

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

**THE EFFECTIVENESS OF SERVICE LEVEL BENCHMARKING IN
IMPROVING SERVICE DELIVERY IN ZIMBABWEAN URBAN LOCAL
AUTHORITIES: CASE STUDY OF CITY OF HARARE.**

BY

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I, Munyaradzi Kamonjola, hereby declare that this dissertation is my own composition. It has not been plagiarised or presented in Midlands State University or any other university for the fulfilment of a similar degree.

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DEDICATIONS

To Mr K. Kamonjola, my cherished father, Mrs E. Banda my sweet loving and caring mother,
Heather and Natasha my beautiful sisters, and my brother and friend, Carlington
Kamonjola and Warren Muringai, for your support throughout, may you be
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ABSTRACT

The study assessed the effectiveness of Service Level Benchmarking in Zimbabwean urban local authorities in improving service delivery, using the case of City of Harare. Service Level Benchmarking is a new concept introduced in local authorities as a panacea to improve service delivery through tracking performance of local authorities over time to see failures and success through reviews by other local authorities. Harare City Council is one of the local authorities practicing Service Level Benchmarking in a bid to improve water supply, waste water management and solid waste management within its areas of jurisdiction. In the introductory chapter the researcher highlighted the background of the study citing reasons for the introduction of service level benchmarking. The statement of the problem inquired whether service level benchmarking has improved the water and sanitation challenges. The ultimate reason of the research was to uproot the reasons for adoption of Service Level Benchmarking, how it is improving service delivery and how effective it has been in improving service delivery and if this initiative is a solution to improving service delivery. Themes that the study addressed includes history of SLB in Zimbabwe, reasons for its adoption, key elements that SLB is focusing on, Indian case study of SLB as well as the relationship between SLB and service delivery. The research was guided by the Benchmarking Theory and New Public Management Model which attempted to show how benchmarking and factors in new public management can improve service delivery. A qualitative and quantitative research approach was used in the research; for a target population of 65 personnel and a sample of 54 respondents comprising of residents, business community, council officials and SLB focal persons. The researcher used questionnaires and interviews as research instruments. The data collected was analysed and presented in the form of graphs, pie charts, tables, doughnut and bar graphs. The findings showed that City of Harare is improving water and sanitation services as it is ensuring that the performance indicators have increased after every peer review process, this can be noted through improved water supply, improved response to customer complaints, stakeholder involvements, engaging private private partnerships sharing of best practices from peer review processes. The research recommends the council to be implementers of best practices rather than being problem identifier, use of ICT, need for more stakeholder involvement, need for institutionalising of the SLB process and formulate proper guidelines that clearly identifies the issues of SLB funding.

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LIST OF ABBREVIATIONS AND ACRONYMS

AfDB- Africa Development Bank

CBD – Central Business District

ISIP- Information Systems Improvements Plans

ICT- Information Communication and Technology

LAs- Local authorities

MoUD- Ministry of Urban Development

MDG- Millenium Development Goals

NPM- New Public Management

NRW- Non Revenue Water

PIP- Performance Improvement Plan

PPP- Public Private Partnerships

SDG- Sustainable Development Goals

SLB- Service Level Benchmarking

UCAZ- Urban Councils Association in Zimbabwe

ULB- Urban Local Bodies

UNICEF- United Nations International Children Emergency Fund

WSP- Water and Sanitation Program

WBG~WS- World Bank Group- Water and Sanitation

WSS- Water Supply and Sanitation

ZILGA- Zimbabwe Local Government Association

ZINWA- Zimbabwe National Water Authority

ZimAsset- Zimbabwe Agenda for Sustainable Socio-Economic Transformation

CHAPTER ONE

INTRODUCTION THE STUDY

1.0 Introduction

Zimbabwean Local Authorities have faced numerous challenges in service provision over a period of years and these challenges have seen most of local authorities being failures to provide basic services to the communities that are all around Zimbabwe. These challenges therefore have made the central government and local government to look for a variety of solutions to deal with these challenges and improve service delivery, amongst them may include E-government, Result Based Management, Easy of Doing Business and many more. The researcher is going to pay much attention to one particular initiative namely Service Level Benchmarking which according to the Service Level Benchmarking Handbook (2010), Service Level Benchmarking can be defined as an important mechanism for performance and accountability in service delivery that involves the measuring and monitoring of service provider performance on a systematic and continuous basis. More so it is further asserted that, sustainable benchmarking helps utilities to identify performance gaps and introduce improvements through the sharing of information and best practices, ultimately resulting in better services to the people. World Bank (2014) articulate that Service Level Benchmarking tracks service delivery performance over time and it enables these local authorities to tell success from failure, allow for learning and acts as a self-regulation tool that enhances transparency and accountability. The research therefore analyses the effectiveness of Service Level Benchmarking which is act as a system of measuring, reporting and monitoring Service Level Benchmarks. In relation to the use of Peer Review Process and the recommended Performance Improvements Plans that are the strategies which councils are using in monitoring and measuring the progress being made in improving service delivery within their

areas of jurisdiction. More so, assessing if SLB can be a tool to improved service delivery that can be used to improve service delivery in rural areas.

In this research the researcher shall explore the background of the study, research problem, objectives, research questions, limitations, delimitations of the study and definition of terms.

1.1 Background of the study

The management of portable water, waste water and solid waste management by local authorities in Zimbabwe has not been pleasing over the years, looking at the shortages of water supply in both urban and rural areas, the littering of litter everywhere as well as failure of proper management of waste water. Zhou and Chilujika (2013) noted that the economic situation of local authorities is not stable enough to sustain their operations, and continuous government grip, political interference and limited revenue base. Tsiko et al (2012) states that most local authorities are struggling to manage the waste under tight budgets; highly inadequate and malfunctioning equipment; inefficient collection practices with variable levels of service, poor and unhygienic operating practices; including no environmental control systems; open burning of garbage; indiscriminate illegal dumping and littering; and a public with seemingly little sensitivity to the garbage around them or any awareness of what represents responsible waste management. Masocha (2003) states that 60% of solid waste is produced and most of it is dumped on open sites posing great threat to the environment and the people. Unavailability of proper landfills, proper bins, garbage careers and lack of management of waste are some of the notable challenges. Harare has been a major victim of dumping solid waste everywhere as it has not been able to manage solid waste in terms of refuse collection in the central business district, in Mbare, Mabvuku among other areas.

In addition to that, is the prevailing challenge of managing waste water in Harare, Tsiko et al (2012) states that Harare's sewerage system is currently highly dysfunctional. A number of high density areas (Kuwadzana, Mabvuku, Highfield, Dzivarasekwa, Glenview etc) have been experiencing unabated sewer bursts for years and remain plagued with pools of raw sewage as council is currently failing to attend to burst sewer pipes and failure to put in new water pipes since most are old due to financial constraints. In addition, such factors have made most households to have reservations about paying their rates due to the poor quality of service they continue to receive from council for other services and also express concern as to whether the money being collected for the service is being used for the intended purpose (The Herald, 2010).

Another major factor in terms of water and sanitation concerns is the issue of portable water supply, the growing population of people in Harare due to urbanization and the growth of informal settlements has increased the demand for water supply in Harare. Section 77 of the Constitution of Zimbabwe states that every person have a right to safe, clean and portable water and the same section the state must take legislative and other measures to provide these services and this shows the initiative of SLB that was taken by the government. In a report made to Daily news by Bernard Manyenyeni stated that population in Harare has grown to about 4 million people which demands about 800 mega-litres but they are only managing to supply 400 mega-litres per day which simply shows the issues of water shortages. Moreover stated that the delays in refurbishment of Morton Jeffrey are also another reason for failures to provide safe water (Dailynews 2017). More so, the issue of Non-Revenue Water (NRW) is another major issue were it has been noted that an estimate of 40% of NRW is lost during water production from the water plantations to the consumers thus leading to failure by most local authorities to supply potable water due to factors such as old infrastructure. (World Bank 2014). The water that is being

supplied in most parts of Harare such as Dzivarasekwa, Glenview, Mabvuku the CBD among many towns have been noted to have a green pigment in the water they supply which is a result of lack of capacity by local authorities to treat the water that they supply.

Due to these issues around water and sanitation, through the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) 2013-2018, the Ministry of Local Government, Public Works and National Housing and the Ministry of Environment, Water and Climate started a service level benchmarking (SLB) project to monitor and improve service delivery in the urban water and sanitation sector. The Government of Zimbabwe partnered with the World Bank Water and Sanitation Program, the Zimbabwe Local Government Association (ZILGA) and University of Zimbabwe. The project developed data collection instruments which were used to gather data on council's performance in 2012. Thereafter, a participatory approach was used by the partners to develop and agree on target benchmarks to guide the sector from 2013 to 2018. A second run of SLB was conducted in 2014 using a peer review system. This required the development of processes and procedures to guide the process and ensure gradual translation of the process from central to local government. Peer Review Teams were formulated in July 2014 and visited councils to collect data and scrutinize the operation of each council. The visits started end of July and lasted until mid-November 2014.

After a few reviews and assessments the SLB project was officially launched in September 2014 in Mutare by the Government. According to the Handbook on SLB by India Local Authorities, SLB was a new concept that was introduced as a panacea to improve service delivery since most local authorities have been performing poorly in service delivery. The major challenges that the SLB is highlighting for attention includes poor property stock records, weak customer care, high

non-revenue water, low revenue collection efficiency, low coverage, low investments in maintenance, lack of standardized dumping sites, low capacity, demand outstripping supply, poor quality data for management and decision making, poor services, and high levels of pollution. Former Minister of Local Government, Dr Ignatius Chombo, in his address to the Accolades Giving Ceremony of Local Authorities, at which WBG-SP was represented, noted that the SLB initiative was introducing the foundation for assessing and evaluating local authorities performance while giving solutions to those who are struggling. (World Bank Report 2014).

Therefore this gives the research the need to explore the effectiveness of the SLB initiative looking at the 32 urban local authorities that have started doing this process but paying particular attention to Harare since its one the bigger local authorities. Since the challenges of water and sanitation that have been discussed earlier on have caused a lot of problems which includes the outbreak of diseases among other factors. Henceforth the research shall look at the new initiative on how it has made an impact in changing above mentioned situation.

1.2 Statement of the problem

Water and sanitation challenges have been noted as a major challenge that the City of Harare has been facing over the years, which led the Government of Zimbabwe fit to have SLB as a panacea to curb these challenges. Areas like Glen View, Mabvuku, Central Business District, Avenues and Westgate are still in dissatisfaction in terms of the services of water supplies, sewerage management and solid waste management. These challenges includes failure by Harare City Council to have up to capacity water plants for pumping and recycling waste, high NRW, no adequate scientific dumping sites, lack of proper management of bins, poor water quality, slow

responses to customer customer complaints, failure to collect revenue, failure to supply the demanded services, poor data management, high levels of pollution amongst other challenges that SLB has highlighted. Zhou and Chilujika(2013) states that the economic situation of local authorities is not stable enough to sustain their operations, and continuous government grip, political interference and limited revenue base. Therefore the introduction of Service Level Benchmarks have given much hope looking at these challenges to improve service delivery as SLB acts as a tool for measuring performance of urban local authorities in terms of clean water, sewerage and solid waste management were local authorities use peer reviews and self-performance review (PIPS).

As stated from the Chugutu Municipality blog, Service Level Benchmarking (SLB) is a process whereby urban local authorities peer review each other on water supply, wastewater (sewerage) management and solid waste (refuse) management. There are some scientific indicators developed under the SLB system on the basis of which the performance of a local authority in the 3 cited service areas is rated. Officials from different local authorities are constituted into teams that conduct the peer reviews on an annual basis.www.chegutumunicipality.co.zw/service_level_benchmarking.html). The issues mentioned above have therefore gave the researcher need to explore some questions based on the old way of doing business with the introduction of this new initiative, such as how effective is SLB? Is it the solution that Zimbabwean Local Authorities need? Does any of the 3 elements of SLB been impacted in the City of Harare? Have there been changes since the initiative was initiated in Zimbabwe? Such above questions have gave the researcher need to explore on the effectiveness of SLB, based on the challenges that the City of Harare has been facing over the years and if there has been changes that has been made during this period.

1.3 Research Objectives.

- To explore largely on what is Service Level Benchmarking and how helpful is it to improved performance of local authorities.
- To analyze the efforts being made City of Harare to improve service delivery through Service Level Benchmarking in water and sanitation.
- To explore stakeholder involvement in the implementation of Service Level Benchmarking in improving service delivery.
- To analyze the effectiveness of Peer Reviews and Performance Improvements plans to measure and track increased performance by the City of Harare.
- To examine the levels of portable water supply, waste water management and solid waste management.

1.4 Research Questions.

1. Why the City of Harare adopted Service Level Benchmarking?
2. How does Service level Benchmarking improve service delivery?
3. How far have the City of Harare gone in improving water and sanitation?
4. What impact does Service Level Benchmark initiative have on the performance of the City of Harare in improving service delivery?
5. How effective is the Peer Review team and Performance Improvement Plans in tracking the performance of improved service delivery?
6. Is Service Level Benchmarking the solution to improved service delivery in terms of water and sanitation?

1.5 Purpose of the study.

The challenges that the City of Harare have been facing in terms of water and sanitation have made the Government to introduce Service Level Benchmarking as a way to address these challenges. World Bank (2014) states that service level benchmarking enables local authorities to tell feat from failures, allow learning and acts as a self-regulation tool that enhances transparency and accountability. The Water and Sanitation Program further stipulates that by providing an opportunity for introspection and self-improvement benchmarking, SLB will improve service delivery efficiency and quality and strengthen accountability, bring in greater transparency, help in optimal resource allocation and prioritization of activities, and therefore becomes highly relevant in the view of rising customer expectations, demands for more efficient performance and ever increasing quality of standards.

However looking at the situation of water and sanitation all around Harare and other cities and towns, one can note that the situation over the years has not been pleasing as there have been a lot of disease outbreaks of note the recent cholera outbreak in Chegutu Municipality. More so the issue of the water that the City of Harare supply to its residents, the sewerage that the City of Harare throws back to its water sources such as waste water discharge in Mukuvisi River, Lake Chivero, Darwandale Dam as well as refuse that is not being collected in CBD among other areas in Harare and the failure of the water sewer plants to reticulate waste. Therefore the relationship between SLB and the over the years prevailing situation gave the researcher the need assess the process, methods, ways, outcomes of SLB based on how it has been applied to 32 urban local authorities and if its working effectively in improving water and sanitation in Zimbabwe paying particular attention to City of Harare and if SLB can be a solution to the tormenting water and sanitation challenges.

1.7 Delimitations of the study.

The study was confined to the City of Harare looking at the Glen View, Mabvuku, Central Business District, Avenues Westgate and business community around these areas where water and sanitation services are delivered. The study focused on the improvements that SLB have had to communities in these areas, mostly how water and sanitation issues have been addressed. The respondents to the research were stakeholders such as the residents all around the aforementioned areas and the business community on how often and how portable is the water being supplied, as well as the management of waste water and solid waste. Other respondents were the City of Harare officials and SLB focal persons who are part of the SLB committee and SLB enrollment. The research was guided with information from 1995 to 2018 concentrating on the issues of water and sanitation paying particular attention to water supply, waste water management and solid waste management.

1.8 Limitations of the study

The researcher rolled out some questionnaires and conducted some interviews in data collection, due to the population being large sampling procedure was done. The respondents managed to give the information they found relevant to the study, even though not all participants were able to answer the questionnaires since some of them were spoiled during the research. The researcher also faced challenges in terms of the time schedule for conducting the interviews as well as leaving his questionnaires, as most of the Council officials and SLB focal persons had other commitments which delayed the responses of the research. This also contributed to having a few questionnaires not answered and an interview that was carried out in a hurry. The researcher also had financial challenges as he is self-financing in travelling from one place to

another carrying out the research in the selected areas. Venacular language was used to obtain information from residents and the business community as language was a barrier. In order to the success of the study due to the above mentioned limitations, the researcher took serious precautions as he was able to obtain permission from the City Fathers to carry the research, which make the information that authentic and reliable.

1.9 Definition of terms

1.9.1 Service Level Benchmarking

Ewura (2014) asserts that Service Level Benchmarking can be defined as a systematic process of searching for best practices innovative ideas, and effective operating procedures that lead to superior performance and then adapting these practices, ideas and procedures to improve the performance of one's organization. World Bank (2014) articulate that Service Level Benchmarking tracks service delivery performance over time and it enables these local authorities to tell success from failure, allow for learning and acts as a self-regulation tool that enhances transparency and accountability

Unnisa et al (2013) assets that SLB involves the measuring and monitoring of service provider performance on a systematic and continuous basis. Sustained benchmarking can help utilities to identify performance gaps and introduce improvements through the sharing of information and best practices ultimately resulting in better services to people.

Service Level Benchmarking (SLB) is a process whereby urban local authorities peer review each other on water supply, wastewater (sewerage) management and solid waste (refuse) management. There are some scientific indicators developed under the SLB system on the basis of which the performance of a local authority in the 3 cited service areas is rated. Officials from

different local authorities are constituted into teams that conduct the peer reviews on an annual basis. (www.chegutumunicipality.co.zw/service_level_benchmarking.html)

1.9.2 Peer Review Process

According to the Peer Annual Review Report (2014), peer review is the evaluation of work by one or more people of similar competence to the producers of the work (peers). It constitutes a form of self-regulation by qualified members of a profession within the relevant field. Peer review methods are employed to maintain standards of quality, improve performance, and provide credibility as various local authorities are there to monitor the job being done under that local authority being supervised

1.9.3 Performance Improvements Plans

Chabaane (2014) describes Performance Improvements Plans (PIP) as a comprehensive strategic work plan developed to address a variety of utility management issues, with the aim of improving utility performance and enabling the utility to achieve its short and medium term objectives and maybe one of the objectives. These are thereby developed using the information gathered during the peer review and a local authority therefore create a PIP as a way forward on what they intend to improve.

1.9.4 Waste Water (Sewerage)

The Environmental Report (2016) stipulates that wastewater is water which no longer important for its intended purposes, or in the pursuit of which it was produced because of its quality, quantity or time of occurrence.

1.9.5 Solid waste

According to Hester and Harrison (2002) in Mafume et al (2016) states that solid waste in municipalities is generally defined as the waste that is generated from homes, street sweeping, institutions, industries and a lot more commercial areas which should be collected by or on

behalf of the local authority by other players. Urban Councils Act 29:15 states that sewerage includes trade effluent.

1.9.6 Water Supply

According to the Merriam Webster dictionary, water supply can be defined as a source, means or process of supplying purified clean water to the community through reservoirs, pipes or pumps.

To buttress this, the Constitution of Zimbabwe (2013) section 77 states that every person has the right to safe, clean and portable water.

1.10 Chapter Summary.

This chapter served as a foundation of the research under study, as it focused on the introduction of the study, background of the study, statement of the problem, justification of the study on why the researcher is undertaking the SLB research, objectives, research questions, limitations and delimitation of the study and they key terms of the research were defined. The next chapter shall submit literature review which presents relevant literature that other scholars have written about the topic under study as well as the theories that brings clarity to the topic under study and the gaps that these theories presents.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The chapter explores the available data on Service Level Benchmarking that was done by other scholars and authors. It shall explore at the empirical and theoretical evidence of journals, articles, reports, and books that have information related to the topic under study. University of Woverhampton (2018) defines Literature Review as comprehensive review of literature available for any given research topic, it is a summary, analysis and evaluation of the literature and an explanation of what research has already performed of a research area. In relation of that Literature review also is defined as a critical analysis of a segment of a published body of knowledge through the summary, classification and comparison of prior research studies, reviews of literature and theoretical articles (University of Wisconsin Writing Center). In light of the above, the chapter seeks to articulate what other researchers have explored pertaining the topic under study, looking at how much their succeeded to the research questions and how much they have managed to highlight the gaps in literature under Service level benchmarking. The chapter shall therefore review literature on what is SLB, what is its relationship with service delivery and how effective has is it in improving service delivery. In understanding the topic the researcher shall explore the case studies on Service Level Benchmarking in the country and abroad. It shall also look at Peer Review and Performance Improvements Plans.

Therefore, it is the aim of this chapter to indicate what other researchers have explored on the topic under study looking at how much their research have succeeded in providing answers to the research questions and highlighting the gaps that were left unanswered.

2.2 CONCEPTUAL FRAMEWORK

2.2.1 Service Level Benchmarking

According to the Service Level Benchmarking Handbook (2010), Service Level Benchmarking can be defined as an important mechanism for performance and accountability in service delivery that involves the measuring and monitoring of service provider performance on a systematic and continuous basis. More so it is further asserted that, sustainable benchmarking helps utilities to identify performance gaps and introduce improvements through the sharing of information and best practices, ultimately resulting in better services to the people.

World Bank (2014) articulate that Service Level Benchmarking tracks service delivery performance over time and it enables these local authorities to tell success from failure, allow for learning and acts as a self-regulation tool that enhances transparency and accountability

Ewura (2014) asserts Benchmarking can be defined as a systematic process of searching for best practices innovative ideas, and effective operating procedures that lead to superior performance and then adapting these practices, ideas and procedures to improve the performance of one's organization.

Service Level Benchmarking (SLB) is a process whereby urban local authorities peer review each other on water supply, wastewater (sewerage) management and solid waste (refuse) management. There are some scientific indicators developed under the SLB system on the basis of which the performance of a local authority in the 3 cited service areas is rated. Officials from different local authorities are constituted into teams that conduct the peer reviews on an annual basis. (www.chegutumunicipality.co.zw/service_level_benchmarking.html)

Sackeyfio (2016) defines Benchmarking as a learning method used worldwide in business and governmental organizations to improve their performance and the essence of this method is for comparison of performance indicators with similar organization and learning from the best therefore benchmarking leads to tailor made solutions that have proven to be effective in practice.

In light of the above, Lalchhuanawma (2016) supports by saying that SLB acts as a standard in which service performance of the state level agencies and urban local bodies are monitored and evaluated in the backdrop of the target goals. In relation to this, this monitoring and evaluation procedure of the performance in service delivery in Zimbabwe is done through self-assessments that is performance improvements plans and peer review assessments

2.2.3 Peer Review Assessment

According to the Peer Annual Review Report (2014), peer review is the evaluation of work by one or more people of similar capabilities to the producers of the work (peers). It constitutes a form of self-regulation by qualified members of a profession within the relevant field. Peer review methods are employed to maintain standards of quality, improve performance, and provide credibility as various local authorities are there to monitor the job being done under that local authority being supervised.

Peer review in urban service level benchmarking can thus be described as the systematic examination and assessment of the performance of a council/utility by other councils/utilities. This process as systematic as it can be allows local authority to capture data of any processes that they might do in terms of service provision such as how many times does a local authority provide water and how much amount. Therefore Peer Review in Zimbabwean Local authorities

have been designed to support and facilitate the drive for quality improvement using the process that responds to changes in the national development and priorities.

2.2.4 Performance Improvements Plans

Chabaane (2014) describes Performance Improvements Plans (PIP) as a comprehensive strategic work plan developed to address a variety of utility management issues, with the aim of improving utility performance and enabling the utility to achieve its short and medium term objectives and maybe one of the objectives. The objectives that in this case to be managed may be improving water and sanitation to urban local authorities where much focus will be on 3 parameters that is supply of portable water, waste water management and solid waste management at City of Harare. More so PIP enables the development of a long term view of the utility to be managed, while at the same time ensuring that the day to day issues are attended to and it involves the planned application of utility resources to achieve its end result. It is therefore essential to look at PIPs as they carry the clear targets that the SLB review team will focus on as this will have reliable data. World Bank Report 2017 states that as SLB enables local authorities to capture data based on the results and recommendations, it is after there are a lot lessons to be learnt and the council have scored a lower or bad score that it produces a PIP which will have more detail on how it is going to address the gaps in its services and put a performance target that it will aim to attain in the next review process and be able to put a budget meant to carry out the set targets. Therefore PIPs act as a plan strategic plan that is made based on the results as well as recommendation that would have been produced from the peer review process and it is from the performance plan that the urban local authority will then use for the following

2.3 HISTORY OF SERVICE LEVEL BENCHMARKING IN ZIMBABWE

The just ended Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) 2013-2018 was the brainchild of the Service Level Benchmarking initiative. As stated in the

Annual Peer Report 2015, the two clusters of Infrastructure and Utilities and Social Services and Poverty Eradication in the ZimAsset focused on rehabilitation of infrastructural assets and recovery of utilities including water and sanitation infrastructure as well as improving service delivery by local authorities in social service respectively. To buttress the above, UN-Habitat Report (2003) the United Nations recognized in its declaration of the ended Millennium Development Goal MDG) 7 by addressing target 10 which focus on, to halve by 2015 the proportion of people without sustainable access to safe drinking water as well as target 11 which focus on archiving by 2020 a significant improvement in the lives of at least 10 million slums. Concurrently, the current Sustainable Development Goals on Water and Sanitation gives much brighter future as it proposes much a broader agenda. The World Bank Report 2017 states that SDG on water and sanitation states that by 2030 there should be universal and equitable access of safe and affordable drinking water for all, and access to adequate and equitable sanitation and hygiene for all.

In order to address the elements stated in the above initiatives, the Ministry of Local Government, Public Works and National Housing and the Ministry of Environment, Water and Climate started a service level benchmarking (SLB) project to monitor and improve service delivery in the urban water and sanitation sector in partnership with the World Bank Water and Sanitation Program, the Zimbabwe Local Government Association (ZILGA) and University of Zimbabwe. Furthermore Peer Review Report 2014 states that the project collected data instruments which were used as a tool to gather data pertaining the performance in 2012 and this data allowed the partners to develop and agree on target benchmarks to guide the sector from 2013 to 2018.

According to the World Bank (2014), the project of benchmarking began in August 2012 with the development of data collection tools and the adoption of key indicators and their definitions and this was done through a participatory process where a workshop that included the town treasurers, town engineers, planners, city health officers, government officials and representatives of water and sanitation sector funding agencies which includes the WSP, African Development Bank (AfDB), GIZ and Unicef. It further on goes to suggest that the first workshop was attended by more than 110 participants who were able to produce three questionnaires with each one of water supply, waste water and solid waste management. Each of the mentioned had 9 to 10 indicators targeted to a reliable score which the quality of data was to be assessed depending on whether the data was estimated, taken based on the actual measurement or from the sample survey. Before producing the 2012 data a variety of field workshops were held by stakeholders to guarantee buy in and verification of evidence and information that local authorities presented and this included the above mentioned stakeholders.

The World Bank Report further alludes that the afore mentioned questionnaires were filled with local authorities staff members and this data was to be evidence to the workshop that was attended by the national team therefore the information that the LAs staff filled was authenticated. The Ministry of Local Government Public Works and National Housing and the Ministry of Environment Water and Climate, UCAZ, ZINWA, University of Zimbabwe and WSP led this workshop that was attended by the national team and this was supported by partners which includes the AfDB, GIZ and UNICEF, and these partners were to play a role in the assistance in reviewing, triangulating and improving the data collected as they added their inputs as well.

This initiative would not have been successful without stakeholder involvement and their inputs through their involvement in the process from planning, monitoring, review and reporting. The Peer Annual Report further assets that in ensuring stakeholder involvement on the 26th and 27th of January 2015 a workshop was for Town Clerks, followed by a capacity building workshop on the 28th that was meant for Mayors/ Chairpersons in Bulawayo. These workshops were very essential in allowing the continuation of the SLB programme especially with the involvement of the two levels of leadership of mayors and town clerks. Commitment and buy-in that was offered by the two showed gave assurance and sustainability of the project as they added what they thought was necessary to improving water and sanitation.

The project developed data collection instruments which were used to gather data on council's performance in 2012. Thereafter, a participatory approach was used by the partners to develop and agree on target benchmarks to guide the sector from 2013 to 2018. A second run of SLB was conducted in 2014 using a peer review system. This required the development of processes and procedures to guide the process and ensure gradual translation of the process from central to local government. Peer Review Teams were formulated in July 2014 and visited councils to collect data and scrutinize the operation of each council. The visits started end of July and lasted until mid-November 2014.

After a few reviews and assessments the SLB project was officially launched in September 2014 in Mutare by the Government. According to the Handbook on SLB by India Local Authorities, SLB was a new concept that was introduced as a panacea to improve service delivery since most local authorities have been performing poorly in service delivery. The major challenges that the SLB is highlighting for attention includes poor property stock records, weak customer care, high non-revenue water, low revenue collection efficiency, low coverage, low investments in

maintenance, lack of standardized dumping sites, low capacity, demand outstripping supply, poor quality data for management and decision making, poor services, and high levels of pollution. Former Minister of Local Government, Dr Ignatius Chombo, in his address to the Accolades Giving Ceremony of Local Authorities, at which WBG was represented, noted that the SLB, “was providing a basis for assessing the performance of local authorities; giving justification for rewarding well performing local authorities, while framing incentives for those that struggle.” (World Bank Report 2014).

The Annual Peer Report (2015) states that a number of meetings were conducted in 2014 before the institution and roll out of a peer review mechanism at the end of July and this included a Town Engineers Forum meeting was held in Mutare in March. A three day workshop in Masvingo to finalize the data collection handbook and introduce the draft of the peer review mechanism in May as well as a Town Clerks Forum meeting in Bulawayo to further develop the modalities of this peer review mechanism and this was finalized in July in Kadoma where the timetables were set for peer reviewers and set the governance structures where the Town Clerks were to lead.

In addition to this, this process did not end here, a second run of SLB was done in July 2014 and this was intended to develop the procedures to guide the process and ensure that there is gradual translation of the process from the central government to local government. It is in the same month that the Peer Review Teams were formed for the purposes of reviewing and assessing the operation of each council and collect relevant data. The visits started by the end of July and lasted up to mid-November 2014. It was in between this process that the Service Level

Benchmarking initiative was officially launched by the Government of Zimbabwe in Mutare on the 18th of September 2014 targeting the 32 urban local authorities in Zimbabwe in a bid to improve service delivery. This process has been running since 2014 and has been playing a key role in ensuring that local authorities address the issues that they are facing on a day to day basis. A lot of practices have been shared among peers over the years and this has allowed the researcher to analyse if the process since its commencement has brought any changes and how effective it is in improving service delivery.

2.4 REASONS FOR ADOPTING SERVICE LEVEL BENCHMARKING IN ZIMBABWE

The introduction of Service Level Benchmarking in Zimbabwe was done in a bid to address the challenges of water and sanitation that are so prevalent in the country paying particular attention on issues of portable water supply, waste water management and solid waste management. This was done after a lot of processes and considerations had been done which made it evident that there was need to put in place a performance measurement initiative to assess, analyze, measure and report improvements in improved service delivery. Therefore the reasons for adopting SLB in Zimbabwe as stated in the Peer Review Annual Report 2014 includes:

- I. SLB intended to support and facilitate improvements in water and sanitation service delivery in particular water supply, waste water management and solid waste management in Zimbabwe contrary to the agreed international and national performance standards. Thus supporting the SDG goal 7 which seeks to improve water and sanitation services by 2030 through ensuring that there should be universal and equitable access of safe and affordable drinking water for all as well as access to adequate and equitable sanitation and hygiene for all World Bank Report 2017.

- II. SLB focused on ensuring that the review systems have successfully, extremely been carried out in a participatory manner in review of water and sanitation services in urban local authorities and being able to report the findings from these peer review processes. This was to be done through peer review processes where local authorities were to assess themselves on how much progress are they making based on their stated targets so as to maintain quality, improve the standards as well as producing results thus findings. According to the World Bank Report (2017) it stated that peer review exercise is made up of different experts in water, engineering, health or finance etc and these are from different local authorities and these expertise help in the giving the best recommendations in their field of interests.
- III. It also focused on making sure that urban local authorities meet their intended recommendations from the lessons learnt as well as improvements from those delivering services thus playing an enabling and facilitating role to improved service delivery. This was to be done through Performance Improvements Plans which are formed after the peer review meetings where urban local authorities make recommendations to the presented findings. It is the mandate of the City of Harare to achieve its objectives and reach the set target in the strategic plan and with the recommendations that would have made this means successful service delivery.
- IV. There was need to create a platform of sharing ideas, skills, lessons, practices which therefore provide opportunities for urban local authorities to improve service delivery through these. In addition to that benchmarking of services at a national level allows local authorities to follow the same procedures and ensure that they implement these stated performance indicators. According to the World Bank Report 2017 supports this through

the interview that was done through the same report, a Bulawayo City Council Financial Services Director stated that it is only when you can see how other local authorities are doing that you can measure your level of service delivery and this allows our local authority to take notes and implement the new lessons which we would have learnt

- V. Through the creation of peer review teams which as stated in the Peer Review Annual Report 2014 that the teams were formed from the 32 urban local authorities in Zimbabwe and these teams which consists of members which different expertise, SLB thereby provides an opportunity for the stated teams to evaluate progress being made, look at innovative ways, strengths that local authorities have as well as the gaps being presented gaps and the future needs to improve service delivery.
- VI. More so, the initiative also intended to create a platform for effective mechanisms for resident's involvement as they respond to the processes that are at their interest thereby creating two way communication between the council and the stakeholders which includes residents, business community among other plays.
- VII. In addition to the above, SLB focused on the issue of data capturing, were through peer review processes urban local authorities could be able to gather, capture and store data which will be used for the success of the council. As stated in the Peer Review Annual Report 2015, data capturing is a paramount element which stands as a key towards having knowledge on the issues that will need to be addressed in the ongoing year, as well as being a key to report compilation that will be kept and some to be distributed to the stakeholders for their inputs.

2.5 PERFORMANCE INDICATORS BEING ADRESSED BY SLB

2.5.1 Water Supply

The Constitution of Zimbabwe (2013) section 77 alludes that it is the right of every person to have clean , safe and potable water. In line with the Sustainable Development Goals, on goal 6 which emphasizes on the need to availability and sustainable management of water and sanitation for all by 2030. According to the Environmental Report 2016 it stated that globally it is estimated that unsafe water and a lack of basic sanitation and hygiene every year claim the lives of more than 1.5 million children under five years of age from diarrhea. This therefore shows that water is a basic need that must be given to people and it is the mandate of local authorities to provide these service and therefore as part of the 32 selected urban local authorities on benchmarking of services, it is the mandate of the City of Harare to offer this service.

The SLB initiative therefore focuses on water supply as a key performance parameter were performance is being tracked on how local authorities are addressing the issue of water challenges in the City of Harare. In order for SLB to be successful the following performance indicators were set which were to be tracked, reviewed and assessed and these will help to dictate if there have been improvements in the previous years and how City of Harare is currently performing.

<i>Indicator Ref.</i>	<i>Indicator (WATER SUPPLY)</i>
1.	Property level coverage of direct was supply, %
2.	Per capita supply of water , L/cap.d
3.	Extent of metering of water connections, %
4.	Extend of non-revenue water (NRW), %
5.	Continuity of water supplied, %
6.	Quality of water supplied, %
7.	Efficiency in satisfactory response /reaction to customer complaints,%
8.	Operating cost recovery in water supply services , %

9.	Efficiency in collection of water supply related charges, %
10.	Maintenance Coverage ratio, %

Table 1.1 Table shows the water supply indicators for City of Harare. Adapted from Peer Review Annual Report 2015

Adaption Fund Report (2011) defines an indicator as a measure implementation and achievement of results and indicators identify what to measure along a wide range or dimension. Therefore, afore mentioned indicators are the measurements that SLB intended to address in the selected Local Authorities and the City of Harare so as to improve performance in terms of any water supply related issues.

2.5.2 Waste Water (Sewerage)

The Environmental Report (2016) stipulates that wastewater is water which no longer important for its intended purposes, or in the pursuit of which it was produced because of its quality, quantity or time of occurrence. This wastewater can be generated from the households, industries, agriculture among other sectors and in Zimbabwe it is the mandate of urban local authorities to do proper management of sewerage. More so, this involves the effluent that comes of industries containing gas and chemicals for example in Harare this is more largely produced in Willowvale, Mbare , CBD among other industrial areas and other effluent comes from households that is ablution facilities, sinks among others. Therefore, waste water is one of the key factor that the SLB initiative selected with the need to assess how local authorities are performing and set sustainable performance measures in order to enhance improved service delivery. Therefore the following indicators under waste water were selected to track performance of City of Harare:

<i>Indicator Ref.</i>	<i>Indicator (WASTE WATER/SEWERAGE)</i>
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1.	Coverage of toilets, %
2.	Coverage of sewerage network services, %
3.	Efficiency in collection of sewerage, %
4.	Adequacy of capacity for treatment of sewerage, %
5.	Quality of sewerage treatment, %
6.	Extent of recycling or reuse of sewerage, %
7.	Efficiency in satisfactory response/reaction to customer complaints,%
8.	Efficiency of cost recovery in sewerage management, %
9.	Efficiency in collection of sewerage charges, %
10.	Maintenance Coverage ratio, %

Table 1.2 Table shows the waste water (sewerage) indicators for City of Harare. Adapted from Peer Review Annual Report 2015

Service Level Benchmarking therefore focus on waste water management as one of the key factor that was selected taking regard of the above mentioned indicators. More so local authorities are mandated to ensure that all waste water within their areas of jurisdiction has been managed very well and this means that improvements in these leads to improved performance and improved service delivery

2.5.3 Solid Waste Management

The growing population in Zimbabwe have caused most local authorities to failure in service delivery particularly in solid waste management as the demands of more resources as well as proper management of solid waste have increased. According to Hester and Harrison (2002) in Mafume et al (2016) states that solid waste in municipalities is generally defined as the waste that is generated from homes, street sweeping, institutions, industries and a lot more commercial areas which should be collected by or on behalf of the local authority by other players. As a result the Service Level Benchmarking initiative developed the following service indicators:

<i>Indicator Ref.</i>	<i>Indicator (SOLID WASTE)</i>
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1.	Coverage of SWM services through kerbside collection of waste, %
2.	Efficiency of collection of municipal solid waste, %
3.	Extent of recovery of municipal solid waste collected, %
4.	Extent of scientific disposal of waste at landfill sites, %
5.	Efficiency in satisfactory response/reaction to customer complaints, %
6.	Efficiency of cost recovery in SWM services, %
7.	Efficiency in collection of SWM charges,%
8.	Maintenance Coverage Ratio, %
9.	Coverage of receptacles, %

Table 1.3 Table shows the solid waste management for City of Harare. Adapted from Peer Review Annual Report 2015

The indicators mentioned above clearly outline the pattern in which SLB will talk in terms of what is to be evaluated, assessed and reported back through the peer review process and performance improvements plans. Therefore in the City of Harare in solid waste management, the above mentioned indicators are essential in improving service delivery.

2.6 GOVERNMENT STRUCTURE ADOPTED TO SUPPORT SLB IN ZIMBABWE.

Service Level Benchmarking as an initiative that is meant to address the issues of water and sanitation which is affecting almost everyone in Zimbabwe. According to the Constitution of Zimbabwe (2013) section 8 states that state and all institutions and agencies of government at every level may formulate and implement laws and policy decisions that will lead to the establishment, enhancement and promotion of sustainable , just , free and democratic society in which people enjoy happy, prosperous and fulfilling life. As water and sanitation are necessary needs that people require, it is therefore essential to make sure that these have been provided in order for people to live a happy and full filling life. As stated in the act, it is the mandate of the mentioned players to make sure that favorable policy decisions are made therefore their

involvement. As a result the government established a structure which has been a guideline for the implementation of the SLB program and this is as follows:

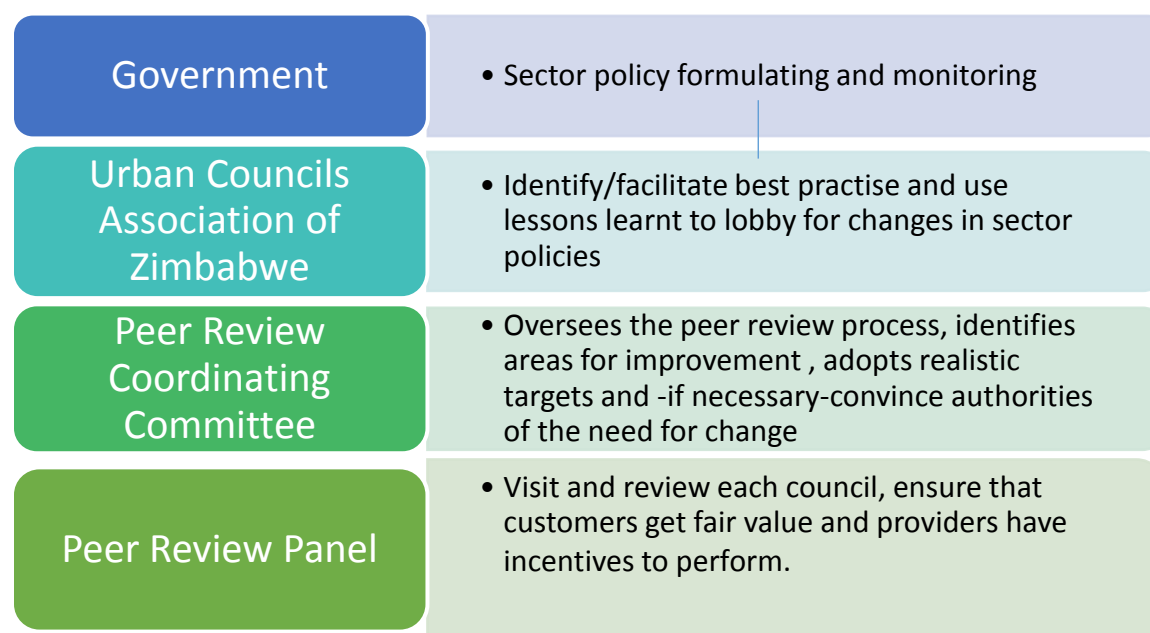


Fig 1.1 Government structure for SLB Peer Review in Zimbabwe. Diagram adopted from SLB Annual Peer Report 2015.

This structure is thus meant to help the SLB team in reviewing, assessing and analyzing how local authorities are implementing SLB in their areas of jurisdiction.

2.7 PEER REVIEW PROCESS

In Zimbabwean local authorities, the SLB initiative has largely been implemented focusing on the issues of water supply, waste water and solid waste management. As stated by World Bank (2014) articulate that Service Level Benchmarking tracks service delivery performance over time and it enables these local authorities to tell success from failure, allow for learning and acts as a self-regulation tool that enhances transparency and accountability. This is done through the Peer Review process which can has been defined as a as the systematic examination and assessment

of the performance of a council/utility by other councils/utilities (Peer Review Annual Report 2015).

World Bank Report (2014) states that in order to enhance horizontal learning and foster full ownership of the process the World Bank Group supported the establishment of multi-disciplinary peer review teams by local authorities that is based on the four clusters of urban local authority categories in Zimbabwe classified below.

Cities	Municipalities	Town Councils	Local Boards	Total
Harare Bulawayo Gweru Masvingo Kadoma Kwekwe Mutare	Redcliff Chitungwiza Chegutu Victoria Falls Chinhoyi Gwanda Marondera Bindura Kariba	Beitbridge Chipinge Chiredzi Gokwe Karoi Mvurwi Norton Plumtree Zvishavane Shurugwi Rusape	Epworth Ruwa Hwange Lupane Chirundu	
7	9	11	5	32

Table 1.4 shows SLB selected local authorities. Adapted from SLB Peer Review Report 2014

It was through the above mentioned local authorities that the dates for visiting and the selected regions for the visits were classified depending on the results produced per each year.

The World Report 2017 states that through the SLB initiative members of all 32 local authorities involved have the chance to visit each other every year as part of the review exercise. This exercise is done by a peer review team that is made of different experts or specialists in water, engineering, health, finance, government representatives, stakeholders and usually involve MLGPW&NH, UCAZ, Ministry of Water and Environment as well as the World Bank, UNICEF, GIZ, AfDB among other actors. Basically this peer review process is carried out

through an agreed programme and implementation structures and the peer review process that was adopted by the Government of Zimbabwe that is being rolled out in all local authorities include the government, UCAZ, Peer Review Coordinating Committee and the Peer Review Panels. All these play different role within this process and it is their mandate to plan for the days for the review process.

The structures made therefore have helped the local authorities in putting in place SLB focal persons in all selected local authorities and these are meant to communicate the processes more specifically the visit dates and any new developments pertaining the visits. Therefore the peer review process is done through the visits that the other local authorities do to that specific local authority under assessment and these visits may take 2 to 3 days depending on the size of the local authority such as Harare and Bulawayo which demands more time. The Peer review committee plays an essential role in ensuring that local authorities prepares the data very well and ensure that all relevant information have been captured in relation to performance indicators. It is through this peer review process that the local authority being assessed will gather information and prepare a report that will have a Performance Improvement Plans that contains the recommended plans as well as best practices for the following period.

The Peer review process for period 2014 that was done to most of the urban local authorities including Harare City Council that were visited and assessed through review meetings based on the data they would have captured in delivering services. More so this process involve the sharing of best practices as the City Fathers will be presenting the data that they have on water and sanitation and these practices such as greater citizen engagement in Masvingo in central Zimbabwe, where the city's authorities introduced a dedicated power line to the sewage pump. They also held the first-ever open day for the community to visit the sewage works and see their

money in action and it is through this initiative that trust between the local authorities and the community is strengthened. Therefore this helps the local authorities to copy such practice and apply them in their local authorities. (World Bank 2017)

In addition to that, the peer review process allows for transparency and accountability in local authorities as every activity under SLB is scrutinized and is reported to the SLB team and mostly gives the local authority the ability to set targets for the following year through PIPs. This is due to the fact that this process allows local authorities to present all the data they have at a peer review workshop as well as taking the SLB team to the exact place where progress such as installation of new water pumps would have been done, thus taking the team to the ground. Henceforth the SLB process is conducted through the structures as meetings are held and throughout this process.

2.8 CASE STUDY (SLB IN INDIA)

The urban population in India has been noted to rapidly be increasing and this means an increase in the demand of public services to the urban dwellers. According to the SLB Handbook (2014), the UN projected a population of about 590 million people by 2030 indicating that there is an additional 10 million urban dwellers per year. It further on stipulates that at about 70% households have been having access to tap water, about 82% having toiletry facilities but however the service quality is poor and the reliability, sustainability and affordability of water supply and sanitation (WSS) was still not as per expected. The World Bank Report 2011 states that most of the cities in India drinking water and services have not been safe, reliable and predictable, and this has been due to the fact that water quality in water bodies has been deteriorating and in shallow ground water due to uncontrolled discharge of raw domestic and

industrial waste water. Sunir et al (2017) further outline that in 2013 the population was 1252 million compared to the 1028 million in 2001 as according to the 2011 census and this population growth is the major contributor the increasing challenges of solid waste management in India. Therefore is as much as there is management of waste in India, there is need for new management systems of waste management facilities as the previous methods that were being used were noted to be inefficient and unsustainable thus having a negative impact on public health, the environment and the economy.

The above challenges in service delivery have therefore been the reasons among the need for the Government of India to adopt the Service Level Benchmarking initiative. According the Handbook for SLB in India, it was because of the recognized need to put critical reforms towards improving service delivery that the Government of India put in place the Service Level Benchmarking initiative focused on four key factors that is water supply, waste water (sewerage), solid waste management and storm drainage all this with the aim of enabling the urban local bodies to deal with exceptional challenges that they face daily.

As noted in the SLB Handbook, The Ministry of Urban Development in India initiated the development of standardized benchmarks in 2006 in respect to the basic municipal services. Thereafter a group comprising of the Institute of Chartered Accountants of India (ICAI), the Public Record of Operations and Finance (PROOF), the Water and Sanitation Program- South Asia (WSP-SA) and Municipal Commissions of Pune, Bangalore, Jaipur, Hyderabad and Kolkata which was constituted by the MoUD developed the draft Handbook of SLB and this was circulated among all states and various stakeholders for their inputs.

Based on the comments that were made by Public Records of Operations and Finance (PROOF), the Water and Sanitation Program-South Asia (WSP-SA) and Municipal Commissioners of

Pune, Bangalore, the draft was revised and a National Level Workshop was held in July 2008 with the aim of adopting the benchmarks with respect to basic municipal services related to water supply, waste water (sewerage), solid waste management and storm water drainage. In addition to the Flyer by the MoUD, it further goes on to say that in February 2009 the ministry launched the SLB Pilot Initiative which was aimed at encouraging and facilitating the adoption of the SLB framework.

In order to allow for the adoption of the SLB framework as stated in the Handbook, the MoUD further launched an SLB Pilot Initiative in February 2009 after the consultative workshop in 2008. This was aimed at obtaining technical support for the implementation of the framework in 28 pilot cities across 14 states and one union state namely Andhra Pradesh, Kerana, Tamil Nadu, Karnataka, Maharashta, Gujarat, Madhya Pradesh, Chhattisgarh, Odisha, Jharkhand, Manipur, Punjab, Himachal Pradesh and New Dehli. The Pilot Initiative was undertaken under a partnership arrangement with the involvement of various development agencies such as Water and Sanitation Program-South Asia(WSP-SA), Japan International Cooperation Agency (JICA), Gesellschaft für Technische Zusammenarbeit (GTZ), Public Record of Operations and Finance (PROOF) and Centre for Environmental Planning and Technology (CEPT), which is supported by the Bill and Melinda Gates Foundation. The report further assets that the aim of this piloting phase was to put SLB into practice rather than just a concept and this was done to establish a link between benchmarking and the internal performance improvements efforts as the above mentioned cities represented about 20 percent of the increasing population in India

Furthermore, an SLB Core Committee was established for each of the selected pilot cities and this consisted of the representatives from various service departments and this was to allow that these cities take a lead in the exercise. A State Nodal Officer was selected to facilitate and

oversee the implementation of the selected pilots from the Government State perspective. At the end of the data collection exercise, a National Consultations Workshop on SLB was held in December 2009 where the pilot cities presented their SLB performance data, and proposed actions for improving performance. This was intended to outline and inform the urban local bodies on good practices from the Indian and International Context and this gave the chance for the city fathers to reflect on their performance and what can further be done through SLB pertaining the four service areas of water supply, waste water, solid waste and storm drainage. It enabled city officials to identify their shortcomings as well as possible strategies for overcoming them. As a follow-up to the workshop, cities are developing Information Systems Improvement Plans (ISIPs) and Performance Improvement Plans (PIPs), which identify specific actions they propose to take and expected service levels consequent to their implementation. Below are the 4 elements that the Government of India focused on which contain performance indicators that it would focus on which differ from that Government of Zimbabwe adopted which focus on 3 elements and the ones that MoUD in India adopted are summarized as:

WATER SUPPLY

- Coverage of water supply connections
- Per capita supply of water
- Extent of metering of water connections
- Extent of non-revenue water
- Continuity of water supply
- Quality of water supplied
- Cost recovery in water supply services
- Efficiency in redressal of customer complaints
- Efficiency in collection of water supply-related charges

WASTE WATER MANAGEMENT

- Coverage of toilets
- Coverage of waste water network services
- Collection of efficiency of waste water network
- Adequacy of waste water treatment capacity
- Quality of wastewater treatment
- Extent of reuse and recycling of wastewater
- Extent of cost recovery in waste water mgt
- Efficiency in redressal of customer

	complaints <ul style="list-style-type: none"> ▪ Efficiency in collection of sewerage related charges
SOLID WASTE MANAGEMENT <ul style="list-style-type: none"> ▪ Household legal coverage of SWM services ▪ Efficiency of collection of municipal solid waste ▪ Extent of segregation of municipal solid waste ▪ Extent of municipal solid waste recovered ▪ Extent of scientific disposal of municipal solid waste ▪ Extent of cost recovery in SWM services ▪ Efficiency in redressal of customer complaints ▪ Efficiency in collection of SWM related user charges 	STORM WATER DRAINAGE <ul style="list-style-type: none"> ▪ Coverage of storm water drainage network ▪ Incidence of water logging/flooding

Table 1.5 shows the Performance indicators for Indian Urban Local Bodies. Adapted from SLB Handbook 2014

The focus by the MoUD in India through the focus on Urban Local Bodies to improve water and sanitation through focusing on the stated indicators have been of great importance to service provision in India. This initiative over the years have managed to produce results which are currently noted in their country and it is through this program that the MoUD have further made adjustments to the way of service level benchmarking by further implementing what is known as the SLB Connect Program. The World Bank Group (2016) states that SLB Connect is a program that compliments SLB program through SLB data that is gathered during the process, in this initiative ULB report data on the performance indicators and this is done through the use of Information and Communication Technology (ICT). As there were challenges in financing of the local bodies in India, the government introduced a funding mechanism through the SLB connect were the more effective the local authority through the data that will be captured, the more they will be able to get grants and financial support from the state. More so, SLB data is now very

important in reporting of the progress that municipalities are making which allows them to get grants from the MoUD ,as captured data will be been linked to the reporting systems which transfer feedback from citizens as well as being able to improve the tracking of outcomes from service provision and observation of the problems related to the outcomes at all levels in all areas.

In line with the above, the step forward that the Government of India has taken truly shows that SLB has improved service delivery to urban local bodies, and this monitoring, evaluation and reporting of data is of paramount importance to the duties of urban local authorities in improving service delivery.

2.9 RELATIONSHIP BETWEEN SERVICE LEVEL BENCHMARKING AND SERVICE DELIVERY

In Zimbabwe, all local authorities are constituted in terms of the legislation that is the Constitution of Zimbabwe of 2013, the Rural District Councils Act 29:13 and the Urban Councils Act 29:15. Urban local authorities are prescribed to provide municipal services including water, sanitation, electricity, basic health care, affordable housing and education. In view of the above it is the mandate of urban local authorities to ensure that water and sanitation has been provided to the community as prescribed in the acts as well as embracing the SDG goal 7 which is seeking to ensure adequate, clean and safe water for all as well as ensuring that sanitation and hygiene levels are adequate as well. In line with the above SLB focuses on tracking service delivery performance on local authorities over a certain period of time and this tracking and measuring will help to tell success and failures and acts as a self-regulating tool from the best practices of other as it allows for transparency and accountability. This tracking device called SLB in local authorities on water supply, sewerage and solid waste provides a

platform for local authorities to improve on the services that the City of Harare provides to the community.

World Bank Report 2014 avail that the World Bank Groups Water and Sanitation Program notes that by the provision of self-examination and self-improvement benchmarking help to improve service delivery effectiveness and the quality, improve transparency, enhance and build more transparency in local authorities, assists in proper resource allocation as well as prioritization of activities as this allows for more customer expectations as it demands for more efficient performance measures thereby increasing the quality of standards for the local authority. These self-examination process of benchmarking aim to improve service delivery in local authorities which under this study clarifies that service level benchmarking and improving service delivery are intertwined as SLB aim at improving the provision of water supply in the City of Harare, improving the management of the sewerage and the management of solid waste and these are the services that local authorities are mandated to provide in accordance to the Urban Councils Act 29:15.

2.10 THEORETICAL FRAMEWORK

2.10.1 Benchmarking Theory

According to Moriarty (2008), benchmarking is a well-established and respected mechanism that contributes to organizational performance improvement. Sackeyfio(2016) also states that benchmarking is a way or method that organisations use to improve performance. Benchmarking theory is established upon the performance comparison, gaps and changes in the management process and in this instance this theory looks at the gaps in water supply, waste water management and solid waste management looking at the changes taking place in management, the comparisons in the performance of other local authorities through peer review process. The Model further looks at the performance gaps with respect to generation and utilization within a

management system and to develop method to close them. The gap between internal and external practices reveals the changes were internal benchmarking is regarded as two ways communication and sharing information between departments within the same organization or between organizations operating as a branch in different countries (Cross and Leonard, 1994; Breiter and Kline, 1995) . Carpinett and De Melo (2002) suggests that there is need to undertake systematic mapping and analyse a wide range of contributing factors that contribute to the effectiveness, efficiency and improvement of the organization/business. In contrary, in SLB this is one of the key elements which allows for sharing the ideas within the organization and this is done through Performance Improvements Plans and Peer Review Assessments were the organization itself assess its own improvements in terms of the type of water they supply as well as how they are managing solid waste and waste water and share its best practices.

Amongst the types of benchmarking is external benchmarking, Kozak (2004) in Moriarty (2009), external benchmarking act as the persistence in improvement of one's performance by measuring and comparing with that of others and determine how others achieve their performance levels. This type of benchmarking provides opportunities for an organization to learn from the best practices and experiences of the others who have the competitive edge in the industry. This is also very important in SLB were external benchmarking explains the Peer Review Process that local authorities carry out in order to get experiences from other local authorities on how they are improving their service delivery. The Peer Review Process analyze the local authority current status and if there is any progress being made, take lessons as well as looking at the opportunities that they can adopt in their areas of jurisdiction.

More so is competitive benchmarking which occurs among direct competitors, Kozak (2004) further explains that competitive benchmarking is regarded as the most sensitive type of

benchmarking activities because of its difficulties in achieving an applaudable collaboration and cooperation with direct competitors and reach primary sources of information. Basically it refers to benchmarking an organization's performance with the competitor's standards, with the intention of maintaining the company's image as well as provision of services to the customers. This level of benchmarking therefore is essential in local authorities as management can put measures that are competitive to the stakeholders, PPPs as well as other players that would want to provide the same services of water and sanitation.

Another element is Functional Benchmarking which refers to comparative research and attempts to seek world-class excellence by comparing business performance not only against competitors but also against the best businesses operating in similar fields and performing similar activities or having similar problems, but in a different industry (Kozak, 2004, original sources: Davies, 1990; Breiter and Kline, 1995). Moreover, this type of benchmarking makes it easier for best in class organizations to share new ideas, best practice and experience together and it is as well regarded as non-competitive benchmarking (Moriarty 2011).

The last element is Relationship Benchmarking which occurs between organizations that have mutual relationship together before the agreement of benchmarking is sealed (Anderson, 1995). This method potentially may provide some benefits to organizations since less time is required and the trust established between the two parties will help break down confidentiality barriers. Cox et al. (1997) call this 'collaborative benchmarking'. Where local authorities can collaborate in their practices more specifically a Zimbabwean Local Authority with a South African Local authority which is dealing or have adopted the SLB initiative. Success in this means improved services in water supply, waste and solid waste management.

Benchmarking is an important tool to measure and track how local authorities ensure that services have been provided as it works towards the improvement of organizational performance and through service level benchmarking water supply, waste and solid waste services are at the right stack. More so, the use of the benchmarking theory widen the view of the City of Harare in the implementation of SLB as it involves important elements of being functional, external, relationship and competitive which all aim at improving organizational performance.

2.10.2 NEW PUBLIC MANAGEMENT MODEL

The emergence of new public management in developing countries and developed countries has been seen as a new paradigm to organizational effectiveness through new managerial ways differing from the old ways of doing business through traditional public administration. According to Hughes (2003) states that improving effectiveness and efficiency in the public sector needed a major shift from the old management paradigm which was more on processes and rules driven, thereby replacing with a new paradigm that attempts to combine modern management practices with the logic of efficiency effectiveness and economy but still retaining the core public service values. The OECD (1998) in Hughes (2003) further alludes that the new public management approach focus more on results, on clients, outputs and outcomes using management by objectives and performance management , the use of markets and market type mechanisms in place of centralized command and controlstyle regulation, competition and choice and devolution with a better matching of authority, responsibility and accountability.

Traditional public administration focused on certain principles of bureaucracy that Max Weber proposed which governed the traditional administration. Hughes (2003) state elaborated that the principals focus on issues of bureaucratic administration that focused on official jurisdictions areas that were governed by rules, laws and admin regulations. Secondly it focused on hierarchy,

office graded authorities where there is supervision of the lower offices by the higher offices that is having an ordered system. More so is management of the office by written documents and these files would be preserved that is performance of duty is done in public interest rather than the private life. Another principle was professionalism were office management usually presupposes thorough and expert training as well as the principle of administration dichotomy were politics and administration could work hand in hand whilst they are not the same. Another principal is the issue of one best way of working were there execution of duty follows procedures and lastly is administrative responsibility were everything is governed by law and these general rules are more or less stable as well as exhaustive but rather they can be learned. It was due to these factors that other scholars saw the need to change from this way of doing business from the ineffective and inefficiency, bureaucratic and uneconomical ways to the new public management were the rules are flexible and effectiveness, efficiency and being economic are the values to be archived.

The introduction of the new public management model thereby brought about a broad shift from traditional administration that is from the old way of administration to the new way of management. Hughes(2003) NPM focused much on the attainment of results as well as individual responsibility of managers. More so it focuses more on making the organizations personal and make employment terms and conditions more flexible rather than the usual typical bureaucratic way. In addition to that NPM pays attention to the setting clearly of organizational and personal goals and objectives that then act as a tool towards measuring the achievement through performance indicators as well as a more systematic evaluation of programmes to evaluate if they are being successful. To buttress this, Manning (2001) notes that NPM favors the creation of service delivery agencies who have well defined targets that allows them to

concentrate on their core business and this is similarly done in line with policy making. This view is very essential to the study as SLB uses performance indicators through the goals set in the performance improvements plans after the peer reviews which assess if the local authority is archiving its stated goals and objectives

Another perspective that new public management addressed is the idea that senior officials within the organization can easily get committed politically to the politics of the day rather than being independent from politics or not being involved. Furthermore Hughes states that government process needs to shift from bureaucratic means in terms of purchasing and delivery of services. This is sided by the idea that privatization is another new way in NPM that shifts from traditional administration as contracts and market testing elements are involved all aiming at archiving results rather than following procedure.

Pollitt and Bouchaert (2011) alludes that NPM addresses the issues of effective, efficiency and economic to governments as well as being responsive to the needs of the consumers thus residents and this is done by injecting business like methods that involves the issue of setting out targets, performance indicators, being competitive, setting out contracts as well as delivering to the markets. The New Public Management model is great importance to the study as it addresses the issues that SLB focuses on as well as the need to move away from traditional administration were the City of Harare shift from the bureaucracy and just following procedures but rather focus on increasing performance, achievement of results, awarding those who have done well. This is essential to the way of doing business by the City of Harare as it allows the council to improve service delivery and mostly the use of performance targets will assists in ensuring that council performance in water and sanitation has been improved.

2.11 GAP IN LITERATURE

The practice of using benchmarking by local authorities as a tool to measure, evaluate and report the progress that is being done in improving service delivery in Africa and other countries is very limited. The practice of SLB by India have given the researcher the need to explore more on how best is this initiative in improving the prevailing water and sanitation issues. Thus giving the researcher the need to explore if the SLB can be a solution to the improving water and sanitation in urban local authorities and if this can be applied to rural local authorities. As research has shown that urban local authorities in Zimbabwe are exercising this practice as they share best practices with each other to as to be effective in service delivery. Literature on SLB in Zimbabwe is limited as most of information has been provided by the world bank, but apart from that a few reseachers have explored on what is SLB and how benchmarking can be very important to the supply of water, management of sewerage and solid waste as have been shared on the benchmarking theory. Sharing of the SLB practices through reports to the community in Zimbabwe as well is another gap that the researcher saw fit to express the practices of SLB. Therefore the researcher saw it fit to explore these practices and avail if this is practice is effective enough to improve service delivery and if it can be instutionalised in Zimbabwe.

2.12 CHAPTER SUMMARY

The chapter focused on the literature review exploring the conceptual framework and the theoretical framework on issues related to service level benchmarking based information from various authors and scholars. The discussions explored more on what is SLB, what are other elements that support SLB at the City of Harare, which performance indicators that are being tracked at the City of Harare, the case of India and how SLB is being practiced and under what conditions, more so the relationship that is there between SLB and service delivery as well as

how SLB track performance of local authorities. To buttress this, is the theoretical framework were the researcher explained a theory and a model that supports benchmarking as a tool to improve organization performance. The gaps in literature was also included in this chapter. The next chapter will be focusing on the research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The chapter describes the methods and techniques used in carrying out the research. The researcher focus on research methods and research designs which guided the reaserch for the targeted population and sample sixe of the research. The research also looked at research instruments that is questionnaires and interviews to obtain data and procedural ethoical considerations were considered in collecting and analyzing data. The chapter summary will wind up this chapter.

3.1 RESEARCH METHODOLOGY

Research methodology helps in shaping and structuring the study as well as showing how the study was conducted. Research methodology is defined as a collection of methods, practises,

procedures and rules guiding the researcher in the study (Saunders, 2007). Burns (1997:2) defines research as a systematic investigation to find answers to a problem. In relation to that Avison (2005) stipulates that methodology is a broad and yet complex array of ideas, concepts, framework and theories, which surround the use of various methods and techniques.

3.2 RESEARCH APPROACHES

The researcher used both qualitative and quantitative research designs in carrying out his research so as to explore the depth of the data under research, therefore allowed the researcher not to be one sided in terms of detail but rather be balanced thus obtaining information from the numerical and decisions made of data based on experiences.

3.2.1. Qualitative Research Method

Creswell (2009) defines qualitative research as a means of exploring and understanding the meaning individuals or groups ascribe to a social or human problem. Flick (2006) says that the qualitative research process can be described as a sequence of decisions. To buttress this, Flick (2011) further asserts that qualitative researchers select participants purposively and interrogate small numbers of cases according to their relevance and this enables the researcher to gather information based on their experiences and the exploration of field events. Creswell (2009) supports Flick by alluding that the process involves emerging questions and procedures, data typically collected in the participants setting, data analysis inductively building from particulars to general themes and the researcher making interpretations of the meaning of data.

3.2.2 Quantitative Research Methods

Aliaga et al (2000) defines quantitative research as explaining phenomena by collecting numerical data that are analyzed using mathematically based methods. Flick 2011 suggests that it emphasizes more on measurements and it works largely with numbers as well as causalities, more so the methodological ideal under this research is kind of a scientific measurement

archived in the natural sciences. Quantitative approach is a method in which the researcher mainly uses the postpositive claims for developing data that is cause and effective thinking, decrease to specific variables and hypothesis and questions, use of measurement and observation, and the test of theories, employs strategies of investigation such as experiments and surveys, and gather data on predetermined instruments that yield statistics data (Creswell, 2004:22)

3.3 RESEARCH DESIGNS.

Marsha and Rossman (2006) defines a research design as the structure of a research. According to Avison (2005) a research design means all the issues involved in planning and executing a research project from identifying the problems through to reporting and publication of results. Under this study the reasearcher in collecting data based on primary and secondary tools , used qualitative and quantitative approaches in a bid to express the numerical and non numerical elements. Findings from quantitative research are usually presented in tables, graphs and pie charts where as in qualitative are a description of the findings which adds value to numerical data as it is well explained. The researcher used descriptive research design as all the details on graphs were able to be described and explained. Punch(2003) alludes that describing involves drawing a picture of what is taking place or what took place and this helps to simplify data and gives a better meaning to data. The researcher used interviews and questionnaires as the researcher was used case study method which helped to understand the real problems at hand, and look what can be the possible solutions. The research designs that the researcher used helped the researcher to note how SLB is improving service delivery in Harare and how helpful as it been and what are the solutions that the program can put in place.

3.4 TARGET POPULATION

Sekeran, (2000) defined population as the totality of cases that conform to some designated specifications which define the elements of the target group and those that are to be excluded. Furthermore, Coolican (2006) defines a target population as a community to which a given intervention is directed to. Therefore, the targeted population of this research were people or community whom the researcher approached in carrying out the study to obtain relevant information/results. The population of Harare is said to be 4.5 million as stated by ZimStat (2012) which consists of the residents and the business community that the researcher targeted. In the same population statistics noted that about 5000 is the number of council employees for Harare City Council in which the researcher targeted councils employees and SLB focal persons that is people who have better knowledge about the SLB program. It is within these stats that the researcher had to choose a feasible number in carrying out the research.

Category	Population	Sample size	Sampling Technique
Residents	4.5 million+	30	Purposive sampling
Business Community	4.5 million +	15	Purposive sampling
Council Employees	5000+	10	Stratified random sampling
SLB focal persons	5000+	10	Stratified random sampling
Total	4.5 million +	65	

Table 1.6 Target Population

3.5 SAMPLE SIZE.

According to Thakur (2009:71) sample size can be defined as a segment of subpart of the total population. Alliso et al (2001) defines a sample as a group of subjects from whom the researcher collected information. Sampling process therefore is selecting a number of people from the total population that will represent the whole group since the whole population cannot be surveyed at

once due to a variety of factors such as time and resources of the research. In this study, researcher is targeted a population of 65 respondents, divided as 30 residents who are receiving the services of water and sanitation from the City of Harare, 15 business people around Harare, 10 employees of council and 10 SLB focal persons who are part of the SLB initiative which may include engineers, finance directors amongst other that are committee members.

3.6 SAMPLING TECHNIQUES

Punch (2009) defines sampling techniques as processes of selecting and obtaining a sample in such a way that every member of the total population has an equal chance of being selected. This makes it easier for the researcher to gather data as it saves on time and resources. Although a number of sampling techniques can be applied to come up with the required data, the use of each of these techniques is determined by the nature of the study as well as the population size. The sampling techniques are usually classified into two main categories which are; probability sampling and non-probability sampling.

3.6.1 PROBABILITY SAMPLING

3.6.1.1 Stratified random sampling.

This technique refers to a process whereby population is subdivided into groups which are equal and depending upon known characteristics. The sub population are called strata and they are equal as well. Michael (2011) states that stratified sampling is when a proportion of subgroups in sample represent a proportion of subgroups that is strata in population. He further articulate that every member within a subgroup has a chance of being selected. Therefore in this with the research topic the strata's which consisted of the residents, the business community and council members and SLB focal persons were used to obtain information from these groups since the researcher could not interview and give questionnaires to everyone. This allowed everyone within these classifications to be selected and represent their groups.. Representation of the

population in stratas is efficient since it allows a subgroup to represent everyone and give the needed information. It also saves time of the research. However information provided can be biased since not all the views can be poured out.

3.6.2 NON PROBABILITY SAMPLING

3.6.2.1 Purposive or Judgmental Sampling

Punch (2003) articulate that judgmental or purposive sampling method is used when there are few people with the expertise in the area under study. It is also when the researcher does his own judgement on who best can be selected for the required data. This type of study allows for the selection of individuals who have data or knowledge about the topic under study. As such this is very essential to the study as the people who shall be selected by the researcher will provide the information of SLB that they are already knowledgeable about. The researcher was able to use the selected population in residents, the business people, the council members and the SLB focal persons to obtain information selecting those who have data over the topic under study. The questionnaires and interviews were directed to the people who had much detail and this assisted the researcher in getting information that is reliable and valid as they information is based on experinces and real knowledge.

3.7 DATA COLLECTION TOOLS.

3.7.1 Questionnaire.

The researcher used questionnaires as data collection tool. According to Raj (2000) a questionnaire is a pre-formulated written set of questions to which the respondents record their answers, usually from defined alternatives. It contains a lists of questions that the researcher intends to ask the respondents and in turn the informants will write all the answers on the space provided on the questionnaire. Harper (2001) points out that a questionnaire is an important

instrument for observing and recording data beyond the physical reaction of the observer which can either be structured or unstructured in with aim of recording information that is being researched upon. A questionnaires gives direction to the respondents on what exactly is being asked and it is suitable for the researcher as it allows him to know exactly the type of data that he is looking for and he wants. The researcher distributed 55 questionnaires to residents, business people, council officials and SLB focal persons and these questionnaires were both open and closed ended questions. This countenances easy analyzing and interpretation of data. There are several merits and demerits associated with questionnaire data collection tool which are as follows:

Advantages of Questionnaires:

- Questionnaires served as permanent record of the data to the research.
- Due to questions being straight to the point, quick responses were given thereby being less time consuming.
- Since questions were open minded , free and fair responses were given.
- They allowed the researcher to monitor and control the participants on their line of thought by asking questions that will act as a guide to the responses of the respondents.

Disadvantages of questionnaires:

- Questionnaires were not easy for the less illiterate people, but the researcher was able to assist the respondents
- Some respondents chose not to respond to some of the questions as they were afraid of being victimized, but the researcher through the guiding was able to tell the respondents that confidentiality was to be maintained as the research is for academic purposes.

3.7.2 Key Informant Interviews

The researcher made use of the face to face interviews with the selected SLB focal persons. Pierglorgio (2003) noted 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. This helped the researcher to obtain much relevant information from this set of focal persons as they were people from different local authorities as well as some from the Ministry of Local Government and UCAZ who were there at the first initiation of SLB, and these persons go beyond being the council employees. Therefore, this made the research authentic because the information that was obtained was based on experiences with SLB, success, gaps, challenges and lessons they have learnt.

Advantages of Key Informants Interviews

- The researcher was able to explain the purpose of the research and acted as a guideline to the interview.
- It was easy to conduct because the researcher asked the questions that were within the interviewee's knowledge based area.
- The researcher was able to redirect the asked question in a better way and wherever he would feel that the question has not been answered as expected the researcher would ask again in a better way.
- The researcher was able to change the questions due to verbal and non verbal responses on the interview on the spot if he realized that the question is repetition or is not relevant.

Disadvantages of Key Informants Interviews:

- It was time consuming in the sense that the researcher had to come up with a time schedule for the interviews to be effective.
- The interview was difficult to carry since some of the respondents had limited time to attend to the interviewer which led to some of the relevant information being left out.
- Failure to conduct the interviews may have led to biased information.

3.8 DATA SOURCES

3.8.1 Primary Sources

Kumir (2014) states that information gathered using the first approach is said to be collected from primary sources. Saunders et al (1997) highlighted that primary sources of data provides direct description of the study by the person who actually observed or witnessed the occurrence of an event or carried it out. The justification for the use of primary sources of data in this research lies in the fact that data is gathered from the original source and hence more reliable. The researcher used primary data which was obtained through semi structured questionnaires and semi structured interviews. More so the researcher used statistics that the City of Harare provided in relation to issues of water and sanitation and on the impacts that SLB has had on improving service delivery and this information assisted largely in data analysis and presentation. As coined by Kothari (2004), primary data is directly collected from the original sources and is free of being out dated and very reliable

3.8.2 Secondary data

According to Creswell and Clark (2011), secondary data is the data collected from already published sources such as books, reports, journals, census data and other historical informational collected for other purposes other than the original use. The researcher was able to use the magazines that City of Harare produces, the WASH reports, water and sanitation reports as well as SLB reports that the council had. These documents were relevant to the study as they assisted

the researcher to support the primary sources that were obtained during interviews and questionnaires such as the levels of water, the management of sewerage and management of solid waste management, as well as the issues that SLB is raising. Saunders et al (1997) alluded that, written documents can be important raw data sources on their own right. They can be used to provide qualitative data. Written documents will also use in the research to triangulate primary data collected through interviews and questionnaires.

3.9 ETHICAL CONSIDERATIONS.

Kumar (2011) states that it is unethical to collect data from people and data about people without taking care of some ethical concerns. The following ethical issues were upheld and respected in carrying out this research:

- ✓ Having permission by Midlands State University to conduct the research, the researcher made a formal request to the City of Harare to seek permission for the research under study.
- ✓ The researcher was formally dressed and this allowed good responses and respect from the respondents.
- ✓ Carefulness was fully advanced so as to avoid unnecessary errors and negligence.
- ✓ Ethical principles were largely considered through compliance with any government regulations and/or laws as well as ethical guidelines established by the organisation.
- ✓ The researcher made sure that all political views made were sidelined.

All reasonable precautions will be taken to respect and protect the welfare of all those concerned.

3.10 CHAPTER SUMMARY

The chapter provided information on the methodology that the researcher is going to use in conducting his research. The researcher was elaborating on the types of research techniques, the data collection tools also highlighting how these methods are essential to the study. The researcher also explored the research approaches, research designs, targeted population, sampling procedures, pilot survey, data presentation and research instruments that shall be used by the researcher to obtain data. To add on, the researcher articulated why he had chosen the selected instruments and explored their merits and demerits to the topic under study. The next chapter will present and analyze the findings that are to be obtained from the field that is presentation of research findings, data presentation and data analysis.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 INTRODUCTION

Chapter four presents, interpret and analyses data gathered and the findings on the research problem from various respondents. It is of great importance to analyze data from the findings so as to draw conclusions as well as putting some sense to the data. Interviews and questionnaires were the research methods that the researcher used to obtain data from the respondents pertaining Service Level Benchmarking, henceforth data analyzed was obtained through these. The

information will be presented in the form pie charts, tables and graphs and this will be presented as would have been analyzed. The views of residents, business community and SLB focal persons and council employees will be discussed.

4.1 RESPONSE RATE

4.1.1 Questionnaire response rate

The researcher drafted four sets of questionnaires for Harare City Council employees and SLB focal persons as well as Harare residents paying particular attention to Mbare, Glenview, Avenues, Mabvuku, CBD and Westgate as well as Business people around these places. The table below shows the number of questionnaires distributed and the number of response that was obtained.

Table 1.7 Questionnaire response rate analysis

Category	Targeted number of responses	Number of questionnaire responded	Number of questionnaire not responded	Percentage % of response rate
Residents	30	24	6	80
Business Community	15	12	3	80
Council Employees	10	9	2	90
SLB Focal persons	10	9	1	90
Total	65	54	11	83%

Source: Primary Data 2018

From the above table, the researcher targeted 65 respondents in which 30 were to be residents that stay in Harare and 15 business community that is people around companies around Harare were the researcher were to assess the effectiveness of SLB through the results that are being shown in water and sanitation. Out the 30 residents only 24 managed to respond and this is

represented with 80% total response rate. More so, the population that was targeted for the business people around Harare was 15 people found in surrounding companies and out of this the number of respondents was 12 thus giving a 80 %. The rating 90% that was obtained from the 9 out of 10 council employees that were to be chosen. SLB focal persons had a response of 90% response rate which is similar to the number of council employees. The response rate decreased from the expected due to the fact some of the respondents did not have knowledge of what was being asked which led to them spoiling some of the questionnaires. The other issue was the fact that, some of the questionnaires that the researcher left to be answered were not returned due to various reasons as well as denial by some respondents to answer the questions.

4.1.2 Interviews Response Rate

The researcher also used interviews as another instrument apart from the questionnaires. These interviews were focused much on the SLB focal persons as the researcher was concentrating more the detail about SLB articulating how SLB intend to improve service delivery, its impact as well as the results that SLB is providing. The table below shall illustrate the response rate of the interviews.

Table 1.8 Interviews response rate

Category	Targeted number of interviewees	Number of interviewees	Non interviewees	Percentage % of response rate
SLB Focal persons	10	9	1	90
Total	10	9	1	90

Source: Primary Data 2018

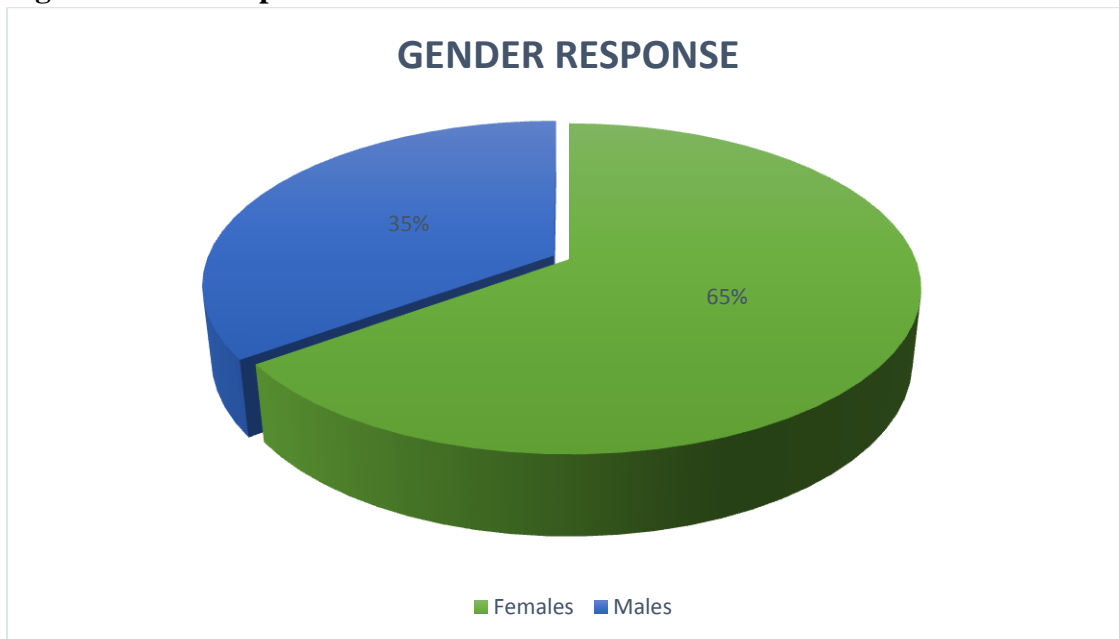
The response rate of interviews that the researcher conducted was 90% which was good as a large population was represented that is 9% out of the 10 response as the targeted population

of the people who have much expertise on SLB. This was very important as it helped the researcher to obtain much detail on SLB that the questionnaire would have left out. The researcher had an opportunity to probe more questions and ask for further explanation where it was necessary. The challenge that the researcher faced were the fact that some of the focal persons were out of work with business which disadvantaged the researcher as he had limited time to make appointments with them.

4.2 DEMOGRAPHIC DATA

4.2.1 Classification of respondents by Gender

Fig 1.2 Gender response rate



Source: Research data 2018

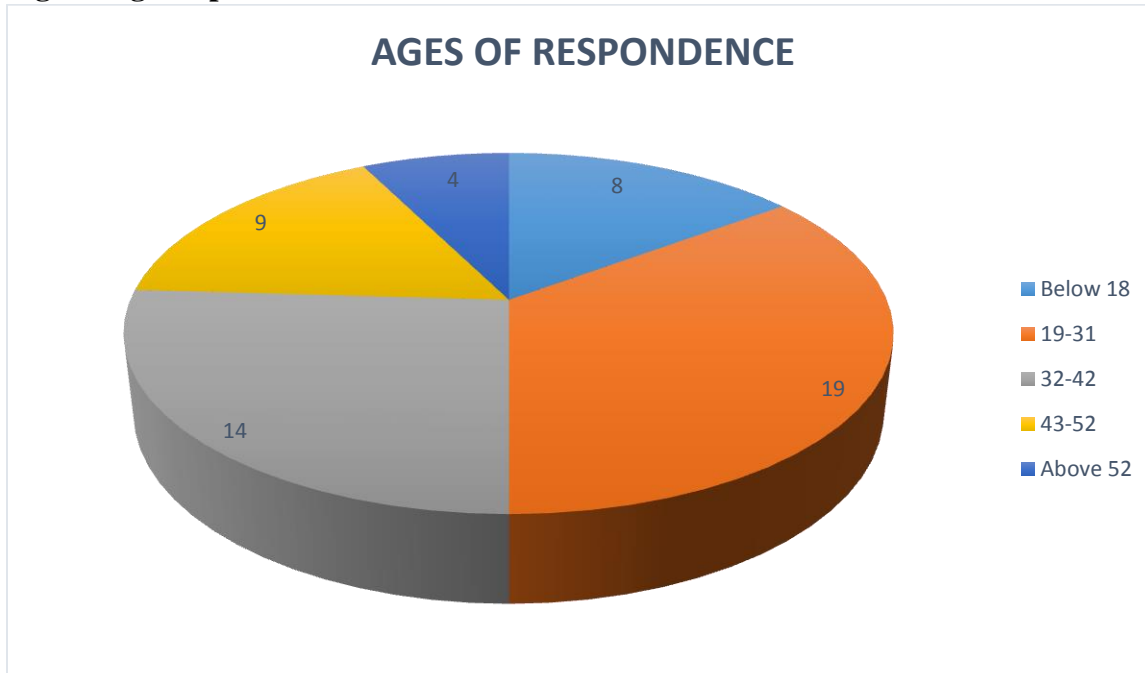
The Fig 1.2 above presents the data on the response rate in terms of gender on how many females and males responded. Therefore the fig shows that the response rate of females is higher

than that of males were females response rate was 65% and for males was 35%. This clearly shows that more females responded than male respondents. This is due to the fact that the researcher targeted a lot residents which amongst the residents' females occupy the largest number in most families. The difference is also due to the fact that most women are household wives who are into the informal sector. As a result the researcher also focused on these women as they are the ones who receive water and sanitation from the City of Harare. Males dominated the workplace as they were the ones who gave the highest responses to the questionnaires and the interviews that the researcher asked and this clearly showed that most managerial positions are male dominated.

4.2.2 Classification of respondents by Age

The figure below shows the response rate of different age groups that responded from the target population. The response rate for people below the ages of below 18 years of age was 12.5% of the targeted population which consisted of the residents that is young boys and girls that the researcher encountered that had information on water and sanitation. The majority of the respondents was 35% which were respondents with ages ranging from 19 to 31 years and this came as a result of residents of this age were the ones who would be at home doing manual jobs such as hair plaiting, youths at home unemployed among others as well as those students that are on attachment that have knowledge on SLB as it was noted that focal persons had their juniors who would help them in the field trips.

Fig 1.3 Age response rate



Source: Research Data 2018

Respondents of the ages 32 to 42 had a rate of 25.9% and 43 to 52 were at 16.6% were it was noted that both groups are occupied by the admin positions as well as managerial positions and these were basically the people who had much information of SLB as it involved people who were the SLB focal persons as well as part of the initiative. The last group of people aged 52 and above were the lowest response rating 7.4% as this consisted of a few old people that were able to read and write that helped the researcher in obtaining some of reliable and relevant information.

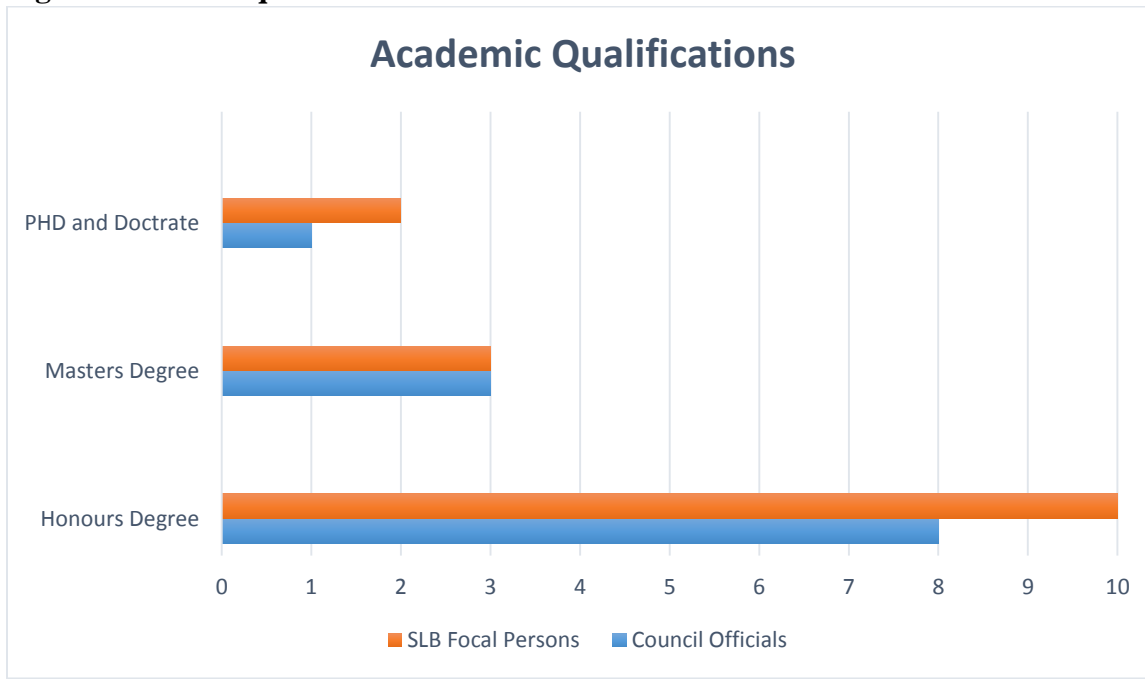
4.2.3 Classification of respondents by academic qualifications

4.2.3.1 Academic qualifications of council officials and SLB Focal Persons

Fig 4.3 shows the levels of academic qualifications of Council Officials, and it is clearly shown that about 100% response rate of SLB focal persons holds honors degree and 80% of council officials who responded are holders of the same and some of them stated that it is work in

progress obtaining the master's degree, 30% of both respondents are holders of Master's degree. 10% of council employees are holders of PHD whereas 20% of the focal persons who responded are holders of the same and of the 30, 10% holds doctorate.

Fig 1.4 Academic qualifications for officials



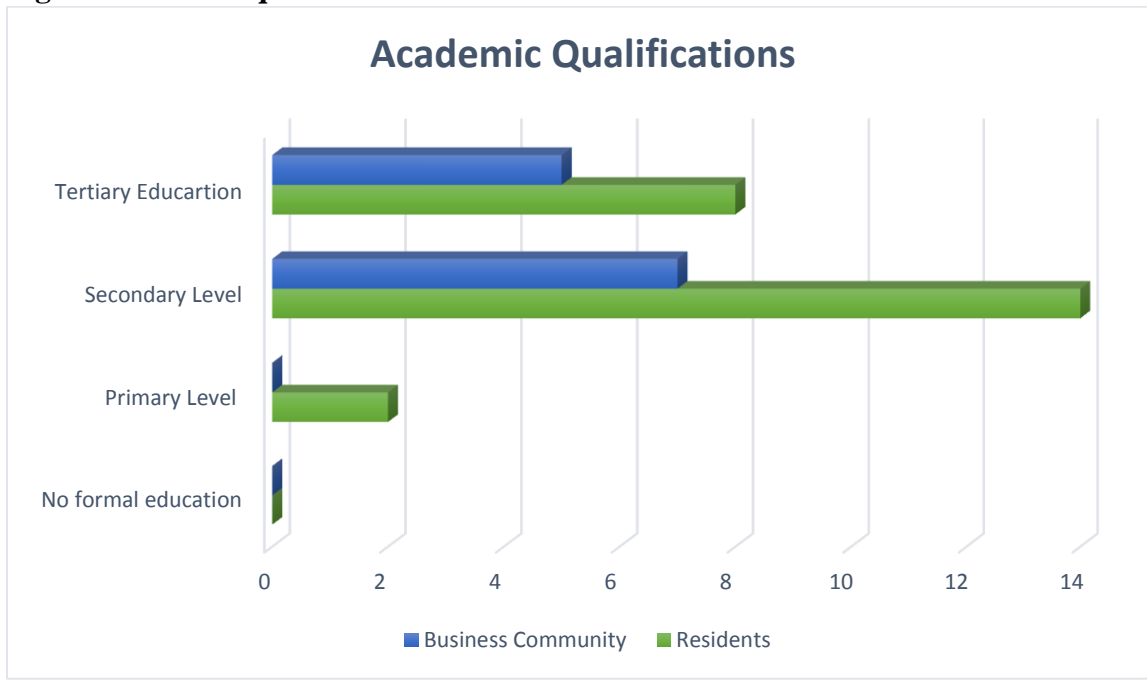
This is direct evidence that shows the validity of the information that the councils employees and SLB focal persons shall give as they are well educated and they very know the SLB initiative as well as the water and sanitation issues at ground. The levels of education helped the researcher to identify flows that the respondents would address on the questionnaires as well as from the interviews that the researcher conducted.

4.2.3.2 Academic qualifications of residents and the business community

The levels of education for the residents and the business community was divided into four categories that are no formal education, primary level, secondary level and tertiary education.

The Fig below shows that most of the respondents amongst residents and those working in companies are most dominated by people who have studied up to secondary level rating 58.3% and 41.6% respectively which is helpful to the study as the respondents were literate. This can be noted by 33.3 % of residents who responded to the questions went through tertiary education and a complimentary 58.3% of those working in many companies who have also gone to tertiary education. In terms of the residents most of the people were those who are doing O level lessons amongst other married people who finished up to secondary level. In terms of people in different companies, the larger number was those who were doing hand jobs, most of the management were the ones that went through tertiary education. The level of education helped the researcher to get reliable information as they are literate. Their knowledge of water and sanitation issues was essential as it is easy to record the information based on what they observe on a day to day basis on the water supplied, sewerage management and solid waste management. Therefore the information will be reliable even though most of the respondents might have given false information.

Fig 1.5 Academic qualifications for residents

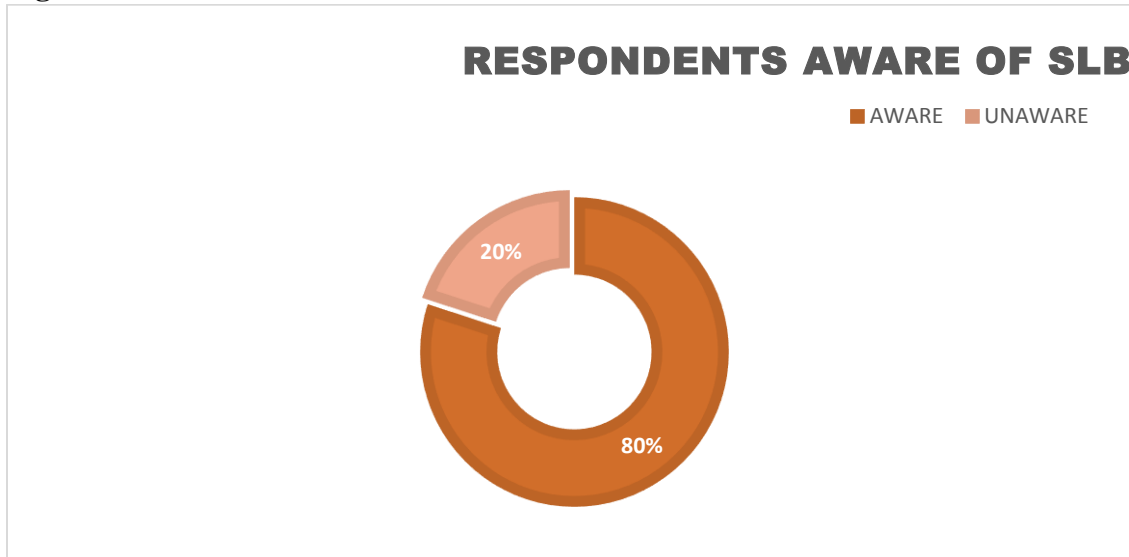


4.3 Respondents Data Analysis

4.3.1 Knowledge about SLB to council employees and SLB focal persons

The research shown that the proportion of 80% of council employees have knowledge about SLB and what it intend to archive. Most respondents proved to know that their council was part of the 32 selected local authorities selected to practice SLB. However they noted that it was only the engineers, finance directors, admin and directors who were mostly involved in this program had much detail about this program as evidenced by the involvement of the aforementioned on this initiation of SLB (Annual Peer Review 2014). The Fig 1.6 below will show the level of awareness that the respondents have about the SLB program.

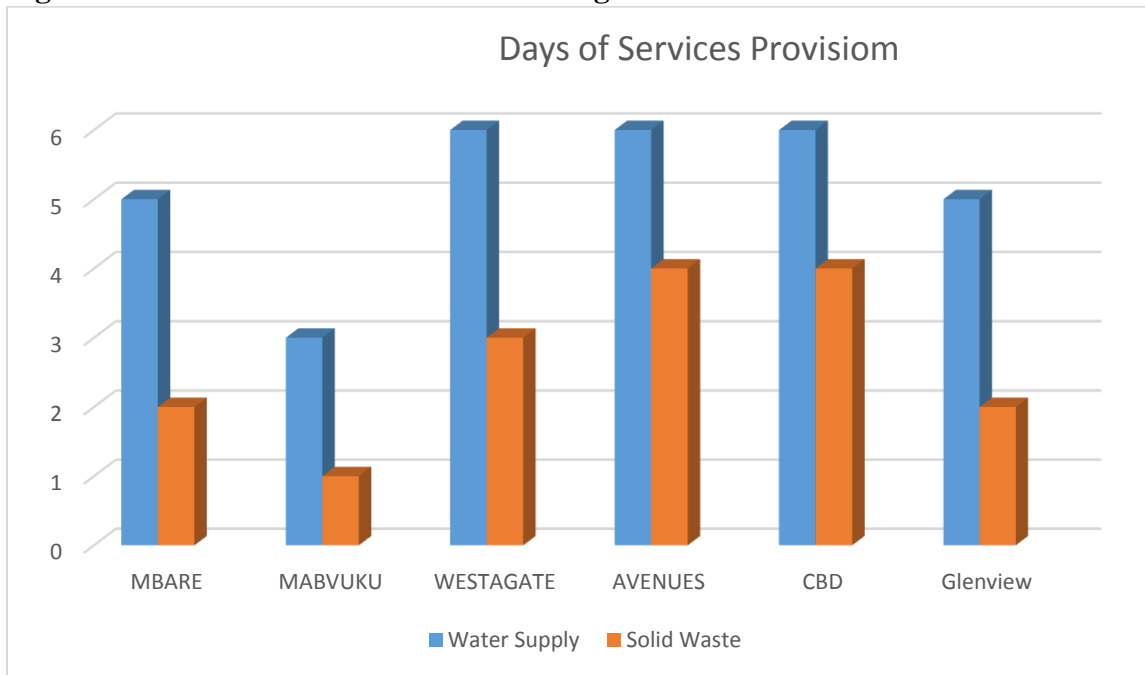
Fig 1.6 SLB awareness levels



4.4 ACCESS TO SERVICE PROVISION

As SLB focuses on addressing the issues of water and sanitation in terms of water supply, sewerage management and solid waste management. In terms of water supply residents in Harare stated there are different rations of receiving water in their home places and they noted that the water they receive is drinkable but have a dubious quality that is not favorable.

Fig. 1.7 Provision of water and waste management



Data Source: Reseach Data 2018

a. Water Supply

The respondents noted that the supply of water by the City of Harare in most places is at an average of 4 days a week in most places, putting into consideration that in places such as Mbare, Glenview and Mabvuku there are places that receive water 5 days a week and it was noted that places like Westgate and Avenues receive water 5 to 6 times a week but due to its unfavorable color most of the residents in Westgate and Avenues opt to buy water from the water selling companies. It was also noted that there are other places that receive only once as well as those new places under development do not receive water but rather use boreholes and wells as their water sources. As stated by one of the SLB focal persons, City of Harare now supply between 500 to 600 megalitres of water which is now different as compared to the previous years were the city of Harare was supplying 400 megalitres per day but the water being supplied is not as per expected which shows that there are still challenges in water provision in Harare. The report

in Daily News 2017 that was made by Mayor Bernard Manyenyeni where he stated that the demands for water supply increases each day due to increased population, therefore the water that is needed sums to about 800 megaliters, which coincides with the research findings that the supply of water in 2017 was at 400 megaliters and but now it is at 500 to 600, thus making the data that was provided authentic. The quality of water that is being supplied daily by the City of Harare has been found not favourable to all residents, which contradicts to the right of people to provide potable water stated in section 77 of the Constitution. During the interview some of the respondents noted that, about 35-45% of Non-Revenue Water (NRW) is lost during the production of water from the water plants which has been noted to be a challenge that SLB is addressing through rehabilitation of the Morton Jeffrey water works by the Chinese Company, and this supports the view by the World Bank 2014 that stated that NRW for City of Harare is about 40%. The peer review process has played a key role in the monitoring of the City of Harare's loopholes in terms of water supply as the recommendations they obtain from the peer review process will need to be archived and be reported at the following review.

b. Solid Waste Management

80% of the respondents stated that refuse or garbage collection in the City of Harare is being collected at an average of 3 days a week and this is done using the Council Trucks available and for the refuse that is not being collected is it being dumped in open sites which is leading to a lot of pollution. Masocha (2003) supports this by stating that states that 60% of solid waste is produced and most of it is dumped on open sites posing great threat to the environment and the people. One of the respondents noted that there have been improvements in the collection of waste from 1 day per week to at least 3 to 4 days a week due to the purchased waste collection trucks that were bought by the council in 2017. There also noted that bins are there in the City of

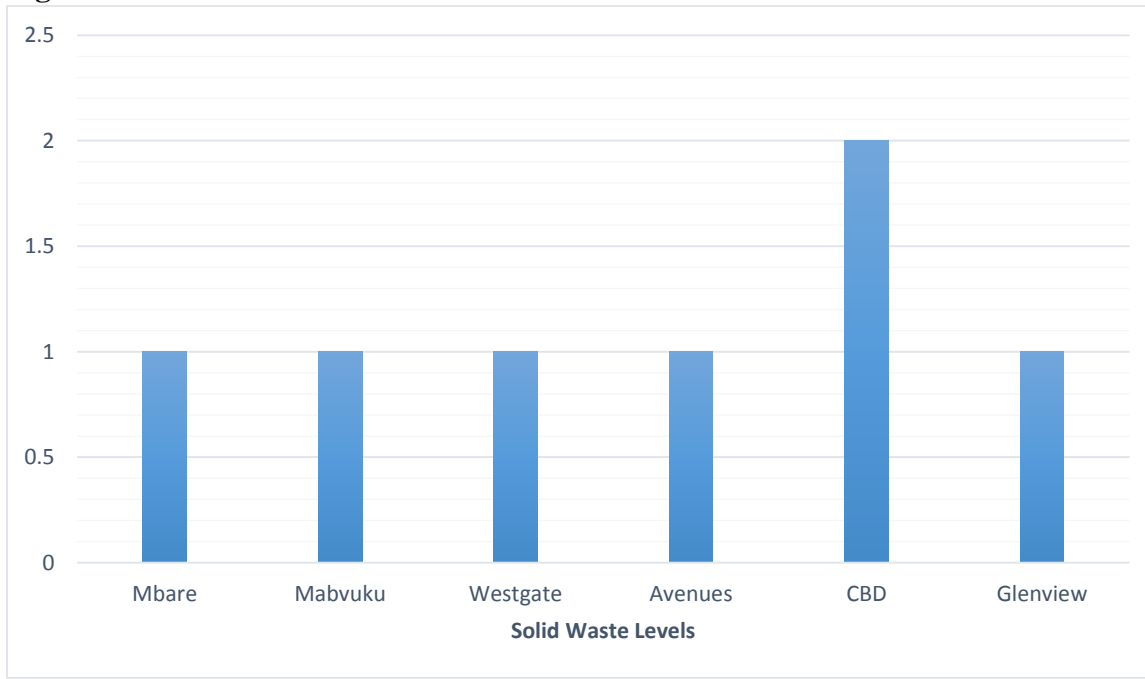
Harare but there's need serious monitoring as well as maintenance so as to avoid litter everywhere in the City. More so respondents noted that, the peer review process have given much hope as there are periodic assessments of local authorities on how they are managing solid waste management. The major challenge that was highlighted was the need to have more scientific dumping sites apart from the Pomona landfill which all of Harare depend on thus noting that there is need for more improved scientific landfills.

c. Sewerage

The Fig 1.8 below shows the days in which sewerage or waste water is collected or recycled in parts of Harare. World Bank 2017 notes that one of the major challenges councils are facing is the issues of poor services and high levels of pollution. This can be noted by the response that was made that, sewerage management is one of the major challenge that councils are still lagging behind, as a result they stated that councils do not recycle their sewerage systems more often it was noted that they are only available when there is a burst sewer from the available pipes. It can be noted that, sewerage is recycled and tracked once a month when there are any challenges in burst pipes were the residents are afraid of diseases. This was the same case as to companies were they stated that the mechanisms that local authorities use to take care of the waste that comes from companies are not favorable to them. Another major challenge that was noted during the interview, it was the fact that Harare City Council of sewerage management goes beyond just catering for the people, to the sewer treatments plants which are not functional to their maximum or expected capacity. This is evidenced by Environmental Report(2016) Firlie sewer treatment plant was noted to have 2 out of 7 pumps working and Crowborough sewer treatment plant is using 1 out of 4 pumps, Hatcliffe sewer plant uses one one major pump, Coroughbrow

sewer plant also used just and all the other are not functional, thus leading to failure in management of waste water.

Fig 1.8 Solid Waste collection levels



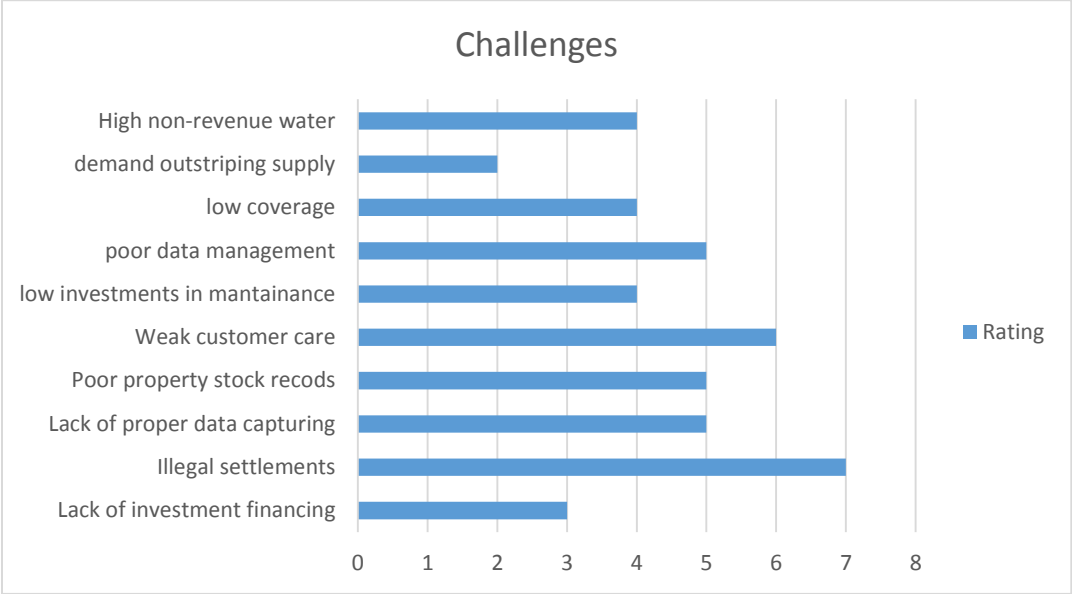
More so, it was stated that recycling is still in progress as the City of Harare under SLB is still looking for better ways to address these issues through best practices. One of the key SLB Focal persons respondent that the researcher went through during an interview stated that, the linking of PIPs to the strategic plans will help clearly the issues of waste water that are so prevalent and one of the respondents as well noted that there are major improvements in waste water management in the CBD as there are less burst sewer pipes.

4.5 Challenges that City of Harare is facing that SLB noted.

There are a lot of challenges that emanated from the data that the researcher collected as the researcher was looking at the challenges that the City of Harare was facing that came out of the SLB process. Poor data management is one of the major challenges that the City of Harare was facing that is failure to provide all necessary data pertaining the solutions that they have been

facing. Tsiko et al (2012) states that the council is failing to manage its service provision due to factors such as tight budgets, low capacity, and inefficiency in management of data, illegal raw sewerage disposal, and high non-revenue water among other factors. In this regard, it can be noted that there is lack of proper data capturing, data management and data security as well pertaining the issues the challenges and solutions that SLB is addressing. To concur this notion is the issue of lack or poor proper stock records which can be noted through the massive issues of corruption.

Fig 1.9.1 Challenges being faced



Secondly another challenge is the issues of weak customer care were the complaints of customers were not being addressed, this was explained that most council have the complaints register but do not really attend to it, and the response mechanisms have not been at par. World Bank(2014) noted the challenges that SLB is unveiling such as that of weak customer care and poor involvement of other players. Another element of the same note is the issue of lack of proper or full stakeholder involvement in the planning, analyzing and reporting the SLB process to the peers as well as in the council procedural. The above analysis link to the analysis that, the

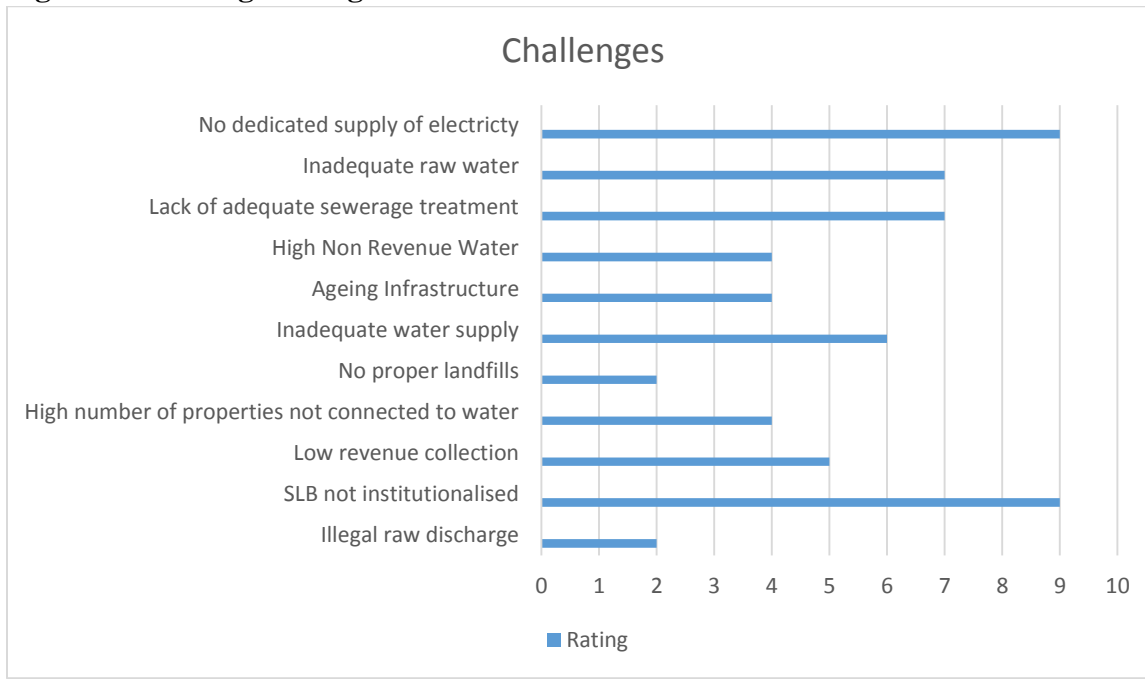
responsiveness gave that involvement of different players and customer care through provision of services and responses to their needs is still a challenge in Harare. It was explained that stakeholder involvement in the SLB process is very low as some of citizens' representatives associations are not aware of this SLB process.

Thirdly is the issues of illegal settlements which have grown rampant in Harare where people are settling in areas that do not have water facilities, sewerage connections or proper solid waste management. This has caused a lot of problems to the City Council as demand of services has outstripped supply. Muzondi (2014) noted that a number of newspapers in Zimbabwe have provided cases of mushrooming illegal settlements all around reaching to a number of about 30 informal settlements such as Whitecliff, Chimoio, Porta and Hopley Farms, Jacha, Dhonoro and Komboniyatsva in Epworth. The situation of the growth of illegal settlements has caused the demand of services to be higher than that of supply in the sense that new settlements demand service provision but it is difficult to supply these services as the residents in these areas are not legal.

Fourthly, illegal raw discharge, no proper scientific landfills, properties not connected to council systems and inadequate sewerage treatment are other challenges that the SLB process has surfaced. Nhapi (2004) indicated that the changes of waste management from the Harare City Council to ZINWA brought about changes as after the transfer of power, untreated human waste was now diverted into Lake Chivero which is the city's main water source and this challenge is still in continuation. As the City Council is not able to manage water waste due to malfunctioning water plants such as failure of Firle and Hatcliffe water works to recycle waste water as evidenced by the Environmental Report (2016), thus inadequate sewerage treatment

plants as well as proper scientific landfills. More so, most of the properties of late have not been connected to the sewer systems of council which is also another challenge.

Fig 1.9.2 Challenges being faced.



Fifthly, inadequate raw water, inadequate water supply, high non-revenue water, ageing infrastructure and low revenue collection. All these challenges concurring the discussions by the researcher in the statement of the problem. The respondents on interviews noted that, the issues of pollution in the Lake Chivero, Mukuvisi river among other water sources have left the City of Harare unable to have enough raw water to supply as the infrastructure that supply this water is old leading to loss of non-revenue water during transportation. Financial Gazette (2018) described Non-Revenue Water as water that leaks during transportation, unauthorised use, inaccuracy in the metering systems, water that overflows at the water tanks as well as on service use upto the final consumer meters. In support of the aforementioned data, the DailyNews 2017 states that the levels of NRW water are at 40% and all this result from most of the issues mentioned above. This thereby shows that, a lot of water is lost along the way which is leading o

the shortages of water supply. Thus lack of inadequate water supply as noted in Mabvuku, Mbare, Glenview that water is supplied at an average of 4 times a week thus leading to low revenue collection as rate payers are not willing to pay.

Sixthly, City of Harare also suffers the issues of no dedicated supply of electricity which has also caused the council to fail to provide enough water to the communities. The growing population due to the informal jobs as well as informal settlements have thus caused the demand of services to be higher than the supply and shortages in electricity supply has at large been a problem affecting service delivery. This is a challenge that the interview noted that literature didn't capture during this research.

Seventhly another issues is the challenge of favouritism in the SLB process in terms of the marks and the rankings that other local authorities are facing. Another respondent noted that, most of the local authorities including city of Harare when they assess each other, due to the fact that the Town Clerks/CEOs know each other they will rate each other with bias rather than telling each other the exact truth on whether they are improving service delivery or not. In relation to that, it was noted that the Urban Councils Association is the key player in data capturing but this is not reliable enough as they are the only ones who are majoring in the issues of council data of the SLB process. These issues were noted through the research in which literature had not managed to point out that favouritism is misleading the SLB initiative astray as this will lead to failure to show tangible results. This therefore is one of the major challenge in SLB that, instead of being implementors of change, they are being problem identifiers who don't do anything to change the situation at hand.

Eighthly, the economic situation of most councils is not as expected and the funding of the SLB initiative in most councils is still low which is noting that most councils are just able to identify

the challenges but not able to deal with them due to the issue of finances. Financial Gazette (2018) side this by noting the debt that City of Harare is owed by ratepayers which amount to USD\$600 million dollars as noted by the senior officials. Literature supports this through Zhou and Chilujika (2013) who states that the economic situation of local authorities is not stable enough to sustain their operations, and continuous government grip, political interference and limited revenue base. Therefore the financing of local authorities is largely a challenge as it was also noted that, since the initiation of SLB, the partners such as World Bank and UNICEF did not clearly outline the sources of financing to the SLB process.

Lastly, SLB program is not institutionalized which have found it so difficult to be really cemented as local authorities are already practicing it and this was noted through the interviews and questionnaires as literature had failed to articulate this data. It is however been a challenge as local authorities will just gather data for that very moment due to the fact that they have been told that, the peers will come for the visits on a mentioned date, thus leading to a draw back in the success of the project.

4.6 MECHANISMS TO ADDRESS THE ISSUES OF WATER AND SANITATION.

4.6.1 Stakeholder Involvement

The responses that the researcher obtained proved that there is stakeholder involvement in the SLB initiative that is now taking place as there have been low participation of stakeholders in this initiative, New Public Management Model according to Hughes (2003) explains that new public management focuses on results, on clients, outcomes and inputs in order to increase organizational performance. Pursuant to stakeholder involvement as one of the major objective of the City of Harare, stakeholder involvement and buy in is playing a key role in ensuring that

there is citizens engagement and residents association in this SLB initiative so as to gain support. 90% of the respondents on questionnaires noted that there is stakeholder involvement that is helping in making sure that SLB process from planning, monitoring, evaluating and reporting. It was also noted that, stakeholder involvement is still low, as a result the City of Harare is working in increasing the involvement of the citizens, the residents associations amongst other actors.

4.6.2 Alignment of PIPs to Strategic Plans and Budgets

The respondents also noted that alignment of PIPs to the strategic plans and to the budgets was essential to improve service delivery in local authorities. 55% of the respondents noted that performance improvements plans shows the activities that council intend to carry out in the ending year. Therefore, the City of Harare last year managed to link its PIPs to the strategic plans and the budget so as to make sure that the issues recommend to them by the peer review teams are addressed thereby making SLB a success. It was also noted that, this alignment is very significant as allows the City of Harare to make realistic budgets and plan accordingly thus helping in benchmarking of the plans thus embracing the benchmark theory.

Fig 1.10 Stakeholder Involvement

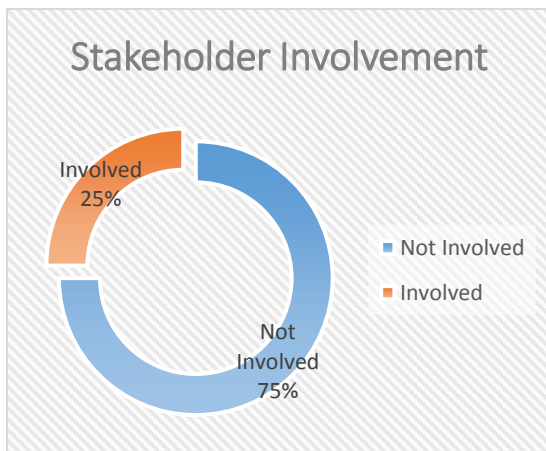
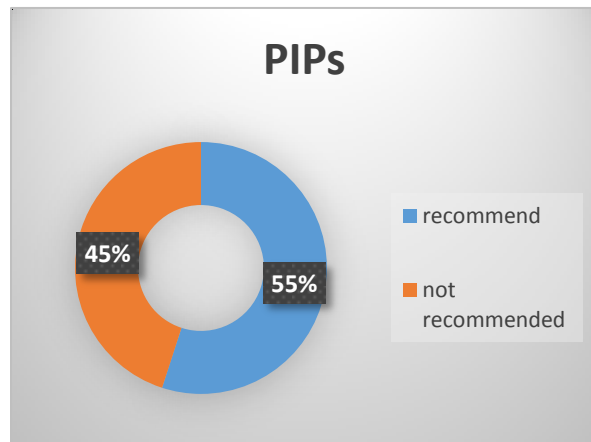


Fig 1.11. PIPs



4.6.3 Infrastructure Development

As SLB aims at looking at the gaps and show council capacity, one of the major mechanisms that the respondents noted is the issue of infrastructure development. 100% respondents noted that there is need to develop the infrastructure more specifically the major water plants in Harare that is Morton Jeffrey as well as massive rehabilitation of water pipes so as to reduce the amount of Non-Revenue Water. Through sharing of best practices through the peer review process, City of Harare has been able to take mechanisms such as looking for partnerships who can fund the rehabilitation of the Morton Jeffrey project. The issue of funding to the development of infrastructure is one of the major challenges that the City of Harare is facing, this issue has been prevalent for a long time thereby giving the City of Harare the need to engage into partnerships as well as government support as the revenue they collect is not sufficient to purchase new water pumps among other elements as well as supporting the rehabilitation of Hatcliffe, Firlle and Coroborough water works.

4.6.4 Adoption of SLB funding mechanisms

Furthermore, it was noted that most councils are facing a challenge in the financing of the SLB process, as a result of failure by the key players of SLB to clearly identify the funding mechanisms of the whole process in relation to the dilapidating finance of most local authorities. As has been noted that, revenue base is low and economic status for most local authorities is prevalent including that of City of Harare thus affecting the funding of SLB. It is in this regard that, the Ministry of Local Government Public Works and National Housing with all 32 local authorities opted to introducing the Performance Improvement Funding which is money that is included in the council budget and shall be used to implement the activities mentioned in the Performance Improvements Plans so as to improve service delivery.

4.6.5 Separation of Operations and Maintenance

In a bid to enhance water and sanitation in Harare, it was noted during the interview that council is currently practicing the separation of operations costs and maintenance costs as well as the concept of separation of arrears from current revenue. Peer Review Annual Report 2016 supports stating that the principle of separation of operations and maintenance is crucial as it improves sustenance in assets and this ensure a long asset lifespan as council is able to know the costs of their operations as well as the revenue they obtain. In pursuant to effective measure of managing revenue and council finances, SLB has helped the City of Harare as well to be able to embrace separation of arrears from current revenue as the finances being paid for arrears are separated from those of current revenue. This does not concure with the literature, which means that the findings were able to unveil this mechanism The separation of the arrears from the finances that are being paid for the services being provided is an effective measure that if council continues to embrace it the revenue of City of Harare will increase even more

4.6.6 Best Practices enhancing service delivery

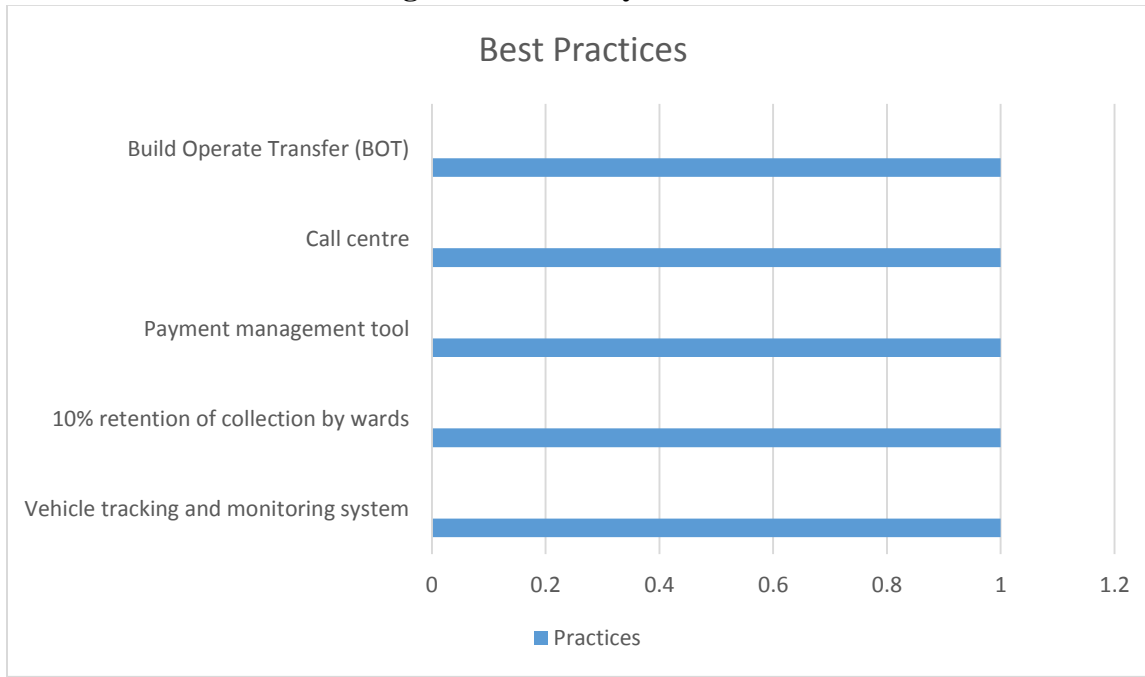


Fig 1.12 Best practices being shared.

Peer Annual report (2016) defines best practice as a best technique or method that has consistently shown results superior to those achieved with other means and these can be used as a benchmark. These practices are obtained from the Peer Review process that peers use to assess themselves if they have made progress in relation to the plans they would have made in their performance improvements plans. 100% of the respondents on questionnaires and interviews stated best practices as one of the mechanisms that local authorities are using to enhance service delivery and this clearly proved that sharing of best practices is one of the most important elements that SLB has bought about which is a tool that gives local authorities a portion of what others are doing and the benefits they are obtaining. Supporting this the definition by SLB by Chegutu municipality blog, SLB is a process whereby urban local authorities peer review each other and share best practices on water and sanitation. A good example again can be noted by the progress that Bulawayo City Council is making in interacting with residents through call centers, complaints registers and suggestion boxes to communicate with its residents as well as the Council, community and private sector partnerships in Insiza RDC where two medium sized bridges were built based on in-kind donations to a private contractor where the community gives a bag of maize being equivalent to a bag of cement and the private investors sell the maize to return his finances. These are some examples of BOT partnerships that the City of Harare is tapping into.

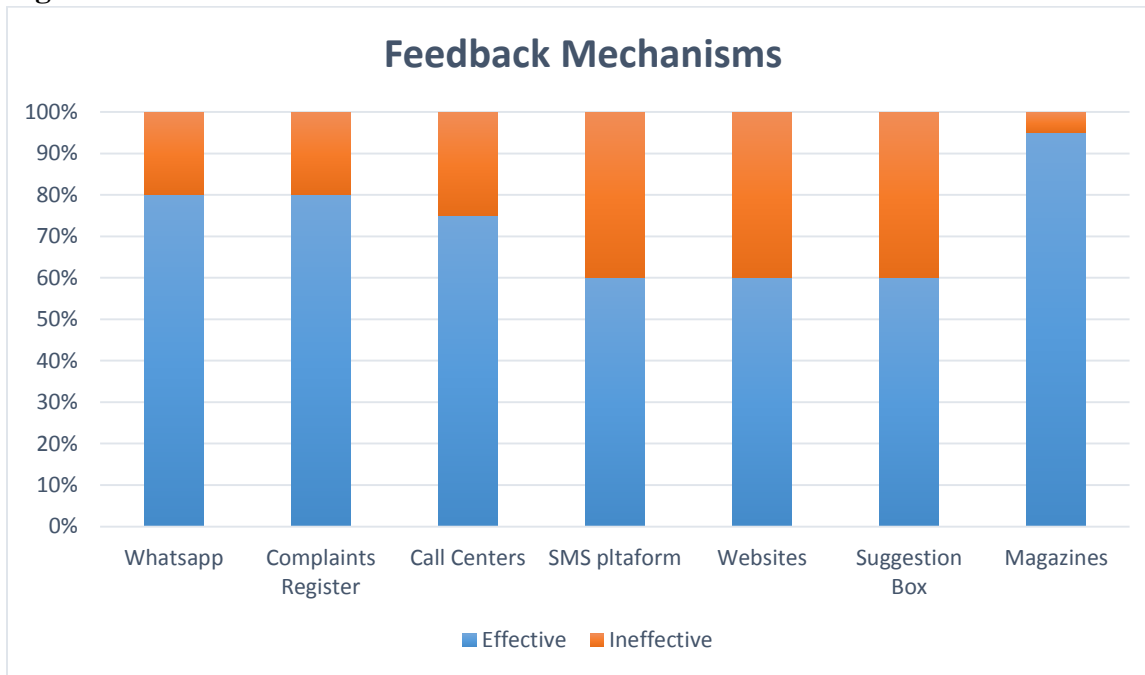
4.6.7 Feedback Mechanisms

A variety of feedback mechanisms have been adopted through SLB by the City of Harare and all these working towards improving organizational performance. Some of these reasons included the use of call centers, customer complaints register, Whatsapp platforms, SMS platforms and the use of a website. Peer Review Annual Report 2015 supported by the 2016 note that one of

the performance indicators for water supply, sewerage management and solid waste is efficiency in unsatisfactory response and reaction to customer complaints. The respondents stated that, these mechanisms now help the City of Harare to address the wishes of the people as well as helping the council to improve its performance as it is accountable to people. It was also noted that the complaints register is revised and the issues they present to council are taken into consideration and get addressed as there will be a register. City of Harare through its councilors have Whatsapp groups and SMS platforms where they can discuss some of the prevailing situations in their communities such as bursting of sewer pipes. 90% of the respondents proved that these feedback mechanisms are working properly to addressing the problems that residents are facing. It was also noted that, the response to customer complaints have changed lately as the council this is due to the fact that through SLB council set responding to customer complaints as one of the performance indicators, therefore council is entitled to respond to the complaints of all customers.

Chatiza et al (2016) recognize Bulawayo as Zimbabwe's most customer focused council as they have gone a step ahead apart from complaints register to using twitter and facebook as well as representatives from councilors that allows residents to write to the Town Clerks. There are also able to request emergency services like fire and ambulance, report burst pipes and sewers, refuse collection and make enquiries and queries about bills and get feedback. Not only are residents but also stakeholders are able to communicate with the City Council on local government service delivery issues and this have noted to be effective for city of Bulawayo as service delivery have been improved through these communication and feedback mechanisms.

Fig 1.13 Effectiveness of feedback mechanisms



To enhance accountability and transparency, the City of Harare also used magazines as feedback mechanisms to show the residents of all the progress that is being made in the council and these are published every month by the council. There the adoption of SLB through the peer review process is being helpful to respond to the needs of the people.

4.7 BENEFITS/EFFECTIVENESS OF SLB/PEER REVIEW SYSTEM

4.7.1 Data capturing

Data management is one of the benefits that the officials noted as a beneficiary of council through service level benchmarking. According to Galleto (2018), management of data is a process that includes obtaining, authorizing, storing, protecting and processing required data to ensure the availability, reliability and timeless use of data by the users. In local authorities data management involves obtaining data through the peer review process where councils share their best ideas, more so the issue of keeping data either in soft copy or hard copy through filing as

well as accessibility. 80% of the respondents noted that data management is one of the benefits that SLB brought about as the local authorities are now able to capture data as they are able to present the data that they collect from the peer review process. It was also noted that one of the major challenge that was prevalent in local authorities was failure of data management and data security. World Bank Report 2017 states that as SLB enables local authorities to capture data based on the results and recommendations, it is after there are a lot lessons to be learnt and the council have scored a lower or bad score that it produces a PIP. Supporting the reasons for adopting SLB, one of the reasons was to ensure that local authorities are good data managers and are able to capture all relevant information so as to plan accordingly. It is now through the sharing of practices through SLB that local authorities are now able to keep their data as well as the information that they obtain from their fellow peers.

4.7.2 Best Practices

90% of the respondents that the researcher asked during the interviews noted that the sharing of ideas, identification of gaps through sharing of best practices is another major benefit that SLB brought about. It was further alluded that, due to the fact that local authorities are able to identify their capacity gaps from the information that they obtain from the other peers, City of Harare has been able to copy and paste these practices leading to improved service delivery. As the minds of the City of Harare are opened, opportunities are created as they copy the activities that other local authorities are doing. City of Harare was able to adopt the activity that Karoi Town Council is currently practicing of bring molding out plastics which is a recycling method of solid waste, as there are a few landfills around Harare. Another example is the effective use of websites by Makoni RDC and Bulawayo City Council, the City of Harare even though it had them, the lessons they learnt from Bulwayo and Makoni made them opt to use their website in a more effective way to advertise their council.

4.7.3 Transparency and Accountability

Service Level Benchmark also have brought in transparency and accountability to residents, stakeholder and amongst local authorities themselves. In this regard, operations and activities that are taking place in the City of Harare in water supply, sewerage management and solid waste thus garbage collection in relation to the stated performance indicators can now be shared openly through the peer review process, were these activities are evaluated and assessed. 65% of the council's employees and SLB members acknowledged that this tracking, assessing, reporting initiative is and effective tool in enhancing accountability as the City of Harare is supposed to report back to the peer review process at every year ending, assessing the progress the short falls, the usage of material and monetary resources. Therefore, the sharing of this information helps the council to realize its mistakes and thereby be able to plan for the coming year through the use of performance improvements plans which are linked to the budgets, which they will present on the following term.

4.7.4 Investment Attraction

Service Level Benchmarking has also brought about new idea to attract investment in the City of Harare as it embraced Easy of Doing business where everything is happening under one roof. One of the respondents during an interview discussed this as an important element that if the City of Harare adopts well will change service delivery levels. The explanation was based on the need to take serious the practices that peers share among each other such as the effective use of PPPs as well as the reduction and regulation of tariffs. According to the Peer Review Annual Report 2016, there have been an increase in opportunities to engage the private sector in the provision of improved water and sanitation facilities and services. It further explains that, there is need to review the tariff structures to economic levels as some of the tariffs are very high and some are uneconomically low so there is need to work out a tariff structure that will help to bring about

investment and enhance trade. Moriarty (2009) states that competitive benchmarking refers to benchmarking of an organisations performance based on the competitors standards and in order to create competition, local authorities need to attract investment in order to boost service delivery through increased revenue.

City of Harare is amongst the 32 local authorities is one of the councils that have already started applying this norm so as to create an enabling environment for investment attraction. On the same note, the effective use of the television, radio, call centers as well as the website are some of the effective, measures that City of Harare are applying to advertise their areas of jurisdiction to attract investors so as to improve service delivery in terms of water and sanitation being advertising the opportunities through tenders and jobs that the private sector can handle such as the use of private companies to collect solid waste in the urban areas.

4.7.5 Improved Revenue Collection Strategies

Failures by local authorities to effectively collect revenue in order to enhance service delivery in water and sanitation has been a major challenge in most local authorities such as City of Harare. Therefore the peer review process has also brought about the sharing of the better strategies that can be adopted and embraced to increase revenue collection levels. Manzungu (2012) suggested that apart from external forces there are major internal forces affecting service delivery such as failure to collect revenue. Therefore, their findings noted that there is need to revisit this and put in place new and revisit the revenue collection strategies in order to improve service delivery. A good example is the use of Payment Plans that Zvimba RDC is using to collect revenue from the rate payers and this is advertised on television and radios, as residents, companies among other players are able to plan on how they will pay their rates. In addition to that is the use of biller

codes, zim switch among other facilities as these are effective as rate payers are able to pay their rates anytime and anywhere.

4.6.6 Up scaling SLB to other services

Local authorities have also embarked on up scaling SLB to other services apart from water and sanitation services. The practices in India have also indicated the Ministry of Urban Development moving from just benchmarking the four clusters but rather they have moved through SLB Connect to the use of ICT to gather data and program it in line with the performance indicators of each urban local authorities. The World Bank Group (2016) states that SLB Connect is a program that compliments SLB program through SLB data that is gathered during the process, in this initiative ULB report data on the performance indicators and this is done through the use of Information and Communication Technology (ICT). For that reason, the Zimbabwean local authorities have find it suit to advance from just benchmarking water services but other services such as roads, street lighting, storm drainage which is one of the clusters that India is focusing on as well as governance. To buttress the progress that SLB is making in urban local authorities is up scaling of the SLB program to rural local authorities so as to embrace the wash services taking place.

4.8 Chapter Summary

The chapter mainly focused on data presentation, interpretation and analysis of the research findings on an assessment of the effectiveness of Service Level Benchmarking in improving service delivery in urban local authorities the case of City of Harare. The chapter presents the findings of the data that the researcher collected. In presenting data the researcher used tables, pie charts, and graphs that helped explaining data collected and research questions. The chapter also highlighted the challenges that City of Harare is facing, the mechanisms that are being applied to address water and sanitation issues as well as the best practices and feedback

mechanisms that are helping local authorities to embrace SLB. The next chapter will focus on research summary conclusions and recommendations.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter serves as the final episode of the research as it summarizes the previous chapters that the researcher explored and explained. This chapter therefore is going to make conclusions and make recommendations of the whole research so as to determine if the research objectives have been achieved and the research questions were answered.

5.2 Summary

The study focused on assessing the effectiveness of Service Level Benchmarking in improving service delivery in urban local authorities the case of City of Harare was used. The adoption of Service Level Benchmarking in Zimbabwean urban local authorities to address the issues of water and sanitation paying particular attention to the three clusters that is water supply, waste water management and solid waste management triggered the need to conduct this research. As Service Level Benchmarking was focusing on the issues of water supply, waste water management and solid waste management, the researcher was also driven by the need to assess how the City of Harare is practicing this initiative and if this initiative is bring any changes. More so to, look at challenges such as high non-revenue water, low efficiency in revenue collection, poor quality of data management and decision making, poor property stock records, low capacity, weak customer care, low coverage, high pollution, poor services and demand outstanding supply. Therefore questions such as how is SLB addressing these issues and how successful is it arose, as well as it is effective enough to be institutionalized and be applied to the rural urban local authorities as a solution to address the issues of water and sanitation. More so the shortages of water supply on the places that receive water 3 days or once a week as well as the issues of required amount of water by the City of Harare as well as the recycling of waste,

looking at how does council deal with issues of sewerage pipes on what are the challenges that Council is facing and how do they respond to the council complaints on sewerage. As well as management of solid waste all around Harare looking at the challenges of unavailability of landfills, garbage collection trucks and management of waste at large. It was from this background as well as these reasons that the researcher dug much on Service Level Benchmarking and assessing if it is an effective tool to improve water and sanitation challenges.

The background of the study as articulated above, statement of the problem, research objectives and research questions, justification of the study, delimitations, limitations and definition of terms were explored in chapter based on the key issues addressed above.

Chapter two focused on literature review where relevant literature was extracted from various scholars where issues like conceptual framework, theoretical framework and the gaps that are in this literature were discussed. Conceptual framework discussed themes which included what is Service Level Benchmarking, what are PIPs, the Peer Review Process. If further on explore the history of SLB in Zimbabwe as well as the reasons for adopting SLB in Zimbabwe such as to improve service delivery, share best practices among other elements. Performance indicators and the governing government structure supporting SLB were discussed looking at how these conduct the peer review process which was another element. The researcher also discussed the practice of SLB in India as well as the relationship that is there between SLB and service delivery. Theoretical Framework was another major element where the researcher looked at Benchmarking theory and New Public Management Model and how these are essential to the study. Chapter two was concluded with the gaps that are in literature where the scholar noted that there is need to really explore more on SLB as it is the solution towards improved service delivery.

Chapter three presented the research methodology. The chapter submitted the research approaches used in the study, the design of the research, targeted population and sample size, sampling techniques, research instruments, data collection tools and data sources as well as the ethical procedures done in collecting data. The researcher used qualitative and quantitative approaches to this study and also the research design. The targeted population and sample size were the other elements that the researcher looked at that is a target population of 52 participants of groups such as residents, business community, council employees and SLB focal persons. Both probability and non-probability sampling techniques were used by the researcher. Questionnaires and interviews were the data collection tools that the researcher used to obtain primary data and secondary data was based on the council magazines, publications, handbooks among other sources. The researcher considered the ethical procedures that are anticipated when one is carrying out the research. The researcher managed to seek permission to conduct the research in the City of Harare and was able to hold confidentiality of data collected and able to uphold all ethical principles.

Chapter Four data was presented, analyzed and interpreted using data collected from the targeted population. Data was presented using pie charts, tables, bar charts and photo graphs to provide summarized information in a statistical manner so as to allow easy understanding. The response rate 87% overall of the questionnaire targeted population, were 80% of the residents responded, 75% of the business community responded and 80% of the council officials and SLB focal persons respectively. 80% was the overall rating of the respondents who answered the interviews. The responses noted the supply of water, management of waste water and solid waste management levels are moderate but not as per expected as well as failure to provide these. The results also proved the relevance of SLB as there has been a lot of changes as the minds of local

authorities have been changed resulting in the adopting of a variety of mechanisms all in a bid to improve service delivery such examples includes quick and effective response mechanisms to the consumers.

The final chapter stresses on providing summaries, conclusions and recommendations to the general research problem.

5.3 Conclusions

The findings in Chapter Four on the data that the researcher presented analyzed and interpreted led the researcher to make the following conclusions:

- ✓ SLB is an effective tool to use in improving service delivery but there is need for local authorities to identify challenges and act upon them rather than keep on looking for problems year after year.
- ✓ Stakeholder involvement in the SLB process is not as expected, the stakeholder involved are the same who initiated the process. There is no full participation of all relevant stakeholders such as the residents associations, representatives from the business community to help in the planning, reviewing of the performance of City of Harare.
- ✓ The City of Harare is also failing to provide services as they are supposed to do, they are still lagging behind as they lack capacity to provide water 7 times a week, collect waste that twice a day and recycle the sewerage systems, there are a lot of challenges that are still prevalent in Harare that the council need to address through SLB.
- ✓ SLB is improving the performance of City of Harare through the peer review process as there is sharing of ideas, gaps identification, capacity building, problems identification and possible lessons and mostly the best practices that other peers are applying in their local authorities.

- ✓ Service Level Benchmarking is facing challenges in the funding of the procedures as well as the operations of the results or plans in the PIPs which is making slowing the pace of improving service delivery.
- ✓ SLB funding is a challenge to all local authorities including Harare City Council are failing to manage their own accounts to fund the activities mentioned in the performance improvements plans, that is performance indicators such as increasing the supply of water ,repairing and mantainance of sewer pipes and tanks as well as creation of scientific landfills.

5.4 RECOMMENDATIONS

Having made the above conclusions on how effective is SLB improving service delivery in water and sanitation at City of Harare. The following recommendations were made:

- The is need for City of Harare to engage all relevant stakeholders in the SLB process as it helps to identify the problems and manage to get material and financial assistance from a variety of stakeholders
- The City of Harare should make sure that is put proper measures to capture, store and manage the data that it produces as well as that it gets from the peer review process that is included into the performance improvements plans
- There is need to embrace Information Communication Technology as the world is fast moving, and more paper work should be replaced with the use of websites, SLB Connect, GIS, social media among other platforms so as to enhance organizational performance.
- SLB is a solution towards improved services on water supply, solid waste management and waste water management therefore there is need for SLB to be institutionalized and

policies to be crafted that will guide this initiative so as to remove barriers and challenges of corruption and favouritism.

- City of Harare need to upscale service level benchmarking from just water and sanitation to all other services and not only to good governance, roads and street lighting so as to improve the performance and service delivery.
- Local authorities should copy how SLB in India has helped to boost urban local bodies(local authorities) to sustain themselves and improve service delivery.
- City of Harare should embrace the new funding mechanism of Performance Improvement Funding that is aiming at helping local authorities to be financed in implementing its activities as well as execution of its duties.
- Data collected from the SLB process should be kept by a reliable source and be kept safely for future use, and for the sake of other peer reviewers who might need assistance on how other local authorities are making progress in some of the areas that City of Harare might be failing.

For Further research

- Service Level Benchmarking practices have brought about remarkable changes and this simply means that, it has been helpful to our local authorities as they have been able to share how best are they managing their local authorities in improving service delivery. A lot of local authorities including Harare City Council have managed to improve how they carry out the activities within their areas of jurisdiction eventhough there are a lot of challenges noted. As a result of the research that was carry, the researcher noted that not much has been investigated on the issues of Service Level Benchmarking in the

Zimbabwean context on how this initiative can be a tool towards improving service delivery.

- Therefore issues like what are the best practices, how can SLB improve financing of local authorities, what are the missing links in SLB, how effective can SLB be to improving not only water and sanitation but to all other services, what can be done by the government and local authorities as well as other players such as World Bank to improve service delivery through SLB.

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APPENDICES

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX I

QUESTIONNAIRE FOR THE RESIDENTS.

I am Munyaradzi Kamonjola registration number R145310G .I am a Local Governance Studies student with Midlands State University. I am currently conducting my research entitled, '**THE EFFECTIVENESS OF SERVICE LEVEL BENCHMARKING IN ZIMBABWEAN URBAN LOCAL AUTHORITIES. A CASE OF THE CITY OF HARARE**'. I, therefore kindly request you to fill this questionnaire to enable me accomplish the research. Your honest and sincere responses are highly appreciated for academic purposes and shall be treated with utmost confidentiality. I thank you very much for your cooperation.

Please answer the following questions; remembering that all your responses will remain strictly anonymous and confidential. Please indicate your answers with a tick in the box of your choice and also answer the questions using the space provided where applicable.

Kindly assist with honest answers;

Instructions to respondents:

1. Please answer by putting a tick on options given.
2. Please provide correct information that you know.
3. Express yourself freely on undefined questions.
4. Feel free to ask the researcher on questions that you do not understand.

NB: Names on this questionnaire are not allowed to promote confidentiality.

Section A

Part A: Please answer by ticking where applicable.

1. Kindly indicate your gender by ticking in the appropriate box.

Male Female

2. Kindly indicate your age by ticking in the appropriate box.

Below 20	20-30	30-40	40-50	Above 50
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Level of Education

Primary [] Secondary [] Tertiary []

4. Kindly indicate your occupation by ticking in the appropriate box.

Formally employed [] Self Employed [] Unemployed []

5. What is the number of your family members?

1	<input type="checkbox"/>
2	<input type="checkbox"/>
3	<input type="checkbox"/>
4	<input type="checkbox"/>
5	<input type="checkbox"/>
6	<input type="checkbox"/>
7	<input type="checkbox"/>
8 and above	<input type="checkbox"/>

Section B

1. Are the services provided by City of Harare adequate?

Moderately inadequate [] Highly inadequate []

Moderately adequate [] Highly adequate []

2. How many times is water supplied per week?

1 Day [] **2 Days** [] **3 Days** [] **4 Days** [] **5 Days** [] **6 Days** [] **7Days** [] **8 Days** []

If more state how many days. **Days** []

3. How many times is garbage, litter, bins etc get collected at your door step per week?

1 Day [] **2 Days** [] **3 Days** [] **4 Days** [] **5 Days** [] **6 Days** [] **7Days** [] **8 Days** []

If more state how many days. **Days** []

4. Do you get any services from the sewerage system from Council? Yes [] No []

If yes how many times per month _____

5. What colour is the quality of water that you receive?

6. Are there enough bins to throw garbage?

6. How quick does Harare City Council respond to the customer complaints on water supply, sewerage and garbage collection?

7. What are the challenges that you as residents are facing?

8. Are there any notable improvements in water supply, sewerage and garbage collection in your area?

Comments _____

8. Please add any comments that you may have about water supply, sewerage and solid waste on Harare City Council?

Thank you for your time and cooperation.

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX II

QUESTIONNAIRE FOR THE BUSINESS COMMUNITY.

I am Munyaradzi Kamonjola registration number R145310G .I am a Local Governance Studies student with Midlands State University. I am currently conducting my research entitled. **‘THE EFFECTIVENESS OF SERVICE LEVEL BENCHMARKING IN ZIMBABWEAN URBAN LOCAL AUTHORITIES. A CASE OF THE CITY OF HARARE’**. I, therefore kindly request you to fill this questionnaire to enable me accomplish the research. Your honest and sincere responses are highly appreciated for academic purposes and shall be treated with utmost confidentiality. I thank you very much for your cooperation.

Please answer the following questions; remembering that all your responses will remain strictly anonymous and confidential. Please indicate your answers with a tick in the box of your choice and also answer the questions using the space provided where applicable.

Kindly assist with honest answers;

Instructions to respondents:

1. Please answer by putting a tick on options given.
2. Please provide correct information that you know.
3. Express yourself freely on undefined questions.
4. Feel free to ask the researcher on questions that you do not understand.

NB: Names on this questionnaire are not allowed to promote confidentiality.

Section A

Part A: Please answer by ticking where applicable.

1. Kindly indicate your gender by ticking in the appropriate box.

Male Female

2. Kindly indicate your age by ticking in the appropriate box.

Below 20	20-30	30-40	40-50	Above 50
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Level of Education

Primary [] Secondary [] Tertiary []

3. . Kindly indicate your occupation by ticking in the appropriate box.

Formal Business [] Informal Business []

4. Business Specialty _____

5. What is your occupation in the business? Please state below,

Section B

1. Are the services provided by City of Harare adequate?

Moderately inadequate [] Highly inadequate []

Moderately adequate [] Highly inadequate []

2. How many times is water supplied per week?

1 Day [] **2 Days** [] **3 Days** [] **4 Days** [] **5 Days** [] **6 Days** [] **7Days** [] **8 Days** []

If more state how many days. **Days** []

3. How many times is garbage, litter, bins etc get collected at your door step per week?

1 Day [] **2 Days** [] **3 Days** [] **4 Days** [] **5 Days** [] **6 Days** [] **7Days** [] **8 Days** []

If more state how many days. **Days** []

4. Do you get any services from the sewerage system from Council? Yes [] No []

If yes how many times per month _____

5. What colour is the quality of water that you receive?

6. Are there enough bins to throw garbage?

7. How quick does Harare City Council respond to the customer complaints on water supply, sewerage and garbage collection?

8. What are the challenges that you are facing as business people on issues of water and sanitation?

9. Are there any notable improvements in water supply, sewerage and garbage collection in your area?

Comments _____

9. What can be done by the City of Harare to address the issues of water and sanitation that your company is facing?

10. Please add any comments that you may have about water supply, sewerage and solid waste on Harare City Council?

Thank you for your time and cooperation.

MIDLANDS STATE UNIVERSITY



**FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF LOCAL GOVERNANCE STUDIES**

APPENDIX III

QUESTIONNAIRE FOR COUNCIL EMPLOYEES

I am Munyaradzi Kamonjola registration number R145310G .I am a Local Governance Studies student with Midlands State University. I am currently conducting my research entitled, ‘**THE EFFECTIVENESS OF SERVICE LEVEL BENCHMARKING IN ZIMBABWEAN URBAN LOCAL AUTHORITIES. A CASE OF THE CITY OF HARARE**’. I, therefore kindly request you to fill this questionnaire to enable me accomplish the research. Your honest and sincere responses are highly appreciated for academic purposes and shall be treated with utmost confidentiality. I thank you very much for your cooperation.

Please answer the following questions; remembering that all your responses will remain strictly anonymous and confidential. Please indicate your answers with a tick in the box of your choice and also answer the questions using the space provided where applicable.

Kindly assist with honest answers;

Instructions to respondents:

1. Please answer by putting a tick on options given.
2. Please provide correct information that you know.
3. Express yourself freely on undefined questions.

4. Feel free to ask the researcher on questions that you do not understand.

NB: Names on this questionnaire are not allowed to promote confidentiality.

Section A

Part A: Please answer by ticking where applicable

1. Kindly indicate your gender by ticking in the appropriate box.

Male Female

2. Kindly indicate your age by ticking in the appropriate box.

Below 20	20-30	30-40	40-50	Above 50
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Level of Education

Ordinary Level	<input type="checkbox"/>
Advanced Level	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Honours Degree	<input type="checkbox"/>
Master's Degree	<input type="checkbox"/>

4. What is your occupation? _____

SECTION B

Please indicate or comment on the question provided below.

1. Do you know a Council Program called Service Level Benchmarking? YES [] NO []

b. If **YES** How effective is this program in addressing the issues of water and sanitation?

2. How many times per week does the City of Harare: a. Supply water []

b. Maintain and recycle sewerage [] c. Collect garbage and waste []

3. Does Harare City Council have mechanisms for obtaining views and feedback from the residents? If yes what are these mechanisms

4. What is the quality of water that the City of Harare produce and supply?

5. Do you know of the peer review process that is used in assessing the performance of urban local authorities? **YES** [] **NO** []

If **YES**, how effective is this process?

6. What improvements can be made to the peer review process?

7. Are there any remarkable changes in water and sanitation services? **YES** [] **NO** []

If **YES** what are these changes?

8. What are the efforts that City of Harare has implemented through SLB?

9. Is there any stakeholder involvement in the peer review process? **YES** [] **NO** []

If **YES**, how effective is it?

10. If there any other comments you may have on Service Level Benchmarking program, please add?

Thank you for your time and cooperation.

MIDLANDS STATE UNIVERSITY



**FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF LOCAL GOVERNANCE STUDIES**

APPENDIX IV

QUESTIONNAIRE FOR SLB FOCAL PERSONS

I am Munyaradzi Kamonjola registration number R145310G .I am a Local Governance Studies student with Midlands State University. I am currently conducting my research entitled, ‘**THE EFFECTIVENESS OF SERVICE LEVEL BENCHMARKING IN ZIMBABWEAN URBAN LOCAL AUTHORITIES. A CASE OF THE CITY OF HARARE**’. I, therefore kindly request you to fill this questionnaire to enable me accomplish the research. Your honest and sincere responses are highly appreciated for academic purposes and shall be treated with utmost confidentiality. I thank you very much for your cooperation.

Please answer the following questions; remembering that all your responses will remain strictly anonymous and confidential. Please indicate your answers with a tick in the box of your choice and also answer the questions using the space provided where applicable.

Kindly assist with honest answers;

Instructions to respondents:

5. Please answer by putting a tick on options given.
6. Please provide correct information that you know.
7. Express yourself freely on undefined questions.

8. Feel free to ask the researcher on questions that you do not understand.

NB: Names on this questionnaire are not allowed to promote confidentiality.

Section A

Part A: Please answer by ticking where applicable

1. Kindly indicate your gender by ticking in the appropriate box.

Male Female

2. Kindly indicate your age by ticking in the appropriate box.

Below 20	20-30	30-40	40-50	Above 50
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Kindly indicate your marital status by ticking in the appropriate box.

Married [] Single [] Divorced [] Widowed []

4. Level of Education

Ordinary Level	<input type="checkbox"/>
Advanced Level	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Honours Degree	<input type="checkbox"/>
Master's Degree	<input type="checkbox"/>

5. What is your occupation? _____

SECTION B

Please indicate or comment on the question provided below.

1. Do you know of the Service Level Benchmarking program? **YES** [] **NO** []

b. If **YES** what are the reasons for its adoption?

2. How does Service Level Benchmarking improve water supply, sewerage management and solid waste management?

3. What are the mechanisms being used by local authorities to review improvements in performance?

4. Do they have an impact on improving water and sanitation services?

b. How effective are these mechanisms?

5. Is SLB the solution to improved service delivery?

6. Is there any stakeholder involvement in the peer review process? **YES** [] **NO** []

If **YES**, how effective is it?

7. If there any other comments you may have on Service Level Benchmarking program, please add?

Thank you for your time and cooperation.

MIDLANDS STATE UNIVERSITY



**FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF LOCAL GOVERNANCE STUDIES**

DATA COLLECTION INSTRUMENTS

APPENDIX V: INTERVIEW GUIDE FOR SLB FOCAL PERSONS.

My name is Munyaradzi Kamonjola, registration number R145310G .I am a Local Governance Studies student with Midlands State University. I am currently conducting my research entitled **‘THE EFFECTIVENESS OF SERVICE LEVEL BENCHMARKING IN ZIMBABWEAN URBAN LOCAL AUTHORITIES. A CASE OF THE CITY OF HARARE’** I, therefore kindly request you to answer the following questions to enable me accomplish the research. Your honest and sincere responses are highly appreciated for academic purposes and shall be treated with utmost confidentiality. I thank you very much for your cooperation.

Please answer the following questions; remembering that all your responses will remain strictly anonymous and confidential. Names are not allowed to promote confidentiality.

Interview guide questions for Service Level Benchmarking Focal Persons.

1. What were the reasons for adopting Service Level Benchmarking?
2. How are local authorities accepting this program?
3. What mechanisms are being used to address the issues of water and sanitation under SLB?

4. How flexible is the peer review process in tracking the performance of urban local authorities in improving service delivery?
5. Is there stakeholder involvement in the SLB process?
 - a. If yes which ones are these?
 - b. What role do these stakeholders play?
6. What are the challenges that SLB is facing and what can be done?
7. What are the notable changes in water and sanitation that have been brought with SLB since it started?
8. Using SLB how do you see local authorities in the next 5 years?
9. What do you think are the improvements that can be done in this SLB program to improve service delivery?
10. What are the other comments that you have on the Service Level Benchmarking?