

# Cacadu DM Good Governance Project

**A pilot project in district leadership for improved local governance**



# District municipalities giving guidance & oversight

- ❑ 2004/ 2005 governance problems traceable to breakdown in relations with local communities
  - President Mbeki's 2004 challenge to LG: responsiveness, basic services, inter-govt. coordination, proper P&F assigned, CDWs**
- ❑ DMs are a key source of support and can offer advice & guidance that will pre-empt crisis at the local level
- ❑ DMs are in a unique position to make an objective and **COMPARATIVE** assessment of different local governance practices

# The District as a Governance Network

## CACADU DM

- Assistance in setting governance standards
  - Highlighting best practice
- Targeted intervention to remedy problems

### PILOTS (examples only)

Baviaans

Blue Crane

Makana

Kou-Kamma

### FUTURE

Other

Good Governance Surveys

# The Good Governance Survey

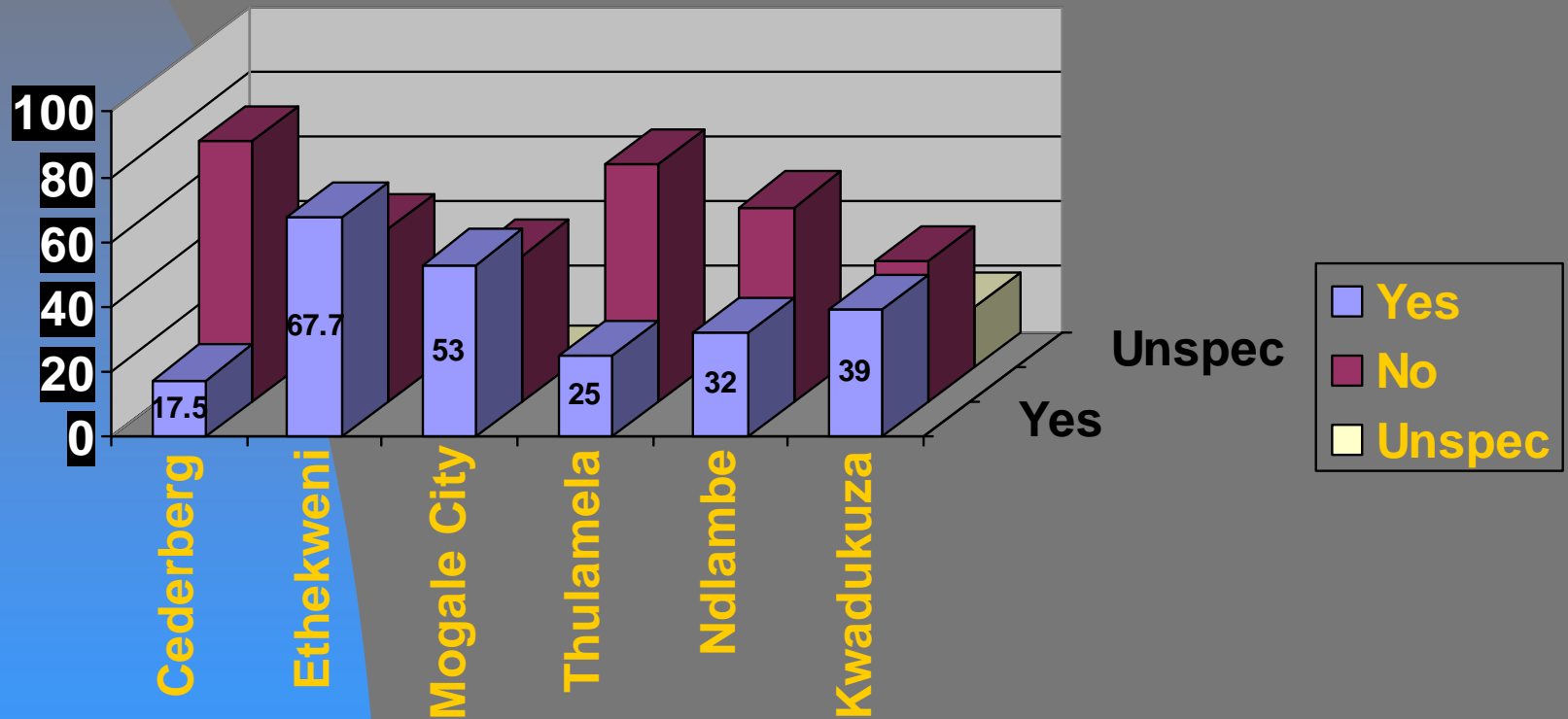
- Perception based (“...you are only as good as the people you serve think you are...” –dplg)
- Indicators based on accepted international measures (corp. governance, SA LG policy)
- Triangulation is critical (Cllrs& Officials, CBOs, General Public)
- Most effective if conducted annually & linked to performance / IDP review
- Initial assistance from specialised NGOs (GGLN members)
- Progressive integration into DM management functions. Implementation by CDWs in partnership with local CBOs
- Longer term plan: **GO award** ie competitive

# What is the GGS?

- ❑ Questionnaire driven survey: 3 target groups
- ❑ Preparatory training prior to implementation
- ❑ Illustration rather than quantification
- ❑ Focus areas: LG decision-making, public participation & consultation, transparency, disclosure, corruption, service delivery, systems and structures
- ❑ Focus groups as a means of verification and clarification

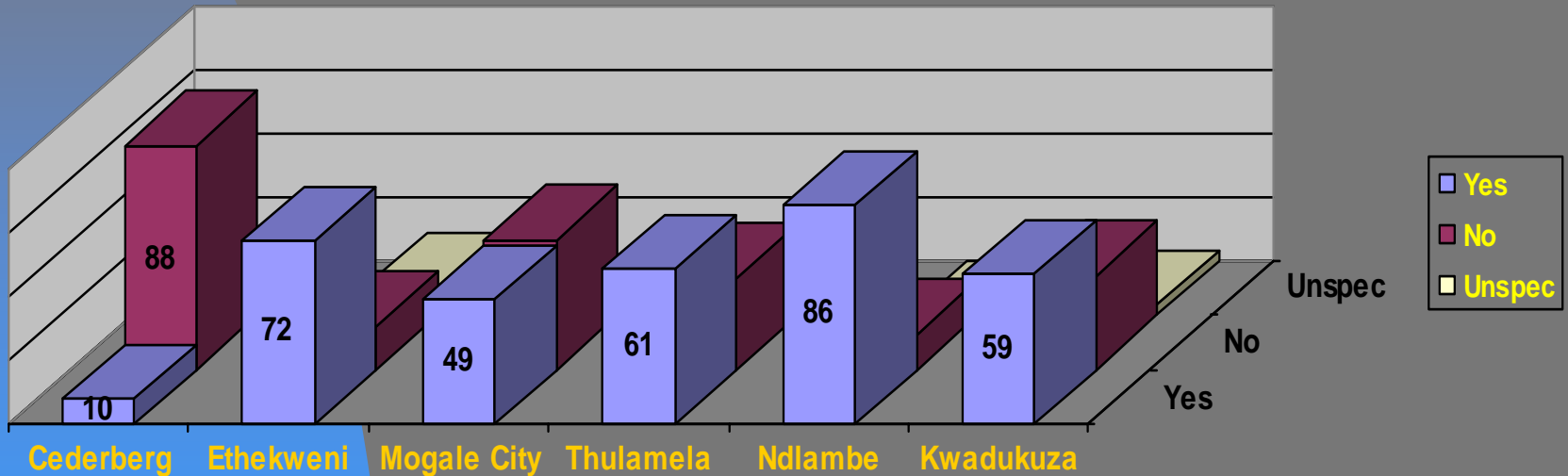
# GGIS is well-tested – example.....

*Are you satisfied with the level of public attendance at council meetings?*



# More examples...

Has corruption occurred in your municipality in the last year?



# Benefit: legal & policy

## *Section 16(1) (a) Municipal Systems Act*

Municipality must “encourage and create conditions” for community to participate in:

- preparation, implementation & review of IDP
- establishment, implementation & review of its PMS
- monitoring & review of **performance** including outcomes and impact



# Benefit: legal & policy

## Municipal PM obligations in terms of the Municipal Systems Act:

- set targets and indicators and monitor performance based on these
- publish an annual report on performance for cllrs, staff, the public & other spheres of government
- include general KPIs (national) as prescribed by the Minister
- **involve the community in setting indicators and targets and reviewing municipal performance**

# Policy: performance assessment should be community interactive

*“In essence, the White paper visualizes a process where communities will be involved in governance matters, including planning, implementation and performance monitoring and review...communities would be empowered to identify their needs, set performance indicators and targets and thereby hold municipalities accountable for their performance in service delivery “*

[Minister of Prov. & LG: Performance Management Guidelines for Municipalities (Draft 2 ) 2001]

# Governance benefits

- Allows issues of government & service delivery to be approached in a **consensual** way – build dialogue between community and municipality
- Indicators are **generic and flexible** - can be adjusted to fit conditions most common across Cacadu LMs
- Interactive experience helps to clarify expectations and introduce **realism**
- Adds depth & legitimacy to **IDP review**
- **Compatible** with other more **technical** performance monitoring systems (score-cards, customer satisfaction surveys etc)
- Provides an **early warning** system – able to pre-empt crisis

# Potential Spin-offs

- Cacadu as a pilot: dplg & GTZ/SLGP have expressed interest
- Other DMs follow example?
- Linkage with other programmes in the GGLN
- Link with funder network may facilitate follow-up GG programmes

# Contractual principles

- Real partnership: joint steering & decisions – mutual benefit must always exist
- Service provider bears own costs & limited DM operating costs but match funding encouraged (GTZ interested)
- Survey analysis must be independent & objective
- Findings are used not to sanction or punish but to find remedies & expand good practice

# Next Steps

- Approval by Cacadu DM?
- Project Planning workshop?
- Project steering committee formed?
- Sign partnership agreement?
- Road show to LMs?
- Finalisation of operational teams?
- Project implementation?