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Midlands State University



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

An analysis on the effectiveness of elected officials and council management towards improving service delivery and development of towns. A case study of Shurugwi Town Council from 2013-2017

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MIDLANDS STATE UNIVERSITY

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APPROVAL FORM

The undersigned certify that they have read this dissertation and have approved its submission for marking after confirming that it confirms to department's requirements.

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DECLARATION

I, the undersigned do hereby proclaim that this dissertation I of own hands and the study findings and investigations have not been offered anywhere else to serve any purpose. Other related sources of information that the researcher made reference to have been fully acknowledged by means of referencing.

Natasha Paradza

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Date

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DEDICATION

I would like to dedicate this work to my beloved parents Mr M.S and Mrs E.C Paradza, my sibling, N Paradza and my late grandfather, Mr D Savanhu who have been my shield from day one.

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My sincere gratitude goes to the Lord Almighty for being my provider and taking me this far. In addition, I thank him for the wisdom and strength that he gave me in order to complete this project. I am forever grateful to my parents Mr and Mrs Paradza for the emotional, financial and spiritual support and encouragement from day one. I am also thankful to Robinson Mwadiwa, Melika Shumba, Oswald Chishanga and Micah Musarandega for the support and walking with me in this journey. Furthermore, I give my thanks to Shurugwi Town Council, management, elected officials and the ratepayers for accommodating me and giving me the adequate information in order for my research to be a success. It would not have been possible without their support. Lastly but not least I wish to extend my deepest gratitude to Mr W Mudyadzozo, my supervisor for the provision of scholarly supervision, constructive discussions and encouragement to complete my research.

RELEASE FORM

DISSERTATION TITLE: An analysis on the effectiveness of elected officials and council management towards improving service delivery and development of towns. A case study of Shurugwi Town Council

DEGREE: Bachelor of science in Politics and Public Management Honours Degree

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ACRONYMS

STC-	Shurugwi Town Council
PPP-	Public Private Partnership
UCA-	Urban Councils Act
LA-	Local Authorities
ZINWA-	Zimbabwe National Water Authority
RB-	Railway Block
CBD-	Central Business District
ZINARA-	Zimbabwe National Roads Administration
ZIMASSET-	Zimbabwe Agenda for Sustainable Socio-Economic Transformation

ABSTRACT

Public service delivery is essential to citizens worldwide. Service delivery therefore is providing basic needs which are essential in life such as housing, water supply, waste management, sewerage reticulation and treatment and if residents are denied those basic needs the environment becomes unfriendly and they are subjected to a lot of discomfort and prone to diseases. However, looking at the Zimbabwean context due to economic instability and financial constraints it has crippled the Local Authorities leading to poor service delivery. If residents fail to receive effective and efficient services it results in frustrations and the blame is pinned at the council officials. Therefore, the aim of this study is to analyse the effectiveness of elected officials and council management towards improving service delivery in Shurugwi. To come up with a sound thesis, four specific objectives with their underlying hypothesis were designed and assessed by quantitative and qualitative research design. To add on, the research was a case study approach thus the researcher greatly employed primary and secondary sources of data and made use of articles, books, interviews and questionnaires. Background information such as theoretical, conceptual frameworks were established together with literature review. After doing the research, the researcher concluded that there should be effective communication between the residents and council officials through the aid of elected officials who represent the interests of the grassroots.

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1.0: CHAPTER ONE: INTRODUCTION

1.1: INTRODUCTION

The majority of urban local authorities in Zimbabwe continue to experience numerous challenges in maintaining an efficient and effective service delivery in key areas such as water, sanitation, health, roads maintenance, provision of serviced stands, sewage reticulation and Shurugwi is no exception. Sub optimum service delivery as evidenced by collapsed infrastructure and lack of maintenance of Ironsides dumpsite has contributed to the outbreak of diarrhoea and it affected residents who are residing near the dumpsite. Due to economic instability in Zimbabwe it had a negative impact on local authorities. The Urban Council Act of Zimbabwe postulates that both city and town council councils should render services to the residents and companies in town such as refuse collection, provision of water facilities, serviced stands just but to mention a few. If residents fail to receive these basic needs, their environment becomes unfriendly and they are subjected to a lot of discomfort and prone to diseases. According to the Organisation for Economic Cooperation and Development (2010) throughout the world cities face the most acute challenges of service delivery as a challenge that needs to be addressed given the low quality of service provision and the pressing needs of the poor. Ammuizan (2010) argues that although local authorities are the frontline local government closest to people, the scope and quality of service delivery is one of the most critical areas that have significantly tainted their credibility and institutional image. Looking at Shurugwi Town Council the issue of service delivery has become rampant resulting in frustrations amongst the residents. In addition, these frustrations have resulted in accusing the council officials of being the main cause of poor service delivery. Thus, in light of the above view the research uncovers the extent to which elected officials and management have been an impediment to quality service delivery in Shurugwi. More so it is important to assess if the methods they have initiated have or had a positive impact towards Shurugwi town.

1.2: BACKGROUND OF SHURUGWI TOWN COUNCIL

1.2.1: BACKGROUND OF SHURUGWI TOWN

Shurugwi is generally a mining settlement on the South-Eastern part of Midlands province. It is situated along the Great Dyke hence rich in mineral deposits. This has attracted major players from the mining industry to come and mine chrome, gold, platinum and nickel.

Shurugwi was raised to the status of a Town Management Board in 1933 and on August 3 1968 designated a Town Council. The urban strength in terms of the town's position within the regional hierarchy is that it is accessible from all parts of the province. Mining operations play an integral part in the development of the town. The town derives its name from Selukwe mine and it was sited where it is because of the following reasons:

- Central to hinterland of gold and chrome mines
- Regular and plentiful water supplies
- Rich soils for agriculture
- Ranching

1.2.2: ORGANIZATIONAL STRUCTURE

Shurugwi Town Council consists of thirteen councillors who have ceremonial powers, the Town Secretary as the Head of the organization, three other heads of departments which are Town Treasurer, Health and Housing Officer and Town Engineer. The councillors are elected by the residents of Shurugwi at the general elections once every four years. The councillors in turn elect the chairperson who will possess ceremonial powers as stipulated in the Urban Council Amendment number 1 of 2008. The elected officials are responsible for making some policies while the management team is responsible for the implementation of those policies.

In terms of the Urban Councils Act (Chapter 29:15 section 96) a council is supposed to appoint standing committees which are Health and Housing committees, Environmental Management Committee, Audit committee, Finance committee and Human Resource Development committee. These committees are statutory committees as they are required in terms of the Act. The council delegates some of its functions to the committees so that it can be able to carry out its tasks.

Shurugwi Town Council is composed of four head of departments who report directly to the Town secretary. These departments are as follows: Engineering, Health and Housing, Administration and Human Resource and lastly the Finance department. The main functions of council management.

1.2.4: STC'S MISSION STATEMENT

To promote the provision of efficient and effective services through proper management of financial, human and material resources.

VALUE	DESCRIPTION
Transparency	Clarity and openness in all processes Above board
Accountability	Council's pillars of accountability are: Leadership and empowerment Professionalism and empowerment Supportive and unified Communication excellence Effective decision making
Professionalism	Council will hold the highest standard of work ethic
Integrity	Truthfulness Reliability Uprightness
Sustainable	Council will meet the development needs of the present generations without compromising the ability of future generation to meet their own needs.
Inclusivity	Council will strive to collaborate with our residents and diverse group of stakeholders as partners and team to enhance value to our stakeholders.

1.2.4: SHURUGWI TOWN COUNCIL'S CORE BUSINESS

STC's focus is on providing services to the public such as street lighting, water and sewer services, promoting local government, solid waste management, community engagement, construction of sidewalks, parking and transport services, fire and ambulance services, estates development, promotion of social services that is health, education etc, infrastructural development and maintenance.

1.3: STATEMENT OF THE PROBLEM

The research uncovers the extent to which elected council officials and management have been an impediment to quality service delivery in Shurugwi. The majority of Urban local authorities in Zimbabwe continue to experience numerous challenges in maintaining an efficient service delivery in key areas such as water, sanitation, health, serviced stands, roads maintenance, sewage reticulation and Shurugwi is no exception. Sub optimum service delivery as evidenced by collapsed infrastructure and lack of maintenance of Ironsides dumpsite has contributed to the outbreak of diarrhoea and it affected residents who are residing near the dumpsite. Ever since Zimbabwe has been facing financial constraints, there has been never ending complains in local authorities nationwide. It has been observed that residents are not paying for these services to be rendered, resulting in municipalities being owed billions of dollars and debts continue to rise. People are not willing to pay for the services or are unable to pay to pay as a result of job losses and recession, Morale (2010). Looking at the contemporary world in Shurugwi Town half of its residents were employed at ZIMASCO and in 2012 when it began facing financial constraints most employees lost their jobs. This had a negative impact on STC due to the fact that it had a low revenue base.

1.4: OBJECTIVES TO THE RESEARCH

1.4.1: AIM

- To analyse the effectiveness of elected officials and council management towards improving service delivery and development in Shurugwi Town Council.

1.4.2: OBJECTIVES OF THE STUDY

- i) To analyse the effectiveness of the strategies implemented by Town Councillors and Council Management in improving service delivery in Shurugwi Town
- ii) To examine the roles played by Councillors and Management towards service delivery.
- iii) To assess factors contributing to the hindrance promotion of service delivery in Shurugwi Town.

1.4.3: RESEARCH QUESTIONS

- i) What are the challenges being faced by Shurugwi Town Council in providing service delivery to its residents?
- ii) What are the various methods and policies being formulated by the Council management?
- iii) How are the residents of Shurugwi Town Council responding to such methods employed so as to improve in service delivery?
- iv) What are the factors hindering service delivery in Shurugwi Town?

1.5: JUSTIFICATION OF THE STUDY

The researcher saw the need to carry out the project because the issue of poor service delivery has been rampant in most of the cities and towns, in Shurugwi Town to be precise thus in light of the above perception it is proper to see how elected officials and council management are attending to such issues. It is important for the Council to formulate sound policies so as to ensure that service delivery prevail in towns and cities. More so the research will be beneficial to Shurugwi Town Council in the sense that they will have knowledge on how to improve on service delivery on cases where the challenges are self-inflicted. The research will also benefit the residents' due to the fact that by airing out their grievances of not receiving services, Council will try at all cost to improve. In addition, most residents do not pay their rates and this results in having a negative impact on Council hence through the research the residents will have knowledge that poor service delivery maybe as a result of them not paying for the services. To conclude some of the causes of poor service delivery in Shurugwi are as a result of the geographical location due to the fact that Shurugwi is mountainous it results in some areas failing to have access to tap water due to steep gradients and in addition the control from the Central government has affected the local authority negatively as evidenced by the debt cancellation of 2013.

1.6: LIMITATIONS AND SCOPE OF THE RESEARCH

Limitations of the research are the constraints or rather the hiccups that the researcher faced during conducting research findings. The research exercise was limited and the accuracy and validity of the results compromised because such factors as scepticism by the respondents

who at times were scared of divulging information to strangers for a variety of reasons especially political. The respondents were reluctant with telling the truth and seek to say what they feel as they saw no reason to share their opinions. In addition, the bureaucratic nature of Local Authorities, time to have adequate research and resources to be used may constrain the research.

1.6.1: DELIMITATION

The research is to be carried out in Shurugwi Town. According to Best and Khan (1993:13) a population is any group of individuals that have one or more characteristics in common that is of interest to the researcher. Thus, in light of the above definition the target population for the research shall include the elected officials, council management and not forgetting the community which is receiving the services in Shurugwi such as the ratepayers, business community, vendors and commuters, stakeholders and partners.

1.7: CHAPTER SUMMARY

This chapter introduced the subject under study and attempted to present reasons and justification of the study. Objectives that the research seeks to achieve were alluded to in this chapter. The chapter therefore sought to introduce the research as well as provide the basis upon which the research is founded. The chapter that follows shall be a review of literature from various scholars and authors related to the topic under research.

2.0: CHAPTER TWO: LITERATURE REVIEW

2.1: INTRODUCTION

The chapter touched on the conceptual and theoretical frameworks governing the research under study. In addition, this chapter focused on relevant literature provided for by various scholars in relation to the area of study. Leedey (1997) states that the purpose of literature review is to ‘look again’ meaning to review literature that reports on what others have done in the field area of study. Thus, for every research a literature review has the task to cross check what other relevant scholars have propounded about the issue to be researched. Literature Reviews shall touch on the management of urban councils and the role they play in service delivery.

2.2: CONCEPTUAL FRAMEWORK

2.2.1: PRINCIPAL-AGENT THEORY

Waterman and Mever (1998) illustrate that the theory is derived from disciplines such as law, finance, accounting and economics and it has become the basis for an extensive set of studies relating bureaucracy to elected officials. According to Meckling (1976) an agency relationship is a contract under which one or more persons(principals) employ someone (agent) to execute certain tasks on their behalf. The theory assumes that the principal-agent relationship will be characterised by conflict between the interests of the principal and those of the agent and that the agent will be motivated to pursue his or her goals Caers(2006).Thus in light of the above verdicts linking with the research under study the residents are the ones who vote for councillors of their choice so that they will represent them to ensure that service delivery prevails in town. However there comes a problem of poor service delivery and some residents tend to assume that the elected officials have abandoned them.

2.2.2: EFFICIENCY SERVICES SCHOOL OF THOUGHT

Machenzie (1954) gave an exceptionally solid case to local governments in light of the fact that it was the most productive age for giving those administrations that are basically nearby. Sharpe (1970) recommended that the proficient execution of these administrations is compelling to the point that if a local government does not exist something unique should be

made in its place. Henceforth hypothesis proposes that Local Government are the nearest level of government to the general population than the Central Government so they ought to give productive administrations to the general population. The administrations incorporate water, road lighting, arrangement of stands, decline gathering street support as stipulated in the Zimbabwe Urban Councils Act Chapter (29:15).

2.2.3: DECENTRALISED SERVICE DELIVERY MODEL

The exploration was guided by the decentralized SDM. Decentralization of administration conveyance capacities to local government bodies is the most well-known administration show on the planet. Decentralization depends on auxiliary principals of administration an administer where arrangement creation and conveyance of administrations are to be reverted to the most reduced layers of the administration, nearby bodies, subject to financial matters of scale and limit. By excellence of being nearest to general society, local bodies are better situated to coordinate supply of an offered administration to nationals' requests, changing residents from benefit beneficiary customer and guaranteeing natives more prominent responsibility for benefit quality. This model of administration conveyance was of significance use in the examination following that it makes responsibility and straightforwardness in local experts along these lines expanding the agreeable levels of the inhabitants.

2.2.4: THE ALTERNATIVE SERVICE DELIVERY MODEL

The alternative service delivery model has its focus firmly set on delivering better outcomes for the service user. The model entails that the new and existing services should be continually assessed to ensure that services are being delivered to the citizen by the most efficient, productive and cost-effective means available. This involves the alternative service delivery unit of the department working closely with other government departments, offices and publicly funded to assist advise them on their current or proposed delivery models for the services they provide to the public.

2.3: LEGAL FRAMEWORK

2.3.1: ZIMBABWE URBAN COUNCILS ACT (CHAPTER 29:15)

It is an authoritative structure supporting urban improvement administration. Its administration command includes the production of participatory and equitably chose structures that can relate to the necessities of individuals at grassroots level and to guarantee with the requirements of individuals at grassroots level and to guarantee the interpretation of the recognized needs into genuine and practical arrangement and upkeep of administrations and foundation, Wekwete (1994) .Urban Councils Act is basic in urban administration especially in its particulars on the operational structures of Local Authorities. The Act sets a two-level operational structure in which councillors are in charge of strategy definition and the administration lead the execution wing in the administration. These utilized authorities utilized by the Council through the Local Government Board built up in wording pf area 116 of the Urban Council Act. The Board's capacities are sketched out in segment 123 of the Act which incorporates leading enquiries into the undertakings and methodology of committee making model directions articulating the capabilities and arrangement strategies for senior authorities of gathering. The board is engaged by the Act to guarantee proficient, successful and financial advancement administration.

2.4: SERVICE DELIVERY

The concept of service delivery is discussed extensively together with the approaches to service delivery, the principles of service delivery, water services, refuse collection and provision of stands. Municipal Research and Services (1993) characterizes service delivery as the real delivering of an administration, for example, refuse collection and disposal or lighting the streets.

Hernandez (2006) concurs that services are vital to poverty alleviation and key to realizing the Millennium Development Goals both directly and indirectly that is enhancing the availability and affordability of education, health, energy and information and technology services and alleviating poverty and empowering women through entrepreneurial and employment creation opportunities in services enterprises respectively. Key service delivery sectors such as water supply, sewage reticulation and

treatment, housing, waste management are basic needs and very essential in life. If residents are denied those basic needs, their environment becomes inhabitable and they are subjected to a lot of discomfort and prone to diseases, Mukuruva (2012). The services provided by the local government authorities will only be perceived as addressing their needs, if they have value and provide satisfaction. Local councils should allow for full participation of the community in these development plans, USAID (2010). Access to health services is very low for the urban poor, considering that the clinics and hospitals do not have the capacity to adequately care for the needs of the patients. According to Lipsey and Chrystal (2009) the successful marketer will try to understand the target markets' needs, wants and demands. Needs are the human basic requirements such as water, food, shelter while demands are wants for specific products backed by the ability to pay, World bank Group (2002). However, in order for service delivery to be effective and efficient the residents should also play a vital role in paying for the services because Local Authorities cannot operate without adequate revenue

2.4.1: EFFORTS MADE TO IMPROVE SERVICE DELIVERY

World Bank(2009) stated that the current cities are faced with many challenges which have necessitated the implementation of new intelligent service delivery systems to tackle those problems .Furthermore Jooste (2008) argues that a complex combination of strategies is needed to ensure that service employees are willing and able to deliver quality services and that they stay motivated to perform customer-oriented, service minded ways The LA in Zimbabwe , in Shurugwi to be precise have adopted a number of strategies to ensure that effective that effective and efficient service delivery prevails in ST. STC tends to get residents' opinions, views and grievances during the budget consultation which is done at the year-end so as to garner residents' input. In addition, they have engaged in the Private Public Partnership with private companies such as Unki Mine, Zinara and ZIMASCO so as to get assistance in terms of service delivery as they can no longer rely on their revenue alone. Councillors are deemed to be policy makers and in turn the management implement those policies so therefore literacy is of paramount importance especially when it comes to the issues of providing sound policies.

2.5: ELECTED OFFICIALS

Elected officials or ward councillors are the representatives of the people within their jurisdiction and owe their primary loyalty to those voted for them for the councillor post. The elected officials are deemed policy makers hence the policies should tally with the interests of the residents. However, it is also the duty of the elected officials to establish cordial relations between the residents and the local authority. This can be enhanced through communicating with the residents the situation at stake especially when the local authority is facing challenges in providing effective and efficient services to the clients.

In addition, some of the roles include

- Identifying and prioritising the needs of communities living within the area of jurisdiction.
- Developing strategies and programmes to address the needs taking into account on financial and economic implications of the desired services.
- Determining the methods or mechanisms for delivering services.
- Developing criteria for and evaluating performance in service delivery.
- Put into consideration the participation of external stakeholders especially when the Local Authority does not have adequate resources to partake in service delivery.

The contribution of the elected officials towards provision of service delivery is very essential as they will furnish substantially required initiatives to managerial transformation pushing for new attitudes such as implementing new programmes.

2.6: CENTRAL AND LOCAL GOVERNMENT

Mawhood (1993) characterizes a local government as the third level or level of government intentionally made to convey government nearer to the grassroots populace and they speak to the focal government .To add on Chakaipa (2010) contends that the local government is the decentralized level of government , fairly settled ,having the mandate of providing services, included legitimate substances with characterized powers, accused of ward over a specific region inside its breaking points set by national enactment and to a great extent self-financing .Area 276 of the Zimbabwe Constitution (2013) plots the elements of nearby specialists. It has the ability to make by-laws, directions or standards for successful organization. Bevir

(2009) characterizes focus centre local relations as the political regulatory connections that exist between a focal state and the nearby governments inside its regional visitors. Local governments are decentralized lower levels of government which are nearer to the general population under the control of those authorities. As indicated by Nyikadzino and Nhema (2015) through their discoveries it uncovered that the parent service holds general powers and control over the local authority. They encourage on featured that the Pastor who should assume a vital part in arrangement plan and usage is engaged with the everyday running of the Chitungwiza district pretty much ruling out those authorities and inhabitants to decide their own fate freely. It has been featured that the inside centre local relations have transformed into a hiring relationship that has contrarily influenced benefit conveyance.

The issue of Local Government decisions and legislative issues is critical in characterizing the connection amongst Local and Central government. As far as segment 54 of the Urban Committees Act, the president may require an official Chairman to clear his office if his/she is liable to any direct that renders him unacceptable as Executive Mayor. The capable Minister may suspend an Official Chairman whom he associates on sensible grounds with having been blameworthy of wrongdoing. National political gatherings affect local government decisions and political association of nearby experts. Races of gathering individuals into office is more often than not along political partisan divisions with larger part of competitors being supported by national political gatherings. In this manner, one may contend that the councillors are regarded to be approach creators at the local authorities making it simple for national political gatherings to endeavour to push for their governmental issues.

Administration of Zimbabwe has likewise for the most part met in neighbourhood specialist's issues in the accompanying way:

- Simple suggestion to Nearby Specialist
- Informal talks and gatherings
- Issuing of directing booklets
- Instructions including Nearby Specialists to cancel some of their resolutions
- Stringent detailing conditions
- Warnings, suspension of councillors and real rejection

2.6.1: IMPACTS OF CENTRAL GOVERNMENT ON SERVICE DELIVERY

The examination uncovered that centre local relations are to a bigger degree in charge of the crumbling of administration conveyance in neighbourhood specialists. Jonga and Chirisa (2009) contend that mandates exchanged great administration for political favourable position and on account of this the Central government accordingly came vigorously on Urban Boards subsequently keeping any residual components of flexibility, great administration, duty and activity among councillors and chamber representatives. For instance, in 2006 the Minister coordinated ZINWA to assume control over the administration of water and sewer from local authorities referring to their inadequacy to give these administrations. Be that as it may, many inquiries about were finished demonstrating that there were no critical enhancements in the administration conveyance circumstance.

Moreover, the Service of Government required the cancelation of debts in 2013 which were being owed by ratepayers. The cancelation of obligations turned into a very contestable field essentially in light of the fact that different outlooks rose up out of various supporters in endeavouring to clarify the ramifications of administration conveyance. In spite of the fact that the occupants valued the activity, it however negatively affected Committee operations. Pay issues at Shurugwi Town Chamber declined with workers going for more than months without pay.

Madzivanyika (2013) charges that productive and viable arrangement of administrations conveyance is undermined by an abnormal state of focal obstruction in the choices of districts, The Urban Councils Act engages the Minister to affirm spending plans of local authority and the Service is likewise in the control of the charging framework by Shurugwi Town Council. Madzivanyika (2013) additionally facilitate on expressed that the plan of UCA restrains the limit of Urban Gatherings to raise assessments or taxes. Absence of monetary self-sufficiency with respect to Shurugwi Town Gathering incredibly bargains the budgetary results as to benefit conveyance.

In any case, taking a gander at the opposite side of the coin the centre local relations had a beneficial outcome the association of central government in local authority has brought about diminishment of defilement. Top authorities in the Ministry of Local government bolstered central control of district referring to issues of wild defilement and abuse of assets. They contend that Local authorities cannot be left alone giving proof of instances of defilement and abuse of citizen for instance the instance of cash at Chitungwiza municipality. Narrative hunt

uncovered that debasement is uncontrolled and footloose in Chitungwiza municipality Mukonza (2013). Instances of defilement in region incorporate unlawful offering and designation of stands. Top to bottom meetings with occupants delineated that stands were sold and dispensed in a way that filled with defilement without following the best possible strategy of the holding up list. Individuals were of the view that best administration in the region granted themselves high pay rates and remittances to the detriment of administration conveyance. They were requiring a dynamic part of the central government in checking and overseeing the exercises of the district to dodge defilement and abuse of open cash. In outrageous cases like Harare, Bindura, Chitungwiza and Redcliff the Minister has been constrained on occasion to reject the Head of administration, head of organization or senior authorities of the boards after there were claims of mishandle of open assets, manhandle of office degenerate inclinations and false dealings.

2.7: SERVICE DELIVERY IN SADC

2.7.1: MOZAMBIQUE

When the new constitutional and statutory framework was introduced in Mozambique it used the traditional approach of agreeing at Central level on a model imposing it uniformly across all localities through legislation. A top down approach has seriously impacted service delivery in Mozambique, however there is now tremendous improvement since the government has now laid down principles of local government autonomy.

2.7.2: NAMIBIA

Local authorities in Namibia all suffer from lack of personnel and the dilapidated infrastructure impacts negatively on service delivery. However, the newly elected politicians with little or no experience in the business of the government are slowly beginning to come to terms with their roles and the constraints they face in meeting the challenges in their respective areas, Swelling in Reddy(1996:26). In Namibia, there is inappropriate allocation of functions and powers along the vertical axis. As

local authorities come to tackle service provision and the severe problems of very low level, they come up against the legal constraints on their horizontal relationship with the citizens. The NGOs and the association for policy reforms that would see LA.

2.7.3: ZIMBABWE

In Zimbabwe administration of urban ranges is the double obligation of Urban Councils and the Ministry of local government public works and urban development. The Service has the general supervisory part, Section 29; 15 of the Urban Councils Act of 1996. In Zimbabwe, every local authority is constituted as far as the Urban Councils Act Part 29:16 and the Rural Locale District Councils Act Section 29:13. What's more its administration command includes the making of participatory and justly chosen structures that can relate to the necessities of individuals at grassroots level and to guarantee the interpretation of the distinguished needs into real and economical arrangement and support of administration and framework as indicated by Wekete (1994). Urban local authorities are commanded to give civil administrations including sanitation, fundamental human services, reasonable lodging and education. Town Councils and local board have distinctive structures of arrangement making body and administration. Town chambers and Town clerks have chairpersons and secretaries while districts and urban communities have chairmen and town assistants as leaders of the strategy making body and administration separately. As indicated by the Urban Councils Act section 29:15 Town secretaries and Town clerks are the heads of Organization nominated by various heads of offices. The official administration is in charge of the execution of day to day running of council undertakings. Part V of the Urban Council Act section 29:15 lays out the race arrangement of Urban boards. Most urban gatherings are partition into wards with the end goal of choosing councillors. Local boards and Town Chambers are headed by chairpersons and municipalities and cities are led by Mayors who are chosen among elected officials by councillors at their initially meeting following a general decision.

2.8: Chapter Summary

The chapter tried to give an outline of writing looked into by the researcher. The writing was derived from different sources and different writers from different strolls of life. This gives an adjusted perspective of the idea under investigation. The writing survey helps give the

scientist a sound establishment and a decent purpose of flight in the examination. Furthermore, writing audit delineates the examination hole which was featured from different in line to the exploration under investigation. While the statuses spell out the visualized situation, the writing audit a photo of the circumstance getting on the ground. The accompanying chapter three tries to lay out the exploration procedure that the specialist should utilize. The writing survey gave significant data to the specialist which provides guidance to the examination and structures an establishment from which the exploration might be created and executed.

3.0: CHAPTER THREE: RESEARCH METHODOLOGY

3.1: Introduction

The chapter will depict the strategies that the researcher used to embrace this examination and should look to legitimize these techniques regarding normal and objectivity. It makes an inside and out introduction of the specialist philosophy took after amid this examination. The part will concentrate on the examination outline, information, accumulation instruments, organization of instruments, populace test, inspecting strategies and systems and in addition data presentation and elucidation methods.

3.2: Research Design

The examination will be both subjective and quantitative in nature .Using a mix of the subjective and quantitative data can upgrade an evaluation by ensuring that the confinements of one kind of data are balanced by the characteristics of another .This will ensure that understanding is improved by joining differing strategies for knowing .Most appraisals will assemble both quantitative information(numbers) and subjective data (content, pictures) in any case it is fundamental to organize early how these will be solidified. It was intended to accumulate data on the adequacy of chose authorities and board administration towards enhancing administration conveyance in Shurugwi town. An examination configuration incorporates the kind of study. Instruments, populace, the example and inspecting method, talking with systems, information gathering, information examination, unwavering quality and legitimacy, Chikoko (1994). Subjective technique allows the depiction wonder and occasions trying to comprehend and clarify them there are likewise favoured in light of the fact that they expand on all around honed verbal portrayal, abilities we have all utilized some time recently. Analysts are kept nearer to the respondents and their activities.

3.3: Research Instruments

A research instrument is a tool used to collect data desired to find solutions to the problem under study. The research study instrument was selected with the prerequisite demands research design. In this study interviews were used as a research instrument.

3.4: Sources of data and information

The research employed both primary and secondary sources of information. Primary information was derived from the ground through various data collection methods that are explained in the sections that follow data collection methods. Secondary information entails the use of already existing information to answer research questions, the researcher does not collect the original data. Instead information that is part of the archival records was used to answer research questions.

3.5: Data collection methods

The researcher employed interview questioners to collect and gather data on the subject under study.

3.5.1: QUESTIONNAIRE

Farrant (1997) portrays a poll as an arrangement of precisely developed inquiries intended to give efficient data in a specific subject. As indicated by Mcleod (2014) surveys can be thought of as a sort of composed meeting. A survey can be characterized additionally as an examination instrument comprising of a progression of inquiries and different prompts with the end goal of getting data from respondents. They can be completed up close and personal, by phone and post or by means of web. Surveys can be open finished or shut finished hence for this situation the scientist utilized both to make correlations simple and furthermore maintain a strategic distance from the issue of polls taking too long to be in any way finished.

Questionnaires were employed in this research and were served to the following respondents rate payers, patrons, business communities, vendors, commuters, partners in PPP and lastly stakeholders. The researcher's questionnaires were easy to administer to the targeted group and the format seemed to be familiar to the respondents hence they were relatively easy to analyse. In addition the researcher managed to capture sensitive topics which were brought about on the table by the respondents especially the residents who are receiving the services from the council.

However, looking at the demerits that the researcher encountered through using the questionnaire, there were some questions that were ignored by the respondents hence

it was difficult to go back to them since they were anonymous. In addition, in as much as the format seemed familiar to them there were misinterpretations.

3.5.2: KEY INFORMANT INTERVIEWS

Interviewing is a direct conversation between the interviewer and the respondent in a suitable environment, Kuman and Aaker (1999). Interviews can be face to face, by telephone or via the internet. The researcher therefore will have a one on one interview with the targeted people which include the elected officials and council management. According to Farrant an interview is a dialogue based on mutual interest and trust between the researcher and the researched so as to gain information about attitudes, beliefs and perceptions, knowledge, experiences and understanding of the subject in question. It can be formal or informal. Interviews differ from ordinary conversations. The researcher also used face to face interviews to collect data on the subject in question.

The researcher utilized the interview technique since it involves up close and personal contact and all things considered, respondents could bear the cost of much time and space to give profundity accordingly. This strategy was reasonable as it gave the interviewer individual contact with the interviewees. Neuman (1997) battles that up close and personal meetings have the most astounding reaction rates and allow longest polls accordingly in light of the above decision the scientist figured out how to accomplish a high reaction rate. However, this method has cost of time consuming in terms of setting up, interviewing, transcribing, analysing, feedback. In addition, travelling to Shurugwi can be costly for the researcher. There was also likelihood of bias as the appearance of the tone of the voiced and questioning can affect the respondent.

3.6: The Research Population

The research population in this research comprises of the Shurugwi Town population. The district is made up of 13 wards but however the researcher will focus on Ward 4,5 and 12.

3.7: The sampling methods

Bogg (1983) contend that a sample is a selected small group from the research population whose responses can be said to represent the whole population. With proper sampling, Worden (1989) argues that the researcher can use information obtained from the sample to estimate the opinion of the population as a whole, with only a small margin of error. Not only does it save money and time as Birn (1999) puts it, but with proper sampling techniques, the results will be so accurate that virtually no new information would be gained if the whole population were contacted.

3.7.1: PURPOSIVE SAMPLING

Babbie(1990) selecting a sample on the basis of the researcher's knowledge of the population, its elements and the nature of the research. The reason it is also called judgemental sampling is due to the fact that the researcher had to select respondents basing on their characteristics. For instance, in this research the researcher is interested in studying about the effectiveness of elected officials and council management towards improving service delivery in Shurugwi Town hence the participants were those who are beneficiaries and who are daily involved in the day to day activities of STC and those receiving the services. Purposive sampling has proved to be effective to the researcher due to the fact that it is cost and time effective.

3.7.2: SIMPLE RANDOM SAMPLING

It postulates that every individual has an equal chance to be selected to partake in the research regardless of sex, race, gender or political affiliation. The researcher used simple random sampling to select the rate payers, patrons, business communities. The sampling technique has proved to be effective due to the fact that it was easy to execute and it saved time. More so a lot of information was generated due to the fact that the residents has knowledge on what is transpiring in their town. However, the challenge that the researcher encountered was the issue of some residents refusing to disclose information as they feared for their lives.

3.8: Ethical Considerations

Bhattacharjee (2012) hypothesizes that morals in sociology inquire about are deliberate interest and innocuous namelessness and secrecy, divulgence and investigation and revealing. The purpose and objectives of the research were explained to prospective participants before conducting the research. In addition, the research of participants' right to remain anonymous and confidentiality of information was held up. Lastly the participants were given the right to participate voluntarily and those who felt they were uncomfortable had the liberty to pull out of the research especially for the residents in the selected wards.

3.9: Summary Chapter

Data collection proved to be a success for the researcher since a lot of information was acquired both from the Council and the selected wards. Triangulation methodology which was postulated by Terre (2006) allowed the researcher to analyse different observed qualitative data. Interviews, questionnaires were tools which the researcher used to gather data in Shurugwi Town. The following chapter shows the presentation and analysis of the data that was obtained.

4.0: CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1: INTRODUCTION

This chapter focuses on the analysis, presentation and interpretation of data which the research acquired from the questionnaires and interviews. The discoveries are in line with the objectives of the study. Data was presented in a way which enables the researcher not only to answer the research but the entire problem. Tables, bar graphs and pie charts were used to provide significant information for the study. It will be expressed in percentage terms reflecting the rate of responses from respondents in Shurugwi. A summary of responses was used to interpret data for each of the major area of concern to this research which relates to the main problem and sub problems. This chapter provides a presentation collected at Shurugwi Town Council and the clients receiving services in Shurugwi on the basis of the effectiveness of elected officials and council management towards improving service delivery and development of Shurugwi Town.

Questionnaires were administered to residents of Shurugwi Town. These included the rate payers, business communities, vendors, commuters, stakeholders, partners and patrons. A total of forty-five questionnaires were distributed to the rate payers, business communities and vendors having ten questionnaires each and the rest had five questionnaires each. Out of forty-five questionnaires distributed only thirty-four were responded and returned. For those who did not answer the questionnaires various issues were depicted as others stated that it would not make any change if they answered the questionnaires and as for others they complained that they did not have time to complete. As for the interviews, the researcher managed to have in-depth interviews with STC management and a total of six councillors out of thirteen and it proved to be a success.

4.2: INTERVIEW RESPONSE RATE ANALYSIS

Respondents	Interviews Arranged	Interviews Conducted	Response Rate %
Council Management	6	5	83%
Elected Officials	13	6	46%

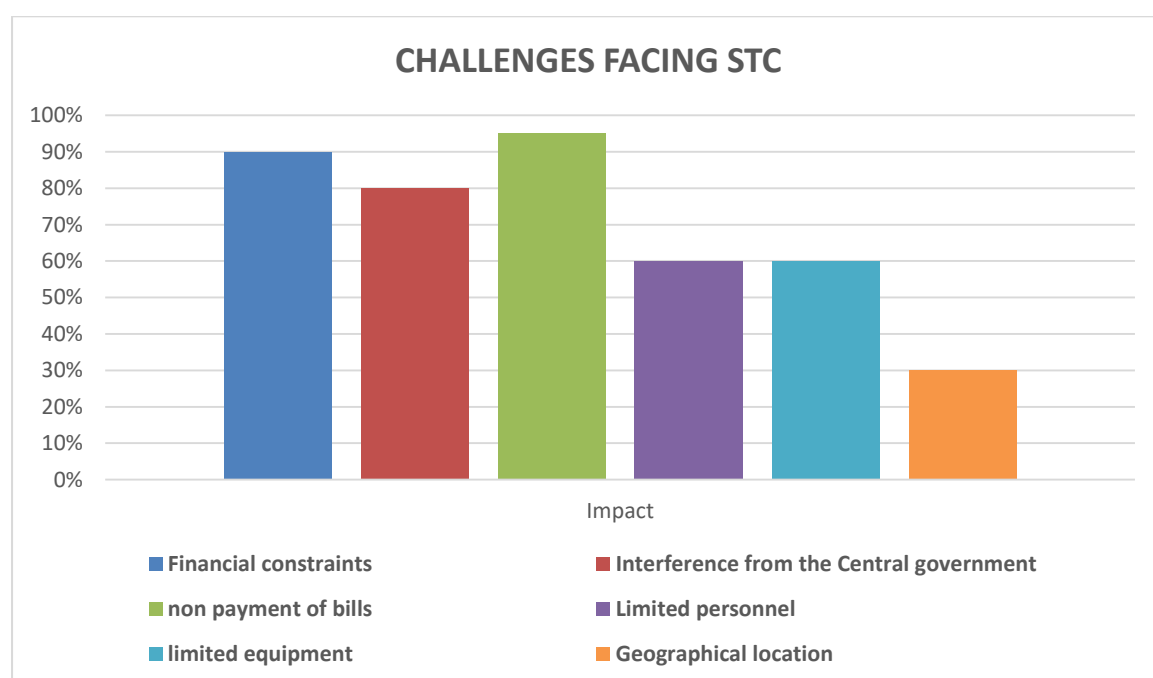
The table above clearly shows the response rate from the elected officials and council management. For the council management, it was not a problem to conduct interviews with them due to the fact that they were all present at the work place. The Town Engineer was not available. As for the Councillors, it was a challenge for the research to interview them all due to the fact that most of them were not available resulting in a low turnout but however the researcher managed to capture all that was needed for the research.

4.3: CHALLENGES FACED BY STC

The researcher aimed at finding out the challenges faced by STC in a bid to deliver effective and efficient service delivery. Through the interviews conducted, council management and elected officials highlighted the following problems:

- Financial constraints
- Interference from the Central Government
- Non- payment of bills by the residents and companies failing to pay on time
- Limited capacity in-terms of equipment
- Limited personnel
- Communication breakdown between STC and its residents

4.3.1: CHALLENGES FACING STC IN SERVICE DELIVERY

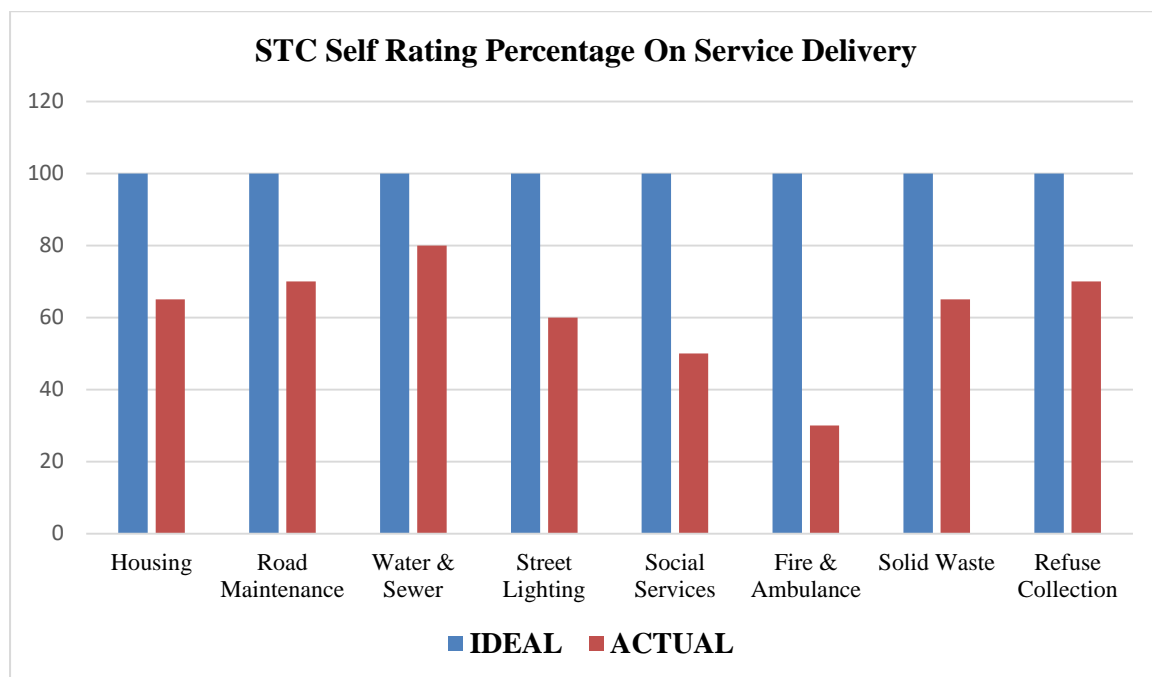


From the interviews that the researcher did with Council management and elected officials it clearly shows that the financial constraints and non-payment of bills by the residents and companies have crippled STC greatly resulting in poor service delivery.

4.4: ASSESSMENT OF SERVICE DELIVERY

4.4.1: SHURUGWI TOWN COUNCIL SELF RATING PERCENTAGE ON SERVICE DELIVERY

The graph below shows STC self-rating percentage which the researcher derived from the interviews which were done with elected officials and council management.



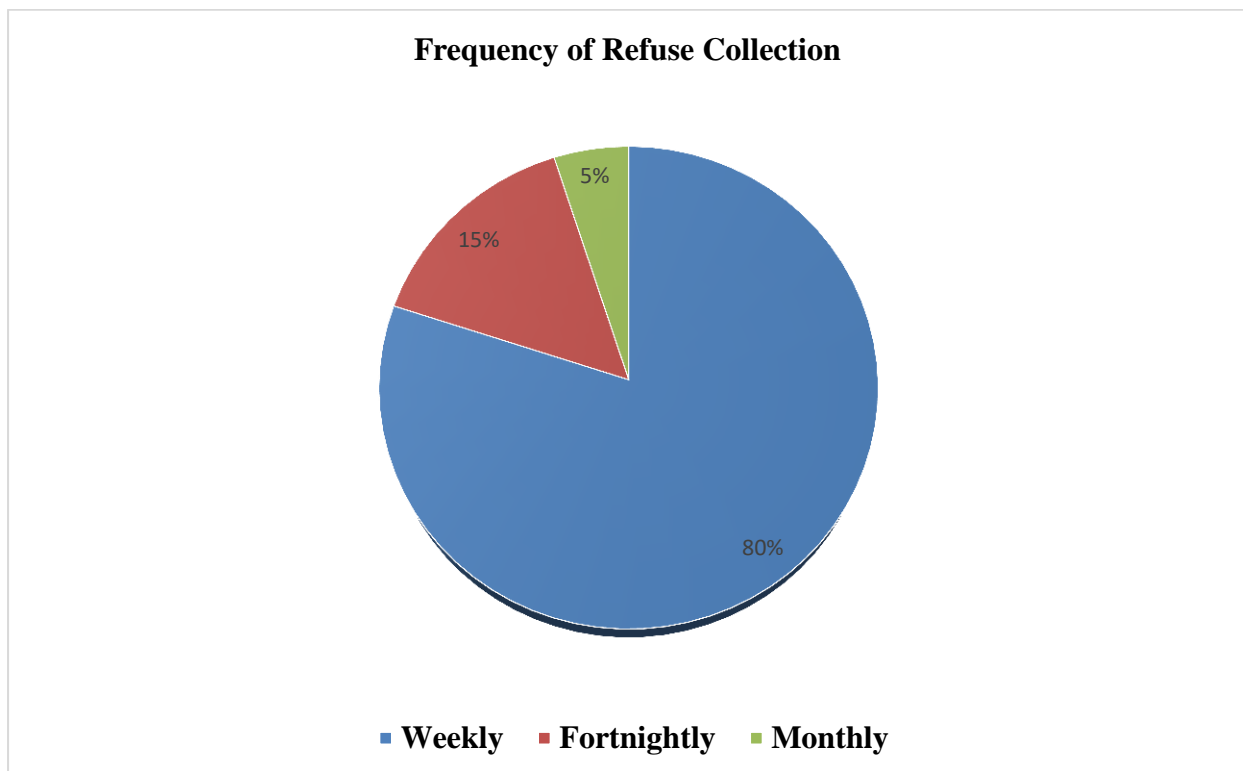
4.4.2: SANITATION AND HYGIENE

Sanitation and cleanliness are basic to wellbeing survival and advancement. Sanitation is indispensable to groups as they are instruments that keep the earth sound. Looking at most of the Local Authorities in Zimbabwe they are finding it a challenge to ensure that sanitation prevails thus at Shurugwi Town Council most residents who stay at Railway Block and Ironsides houses which belong to ZIMASCO mine do not have flushing toilets and to make matter worse they are communal toilets. In light of the above verdict the issue of sanitation is a problem. In 2016 with the coming of CARE International engaging in WASH activities the residents of Shurugwi Town

managed to be cooperative and they were taught how to ensure that sanitation prevails in town.

4.4.3: SOLID WASTE MANAGEMENT AND REFUSE COLLECTION

Solid waste according to the online business dictionary is the systematic control of generation, collection, transport and disposal of solid waste. This issue has been a major hiccup to Shurugwi Town Council. The Health and Housing Officer stated that there has been challenges in terms of disposal bins in towns but managed to acquire bins from Unki Mine through the PPP. More so there is only 1 refuse truck in Shurugwi such that when it experiences breakdowns it is a major problem in terms of refuse collection. As for solid waste management, they have managed to attend to sewage bursts quickly.

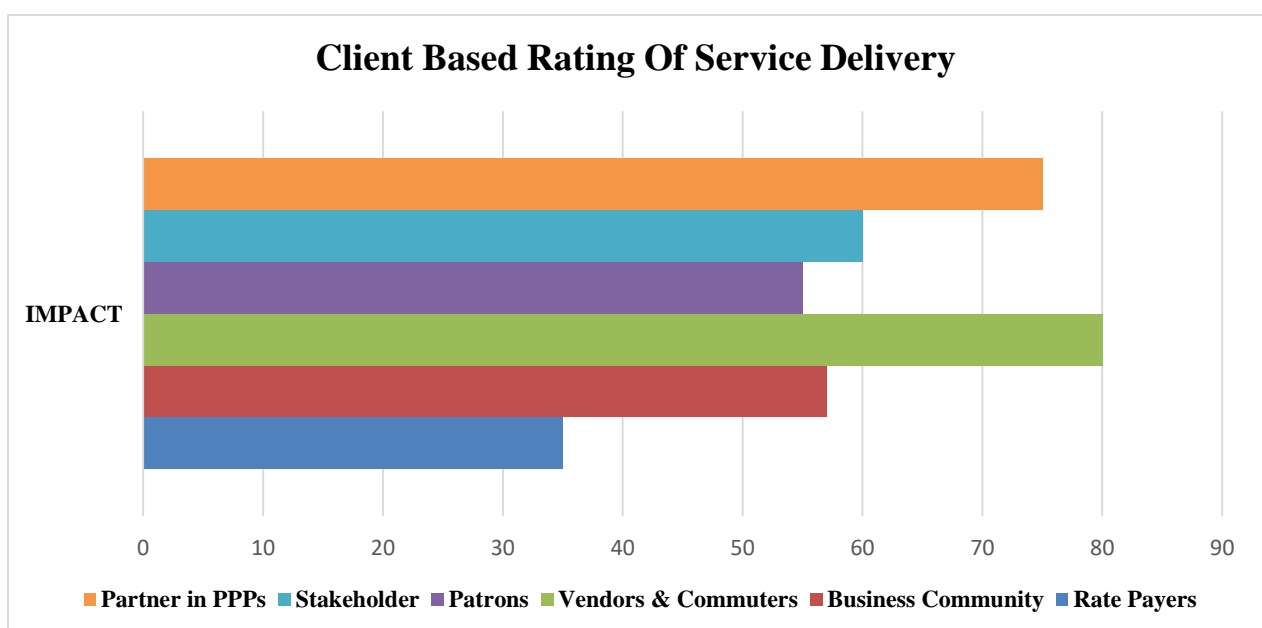


4.5: QUESTIONNAIRE RESPONSE ANALYSIS

TARGETED RESPONDENTS	QUESTIONNAIRE DISTRIBUTED	VALID RETURN	RESPONSE RATE %
Rate payers	10	8	80
Business community	10	6	60
Vendors	10	9	90
Stakeholders (NGOs, Government Departments)	5	5	100
Partners (Developers, Mining Company)	5	4	80
Patrons (Cross boarders)	5	2	40

4.5.1: CLIENT RATING OF SERVICE DELIVERY

The graph below shows the level of service delivery derived from the questionnaires that the researcher distributed to the residents in Shurugwi.



The research managed to gather information from the community which is receiving the services from STC in order to assess their level of satisfaction in service delivery. However, it is important to put into consideration that these clients have different needs and expectations from the Local Authority. The bar graph above clearly showed each client's level of satisfaction on service delivery.

4.5.2: RATE PAYERS

The rate payers mainly constitute of the residents of Shurugwi Town. On the graph, they have the lowest percentage in terms of satisfaction due to the fact most of them have the belief or mentality instilled in them that the council officials are corrupt and they are not doing their best to ensure effective and efficient service delivery. In addition, most of the rate payers are failing to pay their rates but at the same time they are the very same people who expect to receive services on time. Others went to an extent of saying they are waiting for the Central government to grant debt cancellation again.

4.5.3: VENDORS AND COMMUTERS

The vendors and commuters spend most of their hours in town hence there are certain services that they expect to receive from council due to the fact that they pay a certain fee. From the questionnaires that were distributed the researcher managed to depict that the vendors are satisfied beyond any reasonable doubt by the services due to the fact that at first STC legalised vending and also there are now streetlights making them to extend their working hours without fear of attacks. The only complaint received from the vendors and commuters is the issue of lack of toilet in the CBD.

4.5.4: STAKEHOLDERS

STC is surrounded by external stakeholders who also have the same goal of trying to improve service delivery in towns. The stakeholders include government departments NGOs such as CARE International and UNICEF. These stakeholders play a vital role in ensuring that effective and efficient service delivery prevails in STC. CARE has managed to partake in the STWP whereby they engaged with all the thirteen wards and dealt with issues of sanitation and hygiene. UNICEF has also played a pivotal role through funding the Council directly for the STWP and $\frac{3}{4}$ of the reservoirs have

been rehabilitated. However, the officials from CARE have been complaining that the STWP are only active during the time when they are around when they leave Council does not continue in ensuring that the programme progresses. Looking at the government departments there is the issue of ZIMASSET which is focusing on bettering Zimbabwe. The cluster of infrastructure development and utilities has affected the Local Authorities due to the fact they are supposed to develop in their towns and they were given targets. Shurugwi was given its target but there is still shortage of developable land due to the fact that the land is still government owned.

4.5.5: PARTNERS IN PRIVATE PUBLIC PARTNERSHIP

For effective and efficient service delivery ,STC has engaged in PPP with Land Developers such as River Valley and Sheasham Investments, there is the Brains at Work which is responsible for the pre-paid water meters, Unki Mine and ZINARA in terms of road surfacing and lastly Zimasco and Unki mines in terms of the augmentation of water sources .Looking at the pre-paid water meters they have proved to be an effective debt collecting tool though they were installed in Ward 5 only .In addition, the road surfacing is in progress and on the case of the Land developers again it has been a success as they are selling well serviced stands to the people .

4.5.6: PATRONS

The patrons in this case are the cross boarders or haulage truck drivers who do not live in Shurugwi but they pass through Shurugwi and obviously there are some certain services that they will be anticipating for such as toilets .The researcher managed to distribute the questionnaires to drivers and some of the passengers from Tombs Motorways cross boarder bus and Haulage truck drivers .However, these clients do not expect much service from STC but they complained about failing to have convenient rooms for recess such that they end up resorting to bush toilet and to make matters worse Shurugwi is a mining town making it vulnerable to attacks from gold diggers so bush toilet is a risk for the patrons.

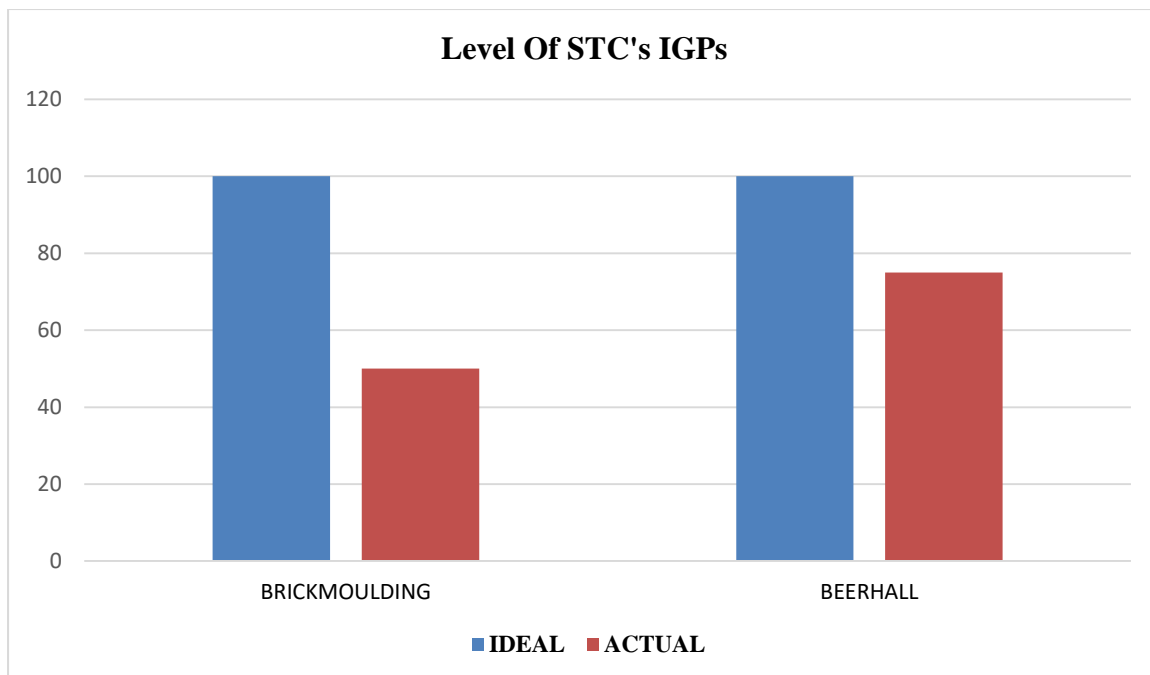
4.6: Assessment of STC and Residents Relationship

There has been some tension over the years between STC and the residents' due to the fact that the residents always complain that the council management is responsible for poor service delivery. However, with the involvement of elected officials they ensure that the residents' grievances and opinions are put into consideration. Shurugwi Town Council has managed to engage with the residents through budget reviews which are done every year and residents have the platform to air out their views. Furthermore, in as much as STC tries beyond any reasonable doubt to create cordial relations with its residents there has been a low turnout on the budget consultations by the residents. Instead of them coming and give their opinions, they tend to be ignorant and when they receive their water bills at the end of the month they complain. Thus, in light of the above assertion there is a relationship gap between STC and its residents.

4.7: Assessment of income generating projects

Due to the economic hardships that the country is facing it has resulted in having a negative impact on Local Authorities. Looking at the financial constraints that STC is facing relying on the money they receive from residents will not improve its service delivery. Thus, in light of the above view STC has decided to have Income generating projects which will help boost its revenue, for the betterment of the town .STC has its beerhalls, the first one is just outside the CBD and the other one is situated in Makusha, a high density residential area .Through the beerhalls they have managed to generate a lot of income .Secondly there is the brick moulding project whereby they will be making bricks for themselves thereafter they will sell them .It proved to be a success project due to the fact that Shurugwi Town is expanding every day and people are building houses .

The graph below shows STC's level of Income Generating Projects.



4.8: RECOMMENDATIONS BY STC MANAGEMENT

- Government should allocate funds to councils in the National budget as it can no longer operate basing on the revenue it has alone
- Residents to cooperate with council especially during budget consultations.

4.9: Chapter Summary

The chapter was focusing on the analysis, presentation and interpretation of data obtained from the questionnaires, interviews and secondary sources. The findings were therefore presented in form of graphs, tables and pie charts. More so the chapter managed to assess the level of service delivery in Shurugwi Town linking with the strategies which are employed by the elected officials and council management towards attaining effective and efficient service delivery in Shurugwi. Chapter five presents the summary, conclusion and recommendations of the research project.

5.0: CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1: INTRODUCTION

This chapter shows the summary, conclusions and recommendations of the research. Linking to the findings that the researcher had obtained the chapter will sum up the whole research providing suggestions that can help in the near future.

5.2: SUMMARY

The research assessed the effectiveness of elected officials and council management towards improving service delivery and development of Shurugwi Town. Looking at the Zimbabwean context the economic instability has resulted in having negative effects on Local Authorities in as much as they will be trying at all cost to render efficient and effective service delivery in towns. The researcher can safely say all the Local Authorities in Zimbabwe have been struggling at all cost to provide service delivery to residents within their jurisdiction. However, basing with the scholarly views of other researches they also argued that the officials in local authorities are responsible for poor service delivery because of their corruptive nature.

The purpose of the study was:

- To analyse the effectiveness of elected officials and council management towards improving service delivery and development in Shurugwi Town
- To analyse the effectiveness of the strategies implemented by Town councillors and management in improving service delivery in Shurugwi Town
- To examine the roles played by councillors and management towards service delivery.
- To assess factors contributing to the hindrance in promotion of service delivery in Shurugwi Town.

Findings from the research indicated that the economic instability in Zimbabwe has crippled the local authority in the sense that there is poor revenue base, in addition limited capacity in terms of equipment, interference from the central government and timeous.

The researcher employed a descriptive research to express the responses on the effectiveness of elected officials and council management towards improving service delivery and development of towns. The targeted population was forty- five comprising of the rate payers, business community, patrons, vendors, commuters, stakeholders and partners in PPP and structured interviews for the elected officials and council management.

Data which was collected by the researcher was therefore analysed using tables, graphs and chart. The data clearly proved beyond any reasonable doubt that service delivery is improving in Shurugwi Town regardless of the economic crisis that the country is facing. STC has employed sound strategies so as to ensure that effective and efficient service delivery prevails in town. The strategies include pre- paid water meters as a debt collecting tool, Service Level Benchmarking, engaging in PPP and through the partnership they have managed to attend to some of the components of service delivery such as road maintenance, provision of disposal bins and construction of reservoirs.

5.3: CONCLUSIONS

The subject of the effectiveness of elected officials and council management towards improving service delivery and development of towns was of great concern. The purpose of this section is to answer the research questions raised in chapter 1 using the research findings gathered in Chapter Four.

Expansive elements of the elected officials are to:

- Identify and organize the necessities of groups living inside the territory of locale.
- Develop procedures and projects to address the requirements considering on money related and monetary ramifications of the coveted administrations.
- Determining the techniques or instruments for conveying administrations.
- Consider the contribution of other outside partners particularly when the committee does not have cash

Broad functions of Council management are to:

- Implement sound policies and strategies that would have been formulated

- Consider the involvement of other external stakeholders especially when council does not have money to use in ensuring that effective and efficient service delivery prevails in town.

The main causes of poor service delivery in Shurugwi are mainly due to the issue of economic instability that the country is facing in low revenue. In addition the interference of the Central government has crippled the Local Authorities to some extent in the sense that the Debt Cancellation of 2013 crippled most of the local authorities as they were looking forward to boost their revenues .More so looking at the Shurugwi Town context ZIMASCO has been the source of life to most residents in Shurugwi and therefore through retrenching most of its employees it resulted in unemployment levels to be high and the worst part was that it no longer provided services to its employees thereby having a negative impact on the council .

From the year 2013 up to date STC has employed various strategies so as to ensure that effective and efficient service delivery prevails in town .Firstly there was the introduction of pre- paid water meters which acts as a debt collecting tool as it has proved to be effective as council manages to receive its debts as 25% goes to the purchase of water and 75% clears off the debt .In addition Shurugwi Town Council decided to engage in PPP which is the involvement of external stakeholders so as to get assistance in terms of rendering services and this has deemed to be a success due to the fact that through the involvement of Unki Anglo Platinum Mine STC managed to augment two sources in order to upgrade RB water from RB dam , through partnership with Nickle-shaft STC managed to supply water to Sebang 1 and 3 extension Zimasco promised a pump .Lastly with the partnership with Zinara STC managed to engage in road surfacing.

5.4: LESSONS LEARNT

- The researcher learnt that in order to produce a successful project, good planning is required that is planning on how to gather information and where to get the information required.
- Communication is an effective weapon when conducting a research. The researcher needed to have good communication skills that is the ability to be a good listener.
- The researcher also learnt that patience pays. During data collection, the researcher encounter challenges such as postponements by the council management. Through patience the researcher managed to collect data.

5.5: RECOMMENDATIONS TO SHURUGWI TOWN COUNCIL

- STC should build a cordial relationship with its residents so that they will discuss their problems affecting them and propose remedies to the problems. They can make use of the elected officials.
- Shurugwi Town Council should improve more on its Income Generating Projects and try to have more sound projects.
- STC should work towards enhancing good governance practices and this requires team spirit and accountability amongst the workers.
- The elected officials should try at all cost to discuss and protect the Council from the residents especially those who are bitter through explaining to them the challenges that the Council faces in service delivery.
- There should be an improvement in personnel and equipment.
- The pre-paid water meters should be installed in all the houses in Shurugwi so as to ensure that accountability and transparency prevails.
- STC should come up with a sustainable budget that accommodates the renovation of old machinery.
- STC should sell well serviced stands to the people not virgin land.

5.5: Chapter Summary

The chapter clearly sums up the research as a whole outlining the research questions which were achieved, all the research questions were answered. In addition, the researcher managed to proffer recommendations to Shurugwi Town Council so as to reinforce their strategies in improving service delivery in Shurugwi.

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APPENDIX A



SHURUGWI TOWN COUNCIL KEY INFORMANT INTERVIEW GUIDE 2017

My name is Natasha Paradza(R141670M) a student at Midlands State University studying Bachelor of Science in Politics and Public Management. I am carrying out a research entitled **an analysis on the effectiveness of elected officials and council management towards improving service delivery and development of towns. A case study of Shurugwi Town Council from 2013-2017.**

Name.....(Optional)

Position.....

Date.....

1. What is your understanding of service delivery ?
2. Are there any other stakeholders playing a role in service delivery?
3. What are the challenges that Shurugwi Town Council is facing in ensuring that efficient and effective service delivery prevails in Shurugwi?
4. What are the strategies that you have employed as Council to improve service delivery ?
5. How is the relationship between elected officials and council management especially when it comes to policy formulation ?
6. Do you think the central government should have a role to play in helping your council in service delivery ?
7. Do you have any income generating projects?
8. What is your assessment of service delivery in Shurugwi?

APPENDIX B

Midlands State
Established 2000 University



SHURUGWI TOWN COUNCIL CUSTOMER SATISFACTION QUESTIONNAIRE SURVEY 2017

My name is Natasha Paradza (R141670M) a student at Midlands State University studying Bachelor of Science in Politics and Public Management. I am carrying out a research entitled **An analysis on the effectiveness of elected officials and council management towards improving service delivery and development of town. A case study of Shurugwi Town Council from 2013-2017.** You are kindly being requested to contribute to the study by answering the questions on the questionnaire. The questionnaire constitutes all the angles of service delivery that Shurugwi Town Council should render to you, so there are sections that may seem irrelevant to you. You can ignore and tick on the category you belong to. Please take note that participation in the survey is voluntary and information from this questionnaire will be kept confidential. Give your honest answers. Please respond to all items by ticking on relevant box or by writing in the space provided. I am kindly asking you to fill up questions that are in this questionnaire so as to help me to acquire information for my research project. The information you will provide will be strictly for academic purpose only. Your assistance will be greatly appreciated.

Tick your role

Rate payer

Vendor

Commuter

Business community

Patron

Stakeholder

Partner in PPP

Questions are framed within these three divisions to reflect the clustering approach.

A. Infrastructural Development Services

- Water
- Sanitation
- Residential Streets, Roads, Sidewalks and Pavements
- rain water
- Housing
- Building Plans and Land Use Applications

B. Community Protection services

- Refuse Removal
- Town Parks and Playgrounds
- Town Sports Fields and Stadiums
- Complaints Regarding Community Service
- Fire Department
- Traffic Services
- Environmental Protection
- Protection of Historical Heritage

C. Corporate Services

- Community Halls
- Libraries
- Local Economic Development

D. Finance Services

- Complaints Regarding Trading Services

E. Overall Rating of Shurugwi Town Council

F. Personal Details

G. Communication

Other sections of the questionnaire sought a detailed rating of the Shurugwi Municipality, its staff and services, to determine the overall level of satisfaction with services rendered by the Council

SHURUGWI TOWN COUNCIL CUSTOMER SATISFACTION SURVEY QUESTIONNAIRE

Questionnaire Reference No.: NP: 0001

Codes:

01-Interview Completed;

02-Interview Refused; 03 Other

A. INFRASTRUCTURAL DEVELOPMENT SERVICES

Please tick where appropriate

1. Water

1(a) Do you have clean piped municipal water in your property?

Yes No

1(b) In your opinion, how satisfied are you with the water service provided by the municipality?

Extremely Dissatisfied

Poor Service with room for improvement

Neutral – Non Opinion

Satisfied, but room for improvement

Extremely satisfied -no problems

1(c) Do you have a water meter that is read regularly?

Yes No

1(d) Do you trust the cleanliness of the water for human consumption?

Yes No

1(e) Is the water supply to your home regular or does it get interrupted on a regular basis?

Yes No

1(f) In your opinion, is your water consumption accurately measured and is the account correct?

Yes No

1(g) Have you have recent water breakages or major leakages?

Yes No

1(h) Have you had a complaint in the last 3 months regarding your water supply?

Yes No

If yes, do you have any suggestions on how to improve water provision to your home?

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

1(i) Are you aware of the emergency number to call when you have problems with water leakages?

Yes No

2. SANITATION

2(a) What kind of toilet (sanitation) service does your household have access to?

- Flush toilet /chemical
- PIT (VIP) Bucket Latrine No sanitation – self provided

2(b) In your opinion, how satisfied are you with the sanitation services provided by the municipality?

- Extremely Dissatisfied
- Poor Service with room for improvement
- Neutral – No Opinion
- Satisfied, but room for improvement
- Extremely satisfied– no problems

2(c) Have you had a recent blockages or overflow of sewerage outside your property / in your street?

Yes No

2(d) Have you had a complaint in the last 3 months regarding sanitation provision or your sewerage system?

Yes No

If yes, do you have any suggestion on how to improve sanitation services to you household?

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3. RESIDENTIAL STREETS, ROADS, SIDEWALKS AND PAVEMENTS

3(a) Are the streets and roads in your area predominately tarred?

Yes No

3(b) In your opinion, are the streets and roads in your area in a good condition or are they often damaged, broken or have potholes?

Good Condition

Bad Condition

3(c) Does your municipality respond quickly to damages by repairing the damaged roads and bridges quickly?

Yes

No

3(d) If you think about the conditions of streets, roads and bridges generally (not only in your area), does the municipality keeps them in a:

Totally inadequate /very poor condition

Inadequate /poor condition

Adequate condition

Good condition but roads deteriorate before they are repaired

Excellent condition

3(e) Have you had a complaint in the last 3 months regarding roads, street and bridges?

Yes

No

If yes, do you have any suggestions on how to improve the residential streets and roads in your area?

.....
.....

4. RAIN WATER

4(a) Does rain water often flood streets and houses in your area?

Yes

No

4(b) In your opinion, how would you rate the provision and the maintenance of the rain water drainage system by the municipality? Is the storm water drainage system:

Totally Inadequate/cannot cope at all

Inadequate/cannot struggle to cope

Adequate/cope most of the time

Good/ struggle with extreme situations

Excellent/ copes with all situations

4(c) Have you had a complaint in the last 3 months regarding rain water?

Yes

No

If yes, do you have any suggestion on how to improve the storm water drainage in your area?

.....
.....

.....
.....
5. HOUSING

5(a) What kind of house do you stay in:

A rental house that belong to the council?

A rental house that belong to a private person?

A house that has been provided by a housing subsidy?

You own the house that you are living in?

A house inherited from my parents?

A shack dweller in an informal settlement?

5 b) In your opinion, how do you rate the Shurugwi municipality on the priority they put with regards to the provision of low cost houses?

High Medium Average Low

Any suggestion with regards to housing in Shurugwi?

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7. BUILDING PLANS AND LAND USE APPLICATIONS

6(a) Have you submitted a building plan / land use application in the last six (6) months?

Yes No

6(b) How will you rate the way the municipality approves and enforces building plans and regulations? In terms of approving and enforcing building plans and regulations, does your municipality do a;

Excellent Job/Strict control React immediately to complaints

Good job/good control and enforcement

Adequate job /reasonable control

Inadequate job/ should exert more control

Totally inadequate job / need to be far stricter

6(c) How do you rate the standard of service delivery of the municipality in respect of building plans and land use application?

Excellent Good Adequate Inadequate job Totally inadequate

6d) In your contact with building control or land use planning staff. How would you rate the capability of the staff?

Incapable: They were very unprofessional (they did not seem to know what they were doing)

Adequately capable: They were reasonably professional and were able to help you but you would like to see the service improved.

Highly / very capable:

They were professional and helped you immediately

6(e) Are there any suggestions that you would like to make regarding improving service delivery in terms of building plans and land use applications?

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B. COMMUNITY PROTECTION SERVICES

1. Refuse Removal

1(a) Does the municipality conduct refuse collection/rubbish removal at your home at least once a week?

Yes No

1(b) In your opinion, how satisfied are you with the refuse removal service provided by the Town council?

- Extremely Dissatisfied
- Poor Service with room for improvement
- Neutral – No opinion
- Satisfied, but room for improvement
- Extremely satisfied – no problems

1(c) Have you had incidences where refuse was not collected in the last 3 months?

Yes No

1(d) Have you had a complaint in the last 3 months regarding your refuse collection?

Yes No

If yes, do you have any suggestions on how to improve refuse removal provision to your home?

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

2. Town Council Parks and Playgrounds

1. Are there any parks or playgrounds in your area?

Yes No

2(a) How often did a member of your household make use of parks and playgrounds in the last two months?

Never Once Twice At least 3 Times More than 5 times

2(b) In your opinion, are there sufficient parks and playgrounds in your area?

Sufficient Insufficient

2(c) In your opinion; are the parks/playgrounds well situated/located, and are they accessible to the majority of the community?

Yes No

2(d) Do you think the parks/playgrounds are safe for children to play in?

Yes No

2(e) How would you rate the extent to which parks and playgrounds in your area are maintained by the Town Council?

Totally Inadequate

Inadequate / could be improved

Adequate Good Excellent

2(f) Have you had a complaint in the last 3 months regarding parks and playgrounds?

Yes No

If yes, do you have any suggestions on how to improve the provision and maintenance of parks and playgrounds in your area?

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.....
.....

3. Municipal Sports Fields and Stadiums

3(a) How often did a member of your household make use of municipal sports fields, or stadiums in the last two months?

Never Once Twice At-least 3 Times More than 5 times

3(b) In your opinion, are there sufficient council sports fields, swimming pools or stadiums in your area?

Sufficient Insufficient

3(c) In your opinion, are the sports fields, swimming pools and stadiums well situated/located and are they accessible to the majority of the community?

Yes No

3(d) How would you rate the maintenance of council sports fields, swimming pools and stadiums by your Town council?

Totally Inadequately maintained

Inadequately maintained

Adequately maintained

Well maintained

Excellent maintained

3(e) Have you had a complaint in the last 3 months regarding a municipal sports fields, swimming pools or stadiums?

Yes

No

If yes, do you have any suggestions on how to improve municipal sports fields, swimming pools and stadiums in your area?

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

4. COMPLAINTS REGARDING COMMUNITY SERVICE

4(a) Have you had any complaint regarding a Community Service?

Yes

No

4(b) If yes, what was the response from the council? For example was the complaint satisfactorily addressed and were you called with follow up to let you know the problem has been addressed?

Incapable: They were very unprofessional (they did not seem to know what they were doing)

Adequately capable: They were reasonably professional and were able to help you but you would like to see the service improved.

Highly / very capable:

They were professional and helped you immediately

4(c) Should you have any complaints, how would you rate the capability of the staff to deal with your problem:

Incapable: They were very unprofessional (they did not seem to know what they were doing)

Adequately capable: They were reasonably professional and were able to help you but you would like to see the service improved.

Highly / very capable: They were professional and helped you immediately

5. FIRE DEPARTMENT

5(a) How would you rate the provision of fire protection service provided by the fire department?

In terms of fire protection, does your fire department provide a

Totally Inadequate service

Inadequate service / could react quicker

Adequately service Good service/quick response

Excellent service / immediate response

5(b) Have you had any contact with the fire department over the last 3 months?

Yes No

If yes, for what reason?

.....
.....

5(c) In your contact with the fire department, how would you rate the capability of the staff?

Incapable: They were very unprofessional (they did not seem to know what they were doing)

Adequately capable: They were reasonably professional and were able to help you but you would like to see the service improved.

Highly / very capable: They were professional and helped you immediately

5(d) Are there any suggestions that you would like to make regarding improving service delivery by the fire department?

.....
.....

6. TRAFFIC SERVICES

6(a) How would you rate the traffic control provided by the Traffic Department? Would you say that Shurugwi Traffic Department is:

Totally Inadequate/poor and does not enforce regulations effectively at all.

Inadequate / does not do very good job.

Adequate/does a reasonable job of enforcing regulations.

Good/ generally does a good job in enforcing regulations.

Excellent/ well trained, highly visible and enforces road regulations.

6(b) Have you had any contact with the traffic department over the last 3 months?

Yes No

If yes, for what reasons?

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

6(c) In your contact with the traffic department, how would you rate the capability and friendliness of the staff?

Incapable: They were very unprofessional (they did not seem to know what they were doing)

Adequately capable: They were reasonably professional and were able to help you but you would like to see the service improved.

Highly / very capable: They were professional and helped you immediately

6(d) Are there any suggestions that you would like to make regarding improving service delivery by the traffic department?

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.....

7. ENVIRONMENTAL PROTECTION

8(a) In your opinion, does the town council sufficiently protect the natural environment in areas under its control (trees, rivers etc)?

Yes No

8(b) Are there any suggestions that you would like to make regarding improving environmental protection?

.....
.....

9. Protection of Historical Heritage

9(a) In your opinion, is the town council protecting historical buildings and cultural assets in your area?

Yes No

9(b) Are there any suggestions that you would like to make regarding improving protection of historical and cultural assets?

.....
.....

C. CORPORATE SERVICES

1. Community Halls

1(a) How often did a member of your household make use of community halls in the last two months?

Never Once Twice At-least 3 Times More than 5 times

1(b) In your opinion; are there sufficient community halls in your area?

Sufficient Insufficient

1(c) In your opinion, are the community halls well situated/located and are they accessible to the majority of the community?

Yes No

1(d) How would you rate the maintenance of community halls by your Municipality?

Totally inadequately maintained

Inadequately maintained

Adequately maintained

Well maintained

Excellently maintained

1(e) Have you had a complaint in the last 3 months regarding community halls?

Yes No

If yes, do you have any suggestions on how to improve the provision and maintenance of community halls in your area?

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

2. LIBRARIES

2(a) How often did a member of your household make use of a council library in the last 3 months?

Never Once Twice At-least 3 Times More than 5 times

2(b) In your opinion, are there sufficient libraries in your area?

Sufficient Insufficient

2(c) In your opinion; are the libraries well situated/located and are they accessible to the majority of the community?

Yes No

2(d) How would you rate the municipal public library service?

Totally Inadequate In adequate / could be improved Adequate Good Excellent

2(e) Are you satisfied with the quality of service delivery in your library?

Yes No

2(f) Are you satisfied with the way in which the library staff deals with your requests and enquiries?

Yes No

2(g) Have you had a complaint in the last 3 months regarding the library?

Yes No

If yes, do you have any suggestions on how to improve the provision and maintenance of libraries in your

area?

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

3. LOCAL ECONOMIC DEVELOPMENT

3(a) In your opinion, is your council sufficiently supporting and promoting economic development of Shurugwi Town?

Yes No

3(b) Do you think Council should do more for job-creation?

Yes No

3(c) Do you have specific ideas on how the town council should grow the economy and create jobs?

.....

3(d) Can you think of an example of an economic development initiative in Shurugwi town council?

.....

D. FINANCE SERVICES

1. Complaints Regarding Trading Services

1(a) Have you had any complaints regarding water, sanitation, electricity or removal bills?

Yes No

If yes, how did you go about resolving your complaint? (Describe the steps/process followed)

.....

1(b) What was the response from the municipality? For example was the complaint satisfactorily addressed and were you called with follow up to let you know the problem has been addressed?

Incapable: They were very unprofessional (they did not seem to know what they were doing)

Adequately capable: They were reasonably professional and were able to help you but you would like to see the service improved.

Highly / very capable: They were professional and helped you immediately

1(c) Should you have any complaints, how would you rate the capability of the staff to deal with your problem?

Incapable: They are very unprofessional (they did not seem to know what they are doing)

Adequately capable: They are reasonably professional and are able to help you but you would like to see the service improved.

Highly / very capable: They are professional and helped you immediately

Have you found that queries are resolved to your satisfaction?

Have you found that queries are resolved in time?

MUNICIPAL OFFICES YES NO

Have you found that town council facilities are clean and neat (e.g.: Offices, libraries, halls etc)

Have you found that town council working hours are acceptable?

Have you found that parking facilities are adequate?

Have you found that queues are short?

Have you found that security around municipal offices is adequate?

Have you found that town council facilities are accessible?

ACCOUNTS YES NO

Have you found that town council communicates about the interruption of services in advance?

Have you found that payment of accounts is easy?

Have you found that account statements are accurate?

Have you found that account statements are received on time?

Have you found that flexibility of account payments (i.e., different options are available)

Have you found that town council facilities are accessible?

COMMUNICATION YES NO

Does your town council keep you informed about services?

Is your town council honest in its communications?

Does your town council provide you with all the facts you need to make informed decisions?

Is your town council advertising truthful and accurate?

Does your town council ensure that its facilities are safe for the public?

Does your town council offer services at competitive rates?

Does your town council resolve queries / disputes in a fair manner?

Has your municipality establish ways for you to complain?

Does your municipality ensure that information that you are entitled to is accessible?

Does your municipality offer quality service?

4. Using a rating scale of 1 to 10 where 1 is Very Poor and 10 is Excellent, how would you rate the overall value for money you receive from Shurugwi Municipality?

1

Poor

2 3 4 5

Neutral

6 7 8 9 10

Excellent

5. If the performance of this town council is a reflection of the current government, how happy are you with the performance of the government, where 1 is "Very disappointed" and 10 is "Excellent".

1

Very disappointed

2 3 4 5

Neutral

6 7 8 9 10

Excellent

6. How satisfied would you say you are with the overall performance of your Municipality in providing services to residents? Would you say you are;

Not Sure Very Dissatisfied Dissatisfied Somewhat satisfied Very Satisfied

7. Would you say that the Municipality has improved in the past 2-3 years?

No – have become a great deal worse

No – have deteriorated

Stayed the same

Yes – somehow.

Yes – a great deal

8. Which of the following statements best describes your knowledge of the town council?

I know nothing at all about the council

I know very little about the council

I know quite a lot about the council

I know a great deal about the council

9. How would you rate the town council's communications with the residents?

They do not communicate with the residents at all

They communicate quite poorly with the residents

They communicate adequately with the residents

They communicate quite well with the residents

They communicate very well with the residents

10. Have you seen or heard about the town council's publication or pamphlet about their services in the last 6 months?

Yes

No

11. Do you have any suggestions on how to improve communication between yourself and the town council?

.....

F. PERSONAL DETAILS

1(a) Can you please tell me how old you are?

0-18 years

19-34 years

35-60 years

61 + years

2. Gender?

Male

Female

3. Race?

White

Black

Coloured

Other (specify)

Specify:

G. COMMUNICATION

1(a) Do you have access to a radio? If yes, to what radio station do you listen regularly?

Specify:

.....

1(b) What newspaper do you read regularly? (At least once a week)

Specify:

.....

1(c) Do you always, occasionally, never attend public meetings organized by the municipality?

Never

Occasionally

Always

1(d) Can you name your ward Councillor's name?

Yes

No

1(f) Do you know the number of the council ward in which you are currently living?

Yes

No

1(g) Do you read information that comes with your council account?

Yes

No

1(h) Do you belong to a rate-payer or civic organisation?

Yes

No

1(i) Do you attend public participation / civic meeting and events regularly?

Yes

No

1(j) If you want to find out more about your town council's services, would you get the information;

Meetings

Pamphlets

Website

Newspapers

Posters

Radio