

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCE

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

DISSERTATION

FOR

**Twinning arrangements and service delivery in Zimbabwe's local authorities:
The case of Bulawayo City Council (BCC) and Ethekewini (South Africa),
from 2010-2017**

BY

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ABSTRACT

Town twinning is a global trend and is becoming more popular in Africa with Local authorities forming alliances with other municipalities within the region and abroad. Twinning arrangements originated after the Second World War as one of the diplomatic techniques to bring about peace and reconciliation amongst states. Bulawayo City Council had its first twinning arrangement in 1986 with Aberdeen City Council (Scotland). Since then, it has managed to forge alliances with Ethekewini Municipality (Durban- South Africa), Polokwane Municipality, Francistown City Council (Botswana) and the City of Siping (China). The study sought to assess the nexus between the twinning arrangements and service delivery by taking a close and critical look at various thematic concerns such as the causes of poor service delivery in Bulawayo. The researcher also proffered recommendations on how best to deal with the factors militating against effective and efficient service delivery. The author looked at decentralisation and the impact this concept would have on the development of cities in Zimbabwe. The second objective of this research was to examine the factors which led to the twinning arrangement with Ethekewini Municipality and this led to the third goal, which is the assessment of whether or not the set targets were met. The author also looked at the legislative frameworks guiding the Twinning arrangements. The study triangulated both the qualitative and quantitative methodologies in gathering data on the topic. The target population included the staff members, the elected officials, former students on attachment, Business community and the residents of Bulawayo. Questionnaires were sent to various respondents, interviews were also conducted and the researcher also made use of Council documents and files. Thus, research findings show that BCC has benefitted more from the twinning arrangements it has with other cities with the Ethekewini-BCC cooperation being the most fruitful one of them all. The researcher then recommended that the BCC formulates a twinning arrangements standing committee which will greatly decrease travelling costs by delegating the Chairperson of the committee to run errands on Council's behalf. Other recommendation included the inclusion of the citizens of Bulawayo in TA issues and to empower the majority by focusing more on the educational sector through exchange programs.

DEDICATION

This dissertation is dedicated to the Almighty God who gave me the strength to carry out my research and overcome all the tribulations that came my way. A special thanks to my loving husband for his unwavering support throughout this project. My dearest Mother, thank you for being my rock. Many thanks to my father for teaching me that education is not preparation for life but it is life itself. To my in laws, thank you for your generous support. Lastly but certainly not least, this is for my son, my angel, Anopa you are my inspiration to achieve greatness. May the Almighty bless you.

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ABBREVIATIONS

ACC	-	Aberdeen City Council
AIDS	-	Acquired Immuno Deficiency syndrome
BALA	-	Botswana Association of Local Authorities
BCC	-	Bulawayo City Council
BOWSER	-	Bulawayo Water and Sanitation Emergency Response
BRICS	-	Brazil Russia India China and South Africa
CEMR	-	Council of European Municipalities and Regions
GWOPA	-	Global Water Operators' Partnerships Alliance
HIV	-	Human Immunodeficiency Virus
KZN	-	KwaZulu-Natal
MIC	-	Municipal International Cooperation
MoU	-	Memorandum of Understanding
RDC	-	Rural District Council
SEDYEA	-	South East District Youth Empowerment Association
TA	-	Twinning Arrangements
ZITF	-	Zimbabwe International Trade Fair

CHAPTER ONE: INTRODUCTION

1.1 Introduction

The thrust of the researcher is to gauge the effectiveness of the twinning arrangements between Bulawayo City Council and Ethekewini Municipality in Durban. Elements to be captured are the background of the study, the statement of the problem, the research objectives, research questions as well as the justification of the study. The research also encompasses the literature review, methodology, delimitations, limitations as well as the organization of the study.

1.2 Background of the study

The World Bank (2004) defines twinning as a process that pairs an organizational entity in a developing country with a similar but more mature entity in another country. Twinning arrangements began after the Second World War in 1947 and this was to foster friendship and understanding between involved countries. A plethora of cities around Zimbabwe have twinning arrangements with developed communities in Western countries as well as with the fellow African states. The basis for twinning arrangements between cities or towns has extended to other dimensions such as aid in promoting service delivery, cultural aspects, economic assistance as well as developing human skills. European countries embraced twinning as it was one of the ways to recover from the seismic events during the first and second war. Thus, not only did twinning arrangements help in the development of other societies but the idea was indeed aimed at fostering peace amongst nations. Bareth (2008) posits that the primary values in which twinning represents are friendship, co-operation and mutual awareness between the peoples of Europe. Hence, such mutual understandings improve the quality of life of the citizens in involved cities.

The coming of independence led to the emergence of twinning arrangements in Zimbabwe as the country's local authorities embraced engaging with other cities and this is evinced by the arrangements which are still in existence. Harare City Council twinned with Munich in Germany in 1994 and Cheonan in Korea, Mutare with Portland in the United States of America and

Bulawayo has recently twinned with Polokwane and Durban in South Africa as well as Francistown in Botswana. The former Local Government, Rural and Urban Development Minister, Ignatius Chombo urged municipalities to ensure that twinning arrangements benefit residents. With that being said, in 2008, the City of Harare received a donation of medical supplies valued over \$500,000 from their sister town in Munich. This had a positive impact on the health sector thus evincing the advantages of the twinning arrangements in as far as service delivery is concerned. One may glean that the challenges faced by local authorities in Zimbabwe has led to the embracing of twinning arrangements in a bid to be reputable service providers in their respective locations, evidenced by how most cities have twinned with foreign cities which are more developed than their own.

The City of Bulawayo, on the 4th of June in 1986, signed a Memorandum of Understanding (MoU) which cemented the twinning arrangement with Aberdeen City Council in Scotland. This fundamentally emphasized on fostering and developing mutual understanding and respect between the people of the cities involved in the MoU as well as to promote cultural, touristic and social exchanges between the residents of stated cities. This twinning arrangement marked the beginning of quite a number of ventures of such a nature with other cities in and around Africa. The City of Bulawayo has other twinning arrangements with South African municipalities; Ethekwini Municipality in Durban which was finalized in 2003. It also twinned with Polokwane in 2013 and Francistown in Botswana. The researcher will focus mainly on arrangement between BCC and Ethekwini Municipality. In 1988, under the Bulawayo Appeal, tools and machinery worth \$25 000 were received from Aberdeen City Council and this greatly assisted the organization financially. Subsequently, in the year 1991 Aberdeen donated a Fire Engine to the City of Bulawayo and this they have continued to do over the decades. Additionally, the City of Bulawayo received fire-fighting equipment and protective clothing from Operation Florian. This has greatly benefitted the residents in Bulawayo because the fire station at Famona is arguably the most effective one in the country.

Council libraries and National University of Science and Technology received books in 1994. The City of Bulawayo also participated in the Aberdeen International Football Festivals till the turn of the millennium. Thus far, humanitarian aid through Operation Florian, an initiative which

is to assist the Fire and Ambulance branch which is under the Chamber Secretary's Department by donating firefighting equipment as well as vehicles to assist in firefighting activities. Betterstill, staff members have also travelled to the United Kingdom for training purposes. All these have been aimed at providing better services to the people of Bulawayo. Cultural exchanges have also been evidenced.

Another dimension to consider is the Ethekewini Municipality, which is going to be the focal point of this study. This twinning arrangement was established in 2002 and its initial aim was at improving communication between the departments in the two Cities. According to the Global Water Operators' Partnerships Alliance (2014), the Water Sanitation Unit which was initiated in 2012 is one of the major fruits to be born by the BCC-Ethekewini agreement. This is so because of the Bulawayo Water and Sanitation Response Program (BOWSER) which was backed by Australian aid and the World Vision in a fight against the Water crisis that had hit the country with waterborne diseases infecting and affecting many people in the city. Thus, the department of Health and Engineering both benefitted, greatly, from this initiative. Hence, service delivery became more efficient through the BOWSER, the Master Plan as well as water treatment department within the City Council. Bulawayo is renowned for the clean and safe water and much is owed to the Ethekewini Municipality.

Most researchers on twinning arrangements intentionally or unintentionally ignore the diplomatic outcomes which result from the aforementioned arrangement. In 2013, BCC conducted a Bulawayo Business Exchange program under the theme "*Building Value, Enhancing Growth – Weaving a Tapestry of International Business Networks*" which brought direct linkages between business operators. The business industries in Bulawayo were shut down exclusively after the FTRP in the early 2000s. Still in the same vein, council files recorded that, in March 2013, BCC was invited to the BRICS summit which aided in the understanding of the investment and infrastructural projects and industrialization initiatives and reform in multilateral institutions. Subsequently, the works of Sithandazile Dube and Clifford Zulu were exhibited after having represented Bulawayo in Durban in 2009. This vividly brings out how Ethekewini Municipality has made it possible for the people who are at grassroots level to be appreciated for their skills

and arts in Bulawayo. Thus, this breeds a good environment for entrepreneurial ventures in Bulawayo.

The Ethekewini Municipality sent the Kwazulu Natal Delegation to Bulawayo so as to scan for business opportunities in Matabeleland for possible investment. Furthermore the twin cities agreed on programs that they were to focus on and these included; refurbishing the city's parks, structuring an investor friendly environment, water treatment, to establish the call centre as well as to create a green economy. This has yielded a lot of positivity in the City of Bulawayo and this is because of the Terracotta project which is currently underway. This project was necessitated by the friendly relationship between Bulawayo and Durban. Thus, the Egodini mall is being constructed to imitate the Park Station in Johannesburg, South Africa. Hence this cements the notion that twin cities have a mandate to uplift each other in various aspects. This indicates that in a bid to improve service delivery in Bulawayo, the cooperation is also playing a major role in the creation of employment.

1.3 Statement of the problem

The introduction of twinning arrangements was expected to yield major results in Bulawayo and this was curtailed by the political and economic fabric in Zimbabwe. The fast track land reform program which took place in 2000 largely affected relations with the Western countries and this had a direct impact on the arrangements between Aberdeen and Bulawayo City Council. Regional twin towns also became somewhat reluctant to work with BCC and relations were and still are largely leaning on humanitarian assistance rather than financial or material. One would expect to see a nexus between the developments happening in Durban in juxtaposition with that in Bulawayo as the word *twin* itself suggests some similarity in one way or another. However, one is taken aback at the rate at which unemployment statistics in Bulawayo is increasing, more industries have shut down over the turn of the millennium and the city's infrastructure has also greatly dilapidated. The economic instability in Zimbabwe causes irregularities when planning events because BCC will pay more than Ethekewini which has a currency which rarely drops.

The Central Government is weak on supporting local authorities and this greatly affects the citizens in that community. One notes that BCC has no access to loans to finance their projects, there are heavy taxes on Ingwebu Breweries which was one of the most reputable organisations under BCC due to the fact that jobs were created and part of their money was used to service stands and providing low cost housing for residents. The researcher has brought this to the surface in a bid to expose the nexus between the government and BCC and how its policies affect the twinning arrangements, hence affecting the livelihood of the citizens.

Stevens (2012) states that “town twinning is something of tainted brand; and at worst a costly irrelevance”. Thus, one brings forth the fact that BCC sends delegates to and from Ethekekwini as well as around the globe in the name of cooperations but little has been achieved to date. One would expect the expenses incurred in such trips to yield much fruits. However, failure to prioritize plans has led to BCC’s failure to provide services to its citizens.

1.4 Research objectives

1. To explore the causes of poor service delivery in the City of Bulawayo
2. To examine the factors which led to the twinning of BCC and Ethekekwini Municipality.
3. To evaluate the effectiveness of BCC’s twinning arrangements with Ethekekwini Municipality on service delivery in Zimbabwe.
4. To assess the legislative framework governing the twinning arrangement between BCC and Ethekekwini Municipality.
5. To examine the factors militating against the BCC- Ethekekwini municipality twinning arrangement.
6. To proffer recommendations on strengthening the role of twinning arrangements and service delivery in Zimbabwe’s local authorities.

1.5 Research Questions

1. What are the causes of poor service delivery in the City of Bulawayo?
2. What factors led to the twinning of the City of Bulawayo and Ethekekwini Municipality?

3. Is there effectiveness of BCC's twinning arrangements with Ethekwini Municipality on service delivery?
4. What legislative framework is governing the twinning arrangement between BCC and Ethekwini Municipality?
5. What are the challenges faced in the twinning arrangement between BCC and Ethekwini Municipality.
6. What recommendations can be proffered on strengthening the role of twinning arrangements and service delivery in Zimbabwe's local authorities?

1.6 Justification of the study

The researcher sought to closely analyse the impacts that the twinning arrangements between Bulawayo City Council and Ethekwini Municipality have on promoting service delivery in Bulawayo. Most literature has been published on other aspects that affect service delivery, such as the Results Based Management, Economic Zones, the conflict between BCC and Umguza RDC as well as the City's by-laws and how they have a negative impact on local entrepreneurs such as vendors. Other studies have been concentrated on how the local Councilors' lack of academic qualifications has a direct link to the poor service delivery in Bulawayo. This is evidenced in the council meetings whereby the less educated Councillors have the final say on the resolutions and not the management team which is manifestly more educated. However, a blind eye has been turned against the Twinning Arrangements with other foreign local authorities and the writer seeks to fill in this gap as it is of paramount importance because one would expect the state of the art services to be undertaken in Bulawayo as a result of such notable arrangements. Thus, the study seeks to contribute to the ongoing dialogue on how Zimbabwe's economy is largely dependent on other states for development. There seems to be a loophole in the MoU between Bulawayo City Council and Ethekwini, thus making it intriguing to point out the flaws in the fabric of the arrangement.

What's more, the writer hoped that academics will be enlightened in the issues to do with the relations between the central and local government, service provision as well as sharpening their analytic skills. Most importantly, this research is aimed at bringing out possible solutions that can bring about development in Bulawayo as a Metropolitan City and the second capital City of

Zimbabwe. Most importantly, the researcher came up with recommendations that will enlighten the policy makers in how best they can cement twinning arrangements that Zimbabwe's local authority has with their foreign counterparts as this will spearhead development in Zimbabwe.

1.7 Delimitations

Leedy and Ormrod (2010) define delimitations as the characteristics that limit the scope and define the boundaries of a particular study. These boundaries entail the intended physical area of the study otherwise referred to as the geography, time frame and also the area of the study. Smeeton and Goda (2003) opine that unlike limitations, which flow from implicit characteristics of method design, delimitations result from specific choices by the researcher. With that being said, the researcher has identified the following delimitations:

Geography- the researcher is undertaking a study on the effectiveness of twinning arrangements between local authorities between using Bulawayo and Ethekewini as case studies. However, the research will, unfortunately, be restricted to Bulawayo geographically in terms of obtaining data. This can affect the research findings because a balanced view would be unlikely.

Time Frame- this study is mainly focused on a specific period between the years 2010 to 2017. One notes that in the turn of the new millennium, Zimbabwe was hit hard by sanctions and this greatly affected some of the arrangements that BCC has with foreign local authorities. For instance, the relationship with Aberdeen Municipality took a spiral into the abyss and reduced the guarantee of a productive relationship. Also, the political environment has had a direct influence on the economic state of affairs in the country and this has affected a stable relationship between BCC and Ethekewini owing to the wide differences in the two countries' forms of currency.

1.8 Limitations

Leedy and Ormrod (2010) define limitations as the weaknesses which are likely to occur in the study and are outside the control of the researcher. These are also influences that the researcher cannot control and such factors limit the research findings or conclusions. These are quite inevitable when carrying out a research and this study's outcomes may likely be curtailed by the limitations below:

Council management can be biased in their responses. Issues to do with investors from Durban can be protected by withholding some information, particularly Terracotta, which is currently handling the Egodini mall project. It might be challenging to access the Council files due to the sensitivity of the topic. Council may be reluctant to share information on twinning arrangements as it is an internal subject and not so much known by the public. It could be difficult to acquire data on other twinning arrangements such as Aberdeen and this is due to the fact that the relationship between the two municipalities began over three decades ago and some information could be difficult to access because BCC was still using outdated and unreliable means of capturing and storing data.

It is very difficult to settle appointments with Councilors and the Management team which will make the buying of time for interviews highly unlikely. This problem will most likely be solved by making use of some of the readily available information from online sources. It is also a challenge to get a two way response because of minimum or no contact with the representatives of Ethekewini Municipality. Having said that, the researcher used online sources to for this weakness.

It will be a challenge to obtain research findings from conducting interviews with some staff members as well as the local residents. This is the case because very few people understand the concept of twin cities let alone the current arrangements that BCC has with foreign municipalities. Council has not done anything to inform its stakeholders about such understandings it has. Hence, it will greatly affect the data to be collected.

1.9 Structure of the study

CHAPTER 1: INTRODUCTION

This will encompass a brief synopsis of what the whole research will entail. It gives a brief background of what the topic really constitutes. The imperative issues that are included in the research are brought to surface so as to guide the reader. The background of the research study is explored unraveling its relevance to the research being undertaken. The researcher then reveals the reasons for undertaking the research and how will it add to the already existing literature on the topic.

CHAPTER II: LITERATURE REVIEW

The researcher will expose and appreciate other works pertaining to the same study and also highlight their shortcomings. This is the case because quite a number of scholars have presented work on twinning arrangements that the Bulawayo City Council has with other countries thus the researcher will reveal as well as fill in the literature gaps. The writer will also include other countries' similar experiences thus will look at other twinning arrangements that Ethekewini has so as to evaluate why there are discrepancies in the relationship they have with BCC. Twinning arrangements that other countries have will also be assessed.

CHAPTER III: METHODOLOGY

This chapter entails the means that the researcher has used to gather data. It expounds on the research design, the sample selection, data collection, data analysis as well as ethical matters to be considered in the study. These methods are used to support and showcase the credibility of the information that the researcher shall use. The methods used have a great and direct contribution on acquiring data.

CHAPTER IV: DATA PRESENTATION AND ANALYSIS

The researcher presents information and data that has been acquired through the research conducted in the field of the study. The data is compressed from the information attained through focus group discussions and interviews so as to substantiate the study with some firsthand information as this will give the researcher the opportunity to study other crucial aspects such as the body language of the respondents.

CHAPTER V: CONCLUSIONS AND RECOMMENDATIONS

This section basically sums up what the research was all about, the key topics that have been covered as well as what the researcher thinks about them. The researcher will also proffer recommendations as to what can be done to ensure that these twinning arrangements between local authorities have a positive impact on service delivery.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This Chapter looks at twinning arrangements using BCC and EtheKwini as the case study portraying the bearing of these relations on service delivery and infrastructural development as from 2010 to 2017. Writings based on the related subject matter are reviewed with the aim of showing various schools of thought and identifying gaps in the literature so that the researcher can close the identified gaps through this research. To validate the gathered facts prior to the research and case studies, the researcher intends to explore other countries' understandings and familiarities that are also involved in twinning arrangements with EtheKwini Municipality as well as other twin cities in general. The impact that twinning arrangements have on service delivery is therefore easier to understand due to the vastness of data accumulated on other case studies.

2.2 Definition of key terms

2.2.1 Twinning arrangements

Evans and Kenan (2012) opine that town twinning is a development initiative in which developing countries learn from developed ones. This suggests that developing countries are dependent on the developed countries as also evinced through the EtheKwini-BCC partnership. DeVilliers (2005) defined twinning towns as long term tactical alliance between various towns in which their municipalities play a key role. It is the partnership between international communities, referring to a wider participation whereby the whole community, civil society, the business sector, education sector, the community and the local government are involved.

A plethora of scholars have published work on Twin Cities due to the potential they had and still have in shaping the development of cities as well as alleviating poverty in communities. In relation to the Council of European Communities and Regions (2007) twinning involves two communities that seek to develop themselves and forge closer links of friendship, cooperation and shared awareness of people. Furthermore, the CEMR (2007) further elucidates that twinning contributes to the building of a stable and sustainable neighborhood policy. Ouchi (2004) defined twinning as the creation of networks of people with similar ambitions. The local authority has the responsibility of establishing the network but several stakeholders need to be involved. Furthermore, he says it is when an organization is in a developing country pairs with a sister organization in another developed country. The capacity development methods used in this

partnership vary from supplying equipment, exchange of any goods, educational purposes as well as training.

2.2.2 Service delivery

Eigeman (2007) alludes that the fulcrum of a local authority's performance is on service provision to its local citizens by creating opportunities for companies, organizations and citizens to do projects that would otherwise not have been possible without the municipality's engagement thereby making it easier for day to day living. Thus, service delivery should be up to standard because service seekers or residents pay rates towards that service. Service may include the daily provision of water; refuse collection, roads construction, repairing of street lights and provision of health facilities at the municipality Clinics, setting out of Fires in the city etc. What sets BCC apart is that they work hand in glove with various ministries, such as the Ministry of Local Government, Public Works and National Housing, the ministry of Health and Child Care as well as the Lands, Agriculture, Water, Climate and Rural Resettlement among others. Having said that, one may deduce that BCC has a major role to play when it comes to keeping the city clean by ensuring that the water sources are treated for public consumption. Hence, the TA with Ethekwini managed to curb waterborne diseases such as bilharzia and Cholera which claimed over 4000 people in Zimbabwe between November 2008 and January 2009, GWOPA (2014).

2.2.3 Purposes of twinning arrangements

Handley (2004) postulates that "sharing information and experience with overseas partners can help local authorities improve quality and cost effectiveness of their service". This vividly shows how twinning arrangements reinforce the notion that the world is a global village and by networking with other municipalities can help the world to move together. Furthermore Bulawayo City Council would greatly benefit from a much more developed city through infrastructure, technology, boosting of local projects, financial aid as well as humanitarian aid.

Another dimension to consider is the fact that twin cities put people from different countries and cultures together thereby increasing the world and can broaden horizons and help combat insularity as further explained by Handley (2004). This can be understood after a close study of the Zulu and Ndebele cultures and how they are very close in nature and origin. Hence, it is safe to deduce that the understanding between BCC and Ethekwini is deep rooted thereby making it

more effective because of the common history that the two cities share dating back from Tshaka and Mzilikazi's time.

One key to note is that cities may twin due to economic interests that they may have in that country or city. The need to invest in a booming city often attracts potential investors. This can be supported by the Terracotta Project, which is a Durban firm which managed to strike a long-term deal with BCC as a result of the Ethekezi- BCC cooperation. The need to manipulate resource is also a driving force in setting up Twinning Arrangements. This can be buttressed by the Sipping-BCC cooperation, the Chinese and Zimbabwean cities respectively.

Furthermore, the UNDP (2009) states that "...the frustration of the continuing increase in third world poverty, despite the many efforts by governments and society have made to eradicate it, states see the need to twin with the developing city so as to try and alleviate poverty and lack of development." This is evinced in how Aberdeen City Council used to donate various machinery to the city of Bulawayo so as to help make the provision of services a lot more effective. Thus, supporting the statement by the UNDP.

One may deduce that the purpose of twinning arrangements is to gain new technical skills and ideas that will not only benefit the local authorities' structure but the community at large. Varagarajan and Cunningham (1996) opine that town twinning is for the enhancement of current services by working with the alliance partner. Zimbabwean Towns and Cities are in dire need of foreign assistance because of the general nature of being rigid as well as being reluctant to change. Once local municipalities team up with foreign cities, a better society can be guaranteed.

Moreover, Harbison, Pekar, Viscio and Moloney (2000) postulate that the two main reasons stated for town twinning are; the need to fast-track the growth trajectory and to gain access to external's main skills. The former can be explained by the fact that in most cases, funding is a hindrance in achieving targets particularly in the Zimbabwean context. The fact that economy's in most developing countries are poor with most of the Central Governments exercising complete power and authority, they are unable to fund the Local government. This causes the local authorities to depend on other sources of funding so that they can meet their set targets. Hence, twinning arrangements help in speeding up the development process.

2.2.4 Factors to consider when engaging into twinning arrangements

Local authorities, just like states, seek to pursue their own goals for the benefit of their respective towns. It takes one to notice their discrepancies and then find a need to formulate resolutions and hence if an opportunity arises, particularly in the country that stands to benefit more, it is lucrative to grab it. With Zimbabwe having been a new independent state by 1980, there was need for moving along with other states in the international system thus the 1986 twinning with Aberdeen initiated this process to diversity.

Bulawayo City Council has twinning arrangements with other municipalities such as Aberdeen in Scotland and Polokwane in South Africa as well as Francistown in Botswana. BCC sought to change the outdated ways of handling their day to day business and they engaged with the aforementioned cities so as to learn from them at a less costly rate considering that these are neighbouring towns and even geographically closer to them.

In the year 2013, BCC put forward possible projects to undertake with its twin cities in the future and these include, investment promotion, extending invitation to ZITF, greening the city by titivating the recreational parks, the facilitation of linkages between formal business organization between the cities, to facilitate linkages between tourism industry players; to partner city schools as well as administrative and professional links such as skills training as well as learning visits. The aforestated show that a lot is to consider before engaging in twinning arrangements.

2.2.5 Reasons for reluctance by twin cities

One of the flaws in the twinning of cities, especially in Africa, is that the scale is not balanced. Local authorities in Africa always seem to benefit more than the towns that they would have partnered with. The fault here is that TA are not a charity case whereby the other party is disenfranchised. Thus, this causes countries to have negative attitude towards partnering with developing countries because they little to offer. Furthermore, a country's political environment has a huge impact on how other states view it. An unhealthy environment diminishes and prospects of attracting and luring foreign local authorities in for negotiations on twinning arrangements.

2.3 Structural forms of twinning arrangements

Just like most processes, twinning also has its forms which are as follows:

2.3.1 Municipal International Cooperation and Decentralized Cooperation

Municipal International Cooperation (MIC) draws much attention on technical cooperation and will either represent capability building initiatives that taint the connection. However the key bond is created between communities. This is typically referred to as citizen-to-citizen diplomacy. The Kommunes Sentralforbund Report (2008) states that the main goal of such cooperations is that of good and upright governance which consists of effectiveness, transparency, efficiency, participation and accountability. Thus, Municipal Services should practice the aforesaid characteristics of good governance as they're a part of the worldwide fight against adverse financial condition and sustainable development in line with the Millenium Development Goals. The European Commission (2008) states that Decentralised Cooperation is the potential of Local and regional, governments' contribution to international development. It embraces a wide range of developmental actions carried out by non-governmental actors and voluntary relations. Decentralised Cooperation stems from blending of the quest by the donors to find other delivery channels for aid programs and reinforce the Local Governments relationships with their foreign partners.

2.4 Factors that influence a successful twinning

Briney (2013) pens that sister city relationships start in many ways, usually through vibrant community participation; that is when individuals come together to form twin or sister communities and make an appeal to their local governments to formulate official partnerships with their suggested city. Thus, a successful twin city partnership is that which begins between two cities that share a common history and are very similar in structures. One notes that towns or cities that have the same cultural festivals, geography, types of population and industries that are alike in one way or another have successful partnerships due to these attributes. For example, Bulawayo and Durban have a shared history in as far as culture is concerned as the Ndebele culture emanated directly from the Zulu Kingdom, consequently, their lifestyles are more similar and they have similar festivals. Hence, this cements the fact that indeed a successful twinning is between two cities with common sentiments on issues to do with the economy, culture as well as

politics. The CEMR (2007) opines that based on trust and understanding, successful twinning can be a source for an exchange of experiences and mutual enrichment in various aspects. Thus, the following concepts influence successful city to city cooperations.

2.4.1 Active citizen participation

Twinning link should involve an extensive range of community members representing all ages and different backgrounds. Citizens ought to be free to come up with initiatives that aide in the development of their given society. O'toole (2000) postulates that governmental openness is crucial in twinning arrangements as this enables the comprehensiveness of urban actors thereby consolidating the public space of city politics. The Bredford Borough Newsletter (2012) reports that support from the people is the greatest boost that leads to a successful twinning arrangement. The involvement of people is therefore essential in the creation of sufficient links.

2.4.2 A basis of exchanges

Evans and Kernan (2008) state that twinning promotes a better understanding and an exchange of important information such as an exchange in culture, art, literature, as well as language. More so, there are frequent visits between the involved local authorities. This creates a healthy environment for an exchange of ideas such as investment ideas as well as other projects that can be implemented for the benefit of the two cities. The Structural Dialogue (2013), states that the concept of twinning has made a paradigm shift from the classical “donor recipient” model to a more cooperative and equally beneficial kind of cooperation where both parties put together their resources to attain common benefits.

De Villiers (2008) states that twinning arrangements are most successful when the Local Authorities manage to safeguard proper partner selection. It is the duty of the Local Authority to notify the community and make them aware of the twinning arrangements. In addition, the proper handling of such processes will ensure positive results of the partnership, a well-conceived agreement (Memorandum of Understanding) should be drafted as it points out the main objectives of the processes. Below is a table which recapitulates DeVilliers' findings:-

Table 1: Findings that influence a successful twinning

	Factors that led to Twinning	Indications to measure the factor
1	Communities that have a twinning strategy in place	Existence of a twinning strategy
2	Communities with more alliance experience	Stable political leadership Number of sister cities Number of years since first twinning
3	Twinning where positive attitudes are high	Trust Reciprocity Commitment Understanding Cultural sensitivity Risk Flexibility
4	Twinning where community involvement is high	Twinning type Community actors involved Community awareness of the twinning
5	Twinning with higher levels of contact (exchange and communication)	Actors involved in communication Frequency in communication
6	Twinning with more resources and infrastructure allocated	Budget Donor funded or not Structural arrangements
7	Twinning that followed a structured planning process (from partner selection to business planning)	Existence of formal partner selection process Existence of a written business plan

8	Twinning where leadership management is strong	Professional management available Involvement of a twinning champion
9	Twinning that does active marketing	Marketing taking place Level of media enterprise
10	Twinning where characters have similar characteristics	Religion Historical background Key industries Community value system Goals for twinning Expectations of outcomes Commitment of management

Source: De Villiers (2008)

2.5 Benefits of twinning

Well-developed twinning arrangements can yield many benefits to involved cities and their respective communities mainly because this kind of cooperation is closer to the citizens and their day to day lives. This is evinced in how twin cities made significant contributions to the process of European integration. According to McConnel (2013) twinning has created an avenue for urban centres in the U.S.A, Africa and China to collaborate on issues related to Africa's urban poverty and economic development. Melinda and Bill Gates awarded Sister Cities International \$1.5 million to aide with the implementation of people to people initiative which started the Sister City Urban Poverty Alleviation Programme to address adverse poverty issues in African countries through water, sanitation and health projects. This initiative seeks to address community needs, safeguard human rights and to promote transparent business practices and governments' accountability. Thus, most cities that have twinned with America will benefit from the Gates Trust Fund which will help fight urban poverty so as to meet Millennium Development Goals.

Ahmad (2001) posits that twinning is an intentional and deliberate effort that strives for the enhancement of long-term partnership and assistance amongst people in foreign countries so as

to increase the standard of life in the cities. With that being said, twinning is a beneficial venture in both the people and the government.

2.5.1 Economic benefits of twinning

Smith and Todaro (2004) assert that the developing countries are viewed as beset by economic rigidities and are caught up in dependence and dominance relationship with rich countries. One can deduce that twinning opens doors to economic development by eliminating poverty, inequality and unemployment. Thus, twinning to some degree aids in the creation of employment, reduction of poverty and the economic development of the involved cities. Wolfenshon (1998) asserted that the primary goal in economic development is to reduce the disparities across and within countries, thus, the key development of our time is that of inclusion. Hence, the inclusion is viewed as the twinning of cities.

The Bedford Borough City Council Newsletter of 2012 reported that twinning creates an atmosphere of economic development and trade opportunities. On a practical level cities can encourage their Chambers of Commerce to connect and develop exchanges, job schemes which will create employment, economic schemes which will create employment, internship among the youth and economic seminars.

2.5.2 Assisting in service delivery

Local Governments are at the grassroots meaning that they are closer to the people thus their mandate is to deliver services to their citizens to ensure their communities' well-being. This can be achieved by using experiences from other towns and cities outside their jurisdiction. Horne (2009) defined service delivery as meeting or responding to the needs of the people in the society in order to make services more equitable and easily accessible for their satisfaction and delight. Local governments provide infrastructure and other services such as the rehabilitation of roads, parks, streetlights, schools, water, sanitation and housing. However, both rural and urban Councils face dire challenges due to the economic situation in Zimbabwe which has resulted in the scaling up of prices which consequently leads to the failure to purchase the much needed resources required in the provision of basic needs.

Michael (2008) concurs with the abovementioned scholar as he states that the primary goal of service delivery is fair access to important services such as water, healthcare, education and

justice for all. Thus twinning arrangements help in meeting the MDGs through service provision. Partnership is improving waste collection, sorting and recycling. The UN-Habitat (2010) denotes that in 2005, Beitbridge (Zimbabwe) and Mussina (SA) entered into a twinning arrangement in which one of its main focus is the management of water resources. Thus, the Limpopo River serves as a source of Agricultural Water for both Municipalities and also helps in liquid and solid waste management.

Since its birth in 2002, the Ethekewini Municipality and BCC cooperation has brought about a plethora of positive change in Bulawayo. Areas of cooperation between the two municipalities include inter-alia, economic development and trade, social upliftment, sporting and cultural relations. In 2009, BCC was invited to partake in the summit on the rural development and climate change. This was very beneficial because of the knowledge imparted on the BCC authorities who learnt more on developing the City. One of the most important benefits from this arrangement is the Water and Sanitation Unit, which commenced in 2012 and it ensures that the City's water is clean through treatment as well as sewer treatment

The Call Centre was also established and opened in August of 2012. This has two separate operations and these are; the one that receives the water and sanitation complaints as well as general complaints in relation to noise, trees, roads and street lights and are then referred to relevant departments for action. This operation receives 220 calls per day and 80% of the calls are related to water and sanitation issues. Thus, the Ethekewini- BCC cooperation has brought about positive changes in the efficiency of the services delivered by BCC. The second operation receives fire and ambulance calls.

2.6 Legislative Frameworks.

Legislative is defined by Your Dictionary as someone or something with the power to make laws or rules. Thus, various countries, individuals and International Organisations have come up with laws that regulate the handling of twinning arrangements. The African Journal of Public Affairs states that the following objectives may be considered before signing a twinning agreement and the first and most important one is the fact that the agreement must be aimed at real socio-economic interaction. The twin towns must both benefit socially as well as economically.

The agreement should promote good relations between local authorities that is to say that there needs to be linked or shared activities such as cultural exchanges, educational exchange programmes as well as attending functions. This in a sense promotes good diplomacy between the involved countries. This is a case because in exchanging visits, municipalities borrow some ideas as well as learning other important ways in which they can better their communities through effective service delivery and the creation of employment.

2.7 Conceptual framework

The researcher has taken a close look at the concepts that help in the understanding of the twinning arrangements and the impact that this has in promoting service delivery. In the case of the BCC and Ethekewini cooperation, the concepts decentralization, diplomacy are the basic theories that can easily explain the processes and make it easy to understand. Thus, examining these two theories will enable one to understand the relationship of these twin towns.

2.7.1 Decentralisation

Isufaj (2013) opines that decentralization is the process of political devolution, fiscal and decision-making from central government to local level. Decentralization is a process whereby authority is transferred from the central to the local government and there is active citizen participation by engaging the community in important issues. The decentralization is suitable for this study due to the discrepancies of the twinning arrangements in connection to service delivery. This concept has various levels and dimensions and these include the deconcentration part which reduces the load of work of the center and bring the government closer to the citizens. The second aspect to consider is that of delegating responsibility and authority sends to perform certain functions in institutions or semi-autonomous state agency established locally. The last level is that of transfer which refers to the situation in which political authority, fiscal and administrative, quasi-autonomous units in local government transferred from central government.

Political decentralization refers to the transfer of political authority and powers from central to the local government. Fiscal decentralization implies the transfer of responsibility for revenue and expenditures from central to local. Isufaj (2013) further notes that administrative decentralization consists in the transfer of authority, responsibility and decision-making resources for public service delivery by central government to lower levels of government. Thus,

one can glean that if the decision making part is left to the local authorities; twinning arrangements would greatly benefit the people. This is the case because there is too much bureaucracy and this affects outcomes because it is time consuming. Moreso, corruption can be curbed and eradicated if the authority and responsibility are also transferred from the central government to local authorities. The United Nations Human Settlements Programme (2002) states that “The convergence of the new trends in development policies based upon decentralisation and partnership, the recognition of cities as key actors in local and national development, and the determination of cities to address their responsibilities effectively, brings the practice of city-to-city cooperation into the limelight as never before.”

2.8 Country experiences

Twinning arrangements have been incorporated by different local municipalities all over the world. In some cases twinning is a two way stream whereby both local authorities greatly benefit from each other whereas in other cases, one local authority benefits more than the other sister town. It is at this point that the researcher has taken a closer look at a few countries so as to gage the effectiveness of twinning arrangements and the impact it has on service delivery in those respective countries.

2.8.1 South Africa

Ruffin (2013) postulates that according to municipal respondents, “sister city agreements are project based and designed to benefit citizens and facilitate service delivery.” Therefore, twinning arrangements are equally important all around the world for they seek to expand their knowledge and skills as this would transform economies as well as help in the development of any given community. Ethekwini has other longstanding partnerships with cities all over the world and the longest arrangement is with Rotterdam City council in Netherlands. The links between the two local authorities were forged back in 1989 when the Rotterdam City Council founded the Anti-Apartheid Fund for the Development of Democracy in Southern Africa. The Ethekwini Municipality (2011) documents that ties were further cemented resulting the 1996 election in KZN and in 1997, the mayor of Rotterdam, Bram Peper, signed a memorandum of understanding with the then Durban's mayor, Obed Mlaba. This cooperation has had positive impacts on the environment, safety & security, socio-economic development, tourism, arts &

culture. The First Metro (2011) stated that the initiative was among the first social housing enterprises in the country and signaled Durban's intent on tackling the city's housing challenges in a multi-dimensional approach. This was done by making sure there was the provision of rental housing to low and medium income households making one of the foundations.

Moreover, apart from contributing to the local economy through creation of direct job opportunities, First Metro has had influence in the creation of indirect downstream job opportunities resulting from construction and renovation undertakings, subcontracting of facilities management activities such as cleaning and maintenance, procurement of professional services to mention but a few.

2.8.2 Botswana

Botswana has some of the most successful twinning arrangements in Africa. It perhaps owes this to its form of governance which is not unitary in nature. This section will look at the arrangements which its local authorities has with foreign municipalities. Francistown City Council has a solid and active twinning arrangement with Genk Municipality (Belgium) since 2004. The areas of mutual aid are diverse and numerous and this relationship is presented by BALA as is believed to be the most developed partnership in the Botswana. Breeman (2012) states that this partnership has been hands on when it comes to Public Health, education, community development, youth development, Health Care Youth unemployment, land scarcity, community development, quality of health care. Thus one can discern the effectiveness and efficiency of this TA.

South East DC –Toronto is another fruitful TA in Botswana which assists with financial support, issues to do with public health by educating the youth about health epidemics, chiefly HIV/Aids. This cooperation also fights teenage pregnancies as well as low quality of education. South East District Youth Empowerment Association (SEDYEA) aims to build a dedicated and well-versed nation that will effectively address and deal with HIV/AIDS and other socio-economic matters. SEDYEA also uses sport as a means to empower, support and encourage young people towards being responsible and creative in their communities. SEDYEA also runs football leagues, tournaments and educational activities in Botswana and they are all led by young leaders. The aforesaid activities seek to promote life skills and safe sexual behaviour. This clearly evinces the importance of TA in local communities because the sister city in Toronto also runs a peer

leadership and life skills project in Botswana, which organises sports and life skills education activities in communities.

Another twin relationship that the researcher has looked at is Gaborone City Council – Nantong Municipality in China. This has facilitated exchange programmes in relations with culture and skills. Further to that, there is potential for the adoption of socio-economic development. Chinese corporations in Botswana have largely contributed to the rehabilitation of infrastructure and these include roads, faculties at the University of Botswana Campus as well as housing.

2.8.3 Chapter summary

This research was done to fill the gaps that some scholars have left out and to show the impact that twinning arrangements have had in service delivery. The study has brought to light the ways in which TA have aided African countries such as the abovementioned countries of Botswana and South Africa. Most literature covers the frameworks and the steps to be taken when studying TA but very few make reference to the impact they have in service delivery and the lives of the people in the communities at large.

CHAPTER 3: METHODOLOGY

3.1 Introduction

Kothari (2004) defines research as the pursuit of truth with the help of study, observation, comparison and experiment. The techniques chosen by the researcher are interwoven because they inform each other. This chapter encompasses the research design, sampling techniques, methods of data collection, data analysis and lastly, the ethical considerations. In essence, the chapter sheds light on how the researcher has gathered data on the effectiveness of twinning arrangements between BCC and Ethekewini and the impact it has on service delivery.

3.2 Research design

Ackoff (1961) opines that “A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” Burns and Groove (2003) state that a research design is a blueprint for carrying out a study with control over factors that may inhibit the rationality of the research findings. Neuman (2000) opines that a research design typically encompasses how data is to be collected, the instruments that are to be used, how the instruments will be employed and the intended means for analysing data collected. A research design can be conducted by using qualitative or quantitative methods. One can also make use of mixed methods that is both qualitative and quantitative methods in the same research.

The researcher used the case study approach which triangulated both qualitative and quantitative methodologies. Yin (1984) defines case study as an empirical inquiry that investigates a contemporary phenomenon within its real life context, when the boundaries between phenomenon and context are clearly not evident, and in which multiple sources of evidence are used. According to Brewer and Hunter (1989), a mixed approach is the gathering and analysis of both qualitative and quantitative data in a single study in which data is gathered either simultaneously or sequentially giving a priority and mixing the data at one or more stages in the process of conducting the research study. Cross et al (2011) define mixed methods as a methodology for piloting a research that includes collecting, integrating and analysing qualitative and quantitative research in a single study.

Furthermore, mixed methods ensured that a detailed examination carried out by applying the strength of both quantitative and qualitative methods, such that where qualitative becomes unsuitable quantitative or vice versa, the gaps can be filled by using the alternative. Hence, the reliability of using a mixed methods approach, it brings out a better understanding of the study which may not be the case with their qualitative or quantitative alone. Graham (1999) depicts the usefulness of mixed methods by asserting that it gives breath to the study because it uses methods in ways that complement each other.

The researcher used mixed methods due to the fact that it clearly explains findings obtained from using the quantitative methods. Having said so, it becomes noteworthy that both methods complement each other and provide a clearer picture of the research findings. In this case, the researcher sought to come up with accurate findings on the impact of twinning arrangements on service delivery. Mixed methods also allow the investigator to have the aptitude to use the strength of one method of research to counter the weaknesses of another method. Consequently, the researcher managed to provide evidence on how twinning arrangements affect service delivery in Bulawayo. At the end, the researcher came up with proof in the conclusion on these impacts through merging of findings.

3.3 Targeted Population

According to Polit and Hungler (1995) population is the total of the cases that the researcher is going to investigate. Thus, the researcher's targeted population are the citizens of Bulawayo who are the tax payers and the ones that need services from the City Council. Another dimension that the researcher considered is the Council Staff as they are closer to the study as they are the ones that may have information on what hinders proper service delivery and what needs to be done for them to fully deliver adequate delivery as BCC.

3.4 Sampling

Frey, Botan and Kreps (2000) describe sampling as a subgroup of a population. Burns and Grove (2003) define sampling as a process of selecting a group of people, events or behaviour with which to conduct a study. There are two comprehensive forms of sampling and these are

probability and non-probability sampling. The chosen sampling techniques are convenience sampling and purposive sample technique.

3.4.1 Convenience Sampling

Blakstad (2008) notes that convenience sampling chooses the closest individuals as respondents. The components are selected most likely because they are easily accessible to the researcher. This technique is arguably the cheapest, the least time consuming and the easiest. This helps the researcher with the information on how many people in Bulawayo are conversant with twinning arrangements or the services from BCC. Thus, this was easy because there is little or no protocol to observe in a bid to carry out the research. In this study, the researcher managed to engage students who were attached at the City Council. Moreover, the researcher also approached the staff members at BCC.

3.4.2 Purposive Sampling

Barbbie (1990) defines purposive sampling as a means of selecting a sample on basing on the knowledge of the population and the nature of the research objectives. It is also referred to as judgemental sampling because it is based on the judgement of the researcher when it comes to the selection of the sample. Still in the same vein, individuals are selected to answer certain questions basing on their knowledge or rather experience on the issue. The researcher selected groups and the sectors that have benefited from the twinning arrangements such as the Fire and Ambulance section, the Arts and Culture groups as well as residents at Magwegwe, who greatly benefitted from the BOWSER project.

3.5 Data Collection

According to Cooper and Schindler (2011) data collection is the process of collecting and assessing information on targeted variables in a systematic way, which then aids one in answering relevant questions as well as evaluate the results. In this study, the researcher employed in-depth interviews which helped in obtaining firsthand information from the respondents. The researcher also made use of document analysis and surveys to collect information from the respondents on the effectiveness of twinning arrangements on service delivery.

3.5.1 Document Analysis

According to Bowen (2009) documentary analysis is defined as an arranged method for checking or evaluating archives such as printed and electronic files and documents that may be personal or public material. Dennis and Nanus (1985) postulate that documentary analysis requires that information be examined and deciphered, just like other systematic techniques in qualitative research, remaining cognisant of the fact that the main aim is to inspire significance and appreciate literature.

Hence, the researcher made use of documentary reviews as a method of data collection. Documents such as books, journals, government legislative laws as well as government publications have been assessed and used in this research. Some of the documents used include the Urban Council's Act, newspapers and other council files and combined these materials so as to address important questions in this research. Document reviews as a means of data collection was selected due to its various merits as compared to other qualitative data collection means. Document analysis as a data collection method has been used simply because they are readily obtainable be it electronic copies or hard copies which can be can be obtained from the library. More so, documents point to the questions that need to be addressed and to areas which need to be scrutinised, hence making the use of document analysis efficient and effective.

3.5.2 In-depth Interviews

Boyce (2006) postulates that in-depth interviewing falls under qualitative research techniques and they involves steering intensive individual interviews with a small or manageable number of respondents in a bid to explore their views and perspectives on a particular subject. The researcher used in-depth interviews due to the fact that some individuals might not be comfortable to air out their thoughts in a group discussion for instance the managerial team at BCC might feel like they are placed under duress and the fear that their answers and opinions might be used against them. This technique was very helpful because the researcher was conversant with most of the staff members such that it was more of a discussion. Also the researcher was able to draw findings from the body language as well as facial expressions especially on issues that were more sentimental to them, like that of mismanagement of fund,

corruption, nepotism and salaries in arrears. Thus, in-depth interviews are a reliable way of gathering data on the topic at hand.

3.5.3 Questionnaires

Taylor (1998) expresses that a questionnaire is a set of questions for gathering information from individuals. Other scholars define it as a data collection instrument consistent of a series of questions for the purpose of gathering information from respondents. They are a list of questions arranged in a standard and logical form of record individual respondent attitudes and behaviour. Thus, the researcher used open-ended questions, which enable the respondents to answer freely on the topic on the ground. Respondents will also have the opportunity to express themselves and elucidate further. Close ended questions were also used regardless of that they do not give room for further explanation as the respondents only give one word answers. The researcher formulated and structured questions which are easy to understand and also made sure made the wording and layout of the questionnaires lead to valid and reliable results.

3.6 Data Analysis

Marshall and Rossman (1999) posit that data analysis brings order, structure and sense to the overall collected data. Polit et al (2001) concur by stating that it means to organise, provide structure and meaning. In this study the researcher used thematic analysis as well as content analysis.

3.6.1 Content Analysis

Kringer (1986) states that content analysis “is a method of studying and analysing communication in a systematic, objective and quantitative manner for the purpose of measuring variables”. Joffe and Yardley (2004) give a broad meaning of content analysis as they assert that “any method for making extrapolations by accurately and methodically identifying definite characteristics of messages.” It is used to summarize any form of content by counting various aspects of the content that is its properties such as frequencies of the most used key words. The researcher used this method of data analysis so as to bring focus on service delivery in Bulawayo.

3.6.2 Thematic Analysis

The researcher also used thematic analysis to analyse data. Morgan (1997) defines this is a type of qualitative analysis used to analyse themes that relate to the data collected. According to

Lapadat (2010) thematic analysis as a systematic approach to the analysis of qualitative data that encompasses identifying themes or patterns of cultural meaning, coding and classifying data usually textual, according to the themes and interpreting the results. It explains data in great detail and deals with a wide range of subjects.

These themes include the reasons for engaging in twinning arrangements impacts of twinning arrangements in Bulawayo, causes of poor service delivery, legislative frameworks as well as measures to be implemented to ensure successful twinning arrangements. Thematic analysis has been selected in this research because it allows the researcher to come up with accurate information on the impacts of twinning arrangements on service delivery in Bulawayo.

3.7 Ethical Considerations

According to Barsky (2010) ethics is a systematic tactic to understanding, examining and differentiating matters of right and wrong, or good and bad as they relate to the well-being of the relationships amongst emotional beings. In short, these are moral standards that should be taken into account by the researcher in employing different research methods. Ethical considerations should be reflected in all stages of research design. Munhall (1988) reasoned that the reason why ethics ought to be considered is that they impede the researcher from fabricating or falsifying the data, thereby inspiring the quest for knowledge and truth which is the fundamental goal of research. Ethical considerations serve as a corner stone when conducting research activities as they make it a point that no-one suffers consequences from research activities. The following ethical considerations have been considered by the researcher; confidentiality, informed consent, and anonymity.

3.7.1 Privacy

Privacy as defined by Bhutta (2004) is the individual's control over the extent and circumstances of sharing herself or himself, physically, behaviourally or intellectually with others. It is imperative that the researchers uphold the respondent's privacy, they should protect it. The researcher looked at confidentiality as it is also important when conducting a research. Wiles et al (2006) argue that it pertains to the treatment of information that an individual has disclosed in a relationship of trust and with the expectation that it will not be divulged to others without

permission in ways that are inconsistent with the understanding of the original disclosure. Privacy pertains to people whereas confidentiality pertains to data.

3.7.2 Informed Consent

According to Berry (2005) informed consent is the process where a participant is notified about all aspects of the trial, which are vital for the participant to make a decision. After studying all facets of the trial, the participant voluntarily confirms his or her willingness to participate in a particular research. Denzin and Yvonna (2000) argue that one of the most important ethical rules central to qualitative research is that individuals must willingly give their informed consent prior to participating because it involves informing the subject about his or her rights, the purpose of the study, procedures to be undertaken, potential risks as well as benefits of participation.

3.7.3 Anonymity

Grinyer (2001) opines that when researchers consider the issue of anonymity of research participants, concern may be most likely to focus on how it can be maintained, particularly when under pressure from authorities to divulge identities. When data is collected and held anonymously, it indicates that there are no identifying values that can link information to the participant, not even the researcher could identify a specific participant.

3.8 CONCLUSION

The chapter gives much detail on the methods that the researcher has used in designing, sampling, data collection and data analysis so as to answer the research questions. The researcher used mixed methods as a research design for this study. In sampling, the research used both probability and non-probability samples namely; purposive sampling and convenience sampling. The researcher also made use of in-depth interviews, documents and questionnaires data collection methods. In data analysis, the researcher employed content and thematic analysis. The researcher considered informed consent, privacy, confidentiality as well as anonymity as ethical considerations of this research.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

Marshal and Rossman (1990) are of the view that data analysis gives meaning and structure to the gathered data and this can be done by making use of pie charts, graphs as well as tables. Also, Annesley (2010) postulates that research findings refer to outcomes of a project, what was revealed in the project. In essence, this chapter gives structure to what has been presented in the previous chapter. The relations between Ethekwini and Bulawayo have had an impact on the citizens of Bulawayo. The researcher sought to find out just how much has been done since the birth of the TA and to figure out the importance of this relationship, thus, there was need for a field research to be conducted. This was done to engage the citizens of Bulawayo so as to gather their views. Hence, the researcher came up with a set of questions on a number of research questions that will come in handy particularly in this chapter.

A sample which represents BCC was used so to obtain the necessary data and this comprises of the Council staff, Councillors, Arts and Crafts groups, the Junior Councillors as well as the residents of Bulawayo. Engagement of the ordinary people in the streets was also useful. This is the case because some higher officials who have substantiated information were not available due to their tight and busy schedules. Hence, the information gathered in the research was much weighty on secondary data. Be that as it may, much effort was made in a bid to come up with as much information from the targeted population.

Table 2: Response Rate from the Questionnaires

Respondents	Issued out	Returned	Returned %	Not Returned	Not Returned %
Council Staff	10	4	40	6	60
Councillors	5	1	20	4	80
Business Sector	5	3	60	2	40
Arts and Craft	4	3	75	1	25
Residents	6	4	66.67	2	33.33
Total	30	15	50	15	50

Table 2 above displays the distribution of the questionnaires and how the targeted population responded. Out of 30 questionnaires were distributed and 15 respondents managed to return the questionnaires after completion while the other 15 did not return. These respondents were of both sexes and of various age groups ranging from 16 up above 50 years of age. The total percentage on the response rate was 50% which is fair enough but perhaps subject to debate as to whether it is worth it to conclude that the 50% is reliable enough.

Table 3. Response Rate from Interviews

Respondents	Available Population
Council Staff	4
Councillors	1
Business Sector	1
Arts and Crafts	4
Other	5
Total	15

The researcher had initially targeted to conduct interviews with 25 people, with 5 respondents from 5 different sectors in the City of Bulawayo. However, the researcher managed to successfully conduct interviews with 15 people resulting in a 60% response rate. The other 10 of the initial target were unavailable due to their rigid schedules and some checked out without any explanations. Council staff members gave the most positive feedback owing to the fact that they are closer to the ground and understand service delivery that is offered by BCC as an organization as well as how TA with Ethekwinini have influenced or aided provision of services by BCC.

4.2.1 Causes of poor service delivery at BCC

The conducted research showed that the majority of the respondents were of the view that the major cause of the poor service delivery is the fact that there is little participation by the citizens of Bulawayo in as far as payments of rates. As the consumers of the services that BCC provides to them, they ought to pay their rates, that is, the water bills, shop licenses, ambulance fees and

the servicing of the stands. However the fact on the ground is that consumers do not pay up and some commercial stands owe more than \$10 000 with residential stands owing even up to \$6 000. This is a huge setback because Council would channel those resources in the right path to develop the City.

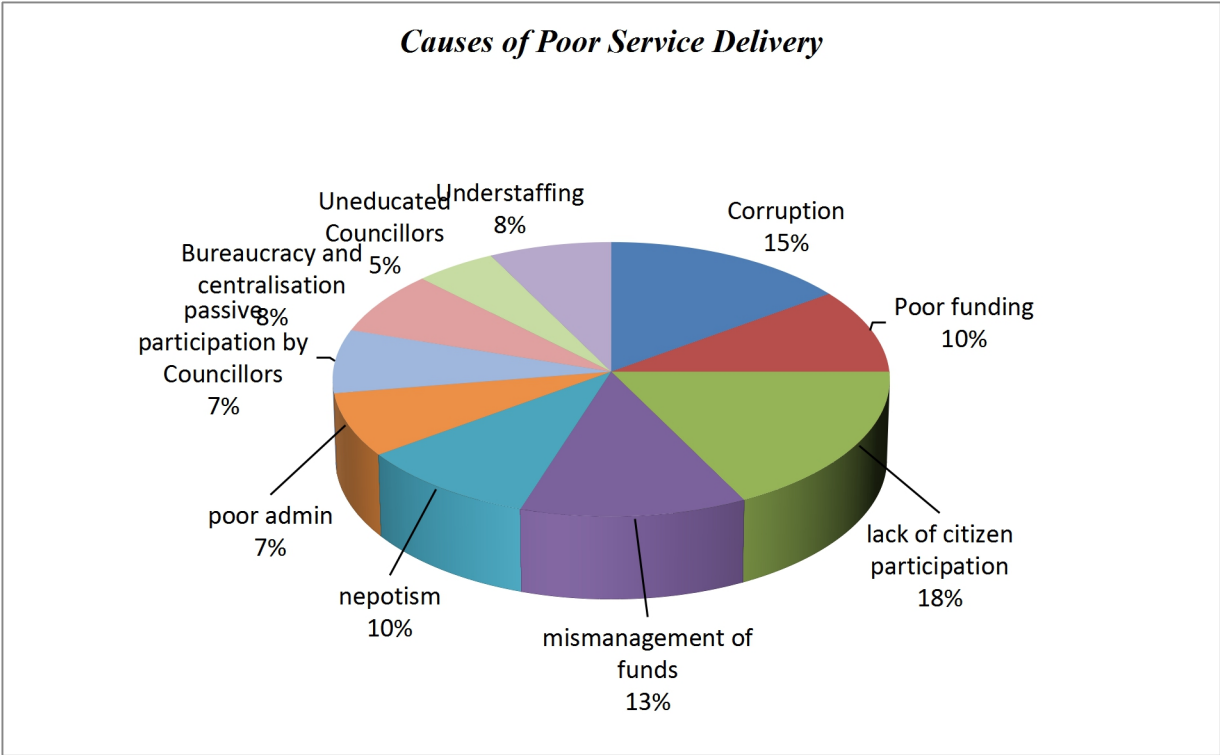
One of BCCs major deficiencies of effective service delivery is the legislative frameworks which are put in place by the government. The Local Government minister has too much influence in decisions made by the local authorities. Chakunda (2015) opines that before local authorities implement their budgets, they must seek the approval of their tariffs and revenue from the local government minister who has the veto to reject a council budget where he feels the tariffs are beyond the affordability of citizens or where he “feels” the expenditure is not reasonable. Furthermore, the common resource problem has reduced the ability of the citizens to have faith in both central government fees on the one hand and local authority’s tariffs on the other. Hence, one may deduce that people generally develop negative outlook paying rates and this has dire consequences on the overall revenue collected

Table 4: Responses on the Causes of Poor Service Delivery at BCC

Causes	Responses from questionnaires	Responses from interviews	Percentage rate
Corruption	4	2	15%
Poor funding	3	1	10%
Lack of citizen cooperation (in terms of payment of rates)	4	3	17.5%
Mismanagement of funds	4	1	12.5%
Nepotism	2	2	10%
Poor	2	1	7.5%

administration			
Passive participation by the Electorate	1	2	7.5%
Bureaucracy and Centralisation	2	1	7.5%
Uneducated Councillors	1	1	5%
Understaffing	2	1	7.5%
Total	25	15	100%

Fig 1 shows the Percentage Response on the Causes of Poor Service Delivery by BCC



Source: Primary Source

Most of the respondents concurred that corruption of funds is a major cause of poor service delivery by BCC. 4 of the returned questionnaires stated how BCC is corrupt and this was supported by 2 of the interviewees who also shared the same sentiments. Respondent A reasoned that;

“Mina ngibona ingathi kulesitsotsi emaTendeni laphana, those people who are closer to oTown Clerk yibo abathola amaTender, awanikwa ngokuthi uyakwanisa ukwenza umsebenzi wakhona, hayi!! Its obvious abo Town Clerk badinga abantu babo vele besebenzi vala ngokwenza amaTender for umthetho nje otherwise...vele amaTender aphiwa ngokwazana...” (I think that there is no transparency in how Tenders are awarded. Those closer to the Town Clerk are favoured. There is no meritocracy, opening of tenders is only done as a formality, otherwise the winner would be known already)

The researcher also deduced that another reason that the respondents gave is the mismanagement of funds and it is closely linked to that of corruption taking into consideration the lavish lifestyle of the Council staff, particularly those with higher posts. The top management gets new cars at the expense of the majority. Most respondents, from the BCC thought that it is callous of the management team to get new expensive cars as well as other weighty benefits, when the Company is suffering and there are still arrears of their remuneration. This clearly brings out that only a select few seem to be enjoying the fruits of the rates payers. Respondent B penned that;

“Council Staff squander our money and buy themselves latest Jeeps and Fortuners when we have potholes and they cut our water. Right now street lights are not functioning; crime is taking place in some high residential areas because Tower lights are off. Where do they put our money?”

Another respondent concurred as they he stated that;

“What they agree on in the Council meetings is completely different from what is taking place on the ground... Bulawayo is a big city, meaning there is a lot of revenue... Funds are being nicodemusly channeled”

Other responses, particularly the BCC staff members opine that the fact that they are understaffed is a major constraint to providing good and reputable services in the city. Respondent C vividly pointed out that they are short staffed and this had direct impacts on the day to day running of business. For instance, one Committee Officer will be in charge of more than one committee, for example, the Town, Lands and Planning Committee as well as the Health Housing and Education Committee thereby swamping one individual with a lot of work. Thus, one may infer that this creates laziness or employees' reluctance towards operation of duties, hence leading to poor service delivery.

Some of the citizens of Bulawayo are of the view that one of the causes of poor service delivery is caused by failure to decentralize. This goes hand in glove with bureaucracy, another factor which the researcher found out from the responses. Respondent D emphasized that too much power rests with the Central Government and this is a huge problem is that local authorities are much closer to the people , thus they understand the residents of that community better than the CG.

Respondent D argued that;

“The issue of centralization of power to the central government affect/slow down the efficiency of BCC in providing quality service to the citizens...BCC has to firstly seek permission from the Central Government (procurement board) to act on certain things. The policies that BCC put in place have to be approved by the Central Government”

Respondent E supported the notion that centralization of power has hindrances on adequate service delivery in Bulawayo because decisions take too long to be made whilst some situations require rapid responses. Respondent E articulated that;

“BCC formulates a budget which is then vetted by the Ministry of Local Government. They can either approve or reject it, but BCC would have designed it to cater for certain projects such as rehabilitation of roads, street lighting, water works e.t.c”

Other respondents claim that passive participation by the electorate is a disease which affects proper service delivery in Bulawayo and this can be seen in how the Councillors are very vibrant towards the elections but once they are elected they abscond from meetings and they miss all the important information on the agenda. One of the respondents opined that;

“AmaCouncillors once voted into power liyaze liyebabona after 5years. Inkathazo zabantu kahle kahle kabazazi” (Once the Councillors are elected they will seize to be active until the next elections. They do not understand the needs of the people as they are usually absent)

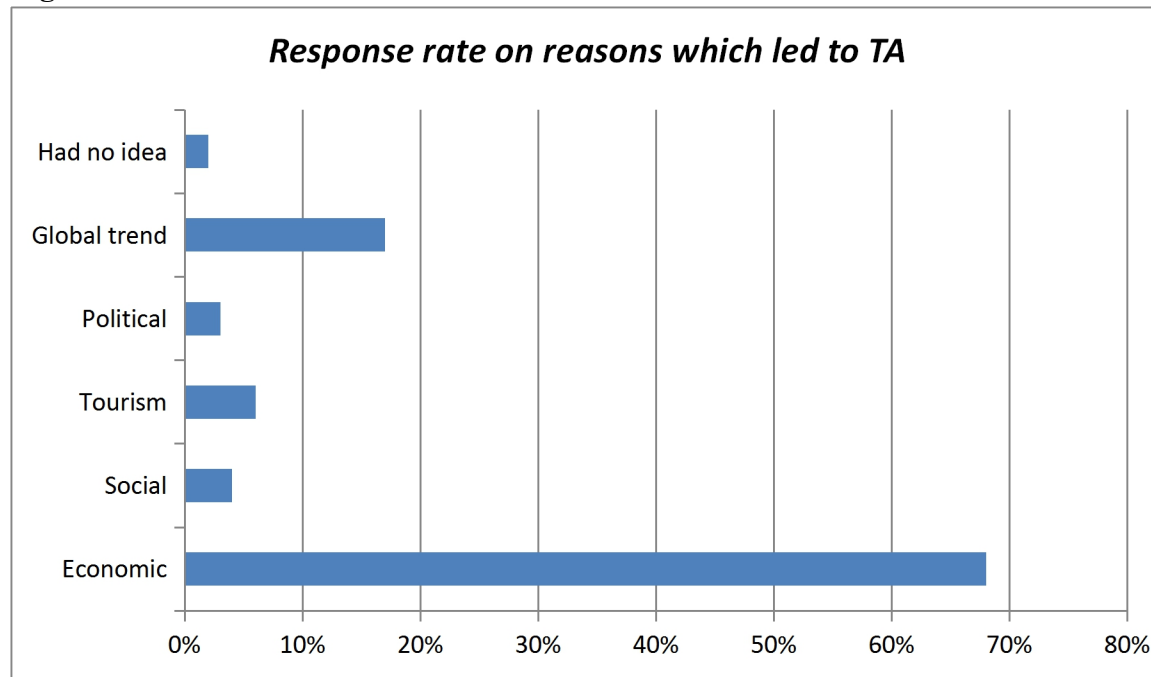
Another dimension to consider is that most Councillors at the BCC are not educated and this has dire effects in decision making because councillors have the upper hand in Committee meetings as well as Council meetings not the educated management team. It becomes easy to understand that Councillors do not understand some of the jargons that are presented in meetings but they will approve of some decisions. One respondent opined that;

“The real interests of the people are not attended to. They do not know how to prioritize the most important issues for example; they prioritise street lights instead of problems such as sewer burst which in fact pose as a health scare in the country at a time where cholera has claimed lives on many. Failure to prioritise important issues leads to vandalism of Council property such as removal of street lights etc”

4.2.2 Factors which led to the twinning of the City of Bulawayo and Ethekewini Municipality?

Bulawayo and Durban share a similar history and this prompted the understanding between the two cities’ municipalities. The researcher conducted a study to find out just how much people knew about the TA. Respondents had a plethora of reasons the researcher divided into Social, Tourism, Global trend as well as political reasons.

Fig 2 shows the reasons which led to TA



Out of the total respondents, 68% of them stated that BCC twinned with Ethekewini because of the Economic problems which the country is going through. They also pointed out that the Ethekewini-BCC cooperation was the most fruitful owing to the fact that they support Small to Medium Enterprises. According to De Villiers (2008) twinning has evolved from focusing of friendship relations to fostering development through the economic exchange channels. 17% of the total population claimed that the fact that TA are a global trend that local authorities have embraced over the years, hence BCC is no exception and had to move with the current demands within the global village which in turn, will benefit the local citizens. In addition, 6% argued that most foreign countries are interested in the flora and fauna in the country so they engage in twinning arrangements with local municipalities in Zimbabwe for the Tourist attractions such as Matobo, Victoria falls and Khami Ruins to mention a few. The other 4% of the respondents held the view that twinning arrangements have been prompted by social issues such as studying arts and culture. More so, respondents went on to note that the Ndebele people, who founded the City of Bulawayo share very common owe their roots to Durban (KwaZulu Natal) as this is where the Ndebele King, Mzilikazi originated from. Thus, there are strong ties; in essence, the Ndebele and Zulu tribes are one people.

As aforementioned in this study, Brielle (2013) opine the most effective twin cities emanate from two cities which share a common history because they share a lot more understanding of their traits. For instance, they both engage in the same cultural festivals. Ethekwini has invited BCC to come for the Durban International Film Festival and this has greatly helped build networks with Film Agencies within Bulawayo. Individuals such as Priscilla Sithole- Ncube who is a filmmaker and Gender activist as well as a designer named Yolanda Ngwenya, both benefitted from the TA. Thus, reinforcing the notion that TA are prompted by societal issues. 3% of the respondents shared that political reasons as they want to achieve material gains or travelling opportunities to other countries. The other 2% had no idea as to what could have led to the twinning arrangements.

4.2.3 The effectiveness of BCC's twinning arrangements with Ethekwini Municipality on service delivery in Zimbabwe.

The relationship with Ethekwini has yielded quite a number of positive outcomes. Most Council officials opine that they have gotten chances to network during the Cultural and Business expos as well as Trade Shows in Durban. One can state that twinning arrangements are a great platform to diversify and acquire the knowledge on how to efficiently render quality services to the citizens. This is evinced by the international seminars such as the Durban Business Fair which was held in September of 2018 which was aimed at building bridges between communities. The Council documents state that the agenda of the one week business fair included the Durban Fair Excellence awards, the seminar on Women Empowerment and SMME Exhibition including flavours of Durban. Furmankiewicz (2005) postulates that twinning of towns offers local authorities the opportunity to share ideas, experiences as well as techniques. Elected officials opined that they “got to interact with other Councillors from Ethekwini and learnt from their experiences”

During the research conducted, the respondents were asked to give their views on what they presume to be the effects that TA have had on service delivery in Zimbabwe as a whole. Responses showed that this has made it easier to communicate with the residents of Bulawayo and this is arguably the best result to be born of this particular partnership. The Call Centre also made it easy for the service providers to give rapid responses to matters of emergency such as

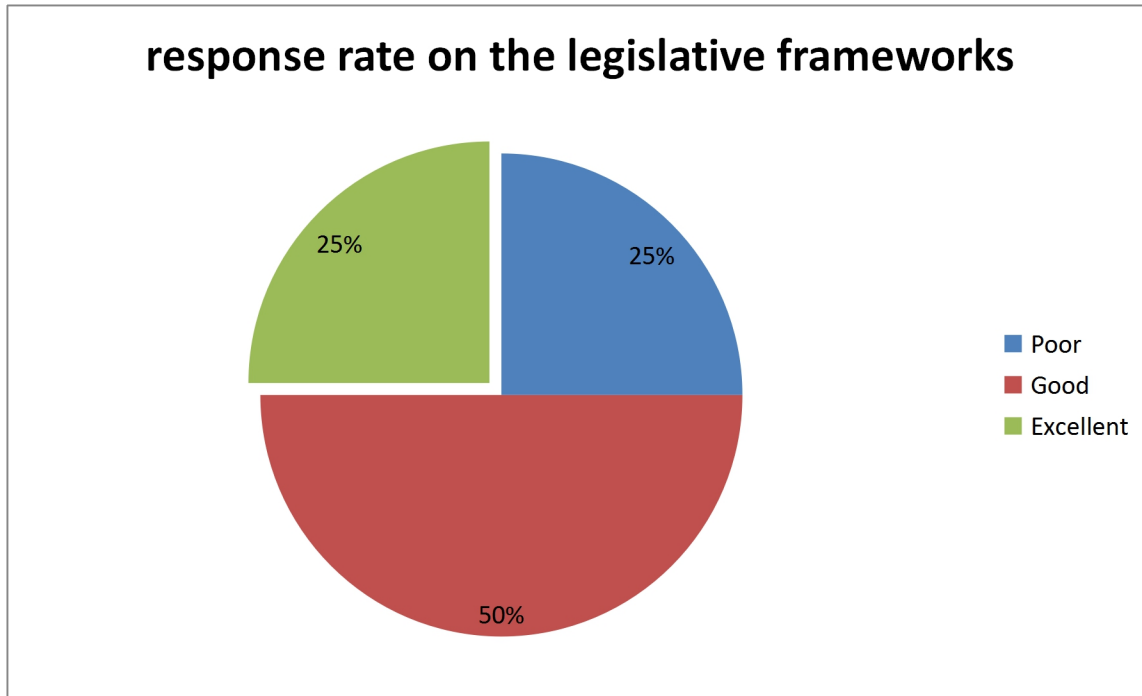
the Fire and Ambulance department thereby saving lives and reducing the number of fatalities. Respondents stated that

“We learnt a lot from Ethekwini as they helped BCC by setting up General Packet Radio Services (GPRS) equipment on the city sewer pipes to locate bursts. The initiative also assisted in drafting Water and Water Waste Action Plan.”

4.2.4 Legislative Frameworks

The researcher sought to find out just how much the participants knew about the legislative framework which address the issue of TA in order to discern if they are effective or not. However, the responses revealed just how little is known about TA, the majority of the people people no idea what these are. Only few respondents seem to have an idea on the legislative frameworks which guide Zimbabwean local municipalities’ relationships with foreign municipalities. A quarter of the respondents know about the legislative frameworks and this is because they are Council Staff members. Hence, they are bound to know about TA’ legislative frameworks so the researcher has highlighted them as “excellent”. 50% of the respondents know that there needs to be governing laws that regulate twinning arrangements but they do not know these frameworks in detail and these are highlighted as “poor”. Furthermore, another quarter of the respondents have no idea on what legislative frameworks are and they are also highlighted as “poor”. Fig 5 below shows the responses on the legislative frameworks

Fig 3: Shows the response rate on the legislative frameworks



25% of the respondents indicated that they are well conversant of the legislative frameworks which guide BCC. This was evinced when they stated that there aren't much legislative frameworks that guide twinning arrangements with BCC but it is necessary that the involved municipalities sign a Memorandum of Understanding as can be seen through the TA with Arberdeen in Scotland. Moreso, they state that the success of a TA can be affected by the fact that the minister has much power to either deny or approve of the activities that the local authority may want to undertake with its respective sister town. Another 25% of the respondents also do not know of any laws and regulations pertaining to the legislative frameworks on twinning arrangements. However they are of the view that in order for a local authority to engage with foreign municipalities there is need for consent of the two governments. 50% of the respondents had absolutely no idea what the legislative frameworks are thus making it clear that they had no clue as to how these laws and regulations affect service delivery in Bulawayo.

4.3 Chapter summary

This chapter stressed on research findings on the effectiveness of twinning arrangements in Bulawayo. The researcher started by looking on the causes on the causes of poor service delivery at BCC, the factors which led to the twinning of BCC and Ethekwini, the effectiveness of the TA

and its impacts on the delivery of services, as well as the legislative frameworks. The researcher gathered that some respondents were cognisant of the TA objectives and various sectors have benefitted from it, such as the Arts and Crafts sector because they have had the opportunity to exhibit their works at the ZITF as well as at the Durban Film Art. The researcher also found out that the BCC greatly benefitted from the Water and Waste Water Master Plan as well as the Call Centre and the Egodini mall which were all necessitated by Ethekewini Municipality.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter serves to conclude the study and focuses on the research findings which were presented in the previous chapter. The conclusions also comprise of the respondents' views and contributions and to add to the already existing knowledge on the matters of service delivery at BCC. The researcher has also proffered recommendations as to what can be done to ensure that twinning arrangements between local authorities have a positive impact on service delivery.

5.2 Summary Findings

5.2.1 Causes of Poor Service Delivery

Poor service delivery can be attributed to a plethora of reasons. One of the factors to consider is the lack of citizen participation whereby they do not pay for the services that Council provides. This has dire consequences on service delivery because the collected revenue is the one which is channeled towards the development of the City. Another aspect to take into account is the passive participation of the elected staff, specifically the Councillors who seem to pursue their own political interests and personal glory rather than placing the interests of the people in their respective Wards. More so, mismanagement of funds is a cancer which has affected a lot of local authorities in the country and this can be gleaned in failure to prioritize the issues at the grass root level such as ensuring that stands are serviced and clearing of the huge housing waiting list, BCC top management staff are spendthrifts as they buy expensive cars but fail to clear the arrears in salaries. Not only so, but understaffing is another cause of poor service delivery in Bulawayo. Coupled with the aforementioned views, centralization and bureaucracy are a major concern in Zimbabwe and BCC included. This is the case because the Central Government has so much authority to either approve or reject the decisions made by the Local authorities.

5.2.2 The Impacts of TA on Service Delivery

Twinning arrangements have greatly aided BCC and this can be gleaned in the projects which were pioneered such as the setting up of the Call Centre by Tower Block as well as the Water and Waste Water Management Master Plan which were both drafted and initiated by Ethekewini Municipality. This has eased the day to day running of the most crucial services in the city, services which promote a cleaner and healthier City. Another key to note is the donation of Fire trucks through the Operation Florian. This too, has been of much help in the emergency response

services. Other impacts include the formation of Factory shells at Kelvin North to nurture Micro and Small Entrepreneurs.

5.2.3 Challenges of Twinning Arrangements

The full effect of Twinning Arrangements have been curtailed by reasons such as the country's economic situation which has caused the lack of travelling finances needed by the Country's official. Lack of these resources has a negative impact because officials need to attend activities that stand the benefit the local authority. This can be as a result of the government's decision to either reject the request by BCC or just mere procrastination, thereby revealing the demerits associated with Bureaucracy and Centralisation of power in the hands of the Central Government.

5.3 Conclusions

5.3.1 Causes of Poor service delivery

Research shows that poor service delivery culminates from centralization of power which then breeds other societal problems such as corruption, nepotism, politics of patronage, poor funding and bureaucracy to mention but a few. Power needs to be decentralized from top to bottom because the local authorities are at grassroots level meaning that they understand the needs of the people more than the CG. More so, the CG delays with feedback which requires immediate action, such as the issues to do with the travel costs to twin cities, Fire and Ambulances service as well as Water Treatment.

5.3.2 Effectiveness of TA on Service Delivery at BCC

TA have the potential of yielding a lot of positive results if the Zimbabwean economic fabric stabilizes. This can be evidenced in how the TA with Aberdeen City Council in Scotland flourished before the new millennium with the FTLRP, which affected the cooperation with the sister city. However, the research managed to bring forth the fact that TA aid in various sectors in Bulawayo such as the Sports sector, Arts and Culture sector, Educational Sector as well as the Administration part at BCC.

5.3.3 Challenges faced in twinning arrangements

Twinning arrangements have various challenges that range from economic, government interference, poor planning systems, language barriers to mention but a few. Political instability as well as poor planning have to a larger extent led to these challenges. As aforesaid, the

political situation in Zimbabwe has led to the almost non-existent relationship with Aberdeen Municipality. The country received economic sanctions and this strained the relationship with the Scottish Municipality. Language barrier between the BCC and Siping (China) representatives has also been seen as a challenge when engaging in foreign municipalities that do not use English as one of their national languages.

5.4 Recommendations

The research has revealed a plethora of flaws that if unchanged, they may curtail the effectiveness of TA at BCC, if not addressed the relations that the local municipalities has with its sister cities may greatly suffer and effectually serve no purpose. For the citizens of Bulawayo to make the most of results from these relations they need to witness some changes being made within the current structure. Below are recommendations that may be reckoned with on how best the situation can be addressed.

5.4.1 Involvement of the Public in issues to do with BCC projects.

There is great need for the Bulawayo City Council's Public Relations to engage the citizens of Bulawayo and allow them to air out their opinions on the upcoming TA. This is paramount because the ordinary citizens are the ones who will stand to benefit from the cooperation. They are, in fact, the ones who experience the reality of the effects the decisions made by Council plus their opinions and judgements could come in handy. Thus, limiting the platform of citizen participation to just Council meetings is not enough, there needs to be an open dialogue with the stakeholders. This can be made possible through the use of the media such as the Council website. This should have current plans and projects that the local authority will be undertaking.

5.4.2 Focus more on the Educational Sector

There is need to empower the young people through better educational opportunities. This can be done through having exchange programmes with the twin cities. Furthermore, BCC should negotiate scholarship programmes with developed twin cities so as to give excelling students the opportunity to go and acquire skills that will transform Bulawayo. Better still, BCC can secure other opportunities for the staff to also exchange with the staff at Ethekwini so as to learn just what sets the two Municipalities apart.

5.4.3 Introduce the Twinning Arrangements Committee

If the twinning arrangements are to be prioritized, it would be wise to create a Committee that will mainly focus on the relationships that Council has with foreign local authorities. This could possibly reduce travelling costs because the Chairperson of that Committee is the one who will stand as a delegate of the twinning arrangements meetings and projects.

5.4.4 BCC needs to be transparent when it comes to the relationships with Sister Cities

Transparency can be achieved through briefing of the citizens of Bulawayo after every visit to sister towns. Moreover, Council should cut down the number of delegates that they send to functions in Durban.

5.5 Conclusion

There is a lot of potential in the Twinning arrangements between BCC and Ethekewini especially if a healthy environment for investment is created in Byo with the backbone of a vibrant economy. The researcher also noted that the BCC- Ethekewini cooperation is the most vibrant and fruitful relationship that BCC has with a foreign municipalities. This is evident in the various projects such as the Call Centre which was set up in 2012 the establishment of the Water and Waste Water Master Management Plan as well as the Egodini Mall which is currently being set up in the City. Thus, it would be safe to deduce that the TA with Ethekewini have been very pivotal in ensuring that better services are delivered in Bulawayo.

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APPENDIX 1: Questionnaires for Elected Officials and Council Staff

UNDERGRADUTE DISSERTATION RESEARCH QUESTIONNAIRES

My name is Judith Moreen Chikwati (R145112E) and I am currently studying BSc in Politics and Public Management at Midlands State University. I am conducting a research on Twinning Arrangements in Zimbabwe’s local authorities with the case of Bulawayo City Council and Ethekwini Municipality from 2010 up to 2017. The research is being conducted in partial fulfilment of the requirements of the Bachelor of Science in Politics and Public Management Honours Degree. I kindly ask for your participation in the research by answering the questions below. All responses will be kept anonymous as no names shall be required and no one will be identified in the research. Your contributions will be greatly appreciated.

SECTION A. *Tick the appropriate choice*

Gender Female Male

Age

SECTION B

1) What are the reasons of engaging in twinning arrangements?

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

2) What are the causes of poor service delivery by BCC?

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

3) Do you think twinning arrangements with Ethekwini have had an impact on service delivery in Bulawayo? YES/NO If Yes, state them.

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

4) What factors could militate against the BCC- Ethekwini cooperation?

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

5) What strategies can be put in place in order to ensure that twinning arrangements are effective in Zimbabwe's local authorities?

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

6) Which of BCC's sister cities is the most productive one? Please state reasons for your answer.

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

7) Are there any legal frameworks on twinning arrangements in Zimbabwe? YES/NO If yes, how effective are they?

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

Appendix 2: Questionnaire for Residents, Business and Arts Sector

UNDERGRADUTE DISSERTATION RESEARCH QUESTIONNAIRES

My name is Judith Moreen Chikwati (R145112E) and I am currently studying BSc in Politics and Public Management at Midlands State University. I am conducting a research on Twinning Arrangements in Zimbabwe’s local authorities with the case of Bulawayo City Council and Ethekwini Municipality from 2010 up to 2017. The research is being conducted in partial fulfilment of the requirements of the Bachelor of Science in Politics and Public Management Honours Degree. I kindly ask for your participation in the research by answering the questions below. All responses will be kept anonymous as no names shall be required and no one will be identified in the research. Your contributions will be greatly appreciated.

SECTION A. *Tick the appropriate choice*

Gender Female Male

Age

Marital Status.....

SECTOR.....

SECTION B – OBJECTIVES OF TWINNING

- 1) How are the objectives of the twinning arrangements between BCC and its sister cities relevant in your sector?

Aberdeen.....
.....
.....

Ethekwini.....
.....
.....

Polokwane.....
.....
.....

2) Has BCC met these objectives?

Yes No

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

3) How has your sector benefited from Bulawayo's sister cities?

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

4) Have BCC's sister cities benefited from the arrangement they have with Bulawayo and your sector?

Yes No

Please explain your answer

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

5) In your opinion, what could be the possible solutions to the challenges being faced by BCC in as far as twinning arrangements are concerned?

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.....

6) Would you recommend anything to improve the relationship that BCC has with its sister cities?

Yes

No

Please explain your answer.

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

Appendix 3: Interview Questions

Targeted population: BCC staff

UNDERGRADUTE DISSERTATION RESEARCH INTERVIEW GUIDELINE

My name is Judith Moreen Chikwati (R145112E) and I am currently studying BSc in Politics and Public Management at Midlands State University. I am conducting a research on Twinning Arrangements in Zimbabwe's local authorities with the case of Bulawayo City Council and Ethekwini Municipality from 2010 up to 2017. The research is being conducted in partial fulfilment of the requirements of the Bachelor of Science in Politics and Public Management Honours Degree. I kindly ask for your participation in the research by answering the questions below. All responses will be kept anonymous as no names shall be required and no one will be identified in the research. Your contributions will be greatly appreciated.

- 1) What are the objectives of twinning arrangements with Aberdeen, Ethekwini and Polokwane?
- 2) What is the reason behind these objectives?
- 3) Have these cities met their objectives in the twinning arrangements?
- 4) How has Bulawayo benefitted from the twinning arrangements that BCC has with foreign local authorities?
- 5) How has your department benefited from twinning arrangements with Ethekwini Municipality?
- 6) Has BCC faced any challenges with their current sister cities?
- 7) Has BCC faced any challenges in trying to twin with other cities in the world?
- 8) What solutions can be put in place to solve the problems that BCC is facing in as far as providing services in the city?
- 9) What has been the greatest achievement to come out of the BCC- Ethekwini cooperation?
- 10) What are the shortcomings of the BCC- Ethekwini relationship?