MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

THE PROGRESS ON HOW RESULTS BASED MANAGEMENT HAS BEEN IMPLEMENTED BY APPOINTED OFFICIALS FROM 2013 TO 2016 .THE CASE OF SANYATI RURAL DISTRICT COUNCIL.

BY

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APPROVAL FORM

The undersigned certify that they have read and recommend to Midlands State University for acceptance, a research project entitled: **"The progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016.The case of Sanyati RDC**," submitted by Mukute Tendai Nomsa in partial fulfilment of the requirements of the Bachelor of Science Honours Degree in Local Governance Studies.

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DECLARATION

I, MukuteTendaiNomsado here by declare that this work is my own original work, that it has not been plagiarized nor submitted for similar degree in any other University.

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DEDICATION

To my beloved late parents Stella Musonza and Bornlight Mukute, my sisters Netsai , Nancy Mukute and Tichaona Mharadze for your support and encouragement. May the Lord bless them in abundance.

ABSTRACT

The study sought to address the progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016.The case of Sanyati RDC. The main objectives of this study are to evaluate the role of appointed officials in implementing Results Based Management against what they are doing , to know the impacts of the efforts and coming up with solutions to enhance their performance. Zimbabwean government in 2005 adopted RBM due to corruption, poor communication systems, poor technological advancement, poor budgeting, lack of monitoring and evaluation , focusing more on processes ,lack of accountability and transparency and poor performance had became the routine operation of the local authorities therefore resulting in poor service delivery. RBM emphasise on being result oriented instead of focusing on processes in order to achieve the intended objectives. Appointed officials as governance agents are responsible for service delivery and local economic development, the two become their objectives and it is their role to put in place strategies that are result oriented thus they play a significant role in RBM implementation. The researcher used empirical, theoretical and conceptual framework in this study to have an insight of what other scholars and countries have found on the research problem. Theories and models like the Results Based Management components, Open systems theory, Group dynamics theory, New Public management theory to mention a few were used .Research methods like mixed method and descriptive research design, probability and non probability sampling techniques, primary and secondary data was collected through questionnaires, focus group discussions ,interviews with open ended and closed questions, journals articles and internet. Simple random and stratified sampling techniques were used as well. The targeted population of 112987people and the sample size was 90, 18 Councillors, 15 council employees including 6 Head of departments, 35 Sanyati residence, 12 Sector Ministries and 10 NGOs. Data gathered was presented and analysed using tabular, textual and graphical methods. The findings of the study revealed that appointed officials have a planning , budgeting ,monitoring and evaluation ,managerial and administrative role to play in the implementation of IRBM and in the process there are a number of challenges encountered which include lack of adequate training , skills ,resources , time, ,complexity of the document , congestion of policies , lack of consultation ,red tape , lack of motivation and unrealistic budgeting to mention just a few. Possible solutions like funding of the plans, further training of officials, and review of the document, stakeholder involvement, and introduction of local based strategies among others were suggested. RBM is also said to have benefited local

authorities by improving service delivery and local economic development, a systematic way of meeting goals was developed, convenience of doing things and improved inclusion, transparency and accountability. The findings led to a realisation that, appointed officials plays a significant role for successful implementation and there is some progress in IRBM but there is need to capacitate the officials achieve the intended objective or results (outputs, outcomes and Outcomes).

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All Glory and praise is hereby extended to the Lord Almighty for granting me the opportunity to experience learning life from different angles and guiding me throughout the course.I wish to express my abundant appreciation of the guidance and assistance of Mrs. A. Bosha who was my incomparable and committed supervisor.I would also like to extend my acknowledgements to my learning institution Midlands State University for their unfailing support in all my academic endeavors. Special mention is due to the Local Governance Department and its dedicated staff for equipping me with the necessary and requisite skill and knowledge that have proved to be immensely helpful and useful during my research project .I would also like to express my immense gratitude to Sanyati RDC management and entire staff, councilors and other stakeholders for their patience, encouragement and support throughout my attachment and research study. A special mention goes to Mr. A Shadaya (CEO), Mrs. P. Murindi (HR Officer), Mr. C Majoro (Administration Officer), Mr. Tauya (Internal Auditor), Mr.D Matope (Planning Officer) and all the other staff members, who were there to support. I also would like to dispense my appreciation to my family (Nancy and Netsai Mukute), Luckson Zendera and Tichaona Mharadze for their social and moral support.

ACRONYMS

CEO- CHIEF EXECUTIVE OFFICER

CIPA-COUNCIL INTEGRATED PERFOMANCE MANAGEMENT

DIPA- DEPARTMENTAL INTEGRATED PERFORMANCE AGREEMENT

DWPMP- DEPARTMENTAL WORK PERFORMANCE AND MONITORING PLAN

HOD-HEAD OF DEPARTMENT

IDP- INTEGRATED DEVELOPMENT PLANNING

ICT- INFORMATION AND COMMUNICATION TECHNOLOGY

M&E –MONITOING AND EVALUATION

NPM –NEW PUBLIC MANAGEMENT

NGO- NON GOVERNMENTAL ORGANISATION

RBB- RESULTS BASED MANAGEMENT

RBM- RESULTS BASED MANAGEMENT

RBPPS- RESULTS BASEDPERSONNEL PERFORMANCE SYSTEM

RDC- RURAL DISTRICT COUNCIL

SMART-SUSTAINABLE MEASURABLE ATTAINABLE REALISTIC TIMEROUS

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CHAPTER I

INTRODUCTION

1.0 INTRODUCTION

The aim of this project is to identify and analyse the progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016 in Sanyati Rural District, to attain the organisational goals as well as identifying the possible challenges encountered and solutions to successful RMB. This study also draws interviews from people mostly in the resettlement areas of Sanyati District as well as the Council officials, Sector ministries, NGOs and Councillors. Results Based Management is an influential instrument used by officials to track progress, relevancy and results (outputs, outcomes and impacts) of a project or policy. The RBM system in Zimbabwe has been triggered by the growing concern and pressure from both internal and external stakeholders of the Local Authorities to provide more tangible and demonstrable results as to improve service delivery with the scarce resources available.

1.1 BACKGROUND OF THE STUDY

The evolution of the local government system in Zimbabwe dates back to the colonial period when the colonial regime established the Salisbury Sanitary Board in 1891 (Wekwete 1988).Local government has different stakeholders acting as development and service providers, these includes the government, sector ministries, civil society, the community, elected and appointed officials which have different roles to play in RBM.

Prior to the 1993 amalgamation there were four local authorities presiding over the Kadoma rural areas which were namely; Ngezi District Council, Kadoma District Council, Sanyati District Council and Chitenderano Rural District Council. Rural councils governed farms and district councils governed communal lands of smaller hectare. After the amalgamation in 1993 the whole Kadoma rural area came under one council namely Kadoma Rural district council which had its head office in Kadoma city and sub-offices in Sanyati town and Mhondoro Mamina development Centre. In November 2007 following a proclamation by the President RG Mugabe, Kadoma RDC was split into two rural district councils, one over the east and the other west of Kadoma which were Mhondoro Ngezi RDC and Sanyati RDC

respectively. Geographically, Sanyati Rural District Council is located in Mashonaland West province, and is about150km south west of Harare. Sanyati RDC's area of jurisdiction is divided into 18 wards and each ward is represented by a councillor elected constitutionally at the ward level election. This area covers large and small scale farms, resettlements and peri-urban land. This land, according to the nature of title of ownership and the nature of operations proceeding on it, is made liable to council levies and taxes which are financial sources for the council operations.

Mutema (2016) defines appointed official in Local Authorities as neutral executives responsible for the planning and implementation of Council goals and objectives which gives them the capacity to play a significant role in RBM to achieve those goals and objectives in a result oriented manner despite the scarcity of resources and be able to monitor and evaluate the efficiency.

GLOBALLY

Result based management is a global phenomenon which seek to promote effectiveness and efficiency in both developed and developing countries due to inefficiency and failure to achieve result as they focused more on processes and procedures.Dube (2016) argues that in an effort to improve public sector performance at all levels of government, Thailand introduced RBM in 2003 through the promulgation of the State Administration Act of 2002 which made it transform from an unrecognised country in Asia to top developed ,countries like Malaysia ,United Kingdom and Australia also records successful implementation of IRBM.

REGIONALLY

According to UNDG (2010), UN system adopted RBM to improve the effectiveness and accountability of UN agencies. This shift towards RBM was accompanied by increasing UN interagency collaboration and interaction that seek to respond to UN reform and the greater Harmonization of UN programmes with national priorities evidenced by the requirement of the ESAP, SDGs and MDGs which focused on attainment of results in SADC countries.

Developing countries embarked on different programmes to successfully implement Results Based Management (RBM) for local economic development and improved service delivery

which is also a strategy for achieving the Sustainable Development Goals. Appointed officials as service providers and local economic developers, it is their role to implement the RBM components, Result –Based Budgeting (RBB) system, Result Based Personnel Performance System (RBPPS), Integrated Development Planning (IDP), Results Based Monitoring and Evaluation System and E-Government as a way of improving performance and achievement of results.

According to Madhekeni (2012) RBM has been a success in other countries like Botswana, Philippines, South Africa and Namibia. RBM is a management philosophy that has transformed with times as described by Thomas (2007) in Dube(2016) .There was lack of stakeholder coordination which led to poor service delivery and poor revenue inflow in the public sector hence appointed officials plays a role of coordinating different parties and efforts in the planning process as they engaged all other stakeholders in planning through committee meetings, budget consultations and client service charter thus IDP resulting in transparent, accountable ,effective and efficient service delivery and improved revenue inflow.

Due to some of the prevailing economic challenges discussed above, corruption, inefficiency and ineffectiveness in developing countries turned out to be failing to produce quality services thus a shift to RBM as a way of modernising public management and enhance pro-active administration to improve the quality of services required transparency, accountability and achievement of intended results despite the economic situation.

NATIONALLY

According to Gwata (2012) after the Public Service Reform Programme of 2002 suggested the implementation of Results Based Management (RBM) system, Zimbabwean government sent people abroad for training and issue policy guidance circular in 2005 to address service delivery challenges. It can also be identified that Zimbabwe is putting so much effort to ensure the implementation of RBM as evidenced by the RBM strategies suggested in ZimASSET in order to sustainably develop and empower the economy as a reaction to the failures of the government to deliver services .Local authorities are obliged to be development and result focus and appointed officials as planners, organisers, leaders and controllers by the Zimbabwean Constitution in Chapter 2,9 and 14 have an important role to

play in the implementation of RBM. Corruption, poor communication systems, poor technological advancement, poor budgeting, lack of monitoring and evaluation , focusing more on processes ,lack of accountability and transparency and poor performance had became the routine operation of the local authorities therefore resulting in poor service delivery as supported by Armstrong (nd). Zimbabwe faced challenges of poor resource allocation from national, provincial and local levels thus the government resorted to RBB a managerial role which is used simultaneously with IDP for long term gains to enhance value for money and a better relationship between outputs and inputs linking up resources and results. These features led to a realisation of need for appointed officials to implement RBM to improve performance of local authorities and bring a result oriented environment whereby objectives are met by the use of the available scarce resources.

Results Based Management was proven to be a solution to gain transparency and accountability in the public sector, (Dube, 2016). The strategy provided a background for appointed officials to fully play their role in RBM through effective planning, implementing, organising, controlling, monitoring and evaluating the process, product and services of an organisation to make sure they achieve the desired results and mitigate unethical behaviours.

1.2 STATEMENT OF THE PROBLEM

RBM brings out a result oriented environment whereby there is more focus on outputs and outcomes rather than the process and inputs therefore local authorities' objectives are to provide services and develop the local economy and it is the role of appointed officials to make sure the intended results are achieved as enshrined in Chapter 9 and 14 of the 2013 Constitution. The current system of operation is characterised by ineffectiveness ,inefficiency.RBM is not being implemented to its full capacity thus little progress can be seen due to poor performance management ,lack of adequate monitoring and evaluation ,lack of resources to mention just a few to achieve intended sustainable results in line with the organisational goals and objectives as well as the national priorities to improve service delivery which can only be done by appointed officials as far as local authorities are concerned .Implementation of RBM enhances quality service delivery and performance management as it can be realised that the models has brought about adequate planning of activities through identification of SMART objectives ,the vision and mission of an organisation as well as how they intend to achieve the stated objectives within a given time frame using the scarce resources and still get results which was not there in Zimbabwe public

entities appointed officials used to operate in an un orderly manner and without planning making it hard to achieve results or measure the progress of the organisation's efforts and RBM through Monitoring and evaluation now allow measurement of the progress ,relevancy , demonstrate the impacts of projects allowing decision makers to make viable and justifiable decisions thus enhancing effectiveness and efficiency in local authorities. The use of RBM models like E –government has brought about convenience and accessibility of service through ICT which was not there, Result based personnel performance system is now keeping officials in check and IDP which is holding them accountable to different other stakeholders and allow transparency as they are included in planning which can attract their support as well as ownership of projects. Therefore reflecting the role appointed officials can play in implementing RBM. On the other hand it is important to note that they need the input of other stakeholders and availability of adequate resources and supportive policies for RBM to be a success.

1.3 RESEARCH OBJECTIVES
- ❖ To establish an understanding of the role played by appointed officials in implementing Result Based Management.
- ❖ To know what has been done so far by appointed officials to ensure effective implementation of Results Based Management.
- ❖ To evaluate the impact of the progress of Results Based Management?
- ❖ To improve performance of appointed officials as Results Based Management require by giving possible solutions to the challenges encountered.

1.4 RESEARCH QUESTIONS
- ❖ What is the role of appointed officials in implementing RBM?
- ❖ What has been done so far by appointed officials to facilitate successful implementation of Results Based Management?
- ❖ What is the impact of the role played by appointed officials in implementing Results Based Management?
- ❖ What are the possible solutions to the challenges encountered by appointed officials as they play their role in implementing RBM?

1.5 SIGNIFICANCE OF THE STUDY

The research will provide information onthe progress of appointed officials' efforts in implementing IRBM, how appointed officials operate in line with results based Management, how their contribution can lead to successful implementation of RBM as well as how they can be capacitated to enhance achievement of best results.The research enlighten the governments and other policy makers to realise what it is that is making policies and strategies fail to be successfully implemented by appointed officials as well as realising the importance of institutionalising RBM and monitoring and evaluation to facilitate maximum performance of appointed officials since there is no literature on the above yet because it is still a new philosophy which is still in progress.

1.6 LIMITATIONS OF THE STUDY

Problems or challenges are inevitable when one carries out a research. If the study was carried out at Sanyati RDC only, therefore it cannot be concluded that the role of appointed officials in RBM has been optimised in local authorities in Zimbabwe as they might vary due to the fact that local authorities suffer differently on service delivery from city to city hence the researcher saw need to further research from different Local authorities on the same problem to be able to contrast and evaluate findings for reliable data. There were higher possibilities of obtaining biased information mostly from the Council management, protecting the image of their organisation thus distorting the original facts. Hence, employee at lower ranks might not feel comfortable to expose information on how the organisation handles its public affairs especially where accountability is concerned thus there was need to assure the stakeholders that their privacy and confidentiality will be observed as well as conducting voluntary interviews. Limited time to carry out the research fully and inadequate financial resources and technical support were also some of the limitations and to cater for this there was need to get some resources from the researcher's family members and focusing on wards that were reachable. Setting a date and commit to the research on the assigned date and time as well as conducting researches early were some of the solutions used by the researcher to cater for these limitations.

1.7 DELIMITATIONS

1.7.1 Map showing physical boundaries of Sanyati Rural District
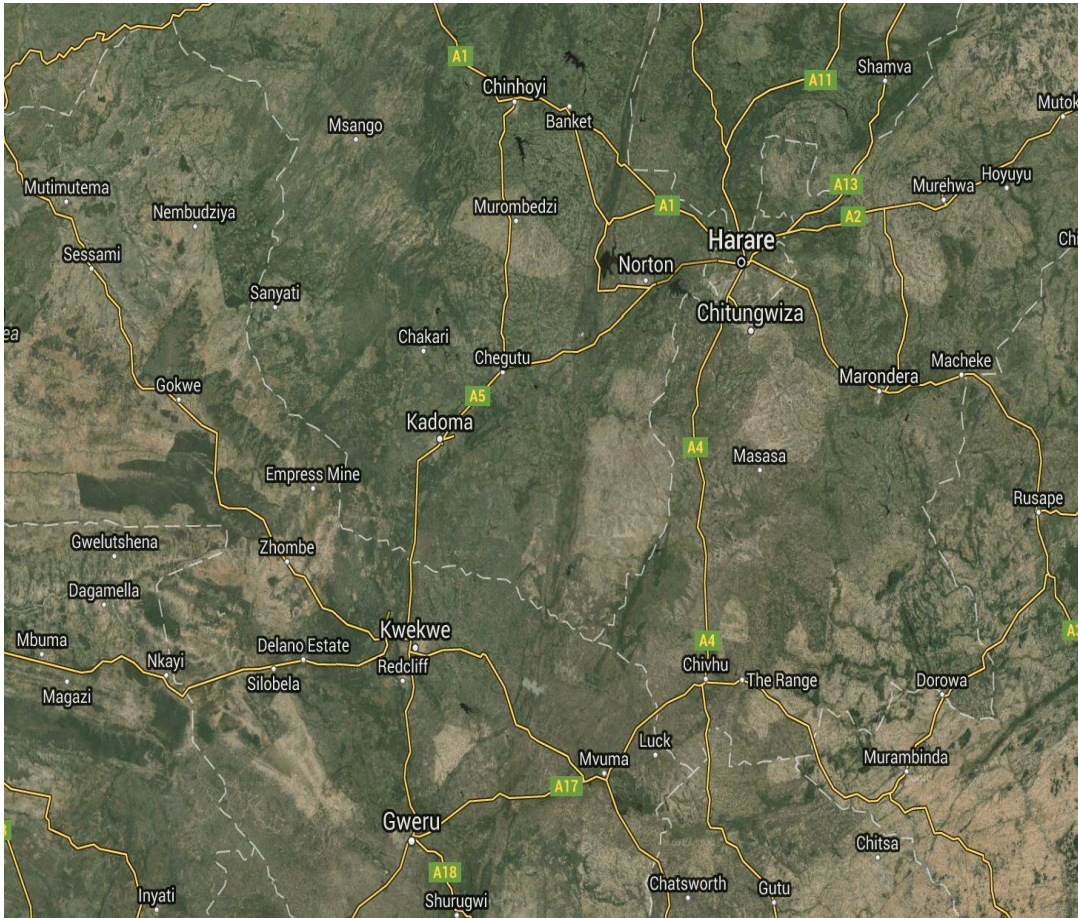
The research will focus on Sanyati rural district only which is located in Mashonaland west province with an area of 4833 square kilometres .As shown by the figure above, Sanyati District share boundaries with Kwekwe and Mhondoro Ngezi on the south, Gokwe North on the West, Chegutu on the East and Chinhoyi on the North. The study focuses on getting information from different individuals such as 15 employees at Sanyati RDC in different departments (Finance, HR and admin, Land use planning and conservation, Engineering, Road and Works, Social and Community Services and Audit). 35 public or residence as the recipients of the services provided by the council,18 elected officials as they plays an oversight role are also the scope of the research over a period of 2 weeks ,12 sector ministries and 10 NGOs as council stakeholders counting up to 90 people as targeted population .The research targets Sanyati district area only, focusing on gathering information on the role appointed officials are playing to assess the progress made in issues pertaining to Results Based Management programme. The study will not focus on the role played by councillors and other stakeholders besides appointed officials in implementing RBM.

1.8 DEFINATION OF TERMS

Result Based Management according to the Ministry of Public Service (2009), It is a contemporary and integrated management philosophy or approach that set ,planned or desired goals and objectives through rigorous strategic planning systematic implementation ,careful use of resources , close personnel performance ,monitoring ,measurement and systematic utilisation of performance information ,timely and accurate reporting to enhance efficient policy formulation ,decision making and programme performance at all levels.

UNDP (2010) defines IDP- Integrated Development Planning (IDP) as a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level.

According to the Ministry of Public Service (2012), RBB- Result based Budgeting, (RBB) is a financial planning which link resources to be used and the intended results

Result Based Personnel Performance System (RBPPS) is the integration of the strategic use of critical human resources, with the use of financial and other resources towards achieving desired programme results, Gwata (2010.

Result Based Monitoring and Evaluation System (RBME) according to UNDG (2010) monitoring is, "A continuous process of collecting and analyzing information to compare how well a project, programme or policy is performing against expected results". Evaluation is done in episode and it is a measurement of a planned ongoing or complete interference to determine the relevance, efficiency, effectiveness, impacts and sustainability of a project.

E –government is the use of information and communication technologies (ICTs) to advance the internal operations of government organisations and provision of services to the citizens and doing business through electronic means (Holmes 2001).

1.9 CHAPTER SUMMARY

The chapter provides for the background of the study its limitations, delimitations, objectives and research questions for the researcher to come up with reliable findings on the progress on how RBM has been implemented by appointed officials from 2013 to 2016. It also provides for reasons for the study, definition of key terms, the targeted area for the research and the sample size for the research population. The next chapter shall provide more details on the

research topic in line with what other scholars think and have found out on the subject thus reviewing the literature.

CHAPTER II

LITERATURE REVIEW

2.0 INTRODUCTION

Kumar (2011) defines literature review as a significant aspect of a research procedure which adds worth and efficacy to every research. It helps the researcher to establish theoretical context of the study. Gwata (2013) argues that literature review explore the significance of this investigation together with the explanation of the progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016, how far they have gone with the implementation, the impact and how to improve performance of appointed officials in local authorities. The chapter also look at the works by other researchers and identifies gaps of which this study was carried out in an attempt to fill in the missing links.

2.1 LITERATURE REVIEW

According to Vinz (2015) theoretical framework is the conceptual model that establishes the sense of structure that guides one's research. Theoretical framework is untested assumptions by other people. It gives the background that supports one's research and provides the reader a justification for your study of a particular research problem. It also provides the rationale of the study. Conceptual theory was defined by Robson (2011), as "the system of concepts, assumptions, expectations, beliefs and theories that supports and informs your research". It is therefore an analytical tool with several variations and contexts which makes up the literature review.

2.1.1 THE ORIGIN OF RESULT BASED MANAGEMENT

RBM origin is linked to previous attempts of implementing the Management-By-Objectives (MBO) approach which was first outlined by Peter Drucker, (Gwata (2013). RBM perception originated from the launch of Logical Framework Approach (LFA) by USAID focus on projects. It extends from development aid to public administration during 70's and 80's and rebranded into Goal Oriented Project Planning (GOPP) Tradition.

RBM began to appear during the early 1990s and alleged to have originated from Canada where the Auditor General and the Treasury Board Secretariat had been up lifting public reform and performance management, Dube(2016) supported by Wachira (2013). New Public Management of the 1980's is said to have contributed to the emergence of RBM as a means of modernising public management and attract proactive administration.

The strategy can be described as a participatory operational tool considered to centre people's mind set on objectives and performance to achieve intended results rather than a set of instructions. According to Madhekeni (2012) RBM has been a success in other countries like Botswana, Philippines, South Africa and Namibia. As described by Thomas (2007), RBM is a management tool that has changed with ages.

2.1.2 ADOPTION OF RBM IN ZIMBABWE PUBLIC SECTOR

After the Public Service Reform Programme of 2002 suggested the implementation of Results Based Management (RBM) system, Zimbabwean government sent people abroad for training and issue policy guidance circular in 2005 to address service delivery challenges though it was implemented years later. Madhekeni (2012) and IJHSS net report argues that for effective RBM there is need for politicians and officials to put people's priorities first and seek help from the private sector as they can resource the projects better. All public sector stakeholders seek to improve accountability, transparency, efficiency and effectiveness through achievement of tangible results.

2.1.3 GROUP DYNAMICS THEORY

RBM is believed by UNDG (2010) to be a group dynamic theory strategy which believes in change at group level as there is team work in its implementation and change of organizational culture to suit the intended change (Bernstein ,1968). Lewin's 1947 Group behavior, should be the main focus of change, however it ignores the individual perspective which believes one behaviour can lead to change through modification and what they believe in as well as their power to resist (Skinner ,1974). According to Mavhiki et al (2013), the Zimbabwean government adopted the strategy and enforced it through decentralisation to improve accountability, transparency, effectiveness and efficiency in the public sector.

Integrated Result Based Management (IRBM) is made up of the components listed below:

RBPPS- Result Based Personnel Performance System

RBME- Result Based Monitoring and Evaluation System

RBB- Result based Budgeting

IDP- Integrated Development Planning

 E- Government

2.2 RBM COMPONENTS.

2.2.1 INTEGRATED DEVELOPMENT PLANNING

According to Gwata (2014), IDP is a procedure of which planning efforts of diverse spheres and governmental sectors as well as other different institutions are coordinated at local government level .It realizes the involvement of grassroots levels in the planning process, It is therefore the role of appointed officials to coordinate different key players of local governance to achieve intended results as far as service delivery is concerned as it demonstrates good governance through participation. It also involves drafting of strategic plans to meet targeted goals and objectives of an organization. Local authorities in Zimbabwe the case of Sanyati RDC draft strategic plans running for 5years, practice consultative budgets, have clients chatter and hold full council and committee meeting to integrate different sectors.

The IDP uses the Horizontal- Vertical (HOVER) principle, the horizontal being the efforts amongst various ministries working with the organization and Vertical as the consideration of planning from the national to the grassroots levels. It involves bringing together of the national vision and national priorities to significant contributing lower levels (sectors/ clusters, ministries and departments) according to Dube(2016).

Dube (2016) says ," the goals has to be clearly stated and has to provide for the accomplishment of the advanced level results and attainable in a specific time frame" thus the appointed officials plays a great role of coordinating stakeholders which participates in formulation of budgets in line with the goals and plans.

2.2.2 RESULT BASED BUDGETING

According to the Ministry of Public Service (2012), RBB is a financial planning which link resources to be used and the intended results in line with organisational goals, objectives and

mission and it is the role of the appointed officials to come up with this budget and attach their performance agreements (DIPA,CIPA) .RBB budget encompassed the quality and quantity needs of the people to be addressed. Its main objectives are to improve results achievable and accountability (Pazvakavambawa 2014) .Local authority heads are required to fill in Departmental Integrated Performance Agreement (DIPA) and CIPAs (council Integrated Performance Management) as an obligation from the Ministry of Local Government. DIPAs are filled in by departmental heads aligning their objectives and targets and CIPA is an agreement which specifies the performance target to be achieved by the council in line with the budget which is signed between the CEO/ town clerk/town secretary /mayor/council chairman as well as the Minister of local government, Ministry of Public Service (2012).Sanyati RDC attach its CIPA in their annual budget signed by the Council Chairman and the CEO.

2.2.3 RESULT BASED PERSONNEL PERFORMANCE SYSTEM

RBPPS integrates strategic utilization of critical human resources, financial as well as other different resources towards accomplishing the desired programme outcome. RBM can be called a swing from concentrating on inputs (resources) and activities (procedure) to outputs, outcomes, impact for the achievement of sustainable results, UNDP (2010) . This has been quite a success in Namibia and South Africa. For an organisation to achieve that there is need for performance management and it is the role of the appointed officials to make sure performance agreements (DIPA ,CIPA,DWPMP) are put in place and work plans as well .Local authorities head of departments fill in DIPAs to specify their yearly objectives and how they intend to achieve them evidenced by the Sanyati RDC performance documents . Departmental work performance and monitoring plan (DWPMP) evaluates progress of plans enlightened in DIPAs.

According to New Public Management (NPM) theory and many official pronouncements, performance management enables public accountability. Outputs and outcomes rather than inputs and internal organisational processes grind the sense of liability of the service providers and empower those who hold them to account.

2.2.4 RESULT BASED MONITORING AND EVALUTION SYSTEM

According to UNDG (2010) monitoring is, "a continuous process of collecting and analyzing information to compare how well a project, programme or policy is performing against

expected results". Evaluation is done in episodes and it is a measurement of a designed, ongoing, or complete interference to verify the relevance, efficiency, effectiveness, impact and sustainability of a project. The intention is to include lessons learned into the decision-making process. The appointed officials as planners and implementers of RBM who plays an important role of monitoring and evaluation to see if the targets are achievable as well as the progress in achieving to deduce loopholes and come up with resolutions as they are the decision makers as well. Zimbabwean Local Authorities are required to fill in the DWPMP on a quarterly basis and carry out management meetings per fortnight where departmental heads report their work and progress as well as submitting work plans and weekly reports to the Ministry as a way of monitoring and evaluating results.

Gwata (2014) postulates that monitoring tells an organisation where they are in relation to where they want to be. Monitoring and evaluation is done for accountability purposes and communication of results to stakeholders and adjustment of implementation to improve a way of meeting expected results and inform decision making .According to UNEG (2005) evaluation is independent and external for credibility. One can agree that appointed officials plays an important role in RBM implementation.

However it can be noted that monitoring and evaluation has not been practiced to its full capacity due to lack of requisite skills, inadequate resources as well as lack of official's commitment in some cases.

2.2.5 E- GOVERNMENT

E –government is the use of information and communication technologies (ICTs) to advance the internal operations of government organisations and provision of services to citizens and business through electronic means (Holmes 2001). It is a means of complimenting and supporting RBM as it enables the achievement of results through better accessibility and minimised efforts. In 2015 ,Nelson Chamisa introduced the National ICT policy of which every organisation is expected to have in line with 2011-2015 ZimConnect a strategy aimed at giving a clear direction and focus on the implementation of e-government in Zimbabwe.

Appointed officials play a significant role in E government as they are the ones who drafts the ICT policy as well as ensuring the achievement of results by incorporating the use of

technology in council activities. Developed countries like Australia have improved greatly in terms of technology bringing in creativity and innovativeness thus producing quality services.

Fig 1 showing the RBM components linkages

RBM FRAMEWORK & LINKAGES
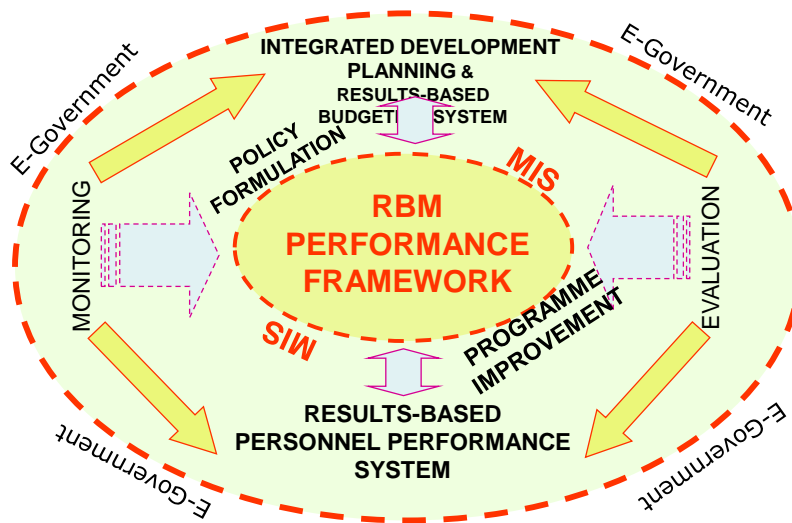
SOURCE: The Government of Zimbabwe RBM Programme document (2004)

2.2.6 LOGICAL FRAMEWORK MODEL

According to Pazvakavambwa (2014), the logical model reveals as a process starts with a defined vision of the purpose as well as the expected outcomes of the programme. It plans backwards to the inputs and then implements activities from the inputs to the outcomes. It is a logically linked set of results that shows some immediate and long term results. Results at each particular level are combined to produce the results at the next higher level. According to the www.mcer.org inputs are defined as resources invested in a project which includes, financial ,human and material resources inputs refer to the financial, human ,material and information resources invested in a programme, while activities refer to the actions taken through which inputs such various types of resources are utilised to produce specific outputs. Bester (2012), recognizes three types of changes, output as immediate change, outcome as conditions occurred due to the implementation and impact as long term effects.

Figure 2 showing the logical framework model.

The logical framework

Analytical tool used to plan, monitor, and evaluate programmes

Logical : ·   Results

Inputs → Activities → Outputs → Outcomes → Impact

Cause   *Effect*
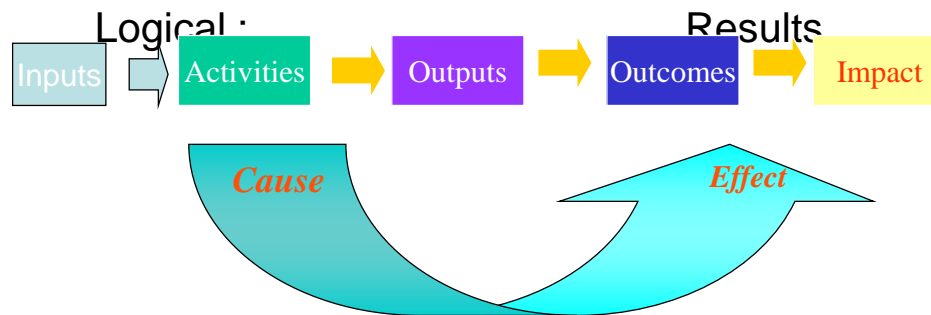
SOURCE: The Government of Zimbabwe RBM Programme document (2004)

2.2.7 NEW PUBLIC MANAGEMENT MODEL

According to Hughes (2003), NPM emerged in the early 1990s as a response to the weaknesses of the Traditional Public Administration and its concentrated bureaucracy which did not work well, by emphasising on the implementation of the 3Es (Efficiency, Effectiveness, Economy) through management autonomy, putting customers first, empowering employees to get results and use of ICT .This review was clearly influenced by Osborne and Gaebler. New Public Management (NPM) realises the need for decentralisation as a way of bringing services to the people thereby giving local authority officials power to decide on matters affecting local people and attending to them from where they originate ,leading to achievement of better results, effective and efficient service delivery. The public sector disaggregated and decentralized to make units more manageable and to increase competition among them.

NPM brings a management culture that emphasizes the centrality of the citizen or customer, as well as accountability for result. It advocates for Principal- Agent Theory where the principal are the citizens and the agent are the local authority officials in the case of the public sector. It is therefore the role of the agent to work on behalf of the principal and to be

answerable to them whilst the principals provide resources. This set up enables effective implementation of RBM as there is sense of ownership through involvement and consultation of the parties as well as accountability and transparency.

It captures most of the structural, organizational and managerial changes taking place in the public services of countries, and a bundle of management approaches and techniques borrowed from the western countries. OECD (1998) argues that ,"This new management paradigm emphasises results in terms of "value for money", to be achieved through management by objectives, the use of markets and market-type mechanisms, competition and choice, and devolution to staff through a better matching of authority, responsibility and accountability". NPM gives management power to manage public affairs as they argue that little governmental intervention and bureaucracy speeds up attainment of results. It calls for a shift from inputs to outputs, to stress results rather than procedure. Explicit standards and performance measures established, because accountability requires clearly stated vision, mission, objectives and how they are going to be achieved.

It is argued that even if some economies possess sufficient numbers of staff, they are often utilised ineffectively because they lack appropriate skills, NPM brought in the issue of contracting out and tendering which enables employment by merit in specific skills and retaining of officials on merit basis thus improving performance management and attainment of results .Employment relations in the public sector (government ministries) have followed the traditional model of public sector employment, characterised, amongst other features, by a commitment to job security , with strong, centralised and complex national bargaining structures to be addressed by the NPM . Bester (2010) argues that the quality of service is therefore intimately linked to the skills, motivation and commitment of the staff providing that service.

NPM also realises the need for ICT which upholds accountability and transparency as things are done electronically which avoids human error and make things accessible to everyone despite geographical boundaries.

CRITIC OF THE MODEL

Polidano (1999) concluded that, " while many developing countries have taken up elements of the NPM agenda, they have not adopted anything close to the entire package; and they are simultaneously undertaking reforms that are unrelated or even contrary to that agenda. The new public management is only one among a number of contending strands of reform in the developing world" .NPM is a model borrowed from the western countries which is not appropriate for developing countries and considering the difference and dynamic in countries economic situation, there can never be a one size fits all models and adopting such models would need modification to suit the prevailing situation for successful results .Polidano goes on to say, "Different situations can call for radically different responses" one can safely say RBM which is part of the NPM need to be modified to suit developing countries situation for effective implementation.

Moreover in developing countries if managers are given too much power they tend to abuse the power and use it for different forms of corruption and not to attain organisational linked results and public benefits. There have to be some form of control that guides management for organisations to perform in a proper manner. According Makumbe (1997:10) in to Polidano (1999), in Zimbabwe it is feared that the delegation of powers to senior officials could be used a weapon to boost their personal wealth.

In addition, NPM is expensive to implement in developing countries. The gap between the public and private pay is difficult to close due to the nature of services provided by the public sector.
Due to the lack of developing countries capacity, it is difficult for them to come up with required development structures of NPM which includes training officials further as well as coming up with effective monitoring and evaluation panels. Developing countries also lack expertise and the unreliability of information systems

2.2.8 OPEN SYSTEMS THEORY
The implementation of RBM components shows that there is integration of RBM in the organisational values and application of the Open Systems theory which argues that, change in one system also lead to change in another system as change is decentralised from the government, ministry, local authorities and its departments (Scott,1987). Open Systems

theory of change recognizes that a change in any part of the system creates change throughout the system. If one part of the system changes, other parts must change to accommodate this new system. The organizational system is defined by its boundaries and internal structures .It is typically considered stable. The external environment is assumed to be in a state of continual flux. At an organisation like a local authority change is one department or sector also leads to change throughout other departments.

However the theory can be criticised for ignoring the power of systems to resist to the change posed by another system hence making change in all department unsuccessful as intended.

2.3 THE IMPACT OF RBM

2.3.1 IMPROVED ACCESSIBILITY

Most Local Authorities in Zimbabwe now have biller codes (telecash and Ecocash) to improve revenue inflow and enable easy access at the comfort of one's home thus reducing the inconvenience of travelling to pay bills or failure to pay due to extra labour and transport costs to be endured as one want to pay bills. Reports and council minutes are now sent via emails to the ministry which improve efficiency .Moreover appointed officials in Zimbabwe plays an important role of coming up with websites for Local authorities where one can access information about the organisation as well as facebook accounts thus improving achievement of results through good governance as it enables involvement of stakeholders ,accountability ,transparency as well as investor attraction for example Masvingo, Kwekwe , Bulawayo city councils and Sanyati RDC. Appointed officials are now being trained on how to incorporate electronic systems in day to day activities by using things like Berlina Payrol (HR duties) ,PASTEL for invoicing and billing for accounting duties, biometric logging in which improves performance management thus achievement of targeted results E-government showing progress in the implementation of RBM.

2.3.2 IMPROVED TRANSPARENCY AND ACCOUNTABILITY

Madhekeni (2012) argues that if the public sector use of RBME together with RBB, E – government and IDP to effectively use the available resources there is room for transparency and accountability as well as submission of performance documents in the sense that if there is involvement of stakeholders in everything enabling openness and better accessibility to view of council operations, accuracy in recording of assets as well as different work due to the technological advancements , relevance ,progress, problem identification and resolution

through RBME and effective use of resources and realistic budgeting through RBB .Through IDP there is an oversight role played by councillors and different sectors on council operations.

2.3.3 IMPROVED CAPACITY BUILDING
The introduction of RBM has brought about human resource capacity building through the training workshops, RBM has helped with training and development of both elected and appointed officials of Local authorities and improved their knowledge and skill on public administration Dube (2016).

2.3.4 IMPROVED PERFORMANCE
UNDP (2010) noted that RBM has enhanced the systematic and logical manner of monitoring and evaluation which led to measurement of progress, identification of loopholes and paved a way for proper decision making .The new concept is therefore introduced proper planning in Local Authorities and a result oriented environment through performance agreement documents DIPA, CIPA which needs adherence to the actions specified to be achieved , work plans and different reports which encourages competence.

2.3.5 IMPROVED DECENTRALISATION
Zinyamaetal (2015) postulates that RBM has enhanced decentralisation as it advocates for attainment of results at all tiers of government (National, Provincial and local level) as supported by Dube (2016). Decentralisation has enabled clear monitoring and evaluation of results closer to the implementing organisation in Zimbabwe public sector.

2.3.6 EFFICIENT USE OF RESOURCES
Results Based Management brought about efficient planning and budgeting through result based budgeting and strategic plans which enables achievement of results within a planned time frame thus reducing chances of consuming extra resources on an unachievable project. RBM provides a framework for leaders and those whom they lead, to keep in mind what impact they are trying to make, and what sustainable improvements they want to see. It has turn out to be a tool for them to show their relevance, contribution and their qualified advantage (Bester 2010). It enables achievement of results with the available resources and it is evidenced that despite the economic hardships in Zimbabwe Local authorities and other public sector organisations are managing to achieve targeted results. Malaysia transformed over a short period due to the implementation of IRBM. In 2006 to 2008 local authorities in Zimbabwe were struggling to provide water services and due to RBM people can now have access to water, Tokwe Mokosi project took more than 10years to complete but the

implementation of RBM which was used in attaining ZIMASSET goals, Tokwe Mukosi project was complete in less than 5years due to time plans and RBB.

2.4 THE CHALLENGES ENCOUNTERED DURING RBM IMPLEMENTATION
2.4.1 LACK OF ADEQUATE UNDERSTANDING

The RBM report of 2012 noted that RBM has been adopted and implemented on a global basis but however there are a number of challenges encountered which is affecting the achievement of results. There is an acknowledgment that results-based management is not understood by all senior managers. The case of Zimbabwean Local authorities Madhekeni (2012) noted that they are failing to embrace the strategy due to its complexity and little training given to them which has no further evaluation by the Ministry as the people evaluating also do not understand RBM. Organizations are striving to measure as many things as possible to fulfil the requirement of RBM monitoring and evaluation that demands multiple reports from the public sector which make the whole idea so complex. There is lack of clarity on which results are really important to be measured and how.

2.4.2 INSUFFICIENT MONITORING AND EVALUATION

According to the United Nations Development Group (2010) action plans have been implemented to enable planning and timorous achievement of goals. Zimbabwe in 2012 after a failure from 2000 to 2008 Action plans have been developed and implemented to improve results-based management at the country level, UNFPA (2015). Local authorities through the Ministry of Local Governance as well had to come up with Action plans .There has been improvement on the implementation of the RBM Action Plan, but it is hard to translate the achievements into quantitative information thus the officials are facing challenges in compiling the evaluation data. Evaluation is a very important component of RBM, but the level of speculation in monitoring and   evaluation appears insufficient for the task. Most agencies have decentralized their evaluation functions but the decentralised units are failing to perform well due to the lack of adequate skills and resources to produce quality evaluations. There is also lack of clarity on the role of evaluation offices within the results-based management systems which make it difficult to know what they are expected to do.

2.4.3 LACK OF CAPACITY

Gwata (2013), argues that organisations are lacking the capacity to fully implement Result Based Management hence making it hard for them to achieve the intended results. Local Authorities in Zimbabwe are lacking adequate resources for further training of officials as well as monitoring and evaluation undermines the quality RBM the case of Kadoma city council. It needs to be institutionalised and it is not easy if the organisation lacks the capacity. According to Madhekeni (2012), developing and sustaining a results culture has proven to be a major challenge supported by the RBM report (2012), which argues that there are disincentives in the system inhibiting the development of a results culture.

Zinyama et al (2015), is of the view that the quality of country programme documents and decentralized evaluations has been identified as a problem due to lack of capacity, particularly the skills in country offices has been recognized as a major source of the problem as it spreads from the government which have obligation of result development and yet do not necessarily have large pools of staff skilled in RBM. The implementation of RBM seems to be a rushed effort since a lot of fog is yet to be cleared from most of the key stakeholders. Senior government officials involved in the overall implementation of the RBM program interviewed explained that for the new intervention to be effective there is need for continuous capacity in the RBM components evidenced by Sanyati RDC staff and councillors who admits that they do not have full knowledge on IRBM. Whilst this is essential the officials claimed that additional capacity building could not take place as UNDP indicated that no funds were available for the activity, International Journal of Humanities and Social Science (2012).

2.4.4 POLITICAL INTERVENTION

Madhekeni (2012:125) says ,"the government of Zimbabwe has a tendency of prioritizing political expediency above everything" The Zimbabwean Constitution of 2013 sections 119 and 299 provides for the parliamentary oversight role which gives the elected officials the power to interfere with the administrative issues. The case of local authorities in Zimbabwe, every decision has to be adopted by elected officials to be a success which cause conflict of interest thus RBM is facing challenges in its implementation as there might be a swift of the intended results to suit the political interests of the elected who have the final say in budgets

and all that comes with plans and objectives. Most politicians has their manifesto which they wish to fulfil which at times can be contrary to council objectives, Sanyati district councillor from ward 15 promised people jobs to gain votes and gave the CEO pressure to employ the councillor's unskilled staff which is against performance system and increase expenditure on staff salaries at zero results and above the 70:30 percent ratio (70% for service delivery and 30% on salaries). The central government Terminal Evaluation Report 2006 – 2007 recognized that whilst the overall RBM program was launched in 2005, buy-in from other top management levels like ministers, parliamentarians and commissioners is still very weak. The report further enunciated that this could be due to political ambition and lack of adequate training of RBM so that they appreciate what achievement of results means universally.

2.4.5 LACK OF LEADERSHIP COMMITMENT
Mahapa (2015) argues that there is lack of leader's commitment in Zimbabwe public sector thus becoming a major challenge in the implementation of RBM. Mutema (2015) is of the idea that leaders should walk the talk thereby infusing good ethical values of result oriented within the organisational culture and vision leading to the achievement of intended objectives. Leaders are not committed to the implementation of RBM hence there is lack of adequate monitoring and evaluation which make is hard to measure progress, identifying gaps and resolving them. Zimbabwe should consider take lessons from Malaysian leaders who managed to transform the country through commitment in achievement of results.

2.4.6 INADEQUATETIMEFRAME
Provided time frame is unrealistic to the successful implementation of RBM, already people have not understood the concept yet its 5 years is already lapsing. According to Gwata (2013) supported by Broom (1995) there is need to strike a balance between anticipating resistance and thus allowing more time and also maintaining the momentum hence both patience and persistence are necessary for the thriving implementation of RBM .Considering the economy of Zimbabwe which is currently suffering and unstable currently there is need to be patient enough as Local Authorities are striving to locate resources and cost of achieving best results.

2.4.7COMPLEXITYOFTHESTRATEGY
Most of the official finds the implementation of RBM tiresome and boring as such they do it as an obligation and mandate from the Ministry and not to fulfil the objectives and improve levels of governance as they do not understand its requirements and find it very confusing and stressful. Mavhiki et al (2013) noted that RBM is very cumbersome and complex. There is too much documentation surrounding its implementation and its quantitative demands are

hard to meet as most of the officials are facing challenges in converting some targets into quantifiable things because of their qualitative nature. According to Dube (2016) ,Zvavahera's 2013 survey on the understanding of RBM from 32 ministries in Zimbabwe 70% of the respondents confirmed that they lack understanding of RBM, 68% saying it's too complex and need further simplification. RBM training was carried once and that was it no further training and assessments were carried out ,as it seems even the trainers are also failing to understand RBM .UNDP (2003) however points out that RBM approach needs to be kept simple and should not lead to increased workload.

2.4.8 LACK OF MOTIVATION

Chikasha and Gwata (2014) alluded to the fact there lack of motivational benefits to the implementers to boost up commitment since the strategy is complex there is need for one to be willing in order to fight for the achievement of results knowing what awaits as a way of appreciation. Lack of motivation weakens the implementation of RBM in Zimbabwean public sector. Local authorities Officials in Zimbabwe have salary arrears, Kadoma city council has 4months back log whilst Sanyati RDC has 3months pending which kill their moral of result orientation as they fail to see the reward of achieving the organisation objectives but rather strive for personal gain through corruption.

2.4.9 LACK OF FOLLOW UP AND FEEDBACK

Although there is monitoring and evaluation it is not adequate enough and it is done by people without requisite skill and knowledge which therefore results in lack of feedbacks and follow ups as they do not check well to identify loopholes. Moreover after the training done during the beginning of the programme there was never another one to see how far people are coping and make sure people are familiar enough with Results based management thus becoming a challenge of its implementation . Shangahaidoni (2013) asserts that for employees to contribute significantly to the organisational objectives there is need for them to be equipped with requisite skills to achieve excellent results.

2.4.10 INTRODUCTION OF STRATEGIES AFTER STRATEGIES BEFORE EVALUATION OF THE PREVIOUS

It has been evidenced that the government of Zimbabwe is pilling a strategy after a strategy even in the process of implementing another hence monitoring and evaluation as well as implementation becomes a challenge. Results Based Management was introduced before the evaluation of factors that led to the failure of other strategies like the MDGs and during the

SDGs and ZIMASSET era therefore there is an overload of strategies instead of compiling them after identification of gaps and come up with one achievable strategy at a time. Dube (2016) agrees with the assertion that strategies in public sector are implemented with the same objectives with the out dated.

2.4.11LACK OF CONSULTATION (TOP DOWN APPROACH)
Most of the strategies in the public sector of Zimbabwe are imposed on ministries despite their capacity to carry out the strategy and they are not helped facilitate the implementation by the imposers (government) thus it becomes a challenge implementing Results Based Management. Gwata (2010) also noted that RBM implementation is lacking the bottom up approach supported by Dube (2016) who is of the view that RBM assumes that managers have the flexibility to allocate programme resources to maximise results hence they have to be consulted first for them to buy in and budget accordingly.

Moreover there is a tendency of taking every strategy as a one size fits all thus the government do not consult the lower tiers to come up with accurate plans on how to implement RBM and get targeted results visa vie the prevailing situation .According to Mahapa et al (2015) Zimbabwean public sector officials are most likely to disagree to exported strategies without proper research and pre-test.

2.4.12LACKOFSTAKEHOLDERINVOLVEMENT
Rubakula (2014) noted that the Local Authorities appointed officials are failing to adequately involve their stakeholders in their day toy running thereby giving the challenges in achievement of results as there is no coherent and support between the service providers and recipient so that each one of these stakeholders will play their role in the achievement of targeted objectives. Many Rural District Councils in Zimbabwe are located very far from the recipient hence stakeholder involvement can be questionable thus becoming one of the challenges being faced in RBM implementation the case of Sanyati and MhondoroNgezi RDC.

2.4.13INADEQUATERESOURCES
There is lack of adequate resource to implement RBM as there is need for further training, incentives and implementation and proper planning, monitoring and evaluation. Dube (2016) cited a scholar saying "he who sows sparingly will also reap sparingly and he who sows

bountifully will also reap bountifully", implementation of RBM is not a cost free or cost neutral exercise; resources must be availed to support the uptake and implementation.

2.4.14 CORRUPTION

There is high prevalence of corruption in the public sector especially local authorities whereby most resources are used for personal gains rather than service delivery and it has become part of the organisational culture making it one of the major challenges encountered in the implementation of RBM evidenced by Dube (2016) .What makes the situation unbeatable is that there is a culture of not willing to eliminate corruption in Zimbabwe as there is lack of punishment to the offenders and the passion of being corrupt is sweeter than the endurance of its punishment thus lessons can be drawn from Singapore, Ayee (2008). In Zimbabwe as alluded to by Mutema (2016), they say what you have seen leave it like that, ' ndezvemeso muromo zvinyarare'.

2.4.15 BUREAUCRATIC SYSTEM

According to Shangahaidoni (2013), bureaucracy is characterised by a hierarchy and centralised functions which is one of the major challenges in implementing RBM in Zimbabwe local authority as the process of project approvals go through many offices and the power to approve is still centred at the top, which make results attainment delay. Although there is decentralisation in Zimbabwe, the decentralised arms do not have full autonomy to pass certain decisions on their own.

2.4.16 POOR REMUNERATION SYSTEM

Bester (2010) argues that, "The anticipated benefits do not materialise in the short-term, and people require encouragement to continue with the change in the face of obstacles and little to show for the effort". Poor remuneration system of the public breeds in a culture of no competence, they lack the passion to go an extra mile and state of urgency for they do not see the benefits of producing best results without reward. Most Local Authorities staffs have more than 3months salary arrears which kills their moral for work (Mavhiki 2013).

2.5 POSSIBLE SOLUTIONS TO THE CHALLENGES

In light of the previously mentioned challenges being faced during the implementation of RBM in Zimbabwe possible solutions need to be put in place to achieve better results.

2.5.1 STAKEHOLDER INVOLVEMENT.

Madhekeni (2012) argues that stakeholder involvement allows stakeholders to stay well-versed on the progress of objectives and give in their input inform of support and commitment. Stakeholders want transparency and accountability so that they also play their part in achieving results. According to Radin (2009),citizens as taxpayers want their tax contributions to be used effectively ,elected officials who face diminishing budgets want some assurance that their budget allocations produce effective programmes and managers as well as professionals want to be able to show that their efforts yield desired results.

2.5.2 FURTHER TRAINING OF AGENTS AND OFFICIAL

There is need for capacity building so that people do what they know which enables effective and efficient monitoring evaluation. It also enables good feedback as they will be discussions about problems encountered enabling good decision making and useful solutions to the success of RBM. It is also important for agents to have the concept at the tip of their nails, skill and competency to enable credible and reliable monitoring and evaluation of RBM (Madhekeni 2012). Dube (20160 argues that the concept of training and development is one of the factors which contributed to the success of RBM in the Australia and Malaysia .Zinyamaetal (2015) postulates that the Government of Zimbabwe should set up an electronic M&E system and adopt modern practices i n M&E. M&E reports should be created regularly.

2.5.3BUREAUCRATICREFORM

 According to Madhekeni (2012) bureaucracy is characterised by centralisation of power which affects the attainment of results and therefore recommends bureaucratic reform where management and community at grassroots level is given the total power to make decisions and plans as they are the ones involved and affected by matters to do with local government as well as involving them in adoption of strategies or consulting them before adoption. According to 2013 Constitution, local authorities has been given power in Chapter 14 but however it was rhetoric to some extent as most of the decisions are nationally and politically based .Zinyamaetal (2015) recommends that a bottom up approach should be encouraged to enable buy in and reliable planning as strategies will not be imposed on organisation without knowing their capability, if they are included in decision making they will be implement

strategies that can push through. UNDP (2007) argues that RBM assumes that management flexibility maximise results through support and commitment throughout the implementation process.

2.5.4 SIMPLIFYING THE RBM DOCUMENT

RMB report of 2012 noted that further revision of the RBM document is needed to simplify its complexity and look for ways to reduce the burden of multiple reporting, capacity development at country level, reinforcement of knowledge and investing in developing better guidance and techniques in measuring long-term results in areas that are not easily amenable to measurement.

2.5.5 COMMITMENT OF RESOURCES AND INCOME GENERATING PROJECTS TO RBM

Resources must be committed to support implementation. The government of Zimbabwe should strike a balance between result oriented programmes and politics. There must be incentives for managers and staff to use results-based management (Mayne 2007). Every targeted result achievement should come with a price thus everyone will do the best to meet the target and get the price as well as minimising corruption.

2.5.6 LEADERS SHOULD BE COMMITTED

Gwata (2013) suggests that should demonstrate commitment through deliberate action. Mutema (2016) argues that the leaders should walk the talk and lead by example to set a pace for their followers leading to achievement of better results like what Singaporean leaders do. Leaders must infuse the result focus into the culture of the organisation and their work towards achievement of results should be exemplary thus enabling successful implementation of RBM like what Singapore did.

2.5.7 COMMUNICATION AND REWARD

According to Wachira (2013), communication with external stakeholders encourages buy in and ownership which enables successful implementation of RBM. There is need to communicate the intentions of the project well to the implementers and all that stakeholders for everyone to be part of the change and have knowledge on the intended. The Australian government had to increase its salaries by performance in order to motivate workers and

improve efficiency thus Zimbabwean government can try the same but it is important to note that the two countries cannot be rated together thus might not get the exact benefits.

Kurt lewin's step model realises the power of communication for effective change .He noted the need to create the motivation for change as it is necessary to change the existing attitudes and practices towards working practices and prepare the ground in his unfreezing stage by communicating the importance and benefits of the change intended for people to understand and support it before introducing the new approach. Strategies should be communicated to all sectors before introduction to reduce resistance and reluctance in implementation. Lewin goes on to the change process through promotion of effective communications and empowering people to embrace new ways of working and learn new values, attitudes and behaviours, which is lacking in RBM. People need training and further communication to get the concept and achieve better results. Problems are identified during this stage and action plans developed to enable implementation. There is also need for maximum flexibility during the planning and implementation of the change. There is the refreezing stage when people are now implementing and RBM is now incorporated into the vision and mission of organisation, people are given incentives to motivate them and avoid reverting back to the old system.

2.5.8 AVOID USE OF STRAIT-JACKET MODELS

Zinyamaetal (2015) says, "There is no one single model or 'right way' for results-based management". Each country and organisation have its own model that suits its capacity ,therefore there should not be one size fits all strategy for RBM as it is an imported model and considering the economic crisis in Zimbabwe not everything should be done the foreign way ,thus Zimbabwe should use models that suits its environment to achieve intended results.

2.6 GAPS OF RELATED STUDIES

Since Results Based Management is still a new phenomenon there has not been adequate monitoring and evaluation to identify the role of appointed officials against what they are doing , identifying the impact of the implementation and how best the appointed official's performance can be enhanced through identification of problem from its root.

2.7 SUMMARY

This chapter focused on the literature of the topic under study and reviewed that RBM requires a lot of commitment, training, communication, understanding and resource allocation for it to be a success. The chapter started by explaining the origin of RBM both

globally and locally and goes on to discuss models and theories related to RBM which include NPM, RBB, RBPPS, IDP, E-government, RBME, Systems theory and group dynamics theory to mention just a few which also explains the role played by appointed officials in RBM as cited and discussed by different scholars .The chapter goes on to identify key challenges of implementing RBM, possible solution and its benefits. The next chapter focuses on the methodology the researcher is going to use.

RESEARCH METHODOLOGY

3.0 INTRODUCTION

In an attempt to find out the progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016, the case of Sanyati RDC, A lot of techniques were applied for data collection. A plan on how data will be collected, methods to be applied ,sampling measures to be taken , data analysis and its presentation and the targeted population and methods of data collections of which questionnaires and interviews will be used will be discussed in this chapter.

3.1 RESEARCH METHODOLOGY

Research methodology is the process of gathering data which includes publication research, interviews, questionnaires and surveys. Labaree (2009) defines it as a section which describes how the data was collected, the rationale for the application of specific procedures techniques used to identify and analyse information provided to understand research problem and assess its reliability and validity. For this study, quantitative and qualitative will be used simultaneously. These allow an evaluative research of the role played by appointed officials in implementing RBM.

3.2 RESEARCH DESIGN

CLES (2011) in Mabhungu (2016) defines research design as a blueprint or data collection plan with set of rules and regulations which enable the researcher to observe the problem under study.In this case the study will employ mixed methods and descriptive methods.

MIXED METHOD DESIGN

Mixed method design is characterised by the use of both the qualitative and quantitative approachas the main research design.

Qualitative design was chosen to enhance attainment of first hand data from Sanyati RDC stakeholders as well as a descriptive response which enables one to examine and analyse his or her data effectively .Koerber and McMichael argues that qualitative design reduces subjectivity.

Creswell (2008) in Mange (2014) defines quantitative design as a way of trying objectives through evaluation of variables interaction which can be measured and analysed by means of

statistics. The researcher also prefer quantitative research design as it complements the qualitative data provide and provides measurements to back up the descriptive data as well as enabling data presentation and analysis on the role of Sanyati RDC appointed officials in IRBM.

DESCRIPTIVE DESIGN

The descriptive research design will consist of surveys and observations in which self-administered questionnaires and interviews will be used to obtain information thus based on case study.

Case study is a method of intensively studying a phenomenon over time within its natural setting in one or a few sites, (Bhattacherjee, 2012). According to Saunders et al (2009) a case is a phenomenon of some sort occurring in a bonded context, which can be an individual, a small group or a nation which involves an empirical investigation on a particular contemporary phenomenon in its real life context thus the case of Sanyati Rural District Council will be used for this particular study.

The researcher prefers this design because case study claims to offer a richness and depth of information not usually offered by other methods. The rationale of using a case study is that it gives the respondent's time to explain or dig deep the issue understudy so that the researcher will have more detailed information and gives the researcher the opportunity to probe deeply on the issue affecting the responds.

3.3 POPULATION

According to Descombe (2008) in Mabhungu (2016) population is a group of people the researcher targets to get data or information from. In this research the target population includes 112987 people from Sanyati rural district that will be sampled into different groups of 15 Sanyati RDC employees from all levels, such as attaches, management panel as well as 18 councillors and the community from the 18 wards of Sanyati District, 35 Sanyati residence and 12 different sector ministries and 10 NGOs as part of Sanyati RDC stakeholders who attends committee meetings counting up to 90.

The involvement of the diverse population is meant to get views from key participants in Sanyati rural district. The researcher has the hope that these different participants do have different perspectives and opinions on the topic under study and hence a balanced view on

role of the appointed official in the implementation of RBM and the progress made so far will be arrived at.

3.4 SAMPLING TECHNIQUES

According to Thomas (2009), sampling involves the selection of a compartment of the total targeted population of which one is satisfied it will represent the rest.

3.4.1 Probability sampling

According to Mange (2014), probability sampling is a method that used random selection after setting a process that assures that different units in your population have equal chances of being chosen.

A stratified sampling technique will be used for this research. Targeted stakeholders will be divided into diverse groups in line with their contribution to the study, (Mabungu 2016). Random sampling will also be applied to select representatives thus choosing the final respondents. In total a sample of 90 respondents will be chosen. Their distribution per quota will be as follows

Stratified sampling divides quota contained in the population from which every research target is given a chance to be represented which executes the element of bias and subjectivity by giving every group an opportunity to be picked. Using this technique the population thus the stakeholders are divided into quotas in this case there are councillors (18 elected officials), employees (60 appointed officials and other staff), 112897 residence, 20 NGOs and 24 sector ministries and these strata will be further divided in terms age and posts. Simple random sampling and purposive sampling will be used to come up with the final 90 as the sample size.

Simple random sampling is whereby there are no specific criteria for selection thus expresses the idea of chance as the only qualification and this is going to be used on sector ministries and NGOs final selection.

Advantages of probability sampling technique

Creates samples with high representative of subjects or participants in the population, which will enable the researcher to get information from all the stake holders. There is analysis of data which leads to reliability and validity .It is objective as the researcher will not be judgemental and pick respondents by chance

Disadvantages

Its time consuming and complex as it involves further division of the population to its simplest form. There is a chance of not including the most useful population by randomly sampling.

3.4.2 Non probability sampling

Mange (2014) is of the view that Non probability sampling and purposive sampling are non-random technique based on one's judgement regarding the characteristics of a represented sample. This technique will be used to come up with the final sample from the employees and residence

Advantages of Non-probability sampling

- Ensures balance of groups size when multiple groups are to be selected

- It is cheap

- It is convenient and economic

Disadvantages

- Prone to subjectivity or bias by the researcher as one is using his or her discretion to select the sample size.

3.5 SAMPLE SIZE
The research will have a sample size of 90 respondents in total deduced from the targeted population. Questionnaires will be distributed to 18respondents,37 interviews and 35 focus groups.A sample of 90 participants was drawn through sampling.

Table 1.Chart 1 showing population per quota

Quota	Quantity	Sample size	Sampling technique
Sanyati Residents	112897	35	Purposive sampling

			Stratified sampling
NGOs	20	10	Simple random sampling
Employees	60	15	Purposive sampling
Sector ministries	24	12	Simple random sampling
Elected officials	18		Not sampled
Total		**90**	

3.6 PRIMARY AND SECONDARY DATA COLLECTION

Makore (2001) defines primary data as the new information directly from where it is originated, the data is said to be fresh and first hand (Dube 2016). For this particular research, primary data will be obtained by administering questionnaires and interviews to the stakeholders (councillors, NGOs, sector ministries, council employees and residents from Sanyati RDC).

Secondary data is the work that has been already published and it is usually generated from the primary data thus its build up on existing information and it is obtained from journal, articles, and internet sources, Sanyati Rural District council records ,minutes and strategic plans, supported by Mange (2014). Secondary data from the stated sources will be used to back up, identify loop holes and give possible solutions for the primary source and previous publications and for analysis for this study, CLES (2011). However secondary source can be biased depending with the author's tone.

3.7 DATA COLLECTION METHODS

The researcher will use questionnaires and interviews for data collection so that the methods will complement each other for reliable valid information.

3.7.1 Questionnaires

According to Ranjit .K(2011) questionnaires are essentially a structured technique for collecting data, series of written questions for which the respondents have to provide the

answers. They can be open ended questions which are those questions the respondent is required to provide detail and elaboration of what happened in response to the question asked or closed questions which requires a YES or NO answer. For the purpose of this research both types were used. The respondent were required to fill in answers to these questions in a provided space after reading and interpreting the question by general employees and NGOs and other stakeholders accordingly.

Advantages of questionnaires.

Open ended questions enables exploration of different and new answers since the response is not structured. The stakeholders were given the space to explore further the knowledge they had on the progress of the role played by appointed officials in implementing IRBM. Since the use of both open and closed questions is enabled the researcher also used closed questions to make it easy for respondents to tick their opinion and enabled the researcher to come up with clear demographic data .A questionnaire can be tested to improve or correct the questioner which helped the researcher come up with instruments that could answer the objectives after testing the questionnaires. In addition it up holds confidentiality since one is restricted from mentioning his or her name but just submit the information .Due to the limited time frame the researcher sent the written questionnaire and collected at a later date thus one did not have to stay and wait for them all to be filled but went on with other researches simultaneously.

Disadvantages of questionnaires

Questionnaires are only relevant to literate people thus it did not accommodate everyone. There was no room for clarity in case one fails to understand thus some questions were skipped.Its time consuming as the respondent might take time to respond to the questionnaires as well as the time taken to collect the responses by the researcher.

3.7.2 Interviews

According to Ranjit (2011) interviews involves oral communication between the researcher and the respondents. Interviews involve direct person contact with the participant who is asked to answer questions. It is a two way communication done to figure out someone else's mind. They are divided into two main types; the structured and unstructured interview. Mabhungu (2016) described structured interview as an interview guided by structured questions to be administered to the respondents whilst unstructured involves flexibility of the

interviewee as he or she is not guided by any structured questions thus the two complements each other.

The interview will be administered to Sanyati RDC councillors, management and sector ministries all stakeholders of the council, thus employees, councillors and residence. The researcher will use both forms of interview for flexibility as they will complement each other in coming up with reliable and valid and includes everyone including those who cannot read or write.

Advantages of interviews

Flexible as questions may be explained to the respondent and the questions can be restructured. Data was collected in greater depth as the researcher could go on asking questions for clarification and the respondents were limited on the data to provide. The researcher managed to change the language to use in order to fit the respondents.

Disadvantages of interviews

They were time consuming and expensive as they required the researcher to have a one on one conversation yet they could not be done on a one day term as they needed more time and could not get everyone's attention at once because people were busy at work and some were away and had to come back when they were around.

3.7.3 Focus group discussions

Focus group discussions were administered to residents and the researcher was the facilitator. This method was less time consuming and enables clarity of facts .However the only challenge encountered was that, it was expensive as the researcher had to travel to the wards.

3.8 ETHICAL CONSIDERATIONS

Babbie (2008), argues that every researcher need to be aware of the general agreements shared by researchers about what is proper and improper in the conduct of scientific inquiry. Due to the personal conversational nature of interviews, three basic ethical issues were considered. According to Mutema (2016) ethics is doing what is morally right or wrong. These are confidentiality, informed consent and voluntarism.

Confidentiality was uphold in all information obtained remaining the property of the researcher and was used only for the execution of the study.Anonymity of identity was maintained .Clarification to the respondents to see the relevancy of conducting the study with

a letter from the Faculty chairperson. The researcher was open and honest in dealing with the respondents. Language, approach, cultural values, beliefs and norms were considered and ensured voluntary participation

3.9 RELIABILITY AND VALIDITY

3.9.1 Validity
Mange (2014) is of the view that validity a measure of how authentic or authentic the information obtained can be. The researcher administered questionnaires, focus group discussions and interviews to obtain valid information from different stakeholders responding thus coming up with data on the progress on how RBM has been implemented by appointed officials from 2013 to 2016 in Sanyati RDC.

3.9.2 Reliability

According to Drost (2011), reliability is the consistency of a measurement when repeated on different respondents answering the same question under different circumstances and environment .Reliable instruments ensure reliable data. Reliability asks the question whether a certain technique provides matching results when used and repeated over time on different respondents. If the technique produces different results after being repeatedly used then the technique is not reliable. A reliable instrument in this research will produce the same results from similar respondents after a certain period if the same instruments are to be used by another researcher. In this research the researcher used questionnaires, unstructured interviews, focus groups and key informant interview instruments so as to provide reliable data.

3.10 PRE-TEST
A pre-test is where research methods are tested on a small sample of respondents before a full scale study to identify any problems such as unclear wording or the questionnaire taking too long to administer, Macqueen (2012). The researcher did her pre-test with 5 Kadoma City Council employees inform of a conversation whereby she presented the questionnaires and did a post-interview to test the reliability and validity of the information obtained from the instruments and identifying how clear the instruments are, to be able to respond to the research topic before using them or distributing them to the respondents.

Findings of the pre-test

Some questions led back to the same answer thus there was repetition and some were complex to be understood by everyone which helped the researcher to restructure from the pre-test recommendations.

3.11 DATA PRESENTATION AND ANALYSIS

The findings were presented in tabular, graphical and textual methods of data presentation and analysis for example tables, pie charts and graphs. Data was also presented and analysed guided by the research questions, Macdonald etal (2009) notes that in order to focus on the major findings, research questions or sub problems are used as sub headings. Quantitative data was presented in form of tabular and graphical methods of data presentation and analysed by the use of percentage and textual method supported by the available literature in line with the research findings.

3.12 CHAPTER SUMMARY

The researcher used qualitative and quantitative method, interviews, focus group discussions, questionnaires, pie charts, graphs, tables and other research designs to acquire and present data collected after a pre-test which was carried out for reliability and validity verification of the research from the targeted population size of 90 stakeholders from different quotas of Sanyati RDC (18 Councillors, 15 employees, 35 residence, 10 NGOs and 12 from sector ministries) chosen by the use of purposive, stratified and random sampling techniques. The researcher also had to uphold ethics of confidentiality , secrecy ,honesty and clarification to the respondents to see the relevancy of conducting the study with a letter from the Faculty chairperson.

CHAPTERIV

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

This chapter presents the findings from the analysis of data collected during the interviews and questionnaires which also consist of demographic data and various categories. Graphical, tabular and textual ways of data representation are going to be used to address the objectives of the research findings which seek to know the progress on how RBM has been implemented by appointed officials from 2013 to 2016, the case of Sanyati RDC. The percentage system shall be applied providing a standard measure for effective analysis and interpretation. The summary also shows average responses for the entire research. Conclusions and recommendations shall be drawn from the presentation, analysis and interpretation of the responses. Responses from the employees were used and found relevant as they run day to day activities of the council, councillors have an oversight role and represents the community, NGOs and Sector ministries are also council stakeholders involved in council operation and information from residents as major stakeholders will be used as verification to some of the things mentioned by the other stakeholders as they are the ones who benefit from the results achieved and also consist of other quiet influential people who understand RBM and governance.

4.2 DEMOGRAPHIC INFORMATION

4.2.1 RESPONSE RATE OF QUESTIONNAIRES

TABLE 2: Questionnaires response rate

Sample group (Departments)	Questionnaire given to respondents	Questionnaire Returned	Response rate (%)
General employees	8	8	100 %
NGOs	10	8	80%
Total	18	16	89%

Source: Research data (2017)

Out of the 18 questionnaire the researcher distributed, 16 were returned, giving a total of 89 percentage rate. According to Mabvuregudo (2013) in Mange (2010), when response rate is high there is also high probability and reliability of the data collected.100% of the council employees and 80% of the NGOs responded to the research. Two questionnaires from the NGOs did not return due to staff absence on field trips and the geographical location.

4.2.2 RESPONSE RATE FROM INTERVIEWS

TABLE 3: Interviews response rate

Sample group	Designed quantity of interviews	Actual completed	Response rate (%)
Management	7	7	100%
Councillors	18	6	33%
Sector ministries	12	6	50%
Total	37	19	51%

Source: Research data (2017)

Table 2 shows that out of the 37 scheduled interviews, 19 were a success. Drost (2011) defines reliability as the extent to which measurements are repeatable when different persons perform the measurements, on different occasions, under different conditions, with supposedly alternative instruments which measure the same thing, it can be noted that the 6 councillors out of the 18 and 6 Sector ministries out of 12 which were interviewed were basically providing the same information therefore those 6 were enough and reliable. Due to the high percentage of respondents from both interviews which 51% and questionnaires which is 89% has a higher probability of coming up with reliable information on the research topic.

Respondents were also classified by age groups in order to identify the link between age and knowledge on RBM as well as allowing generation of valid and reliable information from both the old age and the young ones as the information can be complimentary and allow one to be clearly analytic on the role of appointed leaders in implementing RBM, benefits, challenges and possible solution. Diagrammatically age can be illustrated as follows.

4.2.2.1 FOCUS GROUPS

TABLE 4: Focus groups response rate

Sample group	Designed quantity of focus groups	Actual completed	Response rate
Residents	35	20	57%

The researcher used focus groups for the residence using 2 wards with contrasting development levels and all of them were successful although out of the 35 targeted samples, 20 responded thus 57% as shown by the table above to verify if the information provided by appointed officials was true.

4.2.3 AGE GROUP FOR RESPONDENT

TABLE 5: Age group

Age group (years)	18-25	26-35	36-50	Above 50
Frequency	4	25	17	9
Percentage	8%	45%	31%	16%

Source: research data (2017)

According to the responded questionnaires, focus groups and interviews, it has been realised that 4 out of 55 which is 8% of the respondents are in the age range of 18-25, 25 out of 55 which is 45% are between the ages of 26-35, 17 out of 55 which is 31% of the respondents are in the age range of 36-50 and 9 out of 55 which is 16% of the respondents is above 51 years. From the above information one can safely say most of the respondents are above late

30s hence are knowledgeable on matters to do with local governance although there challenges may be identified in the knowledge of Result Based Management. It can be argued that RBM has not been fully disclosed to all stakeholders of local government thus most people do not understand it and do not know their institutional arrangements as well as what to expect but they have enough history to be able to compare and evaluate progress from the years they have worked with Sanyati RDC before implementation of RBM and after the implementation in 2013.

4.2.4 BACKGROUND INFORMATION FOR RESPONDENTS

TABLE 6: ACADEMIC QUALIFICATIONS

Category	Academic qualifications	Number	Percentage (%)
Management	ZJC	0	0%
	'O' Level	0	0%
	'A' Level	0	0%
	Diploma	2	29%
	Degree	2	29%
	Masters	3	43%

General employees	ZJC	1	13%
	'O' Level	1	13%
	'A' Level	0	0%
	Diploma	3	38%
	Degree	3	38%
	Masters	0	0
Residents	ZJC	7	35%
	'O' Level	6	30%
	'A' Level	2	10%

	Diploma	3	15%
	Degree	2	10%
	Masters	0	0
NGOs	ZJC	0	0%
	'O' Level	0	0%
	'A' Level	0	0%
	Diploma	4	50%
	Degree	4	50%
	Masters		
Sector ministries	ZJC	0	0%
	'O' Level	0	0%
	'A' Level	0	0%
	Diploma	3	50%
	Degree	2	33%
	Masters	1	17%
Councillors	ZJC	2	33 %
	'O' Level	2	33%
	'A' Level	0	0%
	Diploma	1	17%
	Degree	1	17%
	Masters		
All respondents	ZJC	11	20%
	'O' Level	10	19%

	'A' Level	2	3%
	Diploma	17	30%
	Degree	12	22%
	Masters	3	6 %

Source: Research data (2017)

Table 3 above shows that 58% of the 55 respondents have qualifications above diploma and 42 % OF 55 respondents are below diploma.87% of the sampled 15 appointed officials at Sanyati RDC have qualifications above diploma, All of the8 respondents from the NGOs and 6 respondents from the Sector ministries with administered to and responded constituting 100%, have qualifications from diploma and above thus enabling the attainability of reliable information as they can be able to provide from basic information about Result Based Management and its implementation. According to Madhekeni (2012), capacity building and knowledge are a necessity for effective implementation of RBM and therefore it is important for appointed officials and other stakeholders to acquire requisite skills and knowledge.

However there is high rate of qualifications below diploma noticed from councillors (66%) which is 4 out of 6 and residence (75%) thus 15 out of 20 of which they are also stakeholders of local authorities which have a significant role to play to enable collection of valid and reliable data as recipients of RBM and Councillors are also policy makers who work hand in glove with the appointed officials in RBM implementation. It is also important that at some levels being illiterate or unqualified does not mean that person cannot provide the information the researcher wants especially in this case there are there to confirm the progress and not to implement RBM. According to Office of the Auditor General of Canada (1996) supported by Gwata (2010), training and education is still vital for successful implementation of RBM.

4.2.5 WORK EXPERIENCE OF RESPONDENTS

FIGURE 3
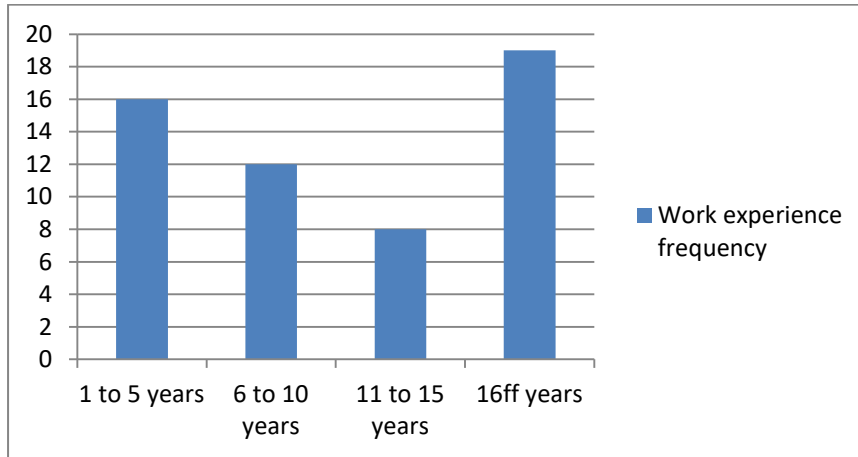
Source: Research Data (2017)

Figure 1 above shows work experience of the 55 respondents with Sanyati RDC. 16 out of 55 respondents have between 1 to 5 working experience hence were involved with the council just the days RBM started to be implemented and do not have much information to provide for a reliable analysis, 12 out of 55 respondents have 6 to 10years experience , 8 out of 55 have 11 to 15 years and 19 has 16 and above years work experience which gives higher probability of an understanding of the role played by appointed officials in RBM , challenges faced ,benefits and possible solution in line with their knowledge on the history of the council and what is RBM and its objectives.

4.2.6 GENDER PROFILE

FIGURE 4: Response by gender
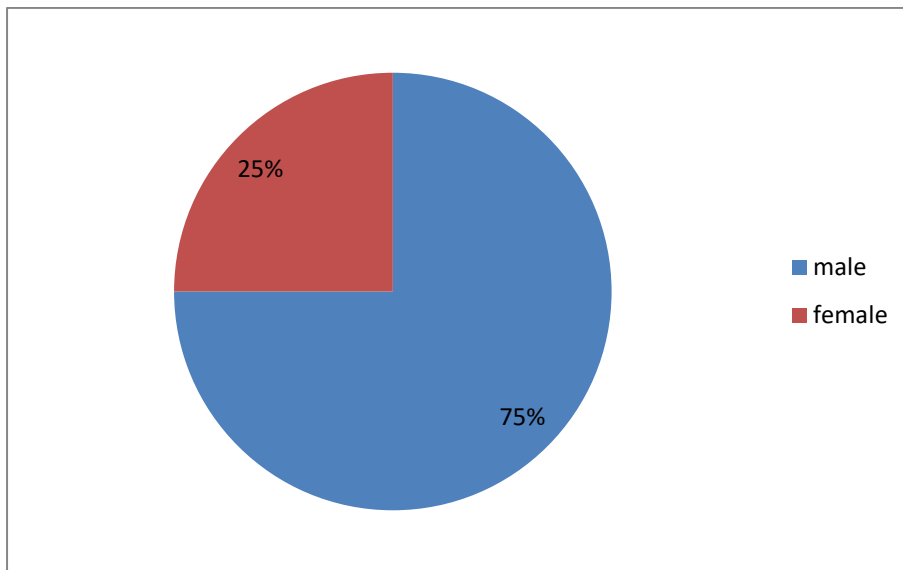
Source: Research Data (2017)

Out of the 55 responses, 41 were male that is 75% and 14 were female which is 25% as illustrated by the pie chart above. This shows that there is little participation of woman in matters to do with local governance and RBM.

4.3 ROLE PLAYED BY APPOINTED OFFICIALS, PROGRESS, IMPACTS, CHALLENGES AND POSSIBLE SOLUTIONS FOR RBM

This section presents the data collected from different stakeholders through questionnaires, focus groups and different types of interviews in an attempt to gather information on the research problem identified by responding to what do people know about RBM, what appointed officials are expected to do, the progress made by Sanyati RDC appointed officials so far in implementing RBM, the impacts of the role of appointed officials in implementing RBM, challenges encountered during the implementation and the possible solutions to the challenges.

4.3.1 WHAT DO PEOPLE KNOW ABOUT RBM?

FIGURE 5: RBM Awareness
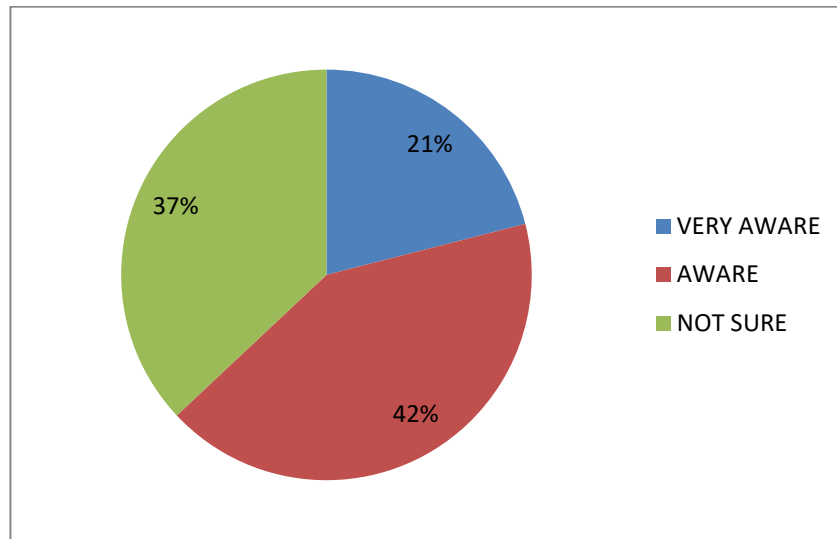
Source: Research data (2017)

RBM is a swing from focusing on inputs (resources) and activities (procedure) to outputs, outcomes, impact and the need for sustainable tangible results, Dube (2016). The figure above highlights that although people have heard about RBM; only a few understand the strategy and are able to implement it successfully. Only 12 people out of 55 which are 21%are very aware of RBM, 23 out of 55respondents which represents 42% are aware and 37% which is 20 out of 55 are not sure what RBM is. One can argue that although workshops were held they were not enough to be understood by everyone making it difficult for the researcher to come up with adequate information on what people know about RBM and its implementation. Madhekeni (2012) argues that, the lack of knowledge on RBM is the main challenge being faced.

4.3.2 HAS THE SANYATI RDC APPOINTED OFFICIALS BEEN ABLE TO SUCCESSFULLY IMPLEMENT RBM?

FIGURE 6
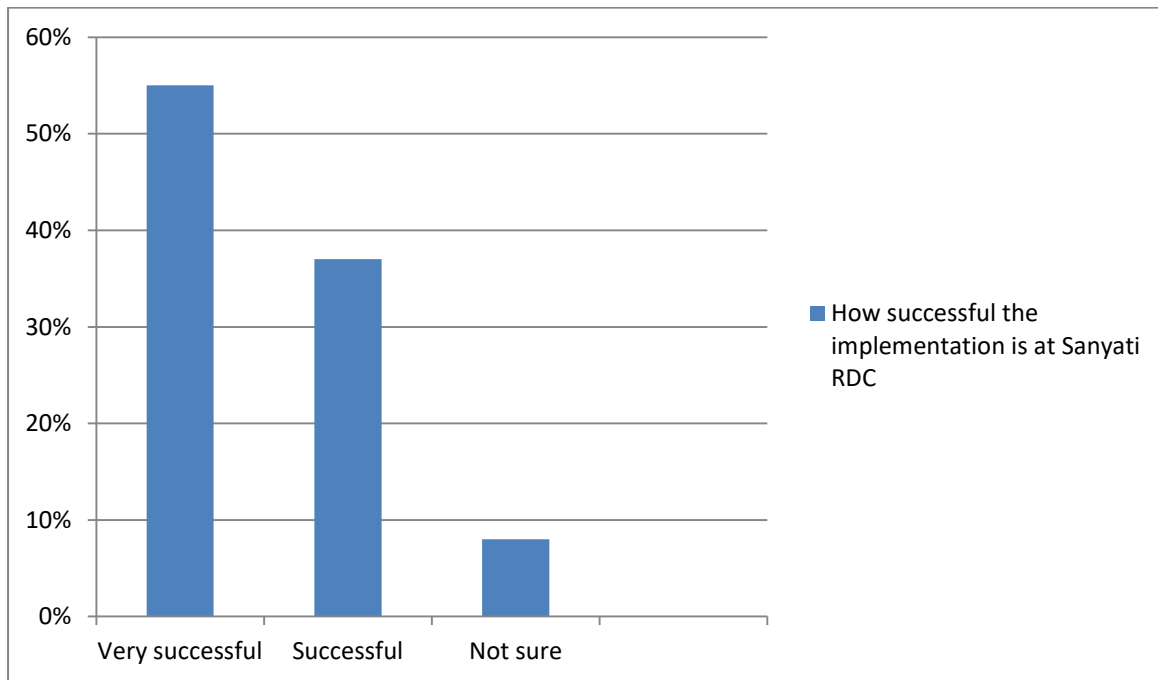
Source: Research data (2017)

As illustrated by the Figure above, 55% (30 out of 55 respondents) of the respondents are of the view RBM has been successfully implemented at Sanyati RDC, 37 % (20 out of 55 respondents) are of the view that maybe it was successfully implemented thus it has been partially successful and 8% (4 out of 55 respondents) of the respondents argues that RBM is not successfully implemented at Sanyati RDC. The 55% which consists of management, general employees and councillors who were of the view that RBM is being successfully implemented by all 6 departments at Sanyati RDC evidenced by the drafting of strategic plans, filling in of performance documents, work plans and Departmental work performance and monitoring plan (DWPMP) , RBB, use of ICT in most council's department's activities.

Thirty seven percent of the respondents which include the majority of residence and sector ministries are of the view that RBM is partially implemented at Sanyati RDC by appointed officials and 8% argues that RBM is not being successfully implemented as there is inadequate monitoring and evaluation, poor service delivery in some areas. Zvavahera (2013) in support argues that Zimbabwe adopts policies so fast but however there is poor implementation. Respondents stressed out that, strategic plans, DIPAs, CIPAs and all other Result based management documents may have been put in place as an obligation or

requirement by the Ministry but never been revisited till its outdated which is also supported by Dube (2016). Another respondent goes on to say the strategies are never put in action or being referred to thus making the implementation of RBM unsuccessful.

4.3.3 WHAT IS THE ROLE OF APPOINTED OFFICIALS IN IMPLEMENTING RBM?

FIGURE 7
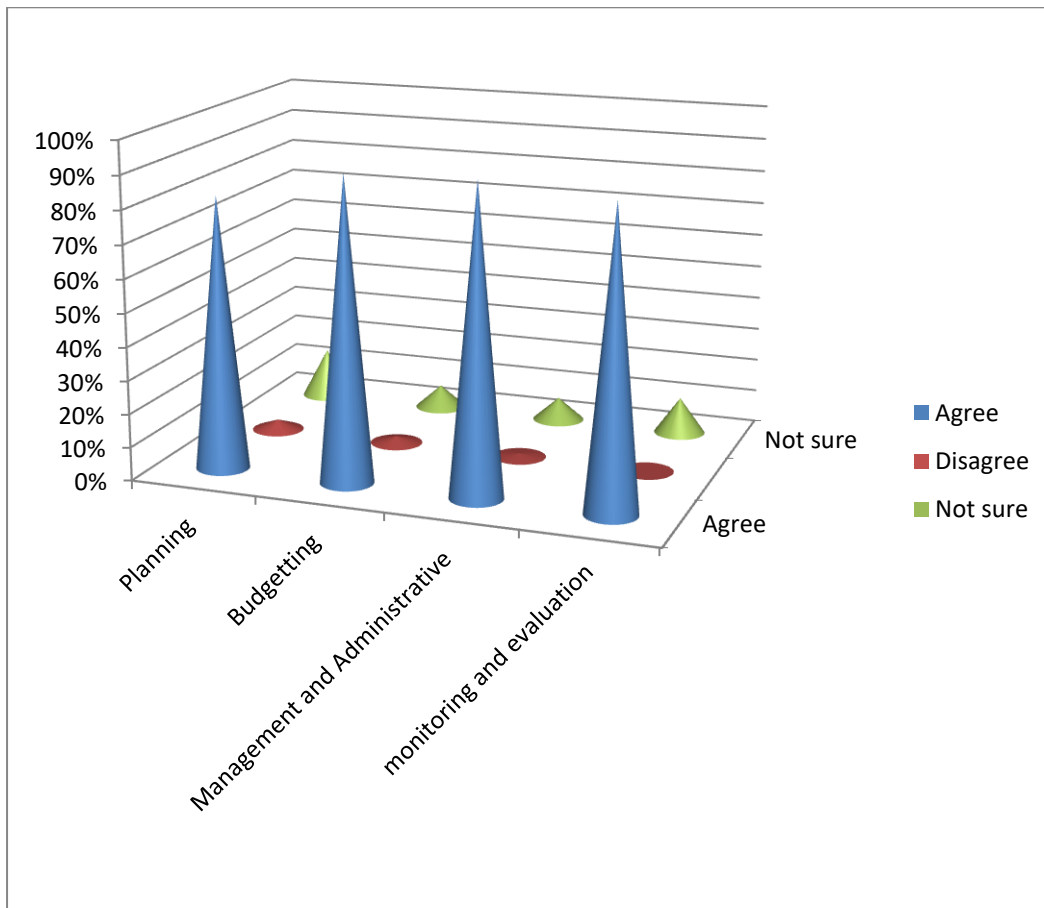
Source: Research data (2017)

The above diagram illustrates that 84% (46 out of 55) of the stakeholders from council employees, councillors and sector ministries who responded agreed that appointed officials have an important role to play for RBM to be a success in local authorities and further recommended that there is need to support, train and incentivise them for excellent results. The respondents stated that appointed officials have planning, implementation, managing and administering, monitoring and evaluation, budgeting, organising, capacity building roles to play for the achievement of RBM objectives. However 14% (8 out of 55) of the respondents were not sure of the role played by appointed officials and 2% (1 out of 55) disagreed.

4.3.3.1 PLANNING ROLE

With reference to figure 5 above, 50 out of 55 thus 91% of the stakeholders from the Sector ministries, NGOs, Councillors and residents who responded were of the view that, appointed officials play a significant role in planning which is one of the important models of RBM recognised as Integrated Development Planning. IDP is a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level .Appointed official of Sanyati RDC have shown progress in RBM as they coordinate different actors of local governance to come up with plans that are inclusive and linked to the national priorities as it is the main objective of local authorities to provide services and develop the local areas hence there is need to know which services are needed , what is needed to achieve those , how ,when and at what cost. Sanyati RDC officials encourage stakeholder participation by creating accessible links like facebook page, website, WHATSAPP and clients charter to reach everyone and come up with goals in line with what people needs.

According to the information provided by the respondents, Sanyati RDC officials drafted a strategic plan which clearly states the council, vision, mission, core values, goals and SMART objectives for the attainment of results. UNESCO (2011) in Dube (2016) says, "The goals have to be clearly stated and have to contribute to the attainment of the higher level results and be achievable within a specific time frame", hence planning is vital. One of the HODs testified that before the implementation of RBM thing were done in an unplanned or random manner and nothing seemed to be achievable thus through IDP they started planning their work in a proper manner and service delivery has improved ,thus one can agree that appointed officials have an important role to play in implementing RBM.

However 7% of the 55 respondents were not sure if it is the role of appointed officials to plan as they acknowledge the involvement of all stakeholders whilst 2% of the 55 respondents disagree.

4.3.3.2 BUDGETING ROLE

According to the Ministry of Public Service (2012), RBB is a financial planning which link resources to be used and the intended results in line with organisational goals, objectives and mission .91% which is 50 out of 55 respondents were also of the view that, appointed officials are responsible for the Result Based Budgeting as they are the ones who know the income earned yearly against the services to be provided, with the help of other stakeholders through participatory budgets whereby stakeholders are consulted. It is important to budget in

line with the available resources in order to attain results .Some of the interviewed stakeholders admitted that before RBB was implemented at Sanyati RDC most of the projects accumulated dust in pending files as there were no adequate resource allocation to commence, they further went on to say that RBB is being practiced, expenditure is budgeted for against income to enable realistic yearly planning and attainment of results as budgeting and planning should be complimentary Australia is also said to be one of the developing countries which managed to develop further due to implementation of IRBM..

4.3.3.3 MANAGEMENT AND ADMINISTRATIVE ROLE

Ninety two percent (51out of 55) of the respondents from the Sector Ministries and councillors were of the view that appointed official's plays a vital role of managing and administering which enables the successful implementation of RBM. They argued that as they were employed on the basis of educational qualifications, they have the requisite skills and knowledge for RBM to be a success. They went on to acknowledge that appointed officials have the power to influence other stakeholders, train them and give suggestions or advices that are goal oriented.

In addition, other responses pointed out the role of appointed officials in RBPPS. According to Gwata (2010) Results Based Personnel Performance System integrates the strategic use of critical human resources, with the use of financial and other resources towards achieving desired programme results. The respondents argued that it is the role of the appointed officials to make sure performance agreements (DIPA, CIPA, DWPMP) are put in place and work plans as well. In Sanyati RDC budgets including the 2017 which was showed to the researcher have attachment of the CIPA as a performance agreement between the CEO and the Council Chairman . All the 6 departments at the council (Engineering, Land use and Planning, Human Resource, Social Services, Finance and Audit) produced their DIPAS to the researcher. Performance documents stresses out what each department ought to achieve ,when and how and failure to achieve the intended results the HOD will be hold accountable which drives one to the attainment of goals and realisation of one's relevancy to the organisation. DWPMP are also filled to evaluate progress of plans enlightened in DIPAs.

However one of the HODs stressed out that the performance documents is a cumbersome exercise which no one has passion to do, therefore the chances of forwarding the previous DIPAs and CIPAs with a little edition is possible making attainment and accurate measurement of results and performance biased.

In addition 75 % (41 of 55) of the respondents from the sector ministries and councillors acknowledged that, appointed officials understand diversity and dynamics of the environment better to adjust as they mentioned the use of E –government in different dimensions of council activities for the achievement of results .Sanyati RDC appointed officials have managed to come up with an IT policy, council website ,facebook page , biller code (Ecocash and Telecash), swipe machine , biometric logging in ,Belina payroll (HR) , Sage PASTEL (Accounting department for invoicing and receipting) ,AutoCAD and GIS (planning and engineering), emailing and many other technological advancement for convenience and easy access of services making RBM implementation a success.

4.3.3.4 MONITORING AND EVALUATION

Eighty nine percent (48 out of 55) of the stakeholders postulate that appointed officials play a significant role in monitoring and evaluation which is important in the assessment of projects relevancy, progress, impact and help in decision making as the Council appointed officials submits weekly reports and fills in DWPMP to the Ministry for evaluation of progress of the targets outlined in DIPAs. Management meeting are held at every fort night as HODs will be reporting on the progress of their work, challenges encountered and coming up with solutions as well as making decisions in line with the ground covered and to be .Moreover, monthly reports and financial statements are also submitted to the Ministry as specified in the Public Finance Management Act in line with the 2013 Constitution of Zimbabwe .One can safely conclude that appointed officials plays an important role in RBM implementation.

However 83 % of the Sanyati RDC managers argued that, due to lack of capacity, monitoring and evaluation is done on half yearly terms whilst the DWPMP is supposed to be completed on a quarterly basis.

4.3.4 HAS RBM BENEFITED THE LOCAL AUTHORITIES AND IN WHAT WAY?
FIGURE 8: Impacts of IRBM
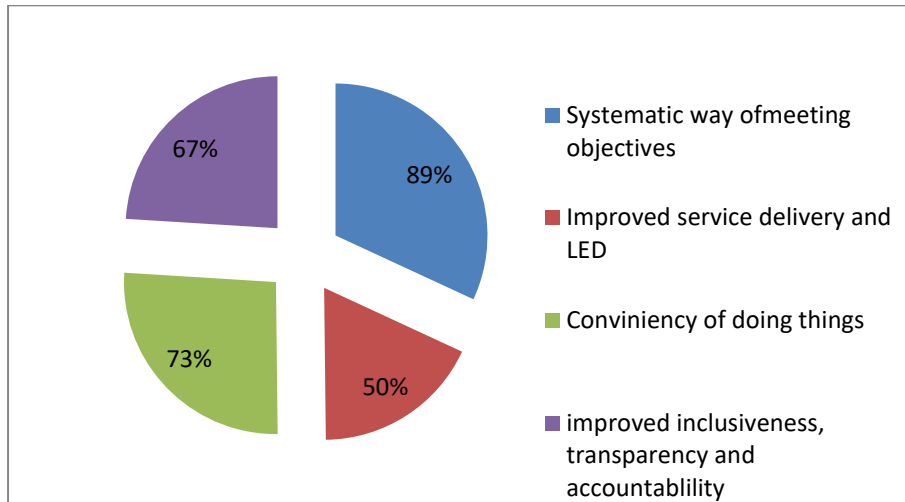
Source: Research data (2017)

Figure 6 above shows that all respondents acknowledged that RBM has benefited local authorities in many ways.

4.3.4.1 IMPROVED SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT.

Fifty percent of the respondents (28 out of 55) from residents ,councillors and council employees acknowledged that there is improved service delivery since the introduction of RBM .Councillors, residents, NGOs and sector ministries postulates that in Sanyati District a clinic was built and commissioned in Chegutu Six and an ambulance was purchased to cater for residence who used to travel more than 26 km to the nearest health centre and other two clinics are almost complete in Purchway and Wozhele thus improving health conditions of the community.

In addition the respondents evidenced that there was refurbishing and maintenance of road networks. Roads approximately 345 km have been routinely rehabilitated, 4km road have been resealed; pipe drifts and bridges have been built to improve accessibility.

In collaboration with the Ministry of health, MvuramanziTrust, UNICEF and DFID the council is said to have managed to resuscitate the Maganyani piped water scheme for safe and portable water as people have been resorting to fetching untreated water from Munyati River Due todry –out boreholes. The scheme is said to be benefiting 6 villages with more

than 3000 people. 30 new boreholes were drilled and 227 repaired across the 18 wards thus RBM is benefiting Sanyati District to a greater extent.

In addition, the respondents evidenced that RBM focuses on results rather than the process which enables achievement of much more projects; more than 600 squat holed latrines were constructed at 60 schools thus improving educational facilities for the community therefore one can agree that there is how appointed officials are playing their role in RBM against what they are expected to do.

Pictures showing RBM benefits in Sanyati District

Wozhele Rural Service Centre Water Reservoir refurbished

PLATE 1

GeSI accessible toilet and 10000L tank built and installed at Wozhele RSC

PLATE 2

New ambulance

PLATE 3

Resealing of the 4km stretch from Sanyati main road to Arda growth point
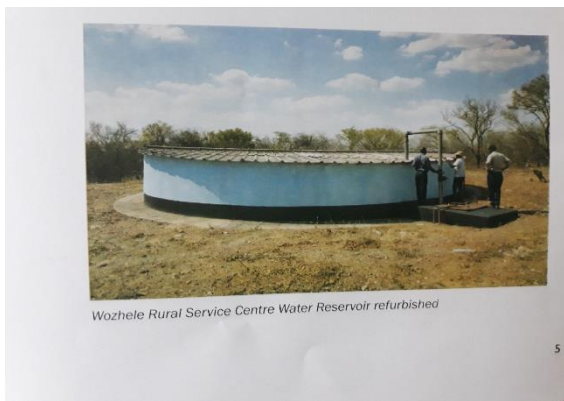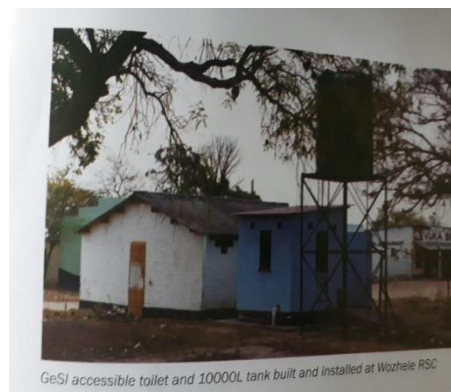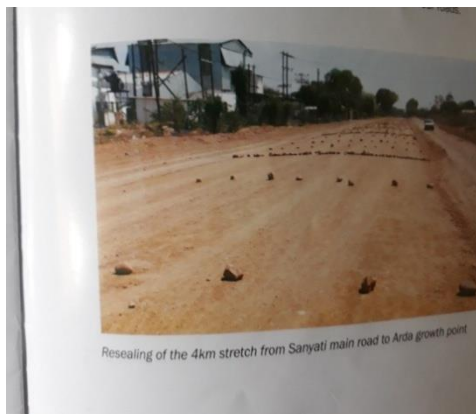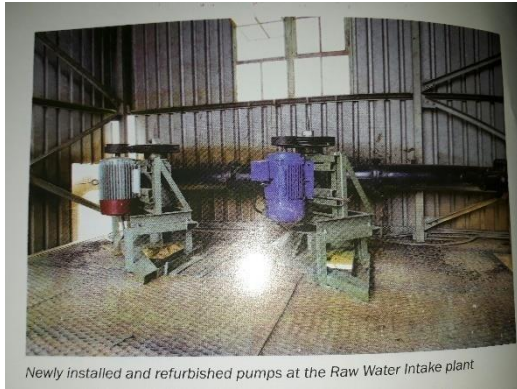
PLATE 4

Newly installed and refurbished pumps at the Raw Water Intake plant
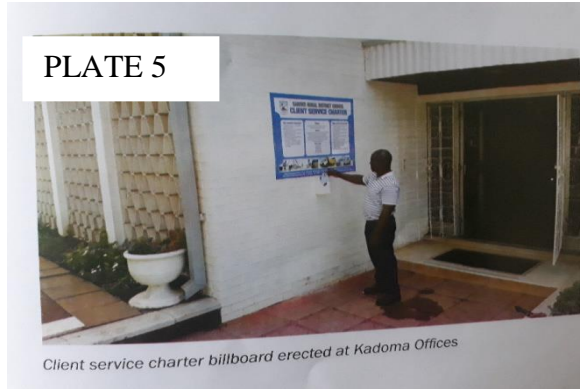
PLATE 5
Client service charter billboard erected at Kadoma Offices
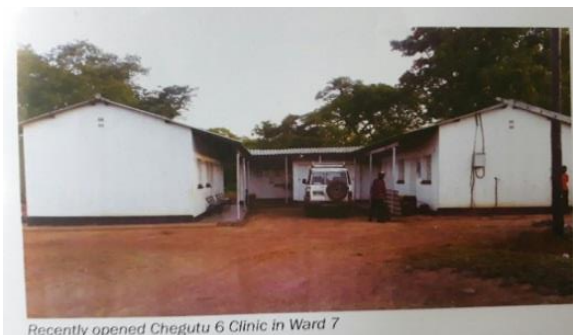
Recently opened Chegutu 6 Clinic in Ward 7

Mucheki pipe drift bridge constructed in ward 16

Source: Sanyati RDC achievements (2017)

4.3.4.2 SYSTEMATIC WAY OF MEETING GOALS

Eighty nine percent of the population (50 out of 55)including all of the Sanyati RDC employees and councillors appreciated the benefits of RBM as they argued that it brought a systematic way of doing things through planning, implementation, monitoring and evaluation. Appointed officials now work with targets through the strategic plans which stress out the SMART objectives of the organisation, its mission, and vision and core values. They went on to say, the performance management documents also install focus and commitment in achieving the intended targets.

4.3.4.3 IPROVED ACCESSIBILITY AND CONVENIENCE

Residents and council officials consisting 73 %(40 out of 55) of the respondents argued that through E – government there is now convenience of doing things. Sanyati RDC appointed officials have managed to come up with an IT policy which was introduced by Nelson Chamisa in 2015. The Administration department came up with a council website and facebook page where one can access information about the council as well as the council advertising itself to lure investors. Biller codes (Ecocash and Telecash) were put in place to enable electronic transactions thus removing geographical boundaries and enabling one to

pay their bills in the comfort of their homes without queuing or extra transport costs thus improving revenue inflow as admitted by the Finance HOD . Due to the cash crisis prevailing in Zimbabwe ,Sanyati RDC appointed officials suggested and bought a swipe machine to cater for those who cannot pay cash having a balance in their bank accounts thus the council as well can use the same means for procurement and other expenditure. A biometric logging in was also put in place whereby employees automatically log in and out using a finger print thus reducing absents , late coming and loitering during working hours to improve performance. E government is also said to be a success in countries like Australia ,South Africa and Namibia.

In addition the 49% of the respondents went on to acknowledge that the HR department is now using the Belina payroll application for their salaries and contributions thus reducing work load and corruption by enhancing efficiency, transparency and accountability. The Finance and Admin departments were trained and are now using Sage PASTEL for billing , invoicing , receipting to mention just a few thus reducing the hustles of moving around offices to get information and loss of information by too much hand over as the application automatically capture information and enable sharing electronically. AutoCAD and GIS are used by the planning and engineering departments for their housing and infrastructure development, emailing was also introduced to save travelling and stationary costs and delays in sharing information as well as removing geographical barriers as one can access information and work away from office.Zinyama et al (2015) postulates that the Government of Zimbabwe should set up an electronic M&E system and adopt modern practices in M&E. M&E reports should be created regularly. The respondents to a greater extent believe that RBM has bought so many benefits to Sanyati district thus enhancing good governance.

However some officials argued that there are not yet too familiar with e- government despite the training, they still need more time to grasp the concept of ICT.

4.3.4.4 IMPROVED INCLUSIVENESS, TRANSPARENCY AND ACCOUNTABILITY
Sixty seven percent (37 out of 55) of the respondents argued that, due to IDP there is involvement of all stakeholders and different sectors which enhance participation and support as well as accountability and transparency as it important for people to get value for their money. Sanyati RDC appointed officials conducts budget consultations for their participatory budget yearly; they also invite different stakeholders to attend their committee meeting. A client's chatter was as well put in place and shown to the researcher as a platform of

communication the Councils vision and mission to the community and the community gives feedback to the council on what they expect hence one can conclude that RBM has benefited Sanyati RDC to a greater extent.

4.3.5 WHAT CHALLENGES ARE ENCOUNTERED DURING THE IMPLEMENTATION OF RBM?

FIGURE 9 : Challenges encountered
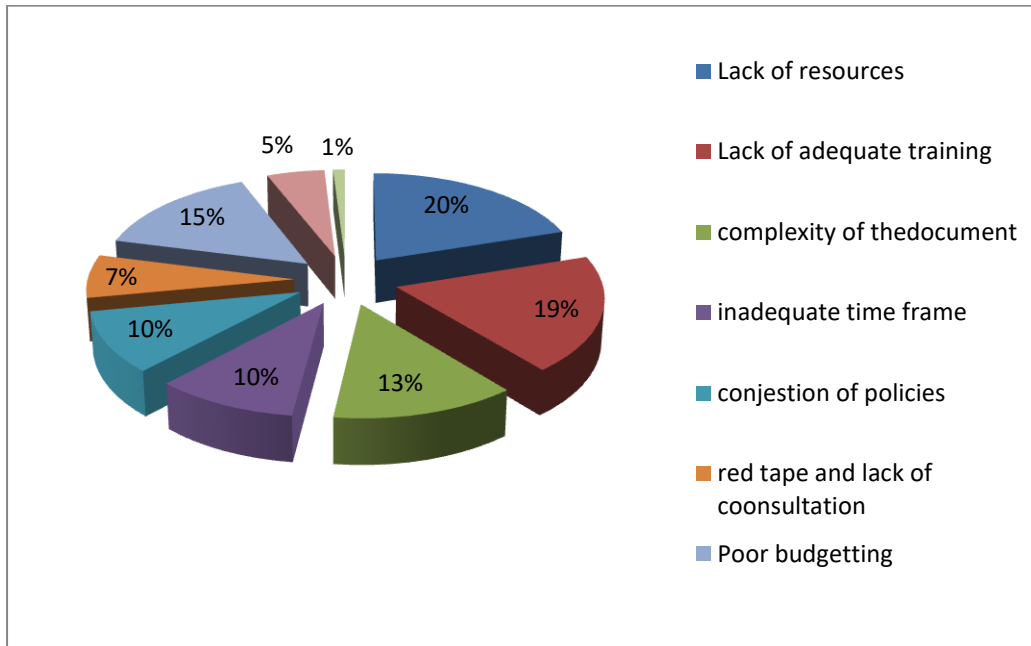
Source: Research data (2017)

The diagram above shows that all respondents agree that there are challenges being faced during RBM implementation which affects the results of the strategy. 20% argues that lack of resources above all is the major challenge, 19% says , inadequate training , complexity of the document (13%), inadequate time frame (10%), congestion of policies (10%), lack of consultation(7%),poor budgeting (15%), lack of motivation (5%) and 1% were not sure.

4.3.5.1LACK OF RESOURCES
Twenty percent of respondents argued that there are no enough resources to enable successful implementation of RBM. Nelson (2008) in Dube (2016) says "he who sows sparingly will also reap sparingly and he who sows bountifully will also reap bountifully." Sanyati RDC employees argued that due to economic hardships most people are failing to pay their rates and rents and the council is also failing to sustain income projects thus RBM is lacking

sufficient funding for training, incentivising and implementation which is hindering its success.

However the auditor argued that property registers are not up to date at all and most of them are not corresponding and property is not valued thus they are losing a lot of income.

4.3.5.2 LACK OF ADEQUATE TRAINING
The managers with 19% of the respondents argued that the training given to them was not enough for them to understand and effectively implement RBM, they acknowledged that the training was done once and no follow up of progress checks were done afterwards yet they are expected to achieve the best results and for them to acquire more training as a local authority the expenses are too high for them thus lack of adequate training has become the major challenge. Shangahaidoni (2013) asserts that for employees to contribute significantly to the organisational objectives they need to be equipped with the rightful skills thus Sanyati RDC officials are lacking these skills to fully and successfully implement RBM.

4.3.5.3 COMPLEXITY OF THE RBM DOCUMENT
Thirteen percent of the stakeholders who responded were complaining that the major challenge they are facing is that, the document is too complex and difficult to implement, people are doing it because it's an obligation and not willing thus the results can be questioned. A manager interviewed said , "Those sent by the ministry to monitor and evaluate do not even understand the document as well so how can one evaluate on something he or she have no knowledge about?" Mavhiki et al (2013) renowned that RBM is very cumbersome and complex. The document is said to require statistical modelling yet some of the information is difficult translate from its qualitative nature into quantitative.

4.3.5.4 INADEQUATE TIME FRAME
Ten percent of the stakeholders who were administered to, were complaining that the timeframe is unrealistic and too short to achieve results to its full capacity considering the economic situations prevailing in the country as well as the complexity of the document and the little knowledge they have as they needed enough time to grasp the concept and see its direction with time as argued by Gwata(2010).

4.3.5.5 CONGESTION OF POLICIES
Ten percent of the respondents pointed out that the government is congesting policies before they evaluate the progress ,failures and possible solution of the old strategies hence another manager said " it's an old wine in new bottles" thus it's a repetition of the same old failing

strategies that has slightly changed . They were of the view that recently there were MDGs and now there is ZIMASSET, SDGs, 10 point plan and RBM is also to be implemented yet these strategies are just imposed on local authorities one after another before evaluating the other available policies and without any funding or evaluation of the organisation's capacity to implement.

4.3.5.6 LACK OF CONSULTATION AND FLOURISHING RED TAPE

Seven percent of the stakeholders responding acknowledged that the government hardly consult the local government as they adopt these strategies yet they are the ones who will be affected and know better the situation at hand and how best it can be managed in order to achieve better results as supported by Rubakula (2014). Moreover the respondents also complained that the government is taking a one size fit all approach yet there is no one concrete way for achieving results .Officials complained that there is too much red tape which questions the level of buy in and support for the strategy as a major challenge.

4.3.5.7 PLANNING PROCESS IS PARALLEL TO THE BUDGET

Fifteen percent of the stakeholders were of the view that appointed officials plans are totally parallel to their budgets. It is argued that most of the years the council budget more than its income which is a challenge in RBM implementation as there will be unrealistic resource allocation.

4.3.5.8 LACK OF MOTIVATION

Five percent of the respondents especially the appointed officials, stressed out that the other challenge they are facing is that, employees have been complaining that the Council has salary arrears of about 3months and expect them to perform at their full capacity yet they do not enjoy the fruits of their sweat or given some form of appreciation thus it demoralise the workers and promote corruption and inefficiency. Malaysia used motivation as a weapon of improving performance of appointed officials and it has benefited them to a greater extent as supported by the UN Organisation 2012 reports argues that there is need for encouragement through benefits for people to perform in their full capacity supported by Pazvakavambwa and Steyn (2014) argues that without incentives, financial or non-financial there is no support for performance and effective implementation of RBM.

4.3.6 WHAT ARE THE POSSIBLE SOLUTIONS TO THE CHALLENGES ENCOUNTERED DURING RBM IMPLEMENTATION?

FIGURE 10: POSSIBLE SOLUTIONS
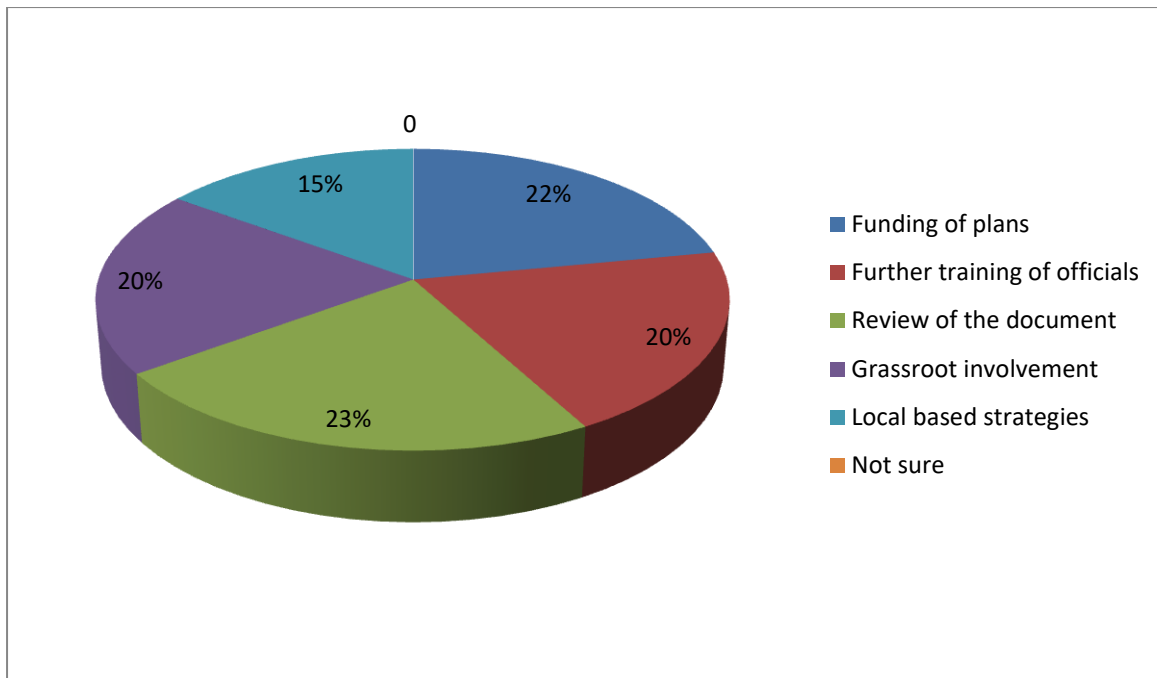
Source: Research data (2017)

Figure 8 above shows solutions suggested by the respondents. 22% thought RBM projects should be well funded, 20% suggest further training of officials, 23% advocates for RBM document further review, 20% for grassroots involvement and15% think introduction of local based strategies can be the solutions for encountered challenges.

4.3.6.1 FUNDING OF PLANS

Twenty three percent of the respondents argued that there is need to commit fund towards RBM to produce better results. Income generating projects targeting RBM financing should be put in place so that the local authority can further train officials, incentivising and financing objectives .Dube (2016) recommends that incentives should be put in place for managers to facilitate their performance. The accountant suggested that, the council should embark on better revenue collection strategies like updating property registers, up to scratch financial control systems and try prepaid services and efficient computerisation of data.

4.3.6.2 FURTHER TRAINING OF OFFICIALS

Appointed officials with 20% of the respondents suggested that there is need for further training of both the RBM agents and implementers for people to understand the RBM document which will assist in successful implementation like what Australia did. According to (Madhekeni 2012) it is vital for agents to have the requisite knowledge about RBM at the tip of their nails, skill and competency to enable credible and reliable monitoring and evaluation of RBM.

4.3.6.3 REVIEW OF THE DOCUMENT

Twenty three percent of the respondents including the management recommended that there is need to further review of the document to be manageable. It has been said that it was simplified before but it is still complicated to be understood.RMB report of 2012 also noted that further revision of the RBM document is needed to simplify its complexity and look for ways to reduce the burden of multiple reporting.

4.3.6.4 GRASSROOT INVOLVEMENT

Some respondents with 20% argued that there is inadequate stakeholder involvement both from the grassroots levels o the national level therefore if stakeholders are involved their buy in can enhance support and participation in RBM either financially or by provision of knowledge , the management argued that stakeholders want value for their money which can be bought by RBM if all stakeholders work together .One of the top officials also suggested that the government should not impose policies on local authorities but rather involve them in making such decisions so that the loopholes may be identified and tackled even before implementation . Madhekeni (2012) argues that stakeholder involvement allows them to stay well-versed on the progress of objectives and give in their input inform of support and commitment .There is need to put in action ,bottom up approach. According to Radin (2009),rate payers wants value for their money ,officials wants tangible achievements of their results whilst politicians wants to keep their manifestos enshrined in the budgets accomplished thus there is need to involve everyone at grass root level to achieve excellent results.

4.3.6.5 INTRODUCTION OF LOCAL BASED STRATEGIES

Fifteen percent of the Stakeholders responding were of the view that the government should avoid the use of strait-jacket models for European countries have different economic and political situations with the African countries supported by UN organisation's 2012 report and Zinyamaetal (2015) who postulates that there is no one size fits all model for development.

4.3.7 ARE APPOINTED OFFICIALS COMMITTED AND IMPORTANT IN THE IMPLEMENTATION OF RBM?

Figure 11
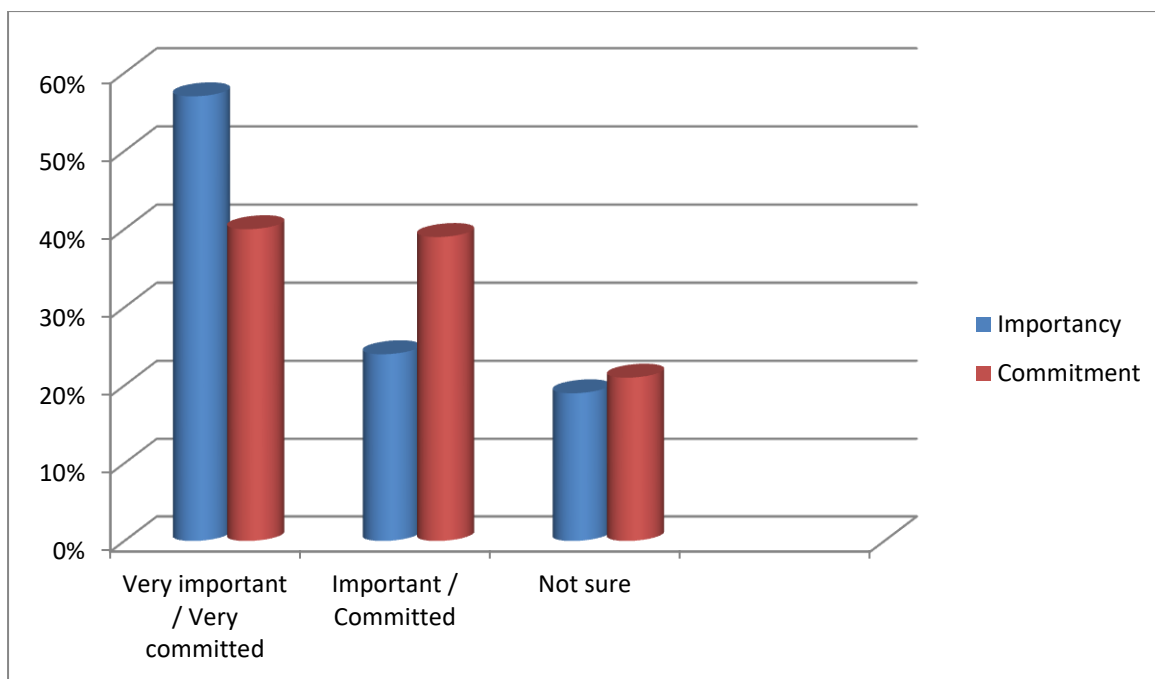
Source: Research data (2017)

According to figure 89% which is 50 out of 55 of the respondents regarded appointed officials as a very important figure in RBM implementation and 8 percent think they are important whilst 3% which is 2 out of 55 is not sure.59% which is 32 f the 55 respondents argued that Sanyati RDC appointed officials are very committed to RBM implementation, 39% say they are committed and 2% are not sure. From the provided information by the respondents, one can safely conclude that appointed officials plays an important role in RBM.

RESPONDENTS CONTRIBUTION

The respondents agreed that there is much progress in the role appointed officials play in the implementation of IRBM compared to what they are expected to do as most of the components are being practiced leading to improved service delivery, accessibility and convenience and improved good governance as impacts or results of the appointed officials efforts and they also recommend capacity building and adequate monitoring and evaluation to keep these appointed officials in check and improve their knowledge and skills.

4.4. SUMMARY

The purpose of the research was to examine the role played by appointed officials in implementing Results Based Management. Questionnaires administered to general employees, NGOs and residents together with interviews administered to the management, Sector ministries and councillors were used to gather the necessary information to the

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problem stated, questionnaires with a response rate of 89 % , 57% from focus group discussions ,whilst interviews had 51% thus 66% response rate in overall. Textual, tabular and graphical methods of data presentation were used to present demographic data which includes age, sex, work experience educational level and so on, the other section represented the responses to the research objectives and its link to the literature review to come up with reliable and valid information. It can be argued from the findings that, appointed officials have a planning, managerial and administration, monitoring and evaluation, budgeting and a lot more important roles to play for RBM and it is important to take note of the challenges encountered which includes lack of resources, lack of adequate training , complexity of the document , inadequate time frame , congestion of policies , lack of consultation ,red tape, poor budgeting and lack of motivation and possible solution like funding of plans , further training of officials ,review of documents, grassroots involvement and introduction of local based strategies for its implementation to be a success .The chapter also provides findings on the benefits of IRBM such as improved service delivery , systematic way of meeting goals ,accessibility and convenience of doing things , improved inclusiveness ,transparency and accountability. The next chapter will sum up the whole research and come up with effectual conclusions effective conclusions found from the study as well as providing recommendations with the use of own observations and respondents advice.

CHAPTER V

CONCLUSSIONS AND RECOMMENDATIONS

5.0 INTRDUCTION
 The rationale of this study was to assess the role played by appointed officials in the implementation of IRBM, the case of Sanyati RDC in Mashonaland Province. Chapter V will provide an outline of the previous chapters' findings in order to strike a balance between

theory and reality. The chapter shall provide conclusions and recommendations as well for future studies

5.1 SUMMARY

The major intention of the research was to examine the role played by the appointed officials in making sure RBM is a success, the challenges faced, possible solutions to the strategy as well as how RBM benefited the council. Chapter 1 provides the background information about Sanyati RDC, how and why the council ought to implement RBM. The researcher aimed at taking note of how duties, functions and responsibilities appointed officials in local authorities can facilitate the achievement of targeted results.

Chapter 1 also states the objectives of the study which are, to establish an understanding of the role played by appointed officials in implementing Result Based Management, to determine the benefits of Results Based Management in Local Authorities, to understand the challenges faced by Local Authorities in implementing Results Based Management and to determine the possible solutions to the problems hindering RBM success.

The literature review provides information on the research problem stating out findings of other scholars supported by theoretical and conceptual framework on the assessment of the role played by the appointed officials in implementing Result Based Management. The literature reviewed that RBM has been implemented globally due to the lack of efficiency and effectiveness and hence it is important to be result oriented than process focused to achieve better results, states out the origin of IRBM and how it was adopted by Zimbabwe, it also provides the for the role played by the appointed officials through implementation of the RBM components which are Result Based Budgeting, Integrated Development Planning, Result Based Personnel Performance System, Monitoring and Evaluation and E- government. Different scholars also acknowledged the challenges surrounding failure of RBM, possible solutions as well as the benefits of the programme.

Chapter three provides the research methodology. The researcher used descriptive research design. The targeted population was 90 which included various Sanyati RDC stakeholders ,15 employees from all levels , such as attaches, management panel as well as 18 councillors and the community from the 18 wards of Sanyati District,35 Sanyati residence and 12

different sector ministries and 10 NGOs as part of Sanyati RDC stakeholders who attends committee meetings. Probability and non- probability sampling techniques were used. Primary data was collected from stakeholders identified through questionnaires and interviews and Secondary data was collected from existing records to help come up with historical background which was used to substantiate research findings and also for the purpose of literature review. This data was collected from internet, journals, textbooks and articles.

Chapter four presents and analyse the data collected from the respondents with reference to the literature review. Graphical, tabular and textual methods of data presentation and analysis were used. The results indicated that appointed officials plays a significant role of planning, budgeting, monitoring and evaluation, as well as putting RBM into action. It also provides for demographical data and its contribution to the reliability and how valuable the data collected is. From the data collected, the researcher managed to capture the benefits of IRBM to Sanyati RDC which includes, improved service delivery, convenience of doing things, systematic ways of doing things, attainment of objectives and improved transparency and inclusiveness. The research findings also acknowledge the challenges hindering successful implementation of IRBM in local authorities which mainly pointed out to lack of adequate training, skills and resources and possible solutions to the problems were stressed out as well.

5.2 CONCLUSSIONS

❖ Based on the findings analysed in the previous chapter, the appointed officials have a very important role to play in RBM implementation as far as local authorities are concerned because their recruitment is by professional skills or qualifications hence they can understand better the requirements of the model with exception of further training. It is the role of function of the appointed officials to plan, budget, organise, control and lead hence the implementation of RBM automatically becomes their responsibility for it is also their objective to achieve results in from of good service delivery and local economic development.

❖ In addition it can be concluded that the appointed officials are trying their best in implementing RBM as evidenced by the level of technological advancement at Sanyati RDC (E- government), performance agreement documents filled (RBPPS) , management meetings held every fort night , work plans , reports and general meeting

to monitor and evaluate progress and relevancy of their efforts to achieve results (M & E) , Strategic plans put in place (IDP) as well as participatory budgets (RBB).

❖ The researcher also concluded that RBM has benefited local authorities to a greater extent as these organisations with reference to Sanyati RDC used to carry out their operation hap hazard without any adequate objectives and planning on how the organisation intend to achieve the objectives ,when ,how and at what cost and they used to focus more on the process rather than results, through this model objectives are now sustainable, measurable ,attainable ,realistic and timorous and organisations are result oriented which improves efficiency ,transparency , accountability and effectiveness of local authorities. RBM also enhance flexibility and pro-activity as an important requirement in this dynamic environment.

❖ The research findings also drove the researcher to conclude that the major challenges of encountered during the implementation of RBM were inadequate training, skills, leadership commitment and resources. From the information provided in Chapter 4 , one can argue that there is over staffing in non essential position and under staffing in essential areas thus more expenditure is spent on people with very little or no input in council objectives and there is a very few skilled and well performing staff to successfully implement RBM . In addition, there is lack of resources due to economic hardships as well as failure of appointed officials to be innovative and agile enough to come up with income generating projects, revenue collection strategies and poor recoding of council property. There is also poor budgeting whereby expenditure and income are unrealistic, stakeholder involvement is limited due to geographical locations thus their input is limited, lack of adequate performance monitoring and evaluation, poor remuneration, and political interference and red tape has also been acknowledged to be some of the challenges hindering successful implementation of RBM.

5.3 RECOMMENDATIONS

❖ Staff development and training should be a continuous process so that people understand results based management and acquire requisite skills in implementing in order to meet certain goals .Orientations should be carried out after every recruitment process and consider revising the process annually to remind people of their purpose.

Quality staff produces quality services as well thus they can be attainment of required or targeted objectives.

❖ Reinforcement is also needed in order to avoid reverting back to the old ways of being reluctant and process oriented by providing incentives to best performers and committed staff as well as making sure their salary arrears are cleared and pay roll updated for people to be committed as they will know every effort has rewards.

❖ Frequent performance monitoring and evaluation should be put in place to identify progress, loop holes and relevancy as people are being rewarded for nothing. If there is frequent monitoring and evaluation of performance, people will be forced to perform above limits to justify their relevancy in an organisation thus improving the rate of achieving results.

❖ Employment of skilled labour in essential areas and staff development whilst allowing natural attrition to take course on non essential staff will help in attainment of goals and intended results as people will be employed by merit and can use their skills for the benefit of the organisation rather than spending enough or salaries for those who have very little inputs to achievement of results.

❖ Stakeholder capacity building and involvement should be maximised at both local and national level despite the geographical location in order to enhance their input and support in different council programmes and understand that the implementation is for their benefits.

❖ Local authorities should be involved in decision making as far as policy and strategies are concerned so that there can be a realistic SWOT analysis before imposing strategies on these organisations thus lacking buy in for there in no one size fit all strategy.

❖ The government should consider evaluation of previous strategies before implementing new ones.

❖ Local authorities were given enough power to regulate which is enshrined in the Constitution of Zimbabwe on Chapter 14; the researcher therefore recommends they use their power to come up with better revenue collection methods and projects to improve their income to fund RBM.

❖ Local authorities should budget in line with their income for their budgets to be realistic and try the use of zero based budgeting and programme based budgeting.

❖ Management should be innovative, agile and creative to be able to move along with the dynamic environment.

- ❖ Local authorities should facilitate self reliance system by identifying opportunities and effectively engage all stakeholders and regain the lost trust so that these stakeholders can develop their areas on their own using their own inputs and pay bills.
- ❖ Depoliticise council activities.

5.4 DIRECTIONS FOR FUTURE STUDIES

This study recognized that appointed officials are a significant figure in RBM due to the roles they play but however they are lacking enough capacity to successfully implement RBM thus future studies are encouraged to investigate more on how to capacitate appointed officials.

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APPENDICES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX I: Interview guide for Sanyati RDC management

Greetings, my name is TendaiNomsaMukute, a final year student at Midlands State University and currently studying towards a Bachelor of Science Honours Degree in Local Governance Studies. I am carrying out a research titled**:The progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016. Case of Sanyati RDC.**

You have been objectively selected to participate in this survey. The data that is collected will be used for academic purposes and treated as private and confidential.

  i.   What do you know about Results Based Management?
 ii.   To what extent has Sanyati RDC appointed officials shown commitment in RBM?
iii.   What are the roles of the appointed officials in the implementation of Results Based Management?
 iv.   What has been done so far by Sanyati RDC appointed officials towards Results Based Management?
  v.   How are the Council employees coping with the implementation of Results Based Management?
 vi.   How regular do you do monitoring and evaluation?
vii.   What are the challenges encountered during the implementation of Results Based Management?
viii.   Is RBM beneficial to the following, if yes how? a) Sanyati RDC
                                                       b) Residents

viii. What is the importance of including appointed officials in Results Based Management?

ix. What can be done to solve challenges being encountered in implementing Result Based Management?

Thank you for your time and valuable contributions, your responses will be treated with objectivity and confidentiality

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX II: Interview guide for Sanyati RDC councilors

Greetings, my name is TendaiNomsaMukute, a final year student at Midlands State University and currently studying towards a Bachelor of Science Honours Degree in Local Governance Studies. I am carrying out a research titled**:The progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016. Case of Sanyati RDC.**
You have been objectively selected to participate in this survey. The data that is collected will be used for academic purposes and treated as private and confidential.

    i.   Which ward do you represent?
   ii.   How long have you been representing your ward?
  iii.   What is your understanding of Results Based Management?
  iv.   Has the council officials shown commitment in the implementation of Results Based Management?
   v.   What has been done so far by Sanyati RDC appointed officials towards Results Based Management?
  vi.   How successful has been the implementation of Results Based Management in Sanyati rural district so far?
 vii.   What are the challenges encountered during the implementation of Results Based Management?
  ix.   Is Results Based Management beneficial to a) Sanyati RDC
                                b) Residents

ix. What do you suggest should be done to cater for the problems involved with Results Based Management implementation?

Thank you for your time, your contributions have been very valuable and your responses will

be treated with objectivity and confidentiality.

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX III Questionnaire forSanyati RDC general employees

Greetings, my name is TendaiNomsaMukute, a final year student at Midlands State University and currently studying towards a Bachelor of Science Honours Degree in Local Governance Studies. I am carrying out a research titled**: The progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016. Case of Sanyati RDC.**

You have been objectively selected to participate in this survey. The data that is collected will be used for academic purposes and treated as private and confidential.

INSTRUCTION

Kindly tick or fill in your responses in the appropriate box or space provided for each of the questions listed below.

Do not indicate your name for confidential purposes

SECTION A: DEMOGRAPHIC DATA

Q1: Please indicate your gender

      MALE [ ] FEMALE [ ]

Q2: For how many years have you been working at Sanyati RDC?

……………………………………………………………

Q3: Age group:

   18-25 years [   ]   26-35years [   ]   36-50years [   ]   51+years

SECTION B:

Q4: What do you know about Result Based Management?

It is a management strategy by which an organisation ensures that its process, products and services contribute to the accomplishment of required results. [   ]

It is a management strategy by which all actors on the ground, contributing directly or indirectly to achieving a set of development results, ensure that their processes, products and Services contribute to the achievement of desired results (outputs, outcomes and goals). UNDG (2010) [   ]

It is a management belief and approach that focuses on attainment of results and outcomes rather than inputs and processes and emphasizes value for money. [   ]

Not sure [   ]

Q5: What are the roles of the appointed officials in the implementation of RBM?

Planning [   ]

Organising [   ]

Facilitate Implementation [   ]

Capacity building [   ]

Monitoring and evaluation [   ]

Communicate [   ]

Encourage team work [ ]

Come up with strategies [ ]

Not sure [ ]

Other:……………………………………………………………………………………………
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Q6: Have the appointed officials been able to successfully implementing Results Based Management so far.

YES [ ] NO [ ] MAYBE [ ]

If NO explain why

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Q7: Is Results Based Management beneficial to the following, if yes how? a) Sanyati RDC

b) Residents

a) Sanyati RDC

(Tick the necessary benefits of Result Based Management to Sanyati RDC as a local authority and add more if there is need)

Improved Transparency [ ]

Improved Accountability [ ]

Improved Team work [   ]

Improved Effectiveness [   ]

Improved Efficiency [ ]

Improved Responsiveness [ ]

Not sure [ ]

Other…………………………………………………………………………………………….

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    a) Residents

   (Tick the necessary benefits of Results Based Management to your area and add more if there is need)

      Improved service delivery [ ]

      Good governance [ ]

      Improved Responsiveness [ ]

      Equity [ ]

      Not sure [ ]

Other…………………………………………………………………………………………

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Q8: What are the challenges encountered during the implementation of Results Based Management?

Political interference   [ ]

Poor planning and implementation [ ]

Employees lack skills and knowledge on RBM [ ]

Lack of commitment and support [ ]

Resistance [ ]

Not sure [ ]

Other:………………………………………………………………………………………….

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Q9: How successful has been the Results Based Management implementation in Sanyati rural district so far

Very successful [ ]   Average   [ ]   Not sure [ ]

Q10: How are the Council employees getting along with the implementation of Results Based Management?

Very good [ ]   Good [ ]   Not sure [ ]

Q11: What is the importance of including appointed officials in Results Based Management?

Planning [ ]

Organising [   ]

Facilitate Implementation [ ]

Capacity building [ ]

Monitoring and evaluation [ ]

Communication [ ]

Encourage team work [ ]

Come up with strategies [ ]

Not sure [ ]

Other..
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Q12: What are the possible solutions to the challenges encountered?

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Thank you for your time and valuable contributions, your responses will be treated with objectivity and confidentiality.

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX IV: Questionnaire for Sanyati Rural District NGOs

Greetings, my name is TendaiNomsaMukute, a final year student at Midlands State University and currently studying towards a Bachelor of Science Honours Degree in Local Governance Studies. I am carrying out a research titled**: The progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016. Case of Sanyati RDC.**

You have been objectively selected to participate in this survey. The data that is collected will be used for academic purposes and treated as private and confidential.

INSTRUCTION:

Kindly tick or fill in your responses in the appropriate box or space provided for each of the questions below.

Do not indicate your name for confidential purposes

SECTION A: DEMOGRAPHIC DATA

Q1: Please indicate your gender

MALE [ ] FEMALE [ ]

Q2: For how many years have you been operating in Sanyati District?

………………………………………………………………

Q3: Age group:

18-25 years [   ]   26-35years [   ]   36-50years [   ]   51+years

SECTION B

Q4: What do you know about Results Based Management?

It is a management strategy by which an organisation ensures that its process, products and services contribute to the accomplishment of required results. [ ]

It is a management strategy by which all actors on the ground, contributing directly or indirectly to achieving a set of development results, ensure that their processes, products and Services contribute to the achievement of desired results (outputs, outcomes and goals). UNDG (2010) [   ]

It is a management belief and approach that focuses on attainment of results and outcomes rather than inputs and processes and emphasizes value for money. [   ]

Not sure [ ]

Q5: Has the program benefitted your partnership and areas of operation? YES /   NO / NOT SURE

If YES, explain how?

Improved service delivery [ ]

Improved good governance [ ]

Brought a systematic way of achieving goals [ ]

Convenience of doing things [ ]

Improved inclusiveness transparency and accountability [ ]

Responsiveness [ ]

Equity [ ]

Other…………………………………………………………………………………………

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Q6: What has been done by the appointed officials in implementing Results Based Management?

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Q7: Are appointed officials committed to the success of Results Based Management?

YES [ ] NO [   ] NOT SURE [ ]

If YES, explain how

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Q8: What's the importance of including appointed officials in Results Based Management?

Not sure [ ]

Planning [ ]

Budgeting [   ]

Facilitate Implementation [   ]

Capacity building [ ]

Monitoring and evaluation [ ]

Communication [ ]

Encourage team work [ ]

Come up with strategies [ ]

Other...
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....
....

Q9: What challenges are encountered during the implementation of Results Based Management?

Lack of teamwork [   ]

Political interference   [ ]

Poor planning and implementation [ ]

Employees lack skills and knowledge on Results Based Management [ ]

Lack of commitment and support [ ]

Resistance [ ]

None [ ]

Not sure [ ]

Other:………………………………………………………………………………………….
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Q10: What are the possible solutions to the challenges encountered during Results Based Management implementation?

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Thank you for your time, your contributions have been very valuable and your responses will be treated with objectivity and confidentiality.

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX V: Focus group discussion guide for Sanyati RDC residents

Greetings, my name is TendaiNomsaMukute, a final year student at Midlands State University and currently studying towards a Bachelor of Science Honours Degree in Local Governance Studies. I am carrying out a research titled**: The progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016. Case of Sanyati RDC.**

You have been objectively selected to participate in this survey. The data that is collected will be used for academic purposes and treated as private and confidential.Q1: For how many years have you lived in SanyatiDistrict and in which ward?

Q2: How old are you?

Q3: What do you know about Results Based Management?

Q4:What has been done so far by local authorities to ensure successful implementation of RBM?

Q5: Has the program benefitted your wards?

Q6: What challenges are encountered during the distribution of the impacts of implementation of Results Based Management or benefits to the community?

Q7: What's the importance of including appointed officials in Results Based Management?

Q8: What do you think can be the possible solutions to the challenges encountered during Results Based Management implementation?

Thank you for your time and valuable contributions, your responses will be treated with objectivity and confidentiality.

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

APPENDIX VI :Interview guide for Sanyati Rural District sector ministries

Greetings, my name is TendaiNomsaMukute, a final year student at Midlands State University and currently studying towards a Bachelor of Science Honours Degree in Local Governance Studies. I am carrying out a research titled**: The progress on how Results Based Management has been implemented by appointed officials from 2013 to 2016. Case of Sanyati RDC.**

You have been objectively selected to participate in this survey. The data that is collected will be used for academic purposes and treated as private and confidential.

I. For how many years have you lived in Sanyati District

II. What do you know about Results Based Management?

III. Has the program benefitted your partnership with Sanyati RDC, if it did or does, explain how?

IV. What effort has been put by appointed officials (Council employees) in implementing Results Based Management?

V. What challenges are encountered during the implementation of Results Based Management?

VI. What do you think can be the possible solutions to the challenges encountered during Results Based Management implementation?

Thank you for your time and valuable contributions, your responses will be treated with objectivity and confidentiality.