

Bibliography

Books

AAPAM (1986) *The Ecology of Public Administration & Management in Africa*,
New Delhi: Vikas House

AAPAM (1984) *African Public Services: Challenges and a Profile for the Future*,
New Delhi: Vikas House

Adamolekun, L. 1999 *Public Administration in Africa*, Colorado: Westview Press

African Development Bank: *African Development Report 2001*, Oxford: Oxford
University Press

Alexander, A. 1982 *The Politics of Local Government in the United Kingdom*,
London: Longman

Anderson, J. 2003 *Public Policymaking*, New York: Houghton Mifflin Company

Babbie, E. 2001 *The Practice of Social Research*, Belmont, USA:
Wadsworth/Thompson Learning

Babbie, E. Mouton, J. Vorster, P. Prozensky, B. 2003 *the practice of social research*, Oxford: Oxford University Press

Bekke, H., Perry, and T.Toonen, eds (1997) *Civil service systems in comparative perspective*, Bloomington: Indiana University Press

Berg, E. 1993 *Rethinking technical cooperation: Reforms for capacity building in Africa*, New York: United Nations Development Programme.

Boaden, N. Goldsmith, M. Hampton, W. Stringer, P. 1982 *Public Participation in Local Services*, London: Longman

Botes, PS. Brynard, PA. Fourie, DJ Roux, NL 1992 *Public Administration and Management*, Pretoria: Kagiso Tertiary

Bourn, J. 1995 *Public Sector Management, Volume 1 & Volume 2*, Sydney: Dartmouth Publishing Co.

Bourn, J. 1995 *Management in Central and Local Government*, London: Pitman

Boyle, R. 1989 *Managing Public Sector Performance: A comparative study of performance monitoring systems in the public and private sectors*, Dublin: Institute of Public Administration

Brynard, P.A. & Hanekom, S.X. 1997 *Introduction to research in Public Administration*, Pretoria: Van Schaik

Caiden, G. 1971 *The Dynamics of Public Administration*, Hinsdale Illinois: Dryden Press

Cameron, R. 1998 *The Democratization of South African Local Government*, Pretoria: JL Van Schaik

Campbell, T. & Fuhr, (eds) 1997 *Does centralization work? Case studies on innovative local government in Latin America*, Washington, DC: World Bank

Carter, M and O'Meara 1979 Swaziland: From Tradition to Modernity in Carter, M and O'Meara (eds) *Southern Africa: The Continuing Crisis*, London: Macmillan Press Ltd

Cheema, G.S. and Rondinelli, D.A. 1983 *Decentralization and Development: Policy Implementation in Developing Countries*, London: Sage Publications

Cloete, F. 1995 *Local Government Transformation in South Africa*, Pretoria: JL Van Schaik

Cloete, JJN 1998 *Public Administration and Management*, Pretoria: JL Van Schaik

Cloete, JJN & Thornhill, C. 2005 *South African Municipal Government and Administration: A new Dispensation*, Pretoria: Dotsquare Publishing (PTY) LTD

Commonwealth Secretariat 1996 *The Commonwealth portfolio: Current good practices and new developments in public service management*, London.

Commonwealth Secretariat

Corkery, J. (eds) 1998 *Management of Public Service Reform*, Oxford: IOS Press

Corkery, J., Ould Daddah, T. O'Nuallan, C. and Lands, T. (eds) (1998) *Management of Public service Reform*, Amsterdam: IOS Press

Craythorne, DL 1980 *Municipal Administration – A Handbook*, Kenwyn: Juta & Co.

Dia, M. 1996 *Africa's management in the 1990's and beyond: Reconciling indigenous and transplanted institutions*. Washington, DC: World Bank

Dilulio, J. Garvy D, & Kettl D. 1993 *Improving Government Performance*, Washington, D.C: The Brookings Institution

Du Toit et al 2000 *Service Excellence in Governance*, Cape Town: Heinemann

Dye, T. 1992 *Understanding Public Policy*, Englewood Cliffs, NJ: Prentice Hall

Fox, W. Scwhella, E. Wissink, H. 1991 *Public Management*, Cape Town: Juta & Company LTD

Frederickson, G 1980 *New Public Administration*, University of Alabama Press, Alabama

Giddens, A. 2001 *Sociology*, Oxford: Blackwell

Gildenhuys, JSH. 1997 *Public Financial Management*, Pretoria: JL Van Schaik

Gildenhuys, JSH. 1988 *South African Public Administration*, Pine Town: Owen Burgess Publishers

Golembiewski, R. 1983 *Readings in Public Administration: Institutions, Processes, Behaviour, and Policy*, Boston: Houghton Mifflin Co.

Grindle, M. 1980 *Politics and Policy Implementation in the Third World*, Princeton: Princeton University Press

Gyford, J. Leach, S. Game, C. 1989 *The Changing Politics of Local Government*, Boston: Unwin Hyman

Halligan, J ed. (1998) *Public Service Reform*, Canberra: Centre for research in Public Management, University of Canberra.

Hanekom, SX. 1988 *Why Local Government Matters*, in Heymans, C & Totemeyer (Eds), 1988 *Government by the People: The Politics of Local Government in South Africa*, Cape Town: Juta

Hanekom, SX. & Thornhill, C. 1983 *Public Administration in Contemporary Society*, Pretoria: Southern Book Publishers

Henderson, K. 1983 *The Study of Public Administration*, London: University Press of America

Hesse, J.J. and Sharpe, L.J. 1991 *Local Government in International Perspective: Some Comparative Observation*, in Hesse J.J. (ed) *Local Government and Urban Affairs in International Perspective*. Baden –Baden: Momos

Houghton Mifflin, C.O. Kotze, D.A. 1997 *Development Administration and Management*, Pretoria: JL Van Schaik

Ismail, N. Bayat, S. and Meyer, I. 1997 *Local Government Management*, Johannesburg, International Thompson Publishing

Jane-Erik-Lane 1993 *The Public Sector*, London: Sage Publications

Jones, R & Pendlebury, M 1988 *Public Sector Accounting*, London: Pitman

Keeling, D. (1972) *Management in Government*, Oxford, George Allen, & Unwin

Johnson, R.W. 2004 *South Africa: The First Man, The Last Man*, Cape Town: Jonathan Ball Publishers

Keeling, D. 1972 *Management in Government*, Oxford: George Allen, & Unwin

Klingner, D. (1983), *Public Administration: A management Approach*, Boston: Houghton Mifflin Co.

Kotze DA 1997 *Development Administration and Management*, Pretoria: JL Van Schaik

Leeuw, FL, Rist, RC, Sonnichsen, RC, 1994, *Can Government Learn?*
Comparable perspectives on the evaluation of organizational learning, New
Jersey: Transaction Publishers

Lynn, N & Wildavsky, 1990 *Public Administration: The State of the Discipline*,
New Delhi: Affiliated East-West Press, Pty, Ltd Co.

Marini, F 1971 *Toward a new Public Administration*, New York: Chandler
Publishing Co.

Marshal, AH. 1969 *Local Government Finance*, The Hague: IULA

Matheson, A. 2002 *Outcomes-focussed management* in OECD countries in
Molen, K. Rooyen, A. & Van Wyk, B. 2001 *Outcomes – Based Governance:
Assessing Results*, Cape Town: Heinemann

Matsebula, J.SM. 1972 *A History of Swaziland*, Johannesburg: Longman

Mawhood, P. 1987 *Local Government in the Third World: The experience of
tropical Africa*, New York: John Wiley & Sons

McDavid, J. & Marson, B. 1991 *The Well-Performing Government Organization*,
Victoria, Canada

McKinney, J. & Howard, L. 1979 *Public Administration, balancing power and accountability*, Illinois

Middleton, N. 2003 *The Global Casino*, London: Arnold Publishers

Minogue, M. Et al 1998 *Beyond the New Public Management: Changing Ideas and Practices in Governance*, Cheltenham: Edward Elgard Publishing

Molen, K. Rooyen, A. & Van Wyk, B. 2001 *Outcomes – Based Governance: Assessing Results*, Cape Town: Heinemann

Mukandala, R 2000 *African Public Administration – A Reader*, Harare: AAPS Books

Mutahaba, G. Baguna, R. & Halfori, M. 1991 *Vitalizing Public Administration for Recovery and Development*, Connecticut: United Nations

Mutahaba, G. 1989 *Reforming Public Administration for Development*, Connecticut: Kumarian Press Inc

Naidoo, R. 2002 *Corporate Governance*, Cape Town, Double Storey Books

Obed, G & Gupta, S (eds) (2002) *Governance, Corruption and Economic Performance*, Washington, DC: International Monetary Fund

OECD 1989, *Administration as Service; The Public as Client*, Paris: OECD

Olowu, D. 1999 *The Challenge of Managing Africa's Large Cities*, in Olowu. D, Williams, A Soremekun., K, (eds) (1999), *Governance and Democratization in West Africa*, Oxford, UK: CODESTRIA Book Series, Russell Press Ltd

Olowu, D. 1994 *Beyond the Failure of the Centralized State in Africa. Strengthening African Local Initiative: Self-Governance, Decentralization and Accountability*, Rotschild, D (eds) Hamburg: Institut fur Africa-kunde

Olowu, D 1995 *The African Experience on Local Governance. Perspectives on Local Government Management and Development in Africa*, Reddy PS (ed) Durban: Kohler Print

Osborne, D & Gaebler, T. 1992 *Reinventing Government*, New York: Addison Wesley

Owens, J. 1991 *Local Government: An International Perspective*, Amsterdam: Elsevier science publishers

Pauw, J.C., Woods, G., Van der Linde, G.J.A., Fourie, D. & Visser, C.B. 2002 *Managing Public Money: A System from the South*, Cape Town: Heinemann

Perri, G., Leat, D., Seltzer, Stoker, G. 2002 *The New Reform Agenda*, New York: Palgrave

Pettinger, R 1996 *Introduction to Organisation Behaviour*, London, MacMillan Press Ltd

Pogue, T. & Sgontz, P. 1978 *Government and Economic Choice: an introduction to public finance*, Houghton Mifflin

Reddy, P.S. 1995 *Perspectives on Local Government Management and Development in Africa*, Pinetown: Kohler Carton and Print

Reddy, P.S. 1999 *Local Democratization and Decentralization: A Review of the Southern Africa Region*, Cape Town: Juta & Co Ltd,

Reddy, P.S. 1999 *Local Government Democratization and Decentralization: A Review of the Southern African Region*; Cape Town: Juta & Co Ltd

Reddy, P.S. & Sabela, T. 1996 *The Philosophy of Local Government in Developing Countries with Particular Reference to South Africa*. Readings in

Local Government Management and Development, Reddy, PS. (eds), Cape Town: Juta

Richards, P. 1983 *The Local Government System*, Sydney: George Allen and Unwin (Publishers) Ltd

Riggs, F.W. 1961 *The Ecology of Public Administration*, New York: Asia Publishing House

Roux, N. Brynard, P. Botes, P. Fourie, D. 1999 *Critical Issues in Public Management and Administration in South Africa*, Pretoria, Kagiso Tertiary

Sabela, T.R. 1999 *Swaziland: Review of Local Government Development – Quo Vadis*, in Reddy, PS. 1999 *Local Democratization and Decentralization: A Review of the Southern Africa Region*, Cape Town: Juta & Co Ltd,

Sharma, K 1999, *Botswana: Decentralisation for Democratisation and Strengthening of Local Government*, in Reddy PS. 1999 *Local Government Democratization and Decentralization: A Review of the Southern African Region*; Cape Town: Juta & Co Ltd

Schafritz, Jay, B. Hyde, Albert, C. 1992 *Classics of Public Administration*, Belmont: Brooks/Cole publishing Company

Smith, B. 1972 *The Dilemma of Accountability in Modern Government*, London
McMillan

Smith, B.C. 1985 *Decentralization: The Territorial Dimension of the State*.
London: George Allen & Unwin

Smith, P. 1996 *Measuring Outcomes in the Public Sector*, Exeter, SRP Ltd

So, F.S. 1979 *Finance and Budgeting*, in *The Practice of Local Government*
Municipal Management Series, Washington, International City Management
Association

Stanyer, J. 1976 *Understanding Local Government*, London: Billing & Sons
Limited

Steiss, A.W. & Daneke, G.A. 1980 *Performance Administration, Improved
Responsiveness and Effectiveness in Public Service*, Massachusetts, Toronto:
Lexington Books: D.C. Heath and Company

Stewart J. 1983 *Local Government: The conditions of local choice*, London:
George Allen & Unwin

Strong, C.F. 1966 *Modern Political Constitutions*, London. Sedgwick and Jackson

Thornhill, C. 1994 *Public Service Reform: Probability or Improbability*: Inaugural Lecture: Pretoria

Thornhill, C. 2002 Intergovernmental relations in South Africa; in Kuye JO, Thornhill, C. and Fourie, D. 2002, *Critical Perspectives on Public Administration: Issues for consideration*, Parklane Sandown, Heinemann

Thornhill, C. 2002 *Overview of Intergovernmental Relations in Africa*, Pretoria: Pair Institute

Totemeyer, G. 1988 *Local Government: Where Politics and Public Administration Meet in Government by the People*. The Politics of Local Government in South Africa, Heymans, C & Totemeyer, G. (eds) Cape Town: Juta

Turner, M. & Hulme, D. 2002 *Governance, Administration, & Development: Making the State Work*, New York: palgrave

United Nations 1962 *Decentralisation for National and Local Government*, New York

United Nations 1970 *Central Services to Local Authorities in Selected Eastern European Countries and the Union of Soviet Socialist Republics*, New York

Van der Waldt, G Van Niekerk, D. Doyle, M. Knipe, A. and Du Toit, D. 2001
Managing for Results in Government, Cape Town: Heinemann

Van der Waldt G. 2004 *Managing Performance in the Public Sector: Concepts, Considerations, and Challenges*, Landsdowne, Juta and Co Ltd

Van der Waldt G. and Du Toit DFP 2002 *Managing for Results in Government*, Cape Town: Juta & Co, LTD

Vilakati, A. 1979 *Swaziland: From Tradition to Modernity*; in Carter, G.C, & O'Meara (eds) 1979 *Southern Africa: The Continuing Crisis*, London: Macmillan Press Ltd

Wholey, J. 1987 *Organisational Excellence: stimulating quality and communicating value*, Massachusetts/Toronto, Lexington Books

Wixley, T. and Everington, G. 2002 *Corporate Governance*, Cape Town: Siber Ink CC

Wohlmuth, K. 1999 "Governance and Economic Development in Africa: An introduction", in Wohlmuth, Bass, Messner, Frank (eds), *Good Governance and*

Economic Development; African Development Perspectives. Yearbook,
Hamburg, Lit Verlag Munster

World Bank 1989 *Sub-Saharan Africa; From Crisis to Sustainable Growth*,
Washington: The World Bank

World Bank 1992 *Government and Economic Development in Africa: An Agenda
for Action*, Washington; World Bank

World Bank 2000 *Can Africa Claim the 21st Century?* – World Bank, Washington,
D.C

Wunsch, J.S. and Olowu, D. (eds) (1990) *The Failure of the Centralized State:
Institutions and self-governance in Africa*, Boulder, CO: Westview Press

Wraith, R. 1972 *Local Administration in West Africa*, Plymouth: George Allen &
Unwin Ltd

Journals

Bale, M and T Bale (1998), Public sector reform in New Zealand and its
relevance to developing countries, *World Bank Research Observer* 13 (1), 103-
121

Dening, B.H.1968 Local Government Trends in Swaziland, *Journal of Administration Overseas* VIII (I)

Fry, S (1984) The Development of the Thatcher Government's grand strategy for the civil service; A public policy perspective, *Public Administration*, Vol. 62

Gray, A. and B. Jenkins 1995 From public administration to public management: Reassessing a revolution?' *Public Administration* 73, 75-99 National Performance Review

Kroukamp, H. Accelerating the transformation of public service delivery in South Africa, *Journal of Public Administration*. Vol. 34 No. 4 Dec .1999: 297-311

Marshall, N. Reforming Australian Local Government: efficiency consolidation – and the question of governance: *International Review of Administrative sciences* [0020-8523 (1998120 64:4] 1998 IIAS. SAGE Publications, London Vol 64 (1998) 611-623; 006237

Moe, R.C. 1994. The Reinventing Government Exercise: Misinterpreting the Problem, Misjudging the Consequences, *Public Administration Review*. Vol.55 135-145

Olowu, D. Strategies for improving administrative efficiency in the democratizing states of Africa: *International Review of Administrative Sciences* [0020-8523 (1998)120 64:4] 1998 IIAS. SAGE Publications, London Vol 64 (1998) 643-662; 006239

Oyugi, WO (1980) African Public Services: Challenges and Prospects, *IJPA*, VOL. XXV1

Rondinelli, D.A. and Nellis, J.R. (1986) *Assessing Decentralisation Policies in Developing Countries; A case for Cautious Optimism*; Development Policy Review, Vol. 4 (1)

Romzek, B.S. & Dubnick, M.L 1987 Accountability in the Public Sector: Lessons from the Challenger Tragedy, *Public Administration Review*. Vol. 47, 227-228

Schick, A .1998 Why most developing countries should not try New Zealand reforms, *World Bank Research Observer* 13(1) 123-131

S.Vil-Nkomo, Leadership for Development in a Globalized World, *Journal of Public Administration*. Vol 37 No. 3.1 Nov. 2002, 293-305

Van der Merwe, P.J. 1992 Performance management in the public sector: in search of an answer. *Journal for Public Administration*. Vol 27, No. 2 June 1992

Wehner, JH-G Asymmetrical Devolution, *Development Southern Africa* Vol.17, No.

2 June 2000

Theses

Fourie, L. 2000 *Role and Functions of municipal councilors: guidelines for the training of newly elected councilors*, a thesis submitted in fulfillment of the requirements of the degree of Doctor of Administration, University of Pretoria, Pretoria

Genge, M. 1999 *Power and Gender in Southern African History: Power Relations in the Era of Queen Labotsibeni Gwamile Mdluli of Swaziland, ca 1875-1921*, a dissertation submitted in partial fulfillment for the degree of Doctor of Philosophy in History, Michigan State University, Michigan

Rosen Prinz, B. 1976 *Urbanization and Political Change: A study of Urban Local Government in Swaziland*, a dissertation submitted in partial satisfaction of the requirements for the degree of Doctor of Philosophy in Anthropology, University of California, Los Angeles

Acts of Parliament - Kingdom of Swaziland

Constitution of the Kingdom of Swaziland

Urban Government Act, Act No. 8 of 1969

Acts of Parliament - South Africa (Republic)

Local government Municipal Structures Act, 1998 (Act No. 117 of 1998) Pretoria
Government Printer

Local Government: Municipal Systems Act (Act NO. 32.2000) Pretoria
Government Printer

White Paper on the Transformation of the Public Service, WPTPS, 1995

King's Decrees/Legislation

Establishment of Parliament Order, 1978

Establishment of Parliament Order, 1992

Regional Councils Order, 1978

Government Policy Documents

Government of Swaziland: A Report on Urban Local Government in Swaziland.
Mbabane 1969 (Prepared by Dening, B.H)

Government of Swaziland – Public Sector Management Programme (PSMP)
1993

Government of Swaziland – National Development Strategy (NDS)

Government of Swaziland – Swaziland Review 2002

Government of Swaziland – Economic, Social and Economic Reform Agenda
(ESRA I & ESRA II)

Government of Swaziland – Decentralisation Policy, August 2005, Mbabane

Government of Swaziland – National Development Plan

Websites

WPTPS – (www. Info.gov.za/white papers/1995 transformation.htm)

<http://www.io.gov.za/publications/policybrief.pdf>

<http://portal.unesco.org>

(http://www4.od.nih.gov/ccr/org-ombuds.htm).

Reports

Economic Commission for Africa 1997 Challenges to Governance and
Participatory Development in Africa

Economic Commission for Africa & United Nations Development Programme
2002 AGS-V - Local Governance for Poverty Reduction in Africa:

Economic Commission for Africa 2005: National Governance Assessment:
Monitoring Progress Towards Good Governance in Africa

Our common Interest: Report of the Commission for Africa 2005

Swaziland Government; 2002 *The State of Service Delivery in the Civil Service*:
Commissioned by the Public Sector Management Program (PSMP);

World Bank: Main Report 1999, Swaziland: Fiscal Decentralisation and Sub-
National Government in Relation to Infrastructure and Service Provision

United States Government, 1997 *Business like government: Lessons learned
from America's best companies*. Washington, DC: National Performance Review

UNDP 2002 *Deepening Democracy in a Fragmented World*, Global Human
Development Report

Newspapers

Desmond Thompson - City Press, 8.10.2006

ANNEXURE A

QUESTIONNAIRE

**FOR THE INHABITANTS OF THE URBAN COMMUNITIES OF MANZINI,
NHLANGANO AND MANKAYIYANE**

**LOCAL GOVERNMENT IN SWAZILAND: REQUIREMENTS FOR
COMPETENT GOVERNMENT IN URBAN AREAS**

NAME OF THE LOCALITY

QUESTIONNAIRE

QUESTIONNAIRE FOR THE INHABITANTS OF THE URBAN AREAS OF MANZINI, NHLANGANO AND MANKAYIYANE - SWAZILAND

The series of questions and statements below are designed to obtain your opinion about the nature of governance and service delivery in your community with particular reference to the role of local government (city council or town council or Town board). You are kindly requested to indicate your opinion with an X in one of the boxes, immediately to the right. Confidentiality and anonymity are guaranteed. Do not write your name.

DEMOGRAPHIC DETAILS

1. Age of respondent

- 19-25 []
- 26-35 []
- 36-45 []
- 46-55 []
- 56 and above []

2. Sex Male []
 Female []

4. Level of education?

 None []
 Primary education []
 Secondary education []
 Tertiary level []

PERFORMANCE BY LOCAL GOVERNMENT

A. Efficiency of local government services

1. Local government services in my community are:

- always delivered in an efficient manner []
- sometimes delivered in an efficient manner []
- rarely delivered in an efficient manner []
- totally inefficient []

2. The local government in my community:

- always delivers the services timeously []
- sometimes delivers public services timeously []
- never delivers services timeously []

B. Effectiveness in local government services

3. Local government services in my community are:

- always delivered in an effective manner []
- rarely delivered in an effective manner []
- never delivered in an effective manner []

4. Residents in my community are:

- very satisfied with the quantity and quality of municipal services []
- rarely satisfied with the quantity and quality of municipal services []
- never satisfied with the quality and quantity of municipal services []

C. Economic utilisation of resources in local government

5. In my community the local government rates are:

- very high []
- quite reasonable []

6. Local government resources in my community are utilised:

- in an economic manner []
- rarely in an economic manner []
- never in an economic manner []

D. Equity of services by the city council of Manzini

7. Residents in my community;

- have ready access to local government services []
- mostly have ready access to local government services []
- have difficulty in accessing local government services []

8. The services rendered by local government in my community:

- fully address the needs of all residents []
- moderately address the needs of poor sections of the community []
- inadequately address the needs of the poor sections of the community []
- do not address the needs of the poor section of the community []

E. Value for money

9. The local residents in my community:

- receive value for money []
- never receive value for money []

GOVERNANCE

F. Accountability and transparency

10. Local government in my community:

- acts in a publicly accountable manner []
- rarely acts in a publicly accountable manner []

- never acts in a publicly accountable manner []

11. Local government in my community;

- always provides annual financial and performance reports []
- never provides annual financial and performance reports []

12. Residents in my community:

- have easy access to information concerning council matters []
- sometimes have access to information concerning council matters []
- never have access to information about council matters []

G. Responsiveness

13. The local government authority in my community:

- always meets the demands and expectations of the residents []
- sometimes meets the demands and expectations of the residents []
- never meets the demands and expectations of the residents []

14. The local residents' grievances in my community are:

- always fully addressed by local government []
- sometimes adequately addressed by the local government []
- never adequately addressed by the local government []

15. The communication systems for addressing complaints from residents in my community are:

- clear
- not clear

H. Representativeness

16. The councillors in my community

- always consult their constituencies on council matters
- sometimes consult their constituencies regarding council matters
- never consult their constituencies regarding council matters

17. The residents in my community

- always get feedback from councillors regarding council matters
- sometimes get feedback from councillors regarding council matters
- never get feedback from the councillors regarding council matters

I. Participation

18. Local government in my community has:

- effective mechanisms for community participation
- moderately effective mechanisms for community participation

- no mechanisms for community participation []

19. In my community the mechanisms for the accountability of councillors are:

- always efficient and effective []
- inefficient and ineffective []

J. Good leadership

20 The individuals who are elected councillors in my community:

- have leadership potential and/or good leadership skills []
- lack leadership potential and/or good leadership skills []

21. Those that are in leadership within local government in my community:

- always provide good leadership []
- fail to provide good leadership []

22. In the overall, residents in my community:

- Have mostly high respect for the integrity of local government []
- Have some respect for the integrity of local government []
- Have very little respect for the integrity of local government []
- Have no respect for the integrity of local government []

ANNEXURE B

QUESTIONNAIRE

QUESTIONNAIRE FOR KEY INFORMANTS – POLICY MAKERS IN THE PARENT MINISTRY, ADMINISTRATIVE STAFF IN LOCAL GOVERNMENT, AND COUNCILLORS

The series of questions and statements below are designed to obtain your opinion about the nature of governance and service delivery in your community with particular reference to the role of local government (city councils or town councils or Town boards). You are kindly requested to indicate your opinion with an X in one of the boxes, immediately to the right. Confidentiality and anonymity are guaranteed. Do not write your name.

Demographic Details

1. Age of respondent

- Range of this

2. Sex Male []
 Female []

3. Marital status

 Single []

Married []
Other, specify.....

4. What is your level of education?

None []
Primary education []
Secondary education []
High school []
Tertiary level []

1. Are local government services in your community delivered in an efficient manner?

2. What is your assessment of efficiency in service rendering in the Manzini City Council, Mankayane Town Board and Nhlanguano Town Board?

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

3. Does the local government in your community have a strategic plan?

4. Does the local government in your community collect performance data (assess and evaluate performance)?

5. If yes how is the performance data utilized by the local government in your community and how?

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

6. Are the members of staff in your local government area assessed in relation to their performance?

7. Do members of staff in senior positions have performance based contracts?

8. Does the local government in your community make use of public-private partnerships (PPP's)?

9. In your local government what role do councillors play in ensuring good performance?

10 Are local government services in your community effective?

11. In your community what is the basis for local rating?

12. Are the resources in your local government utilized economically? :

Please elaborate

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

13. Do residents in your local government have equal access to local government services? yes/no

If no what are the barriers to the equitable provision of local government services

.....
.....

14. Do local government services in your town/city address the needs of the poor sections of the community?

Please elaborate further

.....
.....

15 In your view are the residents getting true value for money?

Please elaborate

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

16. In your opinion are the councillors accountable to the people? Yes/No

Please elaborate

.....
.....

17. Does the local authority in your community meet the demands and grievances of residents?

18. Do the councillors in your community consult their constituencies regarding council matters?

19. Do the residents in my community always get feedback from councillors regarding council matters?

20. Does the local authority in your community have effective mechanisms for community participation?

21. Are there effective mechanisms to ensure the accountability of councilors?

In your local community do councilors have good leadership skills and do those in leadership always provide good leadership?

22 Internal and external Mechanisms for accountability in local government are:

- Always effective []
- Usually effective []
- Occasionally effective []
- Rarely effective []
- Completely ineffective []

23 Citizens:

- Have a high respect for the integrity of the local government []
- Have mostly high respect for the integrity of the local government []
- Have some respect for the integrity of the civil service []
- Have very little respect for the integrity of the local government []

- Have no respect for the integrity of the local government []