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APPENDICES

Appendix 6.1 Best value performance framework

Appendix 6.2 Joined-up thinking and action levels of planning and strategy

Appendix 6.3 5-Cs of achieving service excellence

Appendix 6.4 Key components of the HR strategy model

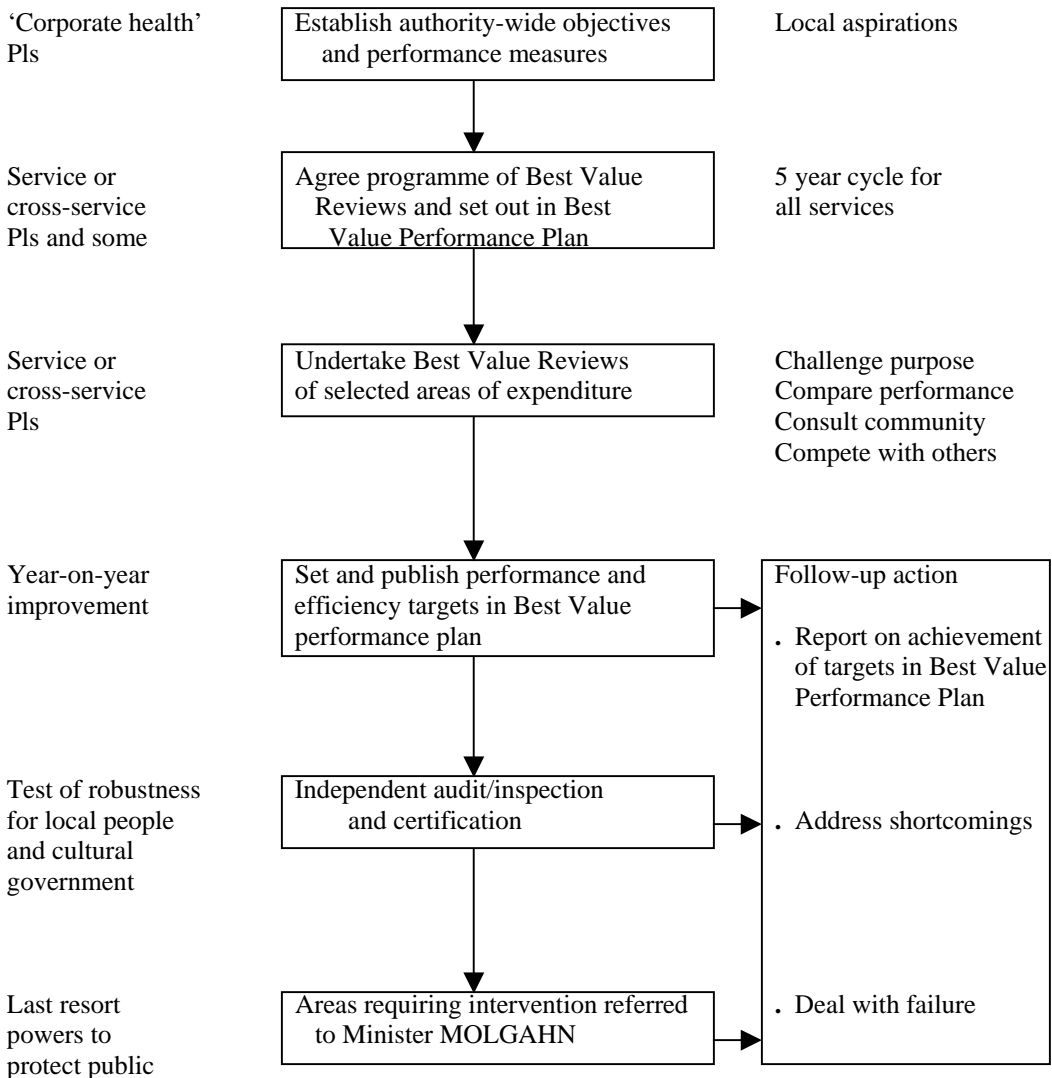
Appendix 6.5 Requirements of a performance measurement system

Schedules for data collection and a summary of responses

APPENDIX 6.1

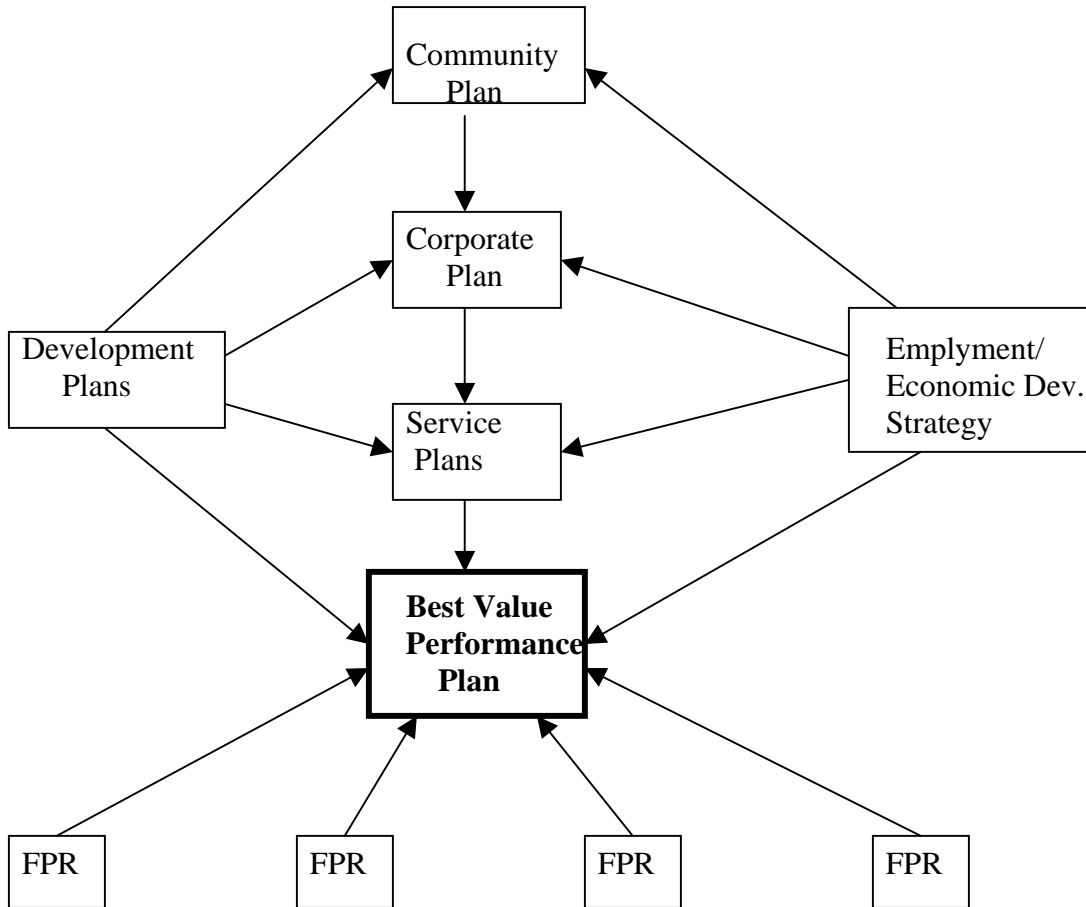
National Focus

Local focus



Best Value Performance Framework: Source: Johnson and Scholes, 2001:116.

APPENDIX 6.2



Key:

FPR – Fundamental Performance Reviews of specific services provided by a local authority.

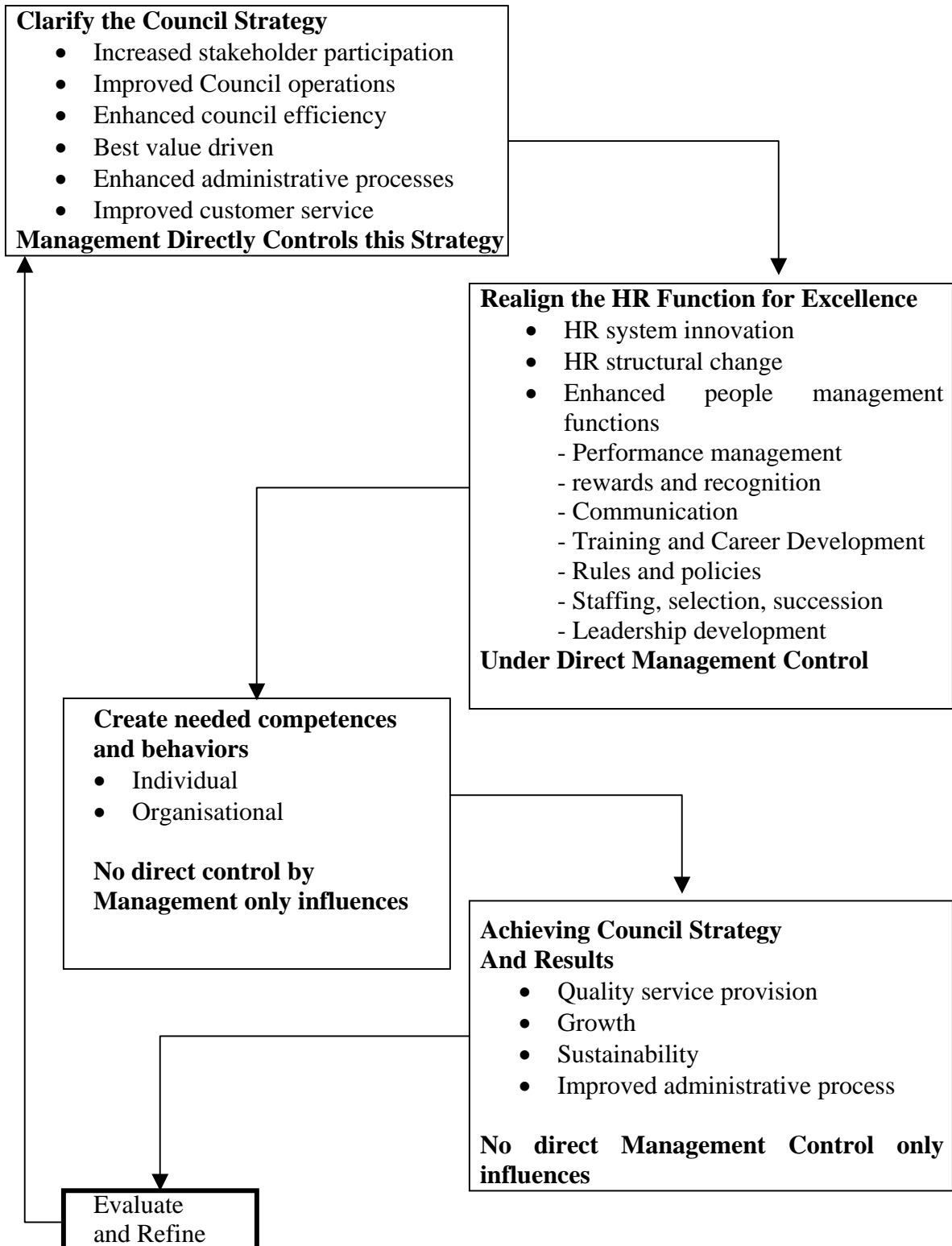
Joined-up thinking and action levels of planning and strategy: Source: Johnson and Scholes, 2001:117

APPENDIX 6.3**The five Cs of achieving service provision excellence**

Cs of Excellence	Questions to ask
Challenge	Ask questions for justifying service. Why the service? How should it be provided? Are current methods for service provision adequate? Are there other service providers who are better than us?
Compare	How does this service provision compare with similar ones? How does it compare with the best? How does it compare with others outside BRDC?
Consult	Who are the stakeholders and other network partners? What is their opinion on the provision of this service? How can the service be improved?
Compete	How do we compete with other services being provided? How do we compete with other service providers?
Collaborate	Can we work in partnership with other stakeholders from private, voluntary, public sector, community, and other neighbourhood groups?

Asking the right questions for improving service provision
Adapted from Speller in Johnson and Scholes, 2001:120.

APPENDIX 6.4



Adapted from Dessler, 1999:22.

APPENDIX 6.5

THE REQUIREMENTS OF A PERFORMANCE MEASUREMENT SYSTEM

A performance measurement system must:

- Be aligned with, and support the vision, mission, goals, objectives strategies and critical success factors of the organisation.
- Provide comprehensive and substantive information supporting better decision making, organisational learning and improvement.
- Provide quantitative, objective feedback that helps identify, understand and manage performance trends and makes accurate forecasts.
- Assist in workflow streaming, maximising throughout as well as eliminating waste and frustration.
- Minimise surprises.
- Reflect strategic, tactical and operational level realities.
- Measure only system relevant information, while avoiding too much measuring.
- Collect data and report results in a way that wastes few resources.
- Provide substantial clues as to the root causes of poor performance.
- Be a component of the total information strategy.
- Contain information, both on what needs to be measured and what the unit measurement can be.

Adapted from Wisniewski in Johnson and Scholes, 2001:165.

RURAL LOCAL GOVERNMENT DEVELOPMENT AND STRATEGIC CHANGE

RDC AUTONOMY AND FUNCTIONAL CAPACITY SURVEY

SELF-ADMINISTERED QUESTIONNAIRE

Version for RDC Communities

In carrying out this survey, I recognise that RDCs should provide you with a wide range of services, allow communities to participate meaningfully in their (RDCs) daily operations, and be in a position to manage effectively and efficiently all council affairs for the local people. This survey seeks to find out from you the resident whether or not you are satisfied with the manner in which your RDC conducts its business with respect to the three issues indicated above. Your input is important as it may lead to positive changes in the RDC that may enhance your satisfaction.

In order to minimise the time taken by you in completing the questionnaire, most of the questions require you to simply put a cross in the relevant box or boxes.

Thank you for your valued assistance.

RDC:

SECTION I: BIOGRAPHICAL DETAILS

Put an X on one answer.

1. How old are you?

18 – 25 years	1
26 – 35 years	2
36 – 45 years	3
46 – 55 years	4
56+ years	5

2. Gender

Male	1
Female	2

3. What is your highest educational qualification?

No education	1
Some primary education	2
Primary education	3
Some secondary education	4
Secondary education completed	5
Some tertiary education	6
Tertiary education completed	7

4. What is the language spoken most at your home? Only ONE language please.

Venda	1
Ndebele	2
English	3
Sotho	4
Shangani	5
Shona	6
Afrikaans	7
Other (specify)	8

5. Residential Area

Communal Area	1
Resettlement Area	2
Commercial Farming Area	3
Urban Area	4

SECTION II: COMMUNITY PARTICIPATION

Put an X on the selected answer and comment on the right hand side of the table.

1. How do you feel about the following in your ward?

001: The manner in which elections are conducted.

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

002: The manner in which people are consulted on policy matters.

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

003: The manner in which communities are made to debate issues before policy decisions are made.

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

004: The manner in which VIDCOs and WADCOs participate in project planning

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

005: The manner in which traditional authority of headman and kraalheads is integrated in ward or RDC business

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

006: The number of times per quarter (three months) my councillor organises briefing meetings

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

007: The manner in which VIDCOs and WADCOs are allowed to run local projects/programmes

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

008: The manner in which VIDCOs and WADCOs are trained to enhance their management skills

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

009: The manner in which council informs communities on what is going on in the district

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

010: The working relationship that exists between council officials and communities.

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

SECTION III: SERVICES OR FACILITIES IN YOUR WARD/NEIGHBOURHOOD

Put an X on the selected answer and comment on the right hand side of the table.

2. How do you feel about the following services and/or facilities in your ward?

001: Educational facilities

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

002: Health facilities

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

003: Water provision

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

004: Transport facilities

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

005: Roads and streets

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

006: Recreational facilities

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

007: Level of crime

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

008: Sewerage system

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

009: Provision of housing

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

010: Shops

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

SECTION III: RDC MANAGEMENT ACTION

Put an X on the selected answer and comment on the right hand side of the table

1. How do you feel about the manner in which council management:**001: Allocates housing stands**

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

002: Allocates business stands

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

003: Deals with squatters

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

004: Deals with street vendors

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

005: Handles project funds

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

006: Initiates community projects

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

007: Creates employment

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

008: Distributes food relief

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

009: Conducts itself when it comes to your ward on business

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

010: Handles you when you visit RDC offices

Very satisfied	1
Satisfied	2
Neutral	3
Dissatisfied	4
Very dissatisfied	5

SECTION IV: ADDITIONAL COMMENTS

001: Three most positive aspects of your RDC

Positive aspect	Code
Council always consults communities	1
Councils maintains good communication with communities	2
Good service provision prevails	3
Good community projects are initiated and implemented	4
Council staff very helpful	5
Sound management of council affairs	6

002: Three most serious problems in your RDC

Most Serious Problem	Code
Poor working relationship between council and communities	1
Communities not informed on council operations	2
Poor maintenance of council infrastructure e.g. roads/streets, schools and clinics	3
Failure to initiate good income generating projects/programmes	4
Attitude of staff towards communities	5
Carefree staff	6

003: Three most important suggestions for improving your RDC

Most Important Suggestions	Code
Council should be committed to working closely its communities	1
People should always be informed and always encouraged to participate in council affairs.	2
Serious attention should be given towards improving present infrastructure	3
Council should create more employment opportunities for communities	4
Council staff should always be friendly to communities	5
Council staff should be trained to reorient them towards serving people better	6

004. Any other related information that you wish to bring to my attention.

.....

.....

.....

.....

.....

.....

Thank you for your cooperation.

COMMUNITY QUESTIONNAIRE RESPONSES**BIOGRAPHICAL DETAILS**

(248 respondents (n); missing 2)

1. Age of respondents

Age (Years)	Number of respondents
18 – 25	35
26 –35	78
36 – 45	72
46 – 55	43
56+	20

2. Gender distribution

Male	132
Female	116

3. Educational qualification

No education	3
Some primary education	15
Primary education	66
Some secondary education	52
Secondary education	60
Some tertiary education	2
Tertiary education	58

4. Language distribution of respondents

Venda	115
Ndebele	35
English	3
Sotho	35
Shangani	33
Shona	27
Afrikaans	0
Other	0

5. Area distribution

Communal Area	123
Resettlement Area	12
Commercial Area	15
Urban Area	98

COMMUNITY PARTICIPATION

1 – Very Satisfied; 2 – Satisfied; 3 – Not Sure; 4 – Dissatisfied; 5 – Very

Dissatisfied.

Democratic Participation

How do you feel about the following
in your ward?

01. Conduct of elections

0

	1	2	3	4	5
		128	76	33	17
	(51.6)	(30.6)	(13.2)	(4.4)	(0)

02. Consultation on policy matters 14	33	68	12	121	
	(13.2)	27.4)	(4.8)	(48.8)	(5.6)
03. Community Debates on policies	21	73	8	120	26
	(8.5)	(29.4)	(3.2)	(48.4)	(10.5)
04. Community participation in projects 12	63	117	5	51	
	(25.4)	(47.2)	(2.0)	(20.6)	(4.8)
05. Integration of traditional leaders	42	47	14	122	23
	(16.9)	(19.0)	(5.6)	(49.2)	(9.3)
06. Ward report back by councilors	7	43	3	127	68
	(2.8)	(17.3)	(1.2)	(5.2)	(27.4)
07. Community autonomy in project work	71	96	57	21	3
	(28.6)	(38.7)	(23.0)	(8.5)	(1.2)
08. Training of VIDCOs and WADCOs 89	11	37	43	68	
	(4.4)	(14.9)	(17.3)	(27.4)	(35.5)
09. Councilor/Community Communication 44	32	57	43	72	
	(12.9)	(23.0)	(17.3)	(29.0)	(17.7)
10. Staff/Community Relationship	10	23	57	91	67
	(4.0)	(9.3)	(23.0)	36.7)	(27.0)

n = 250; missing =2.

SERVICE PROVISION IN YOUR WARD/ BEITBRIDGE

1 – Very Satisfied; 2 – Satisfied; 3 – Not Sure; 4 – Dissatisfied; 5 – Very

Dissatisfied

Service Provision

How do you feel about the following
in your ward or Beitbridge in general?

1 2 3 4 5

01. Health provision 18	30	46	43	111	(12.1)	(18.5)	(17.3)	(44.8)	(7.3)	
02. Education provision 0	185	22	20	11	(74.6)	(8.9)	(8.1)	(4.4)	(0)	
03. Water provision 32	42	63	33	83	(17.0)	(25.4)	(13.3)	(33.5)	(12.9)	
04. Transport provision	10	31	52	86	69	(4.0)	(12.5)	(21.0)	(34.7)	(27.8)
05. Roads and Streets	63	67	26	43	40	(25.4)	(27.0)	(10.5)	(17.3)	(16.1)
06. Recreation Facilities 48	21	24	23	123	(8.5)	(9.7)	(9.3)	(49.6)	(19.4)	
07. Security provision in urban Beitbridge 15	79	98	24	32	(31.9)	(39.5)	(9.7)	(12.9)	(6.0)	
08. Sewerage System in urban Beitbridge 36	17	21	107	67	(6.9)	(8.5)	(43.1)	(27.0)	(14.5)	
09. Housing provision in urban Beitbridge 93	68	21	33	33	(37.5)	(27.4)	(8.5)	(13.3)	(13.3)	
10. The provision of Business Centres 4	48	110	11	75	(19.6)	(44.4)	(4.4)	(30.2)	(1.6)	

n = 250; Missing = 2

BRDC MANAGEMENT CAPACITY

1 – Very satisfied; 2 – Satisfied; 3 – Not Sure; 4 – Dissatisfied; 5 – Very Dissatisfied

Management Capacity	1	2	3	4	5
How do you feel about the manner in which council performs the following:					
01. Allocating housing stands 38	49 (15.3)	93 (19.8)	47 (37.5)	21 (19.0)	(7.7)
02. Allocating business stands 36	31 (14.5)	112 (12.5)	38 (45.2)	31 (15.3)	(12.5)
03. Dealing with squatters 35		31 (12.5)	43 (17.3)	97 (39.1)	42 (17.1)
04. Dealing with street vendors 20		47 (19.0)	54 (21.8)	89 (35.9)	38 (15.3)
05. Handling council funds 83		0 (0)	15 (6.0)	22 (8.9)	128 (51.6)
06. Initiating community projects 39		36 (14.5)	49 (19.8)	66 (26.6)	58 (23.4)
07. Creating employment 57		12 (4.8)	23 (9.3)	74 (29.8)	73 (24.9)
08. Distributing food relief 37		23 (9.3)	47 (19.0)	76 (30.6)	65 (26.2)
09. Assisting communities in development 62		43 (17.3)	46 (18.5)	29 (11.7)	68 (27.4)
10. Cultivating council/community relations 79		15 (6.0)	24 (9.7)	32 (12.9)	98 (39.5)

n = 250; Missing = 2

ADDITIONAL COMMENTS

The most positive aspects of BRDC	Respondents
1. Council regularly consults with communities	117
2. Council/community communication is good	106
3. The provision of essential services is good	79
4. Good projects are initiated and implemented	123
5. Council staff are very helpful	26
6. Council is managed very well	13
n = 250; Missing = 2	

The most serious problems of BRDC	Respondents
1. Poor community/council relations	89
2. Council operations not transparent	133
3. Poor maintenance of council infrastructure	117
4. Misuse of council resources	223
5. Managerial incompetence	183
6. Lack of accountability and responsiveness	171
N = 250; Missing = 2	

Important suggestions for improving BRDC	Respondents
1. Improve Council/Community relations	63
2. Involve communities in council affairs	101

3. Improve maintenance of council infrastructure	54
4. Reorient staff to improve customer service	132
5. Improve financial prudence of staff	121
6. Council staff should be trained	98

N = 250; Missing = 2

Any other relevant performance information	%
1. There is favouritism in council	38
2. Managers are here to enrich themselves	33
3. Council should improve financial management	23
4. Council should have its own newsletter	13
5. There is little council supervision by government	7
6. Beitbridge needs a modern shopping centre	6

BRDC COUNCILLORS AND STAFF QUESTIONNAIRE

SELF-ADMINISTERED QUESTIONNAIRE

Version for RDC Staff and Councillors

In carrying out this survey, I recognise that the functionality of BRDC just like all other local government institutions, is affected by a multiplicity of factors of a micro and macro nature. These may invariably facilitate or hinder the council's performance. The aim of this survey is to take stock of some of these factors particularly those to do with democratic participation and community empowerment; the service provision disposition of council; and management capacity to plan, proffer essential services, maintain and sustain BRDC as a viable and indispensable institution for driving local development. This hopefully, would allow the survey to develop substantive and procedural policy guidelines that would enhance the council's operational efficiency and effectiveness.

In order to minimise the time taken by you to complete the questionnaire, most of the questions require you to simply put a cross (X) in the relevant box or boxes. Inevitably, there are some questions that call for comprehensive explications of your standpoint.

Thank you for your assistance with this important survey.

RDC:

Position: Councillor Council Management Staff (Indicate with an X)

A. HOUSEKEEPING INFORMATION

1. Your current position:.....

2. What academic/professional qualifications do you hold?

a) Primary School (e.g. Std 6, Grade 7, etc).....

b) Secondary School (e.g. Form 1I, IV, VI), etc).....

c) Tertiary: College/University (e.g. Dip. Ed., B. Admin., etc).....

.....

7. Does your RDC encourage community participation in the policy making process?

Yes No Not sure

If yes, what systems are in place to make sure people participate in the policy process?

.....
.....
.....

If not, why?

.....
.....

8. How does your RDC inform communities about issues concerning the district?

.....
.....
.....

9. Does your RDC have a public relations department?

Yes No Not sure

If not, why?.....

.....
.....

10. Which community-based activities are predominant in your RDC (e.g. sporting activities, sewing clubs, agricultural projects, etc)? Enumerate any five of them in order of community preference and council support.

.....

.....

11. Indicate whether you are (1) Highly satisfied; (2) Satisfied; (3) Fairly Satisfied; (4) Not satisfied; (5)

Highly Not Satisfied with the following:

- a) **Community involvement in volunteer services (e.g. neighbourhood watch, building schools and clinics, etc.)**
- b) **Community attendance in village and ward meetings**
- c) **Community input in village and ward plans**
- d) **The quality of village and ward plans**
- e) **Community participation in income generating projects**
- f) **Willingness of communities to pay development levy**
- g) **The administration of local authority elections**
- h) **Community participation in local elections**
- i) **Black/white relations in commercial and urban wards**
- k) **Interaction between councillors and communities**

	1	2	3	4	5
a)					
b)					
c)					
d)					
e)					
f)					
g)					
h)					
i)					
k)					

If you are not satisfied or highly not satisfied with any of the items indicated above, explain your answer.

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C. BRDC SERVICE PROVISION

This section focuses on selected social services that BRDC provides to the communities. The interest is to determine service effectiveness, equity, and adequacy.

HEALTH PROVISION

1. Who is responsible for health provision in your RDC? Council
Ministry of Health and Child Welfare Council and Ministry

2. Does each rural ward have a clinic? Yes No Not sure

If No, Why?.....
.....

3. Does your district have sufficient health facilities?

Yes

No

Not sure

If No, explain your answer.

.....
.....

4. What in should be done to improve the provision of health in your RDC?

.....
.....
.....
.....

THE PROVISION OF EDUCATION

5. Who is responsible for proving education in your district? Ministry of Education
Council Churches and other NGOs All three

6. Does each ward have a kindergarten/crèche? Yes/No..... If No, explain.....

.....
.....

7. Does each ward have an adult learning center? Yes/No..... If No, explain

.....
.....
.....

8. Does each ward have a primary school? Yes/No If No, explain

.....
.....
.....

9. Does each ward have a secondary school? Yes/No..... If No, explain

.....
.....
.....

10. Does your district have tertiary institutions? Yes/No If yes, how many and what courses/programmes are offered in these institutions.?

.....
.....

If No, explain

.....
.....

11. Comment on:

a) Teachers' accommodation

.....
.....

b) The supply of qualified teachers

.....
.....

c) Teacher/pupil ratio

.....
.....

d) Council's budgetary allocations to education

.....
.....

e) Ministry grants to students and schools in general

.....
.....

f) Community participation in the provision of education.

.....
.....

THE PROVISION OF WATER

12. How many dams have been constructed in the district since 1993?

13. How many boreholes have been constructed in the district since 1993?

14. Comment on the water situation in the district including the urban center

Urban Beitbridge

.....
.....

Rural Beitbridge

.....
.....
.....
.....

THE PROVISION OF HOUSES

15. How many housing units are in Urban Beitbridge?

16. How many housing units were constructed since 1993.....

17. How many people are in the waiting list?

18. At what rate per annum are houses being constructed?

19. Who is involved in the construction of houses?

.....
.....

20. Comment on the housing situation in Beitbridge taking into cognizance the following:

Fairness in allocating stands:

.....
.....
.....

The cost of housing units

.....
.....

Adequacy considerations

.....
.....

The squatter situation viz-a-viz housing provision

.....
.....

Other

.....
.....

GENERAL SERVICE PROVISION COMENTS

21. Considering the years between 1993 and 2000, has your RDC improved the provision of the following services? Greatly improved (1); Improved (2); Improved slightly (3); Not sure (4); Not improved at all (5).

a) Telephone

b) Sewerage

1	2	3	4	5

- c) Refuse collection _____
- d) Electricity _____
- e) Water _____
- f) Public transport _____
- g) Fire/ambulance _____
- h) Road maintenance _____
- i) Education _____
- j) Health _____
- k) Housing _____
- l) Sport _____

Where there are improvements, other than in health, education, water and housing, briefly explain how these came about.

.....
.....
.....
.....
.....

Where there are no improvements, other than in health, water, education and housing, explain why such a situation has arisen.

.....
.....
.....
.....

D. MANAGEMENT CAPACITY

This section focuses on BRDC management in order to determine its capacity to manage council affairs as well as its performance since 1993.

RDC PLANNING MONITORING AND EVALUATION

1. Does your RDC have a mission statement? Yes No Not sure

2. Does your RDC have strategic plans? Yes No Not sure

3. Enumerate the different types of strategic plans that your RDC develops.

.....

4. Does each department have its own strategic plan?

Yes No Not sure

If yes, how are these coordinated into a single RDC plan?

.....

5. Does your RDC have a Unit for project/programme development and implementation?

Yes No Not sure

6. If yes what are the qualifications and experiences of the top three (3) members?

POST	QUALIFICATIONS	EXPERIENCES

7. Does your RDC currently have projects/programmes running?

Yes No Not sure

8. If Yes, enumerate them.

.....
.....
.....
.....

9. How often are these projects/programmes monitored

<input type="checkbox"/>	Monthly	<input type="checkbox"/>	Quarterly
<input type="checkbox"/>	Annually	<input type="checkbox"/>	Every six months
<input type="checkbox"/>	Daily	<input type="checkbox"/>	Not at all

10. How often are these projects/programmes evaluated?

<input type="checkbox"/>	Monthly	<input type="checkbox"/>	Quarterly
<input type="checkbox"/>	Every six months	<input type="checkbox"/>	Annually
<input type="checkbox"/>	Not at all		

11. What methods are used for monitoring and evaluation?

Monitoring

.....

.....
Evaluation.....

.....
.....

12. Does your RDC have any problems with monitoring and evaluation?

Yes No Not sure

If Yes, enumerate them.

.....
.....

What has your RDC done to try and solve these problems?

.....
.....
.....

13. What type of documents does the council produce for both councillors and the public?

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Written Reports with statistical representations. |
| <input type="checkbox"/> | Written reports with little or no statistical figures. |
| <input type="checkbox"/> | Nothing at all |

14. Does your RDC have interdepartmental teams?

Yes No Not sure

15. If not why?.....

.....

.....

16. If yes, what teams are there? Name them.

.....
.....
.....

17. From your knowledge are these teams functioning efficiently and effectively?

Yes No Not sure

18. Explain.....

.....
.....
.....

FINANCIAL MANAGEMENT

19. What are BRDC's sources of revenue?.....

.....
.....
.....

20. Which are the five major sources of revenue from the best downwards.....

.....
.....

21. Does your RDC manage to collect all its revenue every year?

Yes

No

Not sure

If not, what is the level of collection? (as a percentage)

.....

22. What constraints does the RDC have in collecting revenue?

.....

.....

.....

23. What can be done to improve the collection of revenue?

.....

.....

.....

.....

24. How does BRDC control the use of its financial resources?.....

.....

.....

.....

Are these methods effective? Explain

.....

.....

25. Has your RDC ever experienced problems with its financial management?

Yes

No

Not sure

26. If Yes, describe these problems.

.....
.....
.....

Have these problems been solved? Yes No Not sure

27. If Yes, how were they solved?.....

.....

28. If not, how can they be solved?

.....
.....
.....

GENERAL MANAGEMENT

29. Comment on the following, and where possible, indicate the strengths and weaknesses.

a) The manner in which council vehicles are managed

.....
.....
.....

b) The competence of council staff

.....
.....

- g) **Communication between councilors and staff** _____
- h) **Communication between councilors and communities** _____
- i) **The manner in which services are rendered to communities** _____
- j) **Efficiency consideration in conducting council affairs** _____
- k) **Fairness in distributing resources in different wards** _____
- l) **The relationship between blacks and whites** _____
- m) **Resource utilisation and control** _____
- n) **Financial accountability** _____
- o) **Quality of personnel** _____

Thank you

BRDC COUNCILLORS AND STAFF RESPONSES

HOUSEKEEPING INFORMATION

Distribution of respondents

Councillors	5
Staff	3

1. Positions: Councillors and BRDC appointed management/administrative staff
2. Education distribution of respondents

Primary	1
Secondary	2
Tertiary	3

3. Specialist training 2
4. Duration with the BRDC: 1 – 8 years
5. Experiences: Teaching and administration

DEMOCRATIC PARTICIPATION AND COMMUNITY EMPOWERMENT

1. Presence of active community groups

	EXIST	ACTIVE	NOT ACTIVE
Women's groups	X	X	-
Farmers' groups	X	X	-
Business groups	X	-	X
Youth groups	X	-	X
Religious groups	X	-	X
Elderly people's groups	-	-	-
NGOs	X	X	-
Government agencies	X	-	X
Residents Associations	X	-	X
Political parties besides ZANU-PF	X	-	X

2. Women's groups and Farmers groups most active

3. Level where groups most active	Village	Ward	District
Women's groups	-	-	X
Farmers groups	-	X	-
Business groups	-	-	-
Youth groups	-	-	X
Religious groups	X	X	X
Elderly people's groups	-	-	-
NGOs	-	X	X
Government Agencies	-	-	X
Residents Associations	-	X	-
Political Parties besides ZANU-PF	X	X	X

4. Participation of groups in policy making

	Formulation	Implementation	Evaluation
Women's groups	X	X	X
Farmers groups	X	X	X
Youth groups	-	X	X
Religious groups	-	-	-
NGOs	X	X	X
Government agencies	-	X	-
Residents Associations	-	X	X
Political parties besides ZANU-PF	-	X	X

5. Who determines the following relationships?

	Cent. Govt	RDC	Groups	RDC/Grp
RDC/Community partnership	2 (25.0)	3 (37.5)	5 (62.5)	6 (75.0)
RDC/Business partnership	2 (25.0)	6 (75.0)	4 (50.0)	8 (100)
RDC/Central Government partnership	8 (100)	3 (37.5)	0 (0)	0 (0)
RDC/NGO partnership	8 (100)	4 (50.0)	3 (37.5)	4 (50.0)

6. Involvement of VIDCOs and WADCOs in development planning

Yes 2 No 6

Direct representation through VIDCO and WADCO chairmen

7. Encouraging community participation in policy making

Yes 3 No 5

Yes, councilors report back and annual meetings.

- (i) No, participation is just ignored
- (ii) No mechanism to encourage communities to participate except through political party.

8. RDC/Council communication mode	Frequency	%
Report back	4	50
Annual Ward meetings	8	100

9. No public relations department

10. Dominant community based activities	Frequency	%
Soccer clubs	3	37.5
Netball clubs	2	25.0
Agricultural clubs	8	100
Sewing clubs	6	75.0

11. Satisfaction with the following democratic participation and community empowerment activities

1 – Highly satisfied; 2 – Satisfied; 3 – Fairly Satisfied; 4 – Not satisfied;
5 – Highly Not satisfied

1 2 3 4 5

Community involvement in volunteer services	0 (0)	3 (37.5)	4 (50.0)	1 (12.5)	0 (0)
Community attending village and ward meetings	0 (0)	4 (50.0)	2 (25.0)	2 (25.0)	0 (0)
Community input in village and ward plans	0 (0)	2 (25.0)	3 (37.5)	2 (25.0)	1 (12.5)
The quality of ward and village plans	2 (25.0)	2 (25.0)	1 (12.5)	2 (25.0)	1 (12.5)
Community participation in projects	4 (50.0)	3 (37.5)	1 (12.5)	0 (0)	0 (0)
Willingness to pay development levy	1 (12.5)	1 (12.5)	4 (50.0)	2 (25.0)	0 (0)
Administration of local elections	4 (50.0)	4 (50.0)	0 (0)	0 (0)	0 (0)
Community participation in local elections	2 (25.0)	2 (25.0)	3 (37.5)	1 (12.5)	0 (0)
Black/white relationships	5 (62.5)	2 (25.0)	1 (12.5)	0 (0)	0 (0)
Councilor/community interaction	3 (37.5)	2 (2.0)	2 (25.)	1 (12.5)	0 (0)

Comments on lack of satisfaction

1. Some members of the community are not keen to attend particularly those with no children at school. Proposition: They should pay to avoid discouraging others.
2. Communities do not attend because committees tend to tell people what to do than asking them what should be done.
3. Communities are not highly educated.
4. Communities are poor and do not have the money to pay council hence the apparent reluctance to pay levy.
5. Councilors need to interact more with communities through report backs and asking for suggestions to improve council activities.

SERVICE PROVISION

Health Provision

1. Health providers: Council and MOHCW.
2. Rural clinics in wards. Not all. Depends on centrality of the place within a ward, or
3. Health facilities sufficient but no medication and adequate trained staff.
Two or three wards
4. Improving health provision
 - Improve supply of drugs
 - Recruit more qualified nurses and doctors
 - Improve maintenance of facilities
 - Provide accommodation for health staff

Educational Provision

5. Education providers: BRDC, MOEC, Churches, and Commercial Farmers.
6. Creche/Kindergarten: Not in all wards. Parents failing to organize themselves for this service.
7. No. Some failing to organize themselves for this type of education.
8. Primary school in every ward? No, depends on concentration. Some wards can be serviced by schools in sister wards. The school establishment criteria should be met especially as far as the catchment's radius is concerned.
9. Secondary school in every ward? No Primary schools cluster around one secondary school located in one of the constituent wards.
10. Any tertiary institutions? No. Tertiary institutions are located in the provincial capital – Gwanda town.
11. Comments on:

- a) **Teachers accommodation:** Not enough, poor quality, no electricity, no window panes, enough in urban Beitbridge and farmers' schools.
- b) **The supply of qualified teachers:** Not enough. Recruit more qualified teachers, primary trained teachers are deployed in secondary schools.
- c) **Teacher/pupil ratio:** Ratio too high in most cases. In primary schools it should be 1:40. In secondary schools it should be 1:33.
- d) **Council'budgetary allocations to education:** Not enough. Council relies on students' grants from MOEC.
- e) **Ministry grants to students and schools in general:** Not enough.
- f) **Community participation in the provision of education:** A lot of participation through building levy, academic fees, labour in building schools, encouraging children to attend school.

The Provision of Water

12. Dams constructed since 1993: 3

13. Bore holes since 1993: 15

14. Water situation in:

- **Urban Beitbridge:** Water problems. The water system can no longer cope with the increase in population. There is need to up date the system.
- **Rural Beitbridge:** No water problems. If they exist, they are insignificant.

The Provision of housing

15. Number of housing units: approximately 3000

16. Housing units since 1993: 2 000

17. People on the waiting list: above 8 000

18. How many houses per year are constructed? 200 per year.

19. Who constructs houses? Building Societies, Private construction companies, individuals, and MOLGAHN.

20. Housing situation in Beitbridge.

- Fairness: Not fair. Riddled with favouratism.
- Cost of each housing unit: Reasonable and affordable. However, many people prefer to build on their own. This lowers costs even further.
- Adequacy considerations: Not adequate. Still too many lodgers. The waiting list is still long.
- The squatter situation: Still a problem. Squatters do not want to occupy houses built for them. They prefer shacks as they do not pay rent.
- Other: Council is doing its best. In fact, this is its best investment and it raises a considerable sum of money from these houses.

GENERAL SERVICE PROVISION

21. Improvement in the provision of services since 1993.

1 – Greatly improved; 2 – Improved; 3 – Improved slightly; 4 – Not sure; 5 – Not improved

	1	2	3	4	5
Telephone	2	3	2	0	1
Sewerage	0	1	3	0	4
Refuse collection	0	2	1	1	4
Electricity	2	2	2	1	1
Water	3	2	1	2	0
Public Transport	0	1	2	0	5
Fire/ambulance	4	3	1	0	0
Road maintenance	1	1	1	1	4
Education	4	2	2	0	0
Health	2	2	1	1	2

Housing	6	2	0	0	0
Sport	0	1	2	1	4

- Improvement in fire/ambulance has improved through donations from NGOs.
- There is no improvement in road maintenance. Council has no funds for that and DDF has similar problems and an overload of jobs.
- There is no improvement in sports since new facilities are needed for this. However, the council has no capacity to update its system.

MANAGEMENT CAPACITY

Planning, monitoring and evaluation

1. Mission statement	Yes	4	No	0	Not sure	4
2. Strategic plan	Yes	7	No	0	Not sure	1
3. Strategic plans in BRDC:						
• Short term plans						
• Housing plans						
• Project plans						
• Council/corporate plan						
4. Department planning exists	Yes	3	No	3	Not sure	2

Coordination mechanism: Corporate plan

5. Unit for projects Yes 8 No 0 Not sure 0

6. Qualifications of most senior project officers

POST	QUALIFICATION	EXPERIENCES
Project Manager	'O' Level + Diploma	More than ten years of Project work.
Project Office 1	'O' Level + Diploma	More than five years service
Project Officer 2	'O' Level + Certificate	More than two years service

7. Projects currently running Yes 8 No 0 Not sure 0

8. Projects: Piggery; Gardening; Child protection; wildlife conservation; pottery; sewing.

9. Monitoring frequency

Daily	2
Monthly	2
Quarterly	2
Every six months	1
Annually	1
Not at All	0

10. Evaluation Frequency

Monthly	2
Quarterly	3

Every six months	1
Annually	2
Not at all	0

11. Monitoring and evaluation methods

- Physically checking that workers are following work schedules
- Writing reports

12. Problems with monitoring and evaluation: Yes 5 No 2 Not Sure 1

Problems: Failure to monitor. Failure to write intelligible reports

Any remedial action: none

13. Council documents for public consumption

- Written reports with statistical representation 8
- Written reports with little or no statistical figures 0
- Not at all 0

14. Interdepartmental teams Yes 0 No 5 Not sure 3

15. No reason

16. No reason

17. Not applicable

18. Not applicable

II. Financial Management

19. Sources of revenue:

- Government grants
-

20. Rank the five best sources of revenue

21. Does BRDC collect all revenue? Yes 0 No 8 Not sure 0

Level of collection: 70%

22. Constraints in resource collection: No follow up for those who do not pay voluntarily.

23. Remedy: Have follow up mechanism

24. Control of financial resources: External auditing and centralised financial system.

Methods have not been effective up to this point.

25. Problems with financial management: Yes 8 No 0 Not sure 0

26. Problems: Fund embezzlement by managers.

27. Problem solution: Those who embezzled funds were dismissed and new people were engaged.

28. Not applicable.

General Management

29. Comment on the following.

a) **Management of vehicles:** Not proper. People take vehicles and use them as they please.

b) **Competence of council staff:** Not highly competent. But current shake should bring results.

c) **Management of council staff:** Problem since there is a lot of division

- d) **Council/management relations:** Not appropriate
- e) **Involvement of councilors in management:** Insignificant
- f) **Council-management and communities:** strained relationship mostly because of poor management of funds and lack of skills to handle communities by management staff
- g) **Community involvement in managing council affairs:** Insignificant
- h) **Involvement of subordinates in decision making:** Yes during department meetings where each employee can contribute to the agenda being discussed.

30. Satisfaction with the following:

1 – Highly satisfied; 2 – Satisfied; 3 – Fairly satisfied; 4 – Not satisfied; 5 – Highly not satisfied

	1	2	3	4	5
a) Use and maintenance of council vehicles	0 (0)	2 (25.0)	3 (37.5)	3 (37.5)	0 (0)
b) The conduct of duty of council staff	1 (12.5)	2 (25.0)	1 (12.5)	4 (50.0)	0 (0)
c) Remineration and fringe benefits for staff	2 (25.0)	2 (25.0)	1 (12.5)	3 (37.5)	0 (0)
d) Allowance of councilors	1 (12.5)	0 (0)	1 (12.5)	3 (37.5)	3 (37.5)
e) Asset control	2 (25.0)	1 (12.5)	1 (12.5)	3 (37.5)	1 (12.5)
f) The manner in which budgets are drawn	0 (0)	2 (25.0)	1 (12.5)	3 (75.0)	2 (25.0)
g) Communication between councilors and staff	1 (12.5)	2 (25.0)	1 (12.5)	3 (37.5)	1 (12.5)
h) Communication between councilors and communities	2 (25.0)	1 (12.5)	2 (25.0)	2 (25.0)	1 (12.5)
i) How services are rendered to communities	1 (12.5)	2 (25.0)	1 (12.5)	2 (25.0)	2 (25.0)
j) Efficiency considerations in conducting council affairs	1 (12.5)	2 (25.0)	1 (12.5)	3 (37.5)	1 (12.5)

k) Fairness in distributing resources in different wards	1 (12.5)	1 (12.5)	3 (25.0)	2 (25.0)	1 (0)
l) Relationship between blacks and whites	2 (25.0)	3 (37.5)	1 (12.5)	2 (25.0)	0 (0)
m) Resource utilisation and control	1 (12.5)	1 (12.5)	1 (12.5)	4 (50.0)	1 (12.5)
n) Financial accountability	0 (0)	2 (2.0)	1 (12.5)	3 (37.5)	2 (25.0)
o) Quality of personnel	1 (12.5)	2 (25.0)	2 (25.0)	2 (25.0)	1 (12.5)

BRDC INTERVIEW SCHEDULE

GENERAL QUESTIONS

1. RDSCS are established through a decentralisation imperative that seeks to create autonomous institutions of local governance. How would you describe this autonomy vis-à-vis the power and influence of central government?
2. How would you describe your operational relationship with the following institutions and does this relationship hinder or facilitate the manner in which your council performs its duties?
 - a) The Ministry responsible for local government;
 - b) Other ministries;
 - c) The District Administrator's Office; and
 - d) The Provincial Administrator's Office

DEMOCRATIC PARTICIPATION AND COMMUNITY EMPOWERMENT

3. One of the most important reasons for establishing rural local government structures is to enhance self-democracy, local participation and self-determination by local communities. To what extent are these imperatives fulfilled in your district?
4. What structures and operational guidelines are in place to facilitate democratic participation and what are the hindrances to this process?
5. How would you describe the relationship between council and communities?
6. How does council inform communities about what is happening in the district and how does it get input for decision making from communities?
7. RDCs are a result of amalgamating Rural Councils and District Councils. Has this new local government dispensation managed to unite blacks and whites in your district, or has it improved the relations between the two people (Blacks and Whites)? Explain your answer.
8. What would you say has been the performance of your council in enhancing democratic good governance and local participation? If there are shortcomings, what can be done to improve this performance?

SERVICE PROVISION

9. RDCs are expected to provide services of a local nature to communities within their areas of jurisdiction. Comment on the successes, failures or impediments your council faces in its attempt to provide the following services:

- a) Education inclusive of kindergarten, adult, primary, secondary, and tertiary education
- b) Health
- c) Housing
- d) Water
- e) Public transport
- f) Maintaining roads
- g) Marketing community produce e.g. pottery, and knitting wares
- h) Keeping Beitbridge clean
- i) Eliminating squatting
- j) Protecting communities from unscrupulous traders.

10. Provide a summary statement on the performance of your council in providing services to its communities and indicate what can be done to improve the situation in each case.

MANAGEMENT CAPACITY

11. Comment on the council's management cadres with specific reference to their qualifications and commitment to duty.

12. What has been the performance of council staff in:

- a) Drafting budgets, producing financial statements, monitoring and controlling the utilisation of council finances.
- b) Collecting revenue
- c) Managing council vehicles
- d) Maintaining public utilities
- e) Keeping records of council assets
- f) Implementing and evaluating projects
- g) Advising councillors on policy matters
- h) Mobilising communities to engage in self help projects and making an input in RDC activities
- i) Maintaining communities satisfied with the services they (council staff) provide.
- j) Handling and motivating subordinates
- k) Creating an appropriate working relationship with councilors

13. If there are shortcomings in any of the factors indicated in question 12, what can be done to improve the situation?