

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

**RESULTS BASED MANAGEMENT AS A TOOL FOR EFFECTIVE SERVICE
DELIVERY. IN THE CASE OF CHEGUTU MUNICIPALITY.**

A DISSERTATION BY:

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**This dissertation is submitted in partial fulfilment of the requirements for the Bachelor
of Sciences (Honours) Degree in Local Governance**

GWERU, ZIMBABWE

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I Mectilda Chikazhe declare that this research is **my own** original work and not been presented for a degree in any other University. All the sources that I have used or quoted have been **indicated and acknowledged** by means of complete references.

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DEDICATIONS

To my beloved loving and caring family Mr. D. Chikazhe ,Mrs. F. Guzha and Mr. M. Chikazhe for their help and support and to God almighty for giving me the wise and knowledge to complete my study.

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ABSTRACT

The main aim of research was to examine the relationship between Results Based Management and service delivery in the case of Chegutu Municipality. Results Based Management is a concept that introduced to local authorities as way to improve quality of service delivery since most local authorities have been providing poor service delivery to the community. However, there no policy guidelines in this respect, local authorities can choose to adopt or not to adopt Results Based Management. Chegutu Municipality is the one of those local authorities which has adopted Results Based Management in Zimbabwe. In the chapter one the researcher discussed the background of the study citing the history of council and the concept of Results Based Management .The statement of the problem was to assess whether Results Based Management have improved quality of service delivery in Chegutu Municipality or not. The main objectives of the study was to identify the reasons for the adoption of Results Based Management in local authorities, to examine how Chegutu Municipality adopted Results Based Management, to determine the link between Results Based Management and service delivery and to determine the impacts of Results Based Management on service delivery .Results Based Management was defined as a way of managing organization by ensuring that all its processes, products and services are contributed to the achievements of desired results. Results Based Management was adopted in local authorities to uphold accountability and transparency, to promote effectiveness, efficiency and strong capacity building, to reduce opportunities and pressure for corruption, to promote better communication of programs and projects and to improve quality of service delivery. The researcher used descriptive and case study research design in carrying out the research and used a sample size of 52 respondents from Chegutu Municipality. The researcher used judgmental sampling to select councillors and management as well as simple random sampling to select employees. Questionnaires and interviews were used as research instruments. The data collected was analysed and presented in form of graphs, pie charts and tables. The findings of the study showed that Chegutu Municipality has extremely improved in service delivery because of the introduction of Results Based Management. It has improved in infrastructural development, social services, environmental management and in performance management and budgetary control. However, the employees have capacity problems because of low educational levels, the community has problems in identify projects and programs and the local authority is facing financial challenges to carry out identified projects and programs. The research recommends the council to sensitize stakeholders about Results Based Management, to train Results Based Management trainers who would train employees and to have purposive funding for identified projects and programs.

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Appendix Description

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ABBREVIATIONS

CIDA Canadian International Development Agency

HODs Heads of Departments

ICT Information Communication Technology

IDP Integrated Development Planning

KRAs Key Results Areas

RBM Results Based Management

UNDP United Nations Development Programmer

CM Chegutu Municipality

GLOSARY OF TERMS

Accountability - the extent to which an entity has put in place mechanism to ensure that those entrusted with power, resources and assets of an entity are regularly and constantly held to account for their exercise of power, their actions and decisions they make.

Effectiveness - the capacity actually to implement the policies formulated with the desired results.

Efficiency - doing things the right way and is measured in terms of the inputs required to generate the output.

Transparency - the disclosure of information relating to all economic and other activities of an organization.

Results - are changes and situations brought about as a result of intervention.

CHAPTER I

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

Results Based Management is a method of administration geared towards achievements of intended results in an organization. It emerged as a result of the public sector management reforms taking place throughout the world since the 1980s. Thomas (2004) defines Results Based Management as a public sector management philosophy and approach that focuses on the achievement of goals and objectives through the strategic planning, systematic implementation, effective resource usage, performance monitoring, measurement, reporting and evaluation to service delivery. Therefore, generally Results Based Management is aimed at improving service delivery in public sector institutions and most authors view it as a panacea for improved quality of service delivery.

This chapter provides the study concerning the situation pertaining Change Management as a means to uphold effective service delivery in the case of Results Based Management in Chegutu Municipality .Chapter one provides the background of the study, the statement of the problem, objectives of the study, research questions, rationale of the study, delimitation of the study and finally a summary will be provided at the end of the chapter.

1.1 Background of the study

Chegutu Municipality went through a number of status development phases from colonial era in 1893, Town Management in 1947 and in 1974 was upgraded to a Municipality level. Chegutu Municipality is located in Mashonaland West province and is about 160km south west Harare on main road of Harare – Bulawayo road. It is strategically located as a link between two biggest in Zimbabwe –Harare and Bulawayo with Kadoma being the nearest city in the province with about 40km away .Chegutu Municipality has an estimated population of over 1, 5 million inhabitants and an urban population of 100 000.Chegutu Municipality has the possibility of attracting potential investor due to its location at the centre of the country interlinking Harare and Bulawayo. Chegutu has business supporting factors or

services in the form of commercial banks, building societies and other financial institutions. Chegutu is divided into twelve wards and each ward with a councillor under its jurisdiction.

Chegutu Municipality is a local authority established according to the Urban Council Act Chapter 29:15. According to this Act, Chegutu Municipality is mandated to provide efficient and effective services to people living in Chegutu urban areas. Chegutu Municipality has to take into consideration the needs of the people residing in these different areas or wards because the needs differ from one place to another. According to Munyaradzi (2011) state since 2002 Zimbabwe has been facing many challenges such as hyper-inflation, lack of goods and services and also reduction of the public service delivery. Chegutu Municipality like other local authorities in Zimbabwe is facing challenges of service provision. Stakeholders need efficient and effective service delivery. The disgruntlement of stakeholders with poor service provision has led to negative publicity, bad reputation and lack of public confidence in the local authority.

Mhlanga (2011) highlighted that the government of Zimbabwe has introduced Results Based Management as a result of poor quality service delivery in most local authorities and the government introduced Results Based Management in both Rural and Urban Councils throughout the country as a means to improve quality of service delivery. However there are no policies to guide the process as local authorities can choose to or not to adapt Results Based Management. Chegutu Municipality is one of the few Zimbabwean local authority that have adopted Results Based Management.

Results Based Management was introduced in Chegutu Municipality in 2010 in a bid to utilize scarce resources to improve quality of service delivery. It is acknowledged that a full embracement of the Results Based Management will result in acceleration of economic growth, sustainable development and improves quality of service delivery to the citizens, improves quality of livelihoods and consolidation of empowerment programmes. In the past strategic plans of local authorities were not similar in terms of formatting but due to adoption of Results Based Management local authorities are now trained to follow the standardisation of how they should come up with strategic plans in line with the Results Based Management components and the goals and targets of ZIMASSEST. Also the new strategic plans will be used in coming up with the budgets as well as their implementation matrix. This will make it easy for the ministry to monitor local authorities and the local authorities to monitor themselves and to evaluate the performance of the employees.

The strategic plan will help local authorities with a clear cut direction, funding mechanism to achieve the goals and targets as well as performance parameters for council and its employees. According to the Chegutu Municipality strategic plan (2014-2018) the goals of the local authority are to increase access to affordable housing by providing an additional 5000 housing stands by December 2018, to increase the level of cleanliness and hygiene in Chegutu from the current 40% to 80% by December 2018, to increase access to primary health care from the current 60% to 75% by December 2018, to improve the condition of social amenities from the current 20% usability to 50% by December 2018, to improve human capital and corporate service from the current 40% to 80% by December 2018, to improve property tax collection and estates management from the current 30% to 80% by December 2018, to increase civil protection capacity and policing from the current 40% to 70% by December 2018, to increase revenue collection from the current 40% to 70% by December 2018, to increase investment portfolio from 40% to 70% by December 2018 and to reduce recurrent expenditure from 60% to 30%, to increase potable water to stakeholders from the current 55% to 80% by December 2018, to improve road infrastructure usability from the current 30% to 80% by December 2018, to improve sewer reticulation performance system from the current 30% to 80% by December 2018, improve solid waste efficiency from the current 30% to 60% by December 2018, to increase street / public lighting facilities from 30% to 60% and to improve local planning and development control systems from 30% to 60% by December 2018.

The goals of Chegutu Municipality are in line with the goals and targets of Zimassest and Results Based Management. When these goals and objectives are achieved there is improved quality of service delivery. Ortiz et al (2004) state that Results Based Management as a governance tool used to engage clients and stakeholders with a view to identify their problems and needs and define results to be achieved as a way to solve their problems and satisfy their needs. Chegutu Municipality has been involving the community identifying their needs and results in order to come up with inclusive and responsive service delivery. Therefore it is the aim of the research to find out if Results Based Management has improved service delivery in Chegutu.

Results Based Management has its own components and theoretical foundations that guide its implementation. According to Ortiz et al (2004) the following components are essential for results Based Management to succeed:

- a) Integrated Development Planning
- b) Results Based Budgeting
- c) Results Based Personnel Performance System
- d) Results Based Monitoring and Evaluation
- f) Results Based Management Information Systems

1.2 Statement of the problem

Local government in Zimbabwe have been going through various transformations recently. There has been the introduction of many aspects such as New Public Management and more powers has been invested to local government in line with the Constitution of Zimbabwe 2013 amendment number 20. However due to these transformation which are in place but service delivery is still poor and also utilisation of resources is still poor. In Chegutu some locations have no access to water and most of the residents believe that water is not the right for human consumption and also the roads are very poor full of potholes. The council has failed to attract and retain in some key position. Chegutu Municipality just like the majority of local authorities, there are many employees employed in lower grades and that makes it difficult to pay their employees in time. That is one of the reason why local authority is failing to provide effective quality service delivery. There has been an outcry from the residents or stakeholders that Chegutu Municipality is failing to provide quality service delivery to its clients because the aim to achieve results. As a result of poor service delivery the council implemented Results Based Management to enhance effective quality of service delivery.

1.3 Research objectives

The study aims:

- To identify the reasons for adoption of Results Based Management in local authorities.
- To examine how Chegutu Municipality adopted Results Based Management.
- To determine the link between Results Based Management and service delivery.
- To determine the impacts of Results Based Management on service delivery.

1.4 Research question

- Why did Chegutu Municipality adopt Results Based Management?

- How does Results Based Management work?
- What is the connection between Results Based Management and service delivery?
- What are the impacts of Results Based Management on service delivery?

1.5 Justification of the study

Many authors have written about how Results Based Management leads to effective service delivery. The aim of this research is to add on the existing literature that has been put forward by paying particular attention on the application of Results Based Management in order to combat problems which Chegutu Municipality is facing and creating a way forward to improve the performance of the local authority in its mandate duty of providing quality service delivery to people under the area of its jurisdiction.

The findings will be used to influence in policy making and in decisions making, in implementing those policies and decisions and to improve the performance of the local authority in its mandate of service delivery to people within its area of jurisdiction. This study will also play a very importance role to the Midlands State University and other fellow students as it will guide their studies since it will be in the library. Finally, this study will assist the researcher in fulfilling the requirements needed for one to complete BSC Honours Degree in Local Governance Studies.

1.6 Delimitation of the study

The research was conducted at CM and wants to cover information from 2005 up to date. The main reason of the research was to determine whether the public sector reforms have played a role in as far as service delivery is concerned and at the same time whether the employees of the council have been able to embrace and fully implemented the changes which have been brought out. The research covered council employees, management and as well as the low the councillors of Chegutu Municipality. The study will also be confined to Chegutu Municipality and specifically on issue of Result Based Management towards upholding effective service delivery. The researcher will focus on how Result Based Management carried out and find out the challenges faced as well as the accrued in the implementation.

1.7 Limitations of the study

The research faced the following challenges during her research:

i) Some of the respondents were reluctant to disclose information and they were afraid of being victimized. Therefore, the researcher might have limited information on the topic under study. However, in reducing the above limitations, the researcher informed respondents verbally and in writing that the research was for academic purposes only and information from respondents would be treated with confidentiality and no names would be attached to any information provided or disclosed.

ii) Limited finance is another barrier to the researcher. The researcher encountered a problem of financial problem. Due to this, the researcher failed to get relevant documentation to enable her acquire an in-depth analysis of Results Based Management and their impacts on service delivery in Chegutu Municipality.

iii) The researcher was not a full-time researcher but a student at MSU and time was also the barrier since the researcher is also doing other modules and was based in Gweru. To address this barrier, the researcher sent questionnaires to the respondents so that they could respond in time and also the researcher conducted some interviews over the phone where it was necessary in the collection of data.

iv) Unwillingness of the respondents is another barrier. The researcher encountered respondents that were not willing to be disturbed from their tasks. In order to address this barrier, the researcher moved on to those respondents who are willing to respond.

1.8 Definition of terms

Burnes (2009) defines Change agents as those people which are responsible for directing, organising and facilitating change in organisations.

Aucoin (2000) defines Results Based Management as a participatory and term-based management strategy through which all actors ensure that they contribute to the achievement of desired results focusing on outcome and impacts.

Armstrong (2002) states that change management is a structured approach to shifting approach to shifting or transitioning individuals, teams and organisations from a current state to a designed future state.

According to Urban Councils Act Chapter 29:15 local authority means a municipal council, town council, rural district or local board.

1.9 Summary

This chapter highlighted the background of the study, the research questions, the research objectives, rationale of the study, and delimitations of the study and limitation of the study. The main issue that discussed in this chapter is the introduction of Results Based Management in local authorities as a way to improve quality of service delivery since the standard of service delivery has been deteriorating in most local authorities because of the economic depression(2000 -2008).The focus of this study was mainly to Chegutu Municipality. The findings will assist Chegutu Municipality to restructure itself and focus on achieving results thereby improving service delivery in Chegutu .In the next chapter, the author reviews literature on Results Based Management and their impacts on service delivery and highlights arguments from different scholars and authors on the topic under study.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter explores the previous work done by other scholars and authors on the proposed topic of change management focusing on Results Based Management .Many scholars have written different articles, textbooks, government reports and journals concerning Results Based Management. According to Hart (2002), literature review is the selection of available documents (both published and unpublished) on the topic, which contains information, ideas, data evidence written from a particular stand point to fulfil certain aims on the nature of the topic and how it is be investigated and the effective evaluation of these documents in relation to the reason being proposed. Therefore, the aim of this chapter is to indicate what other researchers have explore on the topic under study of change management focusing on Results Based Management and how much their research has succeeded in providing answers to the research questions and highlighting the gaps that were left unanswered. A case study of Results Based Management comes from home and abroad to give emphasis on the concept of Results Based Management and their impact on service delivery.

This chapter reviews literature on Results Based Management and their impact on service delivery .In this chapter will explore among others on what is change management ,what is Results Based Management, why local authorities adopted Results Based Management, the process of Results Based Management, components of Results Based Management will also be identified, the link between Results Based Management and service delivery will be discussed and the impacts of Results Based Management on service delivery will be emphasized. Lastly, the problems associated with Results Based Management will be highlighted and a summary will conclude the chapter.

2.1 What is Change Management?

According to Armstrong (2012) change management is a structured approach to shifting or transitioning individuals, teams and organizations from a current state to a desired future state. Kreitner (2012) highlighted that change management is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment. Sacheva (2009) state that change management is a structured approach to

transitioning individuals, teams and organizations from the state to the desired future state. In other words change management is an organizational movement from the old ways to new ways of doing things in order to achieve the new systems or the stated vision and goals. It can be said as shifting from old ways to a new advanced one. Organizations always need to develop in terms of quality service delivery in order to catch up with the ever changing environment and there is a need for a paradigm shift so as to satisfy customers' needs and wants. Likewise, local authorities also need for change so as to improve service delivery, customer and residents satisfaction.

2.2 What is Results Based Management?

OECD(2010) define Results Based Management as life cycle approach to management that integrates strategy, resources ,process and measurements to improve decision making, transparency and accountability .The approach focuses on achieving outcomes, implementing performance measurement ,learning and adopting as well as reporting performance.

Meier (2003) state that results based management is conceptualized as a result chain of inputs, activities, outputs –outcomes and impact. The assumptions that actions taken at one level will lead to a result at the next level and this sense the results chain stipulates the sequence actions taken to achieve particular results .It aims at achieving organizational performance through learning and meeting accountability obligations.

Iebremedhin et-al (2010) note that Results Based Management is a participatory and team based management approach that seeks to focus on organization's efforts and resources on expected results ,improving effectiveness and sustainability of projects or programs or policies and to improve transparency and accountability. World Bank (2002) define results Based Management as an approach to management whereby managers define realistic expected results, monitor progress towards the achievement of expected results , integrate lessons learned in to management decisions and reports on performance.

Binnendijk (2001) define Results Based Management as a management strategy board which aimed at improving performance and achieving better results are the central orientation.

Binnedijk (2001) further state that Results Based Management is concerned with the production and supply information of performance and is focused on technical aspects of

clarifying objectives, development indicators, collecting and analysing data on results. The Canadian International Development Agency (2002) views Results Based Management as a program of project life cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability.

Gebremedhin et-al (2010), The Canadian International Development Agency (2002), Binnendijk (2001) and World Bank (2002) concur that Results Based Management improves service delivery, transparency and accountability. However, Gebremedhin et-al (2010) definition of Results Based Management mainly focuses on the concept of participation and team based management. World Bank (2002) emphasizes on the leading role of the managers on the process of Results Based Management. Binnendijk (2001) focuses on technical aspects of clarifying objectives, developing indicators, collecting and analysing performance information. The Canadian International Development Agency (2002) views Results Based Management as a process or life cycle that integrates inputs, activities, processes, output and outcomes.

2.3 Who is responsible for change?

Change agents are responsible for managing and facilitating change. Burnes (2009) state that change agents are the people who are responsible for directing, organizing and facilitating change in organizations. Armstrong (2002) highlighted that a change agent is a person who acts as internal or external individual or team responsible for initiating, sponsoring, management and implementing a specific change initiative or complete change. This explains that a change management agent can be either a member of the organization or can be someone who comes out of the organization and should have expertise on how change is managed. In local authorities change management can be led by executive officials for example chief executive officer, town clerk or top management, non-executive official such as councillors.

2.4 The history of Results Based Management.

This section highlights when and how the concept of Results Based Management developed, who originated with it and why, how it spread to other countries such as Zimbabwe. How it and when it was introduced in Zimbabwean public institutions.

According to Ortiz et-al (2004) state that public sector organizations are concerned with rules and regulations which emphasize on service delivery in compliance with specific

guidelines been the business process. In most public sectors there is limited attention to clients' needs and customizing services for specific circumstance. The concern in many organizations has been to do things right rather than to do the right things. The approach allows the old ways of doing business to be changed during the late 1960s. World Vision (2011) state that planning, programming and budgeting systems were developed to improve the quality of financial planning, cost accounting and more fundamentally to ensure accountability. These systems allowed management to exercise unprecedented control over inputs such as human resource operating and capital expenses.

2.5 Who originated Results Based Management and why?

Poete (1997) state that the United Nations Development Program has made the strongest commitment to Results Based Management and is the only institution of the five that have begun to implement Results Based Management as an organizing principle at all levels and is the most advanced of all the United Nations agencies.

The United Nations Development Program advanced status has two origins. The first was the pressure of declining core funds in the 1990s. Ortiz et- al (2004) note that the United Nations Development Program has to change in order to recover the confidence of the donor community. In 1997 the United Nations Development Program initiated a set of change management process known as United Nations Development Programs 2001. The United Nations Development Programs emphasized change process, among other things the need for the organization to become more results-orientated and this was in the Annual Report of the Administrator for the 1997 of United Nations Development Program to 1998. In parallel, according to Poete (1997) United Nations Development Programs Evaluation office has been working on developing Results Based Monitoring and Evaluation policies, methodologies and tools. United Nations Development Programs (1998) highlighted that in 1997 the Evaluation Office commissioned a joint study with Canadian International Development Agency on Results Based Management and produced a handbook on results –orientated monitoring and evaluation program for managers.

The Evaluation Office in 1998 was given a leading responsibility for developing a framework for the measurement and assessment of results. This step initiated the introduction of Results Based Management in United Nations Development Programs and led to the Multi-Year Funding Framework in 1999. The Multi-Year Funding Framework was a four year funding framework from 2000 to 2003 encompassing a strategic results framework and a resource

framework that integrated all financial allocations. Since then the United Nations Development Program has been working to ensure that assessing and reporting on results is a way of developing business for the organization as a whole. The United Nations Development Programs (2002) states that Results Based Management was introduced worldwide with the first Results –Orientated Annual Report produced in 1999.

2.6 How and When Results Based Management was introduced in Zimbabwe?

According to Munyaradzi (2011) highlighted that the government of Zimbabwe embarked on multi-year program to design, introduce and successfully implement an Integrated Results Based Management system across the entire public sector in 2005. The Department of Reforms within the Office of the president and cabinet was specifically created to manage and spearhead the program with the desired to improve service delivery in the public institutions. Munyaradzi (2011) adds that for better coordination and implementation of Cabinet decisions and Government policies. Ministers are grouped in to sectors that work with various Cabinet Committee and ministers take a leading roles in ensuring that inter-ministerial policy issues are implemented and report on progress to Cabinet .Munyaradzi (2011) indicated that each sector develops its mission and vision. Key Results Areas (KRAS), strategic goals and results showing the desired outcomes and outputs. Reporting is done through monitoring and evaluation focusing on the achievements of outcomes, outputs and budget utilization versus planned targets.

According to Munyaradzi (2011) states that the priorities identified by Sectors and Ministries are executed in a results oriented manner and get funding ,all prepare and submit Integrated Performance Agreements to the Ministry of finance which will then allocate resources to support the identified programs, projects and outputs in line with the Results Based Budgeting principle .Mhlanga (2011) asserted that the beginning of 2010 ,the government of Zimbabwe geared up the implementation of Results Based Management by introducing performance contracts for heads of ministries .These performance contracts are signed between each head of ministry and the chief sectary to the President and Cabinet.

According to Munyaradzi (2011) highlighted that the introduction of performance contracts was done after learning from the regional best practices. The government of Zimbabwe benefited from the experiences of the government of Kenya and Rwanda in November 2009 when officials from Zimbabwe visited the two countries. Munyaradzi (2011) defines performance contracts as freely negotiated performance covenant between the government

and the ministry clearly specifying the intentions, obligations and responsibilities of contracting parties .He also pointed out that Results Based Management has been introduced in local authorities which are decentralized point of service delivery are semi-autonomous institutions supervised by the minister of Local Government, Public Works and National Housing .Results Based Management focuses on the achievement of desired.

Munyaradzi (2011) highlighted there are five parameters for performance evaluation which are the fulfilment of the ministry Integrated Performance Agreements ,service delivery standards, management of resources and organizational development, state enterprises, parastatals , local authorities re-engineering and cross-cutting government priorities.

Mhlanga(2011) pointed out that Results Based Management is aiming at enhancing efficiency, effectiveness, transparent and accountability in the public sector so as to achieve the National Development Priorities such as ZIMASSET targets and the Sustainable Development Goals.

2.7 The history of Results Based Management in local authorities.

According to Meier (2000) public sector organizations have been under much scrutiny in views of a waning confidence in the political leadership, escalating national financial deficits and the necessity for a more accountable and transparent governance which led to the of Results Based Management. In the past years public sector organizations were concerned with rules and regulations which emphasis on service delivery in compliance with specific guidelines and business process. In most public organisation there is less attention to clients need and customizing services for specific circumstances. Due to these local authorities were obliged to use the Results Based Management system which ensures that resources are used to achieving results (outcomes and impact) and not just completing projects and activities. Saldanha (2002) states that Results Based Management become popular in local authorities because it clarifies mandates of customers and clients, specifies results and performance expectations of clients, requires performance reporting, links budget allocation to output delivery ,promotes continuous improvements and performance analysis and assumes meritocracy in managing human resources. According to the CGIAR , a strategy and Results Framework Management Updated (2013-2014) states that an effective performance management system entails a clear definition of results that can distinguish between unsatisfactory ,satisfactory and excellent performance , in addition to sound monitoring system to measure the results in organizations. Local authorities began to rolling out initiatives to implement Results Based Management as the management system that will help

it to overcome the ineffective systems and fulfil development expectations and service delivery.

2.8 Why local authorities adopted Results Based Management?

This section highlights the reasons why local authorities adopted Results Based Management in their operations. Results Based Management is a new concept being introduced in Zimbabwean local authorities. Welch et al, (2005) states that stakeholders are demanding more attentions as well as expecting improved service performance and quality service delivery and also determination of related service delivery priorities. Office of the President and Cabinet (2012) highlighted that the concept of Results Based Management has been adopted by local authorities in order to become more effective and results oriented. Office of the President and Cabinet (2012) also highlighted that Results Based Management was adopted to promote transparency and accountability, to promote strong capacity development, to develop more realistic project schedules and to reduce opportunities and pressure for corruption in local authorities. In addition, Kusek and Rist (2004) states that Results Based Management was introduced in local authorities for a useful evaluation of results and better implementation and communication of programs and projects. Therefore, the above mentioned reasons for the adoption of Results Based Management in local authorities will be discussed below.

2.8.1 To become effective and results-oriented

Local authorities are implementing Results Based Management for them to become effective and results oriented. Welch et al, (2005) noted that in the past, public sector organizations focused on management of the inputs and processes under the set rules and regulations. According to OECD (2002), Pollitt and Bouckaert (2000) highlighted that to address these challenges, governments have engaged in numerous reforms and initiatives that drive public services towards results-orientation and citizen focus, with emphasis on strategic and business planning. In 2005 government of Zimbabwe introduce Results Based Management due to such reasons.

Munyaradzi (2011) indicated that for the past decades Zimbabwean local authorities have been facing numerous challenges in their operations leading to poor quality service delivery and non-service delivery. Local authorities have become ineffective and have failed to demonstrate the value of money to the rate payers. This has resulted in the loss of reputation of most of the local authorities as the stakeholders are dissatisfied by the quality of services

provided by most of local authorities. Stakeholders have become reluctant in paying levies and other related service charges. For example, the residents of Kadoma city resisting to pay their bills and rates to Kadoma city council because council is failing to deliver quality services to them. Manuel (2008) noted that Results Based Management is coming in as a strategic response to deteriorating credibility of public institutions in delivery results in form of public services to the citizens. Kusek and Rist (2004) further indicate that public institutions are increasingly being called upon to demonstrate results and stakeholders are now more interested in outcomes rather than in activities and outputs. Therefore, the need to become more effective and results-oriented has been a drive towards the adoption of Results Based Management in local authorities.

2.8.2 To promote transparency and accountability

Improved accountability and transparency are key factors which evidences from the adoption of Results Based Management. According to section 194(1f) of the constitution of Zimbabwe provides that public administration should be accountable to parliament and to the people. There has been pressure on local authorities for greater transparency and accountability excepted from them by stakeholders for the use of public resources. The public is concerned with the face of escalating council account deficits and declining confidence in political leadership (councillors) has been questionable. For local authorities to be transparent and accountable, they have to adopt Results Based Management. Transparency strengthened through integrated development planning, results based strategic planning, results based budgeting and results based monitoring and evaluation components of Results Based Management. In these activities there is openness as stakeholders are involved and allowed to participate. Stakeholders can see through the use of public resources through their participation from the formulation to the implementation stage of projects and programs of councils. Through Results Based Information (e- governance) some local authorities managed to create websites. According to Mupingo (2013) Harare city council and Bulawayo city council managed to set up websites for them to enable to interact with citizens. Since local authorities are the entities closer to the people it is more advisable to focus on e-government implementation at this level. This improves information dissemination from council to stakeholders and from stakeholders to council. According to Manchester City Websites (2014) the city of Manchester in United Kingdom is one of the city which promoted transparency and accountability through its city web portal which enables citizens to pay for

taxes online and they can also pay for other services such as birth, marriage and death certificates.

In addition the Canadian International Development Agency (1999) points out the primary aim of Results Based Management is to promote accountability through performance reporting and the involvement of stakeholders in projects and programs in adherence to achieve realistic expected results ,assessing risk and monitoring `decisions. Hence, local authorities have to adopt Results Based Management to promote transparency and accountability.

2.8.3 For better implementation of programs and projects

Local authorities have adopted Results Based Management for better implementation of projects and programs. Armstrong (2007) notes that in terms of problems and opportunities, understanding of expected results can needs assessment, rapid appraisals, planning and monitoring. Getting results at the start is the choice, but clarifying them latter can still help in removing implementation roadblocks. Armstrong (2007) highlighted that when a local authority clarifies what it means by results, this will help the local authority to deal with differences of understanding before a project begins and help it to communicate results to communities and taxpayers in a clear and unambiguous manner. For the adoption of Results Based Management with Vungu Rural District Council promoted better implementation of programs and projects such as road construction and water reticulation. Thus the need for better implementation of programs and projects has caused local authorities to adopt Results Based Management.

2.8.4 To promote strong capacity building.

The adoption of Results Based Management by local authorities led to the promotion of strong capacity building. Armstrong (2005) highlights that the identification of intended results in a clear manner, workable and realistic way ,helps an organization to build strong development capacity because it clarifies to the organization what it needs to concentrate on and what resources are needed to fulfill the job. According to United Nations Development program (2010) and Bester (2012) highlighted that when the key result areas have been determined; Results Based Management requires the conversion of key results areas in to benchmarking and targeted results will be measured. For instance the introduction of Results Based Management in Harare city council promoted strong capacity building through

attending to series of workshop by employees concerning the use of Results Based Management to produce intended results. However, one can argue that local authorities have introduced Results Based Management in order to promote strong capacity building.

2.8.5 To develop realistic project schedules.

Armstrong (2007) states that clear result-based planning promoted more realistic schedules forcing local authorities to think through the preconditions and sequences for actions and the resources needed. For instance in Mutare city council the adoption of Results Based Management promoted the development of realistic projects schedules through the involvement of the community and the Results Based Monitoring and Evaluation component.

2.8.6 To promote evaluation of results.

Clarifying results during planning and internal monitoring led to effective evaluation of projects. Armstrong (2007) highlighted that implementation can led to monitoring of project progressive as they work, looking at whether and how they are incrementally making a difference to the situation. Local authorities are mandated to provide quality services to the public. In so doing the local authorities carry out different projects and programs for them to meet the needs of the community. For Instance residents of Kadoma has a problem of access to safe water and the local authority has an objective to increase access to portable water supply to the stakeholders from the current 55% to 80% by December 2018. In December 2018 Kadoma city council will assess the results to see whether it improved the access of clean water for residents or not.

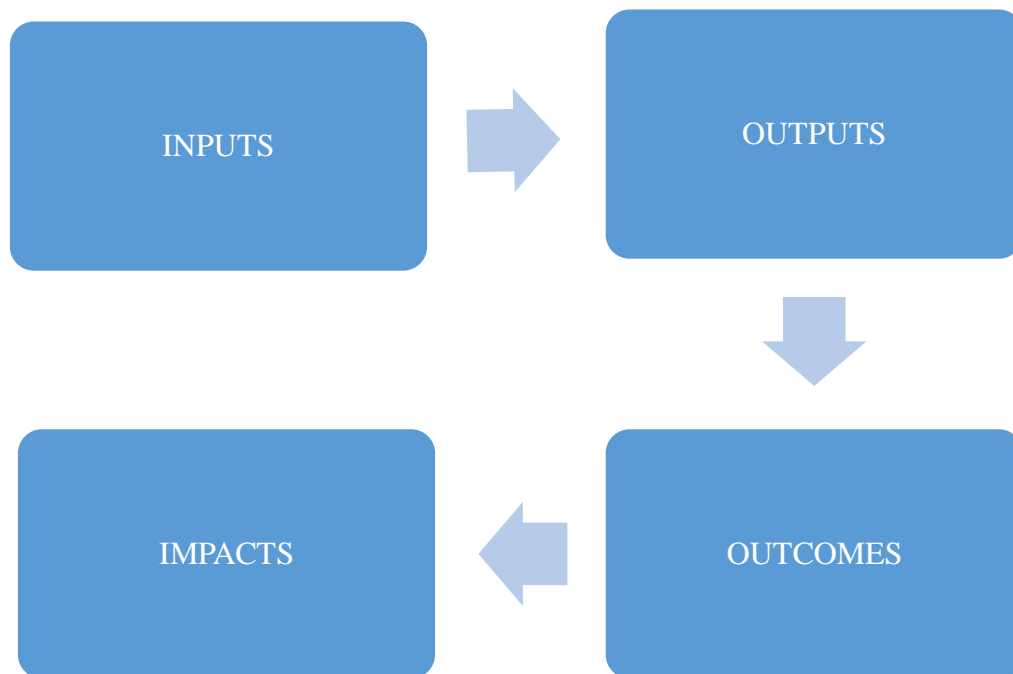
2.8.7 To reduce opportunities and pressures for corruption.

According to Binnendijk(2000) and Bester (2012) highlighted that Results Based Management reduces opportunities and pressure for corruption through regular performance reporting which presents the crucial data on which the performance of an organization is measured against performance indicators which represent the results of the organization and the outcomes it has attained. Since public sector institutions often do not have information on their performance readily available, Rassapan (2010) suggests that the implementation of Results Based Management must be accompanied by the concurrent introduction of an effective management information system that can provide timely feedback on the organization's performance.

2.9 The implementation structure of Results Based Management.

This section mainly focuses on the process of Results Based Management highlighting how it works in local authorities. The Results Based Management framework will be used to indicate the procedures in the process of Results Based Management. For Results Based Management to be more effective and efficient, local authorities should identify the results they want to achieve through the use of inputs, activities, outputs ,outcomes and finally the impacts of the outcomes.

Fig 2.1: Results Based Management logical framework



Source: UNESCO (2011)

2.9.1 Inputs

Kuseke and Rist (2004) define inputs as the resources needed to carry out activities. According to CID (1999) state that inputs these are resources include financial, human and material resources used to achieve the objectives of the organization and for producing output and achieving accomplishments. For example Chivi community has the following problems: shortage of portable water, schools, clinics and waiting mother's shelter. Chivi Rural District Council needs to purchase drilling pipes and building materials. Council also need human resources and this allows the engagement of the community to provide voluntary labor and

molding bricks .The engagement of the community plays a vital role in the speeding up of the project. The council also needs employ expertise to drill boreholes in the community, to construct classroom blocks, clinics and waiting mother's shelters. Therefore for Results Based Management to be successfully implemented local authorities employ technical expertise and involve the community to each and projects and programs.

2.9.2 Activities

According to the CIDA (1999) define activities as the actions taken to transform inputs into outputs. It is the tasks carried out to produce outputs. For example the activities to undertaken by Chivi Rural District Council which includes the clearing of land ,mobilizing of resources to be on site , mobilizing of the labor force and the drilling of the community ,construction of classroom blocks and clinics ,training of the community in the Chivi area ,preparing and producing audited final accounts.

2.9.3 Outputs

Binnendijk (2001) highlighted that outputs are products or services delivered towards producing desired results. The local authorities mandate to deliver quality goods and services to the stakeholders. Chivi Rural District would be successful in drilling of boreholes, construction of classroom blocks, waiting mother's shelters, clinics and training of Chivi community and the publishing of statements.

2.9.4 Outcomes

Ortiz et-al (2004) defines outcomes as the results or changes due to the out towards meeting needs or resolving community problems. These are achievements that have come as a result of the outputs. For example , the outcomes of the Chivi Rural District Council would be good sanitation due to a number of boreholes constructed, improved quality of education due to a number of classroom blocks constructed, increased accessibility in transport linkages and community networks due to a number of bridges constructed, a decrease in maternal, mobility and mortality rate due a member of mothers waiting shelters and clinics constructed and enhanced corporate governance due to the publishing of financial statements.

2.9.5 Impacts

Ortiz et al (2004) impacts are the consequence of the overcomes over a period of time. These are positive and negative effects produced by outcomes. For example in Chivi community there is impact of good sanitation would leads to a healthy community. This will fulfil the ZIMASSET cluster of improving social service and infrastructure development by 2018.

2.10 What is the link between Results Based Management and service delivery?

This part discussed the relationship between Results Based Management and service delivery. The Social Security Office of Thailand (2010) notes that Results Based Management ensures efficient management of public services, improves performance and service delivery. Obongo (2008) concurs with the above and further pointed out that Results Based Management was introduced in 2004 out of the need to improve service delivery.

According to Amjad (2008) state that Results Based Management ensures accountability which is performance expectations which lead to decisions and accountability are presented when strong partnership exists between players .According to the National performance Review (1999) accountability is multidimensional and a key that enables success where public servant is not only accountable to the supervisor and as an individual but to be more accountable to stakeholders in the context of a team. This means when local authorities are accountable to the stakeholders it improves performance of the management and led to the effective service delivery.

According to UNJIU (2004) state that effective implementation of Results Based Management need new roles, relationships, expectations and approaches for both management and staff in an organization. This means that new perspective of the whole organizational operations changes a set of managerial attitudes and culture that focuses on results. According to Saldanha (2002) implementation of the strategy entails substantial changes in the management style, activities, roles, responsibilities, relationships and levels of accountability. Mayne (2007) adds that, in the Public Service, there is again a need for a cultural shift from mere production of services with correct application of government regulations and procedures to making a difference. According to UNESCO (2008) state that emphasis is always on the centrality of the client or customer and accountability for results.

This means that there is a closer relationship between Results Based Management and service delivery.

Results Based Management is a tool used to measure results which ensures effective service delivery. The measurement is done through the Results Based Management components which include, the Integrated Development Planning, Results Based Strategic Planning, Results Based Budgeting, Results Based Personnel Performance Systems, Results Based Monitoring and Evaluation and Results Based Management Information Systems. This means Results Based Management and service delivery are direct connected.

2.11 Results Based Management Components.

2.11.1 Integrated Development Planning (IDP)

The Integrated Development Planning component of Results Based Management is about service delivery from the local authority to the community. According to Morphet (2008) integrated development planning is an approach to planning that involves the entire local authority and its citizens in finding the best solution to achieve good long term development. In Zimbabwe integrated development is a new concept or approach which aims to overcome poor planning of the past. According to the Local Government of South Africa (2011), integrated development planning is an approach to planning that involves the entire council and its stakeholders in finding the best solutions to achieve good local-term development.

According to Patiel (1999) integrated development planning is a super plan for an area that gives an overall framework for development .This entails the coordination of local and other sphere of government in a coherent plan to improve the quality of life for all people living in the area. According to Morphet (2008) highlighted that the effectiveness of an integrated development plan is the one which takes in to account the prevailing conditions ,problems and resources available for development by proclaiming clear framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. The concept of integration entails the involvement of all stakeholders in development planning and in decision making. Therefore, the integrated development planning should be drawn up in consultation with relevant stakeholders

According to Morphet (2008) Integrated development planning has made local authorities strives to work towards attaining set goals and objectives. The involvement of stakeholders promotes transparency, accountability and good working relationship. Integrated

development planning assists local authorities to prioritize critical needs and problems facing residents. In Zimbabwe residents are consulted in budget formulation, project formulation and other developmental issues. Through integrated development planning it is alleged that comprehensive decisions are made which address the concerns and interest of the people. For instance Harare city council managed to reduce traffic congestion through establishing one way line.

Integrated development planning is encouraged in local authorities by virtue of the fact that it speed up service delivery. According to Patiel (1999) state that community participation in decision making encourages all stakeholders to contribute meaningfully for the growth and prosperity of local authorities. As a results, community participation build mutual cooperation and common agreed approach set the foundation for better and speed service delivery. Integrated development planning reduces cases of conflict since decisions are made through consultation and involvement of the community.

Integrated Developing Planning makes local authorities to be focused on the agreed plan of action. This situation prevents the fulfilment of personal interests as of the case of Vungu Rural District Council whereby councillors were demanding siting allowance instead of pushing for better service delivery. Integrated development Planning guide local authorities to prioritize critical needs of citizens since assessment is based on their ability to achieve their objectives. Fine and Norushe (2009) highlight that through community participation in the Integrated Developing Planning; Buffalo City Municipality has improved in service delivery as Non-Governmental organizations are taking part in the provision of safe water, sanitation and houses.

2.11.2 Results Based budgeting

Results Based Budgeting is a new approach focused on achieving results. According to United National Secretariat (1999) define Results based budgeting as a way of formulating program budget that are driven by a number of desired results which articulated at the outset of budgetary process and against which actual performance is measure at the end of a biennium. The United Nations Report (2001) define results based budgeting as a results – driven budgeting process in which program formulation and resources justification involve a set of predefined objectives, expected results, outputs and performance indicators which constitute a logical framework.

Rasappan (2010) highlighted that results based budgeting presents an integrated outcomes – based program budgeting system to plan and manage financial resources. Results based budgeting helps policy makers to focus on high impact policy strategies. Policy makers will make policies which are conducive to the environment which local authorities are operating on.

Jordan and Hackbart (2003) further point out that Results Based Budgeting establishes a budget process that increases transparency, ensures accountability, promotes proactive management and focuses on performance. Results-based budgeting permits local authority managers to determine whether the positive outcomes for participants in a particular program track improving conditions for the broader targeted population. It is quite common for performance measures on participants in a specific program to show improvements while conditions among the broader population get worse. This can happen when the program does not address the problem it is intended to solve or because the scale of the program is too small to make a significant impact on the overall situation. For example Bulawayo city council is practicing Results Based Budgeting through allowing the residents of Bulawayo to participate in budget preparation and implementation. Therefore Results Based Budgeting assists in the management of scarce public resources leading to efficiency gains and better service delivery outcomes in local authorities.

2.11.3 Results Based Personnel Performance System.

The Treasury Board of Canada (2003) indicated that results based personnel performance systems integrates the strategic use of critical resources with the use of financial and other resources towards achieving the desired resources. Oritz (2004) further explains that results based personnel performance systems integrates personnel performance systems with the results based budgeting using a common integrated performance frame work .There is need for structured objective performance assessment and clear feedback and performance adjustment mechanisms. Personnel performance appraisals are carried out to identify the contribution of an individual employee within his or her work limit. The Treasury Board of Canada (2003) adds that personnel performance appraisal is linked with the results contribution of each individual within his or her work unit or level. Individual performance at each organizational level is linked with the contribution of the individual to one or more desired key results areas for that unit or level. Contribution of an individual in the

achievement of results is a clearly spelt out in the person's annual work plan is a result-oriented and not work load completion –oriented.

In this respect, a local authority uses the balance of score card in measuring the performance of its employees. For instance in Vungu Rural District Council has adopted a resolution on results –oriented bonuses to improve employee performance. This will improve service delivery as performing employees will be rewarded whilst underperforming employees would not be given the results bonuses. Hence, Results Based Management is linked to service delivery.

2.11.4 Results Based Monitoring and Evaluation.

Results Based Monitoring and Evaluation involves the collection of information and analysing it .Kusek and Rist (2004) states comparing how well the project or program is performing against expected results and the assessment of a completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. Once, the local authority has measured the performance of its employees, it has to continuously monitor and evaluate the performance of an organization as a whole. The UNDP Evaluation Office (2002) states that results based monitoring and evaluation enhances effectiveness by establishing the links between past, present and future interventions and results. The UNDP Evaluation Office (2002) further highlights that results based monitoring and evaluation helps an organization to extract from past and on-going activities, relevant information that can subsequently be used as the basis for programmatic turning, reorientation and planning.

Kusek and Rist (2004) point out that without results based monitoring and evaluation ,it would be impossible to judge if work was going in the right direction ,whether progress and success could be claimed and how further effort might improve. Monitoring and evaluation helps to improve performance and achieve results. Local authorities will apply information gained through monitoring and evaluation to improve strategies, programs and other activities. Thus Results based monitoring and evaluation improves service delivery through the information gained through the process of monitoring and evaluation. Corrective measures in service delivery can be implemented in communities were service delivery is limited.

2.11.5 Results Based Information Systems Management.

The United Nations Educational Scientific and Cultural Organization (2005) define E – Government as the use of information and communication technologies to promoted more

efficient and effective government and make it more accessible and accountable to citizens. This definition refers to all information communication technological that can be utilized by government to improve their functions .Results based information systems management emphasizes the use of information community technology such as the wide area networks and the internet to transfer government interactions with citizens ,business and business and other part of the government. According to Mhina (2008) the primary delivery modes are government –to-citizens(G2C),government –to-business(G2B) and government –to-government (G2G) .Results based information management systems can results in improved personnel management, cost reductions, increase revenue collection, improvement of serviced and procurement. Manuel (2008) notes that Senegia implemented a technological tool in 1996 for simplifying the administration system and analysis and also reporting of data results.

According to Culbertson (2004) state that results based information management systems allow improved and enhanced service delivery through the provision of more accessible and updated services .Most governments aim for effective service delivery and also seek ways to make their service delivery systems to be more efficient and effective. The services will be offered faster and more conveniently. Government has the potential of reducing delays and eliminating the need for frequent visits to the offices of the local authority .World Bank (2004) states that seven million farmer in Karnataka, Indian can now obtained printed copies of land titles online in ten minutes at 177 local authorities run department kiosk .Citizens will therefore save on travelling and cost because of improved accessibility.

E-government has the potential to empower citizens. Shareef et al, (2010) state that e-government enables accessibility of information to all concerned stakeholders. Gant, (2008) state that the flow of information is essential for effective governance and will result in empowered citizens. Many government activities, especially in developing nations, are traditionally shrouded in secrecy and little information is made known to citizens. However e-government has the potential to alter this as it encourages the publishing of strategic documents and information on websites. However, by 2000 the information software was obsolete because it required the manual loading of files and could no communicate with other systems. On the same note, Mitullah and Wacma (2007) state that in 2004 Kenyan government launched an e-government strategy set to deliver government information and services to the citizens and this promoted citizen participation in government issues. Harare City Council has a council website which helps to disseminate information to stakeholders.

The council website would help Harare City Council to attract investors by providing faster access to information on the local authority's services.

Ahn and Bretschneider (2011) state that E-government increases transparency in government activities and expenditure. Increased knowledge of government processes will assist in making activities more transparent to citizens. UNESCO (2005) state that increased transparency in government activities will also assist in curbing corruption as citizens can track the progress of their applications online. For example according to Manchester City Website (2014) the city of Manchester in the United Kingdom its city web portal enables citizens to pay for taxes online and they can also pay for other services, like birth, marriage and death certificates.

Linihan (2005) E-government has also promised major efficiency gains in the delivery of government services. Heeks (2001) e-government can improve efficiency in local authority departments because governments will be able to do more, cheaper and faster. UNESCO, (2005) e-government reduces government expenditure as it can help to streamline council operations. World Bank (2004) E-government simplifies government processes and this may enable the redeployment of staff to other demanding and strategic functions or even to retrench them, thereby saving costs. Misuraca (2007) highlighted that E-government frees up government resources for more cost-effective spending.

E-government is also able to contribute to the effectiveness of government projects. Salamon (2002) effectiveness essentially measures the extent to which an activity achieves its intended objectives. Through e-government, governments will be able to meet their citizens' expectations, thus improving the relationship between the government and the citizens.

Cloete (2012) E-government can also contribute to development. This is because e-government may induce citizens to become literate and digitally literate to be able to function properly in an information society. The United Nations (2012) also asserts that e-government can be utilized for the realization of economic, social and environmental goals in development planning. E-government can increase efficiency in government operations, thereby allowing government to save costs. The saved costs, if utilized maturely, can contribute to economic development. E-government also contributes to political development by supporting good governance goals. Information Communication Technology should not be regarded as a luxury by local authorities but as a platform for improvement.

However, Mitullah and Waema (2007) note that issues that are likely to impede the success of information technology (ICT) include inadequate information technology human capacity in local authorities, inadequate of funds and access to Information Communication Technology is limited especially to people living in rural and remote areas.

2.12 The impacts of Results Based Management on service delivery.

The implementation of Results Based Management in organizations has both negative and positive impacts on service delivery. The positive impacts are also the benefits and negative impacts are also the challenges. The positive impacts helps the organization to move forward and helps to fulfil their mission, vision and goals of the organization. Results Based Management ensures improved quality of service delivery, clarifies customers and mandate of organization and it links budget allocation to output delivery. However Results Based Management has also challenges. The challenges associated with Results Based Management are also discussed at the end of this chapter.

2.13 Benefits of Results Based Management.

2.13.1 Results Based Management improves the quality of service delivery.

World Vision (2011) highlighted that the introduction of Results based management has contributed towards the improvement of quality public services delivery. Kotter and Schlesinger (2001) argue that the best way to attract customers is to provide them with quality goods and service that have affordable price or that are marketable. Bodek (2006) highlighted that the production of quality products for the final customer is considered as an achievement in an organization. Otter and Schlesinger (2001) states that the quality is indeed an important factor to consider when implementing any form of change but not be viewed in isolation. Quality products are the results of various inputs from deferring people who have different perceptions, attitudes and beliefs as well as influence. Jeanne (2006) highlighted that Results based managements in the Thai government is beginning to see results especially in improved quality of service delivery and reduction in administrative costs. Some examples of improved service delivery include call centres for registration and insurance, streamlining of regulator procedures and local service centres for social employment and services. This shows that Results Based Management improves the quality of service delivery.

2.13.2 Results Based Management clarifies the mandate of clients and the organization.

Rassapan (2005) state that a client focuses is the key leading strength for effective Results Based Management in organizations. Rassapan (2005) highlighted that implementation of Results Based Management is an analysis of its customers and their needs, the mandate of the organization and the impacts and the benefits the organization envisages to deliver is crucial. Williamson (2003) highlights that public sector organization sometimes loses focus of their purpose .The public sector organizations sometimes tended to forget their purpose of existence of saving the public. Results Based Management ensures that the client focus remains the key guiding force operations. The clarification of customers and their relative hierarchy of priorities are critical to public sector organization and particularly for those which do not have an evident service function .Williamson (2003) state that classification of mandates allows the agency to establish priorities and relationships among its clients .For instances the mission of Harare city is the creation of committed team to provide first class service delivery and promoting a conducive environment for investment through stakeholder participation and the creation of high performance teams. The mission of the Harare city council focuses on service delivery which is the mandate of clients and also focuses on the creation of high performance teams which is the mandate of the organization.

2.13.3 Results Based Management links budget allocation to output of organization.

Vahamaki, Schmidt and Molander (2011) state that output-based budgeting refers to the process in which the cost of delivering outputs of agency budgets in an organization is assessed and allocated. Curristine (2005) highlighted this type of budgeting is logical outcome applying Results Based Management .New public management promotes a direct link between results based public sector management and the budgetary process. Williamson (2003) notes that agency budgets are assessed and allocated basing on the cost of delivering outputs and this process known as outputs-based budgeting (Results Based Budgeting) .This process would usually include performance agreements between a central coordinating department and recipient department .For example most local authorities include community in budget formulation which brings transparency .

2.13.4 Results Based Management allows for the Promotion of performance reporting, analysis and continuous improvement.

Bester (2012) state that regular performance reporting presents the crucial data on which the performance of the organization is measured against performance indicators which represent the results of the organisation and the outcomes it has been attained. Rassapan (2010) suggests that the implementation of Results Based Management must be accompanied by the concurrent introduction of an effective management information system that can provide timely feedback concerning organizational performance. Vital and integral elements of Results Based Management are viewed as performance analysis and continuous improvements. Performance analysis identifies internal and external causes in order to adjust and improve performance in an organisation. Canadian International Development Agency (2000) state that by reporting and analyse performance of each employee in an organisation will causes the organisation easily to identify problems related to performance (negative variances) or opportunities to improve performances of the organisation (potentially variances). Performance reporting, analysis and continuous improvement done through Results Based Personnel Performance Systems and Results Based Monitoring and Evaluation where most local authorities measure performance of the organisation.

2.13.5 Results Based Management allows employing a merit system in managing human resources.

According to Perrin (2006) state that Results Based Management can make the successful staff selection, remuneration and career planning to be managed professionally and based on merit. Saldanha (2002) highlighted that human resources are the important factor in producing quality results of the organization. Col et al. (2006) highlighted that effective human resources management has been a major constraint to a results-oriented public sector in developing countries. Williamson (2003) state that moreover, in developing countries public sector personnel positions have been influence significantly by political forces. For example most local authorities employs based on merit system in managing human resources through Results Based Personnel Performance System.

2.14 Challenges of implementing Results Based Management

Since the introduction of RBM in Africa, the public sector has been reformed in terms of its structures and processes. The major change now being that the public sector organisations in their endeavour to deliver effective quality services and they are now operating like public

sectors with a business minded approach. In order to bring efficiency and economical use of resources in the delivery of service, the public sector adopted the RBM.

According to Rubakula (2014) state that the poor implementation of caused by lack of political will of the politicians .Most politicians are not committed to implement some of the reforms in Africa. Rubakula (2014) cited that most central governments are reluctant to decentralise both financial and human resources to the lower and this will results in the failure of implementation of RBM. According to Kajimbwa (2013) noted that in countries where the central government holds power on fiscal dealings there tend to be higher level of corruption. Lack of decentralisation will results in poor service delivery mainly because the central government is too far from people and the local authorities are the closest tier of government which knows what people needs and they can provide services efficiently and effectively.

Another challenge facing Zimbabwe and other African countries is the capacity to implement the RBM reforms .According to Polidano (1999) cited that in Ghana there is a poor payroll system and at the same time there is failure to create clear control over the spreading and staffing in the public sector. The approach of RBM in theory is good but Rubakula (2014) noted that politicians have failed to implement these reforms in their constituencies and in their areas of jurisdiction because the reforms do not reflect the local context. Kajimbwa (2013) then suggests that successful implementation will require policy makers to be able to interpret the new approach and design ways to implement it in their areas of jurisdiction. If the approach adopted by the respective government does not reflect on the local context, efficiency in the delivery of services will not be easy to achieve.

Clark and Swain in Schacter (2006) state that Results Based Management is an imperfect approach of the management of public services and the implementation of it brings problems that would hinder its success .Clack and Swain concluded that Results Based Management has the capacity to do more harm than good .If misused, it will inevitably cause frustration, waste time and money and produce no net benefits for the general public. Clark and Swain proposed that Results Based Management should be treated as a useless administrative requirement and instead extract from it is the maximum benefits for public administration. Therefore, Results Based Management should be well implemented for it to yield results.

Much of the reviewed literature points to the fact the implementation of Results Based Management are of benefit to the public sector institutions as it promotes accountability,

transparency, effectiveness, efficiency (value for money) and stakeholders participation in projects and programs which affect them .On the same note Results Based Management ensures efficiency and effectiveness in the delivery of public service and in so doing it reduces the level of dissatisfaction on service provision by stakeholders whilst on the other hand ,other scholars argued that Results Based Management has the capacity to do more harm than good and can only work in organizations where corruption is eliminated and where resources there are limited (financial an capable human resources).As noted by Clark and Swain in Schacter (2006) Results Based Management should be well implemented and organizations should extract from it possible benefits for public administration .However ,other scholars observe that implementation of Results Based Management in public institutions is of value and it is a panacea to improved service delivery.

Furthermore, another reason why there has been poor implementation of this RBM is because stakeholders are partially involved in decision making. Rubakula (2014) outlined that for instance, traditionally public employees were supposed to be involved in the process of decision making as they were able to suggest on how to modify and adjust the reforms so that they reflect the local context. However, as pointed out by Kajimbwa (2013) that this is no longer the case as the employees are no longer involved in the process of decision making but rather all the responsibility now lies with the politicians who interprets the reforms and then hand them for implementation to the employees. This lack of ownership makes it difficult to implement these reforms. Engida et al (2013) then concluded that there is no sustaining political power and community support mainly because the RBM or the public sector reform is perceived as externally driven and with a limited local understanding, commitment and ownership. In order for NPM to be successful there is a strong need for citizen participation in matters that affect them.

According to Pazvakavambwa (2014) cited that another challenge that is faced in the implementation of the NPMA in as far as RBM is concerned is that there is employee resistance to these reforms. According to Armstrong (2009) the introduction of reforms often encounters resistance because it is difficult for individuals in organisations to change their culture. Amjad (2003) argued that the main reason for this resistance to change is because employees are comfortable with the old ways of doing things and that they are satisfied with maintaining the status quo and as such they find no reason to improve their performance.

In addition, Results Based Management requires important changes. A key reason for the difficult progress is that integrating performance information into public management and budgeting is not primarily a technical problem that can be left to experts such as performance measurers and evaluators. Rather, an evidence-based outcome focus can require significant and often fundamental changes in how an organization is managed; in how public sector and non-profit organizations go about their business of delivering programmes and services. Behn (2002) argues that it requires a complete mental reorientation. It often requires significant changes to all aspects of managing, from operational management to personnel assessment to strategic planning to budget. And it usually requires that elusive cultural change whereby performance information becomes valued as essential to good management. Seen in this light, perhaps it is not surprising that progress has been challenging.

2.15 Theoretical Framework

Principal agent theory

The principle agent theory has provided a powerful and encompassing all frameworks for public sector organisations. The principal agent theory explains the way to organise relationships in an organisation where one part determines the work and other party does the work. According to Keil (2010) state that subject determines this theory is the relationship between the customers (principle) who pays for the services or goods and the agent who produces the services or goods. The principal who are the customers have limited ability to monitor and judge the contracts inputs and outputs, hence this will lead to mistrust between the principal and the agent and this mistrust can only be avoided due high monitoring cots which the principal is unable to do. Hughes (2003) highlighted that the activities of the agent (managers) need to be frequently monitored by the stakeholders' .For instance in this study the agent will be the council and the principal will be the stakeholders.

Minguez –Vera (2010) highlighted that the relation of the agent and the principal defined as a contract under which one or more person engages another person to perform some duties on their behalf which involves delegating some decision-making authority to the agency. In this circumstance the principal hires the agent to do the work or perform the task which the principal is unwilling to do on its own .According to the constitution of Zimbabwe amendment no .20 state that the agent which is the local authority has the power and authority to provide effective and quality service delivery .If both parties the agent and the principal are utility maximises, act rationally and form unbiased expectations which impact the relationship[of the agent in their utility function and then the agent will try to reach their

objectives of providing effective and quality service delivery. Sometimes those objectives may or may not coincide with those of the principal. Hughes (2003) state that a conflict can arise between the agent and the principal when the agent fail to provide efficient and quality service delivery that the principal will be paying for and expecting them.

The principal agent theory underpin the study because it shows the connection between the council (agent) who acts as service providers and the stakeholders (principal) who pays for the services .In many cases the agent end up being subordinated to personal self –interest which can causes the arise of conflict between the agent and the principal.

2.16 Gaps in literature

Literature review regarding the implementation of Results Based Management in other countries was reviewed to obtain information on experiences as well as identifying gaps in knowledge. According Kusek and Rist (2001) state that most of challenges identified by research could be addressed ensuring the existence of appropriate organizational structures, commitment, political and strong leadership as well providing the necessary resources .Some authors failed to recognise that most local authorities are no longer do their mandate duties of providing quality services to the citizens because of the problems that they face during the process. Most local authorities in Zimbabwe have fewer technicians and engineers because of this will cause them to fail to provide effective service delivery.

2.17 Summary

Chapter two highlighted the views from various authors and scholars on the adoption of Results Based Management and their impacts on service delivery. The chapter provided information on what is Results Based Management, why local authorities adopted Results Based Management, the history of Results Based Management, the process of Results Based Management, the relationship between Results Based Management and service delivery and the impacts of Results Based Management on service delivery. However, the chapter managed to bring the shortcomings of Results Based Management which local authorities should address for Results Based Management to be considered the efficient, effective , economical and beneficial to the organization and its stakeholders. The next chapter will be discussing the research methodology which mainly focuses on research design, sample frame, data collection procedures, sources of and data presentation analysis.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides the approaches and techniques used by the researcher in carrying out the research of the topic under study. The research methodology and the research design which determines the shape and the structure of the research will be highlighted. The research design which will be used is descriptive in nature. The researcher used both qualitative and quantitative data. The respondents which are engaged in this research are Chegutu Municipality management, employees and councillors. The participants involved in this research are Chegutu Municipality management, employees and councillors. The research data collection procedures and instruments will be mention in this chapter. An overview of the composition of the target population from which the sample was drawn will be described and also the sampling techniques used by the researcher in data collection during the field work will be discussed. Questionnaires and interviews were used as data gathering instruments and also their advantages, disadvantages and solutions will be emphasized. A summary will conclude the chapter.

3.1 Research Methodology

According to Avison (2005) Research methodology is defined as strategies of inquiry which involve from the underlying philosophical assumptions to research design and data collection. According to Donald and white (2010) highlighted that research methodology is the strategies, action plans or designs that allows the choice of specific methods, procedures and techniques for data collection and analysis. Panneerselvan (2005) defines research methodology as a compiling of the procedures which includes the selection of the research approach, design of sampling plan, design of experiment, design of questionnaire, and determination of sample size, also the design of sampling frame and finally the execution of the study. This means coming up with proper methods of data collection and data presentation produces better results analysis.

3.2 Research Design

Kothari (2004) outlines that a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Burns & Grove (2001) states that research design in the study helps

the researcher to plan and to implement the study in a way that will help the researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation. In fact, the research design is the conceptual structure within which research is conducted. Kothari (2004) highlighted that the research design constitutes the blueprint for the collection, measurement and analysis of data. This research used both the qualitative and quantitative design approach which is basically known as the mixed approach. In addition to that, the research design is all the procedures selected to answer a particular questions. The research objectives will be indicated, the research designs and case study research designs will be also indicated due to the type of topic under study.

3.3 Descriptive Research Design

Punch (2003) state that to describe is to somehow to draw a picture of what happened or of how things are proceeding, or what a situation or person or event is like. According to Donald and White (2010) highlighted that the descriptive research design is define as a description that is given to present detailed information and accurate image of the nature of what is being researched on. Descriptive research design is a powerful tool to use in validating of the results due to the fact that the researcher would be able to describe what is on the ground in relation to the research questions which have been identified in this study. The advantages of using descriptive research design is that it gives detailed described information from the respondents concern the research questions of this research, it also helps the researcher to interpret on what is on the ground easily and it also gives the respondents chance to share their experiences and views concerning the Results Based Management implementation and their impacts on service delivery in Chegutu Municipality.

3.4 A Case Study

Yin (2003) notes that a case study tries to illuminate a decision or a set of decisions that is why they were taken, how they were implemented and with what result? Marsha and Rossman (2006) define a case study as an intensive investigation of the complex factors affecting a social unit such as a person, family, institution or community. The major advantages of using a case study is that it allows the researcher to focus on one organisation, also the research data is comes from one organisation and it is also easy to get that research data. Face to face interviews are also easy to schedule in a case study. The topic understudy requires a specific case study which undertake it not a general approach .Chegutu

Municipality used as a case study by the researcher in order to have a clear picture on what is on the ground and it also help the researcher to be able to identify the achievement, problems and failure of the implementation of Results Based Management by Chegutu Municipality and find possible solutions to address the challenges being faced by Chegutu Municipality.

In this study, the researcher used both the quantitative and qualitative research methods. The advantage of using both qualitative and quantitative approach is that the approaches would help each other. Marshall and Rossman (2006) highlighted that limitations which can be find in one method would be compensated by the strengths of another method. Punch (2003) state that the quantitative approach will be used as a background for understanding of the qualitative responses from the participants in this study. Parton (2000) calls this triangulation of methodologies, meaning that the methods would complement each other, to make a balance when collecting data, one approach would be augmented by the other in order to come up with better findings.

3.5 Qualitative Research Method

Punch (2003) states that collecting qualitative data for research reveals the reasons why individuals exhibit certain behaviours within the natural settings of their works or living conditions. Denzin and Lincoln (2005) highlighted that qualitative research is a study of things in their settings, attempting to make sense of or interpreting the phenomena in terms of the meanings of people giving to them. Qualitative research is the empirical research where data is not concerned with numbers. Hancock et al (2009) highlighted that qualitative research is a focus on how people or groups of people can have different ways of looking at reality and focuses on reports experience or on data which cannot be adequately expressed numerically. The strength of using the qualitative approach in research is that it helps the researcher to gather a deep insight of the beliefs, motives, attitudes and behaviour of the target group. In this study, the researcher gathered qualitative data which was important in describing how Chegutu Municipality operates and how respondents perceive Results Based Management and their impact on service delivery.

3.5.1 Advantages of Qualitative Research Method

According to Longkas (2014) points out that qualitative research offers a complete description and analysis of the research subject while at the same time it does not limit the scope of the research. According to Deville (2008) the advantage of using the qualitative approach in this research is that it helps the researcher to gather a deep insight of the beliefs, motives, attitudes and behaviour of the target group which are the employees, councillors and the management of the Chegutu Municipality. In this study, the researcher collected qualitative data which was useful in describing how Chegutu Municipality operates and how respondents perceive Results Based Management and their impact on service delivery. Also the qualitative research allows researchers to secure appointments with some of the respondents which are Chegutu Municipality Management, Councillors and employees with the purpose of interviewing them. The qualitative research method at the same time allows the researcher got to interact with the council officials and employees at their work place. For example under this study the qualitative research method allows the researcher to get interaction with the Chegutu Municipality management, employees and councillors to their working place. Under this study the qualitative research method allowed the researcher to gather first-hand information about the implementation of Results Based Management and their impact on service delivery in Chegutu Municipality and it allowed the researcher to get in depth understanding of the situation at the ground.

3.5.2 Disadvantages of Qualitative Research Method

Mouton (2005) also argues that another disadvantage of qualitative research is that the results are subjective in nature unlike quantitative research which is more objective. As such no conclusive results will be obtained. He also highlighted that analysing the data is more time consuming due to the volume and interpreting the results is also time consuming and a bit of expensive. Langkos (2014) argues that the outcomes of qualitative research may not be perceived as reliable, because they are the researcher's personal judgments and interpretations. He also argued that the researcher's skills are the deciding factor on the success of the research and the quality of the research is easily influenced by the personal biases of the researcher. The presence of the researcher when the data is gathered can affect the research subjects' responses.

3.6 Quantitative Research

Bryan (2012) highlighted that quantitative research is a research strategy that emphasizes on the quantification in the collection and analysis of data. Punch (2003) states that the quantitative research is empirical research where data is in numbers used to describe the observation situation. Yin (2003) state that quantitative research involves the control use of closed research question and situations seeks objectives and facilitates validation of statements by quantifying the responses. Quantitative research includes the use of numbers and statistical manipulation. Quantitative data was used in this research in this study to find out how many participants who appreciate Results Based Management.

3.6.1 Advantages of Quantitative Research Method

Carr (1994) highlighted that the quantitative findings are likely to be generalized to a whole population or a sub-population because it involves the larger sample which is randomly selected. For example this research method allows the researcher to get more information about Results Based Management implementation and their impacts on service delivery in Chegutu Municipality due the involvement of large sample. Connolly (2007) the quantitative research method makes data analysis to be less time consuming as it uses the statistical software. Kauber (1986) highlighted that quantitative research is to be based on positivist paradigm of measuring variables. Carroll and Bailey (2016) state that quantitative research method allows a language proficiency assessment research, for instance the study conducted in Chegutu shows that there are different variables such as Management, employees and councillors and tests in four sub-domains: speaking, writing and listening.

3.6.2 Disadvantages of Quantitative Research Method

Ary, Jacobs, Sorensen & Walker (2013) the quantitative research paradigm overlooks the respondents' experiences and perspectives in highly controlled settings because there lacks a direct connection between researchers and the participants when collecting data. As a result, the data obtaining method becomes objective. In the study of Results Based Management implementation and their impacts on service in Chegutu Municipality engaged 52 participants by distributing questionnaires. This shows that the study has been failed to provoke the participants' perceptions as the researcher had no connection with them; just handing out the questionnaires.

3.7 Mixed methods research approach

It is because that each research method has its own short comings as such there is need to use both. In order to carter for the shortfalls of each, the researcher used the mixed methods approach. According to Cresswell (2014) state that mixed methods research is way that demands the involvement of both qualitative and quantitative method of collecting data and it allows the integration of both two forms of data. He further points out that the major assumption of the mixed methods approach is that the combination of both qualitative and quantitative approaches provides a complete understanding of research problem rather than using the one approach. Qualitative data offers open-ended without predetermined responses and quantitative data tends to be closed-ended responses.

Castellan (2010) refers to this method as the hybrid model where by each approach enhances or compliments the other in knowledge gained on the same research problem, while at the same time each approach will remain true to its identity. According to Cresswell (2014) highlighted that all research methods had weakness and by using both quantitative and qualitative method of collecting data will help each other.

Table 3.1 showing the Quantitative, Mixed and the Qualitative methods.

Quantitative	Mixed	Qualitative
Pre-determined	Both predetermined and emerging methods	Emerging methods
Instrument based questions	Both open and closed questions.	Open-ended questions
Performance data, attitude data, observational data, and census data	Multiple forms of data drawing on all possibilities	Interview data, observation data, document data, and audio visual data
Statistical analysis	Statistical and text analysis	Text and image analysis
Statistical interpretation	Across databases interpretation	Themes, patterns and interpretation

Source Cresswell (2014)

The rational for using the mixed methods approach is that the researcher based the inquiry on the assumption that the collection of diverse types of data provided a more complete understanding of the research problem rather than using a single method that is either a quantitative or qualitative alone.

3.8 Population

According to Bless and Smith (1995) population is elements that could be used in a research that have one or more characteristics which are interested by the researcher. Pierglorgio (2003) defines a population as an aggregate of units which constitute the object of the study. That is the number of people within the area under study. Chegutu has a total population of 1.5 million people according to the Census preliminary results of 2012. The population that the research is able to reach is called the accessible/study population which the researcher can sample. Due to the topic under study according to the available resources it is impossible to use the whole population in this study. Looking at the available resources, it is impossible to use the whole population in the study. Therefore, the researcher used a simple random sampling to choose the respondent in collecting data of the implementation of Results Based Management in Chegutu Municipality.

3.9 Targeted population.

According to Punch (2003) target population is the entire group of people, events or items which the researcher targeted to collect information from during the research. The population targeted by the researcher is made up of managerial employees and general employees from the chamber secretary department, engineering department, health, housing and community services department, finance department and the councillors. However since it was impossible to involve the whole population because of financial and time constraints, the researcher selected a sample of population for the study.

3.10 Sample Size

Pierglorgio (2003) defines sampling as observing a part in order to glean information about the whole population. The sample should be a good size in order to come up with an analysis of the statistics. According to Bell (2001) a sample size refers to the number of elements in a sample. Burns and Grove (2005) defined sampling as a process of selecting a group of people or events or behaviour with which to conduct the study. When conducting a research, it is impossible to study everyone as such there is need to sample participants and select the most relevant respondent. The selection was based on the knowledge that they have concerning the Results Based Management. In this study, a sample size of 52 participants was used as respondents to questionnaires and interviews. The sample size and composition is shown on table 3. 2 below.

Results Based Management is new concepts at Chegutu Municipality and few people have an understanding of the model. The results from this research would be used to come up with a conclusion which will apply to the whole population .

Table 3.2: sample size and composition

Category of participants	Population	Sample population	Sampling technique	Percentage
Council Management	25	10	Judgemental sampling	40%
Employees	500	50	Simple random sampling	10%
Elected Councillors	12	5	Judgemental sampling	50%
Total	537	65		12%

Source; Raw material

3.11 Sampling Technique

According to Punch (2003) state that sampling is the process of selecting a representative subset from a population to determine the population parameters of the random variables under study. According to Donald and White (2010) state that sampling arises when the entire population cannot surveyed for some reason, their because of budget constraints, time constraints or it is practically not possible. Punch (2009) state that sampling technique is a process of selecting and obtaining a sample in such way that every member of the population has an equal chance of being selected. The researcher uses judgmental sampling and simple random sampling methods to draw data from respondents.

3.11.1 Judgemental /Purposive sampling

Judgmental sampling was used by the researcher in carrying out the research. This type of sampling is also known as purposive sampling. According to Westfall (2008) when using this sampling technique, the person doing the sample uses his/her knowledge or experience to select the individuals to be sampled. According to CM Service Delivery Charter (2015) the organisation has 5 departments and the researcher had to sample respondents purposively from the various departments. Personnel from Human resources Department were chosen

because they are the ones responsible for the training and development of personnel and at the same time, they spearhead the measurement of results and the restructuring programmes etc. In other words, the Human Resource managers are the custodians of all human resource issues.

The Engineering department was purposively chosen because it is responsible for the provision of the core service to residents, for without water there will be severe consequences. The Engineering Department was also chosen on the grounds that they are responsible for the maintenance of all engineering works at CM as such their performance impact also on service delivery. Personnel from the Health, Housing and Community service Department were chosen because they are the ones responsible for the administration of their respective districts. The respondents from this department, are also useful because they are the ones closest to the residents as all council issues are first addressed to them. The Finance Department was chosen because it is responsible for the financing of all activities within the organisation. That is to say in the implementation of the RBM they are the ones that will fund the programme. The Health, Housing and Community services Department was chosen because health is a core service again, and the attainment of results in the health department is vital in the livelihood of the residents of the city. Lastly, the town clerk department was chosen because the department houses all the departments. So the respondents that of CM managers, employees and councillors that were chosen belonged to the following departments or any committee that had a relation from the above.

In order to gather credible data again, the researcher decided to sample CM personnel from grades 4 to 10. These were chosen because they are the ones responsible for the administration of the organisation. The lower grades that are grade 1-3 are for those that clean the streets and collect refuse. They were left out because they are not responsible for the day to day running of the business and that some of them may have little knowledge about the RBM. Grades 11-13 were also left out because, the researcher had a short time to make appointments and that it is almost difficult to get hold of them as they are usually busy.

On the councillors, the researcher used again judgemental sampling in choosing them. Councillors were purposively chosen in this case if they belonged to any committee that is aligned to any of the departments to be sampled.

3.11.1.2 Advantages of using judgemental / purposive sampling

However, the researcher opted for this sampling method because judgemental sampling method saves money, time and the researcher got results faster since a small number of people were involved. For instance the researcher got results from Chegutu Municipality management and councillors concerning the implementation of Results Based Management in Chegutu Municipality. The management and councillors of the Chegutu Municipality were selected purposively because they are the change agents and they are actively involved in the planning, implementation and management of change programmes (Results Based Management). They have more information on how Results Based Management is being managed and how they use it in Chegutu Municipality operation of day to day running of business.

3.11.2 Simple Random Sampling

Blaikie (2004) indicates that simple random sampling involves a selection process that gives every possible sample of a particular size the same chance of being selected. It allows the selection of a sample at random from the sample frame. The simple random sampling used by the researcher to select the Chegutu Municipality employees to take part in this research because it is not possible to select all employees for this research. Therefore, the researcher randomly pick the employees from different departments and sections such as engineering, health, housing and community services, finance and central administration to take part in this study. The researcher used the employees' register and put some small pieces of papers in hat written yes or no and gave employees to pick the small papers. The researcher distributed the questionnaires to those employees who picked papers written yes.

3.11.2.1 Advantages of using simple random sampling technique

The simple random sampling technique saves time because it allows the researcher to choose a small sample size for instance the researcher randomly selected employees from various departments such as Engineering department, Health, Housing and Community services department, Finance department and Central Administration department to take part in the study of implementation of Results Based Management and their impact on service delivery in Chegutu Municipality. The technique also allows the researcher to know the actual targeted groups in the sample which are Chegutu Municipality management, councillors and employees when the researcher makes follow ups.

3.11.2.2 Disadvantages of using simple random sampling technique

This method also has its short comings for it was noted that in some cases the same group of respondents always got the chance that is those from the same employee grade for instance in the research of the implementation of Results Based Management and their impacts on service delivery in Chegutu Municipality the respondents from the same department and same grade can got the chance of being selected to be part of this research which can being the same information. In this research under study of Results Based Management data exactness depends on the size of the sample which 52 used by the researcher in Chegutu Municipality.

3.12 Sources of data

The researcher uses two sources of data to carry out the research of implementation of Results Based Management and their impact on service delivery in Chegutu Municipality. Primary and secondary data was used to get unbiased and necessary information on the study of implementation of Results Based Management and their impact on service delivery in Chegutu Municipality.

3.12.1 Primary data

According to Arasli (2005) primary data is the information that obtained by carrying out a research for the first time concerning that topic. Primary data can also be gathered information to answer specific topic or to prove a thesis or to solve a problem that would have been noticed. In this study of the implementation of Results Based Management and their impact on service delivery in Chegutu Municipality the researcher collected primary data through using interviews and questionnaires.

3.12.2 Secondary data

According to Wong (1999), secondary data is the information that has been already collected by someone for some reasons other than the current reason. It can therefore be used to get a new perspective on the current study to supplement or compare the work. Secondary data was collected from the Chegutu Municipality Strategic Plan (2014-2018) and other articles from the internet based on Results Based Management .Other sources were books relating on the subject of Results Based Management. In this study secondary data was used to complement primary data collected in the field.

3.13 DATA COLLECTION INSTRUMENTS

According to Kotler (2003), there are several data collection tools available to a research for example interviews, observations and interviews. The researcher made use of interviews and questionnaires.

3.13.1 QUESTIONNAIRES

Cohen (2000) views that the questionnaire is widely used and useful instrument for collecting survey information, providing structure often numerical data, being able to be administered without the presence of the researcher and often being comparatively straight forward to analyse. Carman (2010) highlighted that the respondents need to appreciate and to understand the subject and give relevant information to the researcher therefore the research is using both open-ended and closed-ended questionnaires. The researcher used both open-ended and closed-ended questions in this study which enables the researcher to get qualitative and quantitative data pertaining the implementation of Results Based Management and their impact on service delivery in Chegutu Municipality. In this study the researcher distributed questionnaires to Chegutu Municipality management, employees and councillors. The questionnaire which was distributed to councillors was intended to capture a variety of information concerning the state of service delivery after Chegutu Municipality had adopted the Results Based Management that is from 2010 to present. It is important to find out from councillors because they are the representative of the residents if the adoption of Results Based Management by Chegutu Municipality has improved quality of service delivery or not. The questionnaire also distributed to the employees was expected to capture information concerning the achievements, impacts and challenges of the implementation of Results Based Management in Chegutu Municipality.

3.13.1.1 Advantages of using questionnaires

Questionnaire is cost effective as a way of collecting data and they allow the researcher to collect large amount of information concerning the implementation of the Results Based Management and their impact on service delivery in Chegutu Municipality within a short time. Also questionnaire allowed the respondents to answer freely because there were no names mentioned and that the respondents were assured that information collected will only be used for academic purposes only and this gave the respondents time to give a deeper thought to the concept of the RBM as they explained their answers on why or how question.. The questionnaires are less expensive to administer to the respondents as it can be posted or

distributed by the researcher by hand to the Chegutu Municipality employees, councillors and the Management. The questionnaire method of data collection allows the respondents to give accurate answers concerning the implementation of Results Based Management implementation in Chegutu Municipality and their impacts on service delivery since the questionnaire were responded to in the absence of the researcher. They are free to write the truth without any fear that the information might leak or any one might be listening to their response.

3.13.1.2 Disadvantages of using questionnaire

The questionnaire is not friendly tool to collect data for people who are illiterate. Since the questionnaire were responded to in the absentia of the researcher this made the data collection susceptible to misinterpretation, and this may result in inaccurate findings. However this method of collecting data need the researcher to assist the employees ,councillors and the management of Chegutu Municipality in understanding the questions and clarify all questions before they attempt to answer the questions concerning the implementation of Results Based Management and their impacts on service in Chegutu Municipality. Another disadvantage is that they are higher chances of them having low responses and may not be respondent to on time. Also not all respondents are truthful as some may lie in order to please the researcher. Through questionnaire there was no guarantee that the intended responded will answer the question as she or he may take it home and give it to someone to respond it to. The questionnaire does allow the researcher to see some forms of changes in emotions, behaviour or feelings of Chegutu Municipality management, employees and councillors concerning the implementation of Results Based Management. Therefore the researcher employed good interpretation skill.

3.13.2 INTERVIEWS

Kothari (2004) highlighted that the interview is a method of collecting information which involves the representation of oral verbal stimuli and reply in terms of oral verbal responses. Kvale (2007) states that interview is face to face conversation with an individual using a series of questions in order to attain information from the interviewee. In this study the researcher made an appointment with Chegutu Municipality management and the councillors to conduct the interviews on the issue concerning their experiences with successes of the implementation of Results Based Management, challenges being faced in the implementation of the Result Base Management and their impact on service.

3.13.2.1 Advantages of using interviews

Through interviews the researcher was able to read facial expression and was able to make a judgment to determine whether the respondent is telling the truth or not concerning the implementation of Results Based Management and their impacts on service delivery in Chegutu Municipality. In addition interviews gave room for feedback because of the direct interaction between the interviewer and interviewee. The researcher also had the opportunity to ask further for a detailed explanation where he did not understand or where clarification was required concerning the implementation of Results Based Management and their impacts on service delivery in Chegutu Municipality. The use of an interview guide was also important considering that this guided the researcher in bringing out uniformity of the questions as the same questions were used over a number of respondents. The interviewer ensured that the respondents responded to questions that were asked and not those that were not asked. The interviews allow the additional information meaning that the interviews allow the monitoring and evaluation of interpersonal skills, emotional tone, behaviour under stress and internal consistency of the interviewee's answers.

3.13.2.2 Disadvantages of using interviews

The disadvantages of interviews is that they are time consuming and at the same time costly due interaction of one on one. Since some of the interviewees were important personnel for instance Chegutu Municipality town clerk, director of engineering, director of central administration and director of finance they were ever busy as such not all questions concerning Results Based Management implementation and their impacts on service delivery were responded to as they had meetings to attend etc. it was also difficult to secure appointments with some of the councillors and management of Chegutu Municipality.

3.14 Pre-test

Bell (2001) highlighted that pretesting includes conducting an experiment or a trial in preparation of the actual research. Pre-test allows the researcher to see if the questionnaires are worth to be used in carrying out of this study, also allows the researcher to know if questionnaires bring the required information and it also allows the researcher to know whether questionnaires are comprehensible. In this case researcher conducted a pre -test in Chegutu Rural District Council.

3.15 Data presentation and analysis plan.

The information from the questionnaires and interviews will be analysed and represented in the form of graphs, tables and pie charts. It will be done after the collection process of data.

3.16 Validity

Bell (2010) suggested that validity means whether the design of the research provides convincing conclusion. Validity is a measure that accurately reflects the concepts which is intended to measure the value of the researched data. The methods are supposed to give measurements of what the study is really trying to measure. The main aim is on the extent to which the findings reflect the reality. It is hoped that the questions asked in the interviews with key informants will provide answers that will answer the objectives of the research although it is not yet known to what extent the observations and the interviewees will give the researcher the answers she is looking for.

3.17 Reliability

Wilson J. (2010) defined reliability as consistency in measurement, different of the same concepts or the same measurement overtime should produce the same results. The methods which used to produce results that can be produced under other circumstances. Reliability is achieved if those methods are repeated by a different person at the same time yield same results on the second occasion. The researcher will conduct a pilot study first and see if the results used are close to bring intended objectives.

3.18 Ethical considerations

Just like any other research, this researcher also made use of ethical considerations. Research ethics are concerned with the researcher being ethically and morally responsible to participants, sponsors, citizens and also the employers also. During the research, the researcher ensured that the confidentiality of the respondents was guaranteed as the findings were only to be used for academic purposes only. In some instances the research the researcher also had to seek consent where there was need to. In order to ensure the willingness by the respondents to participate, the researcher gave them much information as possible so as to make an informed decision about whether they should participate or not.

3.19 Summary

This chapter provides the information on the research methodology that was used during the research. The researcher used both qualitative and quantitative methodologies. The research instruments which were used by the researcher during the collection of data process, the research designs used, sample size, targeted population and data collection procedures were discussed. The simple random sampling and judgemental or purposive sampling were used to select participants. The next chapter is going to look at data presentation, analysis and interpretation of the findings.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents, interprets and analyses data that have been gathered and findings of the research problem from various respondents. It is important to analyse the data that have been gathered in order to achieve meaning and to draw conclusions. Analysing of data in this section includes responses from questionnaires and interviews. The researcher used quantitative technique to explain the findings and qualitative in analysing data. The views of Chegutu Municipality management, employees and councillors will be discussed. Data will be presented in the form of tables, charts and graphics. The thematic approach in presenting the data was considered by the researcher since the researcher since the research tried to cover the following objectives of the research that is;

- To identify the reasons for adoption of Results Based Management in local authorities.
- To examine how Chegutu Municipality adopted Results Based Management.
- To determine the link between Results Based Management and service delivery.
- To determine the impacts of Results Based Management.

4.1 Response rate

4.1.1 Questionnaire response rate

The researcher drafted three sets of questionnaire for Chegutu Municipality management, employees and councillors. The table below shows the number of questionnaire distributed and the number of response obtained.

Table 4.1: Questionnaire response rate analysis

Category	Targeted number of responses	Number of questionnaire responded	Number of questionnaire not responded	Percentage % of response rate
Council management	10	8	2	80
Council employees	30	25	5	83
Elected councillors	12	9	3	75
Total	52	42	10	81

Source: Research data 2017

From table 4.1 above shows that the researcher targeted 52 responses and administered 52 questionnaires in Chegutu Municipality. 42 of them were successfully answered which represented by 81% an overall response rate. The Chegutu Municipality employees have a response rate of 83% which was overall good. Chegutu Municipality management had a response rate of 80% which was slightly below the response rate of employees. The researcher have a challenge of tracking councillors since in Chegutu Municipality councillors are part-time employees that resulting of 9 councillors out of 12 councillors who participate in the research of Results Based Management in Chegutu Municipality.

Saunders (2003) states that a response rate of above 60% is generally considered as a representative of the population, with a lower response rate is considered to be biased and not fully representative of the total population. The overall response rate of Chegutu Municipality response in questionnaires was 81% which considered to be reasonable and justifiable in the basis of marking conclusions and recommendations on this research. The overall response rate reflects the effectiveness and efficiency of the data collection techniques used and it also gives simplicity of the research questions.

4.2 Interviews response rate

The researcher conducted face to face interviews with Chegutu Municipality management. The researcher scheduled to 10 interviews but managed to conduct 8 interviews. This was due to the fact that some were in committee meetings. The interviews were mainly focused on their experiences in the implementation of Results Based Management, benefits of

implementing Results Based Management in Chegutu Municipality, impacts of Results Based Management on service delivery, challenges being faced in implementation of Results Based Management and the way forward. The table below shows the interview response rate.

Table 4.2: Interviews response rate

Category	Targeted of interviewees	Number of interviewees	Non-interviewees	Percentage % of response rate
Council management	10	8	2	80
Total	10	8	2	80

Source: Research data 2017

The response rate of interviews was 80% slightly good and this helped the researcher together valuable data that will help to supplement information that have been obtained in the questionnaires. Also this helps to gather new information from those who did not get the opportunity to fill the questionnaires. The researcher had the opportunity to probe more questions and ask for more explanation where it necessary.

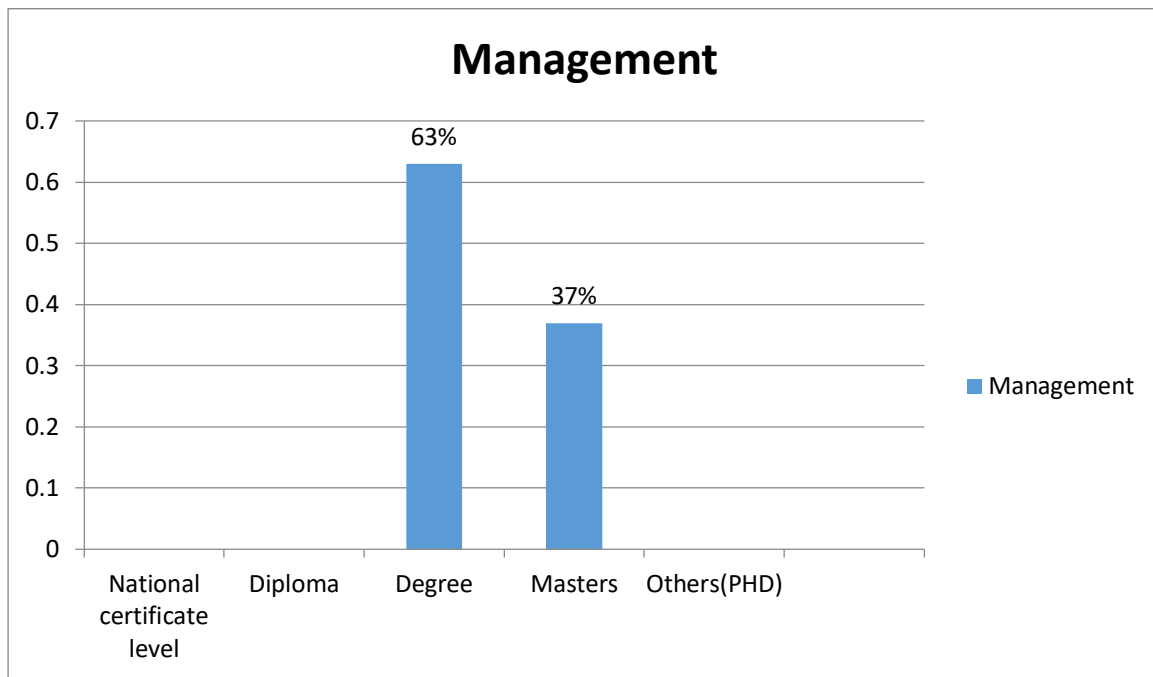
4.3 Demographic of respondents

4.3.1 Level of education of the respondents

The level of education was divided into five categories that are certificate, diploma, degree, masters and lastly others where the respondents supposed to specify their academic qualifications.

Chegutu Municipality Management educational level

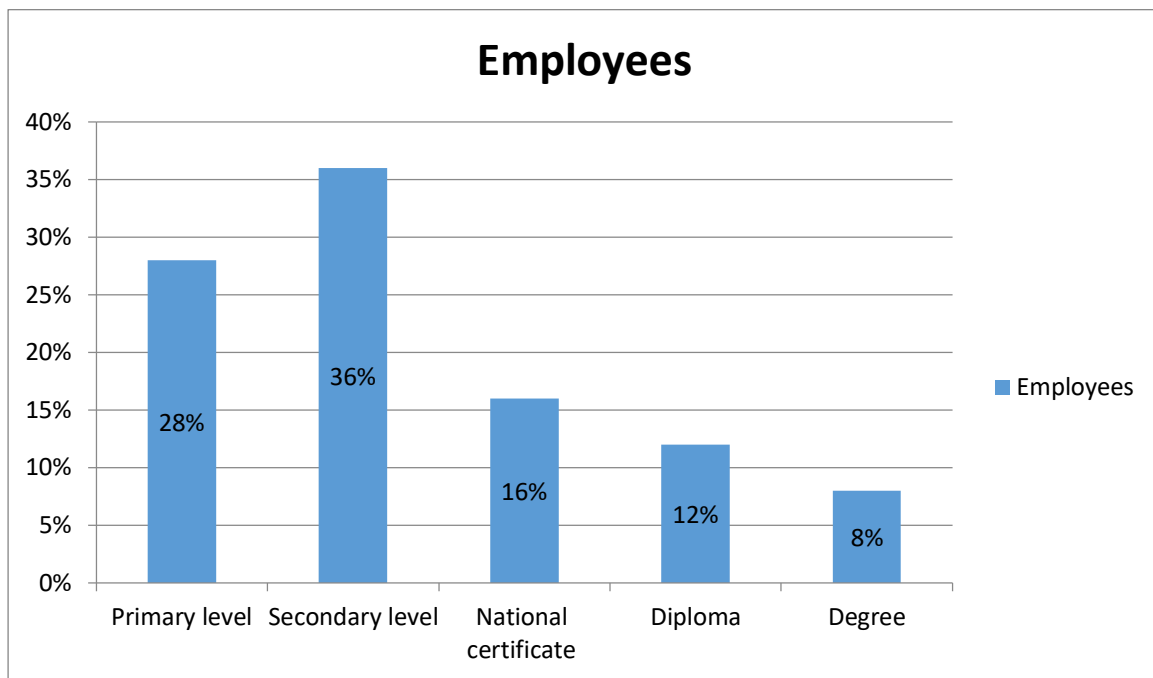
Figure 4.1: The academic level of Chegutu Municipality management



Source: Research data 2017

Most of Chegutu Municipality management had degree which is 5 out of 8 respondents. The response rate is 63% of those who have a degree. 3 out of 8 had master's degree and the response rate is 38%. The level of education of Chegutu Municipality management provide good base or opportunity for implementing change in council as the majority of management are enlightened. Level of education and experience in local government increase the appreciation of the need of change and organizational development. Chegutu Municipality management are highly educated as compared to employees and councillor's. This shows that the management has the capacity to plan, organize, lead and control council resource to meet set objectives. This will cause the implementation of Results Based Management in Chegutu Municipality to be successful and will also cause the effective use of Results Based Management in the operation of Chegutu Municipality. These qualifications in the eyes of the researcher were seen as the least academic qualifications that will give credible and reliable information which is relevant to the research.

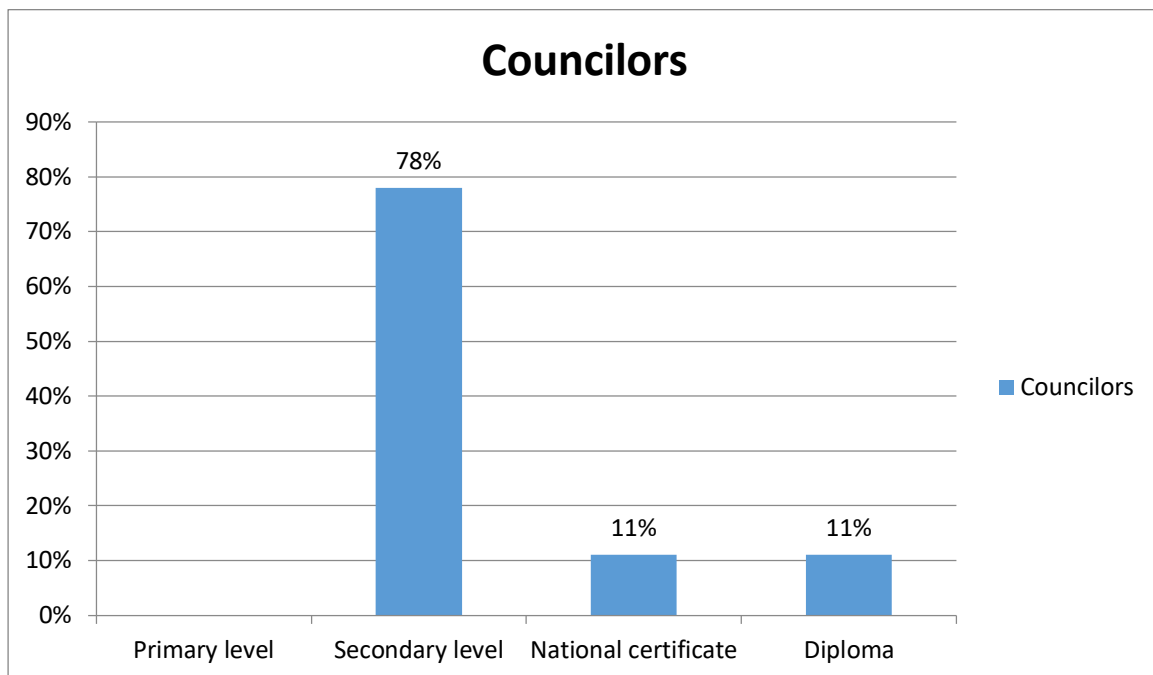
Figure 4.2: Chegutu Municipality Employees Level of Education



Source: Research data 2017

Out of 25 employees 7 of the attained primary level ,then 9 attained secondary level,4 has national certificate ,3 has diploma and 2 has degree. However most of the employees in Chegutu Municipality had attained secondary level which is 9 out of 25 and the response rate is 36%. Those who had primary level are 7 which corresponding to 28% response rate. 4 had national certificate which corresponding to 16% response rate .3 had diploma which corresponding to 12% and 2 have a degree which corresponding to 8% .The results of employees level of education shows that the issue of education need to be addressed in Chegutu Municipality and is very important in all organizations. The education score for Chegutu Municipality employees is very low as the majority of the respondents have attained up to secondary level .This causes many challenges for Chegutu Municipality as most of the employees will not be able to produce expected results as far as service delivery is concerned. This supported by Wood (2000) who states that inadequacy in terms of trained, competent technical and generalists human resources to carry out their responsibilities has been a significant contributory factor in the poor provision of public services and under development of the areas. This shows that Chegutu Municipality needs to focus on education, capacity building, training and development of its employees for Results Based Management to be effective.

Fig 4.3: Educational level of councillors

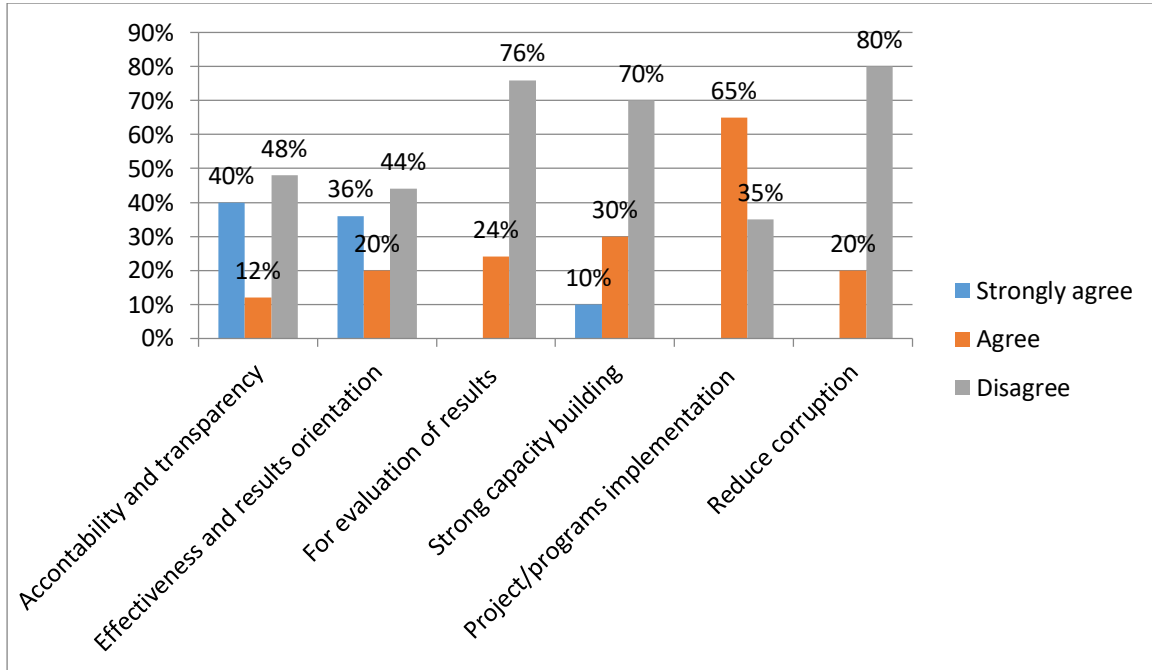


Source: Research data 2017

78% of the councillors had reached secondary level, 11% has a national diploma and also 11% has a degree. From the results the level of education of councillor as policy makers is very low. As a result one can argue that how can these councillors make decisions and come up with resolution in technical council committees such as the finance committees and some of them are members of committees. Also this presents challenges to local governance system as some councillors may fail to comprehend some of the issue pertaining to the operation council such as budgeting and strategic planning, development planning, formulation of quality council resolution and implementation of policies. However one of the weaknesses of Zimbabwe local government statues is that both rural district Council Act and Urban Council Act does not stipulate any qualification for one to be councillor. This supported by Kaulemu (2010) who asserts that in order to have a rapid change there is need to invest in the education and training of policy makers, management and employees in the organization to enables better implementation of projects and programs.

4.3 The reasons for Chegutu Municipality to adopt Results Based Management

Figure 4.4: Reasons for adoption of Results Based Management



Source: Research data 2017

The figure 4.4 above shows the reasons for adoption Results Based Management in local authorities. The reasons which had mentioned includes to become accountability and transparency, effectiveness and results orientation, for evaluation of results ,reduce corruption, strong capacity building , strategic planning ,programs and projects implementation.

4.3.1 Accountability and transparency

Evidence from figure 4.4 above reviews that 40% of the respondents strongly agreed that Chegutu Municipality adopted Results Based Management to improve accountability and transparency, also 12% agreed and 48% disagreed. Some interviewees point out that accountability and transparency improve in Chegutu Municipality through the allowing of stakeholders to participate and to be involved in every project and program of the council such as budget formulation and implementation. They also point that accountability and transparency in Chegutu Municipality improved through the implementation of e-government which allows the creation of websites. Chegutu Municipality managed to set up website for them to enable to interact with citizens. They also give an example of whereby each

department write and submit reports to the district administrator office. This is in line with what was highlighted by Constitution of Zimbabwe of 2013 section 194 (1f) provides that public administration must be accountable to parliament and to people. Some of those who agreed pointed out that with decentralisation, employees will have to be accountable for results as each zone will have to perform better. What the stakeholders want are results and failure to yield those results will result in official being held to account. This was also supported by Zinyama et al (2015) who state that one of the measures to ensure accountability is through performance management and contract.

Those respondents who disagreed cited that the adoption of Results Based Management in Chegutu Municipality has not change anything in terms of service delivery. They cited that the concept may be in practice but not with everyone as some of them claimed that they never heard of it. Some state that this principle is only on paper not in practical and actually no one does a follow up on checking whether employees are accountable or not. They also blamed the management for not being accountable as they insist that management have awarded themselves huge sums of allowances and in some cases council lost a lot of money due to survival corruption and due to this it becomes difficult for some respondents to agree that Chegutu Municipality adopted the concept of Results Based Management to improve accountability and transparency.

From these findings, the researcher conclude that the organisation have adopted Results Based Management to improve accountability and transparency but to be effective in practice ,there are a number of issues to be addressed first so that desired results will be achieved. Pollit et al (1999) state that in order to achieve accountability there is need to include performance audits, evaluation ,introduction of managerial culture ,internal and external control reforms ,empowerment and introduction of quality systems.

4.3.2 Effectiveness and results orientation

From figure 4.4 above shows that 36% of the respondents strongly agreed that Chegutu Municipality adopted Results Based Management to promote effectiveness and results orientation, also 20% agreed and 44% of the respondents disagreed. Some interviewees cited that Chegutu Municipality adopted Results Based Management to promote effectiveness and results orientation since in the past decades Chegutu Municipality was facing numerous challenges in their operations which leading to poor quality service delivery. Some respondents cited that due to that Chegutu Municipality has become ineffective and failed to

demonstrate the value of money which has resulted in the loss of reputation of Chegutu Municipality as stakeholders are dissatisfied by the quality of service provided by the council. Some interviewees cited due to that Chegutu Municipality adopted Results Based Management through requiring every employee to have an approved work plan which in line with the council budget and also the budget must related to performance contracts for every employee of the council. Some respondents cited that effectiveness and results orientation was achieved through the practices of components of Results Based Managements. This was supported by Pollitt and Bouckaert (2000) who highlighted that to address these challenges, governments have engaged in numerous reforms and initiatives that drive public services towards results-orientation and citizen focus, with emphasis on strategic and business planning.

Those who disagreed cited that the adoption of Results Based Management in Chegutu Municipality does not change anything because this concept is actually not being practised. They pointed out that service delivery in Chegutu is still poor although the council has adopted RBM which is the concept implemented to improve service delivery. They cited that most roads in Chegutu have potholes and most of locations they are not receiving water from council for many years. Some also state that they did not even attend the workshops of Results Based Management. The researcher concluded that for RBM to produce effectiveness and result orientation accepts, there is need for training and development of employees so that they understand what this concept is all about. Also there is need for continuous monitoring and evaluation of employees' performance so that the service delivery concept can be achieved.

4.3.3 For evaluation of results.

Evidence from figure 4.4 reviews that 24 % of the respondents agreed that Chegutu Municipality adopted RBM to promote evaluation of results and 76% of the respondents agreed to that. Some respondents cited that RBM adopted in Chegutu Municipality to promote evaluation of results through clarifying results during planning and internal monitoring of projects and programs of council. They also cited that due to that Chegutu Municipality carry out different projects and projects so that it meets the needs of the community. They mentioned that has a problem of access to safe water and the local authority has an objective to increase access to portable water supply to stakeholders from the current 55% to 80% by December 2018. This supported by Armstrong (2007) who

highlighted that implementation can lead to monitoring of project progressive as they work, looking at whether and how they are incrementally making a difference to the situation.

Those who disagreed cited that the adoption of RBM by Chegutu Municipality does not change anything because this concept is actually not being practised. They pointed out that service delivery in Chegutu is still poor although the council has adopted RBM which is the concept implemented to improve service delivery. They cited that most roads in Chegutu have potholes and most of locations they are not receiving water from council for many years. Some also state that they did not even attend the workshops of Results Based Management. The researcher concluded that for RBM to produce effectiveness and result orientation accepts, there is need for training and development of employees so that they understand what this concept is all about. Also there is need for continuous monitoring and evaluation of projects and programs of the council so that the service delivery concept can be achieved.

4.3.4 Strong capacity building

Evidence from figure 4.4 above reviews that 10% of the respondents strongly agreed that Chegutu Municipality adopted RBM to promote strong capacity building, 30% of the respondents agreed and 70% of the respondents disagreed to that. Some respondents agreed that Chegutu Municipality adopted RBM to promote strong capacity building through training and attending to series of workshop by employees concerning the use of RBM to produce intended results. Chegutu Municipality has introduced career development for their employees due to the implementation of RBM. This supported by Armstrong (2005) who highlights that the identification of intended results in a clear manner, workable and realistic way, helps an organization to build strong development capacity because it clarifies to the organization what it needs to concentrate on and what resources are needed to fulfil the job.

Those who disagreed cited that the adoption of Results Based Management in Chegutu Municipality does not change anything because this concept is actually on paper not being practised. Some interviewees cited that they did not even attend the workshops of Results Based Management. The researcher concluded that for RBM to produce effectiveness and result orientation aspects, there is need for training and development of employees so that they understand what this concept is all about. Also there is need for continuous monitoring and evaluation of employees' performance so that the service delivery concept can be achieved.

4.3.5 Projects and programs implementation

From the figure 4.4 above shows that 65% of the respondents agreed that Chegutu Municipality adopted RBM for better implementation of projects and programs and 35% of the respondents disagreed to that. Some respondents cited that Chegutu Municipality adopted RBM for better implementation of projects and programs such as road construction and water reticulation. Some interviewees cited that water supply in some parts of Chegutu has improved and residents get water almost every day. In areas where there is water problem, the council had drilled borehole. Some respondents state the council successful install solar robots and street lighting in the town. They also cited that due to the adoption of RBM the council tries to restore clean town status by having bins in most parts of the CBD. This supported by Armstrong (2007) who note that in terms of problems and opportunities, understanding of expected results can needs assessment, rapid appraisals, planning and monitoring.

From those who disagree cited that the adoption of RBM by Chegutu Municipality does not change any state of service delivery to poor management and corruption of top management in council. Some respondents point out that most residents of Chegutu they prefer boreholes water rather than tap water because sometimes council is no safe for drinking. However some respondents argued that according to the vision of Chegutu Municipality which says to become a competitive and attractive investment destination in Zimbabwe does not match with the current situation of having boreholes in the town and with such no competitive and attractive destination with boreholes since boreholes are found in rural areas. Some also state that the public toilets are rarely cleaned in a town of competitive and attractive investment destination and shortage financial resources makes the adoption of RBM in Chegutu Municipality to be not recognized. In conclusion the researcher cited that there is need putting in place penalties for those who found in corruption and provision of purposive funding for identified projects and programs.

4.3.6 Reduced corruption.

Evidence from figure 4.4 above shows that 20% of the respondents agreed that Chegutu Municipality adopted Results Based Management to reduce opportunities and pressures for corruption. Some respondents cited that corruption opportunities reduced in Chegutu Municipality through regular reporting which presents the crucial data which shows the performance of the council measured against performance indicators which presents the results of the council and the outcomes it has attained. Some respondents cited that due to

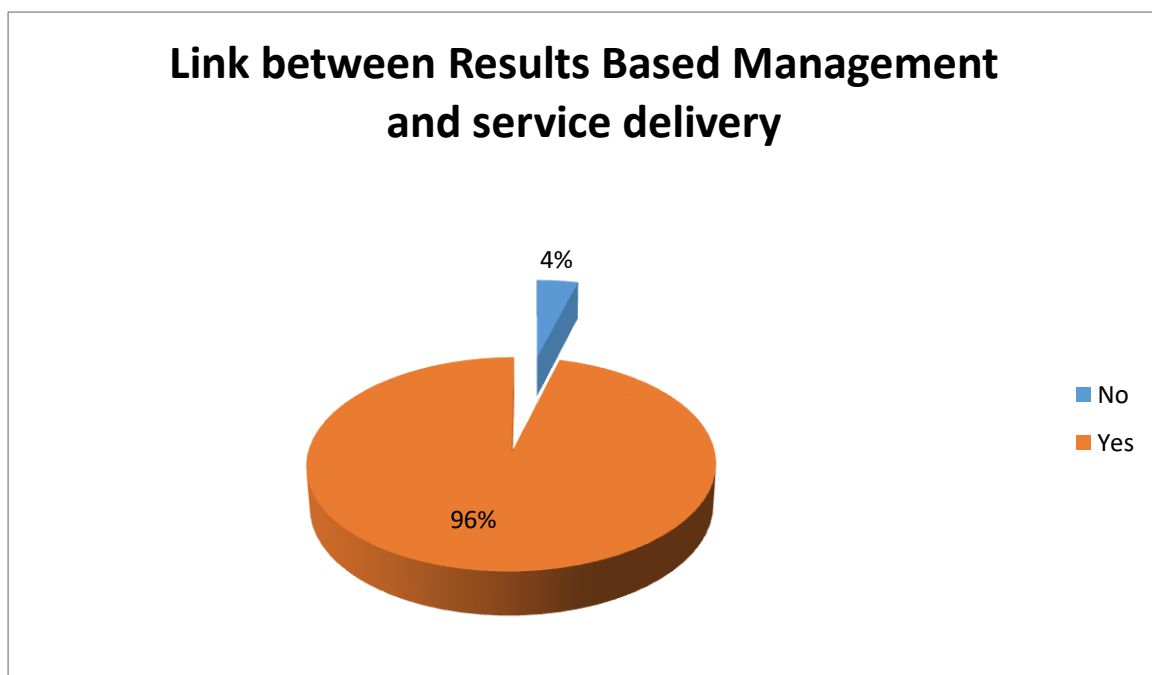
performance contracts , monitoring and evaluation of the performance of employees which improves the service delivery. This supported by Binnendijk (2000) and Bester (2012) who highlighted that Results Based Management reduces opportunities and pressure for corruption through regular performance reporting which presents the crucial data on which the performance of an organization is measured against performance indicators which represent the results of the organization and the outcomes it has attained.

From those who disagree they cited that RBM adoption in Chegutu Municipality does not change aspect of service delivery due to monopoly of the council in service delivery.80% of the respondents pointed out that the council enjoys monopoly in service delivery for example water as the local authority is a sole provider of it.This affect the local authority in a negative way as it is not exposed to competition as their vision. This supported by Rubakula (2014) who state that the government is in a state of monopoly as governments sometimes cannot be exposed to competitions due to the nature of the services they provide. In conclusion the researcher cited that there is need putting in place penalties for those who found in corruption and provision of purposive funding for identified projects and programs.

4.4 The link between Results Based Management and service delivery

Is there a relationship between Results Based Management and service delivery in Chegutu Municipality?

Figure 4.5: Relationship between RBM and service delivery



Source: Research data 2017

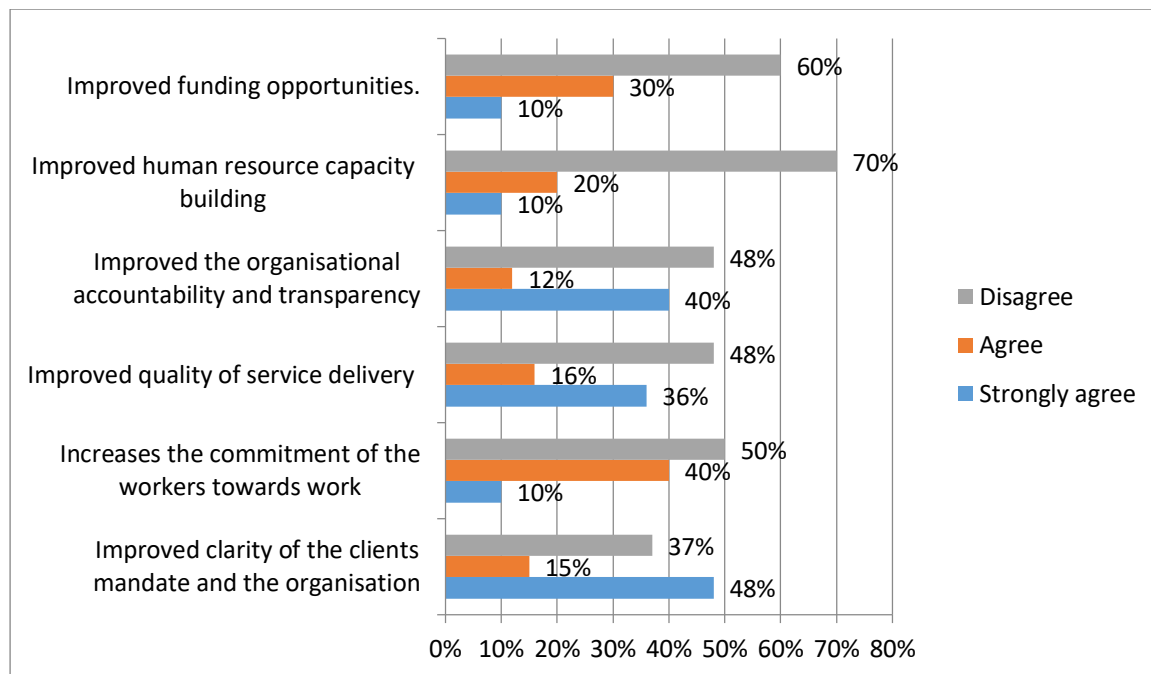
Evidence from the figure 4.5 above reviews many participants state that there is a close relationship between Results Based Management and service delivery. 96% of the respondents cited that there is direct connection between Results Based Management and service delivery because RBM improves service delivery through funding by world bank and Results Based Monitoring and Evaluation component which has being initiated by world bank. Respondents in Chegutu Municipality explain that Results Based Management looks at the output, outcome and impact indicators. Therefore, this proves that there is a direct connection between service Results Based Management and service delivery for example loads of waste management collected and measurement of litres of water distributed for consumption. This supported by Obongo (2008) who concurs with the above and further pointed out that Results Based Management was introduced in 2004 out of the need to improve service delivery.

Some respondents agreed that there is a relationship between Results Based Management and service delivery because Results Based Management includes all employees in all departments and all sections to work towards the achievement of set goals and objectives and to have an approved work plan which is in line the council budget. RBM allows the evaluation of each and every employee performance in the organisation which promotes effective use of the Results Based Management in the operation of Chegutu Municipality and improves quality of service delivery. Respondents in Chegutu Municipality states that Results Based Management is a tool for reviewing council's strategic plan in a transparent, accountable, effective and efficient way through monitoring and evaluation of goals which added to effective service delivery .This shows that the Results Based Management is effective used in Chegutu Municipality as way of improving quality of service delivery. This supported by The Social Security Office of Thailand (2010) who note that Results Based Management ensures efficient management of public services, improves performance and service delivery.

4% of the respondents state that there is no relationship between Results Based Management and service delivery because the adoption of RBM in Chegutu Municipality does not change any aspect of services .For instance quality of services like roads, water and sewer is going down even though the Results Based Management has been adopted in Chegutu Municipality. Also the respondents cited that there is no relationship between Results Based Management and service delivery because infrastructure development is not being improved and also payment of employees.

4.5 The achievements of Results Based Management in Chegutu Municipality.

Figure 4.6: Achievements of RBM



Source: Research data 2017

4.5.1 Results Based Management clarifies the mandate of clients and the organisation.

Evidence from the figure 4.6 above reviews that 48% of the respondents strongly agreed that Chegutu Municipality has achieved improved clarity of the client’s mandates and of the organisation due to the adoption of RBM, 15% agreed of the respondents and 37% disagreed of the respondents to that. Some respondents cited that due to the implementation of RBM in Chegutu Municipality stakeholders hierarchy of priorities or need achieved and of the organisation through training and development of their employees and inclusion of their stakeholders to each and every program and project of the council which promote the effective delivery of quality service .They also pointed out that this supported by the mission of the council which is to provide quality municipal services and infrastructure to stakeholders in an effective and efficient manner through a committed workforce. Some of the respondents state that the mandates of clients and of the organisation achieved through effective use of the e-government. This supported by Rassapan (2005) who highlighted that implementation of Results Based Management is an analysis of its customers and their needs,

the mandate of the organization and the impacts and the benefits the organization envisages to deliver is crucial.

From those who disagreed cited that the adoption of RBM does not change an aspect of organisation functionality. Some of the respondents state that RBM is concept which aimed to achieve results through using market or business principles in the management of public sector .Under this concept a customer is a king. They also pointed out that stakeholder complaints are not redressed in time and most of times the council fail to notify the stakeholders about updates of work done in the council. Osborne and Gaebler (1993) highlighted that government should be a customer driven and where a customer should enjoy the quality of service being provided.

From these findings, the researcher concludes that the council has achieved improved clarity of the mandate of clients and of the organisation through adopted Results Based Management; there are a number of issues to be addressed first so that desired results will be achieved. In order to achieve clarity of the stakeholders and of the organisation there is need to include performance audits, evaluation ,introduction of managerial culture ,internal and external control reforms ,empowerment and introduction of quality system.

4.5.2 Results Based Managements increases the commitment of the workers towards work.

Evidence from figure 4.6 above shows that 10% Of the respondents strongly agreed that Chegutu Municipality achieved increased commitment of the workers towards work through the implementation of RBM, 40% of the respondents agreed and 50% of the respondents disagreed to that. Some respondents cited that due adoption of RBM in Chegutu Municipality increased commitment of the workers towards work achieved through that the council continued using the Results Based Personnel Performance System which is a system of performance measurement tool focused on improving organisational performance. From the past decades there was no training and development of the employees because of financial constraints but due to the adoption of RBM training and development of employees achieved because the council budget lined with all programs and projects of council.Madhekeni (2012) note that financial constraints is one of the major obstacle that facing public institutions as it becomes difficult to train and develop the employees and as well as the implementation of e-government .Some respondents cited that all heads of departments and divisional heads signed performance contracts to improve their commitment towards work. The directors

RBM contracts were introduced in 2014 and the measurements are done annually. The issue of RBM contracts supported by Bester (2007) who highlighted that RBM as a panacea to improve the accountability and transparency of the operations of an organisation have dwell on the issue of performance contracts. Due to implementation of this new concept all employees in each department are supposed to produce results. The new vigour and energy in the council management contributed to positive impact on service delivery .This supported by Zinyama et al (2015) who state that the focus on results has changed the way government of Zimbabwe used to do business for now it requires the managers to value results and identify the measures which are necessary to achieve them. Some respondents point out that through the changes which are taking place in the organisation, the council outlined its commitment to encourage innovation, creativity and rewarding excellence. The council facilitate the sharing of best practice, keep tracking the number of documented contributions made by each employee and determine how many were implemented and the impact thereof recognized and reward performance.

However some respondents agreed that although the performance contracts included but they find out that they were still struggling to achieve results. Some respondents argued that the rewarding system will be affected by financial constraints affecting the council. Those who disagreed cited that the adoption of RBM does not improve anything in terms of service delivery. Some cited that they have never attended any workshop of RBM. The researcher conclude that due to adoption of RBM by Chegutu Municipality partly increases the commitment of the workers towards work. For council to fully achieved this need continuous monitoring and evaluation that will show how committed the management is and that will improve quality service delivery.

4.5.3 Results Based Management improves quality of service delivery.

Evidence from the figure 4.6 above reviews that 36% of the respondents strongly agreed that due to adoption of RBM in Chegutu Municipality improved quality of service delivery achieved, 16% of the respondents agreed and 52% of the respondents disagreed to that. Some respondents cited that the best way to attract customers is to provide them with good quality of goods and services that have affordable prices. Quality services are the results of various inputs from different people who have different perceptions, attitudes and beliefs as well as influence. Some respondents state that since customers are king, they ought to enjoy the value of their money by providing them quality service delivery. This supported by Tolofari (2005) who pointed out that the public have to enjoy a variety of services and the taxpayers of the

ratepayers' demands value for their money and also accountability. Some respondents state that improved quality of service delivery achieved through continuous monitoring and evaluation of the performance of management, practise of e-government and training and development of employees. Some of the respondents pointed out quality service delivery achieved through the use of the new concept of management of the local authority which decentralisation of services. Decentralised functions with idea of improving service delivery and at the same time it brings services closer to people. This supported by Silverman (1992) who state that decentralisation will empower citizens through their enhanced participation in decision-making, development planning and management. This allows the creation of new offices such as the procurement officer in Chegutu Municipality who purchase goods with the 25% retention fund. World Vision (2011) highlighted that the introduction of Results based management has contributed towards the improvement of quality public services delivery.

However some respondents state that through the using of decentralisation approach the outcomes and the impacts cannot be measured at the moment since is still at the infant stage. On the aspect of central government decentralising the functions, one can argue that if a local authority is committed to decentralising but almost all of its functions are reported to the district officer and then where is that aspect of decentralisation. The researcher concluded that due to the adoption of RBM in Chegutu Municipality improved quality of service delivery achieved.

4.5.4 Results Based Management improves organisational accountability and transparency

Evidence from figure 4.6 above reviews that 40% of the respondents strongly agreed that due to the adoption of Results Based Management in Chegutu Municipality improved accountability and transparency achieved, also 12% agreed and 48% disagreed. Some interviewees point out that accountability and transparency improve in Chegutu Municipality through the allowing of stakeholders to participate and to be involved in every project and program of the council such as budget formulation and implementation. They also point that accountability and transparency in Chegutu Municipality improved through the implementation of e-government which allows the creation of websites. Chegutu Municipality managed to set up website for them to enable to interact with citizens. They also give an example of whereby each department write and submit reports to the district administrator office. This is in line with what was highlighted by Constitution of Zimbabwe of 2013 section 194 (1f) provides that public administration must be accountable to

parliament and to people and section 194 (1h) provides that transparency must be fostered by providing the public with timely, accessible and accurate information. Some of those who agreed pointed out that with decentralisation, employees will have to be accountable for results as each zone will have to perform better. What the stakeholders want are results and failure to yield those results will result in official being held to account. This was also supported by Zinyama et al (2015) who state that one of the measures to ensure accountability is through performance management and contract.

Those respondents who disagreed cited that the adoption of Results Based Management in Chegutu Municipality does not change anything in terms of service delivery. They cited that the concept may be in practice but not with everyone as some of them claimed that they never heard of it. Some state that this principle is only on paper not in practical and actually no one does a follow up on checking whether employees are accountable or not. They also blamed the management for not being accountable as they insist that management have awarded themselves huge sums of allowances and in some cases council lost a lot of money due to survival corruption and due to this it becomes difficult for some respondents to agree that Chegutu Municipality adopted the concept of Results Based Management to improve accountability and transparency.

From these findings, the researcher conclude that the organisation have achieved improve accountability and transparency due to the adoption of Results Based Management to but to be effective in practice ,there are a number of issues to be addressed first so that desired results will be achieved. Pollit et al (1999) state that in order to achieve accountability there is need to include performance audits, evaluation ,introduction of managerial culture ,internal and external control reforms ,empowerment and introduction of quality systems.

4.5.5 RBM improves Strong capacity building

Evidence from figure 4.6 above reviews that 10% of the respondents strongly agreed that Chegutu Municipality adopted RBM improved human resource capacity building, 30% of the respondents agreed and 70% of the respondents disagreed to that. Some respondents agreed that Chegutu Municipality adopted RBM to promote strong capacity building through training and attending to series of workshop by employees concerning the use of RBM to produce intended results. Chegutu Municipality has introduced career development for their employees due to the implementation of RBM. This supported by Armstrong (2005) who highlights that the identification of intended results in a clear manner, workable and realistic

way, helps an organization to build strong development capacity because it clarifies to the organization what it needs to concentrate on and what resources are needed to fulfil the job.

Those who disagreed cited that the adoption of Results Based Management in Chegutu Municipality does not change anything because this concept is actually on paper not being practised. Some interviewees cited that they did not even attend the workshops of Results Based Management. The researcher concluded that Chegutu Municipality partly achieved human resources capacity building and for RBM to produce effectiveness and result orientation aspects, there is need for training and development of employees so that they understand what this concept is all about. Also there is need for continuous monitoring and evaluation of employees' performance so that the service delivery concept can be achieved.

4.5.6 Results Based Management increases funding opportunities

Evidences from figure 4.6 above shows that 10% of the respondents strongly agreed that due to the adoption of RBM in Chegutu Municipality it increases the funding opportunities, 30% of the respondents agreed and 60% of the respondents disagreed to that. Some of the respondents cited that Chegutu Municipality is able to achieve intended goals by using Results Based Management because of the external funding that comes from World Bank for projects and programs implementation. They cited that Chegutu Municipality offered US\$ 50 000 by the World Bank for procurement of roads and servicing of stands which improves the quality of service delivery.

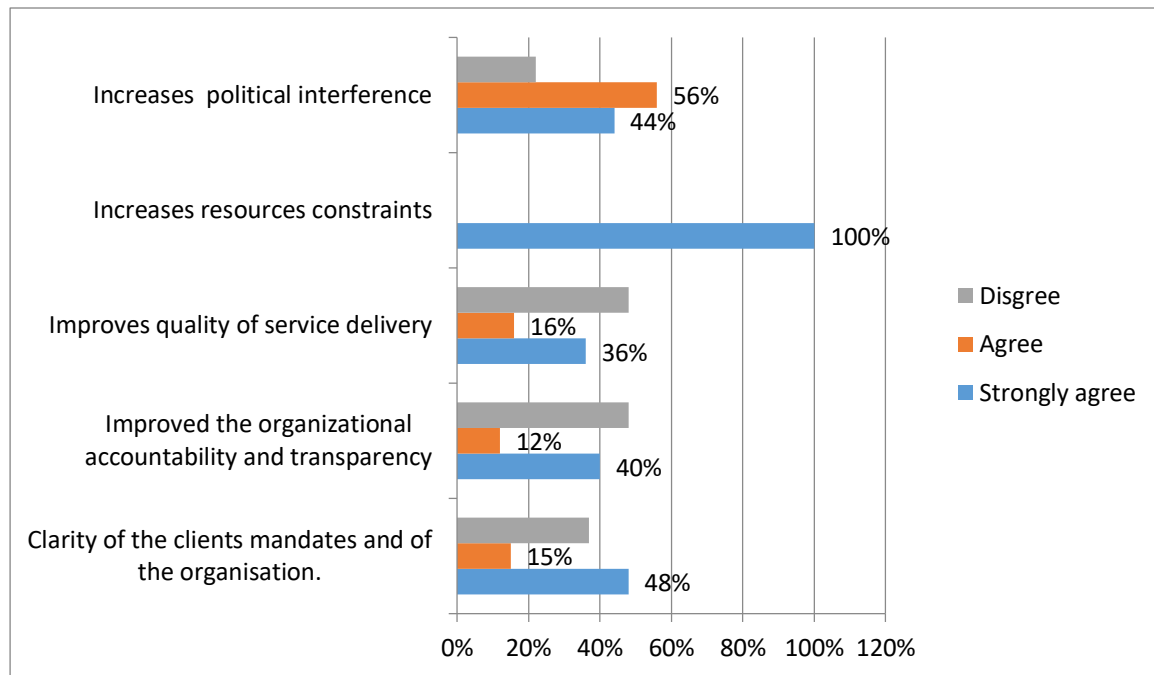
From those who disagreed cited that RBM adoption does not improved anything in terms of service delivery. Some of the respondents state that in term of Constitution of Zimbabwe amendment number 20 of 2013 section 301 (3) which cited that not less than five per cent of the national revenues raised in any financial year must be allocated to the province and local authorities as their share in that year. This fund is in paper not in practical. The researcher concludes that the adoption of RBM in Chegutu Municipality failed to increases the funding opportunities.

4.6 The impacts of Results Based Management on service delivery in Chegutu Municipality

Another objective of the research was to determine the impacts of RBM on service delivery. The research wanted to find out how the RBM had resulted in improved service delivery. There are three sets of answers among the questionnaires that is strongly agree, agree and

disagree. Those that answered strongly agree, agree and disagree were asked to explain how the RBM has improved service delivery.

Figure 4.7: The impacts of RBM on service delivery



Source: Research data 2017

Those who responded to strongly agree and disagree explained that even though the organisation is facing challenges in the delivery of services, it had managed to be resilient despite the harsh environment they are operating in.

4.6.1 Results Based Management clarifies the mandate of clients and the organisation.

Evidence from the figure 4.7 above reviews that 48% of the respondents strongly agreed that due to the adoption of RBM in Chegutu Municipality causes the improvement clarity of the clients mandates and of the organisation, 15% agreed of the respondents and 37% disagreed of the respondents to that .Some respondents cited that due to the implementation of RBM in Chegutu Municipality stakeholders hierarchy of priorities or need achieved and of the organisation through training and development of their employees and inclusion of their stakeholders to each and every program and project of the council which promote the effective delivery of quality service .They also pointed out that this supported by the mission of the council which is to provide quality municipal services and infrastructure to

stakeholders in an effective and efficient manner through a committed workforce. They also pointed out that most of the roads in Chegutu were improved. Water supply in some parts of Chegutu has improved and residents get water almost every day. In areas where water is a problem, the council has drilled boreholes. Some of the respondents state that the mandates of clients and of the organisation achieved through effective use of the e-government. This is supported by Rassapan (2005) who highlighted that implementation of Results Based Management is an analysis of its customers and their needs, the mandate of the organization and the impacts and the benefits the organization envisages to deliver is crucial.

From those who disagreed cited that the adoption of RBM does not change an aspect of organisation functionality. Some of the respondents state that RBM is a concept which aimed to achieve results through using market or business principles in the management of public sector. Under this concept a customer is a king. They also pointed out that stakeholder complaints are not redressed in time and most of times the council fail to notify the stakeholders about updates of work done in the council. Osborne and Gaebler (1993) highlighted that government should be a customer driven and where a customer should enjoy the quality of service being provided.

From these findings, the researcher concludes that the council has improved clarity of the mandate of clients and of the organisation through adopted Results Based Management; there are a number of issues to be addressed first so that desired results will be achieved. In order to achieve clarity of the stakeholders and of the organisation there is need to include performance audits, evaluation, introduction of managerial culture, internal and external control reforms, empowerment and introduction of quality system.

4.6.2 Results Based Management improves organisational accountability and transparency

Evidence from figure 4.7 above reviews that 40% of the respondents strongly agreed that due to the adoption of Results Based Management in Chegutu Municipality causes the positive impact of improved accountability and transparency, also 12% agreed and 48% disagreed. Some interviewees point out that accountability and transparency improve in Chegutu Municipality through the allowing of stakeholders to participate and to be involved in every project and program of the council such as budget formulation and implementation. They also point that accountability and transparency in Chegutu Municipality improved through the implementation of e-government which allows the creation of websites. Chegutu

Municipality managed to set up website for them to enable to interact with citizens. Some of the respondents cited that the council has already begun installing solar street lights and robots in the town. They also give an example of whereby each department write and submit reports to the district administrator office. This is in line with what was highlighted by Constitution of Zimbabwe of 2013 section 194 (1f) provides that public administration must be accountable to parliament and to people and section 194 (1h) provides that transparency must be fostered by providing the public with timely, accessible and accurate information. Some of those who agreed pointed out that with decentralisation, employees will have to be accountable for results as each zone will have to perform better. What the stakeholders want are results and failure to yield those results will result in official being held to account. This was also supported by Zinyama et al (2015) who state that one of the measures to ensure accountability is through performance management and contract.

Those respondents who disagreed cited that the adoption of Results Based Management in Chegutu Municipality does not change anything in terms of service delivery. They cited that the concept may be in practice but not with everyone as some of them claimed that they never heard of it. Some state that this principle is only on paper not in practical and actually no one does a follow up on checking whether employees are accountable or not. They also blamed the management for not being accountable as they insist that management have awarded themselves huge sums of allowances and in some cases council lost a lot of money due to survival corruption and due to this it becomes difficult for some respondents to agree that Chegutu Municipality adopted the concept of Results Based Management to improve accountability and transparency.

From these findings, the researcher conclude that the organisation have achieved improve accountability and transparency due to the adoption of Results Based Management to but to be effective in practice ,there are a number of issues to be addressed first so that desired results will be achieved. Pollit et al (1999) state that in order to achieve accountability there is need to include performance audits, evaluation ,introduction of managerial culture ,internal and external control reforms ,empowerment and introduction of quality systems.

4.6.3 Results Based Management improves quality of service delivery.

Evidence from the figure 4.7 above reviews that 36% of the respondents strongly agreed that due to adoption of RBM in Chegutu Municipality causes the positive impact of improved quality of service delivery, 16% of the respondents agreed and 52% of the respondents

disagreed to that. Some respondents cited that the best way to attract customers is to provide them with good quality of goods and services that have affordable prices. Quality services are the results of various inputs from different people who have different perceptions, attitudes and beliefs as well as influence. Some respondents state that since customers are king, they ought to enjoy the value of their money by providing them quality service delivery. This supported by Tolofari (2005) who pointed out that the public have to enjoy a variety of services and the taxpayers of the ratepayers' demands value for their money and also accountability. Some respondents state that improved quality of service delivery achieved through continues monitoring and evaluation of the performance of management, practise of e-government and training and development of employees. Some of the respondents pointed out quality service delivery achieved through the use of the new concept of management of the local authority which decentralisation of services. Decentralised functions with idea of improving service delivery and at the same time it brings services closer to people. This supported by Silverman (1992) who state that decentralisation will empower citizens through their enhanced participation in decision-making, development planning and management. This allows the creation of new offices such as the procurement officer in Chegutu Municipality who purchase good with the 25% retention fund. Some of the respondents state that the council is trying to restore the sunshine status of the town by having bins in most parts of the Central Business District. World Vision (2011) highlighted that the introduction of Results based management has contributed towards the improvement of quality public services delivery.

However some respondents state that through the using of decentralisation approach the outcomes and the impacts cannot be measured at the moment since is still at the infant stage. On the aspect of central government decentralising the functions, out can argue that if a local authority is committed to decentralising but almost all of its functions are reported to the district officer and then where is that aspect of decentralisation. The researcher concluded that due to the adoption of RBM in Chegutu Municipality improved quality of service delivery achieved.

4.6.4 Results Based Management increases resources constraints

Evidence from figure 4.7 above reveals that 100% of the respondents agreed that the organisation is facing financial and resource constraints in trying to implement the RBM. Through financial shortages it becomes difficult for example to train all relevant personnel. Through financial shortages again it was noted that the city is struggling to pay employees on

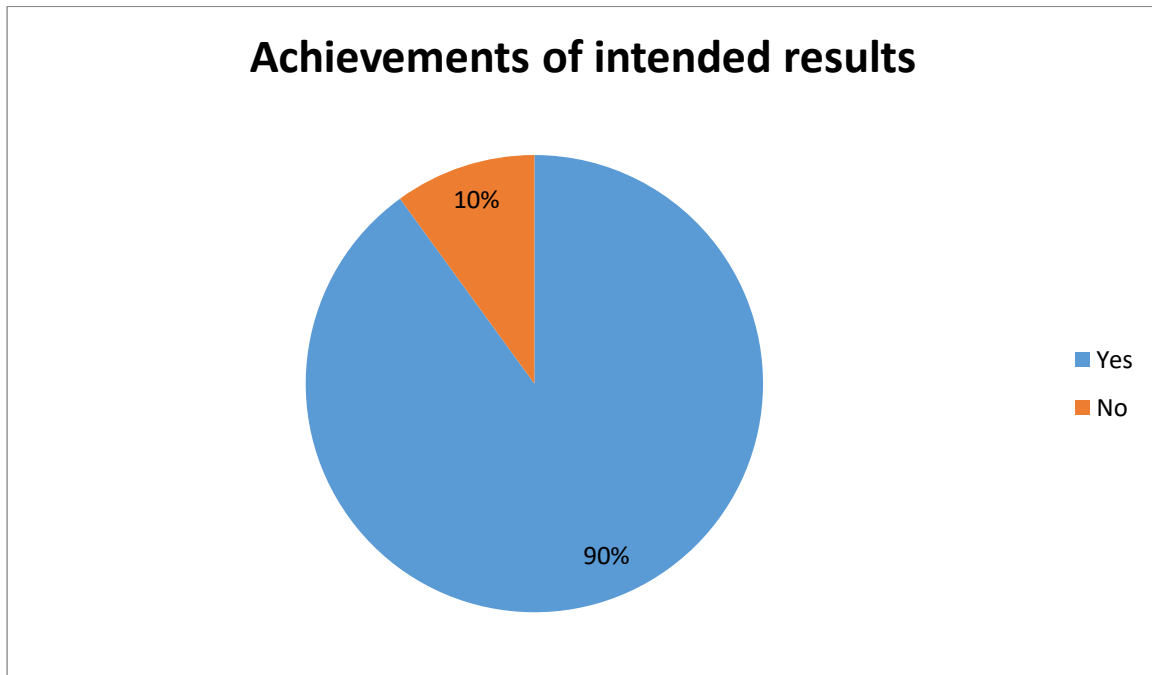
time and this has something to do with the large workforce that the council has. This is also similar to what was noted in Ghana by Polidano (1999) that there is a poor payroll system and at the same time there is failure to create clear control over the spending and staffing in the public sector. Also in terms of personnel, some managers pointed out that, it is difficult to fire employees especially considering how unionised they are.

4.6.5 Results Based Management increases the political interference

From the figure above 100% of the respondents pointed out that politics still impact negatively towards the RBM implementation. This they cited reasons like for example the ministerial directive of cutting debts. Some respondents pointed out that the council lost revenue amounting to \$300 million through the directive. On the same note, some of the managers complained that it is difficult to regularly pay employees because of the 70:30 principle where 70% of the revenue is to go towards service delivery and 30% towards salaries. So lack of political will to decentralise functions also impacts negatively on the success of the RBM. This was also collaborated by Rubakula (2014) who argued that most central governments are reluctant to decentralise both financial and human resources to the lower tiers of government and at the end of the day that will result in the failure of the implementation of RBM reforms. This lack of decentralisation according to Kajimbwa (2013) will result in poor service delivery mainly because the centre is too far from the people and yet local governments are the closest tier of government which can provide services efficiently and effectively.

4.7 Achievements of intended goals by using Results Based Management in Chegutu Municipality

Figure 4.8: Achievement of intended goals.



Source: Research data 2017

Evidence from figure 4.8 reveals that 90% of respondents agreed that Chegutu Municipality is able to achieve intended goals by using Results Based Management because of the external funding that comes from World Bank for projects and capacity building through workshop which promotes effective delivery. Respondents were asked to highlight what the local authority was doing in relation to RBM. Some respondents cited that Chegutu Municipality attended the goal of community based training through partnership with Non-Governmental Organisations which train the community concerning community development. They cited that Chegutu Municipality is in partnership with the International Organisation for Migration offered training on Community Based Planning in Chegutu wards and the World Bank donated US\$ 50 000 for procurement of roads and servicing of stands .

Some of the respondents cited that Chegutu Municipality achieve the goal of human resource development and performance management by using Results Based Management through capacity building by attending series of workshops. This supported by Rassapan (2010) who suggests that the implementation of Results Based Management must be accompanied by the

concurrent introduction of an effective management information system that can provide timely feedback on the organisation's performance.

Some respondents cited that Chegutu Municipality achieves the goal of infrastructural development. They indicated that Chegutu Municipality had constructed maternity houses, restructuring of water pipes, servicing 4000 stands, drilling of boreholes in 12 wards and environmental management. This supported by World Vision (2011) who highlighted that the introduction of Results based management has contributed towards the improvement of quality public services delivery.

However 10% of the respondents disagree that Chegutu Municipality is able to achieve intended goals by using Results Based Management due to poor management and corruption which promotes poor service delivery.

4.8 Summary

This chapter focused on the views of the various respondents regarding the reasons implementation of Results Based Management in Chegutu Municipality, the impacts, the relationship between Results Based Management and service delivery and the achievements. The findings aimed to addressing the research objectives mentioned in chapter one. Findings were represented in the form of tables, graphs and pie charts. Key findings were that Chegutu Municipality has managed to improve quality of service delivery, increase the commitment of the workers towards work, improves the organizational accountability and transparency to both stakeholders and to central government and improves capacity building of the human resources through the implementation of Results Based Management. However the implementation of Results Based Management in Chegutu Municipality also negative impacts such as increase resource constraints and residual resistance to change. The next chapter gives a summary, conclusion and the recommendations.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the summaries of the previous chapters which is chapter one, two, three, four and gives conclusions which are drawn from the research findings. It also gives the recommendations on how Chegutu Municipality successful implementation of Results Based Management to promote effective service delivery and local governance.

5.1 Summary

Chapter one

The study focused on the implementation of Results Based Management and their impacts on service delivery in Chegutu Municipality. The chapter one highlighted the background of the study, the research questions, rationale of the study and delimitations of the study and the limitation of the study. The main issue that discussed in this chapter is the introduction of Results Based Management in local authorities as way to improve service delivery since the standard of service delivery has been deteriorating in local authorities because of the economic depression (2000-2008). The research was guided by the research objectives which were :to identify the reasons for Results Based Management in local authorities, to examine how Chegutu Municipality adopted Results Based Management, to determine the link between Results Based Management and service delivery and to determine the impact of Results Based Management on service delivery. The statement of the problem states that there was an outcry from residents that Chegutu Municipality is failing to provide quality services to its stakeholders because it lacks results focus . This means that Chegutu Municipality has been providing public services without concentrating on the achievements of its goals and objectives and this has led to provision of poor quality of service delivery. However, in response to this Chegutu Municipality adopted Results Based Management as way of changing from the old way to new way of doing things. Therefore it was the main of the researcher to investigate if Results Based Management has improved the quality of service delivery in Chegutu Municipality.

Chapter two

Chapter two highlighted the views from various authors and scholars on the adoption of Results Based Management and their impacts on service delivery. The chapter provided information on what is Results Based Management, why local authorities adopted Results Based Management, the history of Results Based Management, the process of Results Based Management, the relationship between Results Based Management and service delivery and the impacts of Results Based Management on service delivery. The local authorities adopted Results Based Management so that they become more effective and results oriented, to promote transparency and accountability, for better implementation of programs and projects, to promote strong capacity development, to promote useful evaluation of results, to develop more realistic project schedules, to promote useful evaluation of results and to reduce opportunities and pressure for corruption. It was pointed out that there is a close relationship between Results Based Management and service delivery. Some scholars argued that Results Based Management is a management tool used to measure service delivery in an effective and efficient way. The components of Results Based Management have been discussed such as Integrated Development Planning, Results Based Budgeting, Results Based Personnel Performance Systems, Results Based Monitoring and Evaluation and Results Based Information Systems Management. It was highlighted that the implementation of Results Based Management improves quality of service delivery, clarifies customers mandate and of the organization, it links budget allocation to output delivery and it also increase the revenue base as rate payers decide to start due to the improvement of service delivery. However, the chapter managed to bring the shortcomings of Results Based Management which local authorities should address for Results Based Management to be considered the efficient, effective, economical and beneficial to the organization and its stakeholders.

Chapter three

This chapter reviews research methodology used. This research used the mixed methods approach. The mixed methods approach consists of both the qualitative and quantitative techniques. The population of this research consisted of the CM employees who were divided into two that is the management and the low level employees and lastly the councillors. The total population from the three groups was above 1 500. A sample size of 10 was chosen from the managers, 30 from the employees and 12 from the councillors. The data was collected

using questionnaires, interviews and observations. The researcher also made use of the ethical considerations during the process of data collection

Chapter four

This chapter focused on the views of the various respondents regarding the reasons implementation of Results Based Management in Chegutu Municipality, the impacts of Results Based Management on service delivery, the relationship between Results Based Management and service delivery and the achievements. Most employees and councillors of Chegutu Municipality are less educated and one can doubt that if they are capable of achieving results. Findings were represented in the form of tables, graphs and pie charts. Key findings were that Chegutu Municipality has managed to improve quality of service delivery, increases the commitment of the workers towards work, improves the organizational accountability and transparency to both stakeholders and to central government and improves capacity building of the human resources through the implementation of Results Based Management. However the implementation of Results Based Management in Chegutu Municipality also negative impacts such as increase resource constraints and political interference.

5.2 Conclusions

From the findings the researcher had to draw conclusions. One of the objectives of the research study was to examine how Chegutu Municipality adopted RBM. The research conclude that to a greater extent CM has adopted the RBM. This supported by most of the respondents agreed that the organisation has adopted the RBM concepts and practices. The researcher conclude that through the practice of accountability and transparency, strong capacity building ,projects and programs implementation as employees are now encouraged to focus on results. The research further established that in order to measure performance, performance contracts and performance measurements will be used. This new approach taken by the organisation has already resulted in the shift in which the organisation used to operate.

The research established that CM can be credited for being agile and ambitious. This is because the organisation through the CM service delivery charter (2015) there is now redress which focuses on creating good customer relations thereby making the customer a king. The organisation is realising that it is from the residents that they collect much of their revenue from and as such there is need to have a satisfied citizen for by so doing they will improve on customer relations and as well revenue collection as they want the customers to enjoy value

for their money. Also the organisation has to be commended for noticing the changes taking place in the environment. This is because now residents can pay their bills using plastic money as they can now swipe or pay through mobile platforms. This is commendable because not all the local authorities in the country have such platforms. Lastly, technology wise the organisation is moving in the right direction since it now has a website for place marketing, stakeholder communication.

However, on the other hand, the research also established that there is poor accountability measure in place as not all respondents were sure on who they will be accountable to. This was also noted under the RBM that no results measurements were actually being done. This, therefore means that the RBM even though it has been adopted, in some cases it may be said to exist only in principle and not in practice.

Furthermore, the research also sought to analyse the impact of the RBM on local government service delivery. The research established that most of the respondents agreed that the RBM has improved service delivery. From those who cited strongly agree, the research established that even though the organisation is facing challenges in the delivery of services, it had managed to be resilient despite the dynamic environment in which it is operating in. Also, there are improvements to be noted as through accountability and transparency, quality of service delivery and clarity of the mandate of clients and of organization. Through the council website and other social platforms, stakeholders can now interact with their council anytime and anywhere. This is vital because they can now be notified in advance on any service delivery disruptions and meetings only to highlight a few. Therefore the research concluded that since the adoption of the RBM in Chegutu Municipality has done very well in some areas. However the quality of service delivery is still not of high quality on which the council still yet to be a competitive and attractive investment destination in Zimbabwe.

The research established that financial and resource constraints are the major obstacles to implementing the RBM .Lastly, it was established that politics also play a role in the failure to implement the RBM. On politics, the research established that the failure to align the UCA (29:15) has resulted in the minister having too many powers that have a detrimental effect to the governance of local authorities on their own initiative.

5.3 Recommendations

From the research findings of this study some recommendations were made for the effective implementation of Results Based Management in Chegutu Municipality. The recommendations are as follows:

Political will

Councillors as the representatives of residents in Chegutu should be committed to Results Based Management to ensure the successful implementation of the Results Based Management in Chegutu Municipality. The councillors should participate and encourage the residents to participate in budget formulation of the council so that the Results Based Management would be included in the budget to enhance financial support in identified projects and programs. The councillors should also go an extra mile to identify needs of their wards and set performance targets for their wards in terms of development due to their political will.

Training of internal change agents for Results Based Management

Chegutu Municipality should train an internal change agent who can train the entire council basically on the issue of the Results Based Management since the research has shown that a lot of employees are not versed with the concept of the Results Based Management. The council should capacitate all level of workers to appreciate Results Based Management.

Sensitization of stakeholders

Chegutu Municipality should make stakeholders aware that the council has adopted Results Based Management for effective service delivery. Chegutu Municipality can make the stakeholders to be aware that the council has adopted Results Based Management through involving them in projects and programs of the local authority, strategic planning and in budget formulation. The local authority can gain buy in from the stakeholders and stakeholders would feel a sense of belonging which enhance the successful implementation of Results Based Management in Chegutu Municipality.

Purposive funding for identified projects and programs

Chegutu Municipality should have bases of funds that are specifically meant for identified programs and projects to avoid the situation where the residents will identify the projects and programs that will not be implemented. The community would end up withdrawing its trust

from local authority. Also the council should ensure that the scarce resources are made available for the successful implantation of Results Based Management.

Induction of the councillors and the residents

Chegutu Municipality should educate councillors and the residents basically on the issue of the Results Based Management so they can understand the concept. By training the residents and the councillors on the issue of the Results Based Management will improve the rate of participation of both the councillor and the residents. The council should capacitate all level of residents and councillors to appreciate Results Based Management and this will enhance the successful implementation.

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Appendix 1: Questionnaires for Chegutu Municipality employees

My name is Mectilda Chikazhe currently studying BSC honors Degree in Local Governance Studies at Midlands State University. I am carrying out a research on Result Based Management and their impact on service delivery case of Chegutu Municipality. You have been identified as one of the relevant participant and your input in completing this questionnaire will be sincerely appreciated. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes. Participation in this research is voluntary and your confidentiality is guaranteed. Do not include any names or personal information.

(NB: Tick where applicable)

Demographic Information

1. Sex:

Male Female

2. Age group:

a. 18-28 years b. 29-39 years c.40 – 50 years d.51- 61+ years

3. Level of education

Certificate Diploma Degree Masters

Other, specify

4. What is your professional position in the organization?

.....

5. How long have you worked for Chegutu Municipality?

.....

The reasons for the adoption Results Based Management in local authorities.

6. The following are the reasons for Chegutu Municipality to adopt Results Based Management.

REASONS	AGREE	DISAGREE	STRONGLY AGREEE
Upholding accountability and transparency			
Programs or projects implementation			
Strong capacity building			
For evaluation of results			
For effectiveness and results orientation			
Reduced corruption			
Realistic projects schedules			

7. Explain your answers?

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8. Do you have other reasons for adoption of Results Based Management in Chegutu Municipality?

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The impact of Result Based Management on service delivery

9. Is there a relationship between Results Based Management and service delivery in Chegutu Municipality?

Yes No

10. Explain your answers?

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11. Results Based Management has achieved the following in Chegutu Municipality?

ACHIEVEMENTS	AGREE	DISAGREE	STRONGLY AGREE
Increases the commitment of the workers towards work			
Improved the organisational accountability and transparency to stakeholders and to central government.			
Improved quality service delivery			
Improved clarity of the clients mandates and the organisation			
Improved human resource capacity building through a series of workshops.			
Improved funding opportunities			

12. Explain your answers?

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13. Do you other achievements?

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14. The following are the impacts of Results Based Management in Chegutu Municipality.

IMPACTS	AGREE	DISAGREE	STRONGLY AGREE
Improved the organisational accountability and transparency to stakeholders and to central government.			
Improved quality service delivery			
Improved clarity of the clients mandates and the organisation			
Increases resources constraints.			
Increases political interference			

15. Explain your answers?

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16. Do you other impacts?

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17. Are you able to achieve intended results by using Results Based Management in your Organization?

Yes

No

18. Explain your answer?

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19. What do you think that Chegutu Municipality need to ensure successful implementation of Results Based Management?

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Appendix 2: Questionnaires for Chegutu Municipality councillors

My name is Mectilda Chikazhe currently studying BSC honors Degree in Local Governance Studies at Midlands State University. I am carrying out a research on Result Based Management and their impact on service delivery case of Chegutu Municipality. You have been identified as one of the relevant participant and your input in completing this questionnaire will be sincerely appreciated. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes. Participation in this research is voluntary and your confidentiality is guaranteed. Do not include any names or personal information.

Demographic Information

1. Sex:

Male Female

2. Age group:

a. 18-28 years b. 29-39 years c.40 – 50 years d.51- 61+ years

3. Level of education

No education Primary level Secondary level Tertiary level

Other, specify

4. How long would you being a councillor in Chegutu Municipality?

.....

The reasons for the adoption Results Based Management in local authorities.

5. The following are the reasons for Chegutu Municipality to adopt Results Based Management.

REASONS	AGREE	DISAGREE	STRONGLY AGREE
Upholding accountability and transparency			
Programs or projects implementation			
Strong capacity building			
For evaluation of results			
For effectiveness and results orientation			
Reduced corruption			
Realistic projects schedules			

10. Explain your answer?

.....

.....

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6. Do you have other reasons for adoption of Results Based Management in Chegutu Municipality?

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The impact of Result Based Management on service delivery

7. Is there a relationship between Results Based Management and service delivery in Chegutu Municipality?

Yes No

8. Explain your answer?

.....

9. Results Based Management has achieved the following in Chegutu Municipality?

ACHIEVEMENTS	AGREE	DISAGREE	STRONGLY AGREEE
Increases the commitment of the workers towards work			
Improved the organisational accountability and transparency to stakeholders and to central government.			
Improved quality service delivery			
Improved clarity of the clients mandates and the organisation			
Improved human resource capacity building through a series of workshops.			
Improved funding opportunities			

10. Explain your answers?

.....

11. Do you other achievements?

.....

12. The following are the impacts of Results Based Management in Chegutu Municipality.

IMPACTS	AGREE	DISAGREE	STRONGLY AGREEE
Improved the organisational accountability and transparency to stakeholders and to central government.			
Improved quality service delivery			
Improved clarity of the clients mandates and the organisation			
Increases resources constraints.			
Increases political interference			

13. Explain your answers?

.....

14. Do you other impacts?

.....

15. Are you able to achieve intended results by using Results Based Management in your Organization?

Yes No

16. Explain your answer?

.....

17. What do you think that Chegutu Municipality need to ensure successful implementation of Results Based Management?

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Appendix 3: Questionnaires for Chegutu Municipality Management

My name is Mectilda Chikazhe currently studying BSC honors Degree in Local Governance Studies at Midlands State University. I am carrying out a research on Result Based Management and their impact on service delivery case of Chegutu Municipality. You have been identified as one of the relevant participant and your input in completing this questionnaire will be sincerely appreciated. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes. Participation in this research is voluntary and your confidentiality is guaranteed. Do not include any names or personal information.

(NB:Tick where applicable)

Demographic Information

1. **Sex:**

Male Female

2. **Age group:**

a. 18-28 years b. 29-39 years c.40 – 50 years d.51- 61+ years

3. **Level of education**

Certificate Diploma Degree Masters

Other, specify

4. What is your professional position in the organization?

.....

5. How long have you worked for Chegutu Municipality?

.....

The reasons for the adoption Results Based Management in local authorities.

6. The following are the reasons for Chegutu Municipality to adopt Results Based Management.

REASONS	AGREE	DISAGREE	STRONGLY AGREE
Upholding accountability and transparency			
Programs or projects implementation			
Strong capacity building			
For evaluation of results			
For effectiveness and results orientation			
Reduced corruption			
Realistic projects schedules			

7. Explain your answers?

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8. Do you have other reasons for adoption of Results Based Management in Chegutu Municipality?

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The impact of Result Based Management on service delivery

9. Is there a relationship between Results Based Management and service delivery in Chegutu Municipality?

Yes No

10. Explain your answer?

.....
.....

.....

11. Results Based Management has achieved the following in Chegutu Municipality?

ACHIEVEMENTS	AGREE	DISAGREE	STRONGLY AGREEE
Increases the commitment of the workers towards work			
Improved the organisational accountability and transparency to stakeholders and to central government.			
Improved quality service delivery			
Improved clarity of the clients mandates and the organisation			
Improved human resource capacity building through a series of workshops.			
Improved funding opportunities			

12. Explain your answers?

.....

13. Do you other achievements?

.....

14. The following are the impacts of Results Based Management in Chegutu Municipality.

IMPACTS	AGREE	DISAGREE	STRONGLY AGREEE
Improved the organisational accountability and transparency to stakeholders and to central government.			
Improved quality service delivery			
Improved clarity of the clients mandates and the organisation			
Increases resources constraints.			
Increases political interference			

15. Explain your answers?

.....

16. Do you other impacts?

.....

17. Are you able to achieve intended results by using Results Based Management in your Organization?

Yes No

18. Explain your answer?

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19. What do you think that Chegutu Municipality need to ensure successful implementation of Results Based Management?

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Appendix 4: Interviews for Chegutu Municipality

My name is Mectilda Chikazhe currently studying BSC honors Degree in Local Governance Studies at Midlands State University. I am carrying out a research on Result Based Management and their impact on service delivery case of Chegutu Municipality. Your contribution will help in the completion of the study. The information you provide will only be used for academic purposes.

Position of the respondent

Date of the interview.....

Questions

1. What do you think Results Based Management is?
2. Why did Chegutu Municipality adopt Results Based Management in its operations?
3. Is there any relationship between Results Based Management and service delivery? May you explain your answer?
4. In which areas have you achieved intended results through Results Based Management?
Explain your answer.
5. What are the impacts of Results Based Management on service delivery?
6. What challenges are you facing in implementing Results Based Management?
7. What has the Chegutu Municipality done to promote Results Based Management in its operations?