MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCES
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THE IMPACT OF COLONIAL LEGACIES ON SERVICE DELIVERY IN ZIMBABWE'S LOCAL AUTHORITIES: THE CASE OF MUTARE RURAL DISTRICT COUNCIL.

A Dissertation By

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DECLARATION

I, TINOTENDA MAREMBENDE (R144995R), DO HEREBY DECLARE THAT THIS DISSERTATION IS THE RESULT OF MY OWN INVESTIGATIONS AND RESEARCH, EXCEPT TO THE EXTENT INDICATED IN THE ACKNOWLEDGEMENTS, REFERENCES AND COMMENTS INCLUDED IN THE BODY OF THE DISSERTATION, AND THAT IT HAS NOT BEEN SUBMITTED IN PART OR IN FULL FOR ANY OTHER DEGREE AT ANY OTHER INSTITUTION.

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ABSTRACT

This research reviewed the challenges that are posed by the inherited colonial legacies towards the sustainable service delivery in the Mutare Rural District Council. The success of Local Authorities lies in the ability to bring about sustainable service delivery in their respective areas of jurisdiction in a country riddled with the effects of colonial legacies. This in turn enhances the much sought for socio-economic development throughout the country. For Rural Local Authorities (RLAs), service delivery is of paramount importance in a bid to improve the quality of life in Zimbabwe's rural areas and correct the developmental imbalances against the inherited colonial legacies that may hinder progress today. As such, the research hypothesized the colonial legacies as what most RLAs are striving to curb. Not only is it about the poor public policies in place but other challenges faced by RLAs which may include the crisis of local governance, rampant corruption, low institutional capacity, poor financial management and low revenue base. This research is an investigation into the impacts of colonial legacies on the operations of Local Authorities and how effective they are in the enhancement of sustainable service delivery as well as the alternative strategies they employ in enhancing service delivery. Special reference will be given to Mutare Rural District Council.

DEDICATION

To the dreams we dream, the people we become if we dare. To wisdom and pursuit of dreams, beyond fears, from hope to what we seek. To Mr and Mrs Marembende.

ACKNOWLEDGEMENTS

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ABBREVIATIONS

LA	Local Authority
MLGPWNH	Ministry of Local Government, Public Works and National Housing
MRDC	Mutare Rural District Council
RDC	Rural District Council
RLA	Rural Local Authority
RBM	Results Based Management
ZIM-ASSET Transformation	Zimbabwe Agenda for Sustainable Socio-Economic

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

The background of this research necessitated this study for the topic chosen. Research objectives, the statement of the problem, literature review as well as the theoretical framework to be employed in this analysis are found in this chapter. It is imperative to take note of the research methodology, limitations and delimitations concerning the study as well as functioning terms to be utilised in this particular research.

The effective operation and functionality of Local Authorities lies within their ability to foster sustainable service delivery in their areas of jurisdiction regardless of the fact that the country's system is riddled with the effects of colonial legacies. Concerning Rural Local Authorities (RLAs), the aspect of service delivery is vitally important in order to better the living conditions in Zimbabwe's rural areas and redress the developmental mishaps against the inherited colonial legacies that may hinder progress today. Kwandayi and Thakhathi (2013:87) subscribe to the notion that South Africa's Bhato Pele policy, which translates to "people first" is the most viable method of policy making to be used in service delivery mainly in African States and the governments they operate in.

In this research, the centre of the study will be majoring on the rural set up as they are the areas that appeared to be in need of attention compared to the urban areas. The colonial legacies that are being analysed include high levels of corruption, poor financial management, low revenue base and conflicts in the local government spectrum among others. With special reference to Mutare Rural District Council, the research seeks to analyse the impact of colonial legacies on the effective service delivery of local authorities.

1.1 Background of the study

Zimbabwe's local authorities are entitled to create a consistent system of providing services, coming up with plans and ideas to improve and upgrade communities in their areas of functionality. Therefore, Mutare Rural District Council is obliged to operate under such terms regulations instructed within Zimbabwe's Rural District Council's Act Chapter -29:13,

Section 74, which mentions, any local council holds the hegemony that can facilitate the formulation of short term or long term policies in terms of development in their area. Such a policy was devised to provide the necessary and needed declarations of districts as well as the firm establishment of rural district councils, carefully monitored by the formerly known as the Ministry of Rural Development; Promotion and Preservation of National Culture and Heritage (MRDPPNCH), now the Ministry of Local Government; Public Works and National Housing (MLGPWNH).

A colonial legacy has been described as the impact of colonialism on a country and its people, (Chitambara and Martens, 2013). This includes things that relate to characteristics of a colony, which is a case whereby the ruling elite class uses the same style of rule as that of their colonial predecessors to protect their self-interests. The continued adherence to the colonial legacies has created a barricade to hinder efficient service delivery in Zimbabwe's local authorities. The absence of characteristics ethos such as transparency, accountability, rule of law, constitutionalism and elements of corruption.

The progression and development of the local authority system in Zimbabwe is traced back to the colonial regime founded in 1891, (De Visser, 2005). The idea to separate development in areas of different races influenced the system and it was crafted in favour of the white minority and against the black majority, that is, the black majority had sub-standard services and the white settlers got better services and privileges. There were by laws which constrained the black majority, for instance, cattle ownership was limited for the natives, in rural areas, thus showing an unfair treatment between races.

The structure of the local government in the colonial time was based on the division of land done according to race, and several legislation materials catalysed the creation of urban areas. These were for the whites, Large Scale Commercial Farms, strictly for white settlers, and Tribal Trust Lands, for black settlers, there were African Purchase Areas which were named African Commercial Farmlands, (Pycroft, 1996). There were three types of councils that existed were the Rural Councils, Urban Councils, and African Councils, specifically made for blacks in their respective areas of residence.

Indeed, after independence, the local authorities made some changes in line with service delivery to formerly relegated groups in the communal areas. However, more is yet to be done to curb the mishaps in the system with regards to the colonial legacies. Rural District Councils in Zimbabwe have been handling the issues of service delivery ever since the colonial era, catered or by the Native Commissioner's office, (King and Horrocks, 2012). Such services are water supply, electricity supply, educational resources and facilities, health care facilities, refuse collection and disposal, security elements, maintenance and upgrade of sewerage and drainage works along with social conveniences. This research seeks to show the extent to which the Local Authority has managed to do its work effectively against an inherited burden of colonial legacies since it is the among the duties and responsibilities of local authorities to carry out this kind of work.

A common notion developed in the relationship between the Ministry and local councils, the Ministry perceived local councils as mostly notorious in their conduct and operation by unwilling to be monitored thoroughly by the ministry, and the councils viewed the Ministry too hungry for power to a point of catalysing asphyxia. Nonetheless, despite all that, the Local Government Capacity Assessment Report (2013:13) states that the nexus connecting the Local Authorities and central government existed so as to proffer effectual and efficient local authority by drafting clear developmental plans and establishing viable and reliable checks and balances structures. It was done in attempts to curtail corruption, ascertaining the existence of elements such as transparency and accountability and foster effective service delivery to improve the livelihood of most Zimbabweans, focusing on the rural populace.

During the colonial era, the colonial masters had a system of making the best services available to the white minority against the needs of the black majority, (Lolojih, 2008). Development in areas like Marange North was not much prioritised compared to the development of areas like Marange Central and Marange South areas. Marange South was inhabited mostly by white farmers. Electricity and water supply were distributed differently in the sense that the RDC made electricity readily available for these white farmers along with water supply, against a huge population of natives who were also in need of these services in just as much quantity.

The visions and goals that concern MRDC require it to be strongly established financially to offer state of the art quality services. The importance of such a research study rests in the fact that carefully and thoroughly scrutinise the directives of this LA, premised on twenty-three legal instruments. The Rural District Councils Act, Chapter 29:13, being the largest one, however these colonial legacies are presenting challenges for the effective delivery of these services. In as much as the public policy is transparent and precise on service delivery, its sustainability is highly questionable in the sense that there are set-backs which have necessitated the employment of other contingent strategies in promoting sustainable service delivery that is effective. The research under study aims to bring out the effectives of the suggested solutions to curb the problems being faced by MRDC as well as the utility of the alternative strategies being implemented in an environment riddled with effects of colonial legacies.

The estimated population of Mutare District is an estimation of 389 988, (Central Statistics Office, 2013:14). With the abundance of water supply in Mutare Rural District, the Odzi and water treatment works that take place at Odzani Water Works, still in this case, the increasing population poses challenges for effective service delivery based on the aforementioned colonial legacies. Apart from also having abundant natural resources which could transform the living conditions of the rural people, the population growth comes with a sizeable magnitude of rural-based challenges in provision of services to be delivered by the MRDC. The chieftainship in Mutare Rural has two chiefs, namely Chief Marange Chief Zimunya. Mentioning them presents their possible usefulness in this research as traditional leaders may have the required necessary information which is imperative. This study aims to assist other local authorities in the effective implementation and operation of service delivery in familiar fields of study.

1.2 Statement of the problem

The study looks in to investigate the impact of colonial legacies on service delivery in Zimbabwe's Rural Local Authorities which affect all spheres of development in rural areas. The road maps showing the major roads around Mutare Rural District were labelled as tarred and yet in actual sense they are still gravel. There were hips of soil on road sides since the

beginning of the year 2017 and it was still like that up to early 2018. The problem here was that there are several services that the RDC were expected to deliver in specific time frames that they failed to achieve. The services include roads that were supposed to be tarred which were not attended to. The problem then became the lack of urgency in attending the areas in need of assistance. The other problem then became misappropriation of funds initially meant for maintenance and repair of crucial areas in the district. The intended type of response from the local authority was quick and effective, compared to the slow and time consuming pace at which the local authority functioned. Continuous lack of social and infrastructural services by the inhabitants of Mutare Rural District has been a major threat to its development. This has led to a number of problems such as the withdrawal of road transport operators due to sub-serviced roads, lack of entrepreneurs in other rural service centres because of lack of electricity, water supply shortage, lack of essential medicines in the district clinics, school buildings and government houses that need repairs, increased disease outbreaks due to poor sanitation, unclean public toilets at business centres just to name but a few. These problems point to a number of challenges facing the district which will be investigated in this study.

1.3 Research Objectives

This study seeks to fulfil the following objectives:

1. To explore the colonial tendencies, practices and laws that governed the local authorities before independence.

2. To assess the impacts of colonial legacies on service delivery in Mutare RDC.

3. To examine the factors militating against efficient service delivery in Mutare RDC.

4. To proffer recommendations in dealing with colonial legacies in local authorities.

1.4 Research Questions

The study seeks to answer the following questions.

1. Which colonial laws, practices and tendencies governed the local authorities before independence?

2. What impacts were made by colonial legacies on service delivery in Mutare RDC?

3. What are the factors that militated against efficient service delivery in Mutare RDC?

4. What are the recommendations that can be proffered in dealing with colonial legacies in local authorities?

1.5 Justification of the Study

The research seek out to identify the impacts and effects of colonial legacies on sustainable service delivery by RLA's in Zimbabwe, with an analysis of history so as to understand both the colonial and post-colonial governments of Zimbabwe. A period in which the white minority was in power in the colonial period, service delivery was made available to almost all citizens of Mutare Rural district, however, there was a clear demarcation between the type of services offered and delivered to the black majority against the white minority. The issue here was not to focus on racial elements, but rather on the issues of effective service delivery by the rural local authorities. This study can be used by policy makers to redress traces of unfair and unjust distribution of services in the rural district areas. Any form of development hinges on the analysis and clear scrutiny of what is causing retrogression and what can proffer progress in terms of sustainable service delivery in a fight to curb the impacts of colonial legacies such as corruption, misappropriation of funds and even lack of transparency in the sense of public funds.

1.6 Limitations

Limitations have been defined as characteristics of research design methodology which manipulate the interpretation of findings gathered in research studies, (Zhou and Zvoushe, 2012). It turned out difficult for the researcher to manage the limitation aspects. The challenges which were met include the absence of people who had access to colonial records concerning the system and patterns of service delivery. The documents that contained the info were badly damaged which resulted in the alternative of using the internet as a source of information that was unavailable on hard copy files. The limitations that came with internet information is that anyone could have written the information which is debatable concerning the authenticity of the material. The interviews were scheduled in a way that made it rather

difficult to be in place at the required time. However, the data collected was sufficient for the research which was done.

The research will be done at Mutare Rural District Council. The LA is in Manicaland Province, is located in Mutare district. It consists of six departments namely: Community Services, Audit, Finance, Environmental Management, Engineering and the Technical Services departments. The study will also be undertaken at Chief Marange's area in Ward 18-Mudzimundiringe. This is because the effective and prolonged delivery of services benefits the locals more than office workers.

1.7 Delimitations

Delimitations have been defined as characteristics that define the precincts of the study and they determine the scope of the research as well, (Simon, 2011). The study focused not on the performance of other local authorities since the same policies guide them despite the fact that their socio-economic dynamics differ. The research process was carried out in Mutare rural district within the second quota of the year 2017. The scope of this research required much of fiscal sustenance which was not readily available. The location of the RDC offices and where the district is made the travels quite costly for the RDC staff to move with the required material to the areas of need. As it was done during a time of incessant rains and several public holidays, the information required was not readily made available. Nonetheless, proper budgeting and cost awareness made it possible to complete the research in time with the required data gathered.

1.8 Organisation of the study

The research is grouped into five separate chapters. The first chapter deals with the introduction of the research which entails the background of colonial legacies in Zimbabwe, research questions, research objectives, statement of the problem, justification of the study, along with defined delimitations and elaborated limitations that the researcher encountered in the research. The second chapter centres more on the literature review, literature gap, and the theoretical framework which deals with the reassessment and prognosis of the material presented by other scholars venturing in the same study field. Chapter three pursues the methodology aspect which deals with methods data collection. These methods include

questionnaires, in-depth interviews, ethical considerations and data analysis. The fourth chapter addresses the issue of findings and data presentation which is done in thematic display derived from the research objectives. The fifth chapter deals with presenting the conclusions of this research as well as the recommendations, the general conception of the research is presented.

1.9 Chapter Conclusion

The background material required to set a foundation for this study was established in this chapter. The statement of the problem was presented and the research objectives were crafted along with the research questions. The chapter provided a justification of the study and highlighted on the delimitations and limitations of the research. Chapter one proffered the nuanced projection of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This particular chapter entails matters concerning the literature that exists in this field of study that affects the effectiveness of service delivery in Zimbabwe. The challenges that are posing threats to the LA's shall be presented in the justification of the study thereby addressing the literature gap. This research is premised on the elitist theory so as to clearly bring to light the reasons behind the colonial legacies being very strenuous on the effectiveness of service delivery. The theory to be used brings out how the privileged classes in society seem to benefit from the misfortunes of others when it comes to service delivery in the district. The vast availability of material concerning colonial legacies shall be analysed to draw out the relevant substance to address the issue being scrutinised.

2.2.1 Service Provision

Service delivery has been defined as the provision of public services and assistance by the central government, municipal, local or national, (Kwandayi and Thakhathi, 2013:88). These services are both material and none-material. Mathibane (2010) asserts that service delivery can be defined as the execution of the precise objectives initially made in the plans. Which are measured by the levels of excellence, value as well contentment.

2.2.2 Local Authority

A local authority is defined as an entity with legal decrees that functions as a representative entity of a higher power which is the central government, (Nealer, 2007). This has been described as a governmental body that functions at a local scale. Referring to the RDC Act [Chapter 29:13] a local authority denotes a community council that encompasses rural committees as well.

2.2.2.1 Colonial Legacies

The term colonial legacy is espoused to many definitions due to a multitude of scholarly input on this specific area of study. Kwandayi (2013:157) defines from his perspective and considers colonial legacies to be the set of administrative structures, behaviours and tendencies that have been carried over from the colonial era and adopted into the post-

independence period. These colonial legacies are often more bad than good. That being said, Anderson (2005:4) asserts that in as much as there are diverse definitions of the term, there is a common elemental basis which denotes that these are the inherited structures of governance that have affected the modus operandi of the LA's.

2.2.2.2 Roles of Local Authorities

LA's in Zimbabwe are mandated to provide immediate basic needs as well as the none-immediate needs which include water supply, housing, sewage services, health facilities, road infrastructures, electricity and several more. Under the Urban Councils Act, the LA's are quite entitled to carry out these duties in a legal and convenient way for the people in the respective areas generally administered by the LA. The populace of particular areas bring in payments which are the revenues that the LA receives that work to address and redress the challenges at hand. This is therefore imperative to employ effective and efficient revenue collection to cater for the finances directed towards service provision.

National challenges such as budget cuts and a weak financial stamina have since nullified the aspect of government grants given to the LA thus affecting money issues in LAs. Therefore, there is an intrinsic importance of good working relations between the populace and the LA, the cordial relations allow involvement and participation of the people thus progress is fostered.

2.3 Obligations of the MRDC

Mutare Rural District Council is premised on the rules and regulations that are embodied in the RDC Act Chapter 29:13. The same statutory instrument gives the RDC its mandate to exercise power and authority in local areas. The conduct and operations of the RDC are explained in the Act and the terms determine what is to be done, how, when and why. Section 71 in the RDC Act, Chapter 29:13, all duties highlighted in the first schedule are to be done by the RDC. The authority that the RDC exercises is seen mainly in specific areas where the central government has decided not to engage in with regards to development, thus they task the RDC. This in terms accelerates the growth of challenges posed by colonial legacies because of limited resources. The RDC has stepped back and permitted other local influential ministries to function with no supervision and monitoring in the district. This in turn creates

unclear relations between the RDC and the Provincial Administrator's Office, which does not do much to curb the effects of colonial legacies on service delivery.

2.3.1 Theoretical Framework

The research will be informed by a dialectical approach as it will not be guided by a single theory since this is a much debated concept. The researcher used the elitist theory, which denotes a scenario whereby the ruling privileged classes impose its will on the lesser classes for the benefit of their own interests. The principal agent model scrutinises organizational affiliations as contentious between the prime entity who claims a particular type of provision and the agent who supplies it, (Annum, 2016). The model presupposes that actors are motivated by judicious self-interest. The question, then, is how principals can administer the self-interest of those empowered to operate on their behalf, their agents, so that it is associated with the purposes that they (the principals) fancy to achieve.

The quandary arises not just from conflicts of interest but also from the privileged access of the agents to material and data, which is the problem of asymmetric information. The agents employed to supply a service will have a propensity to use their superior knowledge to deflect benefits in their own direction. In the case of a democratic polity, the definitive principals are the citizens, or consumers of particular services. In principal agent theory, they are principals in the sense that politicians, as agents, receive their mandate from the central government and act as representatives of the public. In their turn, appointed officials are, in theory, the agents of political leaders in executing policy. Each has a measure of autonomy and each seeks to uphold self-interests primarily. The likelihood of the principal effectively controlling the agent depends on how much information the principal has about the performance of the agent, and how far the principal can structure the relationship so as to control the agent or give incentives so as to make the agent's interests correspond to the principals. I adopt this framework as a way of structuring my argument and of arriving at some broad conclusions.

2.4 Country Experience

2.4.1 Service Delivery in South Africa

South Africa managed to develop a working policy article concerning service delivery that ensures effective service provision and delivery. Kwandayi and Thakhati (2013:88) assert that a great feature concerning service delivery within South Africa is that it entails clear public policy which is lucid and well publicised. Public service in South Africa has been applauded by many government sectors mainly in the form of infrastructural development and water supply. The proportion of the people who suffer from water borne diseases as well as those affected by sanitation has been greatly catered for by functional health facilities. This creates a balance in the services provided with the intensity of need for a particular service.

Furthermore, Pretorius and Schurink (2007:20) assert that the issues to do with electricity supply shortage have been met by the use of the Lord Shading technique, which has been proven to be very helpful in curbing the distribution factors in this area. There is even adequate electricity supply to provide huge amounts of electrical power for social amenities, which includes amusement parks as well as recreational facilities that have attracted many tourists who bring in money from local and abroad. This therefore becomes a source of revenue that is used to cater for financial needs for the local authorities. African countries are also affected by the unfortunate nature of colonial legacies like Zimbabwe. However, many other African countries should imitate the same policy schemes and hoist Africa, specifically in relegated communal areas. It can be said that most of the required services are imperative and immediate for people receiving services from South African local authorities.

2.4.2 Service Delivery in Kenya

Kenya has more literature that focuses on improving the quality of service delivery more than the good that is being done by the local authorities in the country. Makanyeza et.al (2013) are of the view that in Kenya there are good public policies, but they are heavily affected by the issues of corruption, lack of results based management and issues like misappropriation of funds which trickled down from the colonial era as well. Such problems are also found in Zimbabwe's LA's along with even more issues trickling from the inherited colonial legacies.

However, Kwandayi et al (2013) ration that haste response to residents' grievances allows ample time to be infused into the areas that need attention before the problem grows too big to handle. Addressing fairly and legally, the issues of corruption so as to improve accountability

can go a long way in ensuring effective service delivery. Kijiado Municipality has challenges such as ineffective monitoring, political intervention and manipulation, little to non-cooperation from the government and an unhealthy nexus between politicians and the administration of LA's. In as much as these problems are rampant in Kenya as in most Southern African countries, attempts are being made to redress them.

2.5 Conclusion

This chapter made reference to several academic materials that has shown what is happening in countries around Zimbabwe. It was seen that many African countries have challenges in service delivery, but not all of them are derived from the colonial legacies as in the case of Zimbabwe. Emphasis was put much on involvement and engagement of the residents in the affairs of LA's, so as to foster a viable nexus that proffers development in the area of service delivery. It is within this chapter that many of the solutions provided were addressing the issue of lack of funds as a common abnormality within LA's in Africa.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

Methodology is a theoretical and systematic investigation of the specific methods employed in this research, (Iryn and Rose, 2005). Within the appropriate and necessary sections, the research was more of qualitative than quantitative. This chapter entails research material that is based on non-probability sampling. Questionnaires were handed out at MRDC and in-depth interviews were conducted at the same place as well. Purposive sampling as the technique used to address the needs of the research was used as a result of limited availability of required information. The collected data was observed through content analysis and thematic analysis. It is in this chapter that the delimitations and limitations along with the ethical considerations shall be outlined.

3.2 Research Design

Punch (1998) asserts that research design has been defined as general arrangements made by the researcher within the study which comprises of the theoretical construction and the strategy to be used to amass the data collected. Trochim (2005) characterises research design as a descriptive set of strategies devised for study purpose in a social science set up, meaning such research mainly deals with human interactions. Descriptive interpretations are drawn from the qualitative research method as it is explanatory in nature. The method used to administer questionnaires and interviews was that of purposive sampling. A case study was defined as a methodical survey of coordinated events that intend to describe the topic under scrutiny.

3.3 Sample Selection

Creswell (2007:37) defined sampling as the assortment of a sub group out of a bigger populace. The sample design was coined as a plan utilised to get a sample from a targeted population, (Picciano, 2006). Ethical factors, bias of age as well as home background are crucial considerations in this research that required non-probability sampling. Upon conducting the research, the researcher had to introduce himself to new staff members so as to create familiarity and a common ground on which to freely discuss on the matters surrounding this research, this was because the researcher was an intern at the MRDC. The targeted people

were those who had the knowledge that concerns service delivery in local government operations, thus handing out questionnaires and conducting interviews.

3.3.1 Non-probability Sampling

The researcher chose specific sections in the MRDC to target so as to address the research questions, these being the administrative officers at MRDC. Focusing on a small cluster of informed people reduced the costs of the research process thus making it opportune. The researcher was formerly an intern at the MRDC thus he made less time to move around due to familiarity as an advantageous factor. This method was very cost effective and less time and it gave the research relevant information.

3.4 Data Collection

In this chapter, a nuanced account of data collection and analysis shall be presented as to the impacts of colonial legacies on service delivery in Zimbabwe. Honadle (1981), describes the collection of data as the accumulation of both major and minor information into one structure for analysis. This becomes the modus operandi followed by a researcher before and throughout the data collection process. The measuring and amassing of data for a particular field of study in a methodical manner so as to address a research question has been coined as the definition of data collection, (Zucker, 2009). The material the researcher gathered shall be explained via the means of thematic and content analysis. The will also elaborate on the methods used to come up with the data.

3.4.1 Questionnaires

This method of data collection has been defined as a set of structured questions which work to cater for research questions driven from research objectives from a selected sample population, (Cobart, 2007). The researcher had help and assistance from fellow interns who were still working at MRDC to administer the questionnaires. There were no questions that were in need of amendments, they were all addressed well and accordingly. The senior administrative officers at MRDC responded to the questionnaires.

3.4.2 In-depth Interviews

An in-depth interview was defined as meeting held so as to address certain questions with regards to a particular issue of interest under study, (Yu, 2007). Interviews qualify as methods used by researchers in seeking and gathering information in their various fields of study. Interviews are either done face to face or via the phone. The researcher found out that face to face interviews allow the interviewees to give detailed information as compared to questionnaires and document reviews. Nonetheless, in some cases the staff members in some of the offices did not feel at ease to discuss these matters without consulting their superiors first for permission, and this affected the quality of information received.

Interviews were used to provide alternatives to the staff to refer to in terms of answering questions concerning the impacts of colonial legacies on service delivery in Zimbabwe. The researcher managed to realise with specific details the history and issues of these problems from another angle hence more information for research purposes. This method was very effective for the researcher.

3.4.3 Document Reviews

Punch (2014) is of the view that a documentary is a set of categorised and organised structures of information amalgamated to provide the details of a certain phenomenon on written material or electronic sources. The researcher used both modern and archaic sources of data so as to provide a detailed presentation of the matter at hand. Available documents are constantly under scrutiny from scholars and critics and it is rather safe and wise to venture into most of these to draw out the relevant and necessary data for use.

3.4 Data Analysis

Data analysis has been defined as the method of accumulating different kinds of information in the form of unprocessed data and transforming it into usable material, (Cohen, 2000). Data is interpreted and explained within data analysis. Data analysis tested theories and addressed questions presented by the researcher. The methods that were of use in this research is thematic analysis and content examination.

3.5.1 Thematic Analysis

It has been defined as the generation of themes that classify data for it to be scrutinised in a systematic approach, (Fereday and Muir-Cohrane, 2008). The sources of data that are used in this particular type of analysis include research memos, historical documents, interviews and field notes among many. The researcher managed to come up with themes and these allowed a flow in analysis that enabled a final report to be drafted which explains on the data analysed in the study.

3.5.2 Content Analysis

Content analysis was defined as analysis of data content in a systematic manner by accumulating oral and interactive behaviour patterns in order to tabulate the information for use, (Boyatiz, 1998). Statutory instruments such as laws, e-books and even works of art that express human emotion and behaviour. By constructing themes for research purposes, this allowed and enabled the researcher to use less of the intended finances and less of the time period required to execute such an exercise.

3.6 Ethical Considerations

Ethics have been defined as the motivations based on ideas of right and wrong, (Creflo, 1999). Ethics are also known as the standards in moral conduct that govern a rational being's actions and choices, (Khan, 2009). The researcher adhered to anonymity as well as confidentiality as moral principles worth adhering to. Some of the information gathered was very sensitive and thus anonymity was imperative.

The researcher came across the element of possible plagiarism based on the scarcity of some specific types of data, however, due to thorough restructuring of his approaches; he managed to come with information that was not plagiarised. These are the ethical considerations that the researcher encountered and managed to do well throughout the research study

3.7 Conclusion

The structure and nature of the research was greatly qualitative. In this chapter, these methods of data collection were used; questionnaires, document reviews and in-depth interviews. The data accumulated was evaluated through content and thematic analysis. With regards to sampling methods, the researcher used non-probability sampling which provided precise data through purposive sampling. With these tools and methods, the researcher managed to do justice to the questions on which the research is premised.

CHAPTER 4: PRESENTATION AND ANALYSIS OF FINDINGS

4.1   Introduction

The focus of this chapter is premised on presenting the effectiveness of MRDC in quality service distribution by conducting investigations, presenting and analysing data. The findings of this research obtained in numerous various ways as presented in the methodology section will be used to provide an interpretation of the effectiveness of LAs in service provision. Particular attention was given to the populace of the focus area. Observations shall be deducted from the acquired observations and the information gathered from the field while the researcher was an intern in the local government working in the Provincial Administrator's Office. Data presentation shall be displayed in the form of statistical tools which include pie charts and tables. In this regard, the research design that shall be used mostly is the qualitative research design which shall explain the viability of MRDC's contingent plans to redress the imposed challenges brought about by the colonial legacies. The research questions managed to provide the guidelines that concern the findings in this chapter.

4.2 Research Findings

At MRDC, the interviews that were conducted included sampled HODs and questionnaires were allotted to the personnel in almost all functioning departments. The summation of seventeen working personnel participated. There were two senior staff members and five heads of departments who were interviewed at MRDC. Ten employees attended to the questionnaires along with the Council Chairman who cooperated in the interview and questionnaires as presented. The researcher compiled a tabulated presentation of the data collected.

4.2.1 Questionnaire Response

Questionnaires were distributed to the employees of MRDC and the following table presents the response rate.

Table 1.

Respondents Rate	Distributed Questionnaires	Returned Questionnaires	%
Staff Members	10	10	100

The presented results above show an understanding that the targeted ten employees, there was a 100% response rate meaning that all of them responded to the questionnaires that were distributed. The level of urgency in responding to the questionnaires highlighted the imperative nature of the research issues that were presented to the respondents. An analysis of the data at hand shows how crucial the issue is concerning the impact of colonial legacies on service delivery. This shows that there are those who affected directly by the challenges in service provision and some are affected indirectly. Respondents A and B out of the twelve gave slightly different responses from the rest. Their responses were presented as follows:

> *The inherited colonial legacies have less to do with the efficient service delivery as it is only a matter of commitment, hard work and resourcefulness, so as to survive and make do with the little that is available. However, it is wise to acknowledge that these*

colonial legacies and their impacts cannot be ignored, in as much as they are effective to a lesser extent.

This addresses the research question concerning the factors which militated against efficient service delivery in MRDC.

4.2.2 Interview Response Rate

The table presented below displays interviews' response rate at MRDC for the interviewed heads of departments.

Table 2

Strata Interviewed	Targeted Respondents	No. of Persons Interviewed	Response Rate %
HOD's	7	6	90

Six of the targeted respondents were available for interviews, and one staff member was not available for the interview at MRDC. Therefore, it created a response rate of 90%. A response rate that is less than 33% is considered to be unacceptable regardless of who says what, and 75% or above is much acceptable and workable with. Thus, the general notion of the matter was that the response rate was reasonably acceptable. The research questions being addressed mainly with emphasis were those concerning the colonial laws, practices and tendencies that governed the local authorities before independence. The other question which caught the attention of the interviewees was that of the recommendations that can be proffered in dealing

with the colonial legacies. The analysis of documents led to the recognition that the populace has a huge role to play as well in the effectiveness of service delivery in a community, whether rural or urban. Respondent C presented the following information:

> *The factors that are militating against efficient service delivery in MRDC include poor engagement, involvement and participation of the residents. Some if not most of the programs done by the LA have little or no involvement and participation of the local people.*

4.2.2.1 Recommendations

FIG. 1
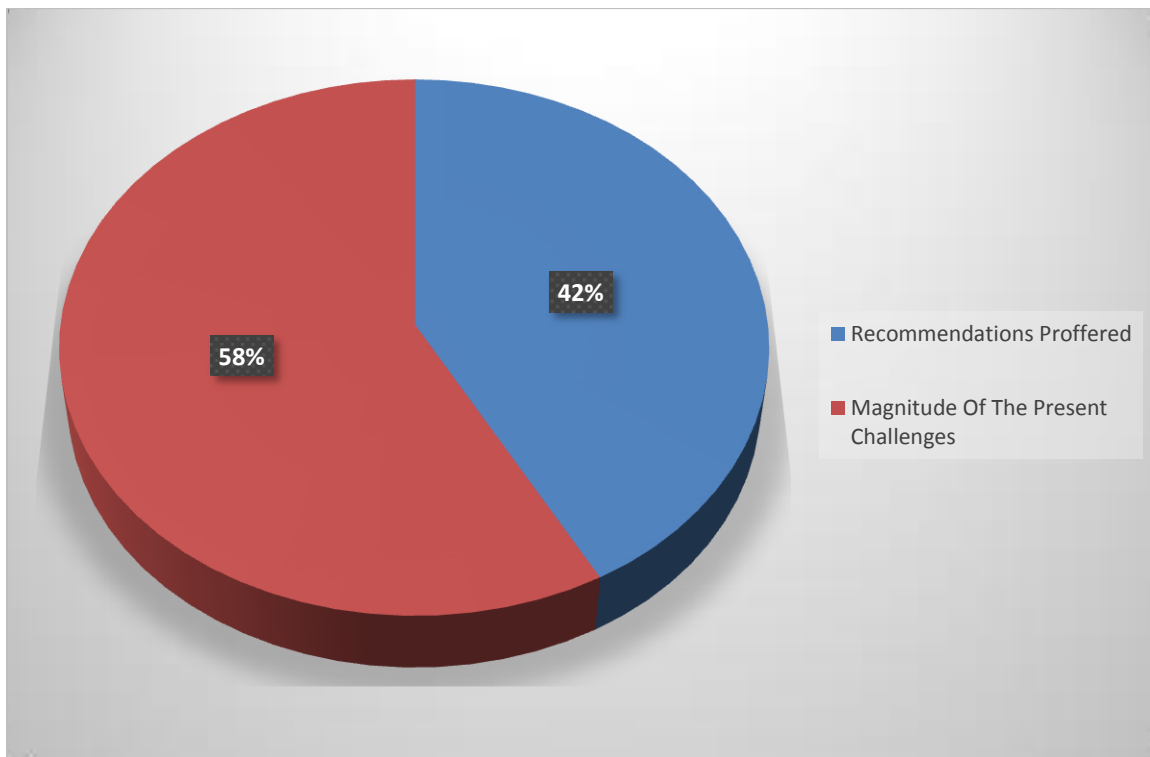
Source: Research 2017

The interviews and the questionnaires raised the concern with regards to their viability as well as applicability. It turned out that most of the administrative officers at MRDC do have usable suggestions that can turn around the undesirable working environment of local authorities. However, it is evident that some of their superiors are actually benefiting from the misfortunes of others. These were the responses from the people interviewed who had been opted for promotion there and were somehow never got promoted as intended. Respondent E in one interview said;

> *The fewer the people that are promoted at work, the more cases of money that disappears in the coffers of MRDC, meaning there is an element of funnelling funds for personal interests, which indirectly affects service delivery with regards to money issues. This trickles down to the auditors who frequently appear to miss these anomalies upon their periodical surveys.*

From this study, the respondents recommended that more thorough checks and balances be made available to assess both the LA personnel as well as the auditors themselves for enhanced transparency and accountability. This in itself has made manifest the issue that the legal statutes governing the operations of MRDC are not ironclad.

4.2.2.2 Road Construction and Maintenance

FIG 2: This image shows a road connecting the busy areas in Gwindingwi Growth Point and the Business Center at Zhangazhe.

Lack of adequate resources has led to the delayed fulfilment of these roads becoming easily navigable and travel worthy. Some buses cannot travel to this area without raising the bus fares so as to cater for repairs if there are any damages incurred on the road. However, the money being received via revenue is not tallying with progress concerning such roads. This is the evidence that solutions are there but the challenges outweigh the urgency to address them. Respondent F answered on a questionnaire as follows;

After resettlement, the RDC struggles to balance the service delivery in resettlement areas and communal areas. This is made more difficult by the location of the RDC offices, which in an urban set up, therefore it requires more of funds for fuel to travel there frequently, thus affecting service delivery.

4.2.3 Rural Electrification

FIG 3. Morden electrified brick houses in Chipfatsura Communal Area, under Chief Zimunya.

Source: Field Research 2017

Electricity supply in Zimunya area had been an issue of great concern soon after the Fast Track Land Reform program in the 2000. Electricity supply was mainly distributed to white owned farms while the other areas where deprived of this service. It was not because of unavailable resources, but because of ignorance as to the need of the blacks within the same community as the whites. Resources were available in adequate supply to electrify about 70% of Zimunya area but in that same year, 2000, most of the funds and resources disappeared and it delayed the electrification process of the Zimunya area up until 2016. Respondent J presented this information;

> *Many local residents of Zimunya area had built their houses well enough to have them electrified by the year 2001, but in as much as they had the finances to do so, they could not have their own homes electrified. The legal and precautionary steps that are taken for this to happen along with an incompetent LA it mad the Zimunya residents resort to solar systems and diesel generators for power.*

This set back in the electrification process has been attributed to the debt that the government inherited from the colonial regime. Years later in 2003 Zimbabwe was expelled from the Commonwealth and it unable to borrow funds from international fiscal entities like the IMF. The research question addressed here was that of the factors which militated against efficient service delivery in MRDC. It is not all of the challenges facing the RDC that are premised on the colonial legacies, mere lack of urgency is one of the factors that has nothing to with colonial traits in effective service provision.

4.3 Macro-economic Social Crisis Affecting Service Delivery

As from the year 1997 up to 2008, Zimbabwe increasingly plunged into macroeconomic political as well as social crisis, (Mumvuma and Neil, 2006). There was a vast shortage of foreign currency and the country fell into a gloomy phase of unprecedented levels of hyperinflation. This affected both central government and LA's. The absence of foreign currency made it very difficult to import material for crucial projects and services in Zimbabwe thereby paving way for substandard services as alternative solutions were sought after. Medical equipment along with medicinal drugs could not be imported so as to address the health anomalies in Zimbabwe, (Chakaipa, 2010). The hyperinflation windswept the salaries of health workers and this spilled over into other sectors as well thereby affecting the correlating sectors that work hand in hand in providing services at national and local levels. Service delivery then became a victim of multiple factors grounded on the colonial legacies being the prime factors.

4.3.1 Challenges affecting service provision

The responses that come from the interviewees highlighted that even though the LA has legal and necessary instruments to use to proffer effective service delivery, many employees are leaving work as a result of incessant financial problems. The problem reflects on a scenario of a financial base which is weak and not viable. Unfavourable findings of nepotism, fraud and

corruption have been found from the analysis made concerning the nexus between councillors and staff members. The interviewees mentioned that these clashes also affect the effectiveness of service delivery indirectly. Respondent H, and I remarked that;

> *Councillors who usually clash with staff members are usually those who always seek to be consulted before each and every and any decision is made, thus this reduces the rate of progress.*

With regards to expenditure and operations, the councillors and staff members and in constant disagreement and this has become an issue of concern in MRDC. Despite all this, they ought to complement one another for the sake of the community to benefit and its populace. Councillors make policies and LA personnel enforce them.

4.3.2 Challenges in local governance

Bad local governance within local authorities has really sunk in deep into the system. There appears to be recurring effects from bad conduct within local authorities. Similarities in the nature of the set-backs were found in the operations of Mutare City Council, which are also effects of the troubling inherited colonial legacies. They also appear to be increasing in terms of the weight of the problems on both local authorities, rural and urban. It is not only LA staff members who are responsible for the effective service provision in the district, there are also councillors who are the political interface in the nexus with the LA's, (Stauss, 2005). Therefore, the ineffectiveness of the LA to deliver good services is not only on the shoulders of the LA staff members but a collective effort with the councillors as policy makers. The local political leadership is a prime factor in the effective functionality of LA's, specifically councillors, (The Local Government Report, 2009). As such, the consistent existence of such challenges emanates in the communities being disregarded all because of politicians who are always nosing in on administrative matters of LA's.

Management and leadership training should be coordinated mainly by the Management Development Institutes (Mathibane, 2010). Poor governance systems have paved way for the growth of challenges affecting efficient service delivery thereby triggering the great wave of

brain drain as in the case of Zimbabwe in 2008 to 2009. Well skilled personnel went abroad so as to find better living conditions by finding better employment opportunities. Such unfortunate outcomes fuelled the emergence of poor, institutional and financial capacities for the LA's which propelled against the need for efficient and sustainable service delivery.

4.3.3 The impact of corruption on efficient service provision

Corruption as an undesirable feature haunting the effectiveness of service delivery, it is a huge threatening factor to progress in Zimbabwe in establishing sustainable service delivery and a smooth flow of development. Among Africa's ills, corruption has managed to present itself as a common virus that eats away at the fabric of progressive and efficient development, (Hammar and Rouftopolous, 2003). With specific reference to nepotism as well as corruption, these have catalysed the imposition of constraints on the progress and eminence of good services in and around the rural district of Mutare. For working example, garbage collection has been less concentrated on just because the use of rubbish pits in the backyard have been used in the rural set up like areas such as Chipfatsura and Bocha. However, not all households have adopted this. As this particular section in service delivery has been less focused on, it thereby affects the sanitation and hygiene levels which infuse more pressure on the health delivery departments and authorities in the area. Respondents were of the notion that the more corruption becomes systematic, the harder it becomes to discover and redress so as to proffer sustainable provision of services.

From these findings, several local authorities are not functioning at full capacity in Zimbabwe and in some southern African countries like South Africa, Mozambique and Botswana. Colonial legacies such as fraud nepotism and matters of embezzlement have manifested becoming the norm thereby ultimately affecting the populace. Transparency is very vital in the operations of the RLAs plus society's participation within all spectrums of developmental planning for the district to reduce the inappropriate behaviour of RLA personnel.

4.3.3.1 Chapter Summary

This research accomplished to identify problematic areas affecting MRDC concerning the area of effective service provision. It can be noted that the research above has presented nepotism, fraud, embezzlement of funds, challenges in local governance and corruption to be

challenges at hand. The majority of the respondents were of the view that these problems may be derived from colonial legacies, but most of them are intrinsic nature of people to be selfish when it comes to who gets what, when and how.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents in particular the synopsis of the entire research. An outline of the imperative points to note concerning this research shall be presented for all the chapters in this section. The intention to carry out and conduct this research was to analyse the impact of colonial legacies on the effective delivery of services by the RLA's. The area concerning research findings which were devised to cater for the research questions so as to execute the research objectives shall be reviewed as well. Recommendations towards redressing the challenges presented by the colonial legacies as well the conclusion of the research shall be outlined in this chapter.

5.2 Summary of Findings

5.2.1 Water and sanitation challenges

The researcher found out that the impact of colonial legacies on MRDC has precipitated to the emergence of increased levels of corruption, nepotism, lack of accountability and transparency, challenges within local governance, embezzlement of funds and challenges in service provision as well. The researcher managed to draw out the challenges affecting effective service delivery and provision as well within the rural district of Mutare making specific reference to water and sanitation. These inherited colonial legacies have given birth to cases of increased levels of cholera outbreaks in areas such as Gandauta, Mahenye and Bezel Bridge due to poor services in water provision and refuse collection. This research clarified on the fact that the MRDC has been grossly incapable of redressing the abnormalities being faced in the district for several years since independence. Tap water sometimes comes out dirty and the local wells and bore-holes are collapsing, which takes time for the RDC to attend to with haste.

5.2.1.1 Staff Issues

On the matter concerning management and staff operations within the LA's, an attempt to improve performance in the public sector in order so as to prop up effective and sustainable service delivery is feasible. Mechanisms to catalyse the outcome of such initiatives comes

from the reintroduction of induction programs affecting all levels of authority in the structure of the RDC, tools such as RBM can be really effective in this case. The recommendations the researcher came up with were tailor made to redress the impact of colonial legacies on service delivery directly affecting MRDC. This may as well foster greater levels of accountability and transparency in terms of the things the public ought to know.

The LA's have huge bureaucratic structures that need the minister to approve any dire action before it is taken no matter how urgent and serious it may be. So much of the Minister-Shall concept disrupts development and deters sustainability. Engaging the community in LA authority operations promotes transparency.

5.2.2 Issues of Accountability and Responsibility

Accountability goes beyond internal purposes, it involves a wide continuum encircling all other external participants such as the populace of a particular area, (Matyszak, 2010). A set of apparatus ought to be implemented to ensure and guarantee accountability, (Mandiyanike, 2006). This provides investors with the means to question and evaluate the actions of the Board and its committees concerning developmental plans that are devised to enhance service delivery in LA's. The more investors can be assured of accountability it is easy for them to directly invest in the operations of development both at national and local level. The King's report coincides that accountability draws foreign direct investment, (Kumar, 2011). Accountability is also a pillar of corporate governance, thus it should be a requisite to achieve effective service delivery at local level.

In tandem with the above, transparency is also another pillar that ensures the effective and efficient delivery of services. Every public government entity is expected to have a clear conduct in actions and financial dealings. Transparency thus also entails the openness and willingness to disclose financial performance figures which are truthful and accurate. Disclosure of material matters concerning the organisation's performance and activities should be timely and accurate to ensure that all investors have access to clear, factual information which accurately reflects the financial, social and environmental position of the organisation. Colonial legacies like misappropriation of funds are then fuelled by deviations from such principles thus making service delivery less effective and efficient. This is a

measure of how good management is at making necessary information available in an open, precise and timely manner; not only the audit data but also general reports and press releases.

Local governance at its core involves the monitoring of the LA's performance and the monitor's capacity to respond to poor performance; the ability to observe and the ability to act, (Gwirizeni, 2016). Performance is one of the most fundamental aspects of transparency where and LA's performance has to be monitored by both internal and external stakeholders without any challenges to the acquisition of information. Without effective disclosure of financial performance, existing equity investors cannot evaluate management's past performance, and prospective investors cannot forecast the corporation's future cash flow. The ZIMCODE calls for all corporate entities to publicly publish their cash flows at the end of their financial terms. This will give all stakeholders a chance to scrutinize the financial performance of the organisation. Black (2000) has pointed out, delivering information to investors is easy; but delivering credible information is hard. The challenge comes when the management is asked to provide authentic information where especially in Zimbabwe there is a high rate of corruption and embezzlement of funds. The LA monitors will be faced with a huge challenge as credible information is hard to come by. The level of transparency however differs from one entity to the next depending with how accurate the information to be provided is. Most corrupt organisations would skate around the correct information and deliver fabricated information, which indirectly affects effective service delivery.

5.2.2.1 Local Authorities and Public Interest

The Institute for Local Government based in the USA, in California, asserted that to ensure good service delivery at local level the LA should recognise and preserve the ethic regulation of stewardship over public resources, (Day and Klein, 1987). Consistent with generally accepted accounting principles, agency fully and accurately discloses both positive and negative financial information to the public and financial institutions including, summaries of all municipal funds, fund balances and changes, summaries of all municipal revenues and expenditures, Five year financial forecast and general status of reserves and any unfunded obligations such as pension obligations. Cain (2015) noted that ethics for not being upheld in the case of Zimbabwe, he pointed out that over two billion dollars from taxes collected in

Zimbabwe is lost through corruption according a ZIMRA report of 2012 he quoted. This fuels the challenges brought about by the colonial legacies which greatly affect effective service delivery. He pointed out unethical standards always has a negative impact on service delivery by Zimbabwe's local authorities hence leading to service provision and operations.

Furthermore, Jonga and Charisa (2009) acknowledged that where rule of law is strong, people preserve the law not out of reverence but because they have a portion in its effectiveness. Virtually any state, after all, can enact laws; corrupt and repressive regimes can legislate at will. Genuine rule of law, by contrast, requires the cooperation of state and society, and is an outcome of complex and deeply rooted social processes. Without the rule of law, colonial legacies are left unchecked and cause more problems in service delivery. Wrongdoers face not only legal penalties, but also social sanctions such as criticism in the news media, popular disapproval, and punishments from professional and trade associations. An approach that relies solely upon detection and punishment may work for a time, but will do little to integrate laws and policies with social values, or to create broader and deeper support for the system. In Zimbabwe the urban local authorities have of late become notorious for poor service delivery and hyper corruption, (Mushamba, 2010).

In Southern Africa, Zimbabwe is rated as the country with the most cases of corruption. According to a survey carried out by the Southern African Forum against Corruption (SAFAC, 2002), approximately 62% of Zimbabweans believed that all or most of their public officials were involved in corruption. In 2011, Zimbabwe had a Corruption Perception Index score of 2.2 and an overall rank of one hundred and fifty four out of one hundred and eighty two countries assessed. In 2012, the CPI was presented on a scale of zero to one hundred, with zero being the most corrupt and one hundred being the least corrupt, Zimbabwe was one of the countries assessed and it scored twenty, on the CPI score, Transparency International Zimbabwe (TI-Z, 2012).

Accountability and transparency remain the fundamental principles that ensure the proper functioning of government administration, be it at the central or local level. Both principles are central to good governance and continue to be pivotal in ensuring that those in power are discharging their functions and duties honestly and legitimately. Both terms are not short of

definitions. The NewsDay newspaper of 9 April 2016 questioned the accountability of Zimbabwe's government and local authority after President Robert Mugabe's statements that about $15 billion raised from diamond sales was missing. The newspaper noted that the Zimbabwean government is unethical, it further complained that how can such amount of money go missing without a trace. When they are supposed to be individuals who are accountable for such large amounts of money, these traits of colonial legacies continue to deepen the levels of ineffectiveness in terms of service delivery in LA's.

In addition, in the central government context, both concepts become complex and ambiguous. Political accountability is often addressed at this level. In general, it is a way of upholding sound democracy, where ministers are asked directly by parliament and the public to explain their actions and rationales for their decisions (Iimi, 1998). In fact, the survival of organizations and the legitimacy of programs are the prerogatives of governmental accountability (Jha, 1999). Managerial accountability also attracts attention at the central government level as it deals mainly with public officials. This form of accountability is about local government and good governance making those public officials with delegated authority answerable for carrying out agreed tasks according to accepted criteria of performance (Day and Klein 1987:27).

Local authorities should demonstrate that they are acting in the public interest at all times, and to maintain public trust and confidence, public sector entities should be as open as possible about all their decisions, actions, plans, resource use, forecasts, outputs, and outcomes. Ideally, their governing bodies should ensure that this commitment is documented and communicated through a formal policy on openness of information. These policies are often set government-wide rather than by individual entities. Governing bodies should provide clear reasoning for their decisions. In both their public records of decisions and in explaining them to stakeholders, they should be explicit about the criteria, rationale, and considerations used in their decision making and, in due course, about the impact and consequences of those decisions. They should restrict the provision of information only when the wider public interest clearly demands it.

5.2.2.2 Structural Operations of the LA

Within the operations of an organisation, there are elements of internal control as well as external control. Internal control refers to procedures or practices within an organisation to ensure that the organisation achieves the targets set in the strategy, uses resources economically and the information in support of management decisions is reliable (Eliassen and Sitter, 2008). Internal control also ensures that risk management, custody of client asserts and protection of property are adequately arranged. Conformance to regulations and approved ethics principles as well are ensured through internal control. Internal controls cover all operations, involving the nature and extent of operations and, whenever necessary, special characteristics related to international operations are taken into consideration in specifying internal controls. Internal control covers all organisational levels. Internal control in its most extensive form primarily takes place at the operational level, characterised by continuous processes and forming part of daily routines (Harris, 2010). The internal control mechanism works to weed out the undesirable traits of colonial legacies affecting the effective service delivery operations of MRDC.

 The foremost sets of controls for a local authority come from its internal mechanisms. These controls monitor the progress and activities of the organization and take corrective actions when the operations go off track. Maintaining the LA's larger internal control fabric, they serve the internal objectives of the LA and its internal stakeholders, including employees and managers. These objectives include smooth operations, clearly defined reporting lines and performance measurement systems. Internal mechanisms include oversight of management, independent internal audits, structure of the board of directors into levels of responsibility, segregation of control and policy development. Without these internal control mechanisms the LA is doomed and exposed to all forms of corruption and unethical behaviour by those in power, because by nature human beings are selfish, brutish and nasty. This then flanks more pertinent concerns with regards to local colonial legacies and their effects on service delivery.

Furthermore, performance management or measurement system is another critical corporate governance control mechanism which should never be underestimated as it plays a vital role in the success of the organisation (Davis and Shannon, 2011:233). Armstrong (2006:467) describes the element of performance management as a systematic and integrated motion

tailor made to deliver continuous success to organizations by improving the performance of the working personnel. Performance management is the most strategic corporate governance internal control mechanism system which directly intend to maximize the success of the organisation by constantly measuring the performance of the workers from both the managerial level to the general stuff. By measuring this, it allows the LA to analyse all activities within and outside the organisation. Performance management can also be argued to be a risk monitoring control mechanism as its major intention is to see to it that workers are well equipped and a constant assessment is done to guarantee the success of the organisation thereby waiting as a watchdog to unexpected shortfalls which might try to hinder the fulfilment of LA goals (Stauss, 2005). Therefore, if an organisation neglects these local governance internal control mechanism its authoring its own downfall and is bound to fail, this can be evidenced by NRZ, GMB and other parastatals their failure to fulfil their obligations is a clear testimony to the above facts thus corporate governance internal control mechanism are vital and imperative for the success of every organisation.

Moreover, another internal control mechanism is the internal audit team and its committees. The audit team and audit committee plays a crucial role in undertaking audits which are meant to safe guard organisational funds and unearth any unprofessional, unacceptable behaviour with organisational funds. The audit team stand as a watchdog against funds embezzlement, fraud and misuse of organisational property and this is done through value for money audit, which are meant to scrutinize every decision and behaviour done by public officials especially with the corporate`s property, (Stauss, 2005). Thus auditors are the custodian of transparency and accountability which are major core-principles of corporate governance.

5.3 Conclusions

The larger number of interviewed respondents have highlighted that the inherited colonial legacies have greatly affected service delivery in the MRDC. These challenges have grown big enough to affect both the local authorities and the central government. The respondents asserted that the challenges in service delivery were made worse by the prevailing national problems. The researcher found out that there is little to no participation and engagement of the populace in Mutare rural district. This has led to the imposition of programs and

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operations in the district without the input of the residents. This is because of higher powers at work in the operations of the RDC, the interference of the local government in local authority matters.

MRDC has been unable to adequately pay its workforce which has influenced the increase in the reluctance to work and provide good services to the people. This is both attributed to the colonial legacies and the current financial crisis of Zimbabwe as a whole. The lack of funds to execute well the developmental plans has been a huge set-back for the MRDC and this has led to a serious draw back in terms of goals and targets set for specific years in specific areas. The research managed to conclude on the notion that too much political involvement reduces local authority's autonomy hence slowing down progress in terms of decision making and development.

5.4   Recommendations

In the research, the researcher managed to categorize the recommendations into two sections. There are recommendations to the government of Zimbabwe and recommendations to MRDC. It came into view that these two categories can assist in better classifying which recommendation is for who and why.

5.4.1 Amendments to legal decrees

The RDC's Act [29:13] can be amended so as to tally with the Constitution of Zimbabwe of the year 2013, so as to provide a viable nexus between the local authorities and the central government. The 2013 Constitution contains provisions concerning the conduct of local authorities, from the election of leaders up to issues such as financing the LA's. These alterations and improvements should be sensible and convenient so as to thrive in a country where things are in disarray. These challenges if met with unrealistic alternatives can catalyse the crumbling down of the country if the go unchecked and unmaintained. So the amalgamation of the RDC's Act with the elements found in the 2013 Constitution can best address the challenges mentioned in this research from the central government's perspective. For instance, in every year, at least 5% of the national revenue acquired is distributed to all local authorities and provinces. This is found in the 2013 Constitution of Zimbabwe, chapter 17, section 301(3), it specifies this.

5.4.2 Laws and policies

The researcher suggests reinforcement of anti- corruption institutions. These institutions include the Toll-Free Anti-Corruption Centres, Anti-Corruption Task Force and the office of the Auditor General's. Upon operation, these should be capable of carrying out their surveys without unwarranted pressure.

Due to disconcerting conclusions of nepotism, fraud and misappropriation of funds, an understanding was reached concerning the ineffectiveness of some of these statutes. This does not create a good foundation for good service delivery. As a major component of preserving good corporate governance principles of probity and safeguarding of feasible business practices and integrity, the major by-laws of MRDC need to be updated in line with the current environment. By-laws are generally local customs, or laws particular to a district or settlement. This should be done through a relevant stakeholder's consultation forum that involves for example communal citizens, line ministries, the business community development partners, legal institutions, experts in the corporate governance field and numerous others.

Working with the findings that showed the challenges in the local government, it was deduced that this influenced an increase in vandalism which denotes great levels of irresponsibility among communal inhabitants. A nexus between the people and the government has been emphatically advocated for. This shows the great need for citizen involvement in local administrative affairs, they may provide the relevant information needed for RBM during projects evaluations. Within this relationship, it is wise to equip the community with the awareness of rights and responsibilities such that these residents can play an essential role in council operations.

This relationship should provide assurance that councillors do not apply pressure on LA executives to act in the interest of particular constituencies especially if those officials are not aligned to the ruling party which seems now to be more of a partisan battle in local authorities inasmuch as who tells what to do and how. It has greatly affected the smooth running of council operations.

5.5 Conclusion

Addressing the purpose of this research, it was an inclusive perception of the challenges affecting the effectiveness of service delivery in LA's with specific reference to MRDC. The colonial legacies that are affecting service provision are big enough the influence the operations of both the local and central government in the sense of their conduct and operations. The conflict between the councillors and staff members has led to the blame game where one seems to blame the other for failures encountered in service provision. Nonetheless, it is evident that with much effort, focus and commitment, the MRDC has the capability to shift the odds in its favour and proffer a platform for better services.

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Appendix 1

Questionnaire for the employees at Mutare Rural District Council

My name is Tinotenda Prince Marembende, an undergraduate student at Midlands State University currently studying for a BSc Honours degree in Politics and Public Management. I am carrying out a research entitled: THE IMPACT OF COLONIAL LEGACIES ON SERVICE DELIVERY IN ZIMBABWE'S LOCAL AUTHORITIES. 2000 - 2016. I have identified you as the key informant in some areas of my study.

The aim of this research is to analyse whether colonial legacies have a noticeable impact on effective service delivery by Rural Local Authorities. Please assist by answering all the questions. Your answers will be treated with utmost confidentiality and can only be disclosed with your permission.

Your cooperation is greatly appreciated.

Interview Questions for MRDC Staff

1. What level of management are you in?

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2. How satisfied are you with the services that your quality of service delivery you are providing?

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3. What are the challenges being faced by your department in service delivery?

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4. What factors are affecting your organization's ability to deliver good services to the residents?

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5. What strategy is being used to improve service delivery against the inherent colonial legacies?

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Appendix 2

Interview guide for Heads of Departments at Mutare Rural District Council

My name is Tinotenda Prince Marembende, an undergraduate student at Midlands State University currently studying for a BSc Honours degree in Politics and Public Management. I am carrying out a research entitled: THE IMPACT OF COLONIAL LEGACIES ON SERVICE DELIVERY IN ZIMBABWE'S LOCAL AUTHORITIES. 2000 – 2016. I have identified you as the key informant in some areas of my study.

The aim of this research is to analyse whether colonial legacies have a noticeable impact on effective service delivery by Rural Local Authorities. Please assist by answering all the questions. Your answers will be treated with utmost confidentiality and can only be disclosed with your permission.

Your cooperation is greatly appreciated.

Position held……………………………………………… Grade……………………...
Date of interview…………………………………. Signature……………

INTERVIEW QUESTIONS

1. What do you understand by colonial legacies? Can you give examples of colonial legacies which affect operations at MRDC?

2. Which impacts were made by colonial legacies on service delivery in MRDC?

3. Which colonial laws, tendencies and practices governed the local authorities before independence?

4. What factors militated against efficient service delivery in MRDC?

5. What are the recommendations that can be proffered in dealing with colonial legacies in local authorities?