people is female population as they seat at 59.21%. This has a bearing in the public participation operations as the members are to participate while they understand what they are doing and they may find it difficult if the majority of members are illiterate and the municipality does not design programmes that are considerate of that reality. This will pose a challenge to the municipality to introduce basic literacy programs for the public participation structures members.

According to the NLM IDP, a huge backlog in the delivery of public services has been recorded. These include, poor conditions of schools, poor access to institutions for early childhood education, poor access to health services which affects delivery of primary health care, poor access to library services, poor access to welfare services and poor access to cemeteries. Similarly, the municipality is also faced with a challenge of the backlogs regarding access to roads, electricity, water and sanitation. Further to that the municipality is also struggling with the maintenance of the current infrastructure. This is important in that the public participation structures and programs should then be structured to include portfolios that will be specifically dealing with the issues of infrastructure and socio-economic development in order to ensure peoples participation in the municipal endeavors to reduce the said backlogs.

**2.2 Status of public participation**

**2.2.1 The public participation processes in the municipality**

It is for the purposes of this document that responses to the following questions will be asked in order to determine the current state of public participation in the Newcastle Local Municipality:

**1. Can the citizens participate:** Do the citizens have appropriate knowledge on municipal processes in general and public participation processes in particular? Are there any resources allocated for public participation?

**2. Do they even like to participate:** Do they identify with the municipality and its intentions.

**3. Are they enabled to participate:** Are they afforded the opportunity to participate?

**4. Are they asked to participate:** Is there a mobilization for participation.

**5. Are they responded to:** Can the public see the evidence that their views have been considere

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Focus | Description | Structure/ document | Programme/activity | Responsible municipal official |
| Public participation guidelines | Is there a council adopted document that informs and guides the public participation programmes and activities?. |  |  |  |
| Public participation planning | Does the municipality have the public participation strategy or plan |  |  |  |
| Ability to participate | Participation Knowledge by the citizens? |  |  |  |
| Resources allocated for public participation? |  |  |  |
| Interest to participate | Are the citizens eager to participate? |  |  |  |
| Participation opportunities | Are the citizens afforded an opportunity to participate? |  |  |  |
| Participation mobilization | Are the citizens asked to participate? |  |  |  |
| Participation capacity building | Are there any programmes in places that are aimed at capacitating the communities to participate in the municipal affairs?. |  |  |  |
| Are there any programmes in places that are aimed at capacitating the councilors and staff on public participation? |  |  |  |
| Participation Response | Is there any evidence present to the citizens that their views have been heard? |  |  |  |
| Community Information | How does the municipality inform its communities? |  |  |  |
| Community Consultation | How does the municipality consult with communities |  |  |  |
| Community involvement | How does the municipality involve the communities? |  |  |  |
| Municipal planning participation | How does the municipality inform, consult and involve communities during the planning stages of the municipality. |  |  |  |
| Municipal budgeting participation | How does the municipality inform, consult and involve communities during the budgeting stages of the municipality. |  |  |  |
| Monitoring and evaluation participation | How does the municipality inform, consult and involve communities during the performance management stages of the municipality. |  |  |  |
| Policies and by-laws | How does the municipality inform, consult and involve communities in the development and implementation of the by-laws and policies of the municipality |  |  |  |
| Project management | How does the municipality inform, consult and involve communities during the project planning and implementation stages of the municipality. |  |  |  |
| Municipal long-term planning | How does the municipality inform, consult and involve communities during the long term planning stages of the municipality. |  |  |  |
| Public participation institutionalization | How is the public participation function currently institutionalized? |  |  |  |

**2.2.2 The SWOT Analysis**

|  |  |
| --- | --- |
| **STRENGHTS** | **WEAKNESSES** |
| - The municipality is committed to ensuring the existence and functionality of public participation structures.-The Newcastle municipality has a number of community organisations that are willing to participate in the public participation processes.The municipality does have public participation structures- All wards have their ward committees- Ward committees are a true reflection of the demographic character of the municipality in terms population groups where the African group is the majority.- The municipality does have plans to build the capacity of the ward committee members. | -The municipality does not have the policy on the establishment of ward committees.- Municipal departments do not priorities public participation hence they do not respond to submitted public concerns.-The public participation structures do not have an operating plan that details expected activities to be performed and reported on except for the ward committees who have an operational plan. |
| **OPPORTUNITIES** | **THREATS** |
| -The communities do pay attention to matters relating to public participation.-Community members are willing to become ward committee members.-The municipality may receive accurate community concerns, aspirations, inputs and compliments through the ward committees thus improving on performance and service delivery aimed at changing people’s lives.- The municipality has allocated well skilled and capacitated officials to deal with public participation matters. | -Some of the areas of Newcastle are subject to traditional leadership and if the municipality do not find a way to work well with the traditional authorities it may lead to the unnecessary community divisions.-The municipality has new ward councilors who may not be well capacitated on public participation.-Ward councilors may not implement planned public participation activities in their respective wards.-Ward committees may be used as an extension of the ward ruling political party thus hindering public participation intentions-Community members might not participate due to lack of capacity and understanding of the municipal processes. |

**2.2.3 Key issues for consideration**

* Public participation is not properly institutionalized within the municipality.
* Inadequate systems for eliciting public views on municipal operations.
* Consultation with the communities is limited
* Community involvement in decision making is limited.
* The municipal programs on informing the communities about its performance are also limited.
* By-laws are not adequately consulted with communities and stakeholders.
* The municipality does not seek views of the community when designing its long-term plans.
* The community involvement in project implementation is limited.

**THE STRATEGIC DIRECTION**

3

**3.1 Introduction**

It has to be stated that this plan is not intended to be developed in isolation to the entire municipal processes and as such it must align to them. Furthermore, the plan must also be considerate of the current approach utilized by the public participation unit. The public participation unit of the municipality has an approach that they have been using thus far. The approach identifies four pillars of public participation which include Partnership, Involvement, consultation and informing. The unit looks and communities as equal partners with the municipality in service delivery. As for the involvement, the unit places emphasis on community input and feedback to influence the municipal processes. Furthermore, the unit sees importance in consultation whereby communities provide feedback to the municipality. Lastly the unit believes that public participation is also there to achieve the objective of informing the communities of challenges and successes of the municipal programmes. This plan must therefore align itself to these provisions of the departmental approach in order not to reinvent the wheel but be consistent with the good that the unit is currently doing.

The municipality sees the public as being partners to delivering services and as such this plan should identify that which the municipality is intending to do and requires partnership from the communities in order to achieve. The municipality would from time to time review its IDP in consultation and with involvement from the communities. These reviews are intended to identify projects and programmes that will take the municipality closer and closer to the realisation of its vision. As such, the municipality has a vision to realize and requires communities to be their partners in their endervours to get closer to the vision. This plan should therefore align itself to the municipal vision in order to ensure that public participation activities are in total agreement with the municipal activities intended for the realization of the vision. It is critical that at this stage of the document, the knowledge of the municipal vision is provided with an intention to ensure that the forthcoming phases of the document are considerate of it. The municipal vision is that **“By 2030 Newcastle municipality will be a sustainable and economically vibrant city-region that affords its citizens a high quality of life”.**

**3.2 The Vision**

**A community that is an active, organised and capacitated municipal partner in designing and developing a sustainable and economically vibrant city.**

By 2030 the public of Newcastle Local Municipality will be an **active, organised** and **informed** partner of the municipality who is **consulted and involved** in decision-making while adequately **capacitated** to participate in the municipal operations for the designing and development of a sustainable and economically vibrant city.

**3.3 The mission**

The municipality exists to create a suitable environment for the public to participate in the long term planning, Operational planning, Budgeting process as well as Monitoring and evaluation through consultation, involvement, informing and capacitation for meaningful participation.

**3.4 Public participation goals**

1. Total involvement of the public in the long-term planning of the municipality.
2. Thorough consultation of the public in the annual planning, budgeting and service delivery processes of the municipality.
3. Accurate and timeous informing of the public on the municipal performance and operations.
4. Continuous empowerment of the public for active participation.

**3.5 Key performance areas**

1. Long term planning participation

2. Community consultation and involvement

3. Community communication

4. Community participation capacity building

**3.6 Strategic objectives, measurable objectives and strategies**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key performance area** | **Goals** | **Strategic objectives** | **Measurable objectives** | **Strategies** |
| **1. Long term planning participation** | 1.Total involvement of the public in the long-term planning of the municipality. | 1.1Obtain the public input in the long term planning of the municipality. | 1.1.1Ensure the existence of the long term planning public participation mechanisms and vehicles. | 1.1.1.1 Design and implement the long-term planning public participation programme |
| **2. Community consultation and involvement** | 2.Thorough consultation of the public in the annual planning, budgeting and service delivery processes of the municipality. | 2.1 Provide an opportunity for interested parties to identify municipal concerns and priorities. | 2.1.1 Ensure the existence of the forums aimed at identifying concerns and prioritizing the interventions at a ward level. | 2.1.1.1 Facilitate the ward priority and intervention identification forums to produce the ward based plan |
| 2.1.2 Ensure the existence of the platforms designed for the identification of priority concerns and interventions at a municipal level. | 2.1.2.1 Facilitate the municipal priority and intervention identification forums. |
| 2.2 Illicit public views on the budget for funding the identified priorities. | 2.2.1 Ensure the existence of the mechanisms aimed at obtaining public views on the municipal budget. | 2.2.1.1 Facilitate the budget presentation and engagement forums |
| 2.3 Seek the involvement of the public in the management of service delivery projects. | 2.3.1 Ensure the establishment of community participation systems and forums in the implementation of service delivery projects and activities. | 2.3.1.1 Establish specific project management structures |
| **3. Community communication** | 3.Accurate and timeous informing of the public on the municipal performance and operations. | 3.1 Keep the public informed and updated of the performance progress of the municipality. | 3.1.1 Ensure the existence of the systems, mechanisms and activities aimed at informing the communities of the municipal operations and performance. | 3.1.1.1 Create platforms for informing the public of the municipal operations and performance progress. |
| 3.1.1.2 Identify design and implement mechanisms for informing the communities of the municipal activities. |
| 3.2 Provide an opportunity for the public to vent their dissatisfaction about municipal service delivery processes. | 3.2.1 Ensure the existence of the systems, mechanisms and activities aimed at receiving the public complaints and dissatisfaction about the municipal performance. | 3.2.1.1 Identify and implement programmes aimed at obtaining complaints from the community. |
| 3.2.1.2 Identify and implement programmes aimed at obtaining community satisfaction levels about the municipal performance. |
| 3.2.2 Ensure the communication of responses to community concerns. | 3.2.2.1 Develop, design and implement response communication systems and mechanisms. |
| **4. Community participation capacity building** | 4.Continous empowerment of the public for active participation. | 4.1 Create ability, interest and opportunities for the public to participate in the municipal operations | 4.1.1 Create a favourable environment for participation by ensuring that the public is able to participate through | 4.1.1.1 Establishment of public participation structures. |
| 4.1.2 Ensure the functionality of the participation structures. | 4.1.2.1 Development and adoption of the operations plans for established structures including the capacity building. |
| 4.1.3 Keep the public interested in participating in the municipal affairs. | 4.1.3.1 Design, develop and implement community participation mobilization programmes |

**3.7 Projects aligned to strategies**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Key performance area** | **Goals** | **Strategic objectives** | **Measurable objectives** | **Strategies** | **Projects** |
| **1. Long term planning participation** | 1.Total involvement of the public in the long-term planning of the municipality. | 1.1Obtain the public input in the long term planning of the municipality. | 1.1.1 Ensure the existence of the long term planning public participation mechanisms and vehicles. | 1.1.1.1 Design and implement the long-term planning public participation programme  | Imagine Newcastle, a vibrant city Project |
| **2. Community consultation and involvement** | 2.Thorough consultation and involvement of the public in the annual planning, budgeting and service delivery processes of the municipality. | 2.1 Provide an opportunity for interested parties to identify municipal concerns and priorities. | 2.1.1 Ensure the existence of the forums aimed at identifying concerns and prioritizing the interventions at a ward level. | 2.1.1.1 Facilitate the ward priority and intervention identification forums to produce the ward based plan | The ward indaba |
| Ward community meetings |
| 2.1.2 Ensure the existence of the platforms designed for the identification of priority concerns and interventions at a municipal level. | 2.1.2.1 Facilitate the municipal priority and intervention identification forums. | Ward forum |
| IDPRF |
| Mayoral Imbizo |
| 2.2 Illicit public views on the budget for funding the identified priorities. | 2.2.1 Ensure the existence of the mechanisms aimed at obtaining public views on the **municipal budget.** | 2.2.1.1 Facilitate the budget presentation and engagement forums | The Ward forum |
| IDPRF |
| Municipal Imbizo |
| 2.3 Seek the involvement of the public in the management of service delivery projects. | 2.3.1 Ensure the establishment of community participation systems and forums in the implementation of service delivery projects and activities. | 2.3.1.1 Establish specific project management structures | Local project steering committee |
| **3. Community communication** | 3.Accurate and timeous informing of the public on the municipal performance and operations. | 3.1 Keep the public informed and updated of the performance progress of the municipality. | 3.1.1 Ensure the existence of the systems, mechanisms and activities aimed at informing the communities of the municipal operations and performance. | 3.1.1.1 Create platforms for informing the public of the municipal operations and performance progress. | Ward Forums |
| Public meetings |
| 3.1.1.2 Identify design and implement mechanisms for informing the communities of the municipal activities. | Annual report |
| Quarterly municipal newsletters |
| Municipal website |
| Bulk SMS service |
| Social media initiative |
| Local and national radio slots |
| 3.2 Provide an opportunity for the public to vent their dissatisfaction about municipal service delivery processes. | 3.2.1 Ensure the existence of the systems, mechanisms and activities aimed at receiving the public complaints and dissatisfaction about the municipal performance. | 3.2.1.1 Identify and implement programmes aimed at obtaining complaints from the community. | Community complaints management system |
| 3.2.1.2 Identify and implement programmes aimed at obtaining community satisfaction levels about the municipal performance. | Community satisfaction survey |
| 3.2.2 Ensure the communication of responses to community concerns. | 3.2.2.1 Develop, design and implement response communication systems and mechanisms. | Community complaints response system |
| **4. Community participation capacity building** | 4.Continous empowerment of the public for active participation. | 4.1 Create ability, interest and opportunities for the public to participate in the municipal operations | 4.1.1 Create a favourable environment for participation by ensuring that the public is able to participate through | 4.1.1.1 Establishment of public participation structures. | Public participation forum |
| Public participation portfolio committees |
| IDPRF |
| Ward forum |
| Ward committee |
| Youth council |
| Women’s forum |
| Men’s forum |
| People living with disabilities forum |
| Elderly people forum |
| Children’s forum  |
| 4.1.2 Ensure the functionality of the participation structures. | 4.1.2.1 Development and adoption of the operations plans for established structures including the capacity building. | Develop, adopt and publicise the public participation forum meetings |
| Develop, adopt and publicise the public participation portfolio committees |
| Develop, adopt and publicize the IDPRF meetings schedule. |
| Develop, adopt and publicize the Ward forum meetings schedules |
| Implement the Ward committee operational plan. |
| Develop, adopt and implement the youth development plan. |
| Develop, adopt and implement the Women empowerment plan |
| Develop, adopt and implement the Men empowerment plan. |
| Develop, adopt and implement the empowerment plan for the People living with disabilities. |
| Develop, adopt and implement the empowerment plan for elderly people. |
| Develop, adopt and implement the empowerment plan for the children. |
| 4.1.3 Keep the public interested in participating in the municipal affairs. | 4.1.3.1 Design, develop and implement community participation mobilization programmes | Invitation letters |
| Loudhailers |
| SMS notifications |
| Social media initiative |
| Municipal public participation awards |

**INSTITUTIONALISING PUBLIC PARTICIPATION**

4

1. **Introduction**

The public participation processes are indeed prescribed by the law and certain policies and programmes as outlined in the foregoing content of this document, however, none of those outline the institutionalization of the entire process thereby leaving it hanging as to whose responsibility is it to coordinate the implementation of the prescription. It is however clear that unless the participatory functions and processes are institutionalized and properly coordinated, the community will be denied its democratic right of being informed about municipal issues and to participate fully in issues directly affecting their lives. The following passage therefore attempts to identify the role players and their responsibilities including the flow of coordination between the identified role players.

In the main three role players in the process have been identified namely,

1. the municipal administration (the officials)
2. the municipal council (the councilors)
3. the community.

It is of paramount importance that these role players create a workable relationship amongst them working together to achieve a common goal which is to realize the municipal vision. This working together is important in that the target for communication is the community for both the officials and the councilors. Both can share the same platform in communicating with the communities or at different times and spaces they can interact with the community, however, what is critical is that the information they relate to the community must always be the same which therefore means the officials must from time to time provide information to the councilors to relate to the community and the same goes for the councilors. The main question is who are these individuals with the council, administration or community that are responsible for the coordination of the public participation process. The main role-players in the municipal process of public participation are:

* The Speaker (as per the new council make-up)
* The Mayor
* The Ward Councillor
* The Ward Committee
* The Municipal Manager (Including heads of departments and line managers)
* Stakeholder Forums or Lobby Groups
* The Community
1. **Public participation role players**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **LEVEL** | **STRUCTURE/OFFICE** | **MEMBERSHIP** | **ROLE** | **MEETING FREQUENCY** |
| MUNICIPALITY | THE MAYOR |  | -Inform the communities on important municipal activities and achievements.-Promote the municipality as a haven for investment-Inform the communities and stakeholders of important policy changes |  |
| EXECUTIVE COMMITTEE |  | -Play a role in the monitoring of public participation by annually reporting on community involvement -Ensure that public views are taken into account; and -Report on the effect of consultation on the decision making process |  |
| THE SPEAKER | Office of the Speaker or a delegated official | -Coordinate the communication/participation functions of the municipality, especially the drafting of the annual public participation plan. -Oversee the publicising of the Public Participation Principles. -Oversee the drafting of a Citizen’s Participation Charter. -Meet regularly with the ward councillors to ensure appropriate communication with the communities through the ward committee structure. -Ensure that representations made through the ward committees and ward councillors are channeled to the appropriate structures/functionaries for further attention/information. -Provide the administrative support to public participation structures prioritized by the municipality-Maintain a register of stakeholders, otherwise known as the stakeholder register. -Provide the administrative support to the IDP Forum.-Ensure that representations made by the IDP Forum, and other stakeholder groups, are channeled to the appropriate structures/functionaries for further attention.  |  |
| THE WARD COUNCILLOR |  | -Ensure that the interests of the people in the ward are properly represented. -Ensure that the community is consulted and kept informed about council decisions, development and budget plans that affect them. -Assist the community in solving any municipal problems they may be experiencing, by bringing these to the attention of the municipal officials through the established channels of communication. |  |
| OFFICE OF THE MUNICIPAL MANAGER | A unit reporting to the MM responsible for public participation functions | -An administration that is responsive to the needs of the community to participate in the affairs of the municipality. -Facilitating participation by the local community in the affairs of the municipality through a delegated municipal department.-Ensuring that public participation is included as a Key Performance Area in each of the performance contracts of the relevant staff, and that the appropriate Key Performance Indicators and Targets are identified. -Developing and maintaining a system in terms of which community satisfaction with the municipal services can be assessed. -Ensuring that a person to whom the overall participatory responsibility has been delegated. -Establishment of an organisational structure to provide the necessary support to the responsible person -Ensuring the development of a public participation plan |  |
| PUBLIC PARTICIPATION UNIT | The unit is composed of officials employed by the municipality to work with the office of the Honourable Speaker of council to attend to all matters of public participation including ward commitees.  | The major role for the unit is to perform the role assigned to the office of the Municipal Manager | Daily |
| PUBLIC PARTICIPATION FORUM | -Public participation unit-Delegates from all municipal departments | It remains a challenge that there are municipal departments that would want to go directly to the communities for different activities that require their participation. However, it is always advisable to go through the public participation unit in doing that, but currently there is no forum where the municipal departments will plan and report their visits to the communities together with the public participation unit. This forum is therefore intended to provide a space where public visits by municipal departments are planned and reported.Furthermore this forum is to ensure that matters from monthly public participation structures reports requiring departmental attention are discussed, attended to and responses provided to ward committee members. | Monthly |
| MUNICIPALITY AND PUBLIC PARTICIPATION STRUCTURES | PUBLIC PARTICIPATION PORTFOLIO COMMITTEE FORUMS | -Public participation unit-Council portfolio committee members-Departmental heads-Ward committee members serving in the respective portfolios- Public participation stakeholders relevant to specific portfolios | This forum is intended to create a direct communication between the council portfolio committees and the public participation structures relevant to their portfolios. This will assist in ensuring that the community views, aspirations and inputs are considered by the council portfolio committees and the reports on the implementation progress are presented to the public participation structures. | Quartely |
| REGIONAL | WARD FORUM | -Public participation unit-Office of the speaker-All ward committee members | This forum exists to attend to all operational matters requiring attention at a regional level. Furthermore, it seeks to prioritise and consolidate community inputs at a regional level for submission to council for consideration in the IDP.  | Twice a year |
| ZONAL | OSIZWENI ZONE | All Ward committee members from Osizweni | This forum exists to attend to all operational matters requiring attention at a zonal level. Furthermore it seeks to prioritise and consolidate community inputs at a zonal level for submission to the ward forum for consideration in the IDP. | Twice a year |
| BLAWBOSCH ZONE | All ward committee members from Blaubosch | Twice a year |
| MADADENI ZONE | All ward committee members from Madadeni | Twice a year |
| TOWN ZONE | All ward committee members from town and surroundings | Twice a year |
| WARD BASED | COMMUNITY MEETINGS | Community members who are bona fide residents of the ward | Provide inputs to the ward committee and recive reports from the ward councilor, ward committee and the municipality. | Quartely |
| WARD COMMITTEE | -Chairperson-Secretary-3x Infrastructure and services members-3x Local Economic development members-3x Social services members | Implement the ward committee operational plan | Monthly |
| WARD INDABA | -All ward committee members-All ward committee sub-committee members-Street committee members-Public participation unit | Identify priority community needs at a ward level | Twice a year |
| WARD COMMITTEE SUB STRUCTURES | -Infrastructure and services sub-committee comprised of all community organizations operating in this sector-Local economic development subcommittee comprised of all community organisations operating in this sector-Social services sub-committee comprised of all community organisations operating in this sector. | Provide sector-based inputs and receive reports thereof. | Quartely |
| STREET COMMITTEES | -Household members from specific streets identified by the ward councillor | Identify and assist in resolving street based community challenges. | Quartely |

**The process flow and relationships for public participation**

Mayor

Municipal Council

 Council Executive

Public participation portfolio committee forums

Portfolio committees

Municipal Manager

Speaker

Youth Council

Mens, Womens , PLD’s, Elderly people, Children’s forums

Head of department

Ward councillor

Public participation Forum

IDPRF

Ward forum

Line managers

Public participation Unit

Ward indaba

Stakeholders

Ward Committee

Community/individual within the community

**THE IMPLEMENTATION AND MONITORING PLAN**

5

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Key performance area** | **Goals** | **Strategic objectives** | **Measurable objectives** | **Strategies** | **Projects** | Key performance indicator | 5 year target | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Person responsible |
| **1. Long term planning participation** | 1.Total involvement of the public in the long-term planning of the municipality. | 1.1Obtain the public input in the long term planning of the municipality. | 1.1.1 Ensure the existence of the long term planning public participation mechanisms and vehicles. | 1.1.1.1 Design and implement the long-term planning public participation programme  | Imagine Newcastle, a vibrant city Project | Number of sessions held by the Mayor with the community and stakeholders to get their views on the long term planning for the municipality | 20 | 4 | 4 | 4 | 4 | 4 | His worship the mayor |
| **2. Community consultation and involvement** | 2.Thorough consultation and involvement of the public in the annual planning, budgeting and service delivery processes of the municipality. | 2.1 Provide an opportunity for interested parties to identify municipal concerns and priorities. | 2.1.1 Ensure the existence of the forums aimed at identifying concerns and prioritizing the interventions at a ward level. | 2.1.1.1 Facilitate the ward priority and intervention identification forums to produce the ward based plan | The ward indaba | Number of ward Indaba sessions held per ward | 2040 | 408 | 408 | 408 | 408 | 408 | Ward councilors |
| Ward community meetings | Number of ward community meetings convened by the ward councilor for the purposes of identifying concerns and prioritizing interventions | 2040 | 408 | 408 | 408 | 408 | 408 | Ward councilors |
| 2.1.2 Ensure the existence of the platforms designed for the identification of priority concerns and interventions at a municipal level. | 2.1.2.1 Facilitate the municipal priority and intervention identification forums. | Ward forum | Number of ward forum meetings held for prioritizing purposes | 20 | 4 | 4 | 4 | 4 | 4 | The Speaker through the public participation officer |
| IDPRF | Number of IDPRF meetings held for prioritizing purposes | 20 | 4 | 4 | 4 | 4 | 4 | The IDP/PMS line manager |
| Mayoral Imbizo | Number municipal Imbizo events held for presenting priority concerns and interventions and getting their inputs | 20 | 4 | 4 | 4 | 4 | 4 | The Honourable Mayor |
| 2.2 Illicit public views on the budget for funding the identified priorities. | 2.2.1 Ensure the existence of the mechanisms aimed at obtaining public views on the **municipal budget.** | 2.2.1.1 Facilitate the budget presentation and engagement forums | The Ward forum | Number of ward forum meetings held for the budgeting purposes | 5 | 1 | 1 | 1 | 1 | 1 | The Honourable Speaker |
| IDPRF | Number of IDPRF meetings held for budgeting purposes | 20 | 4 | 4 | 4 | 4 | 4 | The Honourable Mayor |
| Municipal Imbizo | Number of municipal imbizo events held for presenting the municipal budget and getting the community inputs on it | 20 | 4 | 4 | 4 | 4 | 4 | The Honourable Mayor |
| 2.3 Seek the involvement of the public in the management of service delivery projects. | 2.3.1 Ensure the establishment of community participation systems and forums in the implementation of service delivery projects and activities. | 2.3.1.1 Establish specific project management structures | Local project steering committee | % of municipal infrastructure projects for which the project steering committee will be established | 100% | 100% | 100% | 100% | 100% | 100% | Public participation officer through the PMU |
| **3. Community communication** | 3.Accurate and timeous informing of the public on the municipal performance and operations. | 3.1 Keep the public informed and updated of the performance progress of the municipality. | 3.1.1 Ensure the existence of the systems, mechanisms and activities aimed at informing the communities of the municipal operations and performance. | 3.1.1.1 Create platforms for informing the public of the municipal operations and performance progress. | Ward Forums | Number of ward forum meetings held by the Speaker to inform the public of the municipal progress | 10 | 2 | 2 | 2 | 2 | 2 | Office of the Speaker |
| Public meetings | Number of public meetings held by the Mayor to inform the public of the municipal progress | 20 | 4 | 4 | 4 | 4 | 4 | The Honourable Mayor |
| 3.1.1.2 Identify design and implement mechanisms for informing the communities of the municipal activities. | Annual report | Number of annual reports compiled  | 5 | 1 | 1 | 1 | 1 | 1 | Finance department and office of the MM |
| Quarterly municipal newsletters | Number of quarterly newsletters issued | 20 | 4 | 4 | 4 | 4 | 4 | Office of the Municipal Manager |
| Municipal website | Number website updates conducted to inform the communities of the municipal progress | 20 | 4 | 4 | 4 | 4 | 4 | Office of the Municipal Manager |
| Bulk SMS service | Date of Launching the municipal bulk sms service | July 2019 | July 2019 | None | None | None | None | Office of the Municipal Manager |
| Social media initiative | Date of launching the municipal social media initiative | July 2019 | July 2019 | None | None | None | None | Office of the Municipal Manager |
| Local and national radio slots | Number of radio slots booked and attended by the mayor | 20 | 4 | 4 | 4 | 4 | 4 | Office of the Municipal Manager |
| 3.2 Provide an opportunity for the public to vent their dissatisfaction about municipal service delivery processes. | 3.2.1 Ensure the existence of the systems, mechanisms and activities aimed at receiving the public complaints and dissatisfaction about the municipal performance. | 3.2.1.1 Identify and implement programmes aimed at obtaining complaints from the community. | Community complaints management system | Date of launching the community complaints management system | July 2019 | July 2019 | None | None | None | None | Office of the Municipal Manager |
| 3.2.1.2 Identify and implement programmes aimed at obtaining community satisfaction levels about the municipal performance. | Community satisfaction survey | Number of community satisfaction surveys conducted | 5 | 1 | 1 | 1 | 1 | 1 | Office of the municipal manager |
| 3.2.2 Ensure the communication of responses to community concerns. | 3.2.2.1 Develop, design and implement response communication systems and mechanisms. | Community complaints response system | % of complaints responded to against complaints lodged | 100% | 100% | 100% | 100% | 100% | 100% | Office of the Municipal Manager |
| **4. Community participation capacity building** | 4.Continous empowerment of the public for active participation. | 4.1 Create ability, interest and opportunities for the public to participate in the municipal operations | 4.1.1 Create a favourable environment for participation by ensuring that the public is able to participate through | 4.1.1.1 Establishment of public participation structures. | Public participation forum | Date of establishing the public participation forum | October 2018 | October 2018 | None | None | None | None | All departments and the public participation unit |
| Number of meetings to be held by the public participation forum | 60 | 12 | 12 | 12 | 12 | 12 |
| Public participation portfolio committees | Date of establishing the public participation portfolio committees | October 2018 | October 2018 | None | None | None | None | All council portfolio committees and ward committees |
| Number of meetings to be held by the public participation portfolio committees | 20 | 4 | 4 | 4 | 4 | 4 |
| IDPRF | Date of establishing the IDPRF | July | July 2018 | July 2019 | July 2020 | July 2021 | July 2022 | IDP OfficeIDP Office |
| Number of meetings held for the IDPRF | 20 | 4 | 4 | 4 | 4 | 4 |
| Ward forum | Date of establishing the ward forum | September 2018 | September 2018 | None | None | None | None | Office of the Speaker |
| Number of meetings to be held for the ward forums | 20 | 4 | 4 | 4 | 4 | 4 |
| Ward committee | Number of meetings to be held for the ward committees | 2040 | 408 | 408 | 408 | 408 | 408 | Office of the speaker |
| Youth council | Date of establishing the youth council | October 2018 | October 2018 | None | None | None | None | Office of the speakerOffice of the speaker |
| Number of meetings held for the youth council | 20 | 4 | 4 | 4 | 4 | 4 |
| Women’s forum | Date of establishing the women’s forum | October 2018 | October 2018 | None | None | None | None | Office of the speakerOffice of the speaker |
| Number of meetings held for the women’s forum | 20 | 4 | 4 | 4 | 4 | 4 |
| Men’s forum | Date of establishing the men’s forum | October 2018 | October 2018 | None | None | None | None | Office of the speakerOffice of the speaker |
| Number of meetings held for the men’s forum | 20 | 4 | 4 | 4 | 4 | 4 |
| People living with disabilities forum | Date of establishing the PLD’s forum | October 2018 | October 2018 | None | None | None | None | Office of the speakerOffice of the speaker |
| Number of meetings held for the PLD forum | 20 | 4 | 4 | 4 | 4 | 4 |
| Elderly people forum | Date of establishing the elderly forum | October 2018 | October 2018 | None | None | None | None | Office of the speakerOffice of the speaker |
| Number of meetings held for the elderly people forum | 20 | 4 | 4 | 4 | 4 | 4 |
| Children’s forum  | Date of establishing the children’s forum | October 2018 | October 2018 | None | None | None | None | Office of the speakerOffice of the speaker |
| Number of meetings held for children’s forum | 20 | 4 | 4 | 4 | 4 | 4 |
| 4.1.2 Ensure the functionality of the participation structures. | 4.1.2.1 Development and adoption of the operations plans for established structures including the capacity building. | Develop, adopt and publicise the public participation forum meetings | Date of adopting the public participation forums meetings schedule | July | July 2018 | July 2019 | July 2020 | July 2021 | July 2022 | Office of the speaker |
| % attendance of the public participation forum meetings by all departments | 100% | 100% | 100% | 100% | 100% | 100% | Public participation unit |
| Develop, adopt and publicise the public participation portfolio committees | Date of adopting the public participation portfolio committees meetings schedule | July | July 2018 | July 2019 | July 2020 | July 2021 | July 2022 | Office of the speaker |
| % attendance of the public participation portfolio committees meetings by all departments and portfolio committee members | 100% | 100% | 100% | 100% | 100% | 100% | Public participation unit |
| Develop, adopt and publicize the IDPRF meetings schedule. | Date of adopting the IDPRF meetings schedule | July | July 2018 | July 2019 | July 2020 | July 2021 | July 2022 | Office of the speaker |
| Develop, adopt and publicize the Ward forum meetings schedules | Date of adopting the ward forum meetings schedule | July | July 2018 | July 2019 | July 2020 | July 2021 | July 2022 | Office of the speaker |
| Implement the Ward committee operational plan. | % implementation of the ward committee implementation plan | 100% | 100% | 100% | 100% | 100% | 100% | Public participation unit |
| Develop, adopt and implement the youth development plan. | Date of adopting the youth development plan | July 2019 | None | July 2019 | None | None | None | Office of the speaker |
| % implementation of the of the youth development plan | 100% | N/A | 100% | 100% | 100% | 100% | Office of the speaker |
| Develop, adopt and implement the Women empowerment plan | Date of adopting the women empowerment plan | July 2019 | None | July 2019 | None | None | None | Office of the speaker |
| % implementation of the women empowerment plan | 100% | N/A | 100% | 100% | 100% | 100% | Office of the speaker |
| Develop, adopt and implement the Men empowerment plan. | Date of adopting the men empowerment plan | July 2019 | None | July 2019 | None | None | None | Office of the speaker |
| % implementation of the men empowerment plan | 100% | N/A | 100% | 100% | 100% | 100% | Office of the speaker |
| Develop, adopt and implement the empowerment plan for the People living with disabilities. | Date of adopting the PLD empowerment plan | July 2019 | None | July 2019 | None | None | None | Office of the speaker |
| % implementation of the PLD empowerment plan | 100% | N/A | 100% | 100% | 100% | 100% | Office of the speaker |
| Develop, adopt and implement the empowerment plan for elderly people. | Date of adopting the empowerment plan for the elderly people | July 2019 | None | July 2019 | None | None | None | Office of the speaker |
| % implementation of the elderly people empowerment plan | 100% | N/A | 100% | 100% | 100% | 100% | Office of the speaker |
| Develop, adopt and implement the empowerment plan for the children. | Date of adopting the empowerment plan for the children | July 2019 | None | July 2019 | None | None | None | Office of the speaker |
| % implementation of the children empowerment plan | 100% | N/A | 100% | 100% | 100% | 100% | Office of the speaker |
| 4.1.3 Keep the public interested in participating in the municipal affairs. | 4.1.3.1 Design, develop and implement community participation mobilization programmes | Invitation letters | Percentage of community participation events to be publisized through the posters | 100% | 100% | 100% | 100% | 100% | 100% | Community services |
| Loudhailers | Percentage of community participation events to be publisized through the loudhailing | 100% | 100% | 100% | 100% | 100% | 100% | Community services |
| SMS notifications | Percentage of community participation events to be publisized through the SMS notification | 100% | 100% | 100% | 100% | 100% | 100% | Community services |
| Social media initiative | Percentage of community participation events to be publisized through the social media  | 100% | 100% | 100% | 100% | 100% | 100% | Community services |
| Municipal public participation awards | Number of public participation awards to be held | 4 | 1 | 1 | 1 | 1 | 1 | Office of the speaker |