

## **LEADERSHIP ACADEMY**

### **STAGE 2: BENCHMARKING TRANSPARENCY / ACCOUNTABILITY (GROUP EXERCISE – 1 HOUR)**

**Objective:**

Learn how to develop a set of performance standards around a specific function.

**Introduction:**

The Leadership Benchmark introduced you to a set of performance standards (Levels 1 – 5) for specific municipal functions. By being able to recognise the standards of performance expected in a weak / average / excellent municipality in any one function, it is possible to assess at what level your own municipality performs and what action it might take to achieve Level 5.

Transparency and accountability are critical for a modern municipality. They are fundamental to:

- ✓ Motivating staff so that they will work at their full potential;
- ✓ Reassuring partners by ensuring contracts are honoured and they are fully consulted;
- ✓ Giving citizens confidence in their elected representatives;
- ✓ Delivering savings by eliminating bribery;
- ✓ Enabling local people to hold their municipality to account.

**Assignment:**

Working in small groups, you are asked to complete the Benchmark Template below around those components of transparency and accountability that are set out in the definition. An example has been given for each Template box. Be prepared to give feedback in a facilitated discussion.

## BENCHMARK TEMPLATE: TRANSPARENCY AND ACCOUNTABILITY

| DEFINITION OF FUNCTION:                                                                                                                                                          | LEVEL OF PERFORMANCE                                                                                         |                                                                                          |                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                                                                                  | LEVEL 1                                                                                                      | LEVEL 3                                                                                  | LEVEL 5                                                                               |
| Information on services accessible; decision-making transparent; citizens engaged; zero tolerance for corruption, staff recruited on merit; public consultation on draft budget. | <ul style="list-style-type: none"> <li>A simple description of services available on the internet</li> </ul> | <ul style="list-style-type: none"> <li>There is a formal complaints mechanism</li> </ul> | <ul style="list-style-type: none"> <li>Quarterly community forums are held</li> </ul> |

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| <p><b>Positive indicators:</b><br/>Someone recently dismissed for corruption</p> <p><b>Negative indicators:</b><br/>Mayor's nephew holds position of Director</p> | <p><b>Key questions to ask when making an assessment:</b><br/>What evidence do you have that the views of local people were taken into account in setting the municipality's priorities?</p> |
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