

Local Governance Barometer South Africa

Instructions for respondents (please read carefully):

Your Municipal Council has pledged to improve on its governance performance during the coming years. This means it wants to enhance its service delivery to its citizens and improve the way it interacts with all stakeholders in this municipality. Idasa is assisting the Municipal Council to achieve this objective. In order to do so, we first need to assess the present state of governance in this municipality from the perspective of all major stakeholders. This questionnaire and the related discussions will help the Municipal Council and all stakeholders to define the priority areas for improvement as well as their role in this process. We therefore request you as a representative of one of these stakeholders to give your honest and frank opinion about the present state of governance in your municipality (i.e. not local government in general) by responding to the below statements dealing with all aspects of governance.

Your responses will be recorded anonymous and confidential, meaning that no one will be able to trace your response back to you as an individual and that your responses will only be presented in combination with other members of the same stakeholder group.

Each important topic is presented on a separate page and will be introduced by your facilitator. After you have responded to all the statements on that particular page and have added your comments in the space provided, we will have a short discussion on the topic before turning to the next one. If you don't understand a statement please don't hesitate to ask your facilitator for an explanation; that is what

General questions (please fill out or tick the appropriate box):

1. Name of the Municipality:

2. Which of the following stakeholder groups do you represent (only one answer please)?

- | | | |
|-------------------------------|--------------------------|---|
| a Civil Society Organisation | <input type="checkbox"/> | note: this includes Non-Governmental Organisations as well as church groups, women groups, HIV and AIDS support groups, farmer associatic |
| b Councillors | <input type="checkbox"/> | |
| c Ward Committee members | <input type="checkbox"/> | |
| d Council/Government official | <input type="checkbox"/> | |
| e Traditional Council | <input type="checkbox"/> | |
| f Business Sector | <input type="checkbox"/> | |

3. To what age group do you belong?

- | | |
|------------|--------------------------|
| a 0-21 | <input type="checkbox"/> |
| b 21-29 | <input type="checkbox"/> |
| c 30-39 | <input type="checkbox"/> |
| d 40-49 | <input type="checkbox"/> |
| e 50-59 | <input type="checkbox"/> |
| f above 60 | <input type="checkbox"/> |

4. What is your gender?

- | | |
|----------|--------------------------|
| a female | <input type="checkbox"/> |
| b male | <input type="checkbox"/> |

To what extent do you agree with the following statements about the quality of governance in your Municipality?								
			strongly disagree	disagree	neutral	agree	strongly agree	I don't know
			1	2	3	4	5	0
1.1 Effectiveness: To what extent do the implemented activities contribute to achieving the objectives as defined in the Integrated Development Plan?	1.1.1 The Strategic Plan (IDP) of the Municipal Council is of good quality and reflects the broad interests of citizens	1.1.1.1 The development priorities of the Municipality as reflected in the Integrated Development Plan (IDP) are clear and everyone in the Municipality knows them.						
		1.1.1.2 The IDP guides the actual decision making process in the Municipal Council regarding the allocation of resources (funds and manpower) for service delivery.						
		1.1.1.3 The IDP responds adequately to the development priorities of the Municipality that are informed by the felt needs of its citizens.						
		1.1.1.4 The IDP has integrated gender equity successfully by addressing the specific needs of women to ensure that women have equal access to services and resources.						
	1.1.2 Planned activities of the municipal Council are implemented and targets are realized	1.1.2.1 The annual plan and budget of the Municipal Council is of good quality, meaning that it is linked to the IDP, it is well balanced in terms of national and local level priorities and it is <u>achievable</u> .						
		1.1.2.2 During the 2009-2010 financial year, the Municipal Council has been able to achieve most of its planned outcomes.						
		1.1.2.3 The services and activities implemented by the Municipal Council have over the last 4 years contributed a lot to achieving the development objectives of the Municipality.						
	1.1.3 Citizens are satisfied with the services delivered by the Municipal Council	1.1.3.1 According to me, citizens in this Municipality are in general satisfied with the quality of the services provided by the Municipal Council.						
		1.1.3.2 The administration of the Municipal Council (i.e. executive and council staff) is doing everything within its power to raise the standards of service delivery to its citizens.						
		1.1.3.3 The quality of service provision by the Municipal Council has according to its citizens improved sufficiently since the last local government elections in March 2006.						
		1.1.3.4 The Municipal Council has taken sufficient positive action to reduce gender imbalances in service provision and access to Local Economic Development resources for women.						
	1.1.4 There is strong, effective and efficient political leadership in our Municipal Council	1.1.4.1 The political leaders in our Municipal Council have a clear vision on the development of our Municipality.						
		1.1.4.2 The political leaders in our Municipal Council know how to motivate and inspire all staff to deliver to their full ability.						
		1.1.4.3 The political leaders in our Municipal Council set a good example regarding expected behaviour , which is based on high ethical values and standards.						
		1.1.4.4 The Councillors are doing everything within their power to raise the standards of service delivery to the citizens in our Municipality.						
	Justification or specific issues related to the above statements. If you responded with an "I don't know" to one or more statements above, please explain why you don't know.							

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1.2 Efficiency: Are the activities of the Council implemented in such a way that there are maximum results from the limited resources available	1.2.1 The administration of the Municipal Council is effective and efficient and its officials are competent.	1.2.1.1 A performance management system for all staff of the Municipal Council staff is in place and functions well. This means that targets are defined, responsibilities are laid down in performance contracts for all managers, progress is monitored and non-performance has consequences.							
		1.2.1.2 The Municipal Council has a good functioning administration, meaning that its planning, implementation and monitoring systems are enabling the Municipal Council to do its job.							
		1.2.1.3 The policies, procedures and bylaws of the Council are up to date and of good quality.							
		1.2.1.4 In general, the actual expenditures of the Municipal Council are in accordance with its budget, and deviations are made known to and approved by the Municipal Council.							
	1.2.2 Enough resources are available to implement the Council's functions.	1.2.2.1 The management of the Municipal Administration is of good quality and conscious about value for money and there are no wasteful expenditures.							
		1.2.2.2 Key positions in the Administration of the Municipal Council are occupied by skilled and competent staff (no structural vacancies) and the turnover of staff is acceptable.							
		1.2.2.3 The budget of the Municipal Council is realistic and adequate to enable the Municipal Council to fulfil its functions adequately.							
		1.2.2.4 The Municipal Council has in recent years done everything in its ability to mobilise other resources to expand its service delivery (like community self help activities, public-private partnerships, optimizing local revenue collection).							
	1.2.3 The coordination between various departments and the Council is good.	1.2.3.1 The coordination and communication between national and provincial departments and the Municipal Council is effective and as a result the various levels complement each other well.							
		1.2.3.2 In our Municipality, ward committees and Councillors are actively involved in the planning process of sector departments (like housing) that operate at the provincial level.							
		1.2.3.3 Representatives of provincial departments and other service providers are actively involved in the Municipal planning process and use the IDP to inform their service delivery.							
	1.2.4 Cooperation and coordination between the different groups in the municipality is of good quality	1.2.4.1 There are hardly any conflicts between politicians in our Municipal Council that could have a negative impact upon the allocation of resources for service delivery.							
		1.2.4.2 The Councillors, the ward committees and the community development workers communicate actively, they coordinate their activities and they all carry out the same messages to the general public.							
		1.2.4.3 All required portfolio committees of the Council are in place, they function well and cooperate well with the relevant departments in the administration.							
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2.1 Transparency: To what extent are all actors actively sharing information and are transparent about the way in which they have taken their decisions?	2.1.1 Citizens are made aware of their rights to good quality services delivered by the Municipal Council	2.1.1.1 The Municipal Council has set minimum quality standards for all the services it provides to its citizens and has informed them actively about these standards.							
		2.1.1.2 The Municipal Council is very helpful towards citizens that have questions regarding the services provided by the Council.							
		2.1.1.3 The Municipal Council has informed its citizens which services are provided by the Council and which services are provided by national or provincial departments.							
		2.1.1.4 The Municipal Council gives current information to its citizens on what it is able to implement and what not and why certain projects or requests by citizens are rejected.							
	2.1.2 Council information about budgets, tenders and audit reports, is easily available and pro-actively communicated and explained to all citizens	2.1.2.1 The Municipal Council is very active and open regarding the sharing of relevant information about its performance like IDP, annual reports, audit reports, etc. to its citizens in an interactive manner.							
		2.1.2.2 Citizens in our Municipality are aware of where and how they can obtain information about the Council's plans, its performance, its budget and tenders, etc.							
		2.1.2.3 The Municipal Council informs its citizens actively by using various information channels (like community radio, pamphlets, news papers, etc.).							
		2.1.2.4 All tenders for construction works or procurements by the Municipal Council are made known to all potentially interested suppliers in time and the documents provide all necessary information.							
	2.1.3 The decision-making process regarding resource allocation in the Municipal council is transparent	2.1.3.1 All decisions regarding actual resource allocation by the Municipal Council are taken in a legitimate way involving the full Council or the finance committee if necessary and such decisions are well documented.							
		2.1.3.2 The motivation of the tender committee to award a procurement tender to a certain provider is always made known to all prospective suppliers that submitted a bid.							
		2.1.3.3 Minutes of Municipal Council meetings are easily available to the public shortly after each meeting.							
	2.1.4 NGOs and CSOs inform citizens and the Municipal Council actively about their plans and performance	2.1.4.1 Non-Governmental Organisations and Community Based Organisations actively inform the Municipal Council and citizens about their plans and budgets for the municipality.							
		2.1.4.2 Non-Governmental Organisations and Community Based Organisations meet on a regular base and share information about their membership, their finances and their performance.							
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2.2 Rule of law: To what extent do all actors adhere in practice to the rules and regulations for local government?	2.2.1 An anti-corruption strategy is in place and is effective in the sense that misuse of Council money and assets is detected and punished	2.2.1.1 An anti-corruption policy is in place and operational and it is effective to minimise corruption in our Municipal Council and Municipality.						
		2.2.1.2 There is no misuse of office by politicians or officials for private gain in our Municipal Council.						
		2.2.1.3 Municipal Council staff and Councillors are not allowed to tender on a Municipal Council tender procedure in this Municipality.						
		2.2.1.4 If misuse of Council resources is detected, adequate action is taken to make good the loss, and the relevant disciplinary measures and investigative procedures are implemented. The law is allowed to take its own course in matters of a criminal nature.						
		2.2.1.5 In our Municipality, citizens do not have to pay a bribe or give a gift in order to get connected to water or electricity services.						
	2.2.2 All expenditures of the Municipal Council are in line with its budgets and the Local Government financial regulations	2.2.2.1 Good tender and procurement policies and procedures are in place and the Municipal Council adheres in practice to these procedures.						
		2.2.2.2 The discretionary powers of the Mayor and the Municipal Manager to spend money outside the approved budget is limited and clearly delegated and approved by the Council. If it happens, the decision is well documented and appropriately justified to the Council.						
		2.2.2.3 The financial management of the Municipal Council is of a good standard and prevents misuse of public funds.						
	2.2.3 There is effective and committed leadership to fight corruption and to stick to all relevant procedures	2.2.3.1 Officials and councillors in our Municipal Council adhere to their respective codes of conduct and set a good example for honest and trustworthy leadership.						
		2.2.3.2 The political and administrative leadership of the Municipal Council show by deed and not by word only that there is zero tolerance for corruption by setting a good example and by investigating every allegation of mismanagement of public funds.						
		2.2.3.3 The political and administrative leadership of the Municipal Council actively promote and motivate the Council staff to adhere to the Batho Pele principles for good service provision.						
	2.2.4 Corruption and bribery is not accepted in our municipality	2.2.4.1 In our municipality, businesses do not bribe councillors or Municipal Council staff to get jobs or purchase orders.						
		2.2.4.2 Civil Society Organisations in our municipality know that corruption will in the end make services more expensive and affect poor people most of all and are therefore very active to expose and fight corruption.						
		2.2.4.3 If a citizens in this Municipality reports a case of corruption to the Mayor's office, he or she knows that this is highly appreciated, that they are protected and that it does not fire back on them as a wistle blower.						

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3.1 Administrative accountability: To what extent are the internal controls of the government in place and effective to guarantee that money is used for the intended purposes?	3.1.1 Financial and asset management of the Municipal Council is good and controls are in place and effective	3.1.1.1 The management of the financial resources of the Municipal Council is according to me in accordance with local government standards.							
		3.1.1.2 In general the checks and balances in the system are adequate to prevent fraud and mismanagement of funds in the Municipal Council.							
		3.1.1.3 There is strong oversight from provincial and national level over the functioning of the Municipal Council. As a result the higher level government takes action before things can go wrong.							
	3.1.2 Independent financial audits are of good quality and adequately followed up by management	3.1.2.1 The expenditures of the Municipal Council are audited on a regular basis and the quality of these audits is good.							
		3.1.2.2 Audit reports of the Municipal Council are made available to the general public and citizens are given the opportunity to interrogate the Council.							
		3.1.2.3 The Mayor and Municipal Manager of the Municipal Council pay proper attention to the recommendations made by the auditor and resolve outstanding issues immediately and in accordance with the report.							
	3.1.3 The expected behaviour of government staff is clear and adhered to	3.1.3.1 There is a code of conduct for Municipal Council staff. Actual behaviour by government staff is monitored and corrective measures are implemented when necessary.							
		3.1.3.2 Council staff adhere to the Batho Pele principles for good service delivery.							
	Justification or specific issues related to the above statements. If you responded with an "I don't know" to one or more statements above, please explain why you don't know.								

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3.2 Political Accountability: To what extent is the executive arm of the Council willing and able to justify its decisions to the legislative arm?	3.2.1 There is good quality of legislative oversight over the Council administration.	3.2.1.1 Our Councillors are doing a good job representing the interests of citizens in the Municipal Council.							
		3.2.1.2 The Councillors in our Municipal Council have the right attitude and sufficient skills to oversee the functioning of the Council executives and administration and to take corrective measures when necessary.							
		3.2.1.3 Our Councillors have in general a good understanding of the functioning of the local government in South Africa.							
	3.2.2 Councillors adhere to relevant regulations regarding their functioning.	3.2.2.1 All Councillors have declared their assets and interests at the start of their term in office in accordance with the prevailing regulations.							
		3.2.2.2 There is a code of conduct for Councillors in our Municipal Council and most of the Councillors adhere to this code of conduct.							
	3.2.3 The Council executive is enabling the Council to operate properly.	3.2.3.1 The information supply from the Council administration and executive to the councillors is timely and of good quality and presented in such a way that councillors can easily understand it.							
		3.2.3.2 The executive respects the authority of the political arm of the Council and facilitates a proper functioning of the Municipal Council.							
	3.2.4 Roles and functions of the legislative and executive arms of the Council are clear and there is a clear separation of power between the two.	3.2.4.1 In our Municipal Council the councillors and the administration (executive and Council staff) know their roles and functions well and do not infringe on each others responsibilities.							
		3.2.4.2 There is a clear separation of powers between the political parties and the Municipal Council. Decisions are taken in the public sphere, respecting the opinion of the opposition or minorities.							
	Justification or specific issues related to the above statements. If you responded with an "I don't know" to one or more statements above, please explain why you don't know.								

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3.3 Social Accountability: To what extent is the executive and are politicians willing and able to justify and explain their decisions to the citizens in the Municipality?	3.3.1 Politicians account adequately to their electorate.	3.3.1.1 The last Municipal Council elections in our Municipality were free and fair.							
		3.3.1.2 Councillors interact in general actively with the people in their electorate. They check their needs and opinions, they discuss Municipal matters and they justify and explain the decisions made by the Municipal Council.							
		3.3.1.3 Councillors use the ward committees actively to inform citizens, to justify and explain decisions taken by the Municipal Council and to receive feed back on the performance of the Council.							
	3.3.2 The Council justifies and explains to its citizens its performance and the use of public funds.	3.3.2.1 The Mayor informs citizens actively and on a regular base on the Council's actual performance and justifies and explains how public funds have been used.							
		3.3.2.2 Citizens in general are according to me satisfied about the way in which the Municipal Council justifies and explains its decisions about resources allocation.							
	3.3.3 The Municipal Council responds adequately to expressions of dissatisfaction by its citizens.	3.3.3.1 Redress and complaint procedures are in place in the Municipal Council for citizens who feel that they have not received the quality of service they are entitled to.							
		3.3.3.2 Complaints of citizens about the performance of the Municipal Council and/or Council staff members are treated seriously and promptly by the Municipal Council and are dealt with in a satisfactory manner.							
		3.3.3.3 Citizens actively use existing complaint mechanisms to voice their discontent when they haven't received the quality of services they are entitled to.							
	Justification or specific issues related to the above statements. If you responded with an "I don't know" to one or more statements above, please explain why you don't know.								

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4.1 Created space: To what extent are citizens actively engaged by the Municipal Council in decision-making processes?	4.1.1 The Municipal Council has structures and strategies in place that make citizen participation work, like Ward Committees and public meetings.	4.1.1.1 The Municipal Council holds regular consultative meetings with its citizens in accordance with the legal requirements (like IDP meetings, annual budget meetings and Izimbizos).							
		4.1.1.2 Ward committees are functioning well in our Municipality and they play an important role in the communication between the Council and its citizens.							
		4.1.1.3 Ward committees members are well informed about their role and they participate in general actively in the discussions.							
		4.1.1.4 Ward Councillors play a neutral role in the Ward Committees and respect and appreciate deviating opinions from Ward Committee members.							
	4.1.2 Citizens are actively involved in decision-making processes.	4.1.2.1 The outcome of the various consultation processes with citizens that take place in the Municipal Council have a great impact on the planning and actual decision-making in the Council.							
		4.1.2.2 Municipal Council staff and local politicians in our Municipality are truly interested in the problems of their citizens are therefore listen well to their opinions.							
		4.1.2.3 Citizens are informed well in advance of where and when public meetings to be held by the Municipal Council will take place and what will be discussed at those meetings.							
		4.1.2.4 According to me, the Councillors listen well to the citizens they represent and the opinion of citizens is taken seriously by our Municipal Council. As a result, the Council is responsive to the needs of its citizens.							
		4.1.2.5 The Municipal Council is doing enough to ensure that women can participate equally in any consultation process like public meetings and ward committees.							
	4.1.3 There is active and effective interaction between the Council and Civil Society (CSOs and business sector).	4.1.3.1 The Municipal Council respects the opinion of other stakeholder groups in society like Civil Society Organisations and the business sector and welcomes them to attend consultative meetings to exchange ideas and information.							
		4.1.3.2 In order to stimulate development in the Municipality, the Municipal Council is actively promoting public-private partnerships.							
	4.1.4 The Council promotes active citizenship.	4.1.4.1 The Municipal Council is doing enough to inform and educate people about their rights and obligations as citizens in this Municipality and about the functioning of local government.							
	Justification or specific issues related to the above statements. If you responded with an "I don't know" to one or more statements above, please explain why you don't know.								

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4.2 Agency: To what extent are citizens directly or indirectly able to express their needs and interests to the Municipal Council	4.2.1 Citizens are aware of their rights and entitlements and are able to claim their rights in a constructive manner	4.2.1.1 Citizens in our Municipality are in general well aware of what they realistically can expect in terms of good services from the Municipal Council.							
		4.2.1.2 Citizens in our Municipality are able to engage with the Municipal Council in a constructive manner when they are dissatisfied with the services provided.							
		4.2.1.3 According to me, the Municipal Council is doing enough to promote and stimulate self help activities by citizens in this Municipality. like neighbourhood watch, HIV/AIDS home care, etc.							
		4.2.1.4 Citizens in our Municipality are in general well aware of their duties and obligations as citizens in a democratic society as they are willing to pay reasonable service charges, participate actively when consulted and willing to assist each other.							
	4.2.2 CSOs are active and effective in civic education regarding citizens rights and responsibilities	4.2.2.1 Civil Society Organisations that are active in this Municipality are doing enough on civic education of citizens in terms of election education, civic rights, the functioning of democratic government, etc.							
		4.2.2.2 Civil Society Organisations that are active in this Municipality are accountable to their members. They function in a transparent manner and actively involve their members or stakeholders in decision-making processes and inform them actively.							
	4.2.3 CSOs have sufficient capacity to represent the interests of citizens and to hold the Council accountable	4.2.3.1 Civil Society Organisations in our Municipality have a good understanding of the way in which government operates in general and of the Municipal Council in particular.							
		4.2.3.2 Civil Society Organisations that are active in ourMunicipality are well equipped and capable of holding the Municipal Council accountable regarding its activities and performance.							
		4.2.3.3 Civil Society Organisations that are active in our Municipality ask government on a regular base for information on decisions, plans, budgets, expenditure, etc.							
	Justification or specific issues related to the above statements. If you responded with an "I don't know" to one or more statements above, please explain why you don't know.								

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5.1 Equity: To what extent is the Municipal Council successful in achieving equal access to services and to decision-making for all citizens?	5.1.1 There is equal access to services for all in our Municipality	5.1.1.1 Municipal Council staff provide services in an impartial and fair manner, meaning that everyone receives the same treatment irrespective of political affiliation, race, religion or gender.							
		5.1.1.2 The Municipal Council is doing enough to ensure that every citizen has the same access to services and support from the Municipal Council.							
		5.1.1.3 The Municipal Council is doing enough to reduce the backlog in services within the disadvantaged areas in the Municipality.							
	5.1.2 Plans and budget are available to support marginalized groups in the Municipality.	5.1.2.1 Pro-poor policies (like an indigent policy) are in place in our Municipal Council and implemented in accordance with their intentions to reduce inequality of access to services.							
		5.1.2.2 The Municipal Council allocates sufficient budget in its annual plan to address that people with special needs in our Municipality can participate equally in society.							
	5.1.3 There is a local, specific gender equity policy and strategy in place, which is successfully implemented.	5.1.3.1 Men and women have equal access to services provided by the Municipal Council.							
		5.1.3.2 The Municipal Council is increasingly successful in achieving gender equality in its staff composition including section 57 managers.							
		5.1.3.3 According to me, women have the same chance as men to become nominated as a prospective candidate for a Councillor function within all parties in this Municipality.							
		5.1.3.4 All political parties implement the 30% quota suggested for the number of nominated women councillors in the Municipal Council.							
		5.1.3.5 In our municipality the municipal council is taking sufficient measures to curb violence against women and they feel increasingly safe.							
	Justification or specific issues related to the above statements. If you responded with an "I don't know" to one or more statements above, please explain why you don't know.								

On behalf of Idasa and your Municipal Council the team would like to thank you for your cooperation.