

**A LOCAL GOVERNANCE FRAMEWORK:
ANALYSIS OF POLITICAL AND SOCIAL
ACCOUNTABILITY**

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**MASTER OF PUBLIC MANAGEMENT
UNIVERSITI UTARA MALAYSIA**

June 2014

**A LOCAL GOVERNANCE FRAMEWORK:
ANALYSIS OF POLITICAL AND SOCIAL
ACCOUNTABILITY**

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**Project Paper Submitted to the Ghazali Shafie
Graduate School of Government,
Universiti Utara Malaysia
in Fulfilment of the Requirements for the Degree of
Master**

DECLARATION

“I hereby declare that the work in this research is my own except for quotations and summarize which have been duly acknowledged.”

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ABSTRACT

The overview of this study is mainly focusing on the political and social accountability in local government. There is five main objectives were develop, (1) to evaluate general perspective towards Ipoh City Council (2) to identify Ipoh City Councils' role in involving the community in the programs (3) to evaluate Ipoh City Councils' services (4) to assess Ipoh City Councils' infrastructure arrangement and (5) to identify the best way to appoint the Councilors of Ipoh City Council. Ipoh City Council accountability evaluated in five (5) key areas which is general perspective, program, service, infrastructure and councilor. The data for this research were collected from two sources, namely primary sources and secondary sources. The quantitative technique using structured questionnaire was used in this study to solicit responses from respondents. This study involved two group of respondent consists of clients who deal with local government administration and local government management employee. A total of 150 employee and 150 client around Ipoh City Council were selected as respondents of this study. The methodology in this study implies the method of descriptive statistic involved frequency, percentage and mean. Based on the analysis, it was found that most of both employee and client are satisfied with local government performance to serve communities. Analysis shows positive feedback about how local government manage complaint, satisfied with the development and services and highly agree to implement electoral system for councilors and given training for them. However, some client show that they unsure about local government financial planning system, program conducted by local government, monitoring of infrastructure and either election of councilors transparent or otherwise. Through the results obtained, several recommendations were introduced to improve accountability mechanism at local government level in the future.

Keywords: Local government, political accountability, social accountability, employee, client

ABSTRAK

Tumpuan kajian ini memberi fokus utama kepada akauntabiliti politik dan sosial dalam kerajaan tempatan. Terdapat lima objektif utama yang ingin dicapai iaitu, (1) untuk menilai perspektif umum terhadap Majlis Bandaraya Ipoh (2) untuk mengenal pasti peranan Majlis Bandaraya Ipoh untuk melibatkan masyarakat dalam program yang dijalankan (3) untuk menilai perkhidmatan yang disediakan oleh Majlis Bandaraya Ipoh (4) untuk menilai penyediaan infrastruktur Majlis Bandaraya Ipoh (5) untuk mengenal pasti cara terbaik pelantikan Ahli Majlis. Akauntabiliti Majlis Bandaraya Ipoh dinilai dalam lima (5) bidang utama iaitu perspektif umum, program, perkhidmatan, prasarana dan ahli majlis. Data untuk kajian ini telah dikumpulkan daripada dua sumber, iaitu sumber utama dan sumber sekunder. Teknik kuantitatif dengan menggunakan soal selidik berstruktur telah digunakan dalam kajian ini untuk mendapatkan jawapan daripada responden. Kajian ini melibatkan dua kumpulan responden terdiri daripada pelanggan yang berurusan dengan pentadbiran kerajaan tempatan dan kakitangan pengurusan kerajaan tempatan. Sebanyak 150 kakitangan dan 150 pelanggan di seluruh sekitar Majlis Bandaraya Ipoh telah dipilih sebagai responden kajian ini. Metodologi kajian ini menggunakan kaedah statistikdeskriptif yang melibatkan frekuensi, peratusdan min. Berdasarkan analisis, kebanyakan kakitangan dan pelanggan berpuas hati dengan prestasi kerajaan tempatan dalam menyediakan perkhidmatan kepada masyarakat. Analisis menunjukkan maklum balas positif tentang bagaimana kerajaan tempatan menguruskan aduan, pembangunan, perkhidmatan dan mereka juga sangat bersetuju untuk melaksanakan sistem pilihan raya untuk memilih Ahli Majlis di samping latihan yang sewajarnya. Walau bagaimanapun, terdapat juga pelanggan yang tidak pasti tentang sistem perancangan kewangan kerajaan tempatan, program yang dijalankan oleh kerajaan tempatan, pemantauan infrastruktur dan sama ada pilihan raya Ahli Majlis telus atau sebaliknya. Melalui keputusan yang diperolehi, beberapa cadangan telah diperkenalkan untuk memperbaiki mekanisme akauntabiliti di peringkat kerajaan tempatan pada masa hadapan.

Katakunci: Kerajaan tempatan, kebertanggungjawaban politik, kebertanggungjawaban sosial, kakitangan, pelanggan

ACKNOWLEDGEMENT

First of all, I am grateful to The Almighty God for establishing me to to execute and complete the final report entitled “A Local Governance Framework: Analysis of Political and Social Accountability”. I would like to express the deepest appreciation to the individuals who guide and support me either directly or indirectly especially my supervisor, Dr. Zainal Md Zan and Dr. Halimah Abdul Manaf. Their commitment in give knowledge, concern and helping in writing this report and provide thoughtful recommendations to make this report meaningful. Without their guidance and persistent help this report would not have been possible.

I take this opportunity to record our sincere thanks to all the lecturers and staff of School of Government Universiti Utara Malaysia (UUM). I would also like to give my appreciation to the Ipoh City Council especially Encik Shahrizal who assist me in distribute questionnaire and to all officers, staff and community who helped me in any kind of assistance. I would like to thank to all the friends and members for their help in providing the latest information related to the report and encouragement. I also thank my husband and my parents for their unceasing encouragement and support during the completion of this report.

Finally, I believe that this report will give some useful information to the UUM and the public and government in general. Hopefully, we can find the best solution to the local government problem from this report. I hope these efforts may receive the blessings from Allah SWT. InsyaAllah.

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LIST OF ABBREVIATION

ICC	Ipoh City Council
ICT	Information and Communications Technology
KPI	Key Performance Indicator
NCLG	National Council for Local Government
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
WEF	World Economic Forum's

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Local government accountability is important in service delivery to society. If local government fails to provide good service delivery, citizens will lose their trust in government as an institution. Local government is the sphere of government closest to communities and responsible to provide facilities to improve on the lives of the people at the grassroots.

One of the major reasons for establishing local government is to bring government closest to communities so that the citizens can fully participate in the process of development. This is important in order to improve governments' service delivery, thus speed up the pace of social, economic and political development. For that reason, many studies call for new studies on local government accountability.

Local governance is defined as collective action at the local level involves its role to defining the framework for citizen-citizen and citizen-state interactions. Moreover, local governance is critical to developing a framework for local governance that is responsive, responsible and accountable. This three (3) aspect means that local government must doing the right things and delivering services that are consistent with citizens' preferences, doing the right thing the right way with the best benchmarking and accountable to citizens, through a rights-based approach.

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APPENDIX

APPENDIX 1

QUESTIONNAIRE (EMPLOYEE)

BAHAGIAN A : LATAR BELAKANG RESPONDEN

ARAHAN: Sila isikan maklumat mengenai diri anda. Tandakan (✓) di dalam ruang yang disediakan bagi semua soalan di bawah.

1. Jantina: Lelaki ()
Perempuan ()
2. Agama : Islam ()
Buddha ()
Hindu ()
Kristian ()
3. Bangsa : Melayu ()
Cina ()
India ()
Lain- Lain ()
4. Tahap Pendidikan: SPM ()
Diploma ()
Ijazah Sarjana Muda ()
Sarjana ()
Doktor Falsafah ()
5. Umur: _____
6. Pejabat PBT : _____

BAHAGIAN B : PERSPEKTIF UMUM

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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1.	Saya dihantar menjalani latihan yang bersesuaian.	1	2	3	4	5
2.	PBT ini meletakkan sasaran kerja tahunan.	1	2	3	4	5
3.	Pihak pengurusan sentiasa menekankan konsep berkhidmat untuk rakyat diutamakan.	1	2	3	4	5
4.	Penduduk setempat mudah untuk membuat aduan kepada Pihak Berkuasa Tempatan (PBT) ini.	1	2	3	4	5
5.	Aduan yang dibuat diambil tindakan segera.	1	2	3	4	5
6.	Jumlah kakitangan PBT ini adalah mencukupi untuk melaksanakan tugas mereka di kawasan penempatan penduduk.	1	2	3	4	5
7.	Saya amat berpuas hati dengan kecekapan kerja anggota penguatkuasa PBT ini.	1	2	3	4	5
8.	PBT ini amat peka dan sensitif tentang segala permasalahan dan aduan yang diberikan oleh penduduk.	1	2	3	4	5
9.	Peranan yang dijalankan oleh PBT ini semakin mencabar disebabkan tuntutan masyarakat yang pelbagai.	1	2	3	4	5
10.	Sistem perancangan kewangan PBT ini adalah mengikut prosedur kewangan kementerian.	1	2	3	4	5

BAHAGIAN C: PROGRAM

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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11.	PBT ini kerap menjalankan program “Hari bertemu pelanggan”.	1	2	3	4	5
12.	Program-program yang dianjurkan oleh PBT ini sering melibatkan penduduk setempat.	1	2	3	4	5
13.	Program yang dijalankan oleh PBT ini sangat membantu di dalam menyelesaikan permasalahan penduduk.	1	2	3	4	5
14.	PBT ini amat menggalakkan masyarakat untuk memberi maklumbalas mengenai program yang diperlukan.	1	2	3	4	5
15.	Projek-projek pembangunan serta penaiktarafan infrastruktur yang dijalankan oleh PBT ini dapat memenuhi kehendak penduduk setempat.	1	2	3	4	5
16.	PBT ini telah berkhidmat dengan cemerlang sepanjang saya berkhidmat.	1	2	3	4	5
17.	Kemajuan teknologi ICT seperti kemudahan perkhidmatan internet serta laman sosial memudahkan orang ramai membuat aduan berkaitan permasalahan yang dihadapi oleh penduduk kepada PBT ini.	1	2	3	4	5
18.	PBT ini dilihat sebagai agen pembangunan ekonomi dan sosial di dalam masyarakat setempat.	1	2	3	4	5

BAHAGIAN D: PERKHIDMATAN

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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19.	Sistem kutipan bayaran tempat letak kereta yang dijalankan oleh PBT ini adalah berkesan.	1	2	3	4	5
20.	Penyelenggaraan perparitan yang diselenggarakan oleh PBT ini kerap dilakukan.	1	2	3	4	5
21.	Sistem kutipan sampah yang dikendalikan oleh PBT ini adalah mengikut jadual kutipan.	1	2	3	4	5
22.	Perkhidmatan kaunter yang disediakan oleh PBT ini cekap.	1	2	3	4	5
23.	PBT ini efektif didalam menyelesaikan permasalahan yang dihadapi oleh penduduk seperti jalan rosak, sistem perparitan tersumbat dan lain-lain.	1	2	3	4	5
24.	PBT ini sentiasa berusaha meningkatkan kecekapan didalam penyampaian perkhidmatan dari masa ke semasa.	1	2	3	4	5
25.	PBT ini sentiasa menghantar anggota penguatkuasa bagi memeriksa keadaan kemudahan infrastruktur di sekitar kawasan yang telah ditetapkan.	1	2	3	4	5
26.	Saya berpuas hati dengan penyampaian perkhidmatan yang diberikan oleh PBT ini.	1	2	3	4	5

BAHAGIAN E: PRASARANA

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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27.	Kemudahan prasarana asas seperti taman permainan dan rekreasi yang disediakan oleh PBT ini adalah mencukupi.	1	2	3	4	5
28.	PBT ini sentiasa memantau keadaan kemudahan prasarana yang telah disediakan.	1	2	3	4	5
29.	Sekiranya terdapat sebarang aduan daripada penduduk berkaitan dengan kerosakan prasarana, PBT ini akan mengambil tindakan susulan dengan pantas.	1	2	3	4	5
30.	Tanggungjawab bagi memelihara keadaan prasarana adalah terletak pada PBT ini semata-mata.	1	2	3	4	5

BAHAGIAN F: AHLI MAJLIS

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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31.	Ahli Majlis perlu diberikan latihan dari masa ke semasa oleh PBT ini bagi meningkatkan kecekapan mereka didalam memberikan perkhidmatan kepada masyarakat.	1	2	3	4	5
32.	Saya merasakan perlunya perlaksanaan sistem pilihanraya bagi memilih Ahli Majlis didalam PBT ini.	1	2	3	4	5
33.	Pemilihan Ahli Majlis PBT yang dijalankan pada ketika ini adalah adil dan telus	1	2	3	4	5
34.	Ahli Majlis perlu dipilih berdasarkan kepada populariti ataupun pengaruh mereka didalam masyarakat setempat.	1	2	3	4	5

TERIMA KASIH ATAS KERJASAMA ANDA

APPENDIX 2
QUESTIONNAIRE (CLIENT)

BAHAGIAN A : LATAR BELAKANG RESPONDEN

ARAHAN: Sila isikan maklumat mengenai diri anda. Tandakan (✓) di dalam ruang yang disediakan bagi semua soalan di bawah.

1. Jantina: Lelaki ()
Perempuan ()
2. Agama : Islam ()
Buddha ()
Hindu ()
Kristian ()
3. Bangsa : Melayu ()
Cina ()
India ()
Lain- Lain ()
4. Tahap Pendidikan: SPM ()
Diploma ()
Ijazah Sarjana Muda ()
Sarjana ()
Doktor Falsafah ()
5. Umur: _____
6. Daerah : _____

BAHAGIAN B : PERSPEKTIF UMUM

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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1.	Saya dapat membuat aduan kepada Pihak Berkuasa Tempatan (PBT) di kawasan saya dengan mudah.	1	2	3	4	5
2.	Aduan yang dibuat diambil tindakan segera oleh PBT di kawasan saya.	1	2	3	4	5
3.	Jumlah kakitangan PBT adalah mencukupi untuk melaksanakan tugas mereka di kawasan penempatan saya.	1	2	3	4	5
4.	Saya berpuas hati dengan kecekapan bekerja anggota penguatkuasa PBT di kawasan saya.	1	2	3	4	5
5.	PBT di kawasan saya amat peka dan sensitif tentang segala permasalahan dan aduan yang diberikan oleh penduduk.	1	2	3	4	5
6.	Peranan yang dijalankan oleh PBT di kawasan saya semakin mencabar disebabkan tuntutan masyarakat yang pelbagai.	1	2	3	4	5
7.	Sistem perancangan kewangan PBT di kawasan saya adalah mengikut prosedur kewangan kementerian.	1	2	3	4	5

BAHAGIAN C: PROGRAM

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

12.11.17.04.01.						
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BAHAGIAN D: PERKHIDMATAN

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

ALTERNATIF: Anda boleh berikan jawapan anda berdasarkan kepada pilihan berikut.

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju

18.	Sistem kutipan bayaran tempat letak kereta adalah berkesan.	1	2	3	4	5
19.	Penyelenggaraan perparitan di kawasan saya kerap dilakukan.	1	2	3	4	5
20.	Sistem kutipan sampah di kawasan kediaman saya adalah mengikut jadual kutipan.	1	2	3	4	5
21.	Perkhidmatan kaunter yang disediakan oleh PBT di kawasan saya amat cekap.	1	2	3	4	5
22.	PBT di kawasan saya efektif di dalam menyelesaikan permasalahan yang dihadapi oleh penduduk seperti jalan rosak, sistem perparitan tersumbat dan lain-lain.	1	2	3	4	5
23.	PBT di kawasan saya sentiasa meningkatkan kecekapan di dalam penyampaian perkhidmatan dari masa ke semasa.	1	2	3	4	5
24.	PBT di kawasan saya sering menghantar anggota penguatkuasa bagi memeriksa keadaan kemudahan infrastruktur di sekitar kawasan kediaman saya.	1	2	3	4	5
25.	Saya berpuas hati dengan penyampaian perkhidmatan yang diberikan oleh PBT di kawasan saya.	1	2	3	4	5

BAHAGIAN E: PRASARANA

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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26.	Kemudahan prasarana asas seperti taman permainan dan rekreasi yang disediakan oleh PBT dikawasan saya adalah mencukupi	1	2	3	4	5
27.	PBT di kawasan saya sentiasa memantau keadaan kemudahan prasarana yang telah disediakan.	1	2	3	4	5
28.	Sekiranya terdapat sebarang aduan daripada penduduk berkaitan dengan kerosakan prasarana, PBT di kawasan saya akan mengambil tindakan susulan dengan pantas.	1	2	3	4	5
29.	Tanggungjawab bagi memelihara keadaan prasarana adalah terletak pada PBT semata-mata.	1	2	3	4	5

BAHAGIAN F: AHLI MAJLIS

ARAHAN: Sila bulatkan jawapan anda berdasarkan kepada pilihan berikut:

1 Sangat Tidak Setuju	2 Tidak Setuju	3 Tidak Pasti	4 Setuju	5 Sangat Setuju
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30.	Ahli Majlis perlu diberikan latihan dari masa ke semasa oleh PBT bagi meningkatkan kecekapan mereka didalam memberikan perkhidmatan kepada masyarakat.	1	2	3	4	5
31.	Saya merasakan perlunya perlaksanaan sistem pilihanraya bagi memilih Ahli Majlis didalam PBT.	1	2	3	4	5
32.	Pemilihan Ahli Majlis PBT yang dijalankan pada ketika ini merupakan sistem yang adil serta telus.	1	2	3	4	5
33.	Ahli Majlis perlu dipilih berdasarkan kepada populariti ataupun pengaruh mereka didalam masyarakat setempat.	1	2	3	4	5

TERIMA KASIH ATAS KERJASAMA ANDA