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FACULTY OF SOCIAL SCIENCES DEPARTMENT OF LOCAL GOVERNANCE STUDIES

RESULT BASED MANAGEMENT AND SERVICE DELIVERY:

THE CASE OF BUHERA RURAL DISTRICT COUNCIL

BY

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This dissertation is submitted to in partial fulfilment of the requirements of the Bachelor of Science Honours Degree in Local Governance Studies.

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DEDICATION

To my loving and caring father and mother, Venganayi and Tariro as well as my only sister Chipso Christian Matsanzike and my beloved brother Luckson Chakanetsa, for their ever ready help and support.

APPROVAL FORM

The undersigned certify that they have read and recommend to the Midlands State University for acceptance, research project titled Result Based Management and service delivery. Case study of Buhera Rural District Council, submitted by Sipiwe Chakanetsa, registration No: R134543R in partial fulfillment of the requirements of the Bachelor of Social Honours Degree in Local Governance Studies.

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DECLARATION

This research is my own original work and not been presented for a degree in any other university. All the sources that I have use or quoted have been indicated and acknowledged by means of complete references.

Signature.....date.....

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ABSTRACT

The research analyses the link between Results Based Management and service delivery, the case of Buhera Rural District Council was used. Results Based Management is a new concept introduced in local authorities as a panacea to improve service delivery since most local authorities have been performing poorly in service provision. The Buhera Rural District Council is one of the few local authorities which have adopted Results Based Management in Zimbabwe. In the introductory chapter the researcher highlighted the background of the study citing the history of the council and the concept of Results Based Management. The statement of the problem inquired whether RBM has improved service delivery in Buhera or not. The research aims to identify- the reasons for adopting Results Based Management in local authorities, to examine how Results Based Management works, to determine the link between Results Based Management and service delivery and to determine the impact of Results Based Management on service delivery. Hence RBM is directly linked to service delivery. The researcher used descriptive and case study research designs in carrying out the research. A target population of 35 people and a sample of 25 respondents comprising of management, council employees and councillors was used. 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 analyzed and presented in form of graphs, pie charts, frequency tables and tables. The findings of the study showed that BRDC has extremely improved in service delivery because of the introduction of RBM. 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 RBM to train RBM trainers who would train employees and to have purposive funding for identified projects and programme.

TABLE OF CONTENTS

RELEASE FORM.....	ii
DEDICATION.....	iii
APPROVAL FORM.....	iv
DECLARATION.....	v
ACKNOWLEDGMENTS.....	vi
ABSTRACT.....	vii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
GLOSARY OF TERMS.....	xiv
CHAPTER i.....	1
INTRODUCTION.....	1
1.0 INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY.....	1
1.2 Components of Results Based Management that have been adopted by Buhera Rural District Council.....	3
1.3 Buhera Rural District Council's Mission statement.....	4
1.4 STATEMENT OF THE PROBLEM.....	5
1.5 RESEARCH OBJECTIVES.....	6
1.6 RATIONALE OF THE STUDY.....	6
1.7 DELIMITATION OF THE STUDY.....	7
1.8 LIMITATIONS OF THE STUDY.....	7
1.9 SUMMARY.....	7
CHAPTER ii.....	9
LITERATURE REVIEW.....	9
2.0 Introduction.....	9
2.1 What is Results Based Management?.....	10
2.2 The history of Results Based Management.....	11
2.2.1 When and how Results Based Management Developed.....	11
2.2.2 Who originated with Results Based Management and why.....	11
2.2.3 How and when Results Based Management was introduced in Zimbabwe.....	12
2.3 Why local authorities adopt Results Based Management.....	13
2.3.1 To promote strong capacity development.....	14

2.3.3 For useful evaluation of results	14
2.3.4 To reduce opportunities and pressures for corruption	15
2.4.1 Results Based Management Logical Framework	15
2.4.1.2 Activities.....	16
2.4.1.5 Impacts.....	17
2.5.1 Integrated Development Planning.....	17
2.5.2 Results Based Strategic Planning	19
2.5.3 Results Based Budgeting.....	19
2.5.4 Results Based Personnel Performance Systems	20
2.5.5 Results Based Monitoring and Evaluation	20
2.5.6 Results Based Information Systems Management	21
2.6 The impact of Results Based Management on service delivery	22
2.6.1. Benefits of Results Based Management	22
2.6.1.2 Results Based Management clarifies customers and mandate of organization.....	23
2.6.1.3 Results Based Management links Budget allocation to output delivery	23
2.6.2 Problems associated with Results Based Management	23
2.6.2.1 Case of Buhera	Error! Bookmark not defined.
2.6.2.2 Financial Constrains	25
2.6.2.3 Different political ideology	26
2.8 Gaps in literature	28
2.8.1. To become more effective and results-oriented	28
2.8.2 To promote transparency and accountability	28
2.9 Summary	30
CHAPTER iii.....	31
RESEARCH METHODOLOGY	31
3.0 INTRODUCTION.....	31
3.1 RESEARCH DESIGN	31
3.3 POPULATION	34
3.4 SAMPLE SIZE.....	35
3.4 SAMPLING PROCEDURES	36
3.5 SOURCES OF DATA.....	37
3.6 RESEARCH INSTRUMENTS.....	38
3.7 PRESETTING.....	Error! Bookmark not defined.
3.8 DATA PRESENTATION AND ANALYSIS.....	40
3.9 ETHICAL CONSIDERATIONS	41
3.10 Summary	41

CHAPTER iv.....	42
DATA PRESENTATION AND ANALYSIS	42
4.0 INTRODUCTION.....	42
4.1 DATA COLLECTION RESPONSES.....	42
4.3 PRESENTATION AND ANALYSIS OF RESPONSES FROM THE KEY INFORMANT INTERVIEWS	52
4.4 SUMMARY.....	56
CHAPTER v.....	57
SUMMARY, CONCLUSION AND RECOMMENDATIONS	57
5.1 SUMMARY.....	57
5.2 CONCLUSION.....	59
5.3 RECOMMENDATIONS.....	60
APPENDIX.....	67

LIST OF TABLES

TABLE	DESCRIPTION	PAGE
1	Sample composition and size	35
2	Questionnaires response rate	43
3	Interview response rate	44
4	Rural District Council councillors' education levels	45

LIST OF FIGURES

FIGURE	DESCRIPTION	PAGE
Figure 1	Buhera Rural District Council employee's education levels	46
Figure 2	Buhera Rural District Council management education levels	47
Figure 3	Awareness of the introduction of RBM in Buhera Rural District Council	48
Figure 4	Activities that are being done by BRDC in relation to RBM	49
Figure 5	The reasons for adopting Results Based Management in local authorities	50
Figure 6	The link between Results Based Management and service delivery	51
Figure 7	The impact of Results Based Management on service delivery	52
Figure 8	The Reasons for introducing RBM in Buhera Rural District Council	54
Figure 9	The relationship between Results Based Management and service delivery	55
Figure 10	What have been achieved by the BRDC using RBM	56

ABBREVIATIONS

BRDC	Buhera Rural District Council
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 Programme
WARDC'Os	Ward Development Committee

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

LIST OF APPENDICIES

Appendix A: Questionnaire 1 (Buhera Rural District Council Employees).....	68
Appendix B: Questionnaire 1 (Councilors)	71
Appendix C: Interview Guide for Buhera Rural District Council Management.....	74

CHAPTER i

INTRODUCTION

1.0 INTRODUCTION

Results Based Management is a method of administration geared towards the achievement 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 strategic planning, systematic implementation, effective resource usage, performance monitoring, measurement, reporting and evaluation to improve service delivery. Therefore, generally Results Based Management is aimed at improving service delivery in public sector institutions and scholars view it as a panacea to improved service delivery. This chapter introduces the study on Results Based Management and service delivery. Buhera Rural District Council will be used as a case study. The chapter 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, the limitations of the study and finally, a summary will be provided at the end of the chapter.

1.1 BACKGROUND OF THE STUDY

Buhera Rural District Council is a local authority established according to the Rural District Council's Act Chapter 29:13. According to this act, Buhera Rural District Council is mandated to provide efficient and effective service delivery. This means that in providing services. Buhera Rural District Council has to take into consideration the needs of people residing in these different areas as the needs differ from one area Results Based Management is 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 Ortiz et-al (2004) Buhera Rural District Council had been involving the community in identifying their needs and results in order to come up with inclusive and responsive service delivery. Buhera Rural District Council is one of the ten local authorities

making up Manicaland Province and it constitutes 15.4% of the Province. Buhera RDC established in terms of RDC Act Chapter 29:13. The Act confers 64 functions which the RDC can perform within its area of jurisdiction. The main purpose of the RDC is to promote development in the district in order to improve the standard of living for those living in the Council area. Some of the key functions include promoting development, formulation of short term and long term development policies and plans implementation of council programs as well as monitoring and coordination of implementation of development activities by other agencies in the council area. The name Buhera is an Nguninised then Anglicised version of the name Uhera. Uhera means territory of the Hera ethnic group of the Shona who lived in the area. The Vahera of the Museyamwa totem occupy most of the Buhera territory under chief Nyashanu. Prior to independence in 1980, Buhera was made up of seven African councils which were constituted in each chieftainship. The seven chiefs who constituted African councils were Chamutsa, Chimombe, Chitsunge, Gwebu, Nerutanga, Makumbe and Nyashanu. The intention of the government was to create a more viable and representative local government system. Further local government reforms came through the 1988 amendment to the Act governing rural local authorities. Although it was kept in abeyance for four years, in 1993 the government amalgamated former rural district councils to eliminate racial discrimination between rural and district councils. However, there were no former rural councils with which Buhera district amalgamated. Those which amalgamated with richer rural local authorities benefited from increased revenue bases while for Buhera there was no change in this regard. The District has two Growth Points; one is Murambinda which doubles as the administrative capital of the district. The other one is Birchenough Bridge which is about 120km south of Murambinda where the sub-office of the council is located. Therefore, it is the aim of this researcher to find out if Results Based Management has improved service delivery in Buhera. Results Based Management has its own components and theoretical foundations that guide its implementation. According to Ortiz et-al (2004) the following requirements are essential for

Results Based Management to succeed:

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

1.2 Components of Results Based Management

1.2.1 Integrated Development Planning

According to Ortiz et-al (2004), Integrated Development Planning (IDP) is a method for casting which involves the entire council and its stakeholders in identifying problems affecting them and providing possible solutions to those problems as a way to promote Development of the local area. In integrated development planning, Buhera Rural District council involves various stakeholders such as the business people, residents, Non-Governmental Organizations, sector ministries, churches and political parties in coming up with projects and programs geared towards the improvement of the quality of life for all the people living in Buhera. According to Buhera Rural District Council Strategic Plan (2010-2015) the programs and projects include the construction of houses for staff, construction of waiting mothers shelter, construction of cattle ponds, training of VIDO's and WARDCO's, drilling of boreholes in Buhera community and income generating projects that are meant to boost the revenue base of the local authority. The programs and projects highlighted under the integrated development planning should be in line with the local authority's strategic plan which indicates the mission, vision, values and goals of the local authority in carrying out its mandate.

1.2.2 Results Based Strategic Planning

Buhera Rural District Council has a vision, mission statement and values that guide the local authority when carrying out its duties. The council has a strategic plan which is guided by the standards of all residents in the council's area of jurisdiction.

1.3 Buhera Rural District Council's Mission statement

Buhera Rural District Council ‘ to administer the Council area as well as facilitate and coordinate the provision of services in order to improve the standard of living of the inhabitants in the Council area’.

1.3.1 Buhera Rural District Council's Values- In understanding its vision and mission Buhera Rural District Council shall be guided by the following

1.3.2 Results Based Budgeting

It is about the formulation of budgets that are driven by the achievement of desired results and the actual performance of the budget is measured at the end of the performance period. According to Kusek and Rist (2004), a result based budget is a financial plan providing a Statement of the local authority's mission, vision, goals and objectives, a regular assessment of their performance towards the achievement of the mission, vision, goals and objectives and creates a link between the necessary’ inputs for the production of outputs, the implementation of the local authority’s integrated development plan and the anticipated outcomes and impacts. In other words, under results based budgeting resources arc aligned to results. Buhera Rural District Council uses results based budgeting in its operations. Participatory budgeting and budget consultation meetings are held in the wards with various stakeholders before the crafting of the council annual budget. Stakeholder* identify their needs which are then in cooperated in the annual budget of the council. Resources arc aligned to the achievement of issues indicated in the budget. However, one can argue that for a local authority to achieve its budgeted results, its employees should work extra hard and the performance systems for employees should be in place.

1.3.3 Results Based Personnel Performance Systems

The Treasury Board of Canada (2003) notes 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 results. This means that Heads of Departments (HODs) should carry out personnel approval based on results rather than on the completion of the work load. In Buhera Rural District Council, Heads of Departments carry' out

performance assessment of employees in their respective departments using the balancescore card which translates the organization's mission and strategy into a complete set which then provides the framework for measurement and management of systems. Once the performance of employees have been assessed there is need to continuously check and assess their performance throughout the financial year.

1.3.4 Results Based Monitoring and Evaluation

Results Based Monitoring and Evaluation involves the collection of information, analysing it, 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 Kusek and Rist (2004). In Buhera Rural District Council, resultsbased monitoring and evaluation is done by a committee which consists of HODs andcouncillors. They measure progress towards the achievement of program objectives and come up with policies to promote the achievement of results for example in 2011; the council came up with a resolution on results-oriented bonuses. This resolution would encourage the achievement of intended results as employees would then work extra hard in order to achieve the intended results for them to get bonus.

1.3.5 Results Based Information Management Systems

Buhera Rural District Council offices now have computers. This has improved the performance of the organization through information although there are very few.

1.4 STATEMENT OF THE PROBLEM

There has been an outcry from residents that Buhera Rural District Council is failing to provide equality services to its stakeholders because it lacks results focus. In response, Buhera Rural District council adopted Results Based Management and this research seeks to investigate if Results Based Management has improved serviced delivery in Buhera.

1.5 RESEARCH OBJECTIVES

The research aims:

- To identify the reasons for adopting Results Based Management in local authorities.
- To examine how Results Based Management improves service delivery in local authorities.
- To determine the link between Results Based Management and service delivery.
- To determine the impact of Results Based Management on service delivery.

Research questions

The research questions are:

- Why local authorities adopt Results Based Management?
- How does Results Based Management improve service delivery in local authority?
- What is the relationship between Results Based Management and service delivery?
- What impact does Results Based Management have on service delivery?

1.6 RATIONALE OF THE STUDY

The study is of importance to the following:

a) To Buhera Rural District Council

The local authority will benefit from the results of this study as it will indicate whether the adoption of Results Based Management is of benefit or a drawback in service delivery. The findings will be used to influence policy making decisions and to improve the performance of the local authority in its mandate of services delivery to people within its area of jurisdiction.

b) To other researchers the findings of this study will add to the already available literature.

Other researchers can use the research as a reference and will identify some gaps in this study that they can use to carry out a further research on Results Based Management and service delivery.

c) To the Researcher

The research will enhance the author with research skills, experience, a better and deeper understanding of the topic under study.

1.7 DELIMITATION OF THE STUDY

The research covers Buhera Rural District Council. Buhera district is located in Manicaland Province, in south-eastern Zimbabwe. It is bordered by Chikomba District and Wedza District to the north, both in Mashonaland East Province. To the Northeast lies Makoni District and Mutare District lies to the east. Chimanimani District and Chipinge District lie to the southeast. Gutu District in Masvingo Province lies to the south and west of Buhera District. The district's main town, Buhera is located approximately 170 kilometers, by road southwest of Mutare, the location of the provincial. The current population of the village of Buhera is 245,878 according to 2012 Zimbabwean population census

1.8 LIMITATIONS OF THE STUDY

The researcher 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.
- ii) The researcher failed to get relevant documentation to enable her acquire an in-depth analysis of Results Based Management and service delivery at Buhera Rural District council. The above were the potential impediments that hindered the researcher in carrying out the research. 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 has been treated with confidentiality and no names would be attached to any information provided or disclosed.

1.9 SUMMARY

The chapter highlighted the background of study, the research problem, research objectives, research questions, rationale of the study, delimitations of the study and limitations of the study. The main issue emphasized in this chapter is that Results Based Management is introduced in local authorities to improve service delivery since the standard of service

delivery has been deteriorating in most local authorities because of the economic depression (2000-2008). The study was restricted to Buhera Rural District Council. The findings will assist Buhera Rural District Council to restructure its self and focus on achieving results thereby improving service delivery in Buhera. In the next chapter, the author reviews literature, empirical evidence and gaps on RBM and service delivery and highlights argument from different scholars and authors on the topic study.

CHAPTER ii

LITERATURE REVIEW

2.0 Introduction

This chapter explores the previous work done by other scholars and authors on the proposed topic. It looks at the empirical and theoretical evidence of articles, journals, government reports and textbooks. According to Hart (2003), literature review is the selection of available documents (both published and unpublished) on the topic, which contains information, ideas, data and evidence written from a particular stand point to fulfill certain aims on the nature of the topic and how it is to be investigated and the effective evaluation of these documents in relation to the reason being proposed. Therefore, it is the aim of this chapter to indicate what other researchers have explored on the topic under study, how much their research has succeeded in providing answers to the research questions and highlighting the gaps that were left unanswered. Case studies of Results Based Management and service delivery from home and abroad will be used to give emphasis on the concept of Results Based Management and service delivery .This chapter reviews literature on Results Based Management and service deliver. In understanding the research topic, the author will look at what Results Based Management is, the history of Results Based Management, why local authorities adopt Results Based Management and the process of Results Based Management. Components of Results Based Management will be identified and discussed to highlight the link between Results Based Management and service delivery and the impact of Results Based Management on service deliver will be emphasized. Lastly, the problems associated with Results Based Management will be highlighted and a summary will conclude the chapter.

2.1 Literature review

What is Results Based Management?

Binnendijk (2001) defines Results Based Management as a broad management strategy aimed at improving performance (achieving better results) as the central orientation. Binnendijk (2001) further states that RBM is concerned with the production and supply of performance information, and is focused on technical aspects of clarifying objectives, developing indicators, collecting and analyzing data on results. The Canadian International Development Agency (2002) views Result Based Management as a program/project life cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability. In addition, (iebremcdhin 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/programs/policies and to improve transparency and accountability. World Bank (2002) defines 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 into management decisions and reports on performance Gebrcmcdhin 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, Gebrcmcdhin et-al's(2010) definition on RBM mainly focuses on the concept of participation and team based management. World Bank(2002) emphasizes on the leading role of managers on the process of RBM. Binnendijk (2001) focuses on technical aspects of clarifying objectives, developing indicators, collecting and analyzing performance information. The Canadian International Development Agency (2002) view's RBM as a process or life cycle that integrates inputs, activities, processes, output and outcomes. Binnendijk's (2001) definition of Results Based Management encompasses all aspects of RBM hence; the researcher will use this definition in this study.

2.2 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 and how and when it was introduced in Zimbabwean public institutions.

2.2.1 When and how Results Based Management Developed

According to Ortiz et-al (2004) public sector organizations are preoccupied with rules and procedures with an emphasis on delivering services in compliance with specific guidelines in the business process .As such, there has been 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. This approach (the old way of doing business) began to change during the late 1960s.Planning, programing and budgeting systems were developed to improve the quality of financial planning, cost accounting and more fundamentally to ensure accountability (World Vision (2011). These systems allowed management to exercise unprecedented control over inputs such as human resource and operating and capital expenses.

2.2.2 Who originated with Results Based Management and why

The United Nations Development Programme has made the strongest commitment to Results Based Management and it is the only institution of the five to 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 (Poetc 1997).The United Nations Development Programme's advanced status has two origins. The first was the pressure of declining core funds in the 1990s. Ortiz et-al (2004) states that the United Nations Development Programme has to change, so as in to recover the confidence of the donor community. In 1997 the United Nations Development Programme initiated a set of change management process known as United Nations Development Programme 2001. The UNDP change process emphasized, among other things the need for the organization to become more results-orientated (Annual Report of the Administrator for 1997 UNDP, 1998).In parallel, according to Poetc (1997) UNDP's Evaluation Office had been working on developing Results Based Monitoring and

Evaluation policies, methodologies and tools. In 1997 the Evaluation Office commissioned a joint study with CIDA on Results Management and produced a handbook on results-orientated monitoring and evaluation programme for managers (UNDP. 1998). In 1998 the Evaluation Office was given lead 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 Programme and led to the Multi-Year Funding Framework in 1999. The Multi-Year Funding Framework was a four year funding framework (2000-2003) encompassing a strategic result framework and a resource framework that integrated all financial allocations. Since then, the United Nations Development Programme has been working to ensure that assessing and reporting on results is a way of developing business for the organization as a whole. Results Based Management was introduced worldwide with the first Results-Orientated Annual Report produced in 1999 (UNDP 2002).

2.2.3 How and when Results Based Management was introduced in Zimbabwe

According to Munyaradzi (2011) the Government of Zimbabwe embarked on a 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 desire to improve service delivery in the public institutions. Munyaradzi(2011) adds that for better coordination and implementation of Cabinet decisions and Government policies. Ministries are grouped into sectors that work with various Cabinet Committees and Ministers take leading roles in ensuring that inter-ministerial policy issues are implemented and report on progress to Cabinet. Munyaradzi (2011) indicates that cash sector develops its mission, 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 achievement of outcomes, outputs and budget utilization versus planned targets to ensure that the priorities identified by Sectors and Ministries are executed in a results- oriented manner and get funding, all ministries prepare and submit Integrated Performance Agreements to the Ministry of Finance which will then allocates resources to support the identified programs, projects and outputs in line with the Results Based Budgeting principle (Munyaradzi 2011). Mhlanga (2011) asserted that beginning 2010, the

Government of Zimbabwe geared up the implementation of RBM by introducing performance contracts for Heads of Ministries. These performance contracts are signed between each Head of Ministry and the Chief Secretary to the President and Cabinet. According to Munyaradzi (2011) 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 respective Ministry clearly specifying the intentions, obligations and responsibilities of contracting parties. Munyaradzi (2011) pointed out that Results Based Management has been introduced in local authorities which, are a decentralized point of service delivery and are semi-autonomous institutions supervised by the Minister of Local Government Rural and Urban Development. RBM focuses on the achievement of desired results. Munyaradzi (2011) adds that there are five parameters for performance evaluation which are the fulfillment of the Ministry Integrated Performance Agreements, service delivery standards, management of resources and organizational development, state enterprises, parastatals and local authorities re-engineering and cross-cutting government priorities. Mhlanga (2011) pointed out that RBM is aimed at enhancing efficiency, effectiveness, transparency and accountability in the public sector so as to achieve the National Development Priorities and the Millennium Development Goals (MDGs).

2.3 Why local authorities adopt Results Based Management

This Section highlights the reasons why local authorities use Results Based Management in their operations. Results Based Management is a new concept being introduced in Zimbabwean local authorities. RBM has been dominant in the private sector and now being introduced in public institutions. The concept has been adopted by local authorities in order to become more effective and results oriented, to promote transparency and accountability, to promote strong capacity development, to develop more realistic project schedules and to reduce opportunities and pressures for corruption in local authorities. In addition, RBM is 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 RMB in local authorities will be discussed below.

2.3.1 To promote strong capacity development

The need to promote strong capacity development has led local authorities to adopt Results Based Management. Armstrong (2005) highlights that the identification of intended results in a clear, workable and realistic way, helps the organizations to build capacity because it clarifies to the organization what it needs to concentrate on. What resources are needed to the job and what the real assumptions are about cause and effect? Armstrong (2005) adds that considering results as part of an incremental results chain can help identify where interventions to build capacity are necessary and likely to work. Consequently, one can argue that local authorities have to introduce Results Based Management in order to promote strong capacity development in local authorities.

2.3.2 To develop more realistic project schedules

Clear results-based planning produces more realistic schedules forcing local authorities to think through the preconditions and sequence for actions and the resources they require (Armstrong 2007).

2.3.3 For useful evaluation of results

Clarifying results during planning and internal monitoring prepares projects for effective evaluations. Any organization that knows where its results are, and how to document them, is in a much stronger position to make its case effectively when external evaluations occur

(Armstrong 2007). On the same note, such an organization is also well positioned to learn lessons from its own internal monitoring. Armstrong (2007) further explains that implemented can themselves monitor progressive change as they work, looking at whether and how they are incrementally making a difference to the situation. They can either continue with greater assurance or take corrective action as needed. Implemented can also identify unplanned results, as they occur, and assess if these are desirable, or problematic, requiring support or coping strategies. Local authorities are mandated to provide services to the public. In so doing, they carry out different projects and programs to meet the needs of the community. For example, the Buhera community has a problem of access to safe clean water and the local authority has an objective to increase access to clean safe water from 10% to

15% in the thirty one wards by December 2015. By December 2015 the local authority would make an assessment to see whether it has improved the access to clean water for the community or not. Therefore, for useful evaluation of results local authorities have to adopt Results Based Management.

2.3.4 To reduce opportunities and pressures for corruption

According to Armstrong (2005) focusing clearly on results, making the link between inputs, funded activities and results they should be leading to, reduces the potential for corruption or indifferent thinking and wasted resources in decision-making and project implementation. When planning for results, funders such as Non-Governmental Organizations do not fund any activity that comes along the way or continue to fund activities just because they have been done before. They fund what clearly contributes to the result identified as priorities.

2.4 The process of Results Based Management

This part discusses the process of Results Based Management highlighting how the concept works in local authorities. Adding on, for RBM to be more effective and efficient, local authorities should identify the results they want to achieve, inputs, activities, outputs, outcomes and the impact of the outcomes. The outputs and outcomes are the results which are then evaluated to come up with the impacts. Examples from Buhera Rural District Council will be highlighted

2.4.1 Results Based Management Logical Framework

2.4.1 Inputs

Kusek and Rist (2004) define inputs as the resources needed to carry- out activities. These resources include personnel and other resources necessary for producing output and achieving accomplishments CIDA (1999). For example the Buhera community has the following problems shortage of safe clean water, schools, clinics and waiting mothers' shelters, inaccessibility of some areas and the problem of veld fires. As inputs Buhera Rural District Council needs funds, drilling pipes, building materials, labour and technical expertise

to drill boreholes in the community, to construct classroom blocks, clinics, waiting mothers' shelters, and bridges and to establish fireguards among others. The personnel should be specialists in the area concerned. Wood (2000) argues that inadequacy of capacity in terms of trained, competent technical and generalists' human resource to carry out their responsibilities has been a significant contributory factor in the poor provision of public services and underdevelopment of some areas. Therefore, for Results Based Management to be effective local authorities should employ educated employees.

2.4.1.2 Activities

Activities are defined by CIDA (1999) as the actions taken to transform inputs into outputs. It is the tasks carried out to produce outputs. For example the activities to be undertaken by Buhera Rural District Council include the drilling of boreholes in the community, construction of classroom blocks, waiting mothers' shelters, clinics and bridges, establishing fireguards and cattle ponds, training of VIDCOs in the district and preparing and producing audited final accounts.

2.4.1.3 Outputs

Outputs are products or services delivered towards producing desired results by Binnendijk(2001). These are goods and services delivered to stakeholders. For example the outputs for Buhera Rural District Council would be the successful of the boreholes, classroom blocks, waiting mothers' shelters, clinics and bridges constructed establishment of fireguards and cattle ponds, training of VIDCOs in the district and the publishing of financial statements by BuheraRural District Council.

2.4.1.4 Outcomes

Ortiz ct-al (2004) defines outcomes as the results or changes due to the output towards meeting needs or resolving community problems. These are achievements that have come as a result of the outputs. For example, the outcomes for Buhera 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 communication due to a number of bridges constructed, a decrease in maternal, mobility and mortality rate due to a member of mothers waiting shelters and clinics constructed,

improve environmental management due to a number of fireguards established and enhanced corporate governance due to the publishing of financial statements.

2.4.1.5 Impacts

Impacts are the consequences of the outcomes over a period of time (Ortiz et-al (2004)]. These are positive and negative effects produced by the outcomes. For example in Buhera the impact of good sanitation would leads to a healthy community.

2.5 What is the link between Result Based Management and service delivery?

This part discusses 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 and improves performance and service delivery. Obongo's (2008) concurs with the above and further pointed out that Results Based Management was introduced in Kenya in 2004 out of the need to improve service delivery. Results Based Management is a tool used to measure service delivery. This means that there is a close relationship between RBM and service delivery. The components of Results Based Management have elements of service delivery- in them. Therefore, the bond between RBM and service delivery will be argued in connection with RBM 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 since it aims to improve management effectiveness and accountability by defining realistic expected results ,integrating lessons learned into management decisions and reporting on performance type of results over which managers have a high degree of influence. Also the importance of each component of RBM in service delivery will be discussed below the assertion.

2.5.1 Integrated Development Planning

The Integrated Development Planning component of Results Based Management is about service delivery of the local authority to the community. 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

long-term development. An integrated development plan aims to improve the quality of life of all the people living in council area. It takes into account the existing conditions, problem and resources available for development. The IDP indicates how land should be used, what infrastructure and services are needed and how the environment should be protected. According toMfenguza(2007) the South African Local Government Municipal Systems Act Number 32 of 2000 section 25, deals with Integrated Development Planning which describes a single, inclusive and strategic plan that guides and informs all decisions with regard to management and development of the municipality. The local authority is responsible for the coordination of the IDP and draw in other stakeholders in the area who can impact on and benefit from the development of the area. Mfenguza (2007) emphasizes that stakeholder participation in development planning is important not only during the definition of a road map but also in other states such as in the budget and project formulation stages. Once the IDP is drawn, all council planning and projects should happen in terms of the IDP and the council annual budget will be based on the IDP.

IDP promotes effective use of resources. The Local Government of South Africa (2011) notes that the integrated development planning helps the local authority to focus on most important needs of local communities taking into account the available resources at the local level. Local authorities find the most cost-effective way of providing services. For example Buhera Rural District Council may decide to allocate resources to the drilling of boreholes in the community and by so doing this would prevent the spread of water borne diseases in the community and will reduce the financial burden placed on the local authority's health services.

Integrated Development Planning helps to speed up service delivery; according to Kusek and Rist (2004)IDP identifies the least serviced and most impoverished areas and points to where municipality funds should be spent. Implementation is made easier because relevant stakeholders have been part of the process. The Local Government of South Africa (2011) notes that during the IDP process realistic projects proposals are identified based on available resources thereby accelerating service delivery in the local authority. Fine and Norushe (2009) highlight that through community participation in the IDP,Buffalo City Municipality has improved in service delivery as Non-Governmental organizations are taking part in the provision of safe water, sanitation and houses. In Buhera Rural District Council Non-Governmental organizations such as Care International, Oxfam and Christian Care are providing health services in the community.

2.5.2 Results Based Strategic Planning

Strategic planning is a key component of Results Based Management which helps organizations to focus on the achievement of results. Fine and Norushe (2009) strategic planning, performance contracts, performance appraisal systems and client charters have been recognized as part of public sector reforms initiatives meant to improve performance of public institutions. According to the Local Government of South Africa (2011) local authorities should adopt a participatory approach that ensures the consultation and inclusion of a number of stakeholders in preparing its strategic plans. In this respect, the Buhera Rural District Council is working with various stakeholders in order to successfully achieve the targets set in its strategic plan. Inclusion of various stakeholders in strategic planning promotes inclusive service delivery. Under this principle, organizations start by creating a vision, mission statement, objectives, values and goals. Mitullah and Waema (2007) state that local authorities have a critical role to play in order to achieve their objectives. There is need for environmental scanning in order to respond to the needs of the public while at the same time achieving council objectives. Development plans should be put in place during the integrated development process to enable organizations to focus on goals and objectives. When certain levels of perfection have been met through the attainment of the identified objectives then there is improved service delivery.

2.5.3 Results Based Budgeting

The United Nations report of (2001), defines Results Based Budgeting as a results-driven budgeting process in which programme formulation and resources justification involve a set of predefined objectives, expected results, outputs, inputs and performance indicators which constitute a logical framework. Kusek and Rist (2004) note that a result based budget is a financial plan providing a statement of the local authority's mission, vision, goals and objectives, a regular assessment of their performance towards the achievement of the mission, vision, goals and objectives and creates a link between the necessary inputs for the production of outputs, the implementation of the local authority's integrated development plan and the anticipated outcomes and impacts. 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.

Therefore, Results Based Budgeting assists in the management of scarce public resources leading to efficiency gains and better service delivery outcomes in local authorities.

2.5.4 Results Based Personnel Performance Systems

The Treasury Board of Canada (2003) indicates 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 results. Ortiz (2004) further explains that RBPPS integrates personnel performance systems with the results based budgeting systems using a common integrated performance framework. There is need for structured and 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 appraisals are 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 KRAs for that unit or level. Results contribution of an individual is clearly spelt out in the person's annual work plan hence a work plan is result-oriented and not workload completion-oriented.

In this respect, Buhera Rural District Council uses the balance score card in measuring the performance of its employees. To improve employee performance, Buhera Rural District Council has adopted a solution on results-oriented bonuses. This would improve service delivery as performing employees would be rewarded whilst underperforming employees would not be given the results-oriented bonuses hence Results Based Management is linked to service delivery.

2.5.5 Results Based Monitoring and Evaluation

Results Based Monitoring and Evaluation involves the collection of information, analysing it, 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 Kusek and Rist (2004). 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 clear 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 the past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic tuning, 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 future effort might be improved. Monitoring and evaluation helps to improve performance and achieve results. Local authorities then apply information gained through monitoring and evaluation to improve strategies, programs and other activities. Thus Result 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 where service delivery- is limited.

2.5.6 Results Based Information Systems Management

Results Based Information Systems Management emphasizes the use of ICT such as the Wide Area Networks and the internet to transfer government interactions with citizens, 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). ICT and e-government improved efficiency, better accessibility of public services, allow greater public access to information and makes local authorities more accountable to stakeholders. Mhina (2008) notes that the community-based computerized kiosk.ent. Manuel(2008) notes that Senergia implemented a technological tool in 1996 for atom in India provide the basis information, documentation and forms needed for citizens in rural villages, saving people time and money. Results based information management systems can result in improved personnel management, cost reductions, increase revenue collection, improvement of service delivery and procure mating and simplifying the consolidation, administration, analysis, and reporting of results data. 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 Waema (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. Buhera Rural District Council has a council website which helps disseminate information to stakeholders. The council website would help Buhera Rural District Council to attract investors by providing faster access to information on the local authority's services. 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 funds and access to ICT is limited especially to people living in rural and remote areas.

2.6 The impact of Results Based Management on service delivery

Once Results Based Management has been implemented in an organization, there is need to identify its benefits on service delivery. This would then help the organization to pave the way forward as far as its mission is concerned. Results Based Management benefits include that Results Based Management improves the quality of service delivery, clarifies customers and mandate of organization and it links budget allocation to output delivery. However Results Based Management has its shortcomings as well. Therefore, the problems associated with Results Based Management will be highlighted at the end of this section.

2.6.1. Benefits of Results Based Management

2.6.1.1 Results Based Management improves the quality of service delivery World Vision (2011) notes that the introduction of Results Based Management has contributed towards the improvement of quality public service delivery. Kotter and Schlesinger (2001) argue that the best way to attract customers is to offer quality goods and services that are pricey and that are market leaders. Bodek (2006) is of the view that the production of quality products for the final consumer is considered an achievement in an organization. Quality is indeed an important factor to consider when implementing any form of change, but should 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 Kotter and Schlesinger (2001). Quality is the product of deeper factors that are readily visible. Jeanne (2006) adds that Results Based Management 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 other services. Thus Results Based Management improves the quality of service delivery.

2.6.1.2 Results Based Management clarifies customers and mandate of organization

Williamson (2003) highlights that public sector organizations sometimes lose sight of their purpose. They sometimes even forget that they exist to serve 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. Classification of mandates allows the agency to establish priorities and relationships among its clientele (Williamson (2003))

2.6.1.3 Results Based Management links Budget allocation to output delivery

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, a process known as output-based budgeting (Results Based Budgeting). This process would usually include performance agreements between a central coordinating department and the recipient department. These agreement record expected performance (outputs) for the budget allocated.

2.6.2 Problems associated with Results Based Management

Armstrong (2007) postulated that Results Based Management has the following problems. Firstly, Results Based Management frameworks and Results based monitoring and evaluation systems, such as managing for development results, are too often developed in isolation from the realities of what happens on the ground. Secondly, the terms for results, as they are

presented in these Results Based Management frameworks by a host of different donor agencies and government departments, are too often simply bureaucratic jargon. Academic in appearance or vague in meaning, the Results Based Management terms are hard to interpret and implement in the real world where line agencies and their partners work. In addition Results Based Management assumes that social changes can be predicted, controlled and reduced to a single overarching problem. But they cannot. Further, log frames tend to assume that a whole community or organization shares the same interests. But there are always political issues. Different people have different and conflicting interests. Some people gain while others lose. Initial plans are never completely accurate, local circumstances and priorities change during a project. So plans are not a reliable guide for action. Actions often have unintended consequences, not included in an original log frame. Furthermore, log frames suit decision-makers who work in elite languages using management tools. They do not naturally suit poor, illiterate and marginalized people. Finally, reports of actual performance compared to log frames are not always reliable. Clark and Swain in Schacter (2006) argue that;

- Results Based Management work best when applied to repetitive industrial activities and so if applied in government, it should be limited to operations such as sorting mail, producing passports or delivery of pension cheques. Empirical
- Performance measures are subjective and value-laden.
- Performance management frameworks can be costly to design and administer.

Clark and Swain in Schacter (2006) add 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. Clark and Swain concluded that Results Based Management is surreal and unhelpful, public administrators should treat it as a necessary evil rather than a robust instrument for accountability and management. 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 to save 'baby'. Results Based Management should be treated as a useless administrative requirement and instead extract from it 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 out to the fact that the implementation of Results Based Management is of benefit to public sector institutions as it promotes

accountability, transparency, effectiveness, efficiency (value-for-money) and stakeholder participation in projects and programs which affect them. On the same note Results Based Management ensures efficiency and effectiveness in the delivery of public services and by so doing; it reduces the level of dissatisfaction on service provision by stakeholders. Whilst on the other hand, other scholars are of the view 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 there are resources (financial and 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 the possible benefits for public administration. However, other scholars observe that the implementation of Results Based Management in public institutions is of value and it is a panacea to improved service delivery.

2.6.2.1 Financial Constraints

Another key informant lamented the problem of resource constraints as hampering training initiatives for the majority of employees to become conversant with the new concept. Owing to financial constraints the respondent claimed that outreach training programs could not be fully executed and hence training has been largely limited to top officials and heads of departments. The same problem was unearthed through documentary search where the central government Terminal Evaluation Report 2006 – 2007 expressed that although down line training has been conducted in six provinces, owing to financial resource constraints the same training could not be carried out in the remaining three provinces as planned. This development raises questions of whether the government is ready and prepared to tackle such a demanding intervention. The central government Terminal Evaluation Report 2006 – 2007 established that whilst the overall RBM program was launched by the country's vice president in 2005, buy-in from other top management levels like ministers, parliamentarians and commissioners is still very weak. The report further enunciated that this may be attributed to the fact that this group still needs to be trained in RBM concepts so that they understand and appreciate "what managing for results" is all about. It is therefore apparent that the implementation of RBM seems to be a rushed effort since a lot of "mist" is yet to be cleared from a number of key stakeholders. Senior government officials involved in the overall implementation of the RBM program interviewed explained that for the new intervention to be effective there is need for continuous capacity in the RBM components.

Whilst this is essential the officials claimed that additional capacity building could not take place as UNDP indicated that no funds were available for the activity. It appears this sad development has handicapped the new system since literature review has shown that the system has only flourished best where there is improved human, technical, financial and institutional capacity building. At BRDC some of employees they are not aware of RBM only managers so they just complete appraisal forms as for formality. Also the project that are implanted as strategic planning for example project of building of hall and recreational centres it's just paper work due to financial constraints.

2.6.2.2 Different political ideology

Another challenge expressed by the majority of government officials interviewed is that of politics of administration which has proved to be an unshakable part and parcel of government organizations. The suspicion, mistrust, and confidentiality-ridden government environment makes it difficult for objective, independent and timely reporting to be executed. For instance, in one of their reports the Malaysian consultants preparing documents for the new program even lamented the difficulty they had in obtaining the relevant information from government departments. One respondent actually dismissed the intervention as a non-event since there was no point in measuring results they can never achieve. He alluded to the common trend in the Zimbabwean government to prioritize political expedience above everything else.

2.7 Emperical Evidence

In South Africa RBM implemented to carry out its own internal monitoring and evaluation for purposes of coordination, performance assessment and promoting continuous monitoring and evaluation so as to improving service delivery. National and provincial departments and municipalities should conduct M&E of their own projects, programs and services, for purposes of sound operational and strategic management and to improve services and their impact. National sector departments (such as Health and Basic Education) should conduct M&E in their sectors (including monitoring of their provincial counterparts) for similar purposes and to promote coordination within the sector. The Presidency (through RBM), the

Offices of the Premier, as well as national and provincial departments responsible for local government, conduct M&E of other departments and municipalities for purposes of coordination, performance assessment and promoting continuous improvement so as to promote service delivery.

Also, Thailand is successfully implementing results-based management into its public service agencies. This implementation been greatly advanced by the promulgation of the Public Administration Act that provided the framework for extending RBM from a few experimental pilot projects to a government-wide effort to manage for results. The earlier pilot projects provided useful experience and key insights that led to the initial guidelines for government-wide application. In addition, the results of the pilot projects provide evidence that re-engineering processes can lead to better service delivery to citizens. Virtually every ministry, department and province, as well as some public organizations, has launched its specific effort. In common with worldwide experience, Thailand's RBM implementation has encountered challenges and obstacles. Four typical obstacles are uneven integration with other management systems, technical difficulties in measuring outcomes, the burden of extra work to maintain current systems while adding additional and parallel processes; and, most of all, resistance to change and negative mentality among those who must implement the system, including the United States, the United Kingdom, New Zealand and Australia.

Adding to that in Kenya the Result Based Management approach was introduced. This was to ensure that efficient management of the Public service is achieved and acquire the driving force for the broader Public Service, reforms are being undertaken of improve performance and service delivery. The reform strategies the government has adopted since 2003 in order to improve service delivery in the public service include: Rapid Results approach, Contracting, Citizen, Transformative Leadership, Values & Ethics, Institutional Capacity building (GOK, 2007)

New Zealand and Canada have concluded that there is a need for a revised concept of accountability to take into account the fact that outcomes are not controlled managers and that managing for outputs alone is incompatible with results-based management. In both countries, the case has been made that managers need to be accountable for influencing

outcomes rather than achieving outcomes, and for adjusting activities and outputs as a result of tracking performance to date.

2.8 Gaps in literature

2.8.1. To become more effective and results-oriented

Local authorities' are implementing Results Based Management for them to become more effective and results oriented. Zimbabwean local authorities have been facing numerous challenges in their operations leading to poor and non-service delivery. Local authorities have become ineffective and have failed to demonstrate the value for the rate payers money. This has resulted in the loss of reputation of most local authorities as stakeholders are dissatisfied by the quality of services provided by most local authorities. Residents have become reluctant in paying levies and other related service charges. For example, there are some villages in Buhera are resisting to pay development levy to Buhera Rural District Council indicating that the council is failing to deliver services to them. Results Based Management is coming in as a strategic response to the deteriorating credibility of public institutions in delivering results in form of public services to the citizens. Also 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

There has been pressure on local authorities for greater transparency and accountability from taxpayers for the use of public resources. The public concern in the face of escalating council account deficits and the declining confidence in political leadership (councilors) has been questionable. For local authorities to be transparent and accountable, they have to adopt RBM. In RBM transparency is strengthened through integrated development planning, results-based strategic planning and results-based budgeting. In these activities there is openness as

stakeholders are involved and 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 systems (e-governance), Buhera Rural District Council has introduced a council website. This improves information dissemination from council to stakeholders and from stakeholders to council. In addition, the primary aim of Results Based Management is to fulfill accountability obligation through performance reporting and the key to its success is the involvement of stakeholders throughout the management life cycle in defining realistic expected results, assessing risk, monitoring progress, reporting on performance and integrating lessons learnt into management decision hence, local authorities have to adopt Results Based Management to promote transparency and accountability.

2.9 Summary

Chapter two highlighted the views from various authors and scholars on the adoption of Results Based Management and its impact on service delivery. Discussions which have taken place around the topic were indicated and the chapter managed to bring the weaknesses of Results Based Management which local authorities should address for Results Based Management to be considered efficient, effective, economical and beneficial to the organization and its stakeholders (both internal and external). The chapter provided information on what is Results Based Management, why local authorities adopt RBM, the process of RBM, the relationship between RBM and service delivery and the impact of RBM on service delivery. All this information was used in the discussion of the topic. The next chapter will look at the research methodology. It will focus on the research design, sample frame, data collection methods, data collection procedures, sources of data and data presentation analysis.

CHAPTER iii

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter describes the approaches and techniques used by the researcher in carrying out the research. The research methodology and the research design which determines the shape and the structure of the research will be highlighted. The research design to be used is descriptive in nature. The research is both qualitative and quantitative. The participants involved in this research are Buhera Rural District Council management, employees and councillors. The data collection procedures and instruments to be used in the analysis of data will be discussed. An overview of the composition of the target population from which the sample was drawn will be described. 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. Their advantages, disadvantages and solutions to the highlighted shortcomings will be emphasized. A summary will conclude the chapter.

3.1 Research methodology

RESEARCH DESIGN

According to Marsha and Rossman (2006), a research design can be viewed as the structure of research. Saunders (2000) adds that the research design provides the glue that holds the research project together, as choice of the appropriate research design depends on the objectives of the research (Yin 2003). Research design is not related to any particular method of collecting data or any particular type of data. Any research design can, in principle, use any type of data collection method and can use either quantitative or qualitative data. Research design refers to the structure of an enquiry: it is a logical matter rather than a logistical one. It has been argued that the central role of research design is to minimize the chance of drawing incorrect causal inferences from data. Design is a logical task undertaken to ensure that the evidence collected enables us to answer questions or to test theories as

unambiguously as possible. When designing research it is essential that we identify the type of evidence required to answer the research question in a convincing way. This means that we must not simply collect evidence that is consistent with a particular theory or explanation. Research needs to be structured in such a way that the evidence also bears on alternative rival explanations and enables us to identify which of the competing explanations is most compelling empirically. Due to the nature of the topic under study and the research objectives indicated, this research used the descriptive and case study research designs.

3.1.1 Descriptive Research Design

Donald and White (2010) say that the descriptive research design is the description that is meant to present a detailed and accurate picture of the nature of what is being researched on. In relation to the research question identified for this study, a descriptive research design will be a powerful tool to validate results because the researcher would be able to describe what is on the ground. Punch (2003) notes that to describe is to somehow draw a picture of what happened or of how things are proceeding, or what a situation or person or event is like. The reason for choosing this design is that it gives detailed descriptions of the responses to the research questions of this study, and enables the researcher to interpret what is on the ground and highlight participants' experiences and views on Results Based Management and service delivery in Buhera.

3.1.2 A Case Study

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. Yin (2003) notes that a case study tries to illuminate a decision or set of decisions that is why they were taken, how they were implemented and with what result? The major advantages of the case study are that it allows focus on one organization and that data is concentrated on one area and therefore easy to get. Face to face interviews are also easy to schedule in a case study. The nature of the research, on Results Based Management, being adopted as a new management tool in Zimbabwe requires no general approach, but a specific one, of which, in this case, there is need to study a specific local authority which is undertaking it. The researcher used a case study in order to have a clear picture of what is on the ground and also be in a position to identify the achievements, problems and failures of Buhera Rural District Council in the implementation of RBM and suggest possible solutions to address the challenges being faced. In this study Buhera Rural District Council is the case study.

3.2. QUALITATIVE RESEARCH

Denzin and Lincoln (2005) define qualitative research as a study of things in their settings, attempting to make sense of or interpret phenomena in terms of the meanings people give to them. Qualitative research is empirical research where the data is not numbers. The strength of using the qualitative approach in research is that it helps the researcher to gather a deep insight into the beliefs, motives, attitudes and behaviour of the target group. Punch (2003) highlights that collecting qualitative data for research reveals reasons why individuals exhibit certain behaviours within the natural settings of their works or living conditions. In this study, the researcher collected qualitative data which was useful in describing how Buhera Rural District Council operates and how respondents perceive Results Based Management and service delivery.

3.2.2 QUANTITATIVE RESEARCH

The quantitative research is empirical research where the data numbers are used to describe the observed situation [Punch (2003)]. Quantitative research involves controlled use of closed research questions and situations, seeks objectivity and facilitates validation of statements by quantifying the responses [Yin (2003)]. Quantitative research involves the use of numbers and statistical manipulation and analysis. Quantitative data was used in this research to find out how many respondents appreciate Results Based Management

3.3 POPULATION

Picrglorgio (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. Bless and Smith (1995) defines population as all possible elements that could be included in a research that have one or more characteristics which are of interest to the researcher. Looking at the available resources, it is impossible to use the whole population in the study. Also Punch (2003) defines a target population as the entire group of people, events or items which the researcher intends to collect information from during the research. It is a complete list of elements from which the sample is to be taken. Buhera Rural District Council has 60 employees! 33 elected councillors which is equal to 93 people. Therefore, the researcher used a representative sample of 25 participants in collecting data.

3.4 SAMPLE SIZE

A sample is a collection of elements of a population or a representative from the whole population. 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. A sample size is a subset of the entire population under study whose characteristics are synonymous to the sample population. In this study, a sample size of 35 participants was used as respondents to questionnaires and interviews. Results Based Management is a new concept at BRDC 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 which is made up of all departments participants thus why the researcher used the sample size of 25 participants.

The sample composition is shown on table 1 below.

Table 1: Sample composition and size

Sample composition	Intended sample size
Buhera Rural District Council management	10
Buhera Rural District Council employees	10
Councilors	5
Total	25

3.3.1 Sampling Techniques

Sampling is the process of selecting a representative subset from a population to determine the population parameters of the random variable under study [(Punch (2003)]. According to Donald and White (2010) the need to sample arises when the entire population cannot be surveyed for some reason, either because of budget constraints, time constraints or because it is practically not possible. Punch (2009) defines sampling techniques as processes of selecting and obtaining a sample in such a way that every member of the population has an equal chance of being selected. The researcher used purposive or judgmental sampling and simple random sampling methods to draw data from respondents.

3.1 Judgmental or Purposive Sampling

The researcher chose the sample based on who was appropriate for the study. The judgmental or purposive sampling method is used when there are few people with the expertise in the area under study [Punch (2003)]. In this regard Results Based Management is known by few individuals in Buhera since it is a new concept. The basis for choosing purposive sampling for management and councillors was because of the nature of information that was required for the research. The researcher believed that only management and councilors had the required depth of knowledge and understanding for the topic under study to provide useful responses. Denzin and Lincoln (2005) note that purposive or judgmental sampling enables the researcher to pick the sample which will best deliver the best information in order to satisfy the research objectives and questions.

Hence, the researcher opted for this sampling method. This method of sampling saves money, time and the research got results faster since a small number of people were involved. However, those who were available for the study may be different from those in the population. Through judgmental or purposive sampling the researcher drew samples from councillors and management. Judgmental sampling was used to select a sample of people with rich information on Results Based Management and service delivery from Buhera Rural District Council to represent the entire organization.

3.3.2 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 selection. It implies the selection of a sample at random from the sample frame. Simple random sampling method was used to select employees to respond to the questionnaire. The researcher used the hat system to select respondents. Pieces of paper written a 'yes" and others written a "no" were placed in a hat and respondents were given one chance to pick a paper from the hat. Those who picked a "yes" paper automatically qualified for the research. Those selected respondents represented the whole population.

3.4 SAMPLING PROCEDURES

3.4.1 Sampling of Buhera Rural District Council employees

To ensure that this research would be a success, the researcher submitted a letter from the department to Buhera Rural District Council seeking for permission to carry out this research in their organization. Buhera Rural District Council responded in form of writing to the researcher giving her permission to carry out the research. When permission was granted, the researcher used the simple random sampling approach to select the employees to take part during the research. The researcher used the hat system to identify employees who filled the questionnaires. Pieces of paper written a “yes” or a “no” were placed in a hat and those who picked the “yes” paper automatically qualified for the research.

3.4.2 Sampling of Buhera Rural District Council Management and Councillors

Purposeful or judgmental sampling was employed in sampling Buhera Rural District Council management and councillors. All managers and councillors qualified for the research.

3.5 SOURCES OF DATA

The researcher used two main sources of data carrying out the research. Primary and secondary data was used to get unbiased and necessary information on the study of Results Based Management and service delivery in Buhera Rural District Council. The sources of data are discussed below.

3.5.1 Primary data

According to Arasli (2005) primary data is the data that is obtained by carrying out a research for the first time on that subject matter. In most cases it is gathered to answer specific topics or to prove a thesis or to solve a problem that would have been noticed. Primary data in this case will be collected using interviews and questionnaires to collect data from Buhera Rural District Council management, employees and councillors.

3.5.2 Secondary data

Blaikie (2004) defines secondary data as raw data that have been collected by someone else either for some general information purpose or another official purpose or for a specific research project. This is previously gathered data, published or unpublished by other researchers and authors on the topics directly or indirectly related to the research topic under study. Secondary data was collected from the Buhera Rural District Council Strategic Plan

(2010-2015) and articles retrieved from the internet on Results Based Management. Other sources of information were books and newspapers on the subject relating to Results Based Management and service delivery.

3.6 RESEARCH INSTRUMENTS

3.6.1 Questionnaires

Clough and Nut brown (2008) questionnaires allow researchers to survey a population of subjects with little or no personal interaction and with the aim of establishing a broad picture of their views and experiences. A questionnaire contains a list of questions that the researcher tends to ask respondents and in turn, the informants respond to the questions by writing answers on the space provided on the questionnaire. The researcher used questionnaires containing open-ended and closed-ended questions to find out information pertaining to Results-Based Management and service delivery. Open-ended questions were preferred as they do not limit individuals to provide their answers freely hence the researcher wrote explain your answer to allow for more explanations. Through open-ended questions, respondents were given the chance to respond to anything within the range of the question. The researcher went through the questions with the respondents to ensure a high return rate. The researcher simplified misunderstandings and other data that might have not been captured by the structured and unstructured set of questions. Closed-ended questions were also used to get specific pieces of data such as sex age and specific questions which were to be responded by either a 'yes' or 'no'. Two sets of questionnaires and one interview guide (appendix I, II and III) were used to collect data from Buhera Rural District Council employees and councillors. The questionnaire directed to councillors was intended to capture a variety of data relating to their views on the state of service delivery after the adoption of Results Based Management by Buhera Rural District Council that is from 2009 to present. It is important to find out from councillors (on behalf of residents) if the adoption of Results Based Management by Buhera Rural District Council has improved service delivery or not. The questionnaire targeted for the employees was expected to capture data on the achievements, challenges and the position of Results Based Management at BRDC. Data from councillors was augmented by data from Buhera Rural District Council employees and management.

Advantages of questionnaires

The questionnaires have the following advantages:

- a) They are less time-consuming for the respondent to complete.
- b) They are less expensive to administer to respondents as it can be posted or distributed by hand.
- c) Informants can respond freely as the questions did not call for the names of the respondents.

Disadvantages of questionnaires

The questionnaires have the following disadvantages:

- a) Respondents may choose not to answer the asked questions however the researcher informed respondents that the research was for academic reasons and their information would be treated confidentially and no names would be attached to the information they provided.
- b) Structured questionnaires have the disadvantage that they force respondents to choose between the answers provided. However, to provide more information the researcher asked respondents to provide 'yes or no' and was followed by 'why please provide further details' allowing for more explanation.
- c) The questionnaire is not easy for people who are illiterate. The researcher assisted respondents in understanding the questions and all questions were clarified by the researcher before they attempt to answer the questions.
- d) The questionnaires can be lost when posted. The researcher collected responses by hand from the respondents.

3.6.2 Key informant interviews

Pierglorgio (2003) notes that a key informant interview is whereby the researcher interviews individuals who are not part of the phenomenon under investigation, but who have special expertise or knowledge of the phenomenon on account of their privileged observational position. Conversations with people who had expertise on Results Based Management were held. Key informant interviews were conducted with Buhera Rural District Council management. Information sought from key informants was on their experiences with Results Based Management, successes, challenges being faced and the way forward.

Advantages of Key Informant Interviews

The advantages of using key informant interviews are as follows:

- a) The researcher can explain the purpose of the interview before the start of the interview.
- b) The researcher can explain to the interviewees when they face problems in answering the asked questions.
- c) If the researcher feels that the asked question is not well answered, s/he can make efforts to simplify the question and calls for answers.
- d) The researcher can observe the non-verbal responses during the interview which can help to bring out possible changes in the meaning of certain aspects under probe.

On the other hand, the use of key informant interviews has problems.

Disadvantages of Key informant interviews

The disadvantages of key informant interviews are as follows:

- a) It is time consuming. The researcher has to come up with a time schedule for the interviews for it to be effective.
- b) Comments made by the interviewer may affect the respondents. The researcher reserved her comments during the interviews so that the respondents would answer the questions freely and well.

3.7 DATA PRESENTATION AND ANALYSIS

After data had been collected, the researcher manually quantified the respondents with the same views. The major tool used for data analysis and processing was the Microsoft Excel software, the results were presented in the form of tables, graphs and charts accompanied by narratives which explained the presented quantitative data. Descriptions and explanations were made to present qualitative data obtained from the field.

3.8 ETHICAL CONSIDERATIONS

The researcher observed and ensured a high level of professionalism was attained and good ethical practices were observed through the research when dealing with the subjects. According to Gilbert (2000), ethics refers to, 'the moral principles and values that govern the way an individual or group conduct its activities. Confidentiality was maintained in terms of academic qualifications and any personal details of the respondents. The research administered questions in a way that would not force people to lie or give false responses. All information that was collected was strictly used for educational purposes and it will be kept with high confidentiality. The researcher sought informed consent from the respondent by explaining the reasons for the research and informing them that the information they will give might be published. The purpose of the research was made clear to the respondent in order for the researcher to gain their trust and increase his chances of getting accurate information relating to the research. The researcher ensured that prior authority for the study was requested in writing before the research commenced and the purpose of the study was explained in detail to the participants prior to the commencement of the programme. The participants were accorded the opportunity to ask the researcher questions for clarification where they feel it is necessary and all efforts was made by the researcher to ensure that the research will not strain the employer-employee relationship within the company and that its interests are not endangered.

3.9 SUMMARY

The chapter provided information on the methodology that was used during the research. The research used both qualitative and quantitative methodologies. The research instruments used during the data collection process, the research designs used, sample size, target population and data collection procedures were highlighted. The simple random sampling method was used the selection of council employees whilst judgmental or purposive sampling was employed to select councillors and management. The next chapter will present and analyse the findings that were obtained from the field.

CHAPTER iv

DATA PRESENTATION AND ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

Chapter four presents interpret and analyses data gathered and findings on the research problem from various respondents. It is important to analyse the gathered data in order to attach meaning and draw conclusion from the analysis. The discussion of these findings will use different subtopics of research objectives broken down from different questionnaires. Data analysed in this section includes responses from the questionnaires as well as data from the interviews. The researcher used quantitative techniques to explain the findings and qualitative descriptions in analysing data. The views of Buhera Rural District Council managers, employees and councillors will be discussed. Tables, charts and graphs will be used to analysing a data.

4.1 DATA COLLECTION RESPONSES

4.1.1 Questionnaire Response Rate

The researcher drafted two sets of questionnaires; one for Buhera Rural District Council employees and the other one were for councillors. The table 1 below shows the distributed questionnaires and the response summary for both questionnaires

Table 1: Questionnaire response rate

Strata	Administered Questioners	Those who responded	Those who did not responded	% response
Buhera Rural District Council Employees	15	13	2	87%
Buhera Rural District	10	6	4	60%

Councilors				
Total	25	19	7	74%

Source: Research data (2017)

Table 1 above shows that 25 questionnaires were administered by the researcher. Of these 20 questionnaires were partly answered to which represented a 74% total response rate. The employees had a response rate of 87% which was greatly good. Councilors had a response rate of 60% which was slightly below the response rate of employees. Councilors are part-time employees of council and tracking them was a challenge to the researcher resulting in 6 councilors out of 10 councilors participating in the research. The overall response rate of Buhera Rural District employees and councilors was. Saunders (2003) asserts that a response rate of 60% is generally considered representative of the population, with a lower response rate considered to be biased and not fully representative of the total population. Therefore, a 74% total response rate was considered reasonable and justifiable in the basis for making conclusions and recommendations on this research. The overall response 13 rate reflects on the efficiency of the data collection techniques used and the simplicity of the research questions.

4.1.1.2 Interview Response Rate

Face-to-face interviews were carried out with Buhera Rural District Council management. The interviews were mainly focused at their experience with Results Based Management, achievement, problems being faced and the way forward. The interview response rate was as indicated on table .

Table 2 Interview- Response Rate

Strata	Targeted number of interviewees	Number of interviewees	Number of non-interviewees	% Response
Buhera Rural District Council Management	10	7	3	70%
Total	10	7	3	70%

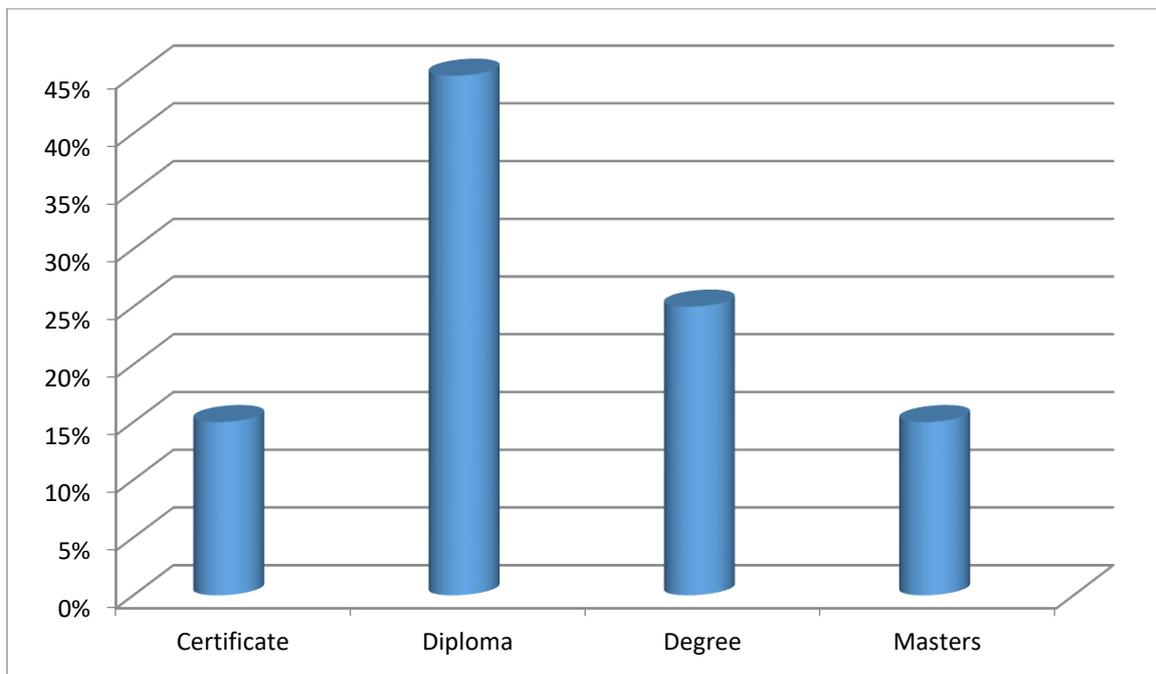
Source: Research data (2017)

Participation in the interviews was generally not very high with a 70% (7 out of 10) participation rate. Although the rate was very low but it helped the researcher to gather valuable data that helped to supplement information that may have been omitted in the questionnaires and also gather new information from those who did not get the opportunity to fill in the questionnaire. Most management were have fear of the unknown that was fear to display that they don't know what Result Based Management is, so they tend to say ' I am busy'' after checked the interview questions. A response rate of 70% was seen as not sufficient and inadequate to be a representative of the target population

4.2 Presentation and analysis of responses from the questionnaires

4.2.1 Education levels of respondent

Fig1: Buhera Rural District Council employees' education levels



Source: research data (2017)

Most employees had diploma and degrees level of education and others had certificates and masters which were very few. The result shows that at Buhera Rural District Council the issue of education is very important and need to be addressed to those who still have certificates. The education score for Buhera employees is very high as the majority of the respondents have attained up Degrees and diploma. Although the low score of masters poses a major challenge for Buhera Rural District Council as most of the employees will not be

capable of producing the expected results as far as service delivery is concerned Wood (2000) says that inadequacy of capacity 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 underdevelopment of their areas. This shows that Buhera Rural District Council needs to focus on education, training and development of its employees for Results Based Management to be effective they should be concerned with the production and supply of performance information, and is focused on technical aspects of clarifying objectives, developing indicators, collecting and analyzing data on results.

4.2.1.2 Buhera Rural District Council councillors' education levels

Table 4: Buhera Rural District Council councillors' education levels

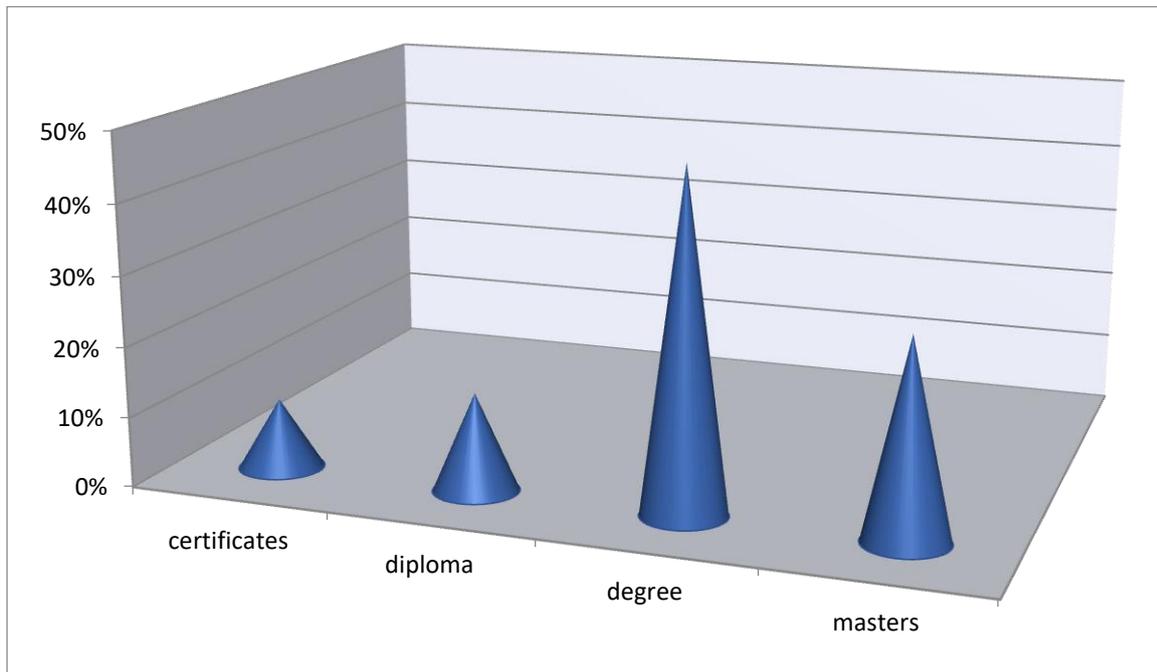
Educational Level	Number of Councillors
ZJC	1
Ordinary Level	3
Certificate	0
Diploma	1
Degree	1

Source: Research data (2017)

1 out of 6 (16%) councillors had reached ZJC, 3 out of the 6 councillors (50%) had reached secondary level, 0 out of 6 (0%) councillors attained certificates, 1 councillor out of 6 (16%) had a diploma and 1 had a degree. From these results, one can note that the level of education of councillors as policy makers is very low. Therefore, one can question how these councillors make decisions and come up with resolutions in technical council committees such as the finance committee. This problem can be attributed to the Zimbabwe Local Government System in which the Rural District Council Act Chapter 29:13 and the Urban Councils Act Chapter 29:15 do not stipulate the educational qualifications for one to be a councillor. This is a challenge to councillors when it comes to development planning, formulation of quality council resolutions and implementation of policies. This concurs with 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 enable better implementation of projects and programme

4.1.3 Buhera Rural District Council management education levels

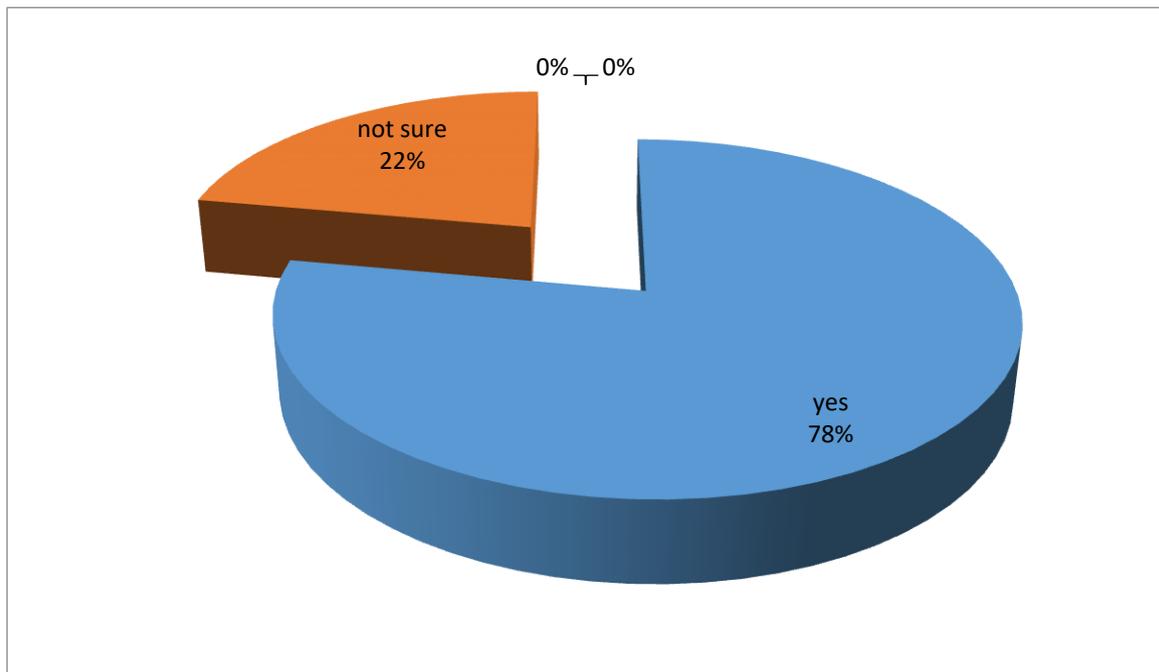
Fig 3: Buhera Rural District Council management education level



Source: Research data (2017)

Most managers had degrees and masters that is 60% and very few had certificates and masters 40%. Buhera Rural District Council managers are highly educated as compared to councillors and employees. Armstrong (2005) highlights that the identification of intended results in a clear, workable, and realistic way, helps the organisation to build capacity and this is attainable as shown that the managers have the capacity to plan, organize, lead and control council resources to meet set objectives.

4.2.2 Awareness of the adoption of Results Based Management in Buhera Rural District Council.

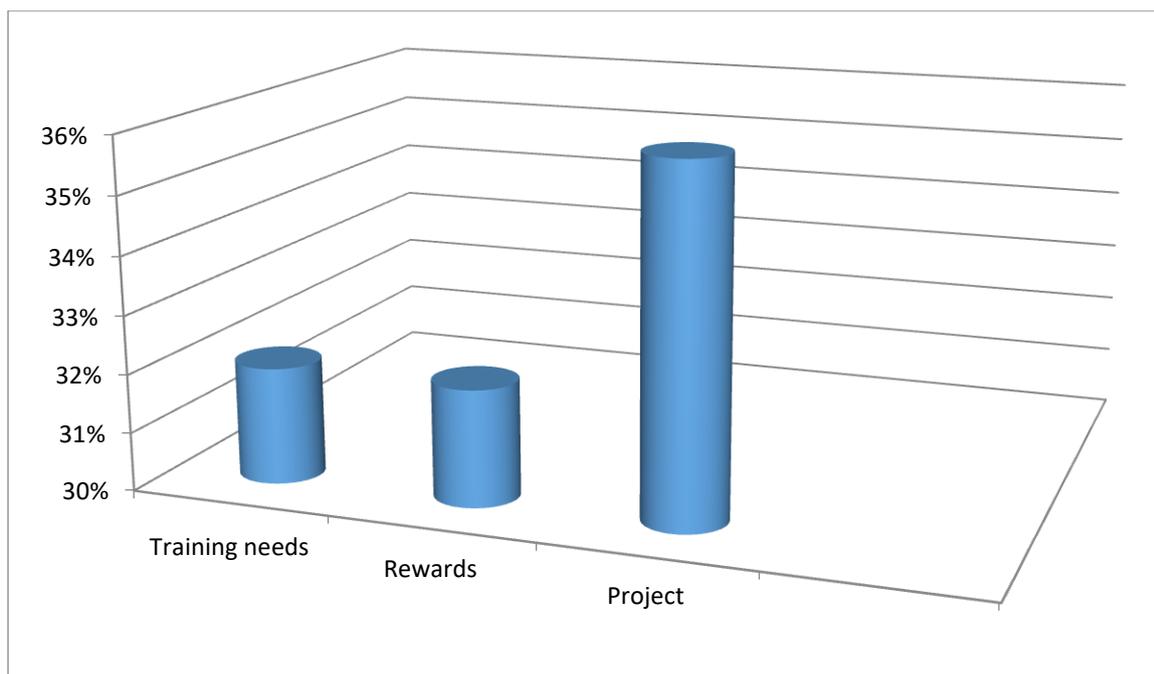


Source ; Research data (2017)

The pie chart above shows that 22 out of 25 (78%) respondents composed of employees, councillors and managers were aware of the introduction of Results Based Management by Buhera Rural District Council whilst 3 out of 25 respondents (22%) were not sure. Armstrong (2007) notes that thinking in terms of problems and opportunities ,open and shared understanding of expected results can strengthen needs assessment ,rapid appraisals, planning and monitoringand because of that the implementation of Result Based Management is known and almost everyone is included it leads to better implementation of programs projects without facing resistance.

4.2.3 Activities that are being done by the Buhera District Council in relation to Results Based Management

Fig 5: Activities that are beingdone by the BRDC in relation to RBM



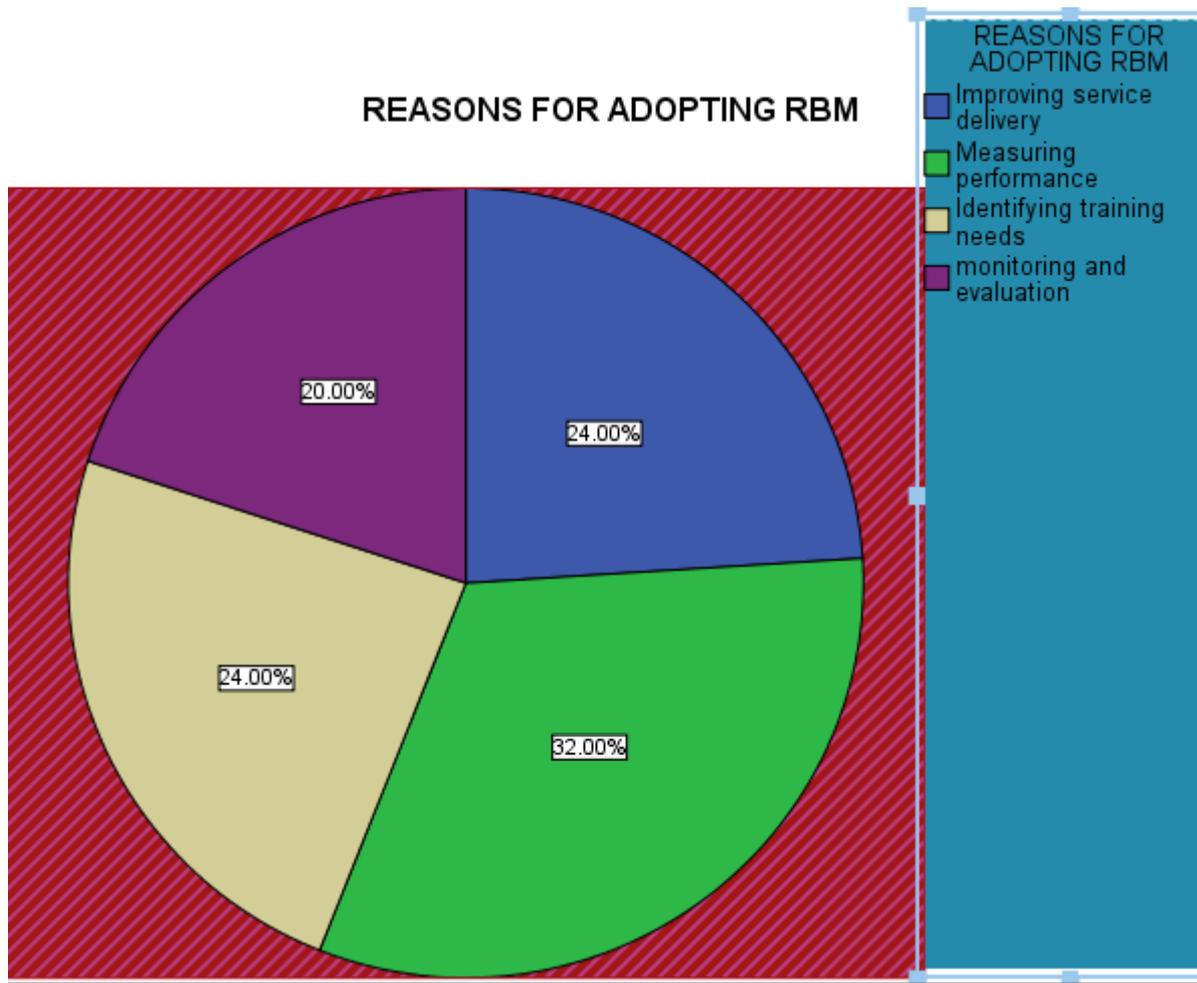
Source: Research data 2017

According to Armstrong (2007) clear results based planning procedures more realistic schedules forcing local authorities to think through the preconditions and sequence for actions and the resources they require and this is seconded by the respondents were asked to highlight what the local authority was doing in relation to RBM. 22 out of 25 respondents (88%) answered this question. Of these, 36% cited BRDC is doing projects whereby BRDC in partnership with Non-Governmental Organizations funding those projects which are drilling of boreholes on community development. They cited that BRDC in partnership with the World Vision funding on drilling of boreholes, building of toilets in wards 22 and 25, and donated an amount for the extension of Gombe Clinic in ward 5. Also respondents mentioned that infrastructural Development under projects is also done. They indicated that BRDC had constructed 1 bridge in ward 7 , constructed 1 classroom block at Makwiramiti Primary School (ward 1) and Mudanda secondary (ward 14) Primary Schools (ward 8) Murambinda Growth point were pegged a number of residential, commercial and institutional stands. Also under projects respondents highlighted that the local authority has managed to establish 1 cattle and cattle pond at Marume, Makumbe and Nyashanu. 32% respondents cited that BRDC rewarding employees who meet their targets and 32% of respondents cited that training needs are done and they explained that the local authority has managed to produce 6 community development plans in wards 3 and 9. 14, 15 and 19 and to train the trainer of VIDCOs on how to identify their problems as well as employees were trained how to use

computers and what RBM is it and others sent to universities to upgrade their education levels.. All these activities are done by BRDC in relation to Results Based Management as integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability

4.2.4 The reasons for adopting Results Based Management in local authorities.

Fig 6: The reasons for the adoption of RBM in local authorities



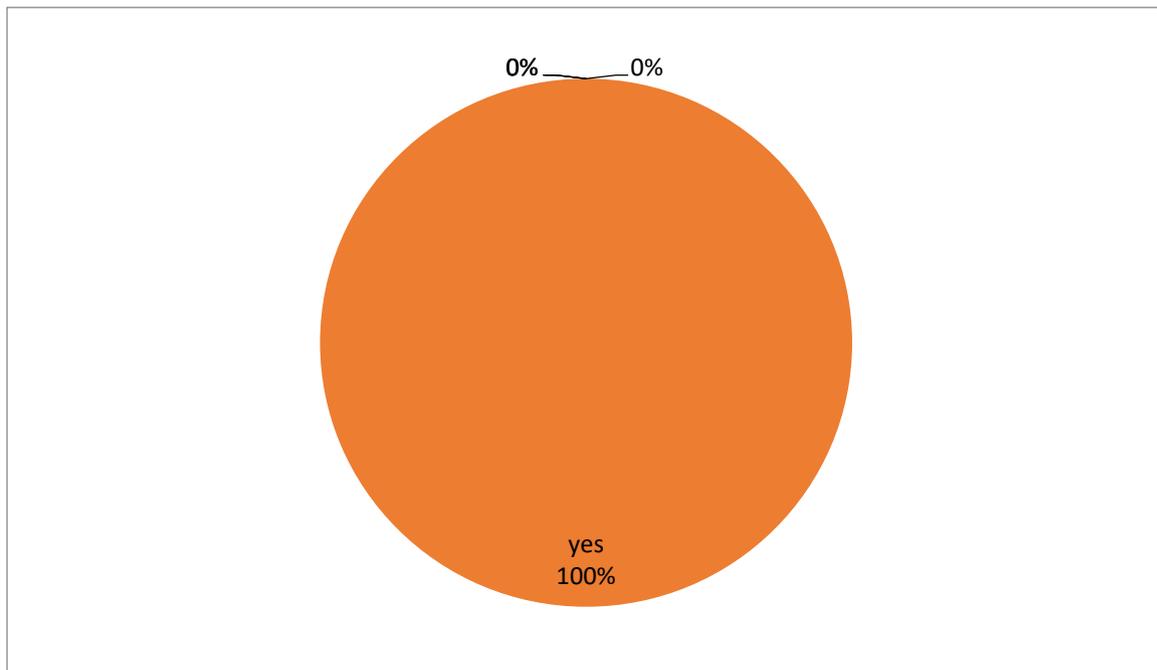
Source: Research data (2012)

A variety of reasons for the adoption of Results Based Management in local authorities were highlighted. Some of the reasons mentioned include improving service delivery, identifying training needs, monitoring and evaluation and measuring performance. 24% of respondents cited to improve service delivery and also stated 20% to monitor and evaluate as open and shared understanding of expected results strengthen needs assessment, rapid appraisals,

planning and monitoring as well in order for local authorities to develop more realistic projects schedule. It also reveal early in the process, misunderstandings or disagreement about goals among stakeholders which can undermine effective implementation Armstrong (2007). 24% of the respondents stated that the reason for introducing Results Based Management in local authorities was to identifying training needs were it is necessary to become effective and results-oriented. As indicated above most respondents agreed that RBM was introduced measuring performance that leading to have better service delivery and in order to support the ideals of good governance.

4.2.5 The link between Results Based Management and service delivery

Fig 7: The link between RBM and Service delivery

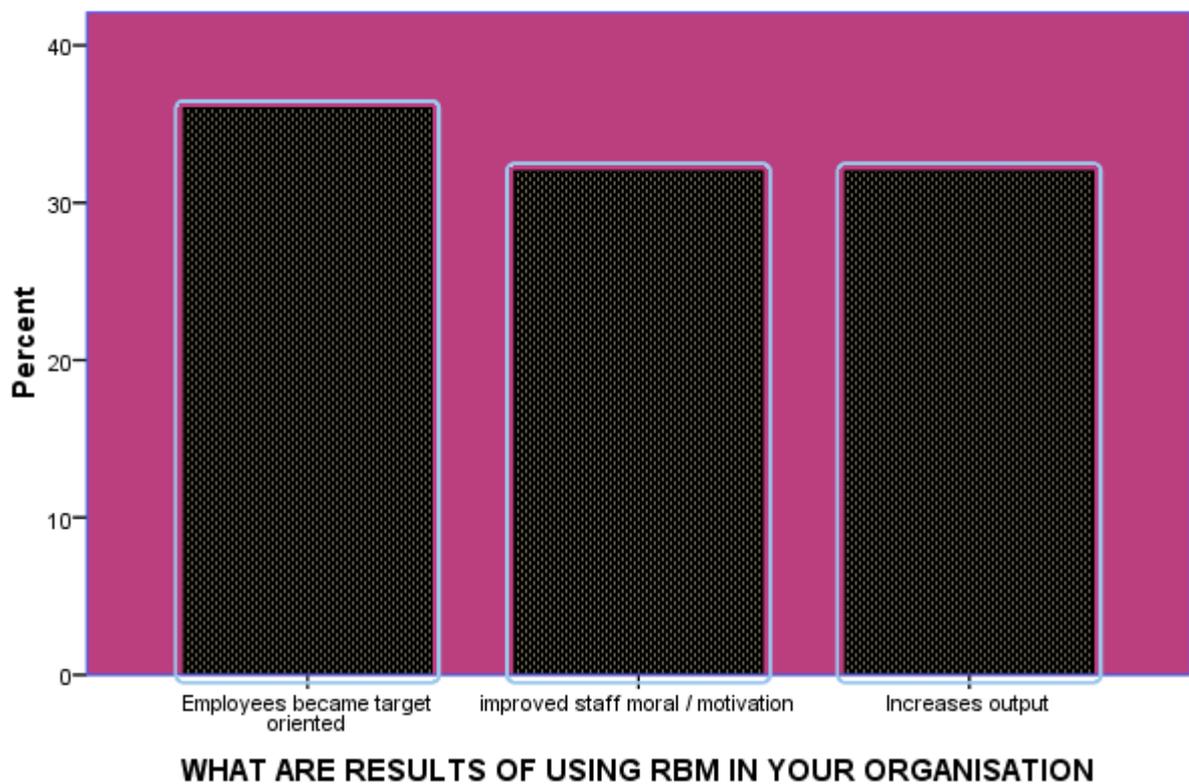


Research data (2017) All respondents cited that there is a direct connection between Results Based Management and service delivery. 100% of the respondents cited that there is a link between Results Based Management and service delivery as Results Based Management improves service delivery. Respondents explained that service delivery is the mandate of local authorities and it can only be measured through a sound management tool like Results Based Management, each worker can contribute effectively if his/ her effort is accounted for through RBM. Respondents cited that RBM is the tool for reviewing council's strategic plan in a more transparent, accountable, effective and efficient way. The respondents added that

RBM has improved revenue collection, provision of water and sanitation and the development of infrastructure this emphasised by Binncndijk(2001) and World Bank (2002) says that Results Based Management improves service delivery, transparency and accountability.

4.2.6 The impact of Results Based Management on service delivery

Fig 8: The impact results of RBM on service



Source: Research data (2017)

The results of RBM that were cited by respondents were that RBM employees became target oriented and by so doing they working effectively and efficiently , links budget to output, it clarifies customers and the mandate of the organization, promotes political, professional, administrative and public accountability, (value for money) transparency, community participation and strengthens community relations. Respondents also cited that RBM benefited council through increases output that is revenue generation as shown by an increase in monthly revenue collections. They cited that this is because RBM improves the quality of

service delivery and residents start to pay their rates responding to the quality of services being provided by the local authority. Also some of the respondents that cited that it motivates employees through rewarding system and this reduce corruption by employees; however it had negative impact on service delivery in sense some areas are developing whilst others are being ignored. Party politics is coming into Results Based Management and it hinders equity in service delivery. They also cited corruption, misuse of council asserts, lack of responsiveness lack of project monitoring, poor funding of projects and poor communication in Results Based Management as the causes of poor service delivery in Buhera Rural District Council but other scholars noted that RBM 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/programs/policies and to improve transparency and accountability

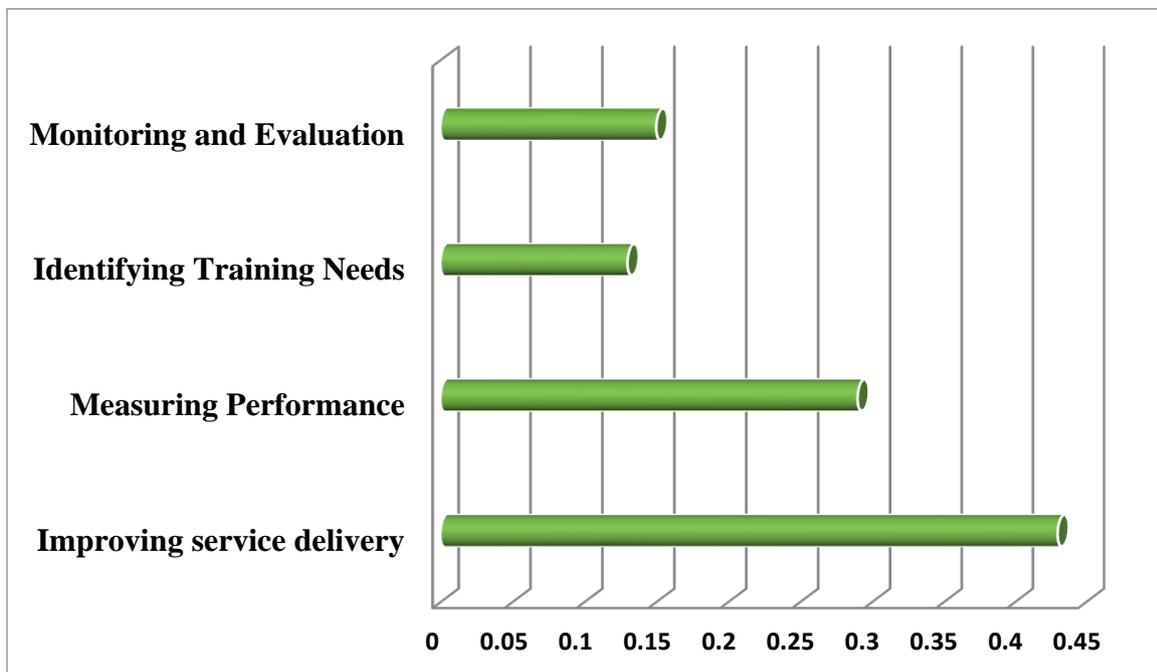
4.3 PRESENTATION AND ANALYSIS OF RESPONSES FROM THE KEY INFORMANT INTERVIEWS

4.3.1 Defining Results Based Management

In an interview Buhera Rural District Council managers were asked to define Results Based Management. 40% translating to out of 7 managers defined Results Based Management as a tool used to measure the performance of a local authority as far as service delivery is concerned. 3 out of 7 managers (30%) defined RBM as an approach that is concerned with the achievements of set goals and objectives. These two definitions of RBM agree that RBM is concerned with the achievement of results and wants results are achieved there is service delivery as well as supported by Binnendijk (2001) says RBM is a broad management strategy aimed at improving performance (achieving better results) as the central orientation.

4.3.2 The reasons for introducing Results Based Management in Buhera Rural District Council

Fig 9: The reasons for using RBM at BRD

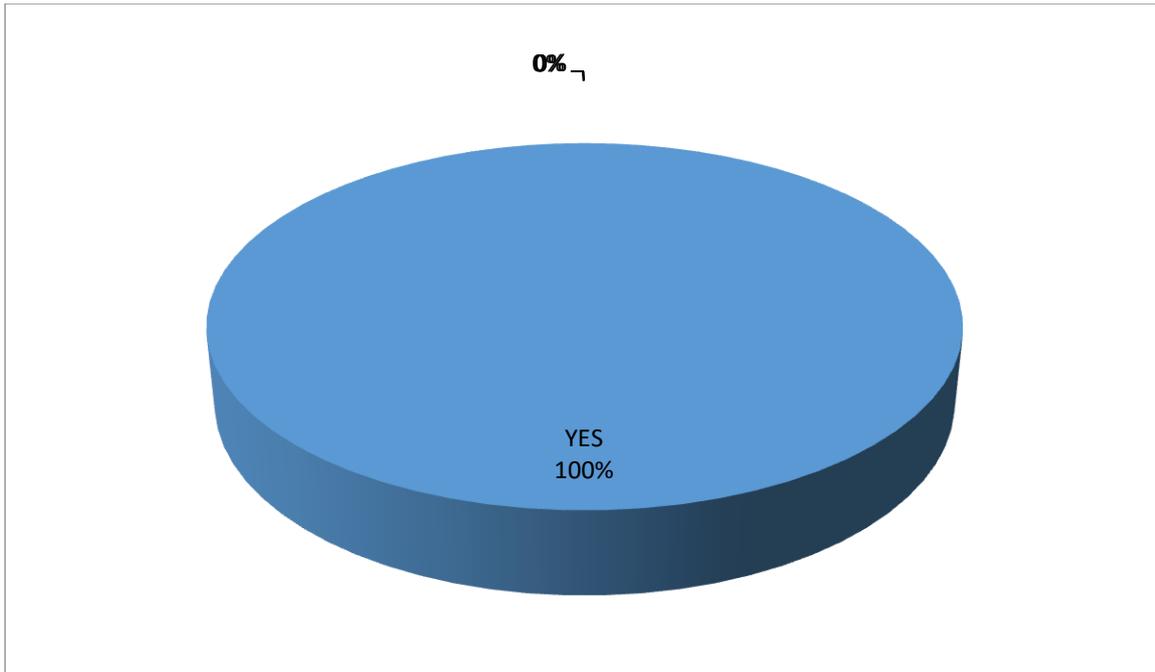


Source: Research data (2017)

45% of managers highlighted that Buhera Rural District Council adopted Results Based Management in order to improve service delivery as noted by World Vision (2011) as it argues that the introduction of RBM has contributed towards the improvement of quality public service delivery.. They pointed out that the local authority had to properly use its human, time, material and financial resources in order to achieve its Key Result Areas (KRAs) that is the provision of social services, infrastructural development, environmental management and performance management and budgetary control.29% of managers indicated that the local authority wanted to measure performance and the others mentioned that is to identify training needs and monitoring and evaluation so as to utilize resources therefore the best option to achieve these elements was through the adoption of Results Based Management.Armstrong(2007) also emphasised that monitoring and evaluation make a difference to the situation since it focuses on the progress.

4.3.3 The relationship between Results Based Management and service deliver)'

Fig 10: The relationshipbetween RBM and service delivery

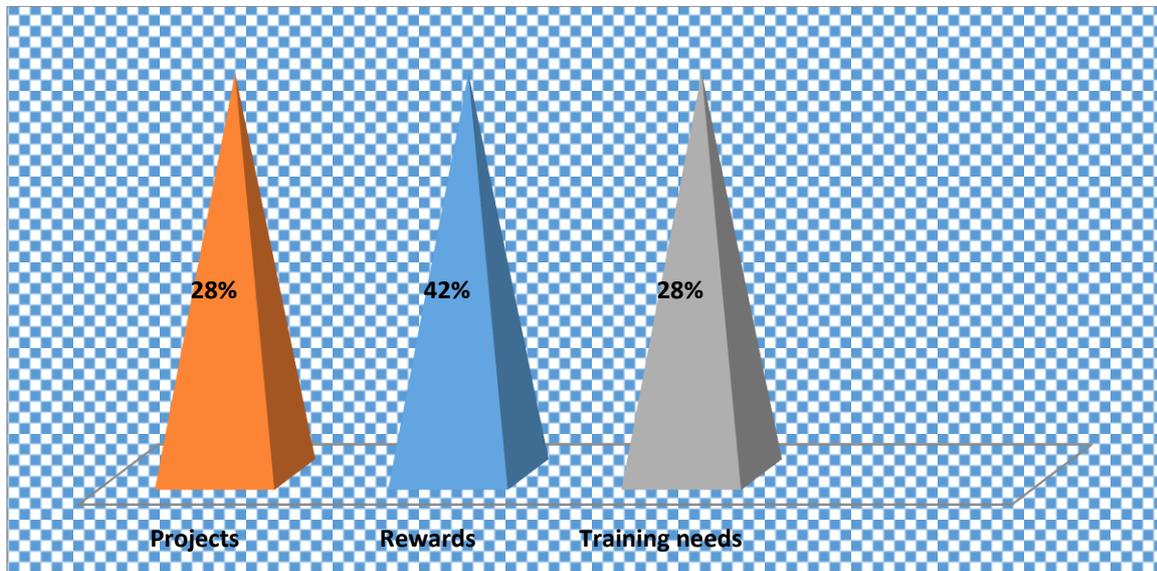


Source: Research data (2017)

100% (7 out of 7 managers) emphasized that there was a link between Results Based Management and Service delivery. The explanation given by managers was that local authorities are mandated to provide public services to the people under their area of jurisdiction and to measure the level of service delivery offered by the local authority, that local authority has to use a sound management tool like Results Based Management. Managers added that Results Based Management is the tool used currently for reviewing the council's strategic plan in a more transparent, accountable, efficient and effective manner and so as to promote clear results-based planning produces more realistic schedules forcing local authorities to think through the preconditions and sequence for actions and the resources they require (Armstrong 2007)

43.5 What BRDC is doing to promote RBM.

Fig 11: What BRDC is doing to promote RBM



Source: Research data (2017)

42% of managers responded that the local authority is rewarding employees in order to achieve intended results. They explained that the local authority has a council resolution on results-oriented bonuses, only those employees who achieve set objectives within the specified time will be given this bonus (rewarding). Managers also indicated that employees who fail to achieve set objectives get punished. 28% pointed out that the local authority is training employees on Results Based Management so that they obtain skills on how to achieve results and the other 28% pointed out that BRDC is doing projects in order to become more effective and results oriented. Also CID(1999) defined activities as the actions taken to transform inputs into output as done by the council to become more effective and result oriented.

4.3.6 How realistic is Results Based .Management

Managers (100%) cited that Buhera Rural District Council is able to achieve intended results though to an extent. In the interview, management highlighted that the local authority needs proper funding for identified projects and programs. Williamson(2003) notes that agency budgets are assessed and allocated basing on the cost of delivering outputs ,a process known as output based budgeting. The Chief Executive Officer of Buhera Rural District Council pointed out that the government releases a certain amount for sewer reticulation, and the other amount for infrastructural development and for water and sanitation as pilot funding for

Results Based Management in Buhera Rural District Council. Buhera Rural District Council is now the Centre for Results Based Management and other public institutions are going to copy from Buhera Rural District Council.

4.3.7 The challenges that are being faced by the BRDC in using RBM

77 % of managers cited financial problem and (29%) cited that employees lack skills on RBM. Also Armstrong (2007) postulated that RBM frameworks and result based monitoring and evaluation systems such as managing for results, are too often developed in isolation from the realities of what happens on the ground and also the terms for results, as they are presented in these RBM frameworks by host of different donor agencies and government department are too often simply bureaucratic jargon. These were cited as major challenges in using RBM in BRDC. Above all, all managers stressed that RBM is laborious to implement so there is a need to promote strong capacity development has led local authorities to adopt Results Based Management.

4.4 SUMMARY

The chapter focused on the views of the various respondents regarding to the reasons for adopting Results Based Management in local authorities, the process of Results Based Management, the link between Results Based Management and service delivery, the impact of RBM on service delivery, challenges faced by local authorities in achieving results and achievements of BRDC in RBM. The findings are aimed at addressing the research objectives mentioned in Chapter one. Findings were presented in tables, graphs, frequency table and pie charts. Key findings were that Buhera Rural District Council has managed to improve service delivery through Results Based Management since the local authority has managed to improve social services, infrastructural development, trainings, rewards and performance management. However, the local authority is also facing some challenges the implementation of RBM. Some of these challenges are lack of funding, lack of skilled workers in identified projects, many people are not well versed in RBM and there are no policy guidelines on RBM. Finally the chapter presented and analyzed the contributions of Results Based Management on service delivery. The next chapter gives a summary, conclusion and the recommendations.

CHAPTER IV

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0. INTRODUCTION

This chapter summarizes the previous chapters and conclusions are drawn from the research findings. Recommendations on how Buhera Rural District Council can improve the implementation of Results Based Management for effective local governance are given.

5.1 SUMMARY

Using Buhera Rural District Council, the study focused on Results Based Management and service delivery'. The statement of the problem states that, there has been an outcry from residents that Buhera Rural District Council is failing to provide quality service because it lacks a results focus. This means that Buhera Rural District Council has been providing public services without concentrating on the achievements of its goals and objectives and this has led to poor service delivery. However, in response to this the local authority introduced Results Based Management in its operations. Therefore it was the aim of this research to investigate if Results Based Management had improved serviced delivery in Buhera. The objectives of the research were: to identify the reasons for adopting Results Based Management in local authorities, examine how Results Based Management works, determine the link between Results Based Management and service delivery and to determine the impact of Results Based Management on service delivery.

Literature on the history of Results Based Management, why local authorities adopt Results Based Management, the process of Results Based Management, the link between Results Based Management and service delivery and the impact of Results Based Management on service delivery was discussed. Results Based Management promotes efficiency, effectiveness and economy as it emphasizes on the use of scarce resources to provide maximum services without compromising the quality of services and these services are provided economically und efficiently. Results Based Management has been introduced in local authorities so that they become effective and results oriented, to promote transparency

and accountability, for better implementation of programs and projects, to promote strong capacity development, for useful evaluation of results and to reduce pressures and opportunities for corruption. The process of Results Based Management was discussed. It was highlighted that there is need for strategic alignment where a local authority clearly articulate its long term vision, develop medium term strategic framework and an annual budget. The local authority should let managers manage and authority should be matched with accountability and geared towards the achievement of results. There is need to integrate finance, human resources and systems and feedbacks between these components make the system dynamic and involving.

The link between Results Based Management and service delivery was discussed. It was pointed out that there is a direct link between Results Based Management and service delivery. Scholars emphasized that Results Based Management is a management tool used to measure service delivery in an efficient and effective manner. Components of Results Based Management such as Integrated Development Planning, Results Based Strategic Planning, Results Based Budgeting, Results Based Personnel Performance System, Results Based Management Information Systems and Results Based Monitoring and Evaluation were discussed.

The benefits of Results Based Management were emphasized. It was highlighted that Results Based Management improves the quality of service delivery, clarifies customers and mandate of organization, links budget allocation to output delivery and increases the revenue base as rate payers increasingly start to pay their rates because they would have realized an improvement in service delivery. However, Results Based Management has its shortcomings. Results Based Management frameworks are often developed in isolation from the realities of what happens on the ground and Results Based Management uses a lot of jargons which are not easy to understand. Results Based Management assumes that social changes can be predicted, controlled and reduced to a single central problem of which in reality they cannot.

In this research, both qualitative and quantitative research designs were used. Questionnaires and interviews were used to gather data from respondents. The research population consisted of key informants, council employees and councilors. Simple random sampling technique was used to select council employees who were used on this research and it was based on availability. Purposive or judgmental sampling technique was used to select key informants that are, the councilors and Buhera Rural District Council management.

The research found that most respondents were aware that the local authority introduced Results Based Management in its operations. Most of the councilors and employees at Buhera Rural District Council are less educate and one can doubt if they are capable of achieving the results. The reason why most of the low graded employees are less educated can be attributed to the amalgamation process which incorporated uneducated employees from other local authorities in to Buhera Rural District Council. The local authority is involved in infrastructural development, rewarding system, human resource development, performance measurement; community based training and electronic governance as a way to promote Results Based Management. Results Based Management is currently the tool used to measure service delivery and each employee's contribution to the achievement of results is also measured.

Buhera Rural District Council is facing challenges in the implementation of Results Based Management. The local authority lacks funds for it to implement programs and projects, there is lack of community skills in identified projects, many people are not well versed in RBM and there are no policy guidelines on Results Based Management.

5.2 CONCLUSIONS

The vision of Buhera Rural District Council that is to promote sustainable local economic development by ensuring the provision and maintenance of essential services for improved living standards of all residents in the council's area of jurisdiction is bright. There is potential of improved service delivery that will attract potential investors to invest in Buhera hence promoting local economic development in Buhera. Buhera has a potential to become a well- developed community. If done on a large scale, the money earned from investors can be used to finance other income generating projects.

The research found out that there are a number of challenges faced by Buhera Rural District Council in the implementation of Results Based Management. These challenges constitute the lack of policy guidelines on Results Based Management as local authorities can choose to or not to implement Results Based Management. This means that the implementation of Results Based Management in local authorities is optional. Other challenges include lack of funding for identified programs and projects. Projects and programs can identified but there are no funds to support those programs and projects. Some projects are left half way done and they

become white elephants because of lack of funding. The community lacks skills in identifying projects, this means that they are not able to prioritize projects to be implemented. The local authority had most of the people who are not well versed in Results Based Management.

The findings from the research showed that the Buhera Rural District Council adopted Results Based Management in order to utilize scarce resources (the human, time, financial and material resources). Through RBM Buhera Rural District Council has achieved accountability, professional, administrative and public accountability, transparency, community participation in programs and projects, economy (value for money) and improved community relations because of improved service delivery. Research also found out that Buhera Rural District Council is able to achieve results though to an extent as to needs proper funding. .

The research concludes that Buhera Rural District Council has improved in providing public services to people under its area of jurisdiction. It has improved in infrastructural development, , performance management and in budgetary control and in the provision of social services within the district. Therefore one can argue that Results Based Management would bring about meaningful changes to the lives of large numbers of people in Buhera if implemented effectively and efficiently.

5.3 RECOMMENDATIONS

Following the research findings from this study, some recommendations were made for the effective implementation of Results Based Management by Buhera Rural District Council. The recommendations are as follows:

5.3.1 Sensitization of stakeholders

Buhera Rural District Council should make stakeholders aware that the local authority has introduced Results Based Management. Buhera Rural District Council can make stakeholders aware by involving them in projects and programs of the local authority, strategic planning and in the budget process. By so doing the local authority will gain buy in from the

stakeholders and stakeholders would feel that they are part and parcel of the local authority. This will reduce the possibility of sabotage in identified projects and programs.

5.3.2 Training of Trainers for Results Based Management

Buhera Rural District Council should train trainers who would train the entire council on Results Based Management since the research has shown that a lot of people are not well versed in the concept of Results Based Management.

5.3.3 Induction of councilors and the community

Buhera Rural District Council should educate councilors and the employees on Results Based Management so that they understand the concept. By training councilors on Results Based Management it improves participation of councilors and the community on Results Based Management as they would understand the concept of RBM and where the council is geared to.

5.3.4 Government will

Commitment to Results Based Management should start by the government and local authorities should match with the government. When the government is committed to RBM it would provide funds to identified projects in line with Results Based Management and local authorities would not be given the platform to choose whether to implement Results Based Management or not since the government would be fully involved in RBM. Giving local authorities the option to choose whether to introduce RBM or not will lead to disparities in term of development. Local authorities which had introduced RBM will improve in service delivery whilst those which might have not introduced RBM would provide poor services or not provide services at all.

5.3.5 Political will

For successful introduction and implementation of Results Based Management there is need for councillors who are committed to Results Based Management. These councilors would actively participate in Result Based Management to the extent that when budgeting for the local authority Results Based Management would be included in the budget for financial support on identified programs and projects. Because of the political will councilors would go an extra mile to the extent of setting performance targets for their wards in terms of development.

5.3.6 Purposive funding for identified projects and programs

Buhera Rural District Council should have funds that are specifically meant for identified programs and projects to avoid situations where the community identifies programs and projects that are never implemented. The community would end up withdrawing its trust from the local authority. Hence there is need for purposive funding for identified programs and projects.

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APPENDIX

DATA COLLECTION INSTRUMENTS

Appendix A: Questionnaire 1 (Buhera Rural District Council Employees)

My name is Spiwe Chakanetsa registration number R137381n. I am a student studying Local Governance with the Midlands State University. I am conducting a research on the topic “**Result Based Management and service delivery a case study of Buhera Rural District Council**”.The information collected in this study is strictly for academic purposes only. The researcher guarantees that your responses will not be released to any one and they shall remain anonymous.

INSTRUCTIONS

- 1. Do not write your name.**
- 2. Please try to answer all questions giving your honest response.**
- 3. Indicate your response by inserting a tick in the respective box and fill in the dotted**

1. Sex?

Female

Male

2. What position category do you occupy in the organization?

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3. Level of education?

Certificate

Diploma

Degree

Masters

4. How long you worked for Buhera Rural District Council?

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The reasons for adopted Results Based Management in Local Authorities.

5. Are you aware that Buhera Rural District is using Results Based Management in its operation?

Yes

Not sure

No

6. What is Buhera Rural District Council doing in relation to Results Based Management?

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7. What do you think are the reasons for adopting Results Based Management in Local Authorities?

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The link between Results Based Management and service delivery.

8. Is there a link/ relationship between Relation Based Management and service Delivery?

Yes

No

9. Explain your answer?

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The impact of Results Based Management on service delivery.

10. What has the adoption of Results Based Management archived in Buhera Rural District Council?

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How realistic is Results Based Management.

11. Are you able to archive intended results by using Results Based Management in your organization?

Yes

No

12. Explain your answer?

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13. What recommendations would you propose to make the adoption of Results Based Management more effective and efficient?

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Appendix B: Questionnaire 1 (Councilors)

My name is Spiwe Chakanetsa registration number R137381n. I am a student studying Local Governance with the Midlands State University. I am conducting a research on the topic **“Result Based Management and service delivery a case study of Buhera Rural District Council”**.The information collected in this study is strictly for academic purposes only. The researcher guarantees that your responses will not be released to any one and they shall remain anonymous.

INSTRUCTIONS

- 1. Do not write your name.**
- 2. Please try to answer all questions giving your honest response.**
- 3. Indicate your response by inserting a tick in the respective box and fill in the dotted**

1. Sex?

Female

Male

2. What level of education did you attend?

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3. How long have you been a councilor for Buhera Rural District Council?

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The reasons for adopting Results Based Management in Local Authorities.

4. Are you aware that Buhera Rural District is using Results Based Management in its operation?

Yes

Not sure

No

5. What is Buhera Rural District Council doing in relation to Results Based Management?

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6. What are the reasons for adopting Results Based Management in Local Authorities?

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The link between Results Based Management and service delivery.

7. Is there a link/ relationship between Relation Based Management and service Delivery?

Yes No

8. Explain your answer?

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The impact of Results Based Management on service delivery.

9. What has the adoption of Results Based Management archived in Buhera Rural District Council?

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How realistic is Results Based Management.

10. Are you able to archive intended results by using Results Based Management in your organization?

Yes

No

11. Explain your answer?

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12. What recommendations would you propose to make the adoption of Results Based Management more effective and efficient?

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Appendix C: Interview Guide for Buhera Rural District Council Management.

My name Spiwe Chakanetsa, a final year student at the Midlands State University studying for a **Bachelor of Social Science Local Governance Studies Honours Degree**. It is a requirement by the University that all final year students undergo research of their own choice in their final year. I am carrying out a research on the topic entitled: **Results Based Management and service delivery** in partial fulfillment of the BS Local Governance Studies Honors Degree. May you assist by providing information to the following questions?

Please note that your responses will be treated confidentially and no names will be attached to any information provided. Your responses are needed for academic purposes only.

Questions

1. In your own words may you define Results Based Management?
2. Why Buhera Rural District Council did introduced Results Based Management in its operations?
3. Is there a relationship between Results Based Management and service delivery? Please explain your answer.
4. In which areas have you achieved intended results through Results Based Management? Explain your answer.
5. What challenges are you facing in implementing Results Based Management?
6. What has the local authority done to promote Results Based Management or the achievement of intended results?