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AN ASSESMENT OF POOR GOVERNANCE AS A CHALLENGE AFFECTING SERVICE DELIVERY IN LOCAL AUTHORITIES. A CASE STUDY OF ZVISHAVANE TOWN COUNCIL , 2013-2016

DISSERTATION

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DEDICATION

To my, mum and dad, I love you all. You are my pillar of strength and the fountain of my inspiration. May the Lord God richly bless you in your endeavours. It is not by might nor by power but by my spirit says the Lord.

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ABSTRACT

The study is an assessment of poor governance and service delivery in Zimbabwean Urban local authorities using Zvishavane Town Council as a case study. It focuses at the issue of poor governance and how it affects service delivery. The research hypotheses of the study postulate that due to poor governance in local authorities the effective and efficient delivery of service is being compromised. The major research objectives of this study were to examine the issue of poor governance as a challenge affecting service delivery at Zvishavane Town council, to examine the causes of poor governance and to outline the services that Zvishavane Town council is failing to deliver among others. Zvishavane Town council is the closest tier of government which deals with the people at grassroots levels and it acts as a helping hand to the central government. During the research different data collection methods were used which were questionnaires, key informant interviews and documentary interviews as well as direct observations. During the course of the research the causes of poor governance were established which are corruption, economic instability as well as political interference among others. Local authorities are failing to deliver services such as water, health, solid waste management, street lighting and refuse collection, sanitation and hygiene and road maintenances. The recommendations were also made to ZTC which are citizen involvement in decision making as well as governance issues, engage in partnerships with big companies and embark on income generating projects in order to have a broad revenue base. Therefore the study will focus on the issue of poor governance and how it affects effective service delivery.

LIST OF ABBREVIATIONS AND ACRONYMS

LA	Local Authorities
MDGs	Millennium Development Goals
MLGPWNH	Ministry of Local Government, Public Works and National Housing
RBM	Results Based Management
SLB	Service Level Benchmarking
SWOT	Strengths Weakness Opportunities Threats
UCA	Urban Councils Act
ZIMASSET	Zimbabwe Agenda for sustainable Socio- Economic Transformation
ZTC	Zvishavane Town Council

CHAPTER 1: INTRODUCTION

1.1 Introduction

There are various challenges that are being faced by local governments in Zvishavane and amongst them is failure to deliver basic services to the community due to various reasons such as lack of resources, corruption and poor management systems. According to the mission statement of the Ministry of Local Government, Public Works and National Housing (MLGPWNH) the primary role of local authorities is to provide basic municipal and social services to local citizens. To this end the purpose of this study is to examine governance structures in local authorities and service delivery in order to provide a comprehensive understanding of the view that poor governance is emerging as a challenge affecting service delivery in local authorities using Zvishavane Town Council as a case study from the period 2013 to 2016. According to the Zimbabwean institute policy review on local governments (2005) Local authorities are characterized by poor governance since the turn of the millennium which is in turn affecting service delivery to the citizens as a measure to alleviate poverty, therefore the study will discuss in detail the causes of poor governance in local authorities and the impacts it have on the community.

1.2. Background of the study

In the context of governance in Zimbabwe, Local Authorities are guided by the Urban Councils Act Chapter (29:15). The Zimbabwe Institute Policy review on local governments (2005) state that local authorities are tasked with ensuring provision and maintenance of public services to local residents through the utilization of funds generated from local communities. In Zimbabwe local urban councils were established in 1996 through the Urban Councils Act to deliver services to the people and also to act as a helping hand to the central government and the local authorities were also expected to provide good governance and effective service delivery which will also help in the socio economic development of the country. Currently local authorities problems include inadequate resources, councilors interference in the management systems of the council, poor utilization of collected revenue, corruption, lack of coordination of staff and transparency

and accountability, political interference and poor public participation which is in turn causing poor governance Bhattachajee (2012). According to the Urban Councils Act (Chapter 29:15) Local authorities are given the following mandate:

1.2.1 Naming of roads and numbering of houses.

It is the duty of the local authority to number houses by putting a house number or stand number on an allocated piece of land. The council is also tasked to put street name in each and every road. The Urban Councils Act (Chapter 29:15) provides that the council may from time to time assign names to roads within the council area and cause the name of any road to be affixed to or painted on any house, building or other structure fronting upon any part of such roads. In the Southern Eye newspaper of 21 May 2014 in a report given by the Zvishavane Residents and Ratepayers Association states that council can do little things such as naming of roads and streets in Zvishavane oldest settlements such as Mandava and Makwasha. Hence from this view it can be noted that it is duty of council to name streets.

1.2.2. Refuse disposal.

The local authorities are obliged to collect refuse in different locations on a weekly basis. The refuse collectors should have a schedule and a timetable that is drafted so that they follow it when they collect refuse in different areas and also this timetable helps residents to know the day and time that the refuse collector pass in their areas thus the local authorities task is of refuse collection and disposal to the approved dump sites by the environmental management agency (EMA). The Herald of 5 September 2016 states that government has commissioned PCF waste management company to undertake refuse collection in all local authorities hence this move by the government is to ensure that LA fulfill their duties of refuse collection.

1.2.3 Protection of water mains

City councils and municipalities are responsible for providing safe and clean water to the community. It is responsible for treating and purifying water using the state of the plant, pumps are well maintained and protected by water works section under the department of engineering services. Part VIII of the UCA states that councils are given the powers to provide and maintain supply of water within or outside the council areas and the council buy raw water from the

Zimbabwe National Water authority, treat it and sell it to its users as cited by Visser (2010) in the Local government reform in Zimbabwe. Hence local authorities purify raw water and provide it to the community when it is clean and safe to drink.

1.2.4. Provision of housing and transport facilities

The local authority duty is to provide adequate housing services to the residents. The council will have to service stands and sell them to the community, or build houses for the people to live and they will be council rented properties or sell land to housing cooperatives so that they will help provide adequate housing to the citizens. A council may enter into agreements for the provision and working of a transport service, other than an omnibus service, for the carriage of passengers and, subject to such agreements, may incur expenditure in relation to that transport service or anything incidental thereto, including, without prejudice to the generality of the foregoing, the guaranteeing of the capital cost thereof and interest thereon and the granting of subsidies in respect thereof, Urban Councils Act (Chapter 29:15)

1.2.5. Street lighting

In every street there shall be streets lights which will have been put by the council. Council is also responsible repairing street lights which may not be functioning and also see to it that the towers lights in every area are functioning properly. The Urban Councils Act states that Subject t-o the Electricity Act (*Chapter 13:05*) a council may place, erect, install, provide, maintain and operate street lighting inside or outside the council area, either—

(a) on its own behalf; or

(b) on behalf of any other local authority or other person on such terms and conditions as may be mutually agreed upon and supply electricity thereto and do all such things as are incidental to the foregoing thus the council is mandated to provide street lighting to its residents

1.2.6 Maintenance of parks and recreation activities

The council should have a park that is well maintained by the council workers. Residents will be able to sit and do different activities in the park such as photo shooting because it will be well maintained. Also recreational activities should be established by council such as stadiums, swimming pool and play center for children where they will be swings and merry go rounds.

Thus it is the duty of council to see to it that parks are maintained as well as the recreational activities. ZTC strategic plan states that council has the Mandava stadium as part of its recreational facility and an old childrens park in mandava.

1.2.7. Provisions of fire brigade and municipal police

The fire brigade section is present in every local authority. The UCA Chapter 29:15 states that a council may provide and maintain for use inside or outside the council area for the protection and saving of life and property in the case of fire or other emergency, a fire brigade and a fire protection service including all personnel, vehicles, machines, equipment, appliances and appurtenances necessary or incidental thereto. The fire brigade personnel shall be the council employees who are readily available and take fast action in case of a fire. A municipal police should also be present which restores order in the city. They municipal police will help council to manage different issues such as illegal vending, collection of debts from residents and prepaid parking services.

1.2.8. Effective health services

Council should have its own clinic in which there are effective health services which are provided for the members of the community. The council's health care centre should provide services such as general healthcare, maternity services, and treatment of all diseases including STIs, Counselling services, and referrals to provincial hospital, immunization of children and maintenance of these clinics and general education on health issues Mushamba (2010). The Urban Councils Act mandates councils to operate hospitals, clinics and dispensaries and to take any other measures to provide ay facilities which are considered necessary for maintenance of health as supported by Mushamba (2010) who states that local governments have established hospitals and clinics to fulfill its mandate.

1.2.9. Parking services

The Urban Councils act provides that a council may, on land acquired, leased or set aside by the council for the purpose and on any road, provide and maintain places for the parking of motor vehicles. The parking services enables council to have another source of revenue generation as People Park their vehicles in the prepaid parking area in which they pay parking fees. As of ZTC the prepaid parking services was introduced in 2015 in which in the CBD people with vehicles pay prepaid parking fees of 50cents for 30 minutes and \$1 for an hour and all this revenue

collected is deposited in the councils parking account. An online website of the radio station www.yafm.co.zw cited that ZTC was to introduce prepaid parking hence in turn fulfilling its mandate of providing parking services to the community.

.Mitlin (2010) states that local governments are becoming more numerous in many countries and they are increasingly required to play big roles in providing services and alleviating poverty. This study seeks to outline the view that poor governance is emerging as a challenge to the delivery of effective and efficient services in local authorities using Zvishavane Town Council as a case study from the period 2013-2016.

Population and statistics

The town's population currently stands at 45 325 according to 2012 Census results. Compared to 35,000 estimated in 2002, there has been a great increase in the population with an influx in population that can be mainly attributed to the emerging mines such as Mimosa and being a hub of minerals providing a glim of hope to the unemployed who engage in informal mining. This has exerted pressure on the city in terms of service and housing provision. Housing waiting list is at 4139 and a total number of 404 families live in council rented properties as recorded in the Zvishavane town council housing database. Properties have been without maintenance and have dilapidating conditions. The town has a housing stock of 4 425 according to the August 2014 Service Level Benchmarking enumeration exercise including houses under mines like Shabanie, Sabi and Mimosa as outlined in the ZTC housing records. The population has also increased due to the newly opened Midlands State University campus which accommodates over 1000 students.

Zvishavane is a town situated in the Midlands province of Zimbabwe along the mineral great dyke. Formerly known as Shabanie until 1983, Zvishavane lies along the Bulawayo –Masvingo road. According to the 1982 population census the town had 26 758 people by 1992 this had risen to 39 984 and in 2013 the census was now at 45 325. Zvishavane Town council was established by the proclamation of 13 May 1999 in terms of the urban councils Act Chapter 29.15. The Town council evaluated from Belingwe district council, Mberengwa Town board and to Runde Rural District council then Town Management Board. The discovery of asbestos, gold, chrome, platinum mines around Zvishavane in the 1940s and the occupation of the area by

commercial farmers between the 1930s and 1940s led to the creation of Shabanie town as a commercial service centre to service the mine. Responding to mining and farming activities, Zvishavane grew steadily overtime. The mining and commercial farming activities led to the growth of the town and attracted people to settle permanently in the town and it transformed to be an administration centre. Due to the population growth the town was divided into wards and granted its town status on 13 May 1999 and became known as Zvishavane Town Council following a presidential proclamation by his Excellency the President of Zimbabwe Honourable Robert Gabriel Mugabe. The town council has four departments namely Engineering, Finance, Central Administration and Housing, Health and Community and the Director of housing and community services as well as the Director of engineering services is mainly tasked with the role of ensuring service delivery to the community. Zvishavane town council established in terms of the Urban Councils at Chapter 29:15 administers the Urban district as cited on Wikipedia. In accordance with the urban councils act the town is governed by councillors who are politically selected each councillor run for a term of five years and each of them represents the six wards in Zvishavane.

1.3. Problem statement

Local authorities in Zimbabwe seem to be manned by a series of poor governance structures that is effectively contributing as a challenge to the delivery of basic services to the community. There are many problems that are faced by local authorities such as lack of transparency and accountability, corruption, lack of skills and lack of proper local authority frameworks and procedures of service delivery to the general public which adversely affect effective service delivery to the community Larson (2004). Performance of Zvishavane Town Council from the period 2013 to 2016 seems to be declining and the area of service delivery suffering the most. There has been a challenge in the provision of services such as water and sanitation, sewer maintenance, education and health services. Hence the study seeks to fill the gap about the causes of poor governance in local authorities and the services that they are failing to deliver to the community and suggests that poor governance is a challenge which is hindering local authorities to deliver services to the general public. More so , centralization of power by the central government in which local authorities are told what to do and what not to do is also another problem that need to be addressed in order to ensure effective functioning of the local

authorities Naidoo (2000). Therefore the main purpose of the study is to analyze the causes of poor governance in ZTC as well as the challenges of service delivery and also try to determine their possible solutions.

1.4. Justification of the study

The study seeks to explain the concept of poor governance in local authorities as well as the causes of poor governance as a challenge affecting effective service delivery in many local authorities. The research outcomes will positively add knowledge about the concepts of poor governance and service delivery and also give current situation of local governments that will help readers to have information about local governments in Zimbabwe.

1.5. Research objectives

- 1 To examine poor governance as a challenge affecting service delivery in Zvishavane Town Council
- 2 Examine the causes of poor governance in Zvishavane Town Council
- 3 To analyse the extent to which Zvishavane Town Council has been affected by poor governance
- 4 To outline the services which Zvishavane Town Council is failing to deliver to the community
- 5 To examine the impact of how poor service delivery has affected the community
- 6 To come up with strategies to improve service delivery and solutions to the issue of poor governance

1.6. Research questions

- 1 What are the governance challenges that Zvishavane Town Council is facing that are hindering effective and efficient service delivery?
- 2 What are the causes of poor governance in Zvishavane Town Council?
- 3 What are the services that Zvishavane Town Council is failing to deliver to the community?
- 4 What is the extent to which the community in Zvishavane is affected by poor service delivery by the local authority?

1.7. Research hypotheses

A hypothesis can be defined as a tentative proposition suggested as a solution to a problem or as an explanation of some phenomenon Ary eatal (1984). In line with the above mentioned research objectives and questions the following hypotheses was formulated as a guideline to the study area:

Due to poor governance in local authorities, the quality and effective delivery of services is being compromised and poor governance affects service delivery in local authorities.

1.8. Literature review

Literature of governance and service delivery has been written from a number of dimensions in local authorities. Different scholars have researched on poor governance and service delivery in local authorities and they have different views. The researcher will review journals and articles of different scholars who have researched on the same field of study in order to identify the gaps that have been left by these scholars. This research seeks to fill the gaps which have been left by other scholars who researched on the same field of study. Murimoga and Musingafi (2014) states that there is a general decline of municipal service delivery and poor governance systems in local authorities and presented their case studies of Harare and Masvingo municipalities and the scholars left out the causes of poor governance in local authorities which this research will seek to address and will present a different case study of another town council.

More so, a former student of Bindura University Lounge Mukopfa (2014) researched on the same topic about the challenges of service delivery in Epworth local board and this research will focus on the challenges of Zvishavane Town Council. The other researchers have presented different case studies of different local authorities for instance Denhere etal (2011) presented a case study of Bindura municipality looking at the quality of service delivery in Zimbabwean Urban councils from period 2009 to 2011 and this researcher will focus on the period from 2013 to 2016 looking at the aspect of poor service delivery ad Zvishavane Town Council. There is noticeable lack of literature on the current situation of poor governance in local authorities as a challenge affecting service delivery and this research will add more information that have not been looked at.

Scholars from different geographical areas such as Ackerman (2005) have presented their studies on the causes poor governance and outlines that corruption is the major challenge that is causing poor governance in local authorities in and did not focus on other various causes of poor governance in local authorities such as lack of accountability, political interference and limited manpower and resources and this research will seek to add more information on the causes of poor governance. The study will focus on local authorities in Zimbabwe other than the other scholar which focused on local authority in other country.

The purpose of literature review is to analyze how the issue of local governance and service delivery has been tackled by other scholars in different geographical areas Bryman (2008). Therefore the study seeks to fill the gap that has been left out by other recent scholars who were also looking at the same field of study. This researcher suggests that literature can help to provide information on a specific study and also help to give clear insight about a topic. More so some scholars have also pointed out that the causes of poor governance in local authorities is caused by the central government because of its interference in local authorities.

More so, other scholars have also researched on the same field of study such as Dewa et al (2008) who researched on exploring local governance challenges in Zimbabwe under the Government of National Unity era and beyond which outlines the challenges faced by local governments. These challenges as cited by Dewa et al (2008) include corruption, incompetence and negation of residence to be the challenges causing poor service delivery in local authorities. The study used Gweru City Council from the period 2008 to 2013. Hence other scholars were focusing their case studies of bigger local authorities such as Bindura municipalities and Harare and Gweru city councils neglecting researches on town councils and local boards. This study will focus on Zvishavane Town council from the period 2013 to 2016.

Some scholars have also attempted to outline the roles of local authorities in Zimbabwe. Shingirayi Mushama (2010) researched on the powers and functions of local authorities. The research identifies the sources of the powers such as the Urban Councils Act and the Rural district Council's Act and it also assess the level of discretion of these powers. However the study fails to assess the level at which the local authorities are exercising the roles which are conferred upon them it can be noted that many local authorities in Zimbabwe are failing to undertake effectively the roles which they are supposed to play due to various reasons which are

going to be outlined in this study such as poor governance and service delivery. Thus the study seeks to fill the gap which has been left out by the previous scholars.

A former student at Midlands State University Lillian Matsika (2013) researched on the same field of study. The researcher presented the topic on Prospects and limits to social accountability tool towards enhancing service delivery in Bulawayo Urban. As outlined by the researcher the research was aimed at providing factual information and evidence about the importance of social accountability and how it contributes to improved service delivery. The study was now proposing solutions to the problem of poor service delivery which this research is going to tackle.

The issue of poor governance and service delivery in local authorities is affecting many countries. A case study which was presented by Dalene (2007) on enhancing service delivery in local government: a case study of the district municipality in South Africa showed that there are challenges in the post-apartheid municipalities of South Africa in terms of service delivery. The study focused on how to ensure that municipalities provide optimal services to citizens. Thus this study will also focus on the causes of poor service delivery by local authorities in Zimbabwe.

1.9. Theoretical framework

1.9.1. The efficiency services school of thought

The efficiency services school states that the main purpose of local governments is to provide efficient services to the local people. Advocates of this theory such as Machenzie (1954) provided a very strong case for local governments on the grounds that it was the most efficient age for providing those services that are essentially local. Kafle and Karkee (2003) notes that the core argument of the efficient-service delivery school is that local government exists to help to ensure efficient-service delivery. Sharpe (1970) suggested that the efficient performance of these services is so compelling that if local government does not exist something else will have to be created in its place. Hence this theory states that local governments are the closest tier of government to the people than the central government so they should provide efficient services to the people.

Okafor (2009) writes that citizens now want high quality services that are built around their own needs where processes and systems are developed to enhance outcomes and not merely enhance

internal mechanisms of ministries or departments. Hence this school of thought advocates for local governments to provide efficient services to the people which is their main mandate. These services include water, health, solid waste management, and road maintenance, refuse collection and street lighting as outlined in the Urban Councils Act Chapter (29:15). This theory supports the view that service delivery to communities by local authorities is mandatory and should be done in an effective manner.

The main functional responsibility of local governments is to efficiently carry out local duties allocated to it at the highest level. Local governments are important because it is the tier of government which deals with people at grassroots level and is readily available to address the needs of the people. Sharpe (1970) suggested that the efficient performance of these services is so compelling that if local government does not exist something else will have to be created in its place. The theory is premised on the notion that some services such as defense and external affairs are provided by the central government for the purpose of maintaining common national standards whilst some services which are needed by communities need to be addressed by local governments.

The theory also locates the rationale for local governments in the provision of special services. Local authorities carry out services which are local in nature. The advocates also states believe that the idea of democracy advocates by John Stuart Mills do not apply to different political systems in the same manner especially in the face of modern realities. They state that the main rationale of local government is service delivery not democracy and the citizens can learn about democracy at national level. Again, in view of the fact that all problems are not central in nature, such problems that are not central in their incidence requires decision as to how to address them by the person within the area where the incidence is most deeply felt and local government is the best framework for doing this Laski (1982).

The efficiency services theory can be relevant to the context of Zimbabwean local authorities as a measure to improve service delivery which has been decreasing sharply since the turn of the millennium. The theory will help to improve the aspects of good governance, transparency and accountability, which will enable them to deliver efficient services to the community and respond quickly to the public when there are problems. The strategic plans which are drafted by local authorities will help them enhance service delivery for instance the ZTC strategic plan

which covers a period from 2015-2019 was drafted in order to increase service delivery in a number of areas such as improving decent housing, improve community social protection from 30% to 50% by December 2019, hence the strategic plan key result areas and goals will help councils to efficiently improve service delivery so that they meet their targeted goals. The theory has been implemented by local authorities and has helped them to improve on the aspect governance so that they adapt good governance which helps in the delivery of services to the local people.

1.9 2. Research methodology

Research methodology refers to the techniques and strategies that are used within a discipline in order to manipulate data and also acquire knowledge. Kallet and Richard (2004), maintains that the methodology section of a research paper answers two main questions: How was the data collected or generated? And how was it was analyzed?. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. Research methodology is guided by research paradigms which are qualitative and quantitative research methodologies.

1.9.3. Research design

A research design is a conceptual structure within which research is conducted, It consists the blueprint for the collection, measurement and analysis of data thus it outlines what the research will do from writing the hypotheses and its operational implications to the final analysis of data Kothari (2004).. Churchill (1997) defines a research design as a framework or plan used as a guide in collecting and analyzing data. Miller (2009) expands that a research design is a blueprint used for the collection and interpretation of data. The researcher used the descriptive survey designs and the approach for the study was in both quantitative and qualitative methods of data collection and analysis.

1.9.4. Case study research design

This study adopted a case study research design. Data may be collected in case studies through various means such as questionnaires, interviews and observations Beener (1983). A case study was used in this research because it seeks to provide an accurate and complete description of the case through the use of indepth interviews, observations and study of personal writings of participants Marczyk etal (2005). The case study was chosen for this research because it seeks to

explore the issue of poor governance at ZTC and the level of service delivery. The advantages of using a case study method are that they provide great amount of description and detail from one case and that they present opportunities to researchers which they may otherwise not had and multiple methods of data collection such as interviews documentary analysis and questionnaires were used hence it enables one to gather data from various sources. On the others hand the shortcomings of case studies are that the results may not generalize to other settings.

1.9.5 Research paradigm

In carrying out the research the qualitative research design will be used which seeks descriptive data.

1.9.6. Qualitative research

Qualitative research is an inquiry approach in which the inquirer explores central phenomenon, ask participants broad general questions and collects detailed views of participants in the form of words or images Creswell (2002). According to De Vos et al (2002), the qualitative research paradigm, in its broadest sense, refers to research that elicits participant accounts of meaning, experience or perceptions. It is used to quantify attitudes, opinions, behaviours, and other defined variables and generalize results from a larger sample population. Polit and Hungler (1999) maintain that qualitative method is especially useful for exploring full nature of a little understood phenomenon. According to Bryman (1988), advantages of conducting a qualitative research include flexibility, indepth exploration, sensitivity to contextual factors, and the ability to study symbolic dimensions and social meaning. Therefore, qualitative research method allows the researcher to discover how the social world is constructed by the people studied. It enables in text description of a phenomenon and is concerned with social processes and they enable analysis and finding to emerge from the data over the period of time as the research progresses. This research design is also concerned with the study of people's behaviour, attitudes and their culture.

The rationale for using this method was to review the service delivery trend in Zvishavane from the period 2013 to 2016. The researcher was able to have first-hand information from targeted council officials about the issue of service delivery and it also allowed the researcher to have interviews with top management in which the issue of service delivery was discussed and the challenges of effective service delivery were outlined. Therefore this research design was of

great importance since the researcher was able to find answers on the how and why questions concerning the issue of poor governance and ineffective service delivery at ZTC.

1.9.7 Population

A population as defined by Burns and Groove (2007) cited in Trevor (2000) as all elements included in a sample that meet the criteria. Leedy (1980) view it as a group of interest to the researcher from which results are to be obtained. Further, Lind & Mason (1993) defined a population as a collection of all possible individuals, objects and measurement of interest to the researcher. In agreement, Chimedza et al (2006), postulates that a population is the total set of objects in a statistical survey or study. From the foregoing, population can simply be seen as a group of individuals, persons, objects, or items with common characteristics from which samples are taken for measurement. Thus a population is a group of individuals or objects from which a sample is drawn for analysis. The total population in Zvishavane according to the 2012 census was 45 230 and from this population the researcher will select small percentage for the study which will represent the whole population. On the other hand a target population is generally the larger group from which individuals are selected to participate in a study such as a specific organisation for example ZTC council staff, vendors and resident associations. The targeted population revealed the information that the researcher needed to analyse the level of service delivery and the proposition that poor governance is hindering service delivery at ZTC.

1.9.8 Sampling

Sampling is the process of selecting units for example people, organizations from a population of interest so that by studying the sample one may fairly generalize the results back to the population from which they were chosen Berinsein (1798). Dillman (2002) explains that sampling is the process of selecting units from a population of interest so that by studying the sample, fair generalizations on the results obtained can be attributed to the population from which they are chosen. The sample should be representative in the sense that each sampled unit will represent the characteristics of a known number of units in the population. Thus one can comment that sampling involves taking a proportion form a large number of people in order to carry out a research.

1.9.9 Sample size

Vander (1996) states that sample size include a number of sample units that are involved in the investigation. Dilon (1999) view a sample size as part of or a subset of the target population from which data can be collected to estimate phenomena about the whole population. The study sample was 30 respondents which were drawn from council general hand workers, senior management and vendors in food markets as well as flea markets and these selected respondents represented the whole population.

1.9.2.0. Purposive sampling

Purposive sampling is selecting a sample on the basis of the researcher's knowledge of the population, its elements and the nature of the research aims Babbie (1990). This method is useful if the researcher want to study a small subset of a larger population in which many members of the subset are easily identified Babbie (1990).The researcher selected the population based on their characteristics and the researchers own judgment and opinion on the population. That is why such a sample is also called as judgmental or expert opinion sample Jones (1955). For instance in this research the researcher is interested in studying about poor governance and service delivery at ZTC hence the researcher will have to choose participants who are beneficiaries and are daily involved in the day to day activities of ZTC. The criteria has been laid down, the researcher may do this job herself of selecting participants in the research leaving it to the judgment of the researcher to select the subjects. Purposive sampling can be very useful for situations where you need to reach a targeted sample quickly and where sampling for proportionality is not the primary concern. With a purposive sample, one is likely to get the opinions of your target population but you are also likely to overweight subgroups in your population that are more readily accessible. Hence this method will help the researcher because the population selected will have the knowledge on poor governance and service delivery at ZTC.

1.9.2.1 Simple random sampling

A simple random sample is a type of sample in which a random sample is selected by assigning a number to each member in the population list and then use a random number table to draw out members of the sample McNealy (1999). Each member of the population is selected one at a time independent of one another and without replacement Fowler (1993). It is the method where

each element has the equal probability to be selected as a sample .It is bias free and an element cannot come twice as sample. The disadvantage of this method is that it can be laborious if the population is large because it is completed manually without the use of a computer Babbie (1990). The advantages of using this method are that it is free from classification error and it requires minimum advance knowledge of the population other than the frame. Its simplicity also makes it relatively easy to interpret data collected in this manner .Yates and Daniel et al (2008) states that for these reasons, simple random sampling best suits situations where not much information is available about the population and data collection can be efficiently conducted on randomly distributed items. Hence this type of sampling will be easy for this researcher to use because it will allow estimates of misrepresentation of information to be made. A simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen.

1.9.2.2. Snowball sampling

In snowball sampling you begin by identifying someone who meets the criteria for inclusion in your study. You then ask them to recommend others who they may know who also meet the criteria. It is based on an analogy to a snowball, which begins small but becomes larger as it is rolled on wet snow and picks up additional snow. It begins with one or a few people or cases and spreads out on the basis of links to the initial cases. This design has been found quite useful where respondents are difficult to identify and are best located through referral networks Daniel (2008). And in this case the researcher might find it difficult to get in touch with some senior staff at Zvishavane Town Council and will have to use referrals so that a meeting can be set up with them. In the initial stage of snowball sampling, individuals are discovered and may or may not be selected through probability methods. This group is then used to locate others who possess similar characteristics and who, in turn, identify others. The snowball gather subjects as it rolls along. Snowball sampling is especially useful when you are trying to reach populations that are inaccessible or hard to find. This method will help the researcher to find members in the population who will have similar problems since they will refer the researcher to the people who will have the same interests.

1.9.2.3. Validity

Validity is defined by Wimmer (2000) as the extent to which the instrument measures what it purports to measure. As a process, validation involves collecting and analyzing data to assess the accuracy of an instrument. The researcher will try to ensure that results from the study are accurate and can be used by other researchers and use of questionnaires, pen and paper ensured non deterioration of tools which will affect findings in the end.

1.9.2.4. Reliability

Reliability is the stability of a measurement over a variety of conditions in which basically the same results should be obtained Nunally (1978). If the study were to be done a second time, would it yield the same results so the data is reliable. Hence it was the effort of the researcher to gather the results of the research and compile them so that the results can be consistent and can be used by other researchers.

1.9.2.5 Ethical considerations

The ethics of social science research are voluntary participation and harmlessness, anonymity and confidentiality, disclosure and analysis and reporting as cited in Bhatacherjee (2012). . According to Denzin & Lincoln (2003), research ethics refers to a code of practice that governs the manner in which the research process should be conducted Ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviours. Ethical considerations are so important in research because ethical standards prevent against the fabrication or falsifying of data and therefore promote the pursuit of knowledge and truth which is the primary goal of research. Hence research ethics are important since they guarantee validity and reliability of the research.

1.9.2.6 Limitations of the study

1. The study is only limited to key informants, council officials and few selected beneficiaries.
2. The core focus of the study is on poor governance as a challenge affecting service delivery using Zvishavane Town Council as a Case study.
3. With the current wave of political situation and due to fear of persecution by the media the respondents hardly gave information about the questions that they were asked.
4. The interviewees may be reluctant to deliver what they consider as sensitive information.

5. The council officials may fear to disclose necessary information when the researcher is conducting the research because they are afraid to breach the secrecy act of the institution.

1.9.2.7 Delimitatins of the study

Even though the research is talking about poor governance in local authorities, Zvishavane Town Council will be used as a case study. The fundamental principles lying within the scope of the study is poor governance and service delivery. Hence the study main focus will be on Zvishavane Town Council.

1.9.2.8 Original contribution to existing literature

The study will contribute to existing literature by attempting to fill the gaps that have been neglected by other scholars in the same field of study. It will also help the reader to understand about the current situation in local authorities which is compromising service delivery as well as the causes of poor governance in these institutions. More so, it will provide information to fellow researchers of the same field of study.

1.9.2.9 Definition of key terms

Key terms which are frequently used in this study are defined in order to provide a clear understanding of these terms and the way in which they are used in this study. Due to the fact that the key terms will be defined clearly it will give the reader a clear understanding of the terms. These terms are: service delivery, poor governance, local authorities.

Service delivery

It is the actual producing of services such as collecting refuse and disposing it or lighting the streets as suggested by the Municipal Research Service Center (1993). McLennan (2009) service delivery is commonly understood to mean the provision of goods or services by a government or other organizations to those who need or demand them.

Local Authorities

The Urban Councils Act Chapter 29:15 defines a local authority as a municipal council, rural district council or a local board.

Poor governance

It is the inability of a public institution to manage public affairs and public resources in an effective manner Jordan (1984). According to Shar and Shar (2006) local governance is the formulation and execution of collective action at the local level.

Chapter outline

Chapter 1

The whole research was introduced in this chapter and the research objectives and questions were outlined. Literature review, theoretical framework was also outlined in the same chapter. More so, the research methodology, sampling and definition of terms were also outlined. Hence chapter one was the introductory chapter of the whole research.

Chapter 2

It focused on the issue of local governance in Zvishavane. The chapter outlined the local government structure and the structure at Zvishavane Town council. It also looked on the concept of governance, causes of poor governance and challenges that ZTC was facing.

Chapter 3

This chapter focused on service delivery in Zvishavane. It focused on the definition of service delivery, public service delivery, the services that ZTC is failing to deliver, the key attributes of effective and efficient services as well as the strategies to improve service delivery.

Chapter 4

The chapter looked on the issue of poor local government and service delivery in Zvishavane. It discussed the issue of poor local government and service delivery in Zvishavane. Research instruments used to gather information on poor local government and service delivery were also presented. The results from the questionnaires were also presented using tables, bar graphs and pie charts. The chapter also touched on the tension that exists between Zvishavane Town Council and the Resident Associations.

Chapter 5

In this chapter conclusions about the whole research were made as well as recommendations to Zvishavane Town Council.

Chapter summary

This was an introductory chapter that introduced the whole research. Background of the study, literature review research objectives and questions were outlined. Chapter outlined of hat was going to be discussed and analyzed in other chapters in the research were also outlined.

CHAPTER 2: LOCAL GOVERNANCE IN ZVISHAVANE

Introduction

This chapter is going to look on local governance in Zvishavane. It first defined the term local government, looked at the hierarchical level of local governments in Zimbabwe, the structure of ZTC as a local government in Zvishavane, analyzed the concept of governance and looked at the services that Zvishavane Town Council is failing to deliver as well as the causes of poor governance.

2.1 Local government

Local government is local democratic governing unity within the unitary democratic system of a country which have subordinate members of the government vested with prescribed and controlled governmental powers and sources of income to render specific local services and develop, control and regulate the geographic, social and economic environment of defined local area Meyer (1978) , hence from this definition it can be noted that local governments are independent bodies which are formed to deal with the issues which are local in nature in a specific area. Local authorities are obliged to provide social services, maintain and construct various infrastructures in areas under their jurisdiction. Mawhood (1993) local government is the third tier or level of government deliberately created to bring government closer to the grassroots population and they represent the central government. Therefore local governments are important since they act as a helper to the central government in running of the state and also help people at grassroots levels to participate in politics through formation of resident associations.

2.2 Local government structure

The Ministry of Local Government Public Works and National Housing history states that local governments system especially for urban areas dates back to the early 1980s with the Salisbury sanitary board established in 1981. The first municipal law was passes in 1987 in which

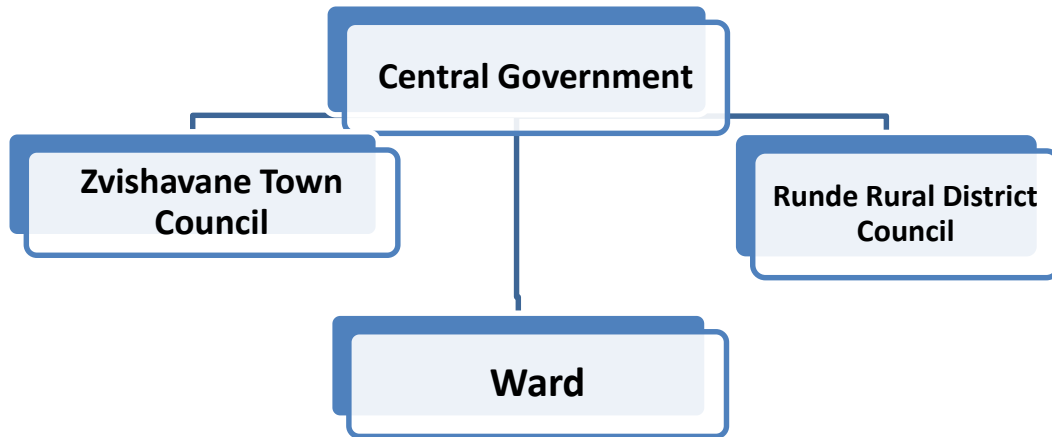
Bulawayo and Salisbury were transformed into municipalities as cited on the website www.mlg.gov.zw . There are 28 urban councils in the country as cited in the Urban Councils Act Chapter 29:15. The urban councils are accorded different status and there is a structure of local governments as outlined by the MLPWNH and it is illustrated in the table below.

Level	Local governments
First level	City councils
Second level	Municipal councils
Third level	Town councils
Fourth level	Local boards

From the table above it can be noted that the different urban councils are accorded different status according to their functions, with City councils at the highest level and local boards at the lower level.

The urban councils are divided into wards for the purpose of electing councilors and in Zvishavane it is divided into six wards and it has six councilors. Zvishavane Town Council is headed by a Council Chairman who is selected from among the councilors and run a term of 4years. ZTC is run by the Town Secretary as head of administration. Zvishavane is run by two local government organs which is the Runde Rural District council and Zvishavane Town Council as accorded by the Rural District act and the Urban Councils Act. The pieces of legislation determine the powers, functions and locus of local authorities.

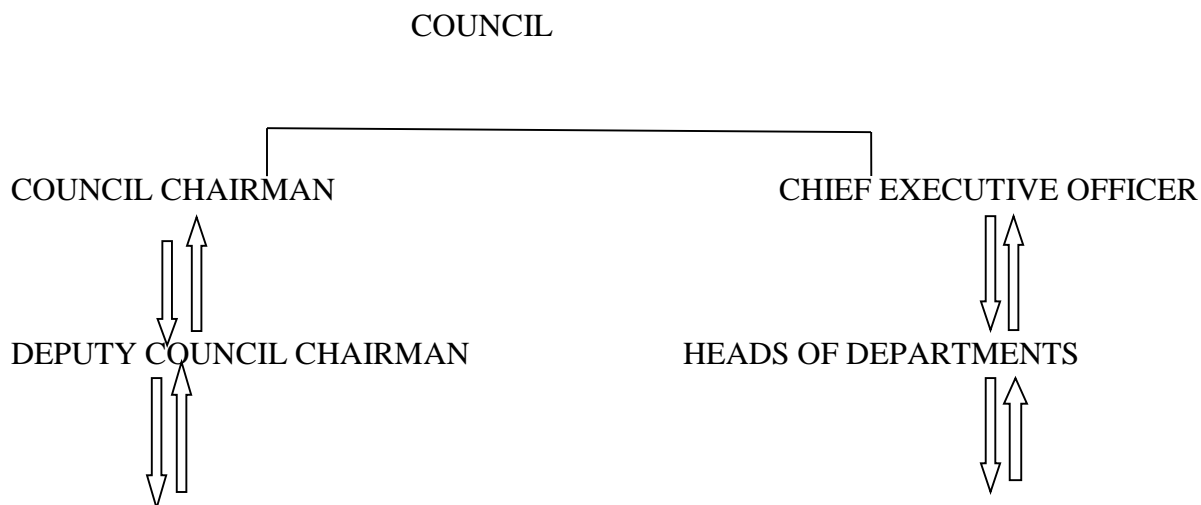
The diagram below shows the political hierarchy of local government in Zvishavane.



2.3. Structure of ZTC

ZTC is a local authority which is responsible for the provision of services to the community and deal with communities needs at grass root levels. ZTC has its organizational structure which helps it to dispose its services to the community effectively. The structure consists of the executive tier and the political tier as demonstrated in the diagram below.

Fig1.1 Organisational structure of ZTC

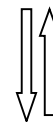


CHAIRPERSONS OF COMMITTEES



ORDINARY COUNCILLOR

SUPERVISORS OR MANAGERS



GENERAL LABOUR FORCE

Fig1.2 shows the political tier and executive tier at Zvishavane Town Council

2.4. The concept of Governance

In Zimbabwe, the local governance sector is positioned to stimulate good governance and development, courtesy of the decentralization policy adopted by President Mugabe at independence in 1980. In a political way governance refers to cooperative rule with civil society actors in the political multi-level systems Czada (2009). According to the United Nations Development Project (2007) governance is the system of values, policies and institutions by which a society manages its economic, political and social affairs through interactions within and among state and civil society and private sector. Thus it can be noted that the term governance is shrouded in obscurity since it can be used to mean different things depending with the person's ideologies and views. The UNESCO (2016) report states that governance refers to structures , procedures and rules by which are designed to ensure accountability, integrity, transparency rule of law and responsiveness. Hence the researcher can conclude that local governance in Zvishavane refers to norms and values by which public affairs are run in a manner which is transparent and responsive to the citizen day to day issues. Therefore, Local governance in Zvishavane tackles the issues at ZTC to see to it that the management and the local authority performance is in the best interests of the public as they are the beneficiaries of the services local authority provides and they are also the stakeholders. Stoker (1998) in his journal governance theory discussed the theory of governance under 5 propositions which are as follows:

1. Governance refers to a set of institutions and actors that are drawn from and beyond the government.

2. Governance points out the uncertainties of boundaries and responsibilities for dealing with social and economic issues.
3. Governance identifies the power relations involved in the relationships between institutions involved in collective action.
4. Governance is about autonomous self-giving networks of actors.
5. Governance recognizes the capacity to get things done.

Therefore the researcher concludes that, the concept of governance can be has being given different meaning and there is no one universally accepted definition of governance by scholars and the concept deals with certain principles such as transparency, accountability, responsiveness and citizen participation hence it deals with how institutions are managed so that services are delivered to the public.

2.5. Causes of Poor Governance at ZTC

Local governance in Zvishavane has been manned by a series of challenges from the year 2013 to 2016 which is undermining good governance principles at ZTC. Poor governance has emerged as the challenging factor at ZTC which adversely affect the effective delivery of services. During the data collection process the researcher gathered information in which the causes of poor governance were identified and these are as follows:

2.5.1. Corruption

Local authorities in Zimbabwe have been manned by a series of corrupt activities. Corruption is an act in which the power of public office is used for personal gain in a manner that contravenes the rules of the game Jain (2001). Palmier (1985) Corruption is the misuse of public power by elected politician or appointed civil servant for private gain. Therefore from these definitions one can say that corruption is characterised by the use of funds which were meant for development purposes for one's personal desires and council officials and councilors are involved in corruption and some of them have been expelled from the local authorities. Embezzlement of funds by council officials has led to poor governance since the funds will not be used for the purpose which they would have been provided for by the central government and other donors. ZTC has been manned by corrupt activities and this can be evidenced by an article presented by a newspaper the new zimbabwe.com on 14 October 2015 which stated that ZTC beer halls

manager Raphael Karanda was suspended because of corruption and he had embezzled which amounted to \$100 000 which was seen after an internal audit, hence council officials engage in many corrupt activities such as bribes, fraud ,misallocation of resources and embezzlement of funds.Thus it can be noted that through corruption the good governance principles of transparency and accountability are undermined which in turn lead to poor governance and corruption is one of the most serious unethical practices that undermine trust and confidence of public officials.

2.5.2 Lack of transparency and accountability

Transparency and accountability seem to be a challenge in many local authorities. The online business dictionary defines accountability as the obligation of an individual or organization to account for its activities, accept responsibility for them and to disclose results in a transparent manner. A typical definition is that accountability concerns the processes by which those who exercise power whether as governments, as elected representatives or as appointed officials, must be able to show that they have exercised their powers and discharged their duties properly. Meyer (1995) defines accountability as the responsibility of government and its agents towards the public to achieve previously set objectives and to account for them in public. However, local authorities are not accountable for their actions and in terms of use of public funds there seem to be lack of transparency. Transparency is when officials in the public service give reasons for their decisions and restrict information only when the wider public interest demands it.Hence the causes of poor governance can be attributed to low accountability environments as well as lack of transparency. Zvishavane Town Council can be said that it is not responsible its use of money and other properties as there is no transparency and the officials are not accountable for their actions when there are shortfall of funds after an internal audit has been conducted.

2.5.3 Lack of ethics and professionalism

Ethics and professionalism are essential elements which are expected of public officials. Professionalism encompass all other values that guide the public sector such as loyalty, neutrality, transparency, diligence and all other values that may be specific to the public sector individuals UNDESA (2000). The Public Service in Africa Article 21 states that professionalism manifest itself in the public service employees behavior at work and in his constant effort to improve, reinforce and update knowledge that is necessary for carrying out tasks. Hence from

these definitions it can be noted that there is indeed lack of ethics and professionalism since some public officials are not able to carry out their duties due to lack of knowledge and skills on that particular task and there is lack of principles such as transparency and dedication. Kanyane (2010) explains that within the context of the public service, leaders and managers need to possess high standards of ethics and professionalism. There is a code of conduct that ethically guide the behavior and conduct of public functionaries and their relationships among themselves and with the citizens in Zimbabwe. Hence it can be noted that these values seem to be a challenge since public officials quarrel with the customers and they do not have the public interests at heart.

2.5.4 Conflicts

The conflicts within the council officials themselves seem to hinder good governance and these conflicts are caused by clashing interests and different ideologies. Politicization of the local authority has additionally created clashes Politicization of local authorities has generated conflicts among locals resulting in some people boycotting local development meetings depending on who has called the meeting. Since 2004 an unprecedented wave of popular and violent protests has flowed across the country. In Zvishavane, residents have not been paying their rates saying that the Town Council is not providing required services to the community Chirisa (2010). Due to some incompatibility of goals among the staff of local authorities resulting in long standing disagreements reduces the quality of service delivery The political tie which comprise of councilors and chamber Chairman appear to contradict the choices that are made by the committee authorities and some don't turn up on meetings relying upon who has assembled the conferences as pointed out by the director of housing and community services during an interview with the researcher. At ZTC the council Chairman suspended the Town Secretary who was alleged to have refused to implement some council resolution delegated to him by Council Chairman and the Board of Directors. This action stirred conflicts between internal management as well as the councilors hence this disturbs governance system at the local authority as outlined in the Sunday Mail of 24 April 2016. More so due to the decline in service delivery there are conflicts between resident associations in which the Zvishavane residents and ratepayers association Chairperson states that council officials should resign or be relieved of their duties for failing to deliver basic services to residents as cited in the Sunday Mail of 27 March 2016. Hence failure to resolve internal conflicts professionally and peacefully by the

council Chairman who ended up suspending the Town Secretary is a sign of poor governance at ZTC.

2.5.5 Political interference

Political interference and politicization of local government has been blamed by various stakeholders for some of the challenges facing local authorities in Zimbabwe Olum (2011). Many Urban Councils have succumbed to the political ambitions individuals and have failed to implement projects. Additionally, unfair criticism, sabotage and caucusing stall decision-making on development issues including unnecessary interference in revenue generation, budgets, programs and projects and other similar local initiatives Olum (2011). Support for opposition parties has seen some people of Zvishavane Town being frustrated and alienated from local government activities in areas controlled by the opposition parties especially after 2013 Presidential elections. In such cases, Makumbe (1996) argues that ruling party leaders sometimes are seen mobilizing locals to oppose Council policies and projects while urging them to support and participate in projects initiated and funded by non-governmental organizations.

Furthermore, ACPDT (2002) asserts that party politics has been as destructive for local government as drought is for Zimbabwe. Local government structures are dying because they served politics and not development. Councilors are pressurized into taking political stands, rather than representing local interests hence compromising service delivery Makumbe (1996). After an interview with the high council officials they also cited political bickering as a cause of poor governance in which they cited that the council is run by councillors who have different views and interests hence it will cause misunderstandings. Councilors are pressurized into taking political stands, rather than representing local interests hence compromising service delivery Makumbe (1996). Thus one can comment that political interference in local authorities have led to poor governance because it disturbs internal governance structures and creates factions amongst council staff and councilors.

2.5.6 Councilor interference in administration

In many local authorities councilors seem to be a major problem since they interfere in the administrative issues of the local authorities and also contest the decision that would have been taken by the council's management board. Elected Councilors who are supposed to represent

people are alleged to be acting in partisan way to outwit perceived opponents from another party. In such political battles, they end up passing decisions favorable to the political group they belong instead of making decisions that benefit the city and its residents. The Herald newspaper of 29 April 2016 stated that the councilors in Zvishavane refused to authorize the budget in 2016 because they accused the town management had refused to act on corruption unveiled during an audit which showed that 120 00 US dollars had disappeared from council coffers and in Chiredzi councilors were accused to have allocated themselves several stands as accessed from www.herald.com. Hence from these cases reported in the Herald it can be seen that councilor's interference in management causes problems since they create situations which causes conflicts and draws the public attention which causes criticism of the council. More so, due to conflict of interests created by councilors service delivery will be compromised because of lack of understandings and council officials will not carry their duties effectively

2.5.7 Favouritism

Favouritism is defined by the online English dictionary as an inclination to favour some group or a person or favouring someone not because he or she is doing a great job, but for reasons outside of the job performance. Favouritism can occur in many different forms in the workplace, from certain favoured employees being given coveted assignments or better work schedules to being given raises and other accolades for which he or she may be undeserving. One council official during an interview stated that there is preference at the work place in which a few people are favoured in light of the fact that they are relatives or companions to people with significant influence and are not given equivalent work to do as others. Favoritism also takes precedence in the awarding of business stands like tuck-shops to applicants. Such are favors given to party activists at any place they want, rather than to those with the capacity to run them at designated areas. Hence it can be noted that favouritism leads to poor governance because it causes grudges, resentment, lower morale, overlooked potential, desertion, lack of team work and lack of dedication of workers in performing their duties thus favouritism is a parasite which causes poor governance.

2.6. The challenges that Zvishavane Town Council is facing which are hindering effective services delivery

2.6.1 Inadequate resources

A study conducted by Assaduzzaman (2010) revealed that some of the critical institutional challenges facing service delivery at the level of local authorities include limited manpower and resources. The author further clarifies that local authorities also lack logistic supports like computers and transport and that they also lack resources to design and run innovative service delivery in areas like employment generation, health and education Cakata (2011). According to Mabika (2015), there is a deterioration of services provided by local authorities. The local authorities are pointing at poor cash flows as the root cause of the problem. Financial shortages have become a common cry in Zimbabwe local authorities. Some scholars blame other issues like Ahwoi (2010) blamed issues such as high rates of corruption, gross abuse of council property, high redundancy and staff turnover for problems experienced by local authorities. However the Zimbabwe Institute on Local Governments Policy Review (2005) associated the diminishing quality of service in Zimbabwe local authorities to the deteriorating macroeconomic situation. A newspaper the Southern Eye of 4 February 2015 stated that Zvishavane Town Councils blames residents because their failure to pay their bills is the cause of poor service delivery in the town. Therefore an inadequate resource in terms of funds, human resource and machinery is a challenge that ZTC is facing which is hindering effective service delivery.

2.6.2 Inadequate machinery

Zvishavane Town Council lacks adequate machinery which is needed to carry out the different services. The pumps in the water works department are old and some do not function which causes water problems in some parts of the town. Also the sewer bursts are caused by old pipes which can no longer handle the ever increasing population and effectively maintain sewer flows in the town. In the refuse collection department there is only two tractors which are tasked to collect refuse in all parts of the town which is impossible hence there is need for appropriate refuse collection trucks which lacks in the town. More so, during an interview with the council staff they cited that they do not have machinery to carry out heavy duty tasks such as those for grading roads and for refuse collection and this emerges as a challenge because they have to cash out funds to companies like JM construction for them to create roads through grading when they are servicing the new stands in Eastlea extension, Council Park and Izayi Park. Thus inadequate machinery is one of the challenges that ZTC is facing and leading to ineffective service delivery.

2.6.3 Mismanagement

Mismanagement in local authorities has led to poor service provision. According to Kunaka (2004) mismanagement is misconduct in doing or managing something. Most local authorities in the country are not improving in their focus and prioritization of activities in a bid to improve services. According to The Herald June (2007) a councilor of the city of Harare commented on the way executives in most local authorities' compromise service provision to self-interest saying that this led to continued poor service in most local authorities. In The Financial Gazette June (2014) the MLGPWNH said, "most local authorities have taken advantage of the prevailing economic hardships to practice unethical conduct characterized by corruption, nepotism, favoritism and embezzlement of public funds at the expense of service delivery." This shows that Urban Councils are taking advantage of the situation to practice unethical corporate governance systems. According to Mhangami (2000) most residents describe a local authority as, an organization that is corrupt, infested with nepotism, and wasting public resources generated from the population of the district. This assertion by Mhangami (2010) can be supported by a case at ZTC whereby the Director of Finance at ZTC was accused of embezzlement of funds as well as the Beer halls Manager who was arrested for embezzlement of funds and fraud as reported in the Sunday Mail (2015). Hence mismanagement is one of the challenges that ZTC is facing.

2.6.4 Corruption

The issue of corruption has been witnessed as a challenge in many councils and municipalities in Zimbabwe and Zvishavane Town council seem to be one of them. Officials in the public sector who have been seen to engage in corrupt activities are meeting their private gain at the expense of the public offices that they occupy Jain (2001). The costs of corruption are not measured just in the amounts of money that are squandered or the stolen government resources, but in the absence of basic services that could have been provided with that money and would have certainly benefitted the lives of families and communities (UN Secretary General 2012). The accusations which are being leveled against the Director of finance and also the expulsion of one council official because of corruption Mr Karanda last year has witnessed corrupt activities at the council which is hindering effective service delivery. Werner (2006) asserts that, corruption alters its character in response to changing socio-economic, cultural and political factors. As these factors affect corruption so does corruption affect them. It poses a serious threat to public administration, and has often resulted in inefficient provision of services. In Zimbabwe the urban

local authorities have of late become notorious for poor service delivery and hyper corruption. The Chronicle of 7 May (2016) with heading Kasukuwere descends on ZTC in which the Minister of Local government Public Works and National Housing was set to visit ZTC in order to address the allegations of corruption and investigate the issue so that the residents are not affected in terms of service delivery. Due to corruption council is having a shortfall of funds which are meant to enhance service delivery such as maintenance of street lights and roads. The now daily newspaper 14 October (2015) with heading mayor clashes with residents over corruption on which the ZTC chairman and the councilors were being accused of corrupt activities and he was bared from presenting a report on the 2016 budget. Hence corruption undermines the credibility of democratic institutions and counteracts good governance as witnessed at ZTC.

2.6.5. Lack of technological skills

Due to the advancement of technology there seem to be information technology challenges at ZTC. The staff responsible for driving change in local governments has admitted they may not have the skills to meet the demands upon them. During the survey, council staff and strategists found gaps in knowledge and training that could hold back the development of modern public services. Members of the public answered questions over changes to the way councils deliver public services, and how they felt about these shifts. Most of the elderly council officials are facing challenges in accessing information as well as sending documents through the internet. The recently introduced Program for Municipalities (PROMUN) by the United Nations International Children's Emergency Fund which monitors the councils billing system is not being fully implemented because of lack of skills in information technology which the program uses. This in turn makes the billing system ineffective because of inaccurate bills in which citizens complains of high bills on their water statements on which they would have paid the rates on a monthly basis. Thus local authority officials need all their wits about them to be cleared if they are to deliver lower-cost, improved services based on digital technology. Therefore the lack of skills of some council officials hinders effective service delivery.

2.7.6 Inadequate sewer treatment and obsolete facilities

The council is facing challenge in lack of adequate sewer treatment because the waste-water management system is now old and needs urgent rehabilitation. The ZTC Housing Superintendent stated that it is disturbing to learn that only 40% of wastewater passes through functional ponds while the rest is finding its way into the water bodies. The problem has been exacerbated by the collapse of 12 sewage pumps stations at Shabani mine and the non-functional Mabhula water treatment plant. It can also be noted that the pumps used has been installed in the 1980s and 1990s and they cannot function effectively hence continuously calling for repairs which strains funds from the town council. Therefore this has posed a challenge in the engineering department as they are facing challenges in sewer treatment and sewer bursts as well as the water works department in order to prevent the sewer to infiltrate in the water ponds and if this challenge is not solved urgently it can led to outbreak of diseases such as diarrhoea.

2.8.6 Economic instability

The economic instability in the country has emerged as a challenge against service delivery. The economic climate in Zimbabwe has seen dwindling of resources for the Town Council to adequately cater for the needs and services of the residents. Local authorities have been using all their resources to cater for their services and due to the economic problems citizens are finding it hard to pay their rates to the council and they owe huge debts. A report in the Southern eye newspaper of 4 February (2015) stated that ZTC blamed the residents for failure to pay their bills which in turn causes poor service delivery in the sprawling mining town and the Town Secretary stated that that there are a number of projects that the council had embarked on but have been hampered by the lack of funds. Hence due to the economic instability the residents are failing to pay their rates to council and this affects councils since the rates payments are another source of income for ZTC. Additionally, the 2015 to 2019 Strategic Plan of ZTC outlines that there is high default by rate payers and the prevailing liquidity crunch is rendering residents, businesses and government departments unable to pay their bills to Council on time. This ultimately affects Council operations and service delivery suffers the most and council has been collecting 50% of its budgeted revenue. Therefore, with the ever increasing population in the town there is need for more resources and services which the council does not have because of the economic instability which tends to affect service delivery.

2.8.7 Failure of council officials to execute their duties

The main challenge that ZTC is facing is reluctant by council officials to perform their duties which lead to inadequate service delivery. A report by the Minister of Local Government concerning ZTC which is captured in the newspaper Newsday of 14 January (2017) stated that service delivery had declined in the mining town as a result of council officials failure to execute their duties and the Ministry had been receiving numerous complaints from residents saying that service delivery has been compromised by council official whose conduct has been questionable. Council officials can sometimes be held personally liable for failing to act or for taking unauthorized actions on the part of the town. Hence from the above report it can be noted that the conduct of council officials has also emerged as one of the challenges that council is facing since it is leading to poor governance and hinders effective service delivery.

2.8.9. Lack of cooperation from some stakeholders

In the 2015-2019 strategic plan of ZTC it is outlined that some stakeholders are hostile to Council and always taking it to Court hence losing money. There is need for improvement on Council-Stakeholder relationship as this can affect service delivery. There was a case between ZTC and the resident's association stakeholders in which the residents were boycotting to pay rates to the local authority accusing ZTC of operating illegally after the Government has refused to approve the 2016 budget because it was not signed by the councillors as outlined in an article of the Herald of 29 April (2016). It can be noted that not keeping good relationships with stakeholders can have a damaging effect, not just on reputation but also on actual project results. Therefore lack of cooperation from ZTC stakeholders poses a challenge to ZTC as there will be problems always between the two parties and stakeholder participation and cooperation is important because it is essential for system design and the support and interaction of stakeholders would help in solving many societal problems.

Chapter summary

This chapter looked at Local governance in Zvshavane where the concepts of local government and governance were defined. The internal structure of ZTC was also outlined in order to see how it is composed and the decentralisation of power inside the council. From the above analysis one can deduce that there are a lot of internal and external factors that has contributed to poor governance at ZTC.

CHAPTER 3: SERVICE DELIVERY IN ZVISHAVANE

3.0 Introduction

The last chapter focused on local governance in Zvishavane and also outlined the causes of poor governance at Zvishavane Town Council. It was also able to review the challenges that ZTC is currently facing. This chapter will focus on service delivery in Zvishavane and will outline the services that ZTC is failing to deliver to the community, the attributes of good services and Centre-local relationship on service delivery and strategies to improve service delivery.

3.1 Service delivery

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a task or information to the clients as accessed on www.reference.com. The Municipal Research and Services Center (1993) defines service delivery as the actual producing of a service such as collecting refuse and street lighting. Service delivery is also used to describe the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructure, land, and housing. The mission statement of ZTC states that it is aimed to provide quality services and a conducive environment for Zvishavane community and investors through optimal utilisation of resources and infrastructural development in a gender balanced manner. Hence from this mission statement it can be noted that effective service delivery is one of the major aims of ZTC. Therefore, Local government is the sphere of government that is responsible in ensuring that services are delivered to the community and they ensure this through the use of their own resources.

3.2. Public Service Delivery

Services are intangible activities performed by machines or persons both for the purposes of creating value perceptions among customers Rao (2005). Public services include water, wastewater, solid waste, heating, transport and other related services that are provided by national and local governments to residents in their areas of jurisdiction. Nonetheless, many national and sub-national governments are found lacking in as far as provision of these services is concerned. Bachmann and Mac Cleery (2006) observe that quality public services support the economic development of local areas, while poor levels of service undermine quality of life in

these local areas, retard economic growth and erode trust between citizens and local government. Local authorities as the service providers use their resources and skills to facilitate the service delivery process to the intended users and the local authorities should provide services that maintain the welfare of the users. Besley and Ghatak (2007) states that public service delivery is based on 4 key issues which are accountability in public services delivery applies to political, beauracatic as well as market spheres, the delivery of public services is guided by the organizational mission, competition from private organization can cause public organization to use funds wisely, enhance teamwork and provide services that satisfy their clients and utilization of resources on the evaluation of policies is a crucial part of effective public service provision. Therefore it can be noted that public service delivery is mandated on local authorities and they have to utilize resources and be accountable in order for them to deliver these public services effectively.

3.3 Causes of Poor Service Delivery

3.3.1 Limited manpower and resources

Local authorities in Zimbabwe lack adequate manpower services to perform all the work. Considering the workload that is available at many local authorities it can be noted that councils are understaffed hence it hinders effective delivery of services Aminuzzaman (2010). A case of ZTC it can be noted that the council is understaffed and it end up hiring contract workers who work for ten days to help the council to perform some service such as cleaning of streets help I the water works department when there is a problem. More so, the students on attachment also help the council staffing offices where there are large amounts of work load and they help each other. Hence it can be noted that indeed the councils have limited manpower which hinders the effective delivery of services to the community. Local authorities also lack logistic supports like computers and transport and t they also lack managerial capability and resources to design and run innovative service delivery in areas like employment generation, health and education Aminuzaman (2010).

3.3.2 Erratic payment by service users

Erratic payment of service charges can also compromise service delivery. Therefore residents should honor their part of paying rates so that municipalities can effectively carry out their mandate. Section 219 (1) of the 1996 Urban Councils Act provide for the collection of fees in exchange for the removal of refuse. Fee for the delivery of water, maintenance of cemeteries and primary school are other important sources of revenue. There is also a situation presented by different political groups grappling for power who often use ratepayers concern about high water fee charges for political advantage. According to Larson (2004) most local government collection systems strive to achieve three goals, namely; to accelerate the receipt of available funds, to safeguard the government's cash and to keep banking costs to a minimum. Thus residents should play their part so that service delivery will not be compromised.

3.3.3 Lack of human resource capacity

Human resource capacity is about ensuring that an organization has enough people with the necessary skills to achieve its objectives. Lack of human resource capacity tends to be a problem in terms of skills that are needed for effective service delivery. Capacity building is the procedure by which individual and associations acquire, enhance and hold the aptitudes and information expected to carry out their duties skillfully. Moores (2006) states that the underlying cause of human resource incapacity was found to be lack of training on specific systems that involves staff in the organization, as a result the staff were performing its roles without essential training and therefore exposing themselves and their customers to potential risk. Lack of capacity has hampered the council's ability to deliver some programs and perform certain tasks. Therefore the staff needs to be trained on specific systems and programs due to the changing nature of technology and since most of the things are now computerized all staff members need to be trained so that there are familiar with the new systems.

3.3.4 Poor performance monitoring

Performance monitoring is an assessment of employee execution over a period of time. Personnel Management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resource to the end that individual, organizational and societal objectives are accomplished

Filippo (1984). Poor performance in the workplace can be contagious and negatively affect morale and productivity of other employees. In many local authorities the performance management framework has been implemented but there is poor performance monitoring from the performance managers which tends to weaken service delivery process. Moores (2006) is of the view that there is an overall lack of consistency and integration amongst the various systems in place. Thus if all the systems are well monitored and the also if the personnel management is monitored performance will improve and service delivery will be at a higher level.

3.3.5 Failure to implement strategic plans

The Zimbabwean central government anticipated that planning strategically was going to bring an end to poor service provision and see the dawn of quality service provision from the country's local authorities therefore increasing stakeholder expectations; this led to the introduction of strategic planning by local authorities Sithole et al (2013). Most Zimbabwean local authorities are producing strategic plans; however service delivery has not improved, this indicates inadequate implementation of strategic plans. There has been persistent failure by local authorities to translate their strategic plans into operational actions. Kangoro (1998) alludes that the lack of commitment to strategic management practices by top management and other members of the organization results in poor implementation. Thus council's failure to implement strategic plans which are meant to foster development and improve service delivery and there is need for full commitment from all council staff to make the implementation process a success.

3.3.6 Nepotism

Nepotism has emerged as a challenge to good governance in Zimbabwean local authorities. Ashour (2004) has it that nepotism is a special type of favoritism involving a public official using his or her personnel power or influence to obtain favours and benefits for family members, relatives or partners. This practice is alive and well throughout state and local governments, this means that there is no inclusion of merit which thus compromises the output to be produced because some of the relaters will not possess adequate merit to copy with the work. Myint (2000) has it that nepotism is also the imbalanced exercise by a person in authority of offering employments and other favours to relatives. In Zimbabwe one such case took place at Gweru

City Council sometime in 2011 when 3 officials were dismissed on allegations that they were improperly recruited by the chamber secretary and were dismissed without suspension or hearing Ruwende (2011). Thus nepotism has led to poor serviced delivery in local authorities as it leads to unclear recruitment policies and squabbles amongst the employees.

3.4 Services that in ZTC is Failing to Deliver Effectively

3.4.1 Refuse collection

Many local authorities in Zimbabwe are failing to effectively manage collection of refuse in many cities and towns. Refuse collection is the collection of rubbish and waste usually in a bin or by a refuse truck before final disposal. Refuse collection is a challenge for local authorities in developing countries mainly due to the increasing generation of waste and the burden posed on the municipal budget. In Zvishavane, council is unable to collect refuse in every area because of lack of machinery, the council only have two old tractors which are unable to reach all parts of the town and they do not have any tippers as cited by one respondent during an interview and sometimes the refuse collection tractors does not reach some other parts of the town and refuse bags will be waiting for collection outside people's houses. The Sunday mail of 28 February 2016 stated that uncollected garbage is strewn all over the suburbs. Therefore the council should improve on the issue of refuse in order to keep the areas clean always and because of the fact that refuse is not collected all the time the people end up creating illegal dumpsites of their as it is shown in the pictures below.

The picture below shows litter bags outside a house waiting for collection by council refuse collectors in Zvishavane Mandava location.





The picture above shows Illegal dumpsite created by residents in Zvishavane because council is failing to collect refuse.

3.4.2 Sewage collection and disposal

Solid waste management is the collection, transport, processing, recycling or disposal, and monitoring of solid waste materials produced by human activity and is generally undertaken to reduce their effect on health and the environment. Solid waste means any garbage, refuse, sludge from a wastewater treatment plant and other discarded materials including solid, liquid, resulting from industrial, commercial and from community activities Hope (2000). In many high density suburbs there are sewerage flows in streets and the sewer bursts are found everywhere in the streets areas such as Mandava and Maglas. Hence council is failing to deliver effective sewer disposal services to the community and this is another challenge that the councils are facing. In the Southern Eye newspaper of 28 May 2014 the Director of Finance at ZTC was quote saying that the council was keen to improve its sewer reticulation as it was expanding the town through development of new stands in Eastlea extension, Mabhula and Emtonjeni but the projects were moving at a snail's pace due to lack of funds thus one can say that at least the council is making an effort to improve the sewer reticulation.

The picture below sewer burst flowing in Mandava Surburb.



3.4.3 Inadequate water services

At ZTC one of its aims is that residents receive clean and safe water to drink through the Water works department which gets water from the Ngezi River, purifies it and deliver it to the residents, however this objective has been compromised due to water shortages in many areas in Zvishavane. Water shortages has been a major problem in the town and residents can go for weeks without water in areas such as Makwasha, Noelvale and they will be getting their water from unprotected water mains because of inadequate delivery of services by ZTC. This in turn causes the residents to use nearby bushes as toilets because of no water to use in the toilets and this in turn causes diseases such as diarrhea. More so the water provided is not clean and this is supported by an article in the Sunday Mail of 4 March (2016) which states that brown water for Zvishavane residents in which the citizens were fuming for brown water which was coming out of their taps and expressed fears of diseases and the citizens were accusing Zvishavane Town council for negligence by failing to provide safe drinking water. Hence the water shortages has also been witnessed in other towns like Gweru and Harare in which residents has been battling the water shortages.

3.4.4 Decent housing

The 2016 to 2018 strategic plan of ZTC outlines that one of its main aims is to deliver decent housing to the community but yet this seems to be a challenges as the council is failing to fulfill this goal. This can be noted by the Mandava location which has houses such as the roundvell in which the roofs are made of thatching and also the old houses which are almost falling apart. Council is neglecting to revamp the houses and also build more houses for the general population. There is immense land for improvement in which council can assemble houses but it

is failing due to inadequate resources. However the council has made efforts to fulfill its aims as outlined in the strategic plan in which it embarked on a joint venture with a private land developer Mornef investments and is developing the Isaiah park housing scheme in which over 2000 low income earners have access to decent housing as reported by the Star FM news of 18 January 2017 accessed on www.starfmnews/posts/. Thus the failures to deliver decent housing seem to be one of the challenges that ZTC is facing although it is making an effort to address this challenge.

3.4.5 Roads maintenance

Road maintenance involves remedying defects such as potholes that occur in the carriage way from time to time and providing treatment as crack sealing which will slow the rate of deterioration. Road maintenance is undertaken to ensure safety but this is becoming a challenge to ZTC since it is unable to maintain the roads effectively. The local authority through the department of Engineering, Roads section is responsible for constructing and maintaining roads. Most roads of the major cities including Zvishavane in Zimbabwe were initially put in place in the 1980s and 1990s and are constantly calling for repairs by the cash strapped councils. Local authorities have complained that they are unable to fix roads due to lack of funds which are being garnished by Zimbabwe Revenue Authority. The authorities contend that Zimbabwe Revenue Authority keeps raiding their accounts taking funds earmarked for road rehabilitation. Hence lack of financing challenges ZTC to maintain its roads more often.

3.4.6 Health services

The local authority provides health services as it has a clinic at the central point near Mandava Business Centre. This clinic provides many services such as general healthcare, maternity services, and treatment of all diseases including STIs, Counselling services, and referrals to provincial hospital, immunization of children and maintenance of these clinics and general education on health issues but many of these services that are provided by the clinic has since dilapidated due to lack of resources. However in provision of these services at Mandava clinic the council is failing to have adequate medication and efficient services in the maternity ward. A respondent in an interview outlined that there are also no HIV testing tool kits at the hospital and also there is no medication drugs that should be given to patients for free but the patients are urged to buy the medication at pharmacies. Hence ZTC need to improve its service delivery

system according to Chapter 7 of the ZIMASSET which states that there should be reduced financial barriers to health service and patient satisfaction surveys should be conducted. Thus it can be noted that the council is failing to deliver efficient health services which has a negative impact to the community.

3.5 Key attributes which should be possessed by effective services

The World Meteorological Organization (WMO) Strategy for Service Delivery report number 1103 of (2016) proposed key attributes of effective services and these are as follows:

3.5.1 Availability and timely

In order for the services to be delivered effectively to the citizens they should be always available and be dispensed on time. For instance in order for ZTC to be able to deliver effective services it should always have waters services readily available to the residents and residents will have to use it whenever they want and should be given to them on time in all parts of the town. However since 2013 the delivery of water services has been one of the challenges that council is facing and rendering its services ineffective.

3.5.2 Dependable and reliable

Residents should depend on their local governments for the delivery of reliable services. Basic services such as water and sanitation as well as health services should be delivered by the local authorities because the community depend on them. The local governments should be able to keep their promises of service delivery and also meet targeted deadlines.

3.5.3 Useful

The services provided should be responding appropriately to the needs of the users. For instance ZTC should provide clean water to the residents so that it can be useful for all activities such as washing and drinking.

3.5.4 Responsive and flexible

The services provided should respond to the needs of the users and address their required needs.

3.5.5 Sustainable

The services provided should be affordable to the users and should be able to be used for a long period of time.

Hence from these attributes it can be noted that in order to fully deliver effective services to the intended users ZTC should ensure that the services it provides has these attributes in order for them to be effective and respond to the needs of the community. Since 2013 it can be noted that service delivery effectiveness from ZTC to its users has deteriorated since it is finding it difficult to deliver basic services to the community.

3.6. Centre - local relations on service delivery

There has been much debate amongst scholars and academics on the centre local relations in Zimbabwe and whether the Central Government interference in the running of local authorities is a justifiable act or not. The Minister of Local government Public Works and National Housing has a tendency of controlling in detail the activities undertaken by the Town Council. He is controlling the operations of the municipality using a remote control through the appointment of commissions and special interest councillors who are disturbing ZTC responsibilities as representatives of the people. This concurs with the view of Chipangura (2014) who argues that the Minister cannot simply leave local authorities to run their business. This is also in agreement with Golola (2003) who states that politicians at the centre have little wish to cede power to the local government. Centralisation of power is also bedevilling service delivery in other African countries. Olowu (2009) postulates that the major challenge facing decentralisation in Africa is that the national leaders fear that the transfer of power to local levels represents a zero-sum game in which local leaders (who might be politicians in a different party) gain power and resources at their expense.

The Minister who is supposed to play a strategic role in policy formulation and implementation is involved in the day to day running of the local authority leaving little room for elected councillors and residents in general to determine their own destiny. The Ministry has also been involved in routine decision making which in actual fact is a responsibility of the municipality. According to Madzivanyika (2011) efficient and effective provision of goods and services is compromised by a high level of central interference in the decision-making processes of local authorities. Findings indicated that the centre-local relationship that is supposed to foster

independence and autonomy of the council in the provision of goods and services has turned into a master-servant relationship that has negatively affected service delivery in the Town. Thus the continuous interference of the central governance has a negative impact on service delivery for instance the Minister of local governance directed the town council in 2013 to cancel all debts owed by residents. The cancellation of debts became a highly contestable arena mainly because various stand points emerged from diverse constituencies in trying to explain its implications on service delivery.

Madzivanyika (2011) alleges that efficient and effective provision of services is undermined by a high level of central interference in the decisions of municipalities. The UCA empowers the Minister to approve budgets of local authorities and the Minister is also interfering in internal decision making process of the council. Thus the central governance interference in local authorities has both negative and positive impacts. Positively it helps combat high levels of corruption within local authorities thus the interference is a justifiable action. Negatively, The power and every activity is centralized to the President. The president has powers to do anything without consulting experts on the actions to be taken and this is leading to the improper delivery of services. Analysts argue that the policy will fail as the State wants to be in control instead of ensuring a favourable environment. The situation is a centrist economic plan focusing on the office of the president and Cabinet or the collective responsibility of Cabinet ministers under the direction of the president. Even the local authorities waits for directions from the central government in issues of development and also the budget for the whole development is also drafted from the central government and this delays or causes stagnant development and affects service delivery.

3.7. Strategies to Improve Service Delivery

A report by the World Bank, (2009) stated that the current cities are faced with many urgent challenges which have necessitated the implementation of new intelligent service delivery systems to tackle those problems. Improving service delivery is all about improving the efficiency and effectiveness and the way in which the services are delivered.

3.7.1 Fight against corruption

Many scholars have different views on the definition of corruption. Corruption is an institutional system in which rights are dissolved in exchange for gifts Robbins (2000). Local governments in Zimbabwe has been hampered by corruption and engage in many corrupt activities such as embezzlement of funds, receiving bribes and self-dealings and these activities has in turn has crippled the organisation since there is shortage of funds. Thus local governments should fight against corruption so that there will be transparency and accountability in terms of management hence maintaining the concept of good governance. When local governments fight against corruption there will be funds which are needed to effectively deliver services and there will be no conflicts of interest between council staff and themselves and also between council and the stakeholders hence promoting good governance which in turn leads to effective delivery of services to the community.

3.7.2 Strengthen public Private Partnerships.

Public private partnerships are long term contracts between a private party and a government entity for providing a public service World Bank report (2015). There are advantages of why L.A should engage in private public partnerships and these are they ensure necessary investments into the public sector and more effective public resource management, ensure high quality and timely provision of public services and projects are implemented in due terms and impose unforeseen public sector extra expenditures as accessed from <http://finmin.Irv.it>. Hence it can be noted that these partnerships help local authorities because they improve quality and quantity of basic services such as water and sanitation hygiene and also improve working relationships between the public and private sectors accessed from www.ipfa.org . Joseph (2002) states that municipalities and councilors should embrace innovative new approaches to delivering core municipal services by inviting non-municipal groups to participate. According to an article in the Herald newspaper of February (2014) private public partnerships involves investment of private risk capital to design , finance and operate project for public use for a specific term during which a private investment is able to collect revenue from the users thus efficiency of service delivery is not compromised.

3.7.3 Invest in community share ownership trust

Community share ownership trusts are meant for participating in shareholding in various businesses by our communities. They are a countrywide government initiative spearheading development and empowering rural communities by giving them 10 percent stake in all businesses that exploit natural resources in their area. Community participation in the management and use of mineral wealth at the local level could speed up the process of community empowerment. Section 14(b) of Statutory Instrument 21 of 2010 provides for the establishment of CSOTS which shall hold shares in qualifying businesses on behalf of their respective communities. The Ministry of Youth, Indigenisation and Economic Empowerment states that the community share ownerships shall be established by businesses included in commercial exploitation of natural resources and some of the projects that should be undertaken by the trust are provision, operation and maintenance of schools and other facilities such as the provision and maintenance of roads, water works and water sanitation and they are a vehicle for participation of shareholders in various business communities as accessed www.myiee.gov.zw.

Mabhena and Moyo (2014) contends that Community share ownership trust in Zimbabwe have been used as development vehicles for broad based community empowerment and socio-economic development which are a panacea for promotion of Local economic development. Maodza (2012) views Community share ownership trusts as a national initiative championing development and empowering urban and rural communities by affording them a 10 percent stake in all businesses involved in the exploitation of natural resources in their areas. He goes further to state that these schemes are designed to put a stop on the selfish exploitation of the country's natural resources for the benefit of multi-national corporations and other foreign businesses in the expense of indigenous Zimbabweans. Therefore it can be noted that if the local authorities engage in these community share ownerships they will be able to improve quality of service delivery since it will have a helping hand in the maintenance and delivery of these services.

3.7.4 Institute performance contracts for public sector managers

Performance contracts or agreements specify standards of performance or quantifiable targets which a government requires public officials or the management of public or state-owned agencies to meet over a stated period of time and also provides incentives for achieving these

targets. The Public sector commission states that the purpose of performance contracts is to support high level leadership and accountability across the public sector hence improving the level of service delivery accessed from <http://publicsector.wa.gov.au>. The common purposes of performance contracting are to clarify the objectives of public service institutions and their relationship with government and to facilitate performance evaluation based on results. When performance contracts are instituted in local authorities there management will be expected to have high levels of responsibility as well as accountability and also facilitate the personal development of oneself through self-evaluation. Therefore performances contracts will improve service delivery since individuals will be committed to their work and also work hard ensure efficient service delivery so that they get high marks during the performance management assessment.

3.7.5 Strengthen citizen participation

Effective citizen participation is one variable missing in most local governance institutions in Zimbabwe. Strengthening citizen participation ultimately improves service delivery. Beneficiary citizen participation is only meaningful for the masses if they are effectively involved at the various levels of development processes Makumbe (1996). In Zimbabwe most residents in various zones do not partake in the decision making process of their local authorities. The councillors should work closely with the inhabitants as they go about as arbiters between the residents and the council. Through the councillors residents can be able to ere out their views of different issues as well as problems they are encountering in their wards so that the councillors will present these issues before council board members. Also residents associations should be taken seriously as they represent the community. Therefore Zvishavane Urban Residents and Ratepayers Association (ZURRA) should be strengthened and their ideas should be taken into consideration as they represent the entire population. Regular meetings should be also made by council with the people so that they participate in the decision making processes.

3.7.6 Education and training of council staff

The council staff should be educated and trained on new concepts introduced at local governments. Due to the changing nature of technology new products are introduced and in most public institutions most elderly staff are not familiar with information technology and they need to be trained so that service delivery process will not be slowed down. An example is the

National School of Government in South Africa whose function is to educate, train, professionalize and develop a highly capable, skilled and committed public service cadre, with a sense of national duty and a common culture and ethos. It will nurture a culture of professionalism and innovative thinking and serve as a catalyst for reform and modernization, in pursuit of a performance-oriented public service. Hence, professional training should be provided to deliver customer service training programs so that staff can attend and be taught practical way out to a variety of different situations that may arise in the place of work. Chiaburu and Tekleab (2005) support this strategy as training is a planned interference that is designed to improve the determinants of individual job performance. Armstrong (2006) is also in support that by defining what activities comprise a job, a job analysis helps the supervisor explain that job to a new employee. Taylor and Davies (2004) on the other hand is in support that one of the most important core functions of human resources that can lead to the realization of numerous benefits for the organization is a strategic training plan. ZTC has recently introduced the client service charter in which the staff has to abide to the principles and regulation thereof so that clients will not be afraid to approach council staff when they have a problem as supported by Zemke and Woods (1998) states that training for customer service representatives should not only cover technical skills but it should also cover how to listen effectively and how to deal with angry citizens and also it will be acting in line with the ZIMASSET (2013) which states that all local authorities should implement the service charter and also finalize the service charter hence improving service delivery to the community.

3.7.7 Capacity building

It is possible for a municipality to improve and expand the delivery of services by improving their own ability to do so. Capacity building can also help to determine the efficient utilization and allocation of human resources among competing demand. In an effort to rescue the ailing urban authorities, the government with assistance from donors introduced Urban I and II initiatives to build the capacities of local authorities. The programs were intended to achieve a number of objectives such as urban infrastructure provisioning, strengthening the technical capacity of local authorities, provision of urban housing as well as strengthening the institutional capacity of central and local governments. By improving a number of skills municipalities can be better an able to deliver services effectively and efficiently from inside. When there is better

communication between municipality and citizens will help the municipality to determine the needs of the community and whether they are being met. Thus better technical skills and improved financial planning will improve the delivery of basic municipal services.

3.7.8 Performance management

Performance management is a strategy which can be used to enhance service delivery. The Public Service (1998) is of the view that performance management is a progressive control process by management whereby the supervisor and the subordinate sit face-to-face at standard set intervals per year to check progress on predetermined goals for the do good of both the employee and the public service. Armstrong (2006) defines Performance management as a systematic process for improving organisational performance by developing the performance of individuals and teams. Bussim (2012) is of the view that performance management as a continuous process of improving individuals, teams and organisational performance and this is in line with the definition given by Armstrong (2006). Stringer (2005) establishes that, comprehension of performance management methods and results of different administration and control designs is restricted thus there is no unity on the suitable scheme for starting and satisfying performance management. The researcher is of the understanding that that, in order for employees in the public sector to deliver satisfactory services to the citizens they should be motivated and well trained to achieve that thus the role of performance management.

3.7.9. Results Based Management

The Zim Asset (2013) views the Results Based Management system, as a system which focuses on clear organisational visions, missions, values, key result areas, goals and objectives, which are translated into a results framework of outcomes, outputs, strategies and resources. Zvavahera (2013) noted that the Zimbabwean Public Service Regulations of 2000 as amended in 2001 spell out that all civil servants should be appraised yearly in order to get better the delivery of services to the general public. According to the Zimbabwean Public Service Regulations (2000) they indicated that the leader of the department shall decide on the way to take on the foundation of the appraisal to decide on advancement or promotion, transfer to a post with more responsibilities, selection of employees who participate in training and development courses and giving away of performance awards. Hence results based management will guide employees as they will work knowing specific goals that they want to achieve as well as the key results areas

that need to be addressed and this will improve service delivery as there are clearly set objectives that need to be achieved in order to have effective results . The researcher is of the view that Results based management improves service delivery because there is better implementation, communication, stronger capacity development and it reduces opportunities and pressure of corruption thus this tool will help service providers achieve better results.

3.7.9.1 Performance Appraisal

Performance appraisal is the procedure of recognising, evaluating and creating the job routine of employees in the organization, so that the company's objectives are effectively yielded as well as benefiting workers by way of recognition Lansbury (1988). Armstrong (2006) views as Performance appraisal is the procedure of evaluating how well workforce do their jobs compared to a set standard, and then responding that information to those workers. This has also been referred to as employee rating or employee evaluation. Armstrong (2006) is of the view that, comparing performance standards of what workers should be doing with what they have actually been done helps the supervisor determine the worker's level of performance. Therefore, one can comment that performance appraisal improves employee motivation as one is applauded for the good work that he or she would have done and the efforts are recognised thus improving employee commitment to work and this will improve productivity and in turn improved service delivery.

3.7.9.2 Service Level Benchmarking

The Ministry of local government's public works and national housing introduced a program to monitor and improve urban water and sanitation sector which is the service level benchmarking. Service level benchmarking is a process of examining the performance of a council utility against other council's utilities. It identifies a minimum set of standard performance parameters for the water and sanitation sector that are commonly understood and used by all stakeholders across the country. The World Bank Report (2014) states that service level benchmarking enables local authorities to tell success from failure allowing these local authorities to learn and act as self-regulating tools that enhances transparency and accountability. Service level benchmarking is an essential tool which can be effectively implemented by local authorities in order to improve service delivery. ZTC should consider benchmarking its services and products against other local authorities in order for them to improve. The benchmarking program helps

local authorities want to improve their services as they compare themselves to other municipalities and at the end of the year the local authorities present their services to the responsible officials so that their service level can be rated with other municipalities. Hence this will in turn urge local authorities to improve their quality of services as well as performance.

Chapter 7 of the ZIMASSET (2013) advocates for improved service delivery by local authorities in terms of public infrastructure which include sewerage systems, roads, health facilities, waste management. Thus ZTC should abide to these regulations in order to improve its level of service delivery and the above mentioned strategies will help ZTC to improve service delivery if they implement the strategies.

Chapter summary

The chapter was able to bring out the aspect of service delivery which has become a challenge at many local authorities in Zimbabwe. It defined the concept of service delivery, outlined the services that ZTC is failing to deliver and recommended strategies to improve service delivery. Hence this chapter emerged as the backbone of the whole research since the main research objective of bringing out the fact that poor governance is indeed hindering service delivery was achieved. This is evidenced by reviewing the services that ZTC is failing to deliver effectively to the community due to poor governance.

CHAPTER 4: POOR LOCAL GOVERNMENT AND SERVICE DELIVERY IN ZVISHAVANE

4 .0 Introduction

This chapter is going to focus on the issue of poor local governance and service delivery in Zvishavane. Findings concerning the issue of poor governance as a challenge affecting service delivery will be presented and analysed. The findings were obtained through the use of questionnaires and interviews which were carried out in Zvishavane. The findings will be presented using tables, pie charts and graphs. The level of service delivery will be analysed, the research instruments will also be presented and the local governance challenges in Zvishavane will also be presented in this chapter.

4.1. Poor Local Governance and Service Delivery

Poor local governance and inefficient service delivery have emanated as a challenge affecting local government in Zvishavane. Lack of capacity of local government to fulfill the aspirations of their communities are caused by lack of adequate resources, including inappropriate fiscal base, the usurpation of its power to raise internal revenue and the manipulation of the state joint local government account John (2012). This development according to Mimiko in Aborisade, (2012) has made people to see the councils as a place where top administrators' engage in corruption and an environment where supposed professional had little or no idea of what the councils should be doing. Van der Waldt and Du Toit (1999) write that public officials are subjected to influences within and without the public sector, which may render them susceptible to unreasonable conduct, bias, nepotism and corruption. An article online at www.yafm.co.zw cited that local authorities have been urged to involve residents in issues of local governance because lack of citizen participation has an impact on service delivery and compromise welfare

of citizens. Therefore it can be noted that poor local governance has led to the public losing trust in the councils and also councils are failing to deliver adequate services due to poor governance

Research instruments used to obtain information on Poor Local Government and Service Delivery in Zvishavane

Research instruments are tools that are used during a research in order to gather information on a specific subject. In this review the researcher utilized organized self-controlled questionnaires, key informant interviews, documentary evidence and direct observations.

4.2. Questionnaire

A questionnaire is a document containing questions designed to seek information that is appropriate for analysis Rowlin (2004). It serves four basic purposes: to collect the appropriate data, make data comparable and amenable to analysis, minimize bias in formulating and asking questions Byman (2001). The advantages of using this method are that it is cheap, it collects large amounts of information at the same time, the results of questionnaires are quick and easily quantified and can be carried out by a number of people with limited effect to its validity and reliability Popper (1959). The researcher used questionnaires to collect primary data on poor governance and service delivery at ZTC. The purpose of this instrument was to assess the issue of poor governance and service delivery at ZTC. The instrument helped the researcher to evaluate the level of service delivery at ZTC through the different responses that were offered by the respondents as well as the causes of poor governance in the local authority which were outlined by some council staff as well as the residents. The opinions regarding the level of service delivery were established through these questionnaires and guaranteed reliability as well as validity. Hence local government service deliveries in Zvishavane seem to be declining from the period 2013 to 2016.

4.2.1 Key informant interviews

These are qualitative in-depth interviews of people who are selected for their first-hand knowledge on a particular topic of interest according to the USAID Center for Development Information and Evaluation (1996). Key Informant Interviews involve interviewing people who

have particularly informed perspectives on an aspect of the program being evaluated. Key informant interviews are qualitative in-depth interviews of 15 to 35 people selected for their first-hand knowledge about a topic of interest. The interviews are loosely structured, relying on a list of issues to be discussed. The researcher chose this method because it provides first-hand information from knowledgeable people, provide a room to explore new ideas and they are inexpensive and simple to conduct USAID Center for Development Information and Evaluation (1996). Key informants were drawn from the council officials who had adequate knowledge on the internal affairs of the council. The purpose of this instrument was to learn about the internal structure of the council, management style as well as the challenges that the council was facing in terms of service delivery. During the course of the interview the interviewee was able to cite some of the causes of poor service delivery by ZTC which include:

1 Low revenue

The council is facing challenges in the issue of revenue. There is low revenue generation due to different factors such as lack of investors and donor funds and this causes the council to have a challenge in the delivery of services which are essentially needed by the community.

2 Economic hardships

Due to the economic crisis in the country it is leading to a situation in which residents are unable to pay their debts. The Social welfare officer in the councils Housing and Community services department stated that the vendors in food markets and flea markets are finding it hard to pay their monthly rentals of their markets to council and some of them owe debts of over a year to council and one of the vendors was interviewed by the researcher and he stated that they cannot pay their rentals to the council because at the end of the month they would not have any profit from their food stuffs because people do not buy and some perishables end up going bad and they would have a loss. Hence the economic hardships are one of the causes of poor service delivery since it has a negative impact on the council affairs.

3 Ageing infrastructure

One of the causes of poor service delivery is ageing infrastructure. The interviewee cited that in the water services section that there are old pipes that always burst and need replacement and

also the water pumps are old and there is need of new ones because they are not able to handle the ever increasing population hence ageing infrastructure is one of the challenges in the delivery of efficient services to the community.

4 Enlarging population

Zvishavane Town Council survives in terms of mining companies in which it signs partnerships with as well as memorandum of understandings with big companies which help it to develop. With the enlarging population ZTC is finding it difficult to deliver adequate services as housing and refuse collection. Hence the ever increasing population poses challenges to service delivery.

How ZTC is addressing these challenges

In the course of the interview the Director of Housing and Community services was able to give solutions to the above mentioned challenges leading to poor service delivery. The researcher asked the Director of housing and community services the question “ how do you address the challenges mentioned above?” and he responded that the council is entering into partnership with big companies such as Mimosa mine and Murowa Diamonds in which these companies are building houses for its workers when they are given land by ZTC thus helping council deliver decent housing to the community and also council has dialogue with residents so that the residents will help propose solutions in their different problem areas and also mobilise and prioritise the little resources to critical areas for example the little revenue that the council have, has been directed to the water works section in which the council was able to upgrade 2,8 km sewer liner, purchase new 2 raw water pumps and 2 clear water pumps. Therefore from the above interview response it can be noted that although the council is facing many challenges it is making an effort to address these challenges and prioritising the few resources to key areas so that there will be an improvement in the delivery of services to the community.

4.3 Direct observations

The technique involves systematically selecting, watching and recording characteristics of living beings, objects or phenomenon Newman (2000). Hence the researcher has selected this method in order to find out the causes of poor governance in the council and observe the challenge of service delivery and its causes hence this method will increase the validity of the research and

improves quality of data collection. Schensul and Le Compte (1999) list reasons for using participant observation and these are to identify and guide relationships with informants, to help the researcher get the feel for how things are organised and prioritized and helps the researcher to become known to cultural member's thereby easing facilitation of the research process.

Thus during the research process this researcher observed that there are internal conflicts between management because of their different views and ideologies at ZTC and there is no team work and there is corruption in the finance department officials which in turn leads to poor governance. Due to poor governance delivery of services such as water, refuse collection and sewer maintenance is being difficult and there are complaints from residents because of inadequate service delivery. Thus direct observation in which the researcher observed different activities which were going on every day on the council were of great help to the research.

4.4 Documentary evidence

The use of documentary methods refers to the analysis of documents that contain information about the phenomenon we wish to study Bailey (1994). Payne and Payne (2004) describe documentary method as the techniques used to categorise, investigate, interpret and identify the limitation of physical sources most commonly written documents whether in private or public domain. Hence during this study the researcher used both primary and secondary documents. The researcher used documents such as the Urban Councils act, minutes of meetings, ZTC monthly reports, policy statements, board resolutions and interdepartmental memorandums. More so, personal eye witness accounts from the workers under the health section outlined that there was a challenge in refuse collection and there were always complains from supermarkets such as OK when council would have failed to come and collect refuse from their place. Documentary evidence was so helpful because it provided direct and first-hand information on the issue of service delivery from ZTC and enabled the researcher to read instances where the issues of service delivery were addressed.

Table 1 below shows the number of respondents that the researcher interviewed and those who answered the questionnaires.

Summary of respondents	Organization	Method of data collection	Number of respondents
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Director of housing and community services	Zvishavane Town Council	Key informant Interview	1
Housing superintendent	Zvishavane Town Council	Key informant Interview	1
Residents	Zvishavane	Questionnaire	29

4.5. Results of data collection on Poor Governance and Service Delivery in Zvishavane

During the research data was collected on poor governance and service delivery with the use of questionnaires and interviews. The results were gathered and quantified and they are presented below.

4.5.1 Biographical data of respondents

The pie chart below shows the number of respondents as well as their gender during the questionnaire surveys that were carried out by the researcher. It can be noted that most of the respondents were female who were 53% and male 47%. This is because most women are housewives and some of them uneducated who end up selling different items in the streets and the contributed much information during the researcher’s survey.

Fig 1 below shows the number of respondents.

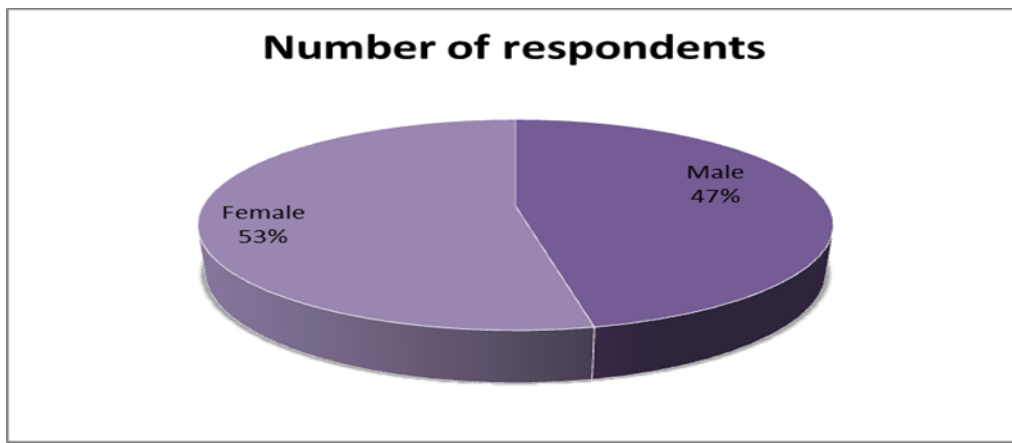
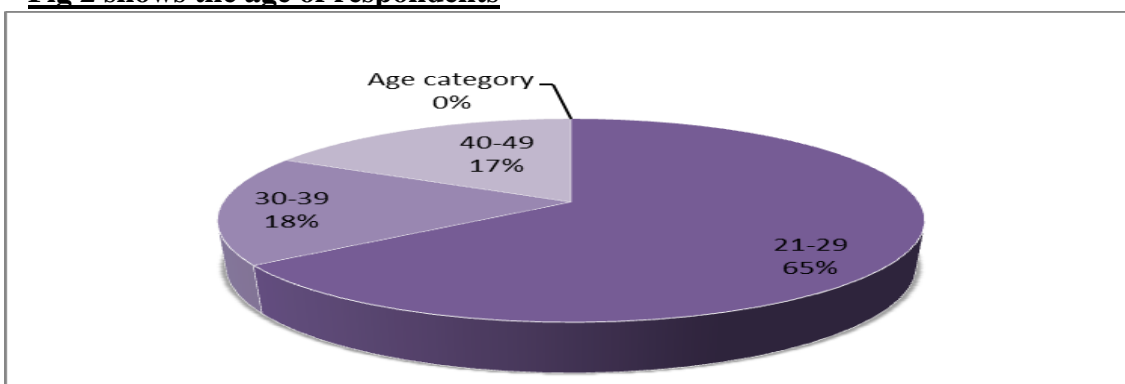


Fig 2 shows the age of respondents



The results show that there is a notable difference in the level of response between the different ages. Most of the respondents were between 21-29 years and they constituted 65% of the study. This may be to the fact that this age group is mostly concerned with the day to day issue that happens in the country and are the most active group. The age group of 30-39 was 18% on which most of them were formally employed; 40-49years age group was 17%. Therefore it can be noted that the majority of the respondents were the most economically active and most of them were able to point out the many issues that happens at ZTC and also to outline the challenges and weaknesses at ZTC.

4.5.2 Poor governance at Zvishavane Town Council as outlined in Table 2

Cause	Number of respondents	Percentage
Corruption	30	30%
Political interference	20	20%
Autocratic leadership	20	20%
Favouritism	15	15%
Unqualified personnel	15	15%

The above result shows that 30% of the total population cited corruption as the major cause of poor governance. Respondents stated that many corrupt activities such as bribes, extortion and embezzlement of funds were taking place at ZTC thus undermining good governance practices. Regarding political interference the results showed that 15% of the population revealed politics as an issue undermining good governance, interference by the central government undermines it's smooth functioning. The results also show that 20% of the total population view that autocratic leadership as another cause of poor governance and stated that those in power do not consider the interests of the public but they only have their best interests at heart. The respondents including some council officials stated that there is no democracy at the council and

they use the top down approach in decision making hence the hierarchical nature of the council need to be addressed and revised as well in order to promote good governance. Lack of resources was also viewed as another cause by 15% of the total population and they cited that due to the economic crisis there are scarce resources and the citizens are also finding it hard to pay their rates which are also a source of income for the council. 20% viewed unqualified personnel as a cause of poor governance. The stated that there is no transparency in the recruitment process of the council as some staff have positions that do not fit their educational qualifications.

4.5.3 Possible solutions to the issue of poor governance

After the residents had cited the causes of poor governance as outlined above possible solutions were also suggested by the residents. The residents cited the following solutions:

1. Council should improve on transparency and accountability.
2. Change councils management system.
3. Change the credentials of the Urban Councils Act in order to avoid political interference.
4. Council should be democratic and management should accept change.
5. There should be team work and cooperation amongst council officials.
6. Council should manage funds appropriately.
7. Council officials should do meetings more often to discuss issues affecting the residents.

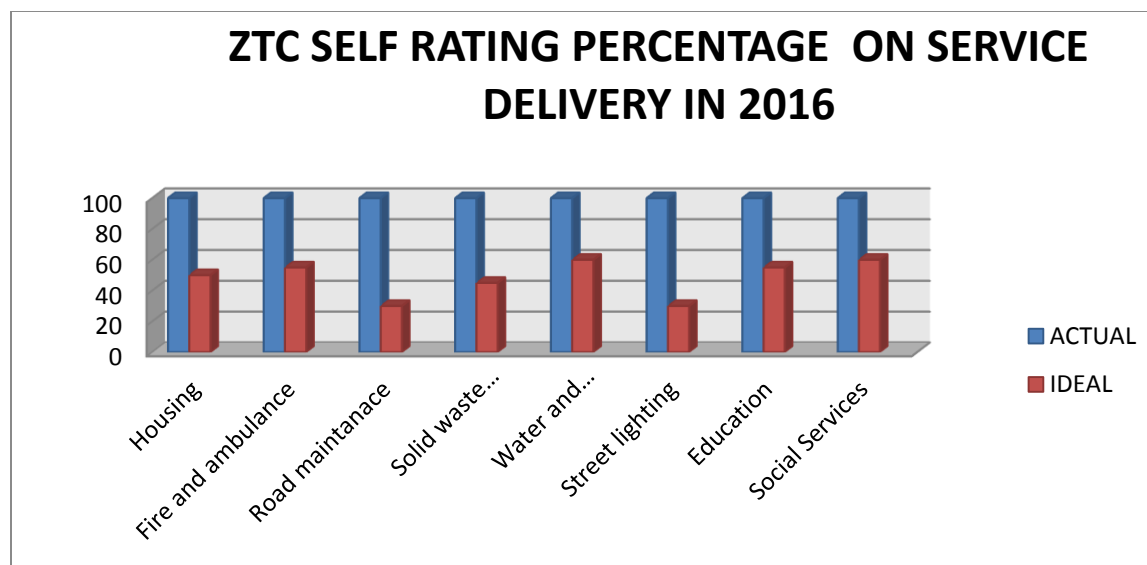
fig 3 shows level of service delivery by ZTC



The graph above shows the level of service delivery as rated by the respondents during the questionnaire survey. It can be noted that most respondents agreed that the level of service delivery by ZTC is poor in which 13 out of 30 respondents agreed to that and they cited different reasons why the level of service delivery is poor such as failure to deliver adequate water and health services and repairs of sewer bursts. 9 respondents stated the level of service delivery as poor, 1 respondent as good and 7 respondents as very good. The different responses were given due to the personal judgement of the respondent as well as level of satisfaction by the services that they receive from the council. Therefore it can be noted that just like other local authorities in Zimbabwe ZTC is also facing challenges of efficient service delivery to its residents and many of the residents rate the level of service delivery as poor because they are not satisfied with the services they receive. Service delivery in Zvishavane is at a low level as witnessed by the above results. Hence ZTC need to improve in the delivery of services such as road maintenance, refuse collection, sewer collection and disposal, water and health services since they have a direct and immediate effect on the quality of the lives of people in the community.

4.5.4 Zvishavane Town Council Self Rating

During the course of the data collection process the researcher was able to interview council staff who outlined the targets and goals they aimed to achieve in the year 2016. The Director of housing and community services rated the level of service delivery at ZTC against the Ideal targets that they were aiming at. Hence the researcher used a graph below to illustrate the self-rating in percentages of which the service level is rated against the ideal target which is hundred percent. FIG. 4 below shows ZTC self-rating on service delivery in the year 2016.



4.5.5. Sanitation and hygiene

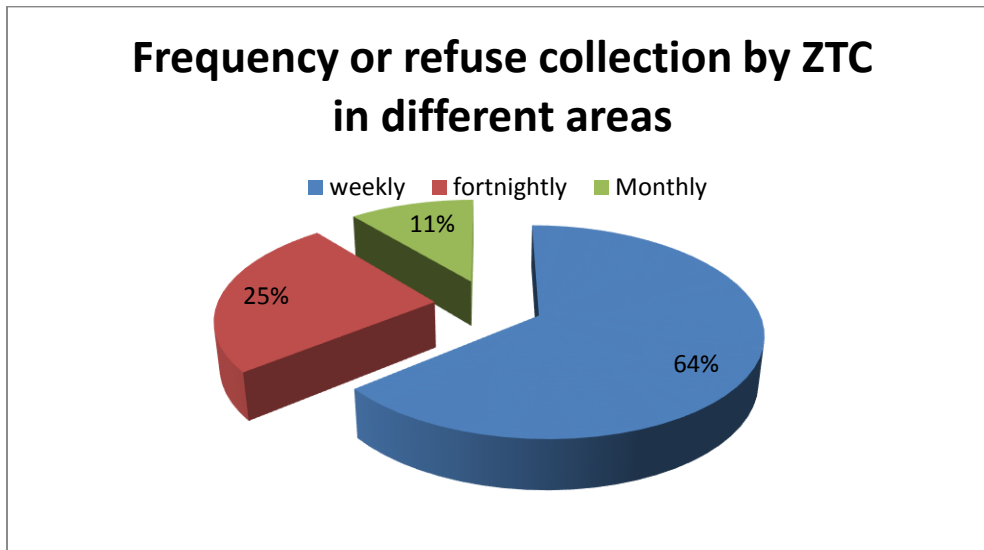
Sanitation and hygiene are critical to health survival and development. Sanitation is effective use of tools and actions that keep the environment healthy. These concepts are inter-related and many local authorities are challenged in providing adequate sanitation for their entire population leaving the people at risk of water sanitation and health related diseases. It can be noted that most of the residents in the area use flushing systems and only a few use pit systems. The only problem by cited by the residents is that they need council to build toilets for them as many of them were still using public toilets in areas such as Maglas and Mandava and there is no good sanitation in these toilets because they are used by everyone.

4.5.6 Solid waste management and refuse collection

The online business dictionary defines solid waste as the systematic control of generation, collection, transport and disposal of solid waste. Solid waste management has emerged as one of the major challenges confronting almost all urban local authorities in Zimbabwe. The issue of solid waste management and refuse collection has drawn interests of many residents in Zvishavane. Some of the respondents stated that they end up getting help from those who belong to community health clubs which are sponsored by a non-governmental organisation CARE Zimbabwe and they will clean the area burning all the litter in the area in order to maintain good sanitation and hygiene. More so, solid waste management is also a concern in areas such as Highlands and cottage row in which there are any sewer bursts that flow across the streets and

they can go for a week without being attended to. Half of the households reported no waste collection during the three weeks prior to the survey and most households rated poorly the reliability of municipal collection services and expressed reservation about the payments they were making given this poor quality of service. Residents cited that uncollected solid waste was disposed of in illegal dump sites on roadsides, open spaces, rivers and bridges, posing a health hazard. Despite the efforts that ZTC had done which are entering into partnerships with Mimosa mine which recently donated a tipper for refuse collection in order to improve refuse collection, it is not helping because service delivery remains at a brink collapse because of poor governance at the council.

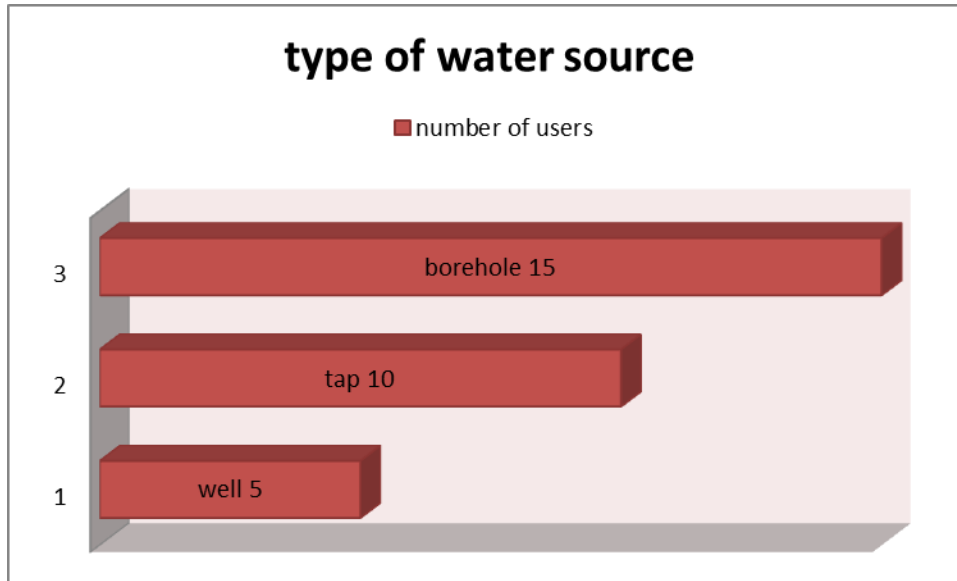
FIG. 6 below shows the frequency of refuse collection in the different suburbs in Zvishavane.



4.5.7 Type of water source.

During the survey, respondents agreed that they used two types of water source which are boreholes and tap. Those who lived in Maglas location stated that they used boreholes because there is scarcity of water in their taps and they can go for a week without water hence they now depend on boreholes as their source of water. However residents in medium density suburb of Eastlea stated that they use taps because they have water running all day although sometimes it can go for a day without coming out. Thus it can be noted that type of water source that the residents use depends on the area that they live. The causes of water shortages are dysfunctional water source committees, inadequate numbers and lack of tools for hand pump mechanics,

shortage of spare parts dealers, inadequate technical support. ZTC need to make an effort in renovating machinery in the water works department so that it can deliver effective services to the community.



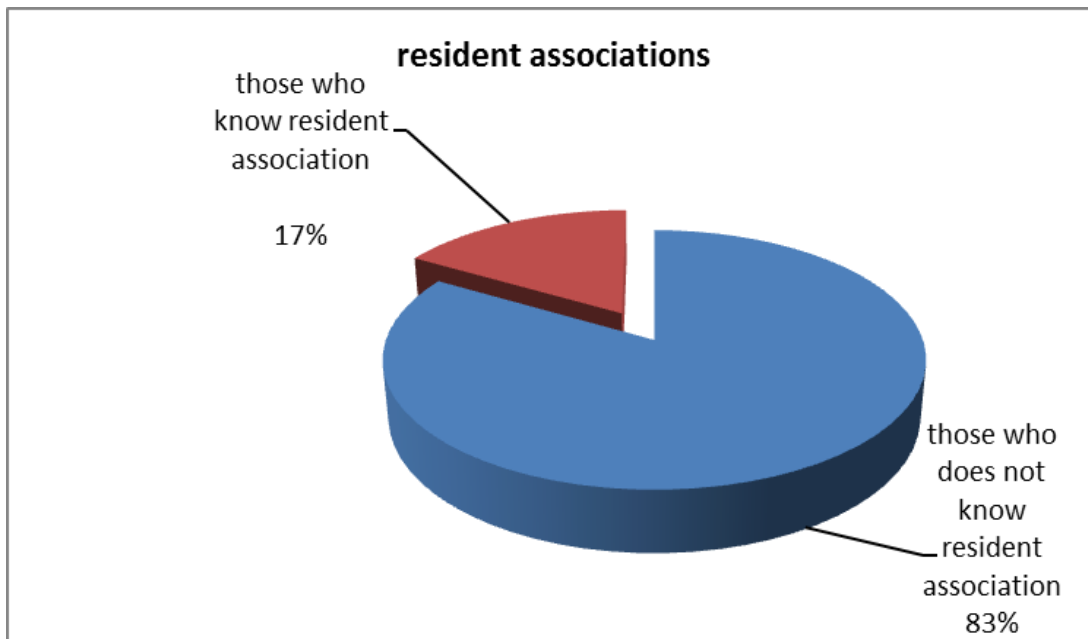
4.5.8 Zvishavane Town Council and Resident associations

There has been much tension between ZTC and Residents associations because the residents' associations claim that ZTC is not addressing the needs of the people and the residents are against the governance system at ZTC. Residents associations are organisations formed by groups of people from a specific geographic community who come together to address issues within their local area and act as a voice for their local community. They ensure that resident's needs are met and wants are communicated. Due to the decline in service delivery there are conflicts between resident associations in which the Zvishavane residents and ratepayers association Chairperson stated that council officials should resign or be relieved of their duties for failing to deliver basic services to residents as cited in the Sunday news of 27 March 2016. Hence the tension between the two parties has led to demonstrations from the residents associations in which they advocate for the improvement in the delivery of basic services to the members of the community.

During the questionnaire survey the researcher had the opportunity to ask the residents if there are any meetings that were held by ZTC in order for them to ere out their problems and council to address the problems but most of the respondents cited that there are no meetings that were

held by ZTC and some cited that the meetings that were held were done by the resident association Zvishavane residents and ratepayers association (ZURRA) in which they would discuss their problems and the resident association promised them change as it acts as a mediator between the residents and ZTC but there is no change instead service delivery seem to be worsening. This resident association claims it has members who pay their monthly rates to ZTC hence in return they expect good delivery of services. However there were some few respondents who claimed that there are no residents associations in Zvishavane and they do not know any resident association and the researcher suggest that these respondents suggested this because there are not involved in community activities.

Fig 7 below shows the familiarity of resident associations in Zvishavane.



Chapter Summary

This chapter presented findings of data collection that was done by the researcher. The results from questionnaires were presented using tables, graphs and pie charts. This chapter as able to establish the causes of poor governance as outlined by ton council officials and residents and also the level of service delivery at ZTC was established. Therefore this chapter was able to

fulfill the research hypotheses that indeed poor governance is a challenge to the effective and efficient delivery of services.

CHAPTER 5: CONCLUSIONS AND RECCOMENDATIONS

This chapter is going to look at the conclusions and recommendations of the whole research. It is also to going to determine whether research objectives have been achieved and research questions answered.

5.1. Conclusions

The poor service delivery in Zimbabwean cities is attributed to a combination of socio-economic problems within the country and in local authorities.

The data collected during the research shows that due to poor governance at Zvishavane Town Council, it is finding it difficult to deliver basic services to the people. The causes of poor governance are lack of teamwork, cooperation and incompetent management who are reluctant to implement different council resolution and policies, corruption and political interference. Thus poor governance emerges as an obstacle to the delivery of basic services to the community such as health, water, street lighting, sewer and road maintenance.

More so, lack of cooperation and tension that exists between ZTC and the resident associations results in the residents revolt in paying their rates which cripple the councils financial position. During the research the researcher encountered some residents who stated that they will not pay their rates until council deliver the services they need and some stated that they have not received water for a month so why should they pay the water bills when council is not addressing their problems. On the other hand ZTC Town Secretary in an article in the Southern e newspaper of 4 February 2015 stated that poor service delivery is caused by residents who do not pay their rates hence council will not have adequate revenue to cater for all the services. The Urban Councils Act section 219 (1) states that in exchange of delivery of services the council may fix tariff charges for the supply of water or refuse removal services or conveyance of sewerage with the

services provided by the council. Thus it can be noted that the tension between residents and ZTC lead to poor governance and poor delivery of services hence it can be concluded that council should continue to deliver services to the residents and the residents should continue paying their rates to the council.

Furthermore, from the research it can also be noted that ZTC need new machinery, solve its management issues and a broad revenue base in order to governance and service delivery. In a bid to address the challenges that ZTC is facing the council has managed to develop different policies such as housing policy, customer care policy, audit and debt policy in order to improve corporate governance and ultimately effective and efficient service delivery. Recruitment of key personnel such as town planner, systems administrator and civil technician has also been done in order to improve governance style at ZTC. Therefore it can be noted that despite all the challenges that council is facing it has worked hard to introduce some policies that might help improve services delivery and good governance.

In a bid to solve poor governance at the local authority which is crippling provision of decent housing, council has entered into partnerships with housing cooperatives and allocated stands to these different cooperatives such as Forit contracting company and Mornef investments which is currently developing the Izayi Park housing scheme in order to reduce backlog on the waiting list and provide decent housing to Zvshavane community.

There is a general decline of municipal service delivery in Zimbabwe's urban local authorities; and poor governance of urban local authorities affects the service delivery of these institutions.

Lastly the residents are not satisfied with poor governance at the local authority and the level of service delivery that they receive from the council and as such there is need for there is need for council to address these issues.

Hence the researcher can conclude that all the research objectives has been met since the causes of poor governance at Zvishavane Town Council have been established and also addressed how poor governance has affected ZTC as well as outlining the services which ZTC is failing to deliver to the community. The research questions were also answered as the researcher was able to find out about the challenges that ZTC is facing. Therefore the research has been a success

since the researcher was able to find out about the required information and the research objectives has also been achieved.

5.2 Recommendations to Zvishavane Town Council

1. Zvishavane Town council should come up with a sustainable budget that accommodates the renovation of old machinery and road maintenance in order to enable efficient service delivery.
2. For effective service delivery the local authorities should continuously train their workers in service provision and customer care so that they sell the organisation to residents through improved service delivery.
3. There is need for ZTC to hold regular meetings with residents so that the residents will discuss the problems affecting them and propose solutions to the problems.
4. Council should use the bottom up approach in decision making so that the grassroots levels will be accommodated and will participate since they are the beneficiaries of the services that council provides.
5. Debt collection and revenue collection methods should be improved with the help of municipal police and also have contracts with lawyers so that those with debts will be given summons from lawyers for them to comply and if they do not comply there will be consequences, thus council will have stable financial backing.
6. Zvishavane Town council should foster good relations with the residents so that there will not be conflicts that will affect the councils internal affairs management.
7. Council should work toward enhancing good governance practices and this requires team spirit and accountability amongst the workers.
8. Management should be competent and discriminate the practices of favouritism in order to achieve desired goals and also management should not be reluctant to implement council resolutions and policies because it leads to poor governance.
9. Council should also consider having investments in order to have a broad source of revenue.
10. Council should use modern technology which is fast and reliable and can improve service delivery.

11. ZTC should have multi-dimensional stakeholder involvement approach which ensures that all residents have a say in the management and development of municipal governance and service provision should be encouraged.
12. ZTC should, at least establish clear monitoring and control mechanisms to ensure that malpractices like corruption in the allocation of stands are discouraged.

Chapter summary

The chapter made conclusion of the whole research and outlined that all research questions were answered and research objectives achieved as well. Recommendations were made to Zvishavane Town council so that it will be able to combat poor governance and strengthen service delivery.

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5.4 APPENDIX 1:

POOR GOVERNANCE AND SERVICE DELIVERY QUESTIONNAIRE FOR RESIDENTS IN ZVISHAVANE.

Dear Zvishavane residents, Chiedza Tambura, Registration Number R134683B, is a student at Midlands State University (MSU), carrying out a study on poor governance as a challenge affecting service delivery using Zvishavane Town Council as a case study, as fulfillment of the Bachelor of Science in Politics and Public Management. You are kindly being requested to contribute to the study by answering the questions on this form. Confidentiality and anonymity is guaranteed. Your participation and co-operation will be greatly appreciated.

Instruction: Please tick the response that is most appropriate to you or write in the spaces provided.

SECTION A: BIOGRAPHICAL DATA

1. Please indicate your gender

a. Gender	Male	Female
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2. Age category

a. 21-29 years	30-39 years	40-49 years	50 years and+
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3. Level at work

a. Lower level	Middle level	Top Level
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4. Period in that particular position
 - a. Less than 1 year 1 – 10 years 10 years and above
5. Educational Qualifications
 - a. Masters Degree Diploma Professional Course No Qualification
6. How long have you lived in Zvishavane?
 - (A) 5 years and below 6-10years 11-20 years 20 years +

SECTION B: POOR GOVERNANCE INDICATORS

What are the challenges that Zvishavane Town council is facing?

.....

What are the causes of poor governance at Zvishavane Town Council?

.....

To what extent has been the community affected by poor governance in the Zvishavane Town Council?

.....

What are the possible solutions to the above mentioned challenges?

.....

SECTION C: BASIC SERVICE DELIVERY INDICATORS

2. What type of water source do you use?
 - (A) Borehole b. Tap c. Well d. River e. Dam
3. Do you pay rates to Zvishavane Town Council?
 - (A) Yes b. No
4. What type of sanitation facilities are in your community?
 - (A) Pit system B Flushing system
5. Please rate the condition of street, roads and storm water drains in your community on a scale on 1 to 5
 - (A) Extremely poor (b) Poor (c) Good (d) very good (e) not sure
6. How many times do municipal trucks collect waste and refuse from your community?

(A) Daily (b) weekly (c) fortnightly (d) Monthly (e) never

7. What services do you receive from Zvishavane Town Council?

.....

8. What type of accommodation do you have?

(A) Rented (B) Owned (C) None

9. Do have any residence association that protects your interests as residents?

(A) YES (B) NO

10. In your view what are the causes of poor service delivery?

.....

11. What measures can be put to improve service delivery?

.....

APPENDIX 2: INTERVIEW GUIDE FOR ZVISHAVANE TOWN COUNCIL OFFICIALS

1. Can u explain in your own understanding what is meant by poor governance?
2. What are the causes of poor governance in Councils and municipalities?
3. How long have you been employed by Zvishavane Town Council?
4. What are your duties and responsibilities?
5. What are the governance structures that have been put in place by the town council to ensure that they respond to the needs of the community?
6. What are the services that the Town council provides to Zvishavane community?
7. What are the challenges facing Zvishavane Town council in terms of governance and enhancing service delivery
8. How do u address the challenges mentioned above?
9. What successes have you made in service delivery?
10. What are the measures that have been put by council to maintain good governance?