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**The Impact of Partisan Politics on the Decision Making Processes of Local Councils. A  
Case Study of Kwekwe City Council. (2000 – 2017)**

By

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**Dissertation Submitted to the Midlands State University in Partial Fulfilment of the  
Requirement for the Bachelor of Science in Politics and Public Management Honours  
Degree.**

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**Date:           October 2017**

## **DECLARATIONS**

I **Brenda Kudzanai Muchara**, a student in the Faculty of Social Science under the programme of Honors in Politics and Public Management at Midlands State University. Am much aware of the penal law and I do by declare that this work is my own independent work which is a result of my hard work. I have faithfully and accurately cited all the sources, including books, journals, handouts and published manuscripts as well as other media such as the internet and newspaper's. This research has not been submitted to any university in the whole globe at any institution by any one.

**Signature** .....

**Date:** / /

## **ABSTRACT**

Worldwide, public administration has been considered to be the most crucial aspect in the field of administration where all administrative duties are supposed to be performed in order to serve the interest of the general mass. Local authorities perform their duties as a sub division of the central government and decision making at local council should be exercised as an independent action which should not be influenced by partisanship nor do central government meddle in the decision making processes of local council. With the dawn of independence in Zimbabwe the citizens had a vision of better and effective decision making process at municipals as decision were now going to be made by their fellow entrusted councilors. The rise of multi-party system in Zimbabwe negatively impacted on the decision making process of local authorities as decision were now being affected by party politics. It was a case study of Kwekwe City Council and the researcher developed a keen interest to research on the topic because partisan politics has brought about many challenges in decision making processes. This impact that is posed by partisan politics in local authorities is that decisions that are being made at the council are those mainly supported by the party which has the majority seats in the council chamber and some of the decisions are not made with the zeal to better the service but as those that serve the interest of the ruling party. Kwekwe City Council has experienced challenges which include inter departmental conflicts, unfair distribution of resource in different wards and promotion and recruitment based on political affiliation. The researcher took a qualitative approach to analyze the impact of partisan politics on the decision making processes of local authorities. Questionnaires, observations, interviews and document analysis were used as methods of data gathering. Thematic and content analysis were the methods that were used by the researcher to analyze the data gathered. The researcher during data collection made sure that ethical considerations were taken into account. The researcher from the data one gathered concluded of the fact that partisan politics in local authorities has caused a lot of challenges to the decision making processes of council and many decisions that are being made at council are not motivated by the zeal for a better service delivery but are done to serve the interest of political parties.

## **ACKNOWLEDGEMENTS**

Most of all I would want to express my unending gratitude to the most high and faithful God above us who has made me reach this far if it was not by mighty or by power but it was because he is faithful and he never slumbers nor fail. I am truly grateful to my supervisor Mr. A Chilunjika my supervisor for his guidance, motivation, and intellectual support and above all patience as this journey was not easy. His professional advice on many occasions of our interaction was very enriching. Thank you Sir.

My sincere gratitude to Isaiah Muchara my father, Lucia Muchara my mother, Bridget Muchara, MacDonald Muchara and Tafadzwa Makunike for their financial support , motivation and prayers. The journey would not have been a success if it was not for you guys. The world will be a better place if we have a number of people like you.

I would also want to express my gratitude to my mentor, my sister Sylvia Matupire for you have been a great source of motivation and I thank you for help in my research. Thank you for the hope that you would also gave me when I felt like giving up may the god Lord bless you. Above all I would like to express my sincere gratitude to my friends Mahluleli, Nadezna, Natalie and Amanda for the assistance on my research and for the intellectual support.

My sincere gratitude goes to all the respondents, I value your time and inputs which made data collection possible.

To all my friends thank you for the support and encouragement!

## **DEDICATIONS**

This dissertation is dedicated to all those who are motivated by the zeal to improve the quality of service delivery that the nationals get at all spheres of government and above all at local authorities.

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## **LIST OF ABBREVIATIONS**

AC	Action Congress
AD	Alliance for Democracy
ANC	Africa National Congress
BSAC	British South African Company
DA	District Administrator
KKCC	Kwekwe City Council
LEDB	Lagos Executive Development Board
MDC	Movement for Democratic Change
MDC-T	Movement for Democratic Change – Tsvangirai
PNDC	Provisional National Defense Council
UCA	Urban Council Act
UNP	Unity Party of Nigeria
ZANU PF	Zimbabwe African National Unity- Patriotic Front

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Introduction**

Public administration is the most important aspect in the field of administration where all administrative duties for a better service delivery is practiced. Public administration duties are practiced in a political system for it to accomplish its goals and objectives formulated by political decision makers (Laxmikanth 2004). A lot of literature has been formulated but most of the scholars have turned a blind eye on the impact of partisan politics on the decision making processes of municipalities. The study seeks to unravel and explore the nitty-gritty of partisan politics on the decision making processes. This chapter is going to cover the background of the study where by it will trace the genesis of partisan politics started in municipalities, highlight the research objectives and the research questions of the study and will look at the delimitations and limitations of the study.

## **1.2 Background of the study**

The impact of partisan politics on the decision making processes of Zimbabwe's local authorities can be traced back to the era of British colonization and its roots are still manifesting in today's public service delivery. Agreeing Murombo (2012) hypothesizes the way that the British South African Company built up some neighborhood experts in Zimbabwe which incorporated the Salisbury Sanitary Board which was organized in a way that established a framework of an exceptionally unified public administration framework in view of racial oppressor approaches and described by the resistance of substandard and midway characterized programs on African self-administration. The fact that the Africans were denied of the right to participate in the decision making processes of local council led to the idea of the fighting against colonial rule of the whites (colonies) so that they will take part in what happens in the day to day business of service delivery. With the dawn of independence the Africans are seen structuring their own kind of local government even if it was not far from the whites rule in the sense of centralization of power to the central government. The beginning of freedom in 1980 saw the formation of a solitary local government service and the amalgamation of African chamber and the foundation of new boards and new enactment the Urban Councils Act Chapter 29:15 (Madhekeni 2012).

Which provided a blue print of how local councils businesses should be ran in the urban councils.

A large portion of the huge changes in local council basic leadership forms occurred after the Independence of Zimbabwe in 1980. Various African townships in Zimbabwe turned out to be a piece of the urban chambers and Africans could now vote and be voted in as Councilors and Mayors. The way that Africans were currently qualified to vote and be voted in favor of, carried with it the energy of another allotment which brought about most African local government pioneers accepting such initiative positions from a traded off 'qualities' position and this was quite a bit of an accomplishment to the Africans since they felt that by them having the capacity to vote in control the administration of their decisions will acquire a gigantic change general society benefit conveyance in local councils. As indicated by Mbigi (2005), this position is named a midway/house circumstance; a place where there is no character. However remembering that it was the beginning of freedom whereby most natives endowed their kindred nationals with the ability to define arrangements which could better the administration conveyance of the group rather committees progressed toward becoming playing grounds for government officials when campaigning. The local council framework turned out to be vigorously politicized with Mayors assuming Ceremonial parts and had little say in the everyday running of administration of Councils. Rather Town Clerks were at the apex of public administration. The issue of partisan politics on the decision making processes of municipals started to be seen from a more clearer terms with the rise of multi-party state just because councilors were now taking advantage of council to try to fulfil their manifesto or their promises they made the people and this started to have an impact on the decision making processes because elected officials were no longer making decisions based on the bettering of their communities but instead they wanted their plans to be executed.

In 1996 looked into Urban Councils Act and central government presented the possibility of Executive Mayors with the solid goal to fortify and work towards great administration of Councils whereby choices would be made quickly without sitting tight for the Full Council. The Executive Committee which contained Chairpersons of Standing Committees as the Cabinet of the Mayor was intended to help and facilitate basic leadership procedures of the gathering to be improved administrations to the general masses. A Standing Committee was figured with the

energy to buckle down which were required like the Audit Committee which are intended to enhance responsibility in Councils. Local government through the new Urban Councils Act (Chapter 29:15) of 1996 envisioned that Councils would then have created forces to run councils undertakings productively, successfully and monetarily in a straightforward way. The framework which was figured post-autonomy was intended to be hostile to degenerate and upgrade responsibility, since the corporate pioneers (Councilors) were currently picked by the citizens and were nearer to the citizens. In spite of all the eager thoughts, the legislature had about having a perfect model of how local authorities ought to be ran, these endeavors were futile as Councils stayed loaded with a cosmic system of issues. These issues which ruined development were additionally impacted by the issue of partisan politics which adversely on the compelling running of boards.

Democratic decentralization is defined as a process which involves the transfer of power to democratically elected local authorities with fiscal autonomy. Fiscal decentralization refers to the transfer of financial resources and the powers to raise levies from the center to local government together with the recognition of autonomy of local government budget decision. Local government institution are poised to foster development in Africa as they are at the center of people's participation (Chikerema 2013). Most of the available literature shades more light on the issue of the relationship between the variety arms of government as complementary institution is important for good leadership practices and good governance of municipals.

In the year 1999, the rise of Movement for Democratic Change which came as shock to the Mugabe regime which had tried to maintain the nation as one party state brought about serious issues of partisanship in the local authorities. As per Pswarayi (2015) the fundamental center business why the gathering MDC was formed was to reveal the inadequacies of ZANU PF from the most minimal level at local government how it was neglecting to convey the quality administration conveyance which it had guaranteed individuals amid freedom. With the happening to the 2002 elections, MDC is seen wining a portion of the councilor's position particularly in Kwekwe where they are numerous supporters of MDC. This then started the rise of party politics in the 21<sup>st</sup> century in municipals whereby decision were being delayed to be made or when councilors of opposition parties failed to come to mutual understanding for them to make to a decision just because it will be not tallying with their party manifestos which the

councilors would be seeking to deliver through council decision making. Separating the issue of party politics from public service delivery has proved to be a hard nut to crack because even though there is one party state as long as their people with different mindset it is prone to be the issue of partisanship.

According to Yimer (2015) the elected political officials should not be seen as belligerent and instead they should keep a kind of mutual understanding based on harmony and common interest of citizens. Most African developing states, their elected officials and management in local municipals should iron out their differences and make decisions that serve the interest of citizens at large. Political parties are supposed to emerge as organized expression of the views of all represented.

### **1.3 Statement of the problem**

Local government service delivery system in Zimbabwe has a unique potential and challenges as well like any other developed or developing country. Party political infighting and other related clashes between administrators and elected officials not leaving the clashes between the management itself have greatly impacted on the decision making of local authorities. Local government is the most crucial area of government in Zimbabwe because it is the closest government to the general populace and that is all the nitty gritty of better service delivery is discussed and decisions made, therefore stability and effectiveness and efficiency should be done at its best. The larger part of urban local authorities in Zimbabwe keep on experiencing various difficulties in keeping up a powerful administration conveyance framework in key ranges, for example water, sanitation, wellbeing, sanctuary and Kwekwe is no special case (Makwara 2000). Partisan politics has contributed to the delay and have contributed to bias decisions that will be made by councils not driven by the zeal to quality service delivery.

### **1.4 Research Objectives**

The research seeks to fulfil the following objectives:

- To explore the roles of politicians and the management of Kwekwe City Council.
- To analyze the legislative framework governing the relationship between the management and the political officials of Kwekwe City Council.

- To examine the impact of partisan politics on the decision making of Kwekwe City Council.
- To assess the challenges faced by management in making decisions of Kwekwe City Council.
- To proffer recommendation on strengthening decision making in light of decision making of Kwekwe City council.

## **1.5 Research Questions**

- In your own point of view do you think that management and political officials are being able to manage their relationship and maintain their boundaries?
- Is there any legislative framework that should govern partisan politics on local authorities? If so is it being abided too?
- What is the impact of partisan politics on the decision making processes of local council?
- What are challenges that are being posed by partisan politics on the decision making?
- What are the strategies or mechanism can the council adopt in order to curb the impact of partisan politics on the decision making processes of council.

## **1.6 Justification of the study**

The local sphere of government is the backbone of service delivery and the decision that are made can either improve or reduce the quality of service being provided to the general masses. The impact of partisan politics in Kwekwe city council first came more problematic when Zimbabwe developed to be a multi- party system and this has posed lot of challenges to the decision making process of the council. Having realized that there is not much literature written to assist the policy makers and management to resolve these problems impacted by partisan politics on the decision making processes, the researcher so the need to fill the literature gap which is causing delays in the decision making process in terms of better service delivery.

The study is of paramount importance as it broadens the knowledge base of the researcher in terms of applying the research theoretical instructions to the real world of research. The study is also an eye opener to the researcher in relation to the role that is played by elected officials in the decision making of municipals and how they should interact with the management. To the local

government sector, this study establishes the gaps in urban city councils' decision making processes and how it is affected by partisan politics and proffers strategies designed to address the gaps.

This research will serve to fill the literature gap that will benefit the academics who in the near future seek to understand the impact of partisan politics on the decision making processes. Academics will be helped by this study as it will enlighten them on how partisanship can largely affect the effective running of the council. This study will be useful to the policy makers as it will enlighten the policy makers on how best they can formulate policies that can help alleviate or reduce the impact of partisan politics.

### **1.7 Delimitations of the study**

According to Simon (2011) delimitations can be characterized as qualities that breaking point the degree and characterize the limits of the investigation. The delimitations that the researcher encountered was that one was narrowed down to the geographical fencing of the study which was Kwekwe city council and its respective wards. This is because the researcher sought that Kwekwe City council as it is located in the Midlands province were all parties are seen taking seats in the council chamber. The researcher sought that the research will be more detailed because one can be able to properly see the impact of partisan politics in the decision asking process of councils. Hence the researcher concentrated on the impact of partisan politics on the decision making processes of Kwekwe City and how it brought about challenges to the quality service to be delivered. Thus the researcher used open ended questionnaires as they gave the respondents the platform to air their views on the challenges that have been posed by party politics.

### **1.8 Limitations of the study**

Simon (2011) defines limitations as the challenges the researcher encountered especially those out of his control. The limitations that the researcher is more likely to face is that the respondent may not be able to discourse the full information militating towards partisan politics in local council as it is a case study that involves political matters. The other limitations that the researcher is more likely to face is making appointments with the councilors as it will be difficult to track them down as they are not found on a daily basis at the council. The other limitation of the study is that as the study mainly concentrated on the period starting from 2000-2017 is assess

the impact of party politics on the period whereby they is economic stability in the country thus most likely most respondents are likely to blame the short comings of the councils on party politics only.

### **1.9 Structure of the study**

The research study was structured in a way whereby the researcher divided the study into five chapters. The first chapter is whereby the research introduced the research and in the first chapter it will consist of the background of the study, statement of the problem, the research questions of the study and the research objectives, delimitations and limitations of the study the researcher is likely to encounter. Moving on to the next chapter whereby it unravel on the theoretical framework that relates to the study and the literature review that put the study into perspective. Chapter three delves into the research design the researcher used in the study and the researcher clarifies why one used that research design and population. Chapter four presents information gathered, investigation and analysis of the research findings at Kwekwe City. Chapter five gives a synopsis of conclusions and recommendations that the researcher proffers to the problem.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The aim of the study is for the researcher to critically evaluate and analyze the impact of partisan politics on the decision making processes of municipal with a goal of utilizing the impact in the promotion of quicker and understandable decisions and a sustainable service delivery. Chapter one introduced the study, stated the research problems, questions and objectives. The aim of the current chapter is to review literature related to the research topic and contribute to the achievement of the study objectives. In conducting literature review, the researcher searched for existing text information consisting of relevant books, journals, legislation and presented papers in various forums and other publications. Moreover, the literature review also looked at the international models linked to partisan politics in relation to administration interface that impact on the decision making process in Zimbabwean context at local government level. The scope and relevance of a literature review is to analyze an existing body of knowledge, augment it with new philosophies and emerge with an improved body of knowledge which enhances both partisan politics and decision making processes theory praxis.

#### **2.2.1 Key concepts and terms**

It is of paramount importance for a researcher before going into the presentation of information to have a crystal clear definition and description of the related key concepts, in party politics and decision making processes that are significant in public institutions generally and at local authorities in particular. Having a clear picture of key concepts that works hand in glove to the subjects matter is a critical component in unpacking one's research and it's a foundation strengthening the study and its findings. Therefore, this section provides a definitional perspective of the research study, which are outlined below:

### **2.2.2 Politics**

Hanekom, Rowland and Bain (1996:126) they are of the view that politics can be best be defined as the will and the gaining of power over a constituency or ward and the citizens that reside in that are, inherent is the authoritative of values in order to regulate or accommodate conflict within the community concerned. These individuals make decisions on behalf of the general populace that can affect the quality service delivery that is provided for the community. The decisions they make are intended to better the quality of life of the community under their jurisdiction in their constituency. Hence if management and political officials lack a mutual understanding it will have an impact on the general populace and will defile the essence of public governance.

### **2.2.3 Partisan**

Cambridge dictionary characterizes a partisan as a committed individual from a political party. In multi-party frameworks the term is utilized for legislator who unequivocally bolster their political frameworks and are hesitant to trade off with their political adversaries. According to White and Ypi (2011) partisanship is ordinarily connected with arranging and bartering from a self-intrigued point of view, perceived, best case scenario as an admission to political authenticity, and regularly stood out from open vivacious endeavors at political avocation This shows that partisanship can be best described as acting according to one's motive which will benefit his or her own party's motives.

### **2.2.4 Administration**

Administration is characterized as the enabling function offering impact to political choices or strategies (Thornhill, 2005:180). The main concern of public administration is the establishment of a more conducive environment for performance of duties. Therefore the duty played by administrators within municipals is to ensure that policies are formulated in a proper manner and implemented as designed by politicians within the organizational constituency. After a close examination of the definition above, one can note that politics and administration co-exist in that they show a complementary role that is seen by fostering of cohesion and mutual respect of each one's territory.

### **2.2.5 Public Administration**

Public administration is the platform for the administrators in the public institution to implement the government policies and an effective academic discipline that studies the implementation that

helps the public administrators in the chosen field. As a field of request with a different extension its essential objective is to propel administration and arrangements so government can work. One can find it hard to define public administration and this is because the scope of the subject matter is so great and so debatable that it is in many instances public administration is much easier to explain than to define. Public administration is a field of study whereby most academics can take notes how administration is a discipline and a place of occupation. There is much difference about whether the investigation of open organization can appropriately be known as a teach, to a great extent in light of the verbal confrontation about whether open organization is a subfield of political science or a subfield of managerial science (Wikipedia, 2012:2).

### **2.2.6 Decision Making**

As indicated by Trewartha and Newport basic leadership includes the determination of a game-plan from at least two conceivable options keeping in mind the end goal to land at an answer for a given issue. For successful basic leadership, a man must have the capacity to estimate the result of every choice too, and in view of every one of these things, figure out which alternative is the best for that specific circumstance [James Reaso1990]. Organizations are constantly making decisions at every level and the decision they make especially at municipals it, may either better the quality service delivery of the council or degrade the effective running of the organization. Decision making ranges in many platforms and depends on the decision that is to be made and this is from strategic decisions through managerial decisions and routine operational decisions. Decision making especially in the public service involves stakeholders, councilors and management and this makes the decision making in public service is concerned about selecting choices or compromises in order to meet its objectives at the end of the day. One should bear in mind that decision making is not only concerned about selecting the right choices or compromises. Unless a choice has deteriorated into work, it isn't a choice. It is at the best a decent goal (Drucker 1967). Effective decision making is defined here as a process through which alternatives are selected and then managed through implementation to achieve business objectives. Effective decisions result from a systematic process with clearly defined elements that is handled in a distinct sequence of steps (Drucker 1967). Management accountants have key roles to play throughout the effective decision making process.

### **2.2.7 Politics-administration interface**

According to Cameron (2003:53) politics administrative interface is defined as core center where public administration is practiced and aims at enhancing a better relationship between elected political leaders and management. The interface is parallel to the dichotomy model as it mainly focuses on the fact that the management and the elected political officials should work hand in glove in a more complementary manner. It so believes that if they work in such a manner they can be able to do their duties in a more effective manner whereby no discipline overrides the other discipline's duties.

## **2.3 Theoretical Framework of Partisan Politics on the Decision Making Processes**

Maserumele (2007) views party politics in administrative interface as the link between elected political officials in working together towards delivering better service to the general mass. In order for an effective running of local authorities they should be a mutual understanding between the groups of people involved in the decision making of the municipal so that at the end of the day they could achieve their determined goals. The nature of partisan politics on the decision making of local authorities draws its roots from the various and many models that are applicable in the institution. Looking at the impact of partisan politics in local municipals one can deduce that they are a number of models that are derived from which include the dichotomy model, the politicized bureaucratic model and the political culture model.

### **2.3.1 The Dichotomy Model**

The founders of this model are Woodrow Wilson and Frank Goodnow (1887) who advocated for a distinctive role between politicians and administrators with a clear separation of power between politics and administration (Mafunisa, 2003:87). Shafritz (1985:415) holds that political interference in administration would erode the opportunity for administrative decision making efficiency, and policy making activities ought to be wholly separated from administration functions and that administrators had to have explicit assignment of objectives before they could begin to develop an efficient administrative function. This study utilizes the dichotomy model in trying to evaluate and understand whether a clear-cut demarcation line is possible in the decision making processes of Zimbabwean local authorities in order to make decision in councils that are not influenced by partisanship but instead that are influenced by the motive to better the service delivery of their area of jurisdiction. The dichotomy model sees the public service unmistakable

from the political procedure. The model mainly focuses on the inherent dangers of a fusion between politics and administration and the extent that it can influence the action in the institution. The central argument of the dichotomy model is that governments come and go, but the public service remains (Goodnow1900). Hence in order for better decisions to be made the public service needs to be characterized by professionalism and defile the essence of acting in a partisan manner. The handiness of the dichotomy model lies in its goals - to shield open organization from interference by councilors and individuals from political party in the everyday regulatory exercises. The dichotomy model, it additionally shields open public sector entities from political support, where party political associations turn into the abrogating criteria in broad daylight work force capacities, for example, enrollment, promotion, preparing and advancement. The essential contention of the advocates of this portrayal of the relationship is that general society benefit should be unbiased, proficient and protected from the universe of governmental issues.

### **2.3.2 The Politicized Bureaucratic Model**

The model is concerned with the inseparability that is within the management administrative duties and politics in public institutions and it renders the elected officials the power control how administrative duties are performed (Mafunisa 2003). Under the politicized bureaucratic model, government officials are the ones who become the dominant focal point and lead the management. The model involves a dynamic cooperation of senior open hirelings in approach basic leadership by righteousness of their nearness to elected officials. These authorities have political and ideological introduction that they should guarantee they serve the best enthusiasm of the decision gathering to accomplish its destinations of administration conveyance inside open part establishments. The study used this politicized bureaucracy model to measure the extent to which the impact of partisan politics how can it defile management and councilors from making decisions that are based on the bettering the quality service delivery of councils in this era of multi-party states. Furthermore it is used in this study to also analyze that in as much as elected officials are involved in partisanship, the administrators as well are also involved in party politics which has shown that the issue of party politics is not only evidenced from elected officials but as well as from administrators.

### **2.3.3 The Political Culture Model**

In 1963, two political scientists, Gabriel Almond and Sydney Verba postulated a concept of political culture. According to Almond and Verba (1963) mentioned that there are three basic types of political culture used to explain why people do or do not participate in political processes of decision making. The political model was used in the study as it helps one to understand why people (management and councilors) act in a certain manner. This helps shed more light that if citizens are ignorant of how decision making processes are being done in councils will affect the quality of service that constituency is going to receive. Elements of a democratic political culture include cognitive mobilization, indicated by interest in public affairs and political knowledge, the willingness to participate in political life, further the sense of civic competence and the belief to have an impact on the course of politics, and support of democracy both as it actually exists and as a general ideal Verba (1963). At the end of the day, if nationals are uninformed about political issues, don't attempt to have a say, loathe their agents and don't put stock in fair esteems, at that point the practicality of that majority rule government may be genuinely in danger – regardless of the possibility that the establishments are consummately planned. Hence that is if nationals are also informed of the decisions before they are made will reduce the level of partisanship in council.

### **2.4 The role of politicians and management in local councils**

Weber (in Fry and Nigro, 1996:37) contends that the part of the political office bearers in a majority rule government is to provide guidance to arrangement and articulation to a typical intrigue. The respect of political office bearers, Weber contends (in Fry and Nigro, 1996:37), lies in their own, moral duty regarding their activities. To stand firm - to be passionate - is the function of the political office bearer so that they will stand with courage to make better decisions. The role of administrators is to engage and implement the decisions that is according to the position they hold in the organization. The respect of people in general hireling, Weber states (in Fry and Nigro 1996), is vested in their capacity to execute scrupulously the legal requests of prevalent local authorities. Administrators and political officials in councils when performing their duties, they should be of the view that a sense of duty is more important than personal opinion and political opinion. That is Weber is more vivid on the fact that elected officials in decision making is to formulate policies that later on office bearers will put into play hence the complementary model theory in local authority comes to play as essential because

these two should complement each other when it comes to role playing. And this helps in a clear distinct demarcations of the roles that are supposed to be played by the two groups.

According to Weber, the connection that is seen between bureaucracy and majority rule government has brought about one of the most experience tension in the modern social order (Giddens, 1995:22). A closer examination of the works written by Weber more than a century ago, the tension that he identified between politicians and public administrators remains, compounded by the situation in which the relationships between them is constantly in some state of flux because of the lack of a clear understanding of their duties. Since government and the administering motivation don not stop, neither do the relations amongst civil servants and lawmakers (Aberbach and Rockman, 2006: 978). The Australian context shows a clear picture of the fact that since the 1990s there have been persistent demands from state governments that enhanced local government would only come from larger, regional municipals. The claims brought to light about Australian context proves beyond reasonable doubt that the relationship of members of council in councils can be best be described most of the times at logger heads as most of the times different partisans would be rallying behind decision that will benefit their political parties in the long run. Hence it is crystal clear that partisan politics have an effect on the decision making of the councils.

In most situations in which tensions can be played out, much of the literature on political management, it clearly defines that the roles of leader of the council and leader of the council organization are reciprocating or complementary. There are regulating models (Mouritzen and Svara, 2002) or pictures (Aberbach, Putnam and Rockman, 1981) of the relationship attesting a corresponding relationship. This has been upheld in late research produced from the US which recommends that part sharing instead of clear part depiction upgrades strategy making at local level (Demir &Reddick, 2012). Hence showing the literature at hand suggest that the administrators and the political representatives of the nationals they should have a role play whereby in that sense they can enhance a better quality service delivery through the decisions they make. This is so because at the end of the day the main focus of municipals is to reach to a mutual understanding that will lead the managers and officials to make better decisions that will enhance the service delivery that the nationals will get.

The available literature review confirms that the role of politician and administrator and how they are expected to interact in the work place are different yet complementary for them to be able to make decisions without obstacles. The problem with individuals in local administration is to recognize both their primary role and the role of the other party if they are to negotiate an effective working relationship that will at the end of the job show the efficiencies. That is the elected officials from different parties having different motives and visions should exercise caution when it comes to decision making in order to serve the interest at the heart of their voters not to spend much of their time battling about whose decision will be the final voice. Svava's (2001) extensive research confirms that the characteristics of the individuals involved are the turning point on which they both succeed. Having a vision and being prepared to facilitate toward this outcome is what primarily defines effective leadership. If leadership styles that should be exercised in the local municipal are similar or complimentary we suggest that this enables leaders to more effectively negotiate their working relationship. And if they negotiate in a more professional manner that builds a mutual understanding at the work place and local authorities will be efficient delivering better services.

It is also useful to focus on the interactions between councils and officials, and on the ways they are held accountable. Natalini (2010) the Ghanaian experience witnesses an exceptionally poor level of connection between local governments and branches of line services uprooted on the regions accountable for giving administrations. Moreover, the line ministries represent simply an arm of the national bureaucracy at the local government, and keep being accountable to the center for transparency. As indicated by Natalini (2010) what is intriguing to note in South Africa is that some huge districts are beginning to create elective administration conveyance programs aimed for taking authorities nearer to urban underestimated regions, for example, townships and at this stage, one may have understood that individuals do not have numerous instruments to hold municipalities responsible. Most often, one of these mechanisms is the vote. However, people may wrongly believe that simply because they elect representatives, these representatives will deliver. To ensure that delegates take after their command and that what they do is in accordance with individuals' needs, there is a solid requirement for grassroots' contribution and support in the neighborhood political field. Some political figures themselves conceive the significance of having a dynamic, nonpolitical common society by them having the



capacity to trade off and put their diverse thought processes behind and center themselves in settling on choices that will better the groups.

Mafunisa (2003) these strains between political office bearers and chiefs general brought about the latter leaving the departments concerned. These are some not most of the causes of serious tensions and confusion between political office bearers and senior public servants: alleged meddling and interfering of political office bearers in administrative matters, lack of understanding of institutional history by public functionaries, lack of understanding of administrative or technical issues by the political office bearer and the mentioned problems are posed by lack of understanding of duties. The meddling of elected officials into the administrative duties of managers so that at the end of the day if the managers do not deliver better services delivery then question them without any hesitations because they should act as watch dogs of their wards.

Citizens delegate authority to elected representatives to carry out daily functions of a local government. Understanding how political representation works is crucial for establishing checks and balances. The rules and structures of local political representation create (positive or negative) incentives for local elected leaders to be downwardly accountable to all citizens. Political parties lie at the heart of this representation. They articulate and aggregate interests, provide channels for the recruitment of leadership, adjudicate disputes between conflicting interests, and engage in government decision-making.

The national's delegates authority to do day by day elements of a local government. Seeing how political portrayal functions is urgent for building up balanced governance. The standards and structures of political representation portrayal make (positive or negative) motivations for nearby chose pioneers to be downwardly responsible to all residents. Political gatherings lie at the core of this portrayal. They lucid and total interests, give channels to the enlistment of initiative, mediate question between clashing interests, and participate in government basic leadership. They provide the relationship between the ruler and the ruled, the policy-maker and the subject (Lawson 1980). In most municipals the type and quality of political party system that are involved in the decision making and structures influence local political settings in several ways. Various parties which are being represented by different councilors may advocate policies that

may have variable implications for local communities as a whole, as well as for various segments of local populations. Party systems in societies introduced conflict into community decision-making irrespective of their political color and in most instances it have led to the suffering of citizens not getting a better service delivery. Gathering polarization may hamper concurrence on key arrangement issues and make showdown (Tarrow 1977: 228). Visit party turnover may bring about the comparing authoritative work force turnover in local government, which may thus influence long haul arrangement consistency (Tarrow 1977: 230). Politicization of local decision making may empower arrangement making construct more with respect to partisanship, clientelism, and the response of advantages (Stone 1980: 989).

Extraordinary politicization of nearby basic leadership may bring about the course of posts whereby each gathering has an opportunity to "delve in for a brief timeframe" as is allegedly the case in Bolivia's local boards (Altman and Lalander 2003: 83). Local party systems that take part in making decisions in the councils are connected to the central state, the largest provider of revenues for localities in many countries. If intergovernmental transfers are colored by party politics, localities receive transfer revenues based on party affiliation and this has largely raised issues of unfairness of the distribution of resources. Such practices have been observed in the Philippines to undercut local planning, complicating efforts for decentralization (Azfar, Kähkönen, and Meagher 2001). The link between national and local party politics affects local governance in most instances because most of the decisions that will be made in the decisions will be based on the fact that the national party views. In some countries, local mayors who belonged to the ruling party at the national level were ousted from office because of the unpopularity of the party at the national level (Prud'homme 1995). A close examination of the issues being portrayed in the public institutions it has proved that the party system and structures are the existence of partisan or non-partisan systems, the role of national parties in nominating local candidates, rules governing the financing of parties, rules governing the participation of disadvantaged groups such as women or certain minorities, and the availability of parties based on ethnicity or religion. Although a growing literature looks at the relationship between electoral competition and local government performance, a smaller literature focuses on partisan systems and at the end of the a period of time the evaluations of the councils performance will show that they is lack of understanding of the role that the management and elected political officials should play.

## **2.5 Legislative framework governing management and politicians in local authorities**

Basically the legislative framework and how that is monitored how the laws are being practiced on different phases and circumstances, they differ from country to country. Taking of case Ghana, the lawful system for local governments assigns out the DA with 86 add up to capacities, the greater part of which are identified with local administration arrangement including wellbeing, instruction, horticulture, open works, interchanges and open security (Ayee). Another responsibility that is done by the DA is for district planning and budgeting and the authority to collect taxes, tender contracts, and pass by laws that govern the daily activities at municipals. Taking a look at the current legislature and allocating of the duties at Ghana municipals the DA is assigned to narrow task of providing and allocating local public goods within the district. For instance in the education sector, the DA is tasked with the responsibility for the provision of public goods relevant to education such as school buildings. Over and above in Ghana the legislative framework notes that it is the duty of the local government and several actors to see to that the schools are built within there are of jurisdiction. That is crystal clear that in Ghana the legislative framework mentions that it is the core duty of the district administrator to perform the above listed duties and above all should also be of the fact that the Provisional National Defense Council (PNDC) it is the duty of the councilors to formulate policies. However bearing in mind how the legislative framework of Ghana tries to draw a line between politics and administration it has failed to do that because party politics is still a stumbling block in local municipal. That is the literature gap that the most of the literature available in terms of the legislative framework only focuses on the demarcation of the duties of the management and elected officials that motivated the researcher to go into study in this area to raise awareness of the impact of party politics on the decision making processes in local authorities. And how this impact has strained the duties of the council in providing its services.

The South African context its legislative framework notes, Sections 151-164 of the Constitution of the Republic of South Africa (1996) outlines the legislative and executive functions at Local government level, more specifically Section 153(a) stipulates the development duties of municipalities which is to “structure and manage its administration budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community.” This most important mandate as enshrined in the

Constitution demands a solid relationship between political elected officials and administrative office bearers working together towards provision of municipal services in order for the general populace to receive better services. Adding on, Section 195 of the Constitution (1996) further presents basic values and principles governing public administration which is also applicable at the local spheres of government; these are, inter alia; Observation of high standard of professional ethics that must be promoted and maintained; and Efficient, economic and effective use of resources must be promoted. The Constitution (1996) gives baseline conduct benchmarks for officials both politically and administratively in public institutions and more specifically at local government to adhere to these principles as they are concerned with the daily lives of the people. This is a very clear that legislature on how the relationship of political elected office bearer and administrators should be conducted in a workshop and how they work together to deliver quality service delivery. Though the constitution of South Africa does not clearly bring to light the fact that the issue of political partisanship in the decision making of local authorities will not be tolerated and this has brought about a lot of challenges to the decision making.

In Zimbabwe, the Urban Councils Act (UCA) [Chapter 29:15] provides for the establishment of urban local authorities as well as the manner of their operation. The legislative framework of Zimbabwe provides for the supervisory and monitoring roles of national government in the running of local authorities and how they can best act in manner that can better the service delivery. Mushamba (2010) questions whether there is a suitable harmony between the requirement for oversight and the requirement for neighborhood caution, regardless of whether governing rules exist to prepare for undue obstruction by focal government in the issues of local authority and whether these balanced governance working. In most cases of the provided literature, the Act has been criticized for being related to Draco's harsh code of laws which gives the Minister unlimited powers over local authorities and that leaves the local council with not much of power to make decisions without central government meddling and obviously it would be the ruling party and the opposition parties will be left without an say in the council. PART VIII of the Urban Councils Act of Zimbabwe provides for the establishment of the Local Government Board, composition and functions and how those duties are being performed in what manner. Section I23 of the Act mentions of the functions of the Board which among others entails provision of guidance and control to the functioning of council employees, conducting enquiries into council affairs and procedures and approval of the appointment and dismissal of

senior council staff. The role that must be played by the Board is highly important but what is of concern however is the fact that, members to the Board are appointed by the Minister further reinforcing and entrenching central government intervention in council affair and the appointed members will be from the ruling party and they is no where one can bite the hand that feeds your mouth. Still in the same line of thinking on can deduce the fact that the Constitution of Zimbabwe Chapter 14 Section 200 that the management and elected officials are not allowed to act in a partisan manner in the council but no measures were mentioned if on is caught acting in a partisan manner. That is crystal clear that in as much as the issue of partisan politics in Zimbabwe is mentioned it is not thoroughly dealt with.

## **2.6 Challenges posed by partisanship on the decision making process of municipalities**

According to Ntini (2010) in a case study of South Africa is another interesting aspect to be noted is that South Africa is the only case in Africa where opposition parties happen to control some of the local governments. The rise of multi-party system in South Africa also brought about the challenges for representation and participation at the local level, especially for marginal groups who were now being represented and this brought about the idea of partisanship in council. However, it is not a myth that most of the opposition political parties' elected officials at the local level do not have any contact with the electorate, and are not even worried about and involved in what goes on at the grass root levels. As they are concerned about them being in the office and how they could maintain that power or further it to the next level hence end up neglecting their main aims they were put in office in order to better the quality service delivery of their area of jurisdiction there are in. Hence this kind of partisan only impact on the decision making process of the local authorities or end up not paying attention to those decision that would be needed to be made.

Moreover, in South Africa the difference of ideologies and conflicting partisanship between councilors within local councils often cause conflicts which undermine the development process that is supposed to be done in the area of their jurisdiction. The various participants that populate District Assemblies and Municipal Councils in South Africa that are appointed in different ways act as different conflicting elites. As indicated by Ntini (2010), it is basic for Assembly Members and Ward Councilors to wind up battling for the designation of assets to their particular regions and they are dependably at each other's neck battling for whose choice at the basic leadership

process ought to be last and whose choice ought to be executed. As per Ntini (2010) is of the view that another test that is postured by partisanship in local specialist is that of the battling about vague meaning of the part of councilors in municipals. These conflicting have done nothing other than reducing the level of effectiveness that the council should be.

Young and Mills (1983 p.123) recommends that the interior governmental issues of local authorities reflect not just the capacity to settle on decisions with regards to outside impacts yet in addition an office for making activities and autonomous move whereby they are able to settle on decisions which are free from partisanship. This proves beyond reasonable doubt that intra organizational politics in most municipals worldwide are the result of challenges that are posed in by partisanship within the organization and affects the service delivery of the municipals and makes the general populace to lose hope in the system. Most of the decisions that are reached by local authorities clearly shows the impact of partisan politics in local authorities because most of the times they will be shaped by the decision that will have been made the board of different party groups that are within the local authority.

Conflicts of interest within local municipal is another challenged that is posed by the issue of party politics within a local authority and this can largely affect policy processes by mediation of external influences or an upper hand which will be controlling the decision, making of the management taking for instance a ruling party which will be having their own people within the organization who will be make sure that policies in line with the manifestos are being put into action. Saunders (1979, p196) alludes that, the reality remain that the environmental, political and monetary imperatives on directors serve just to limit the extent of decision making, they do no decide it. But a critical look at the decision that would be made at the end of the day only reveals that most decision are influences by the most influential party group.

The impact of partisan politics is largely drawn from the decisions that the organization make at the end of the day. This is reflected in the way that in most by far of local authorities party groups are composed, gatherings meet consistently before chamber gatherings and boards of trustees and vote in a trained way to which they would host consented to in their political party (Wood 1980). This however has been a challenge on the decision making processes of local authorities as most of the times if these party groups are three or more that vote in different

direction for a decision to be reached or the council to come to a compromise will take more than the expected period and this would delay decisions that the council should produce at the end of the day to their citizens within their jurisdiction.

Direct impact of intra-organizational politics is evidenced in London these include first a tension between the democratic control of elected but “amateur” councilors and the claims of expertise and specialist knowledge by professionals second, inter professionals rivalries in areas where there are competing claims of competence and third intra professional disputes reflecting generational divisions changed patterns of educations and differences in ideological perspectives (Gerry Stoker 1985). This statement gives room to fact that with the coming of a multi -party system it breeds competition between people of different groups in the council whereby each party will be fighting for their voices to be on top of others and have a grip on what and how decisions are going to be made at the end of the day.

A study of Manchester, Stoker (1985) brings to light the challenges faced in a bid to appease various departments’ interest. The most important duty that should be played by the housing environmental health and architects departments is to make sure that plans and housing is done to everyone fairly. This made the management operation of the program more difficult and contributed to the slow progress in housing improvement. This kind of behavior was ignited by the fact new responsibilities arises and there is inter departmental rivalries can influence the design associated with organizational structure. A comparable case is portrayed by Davies (1981) where between departmental desires over Wands worth organizer is winning obligations regarding another new industrial policy being given to different department. Such incidents give clarity and more weight to the argument that party politics within organizations can be of negative influence to the organizational performance.

Various investigations give cases of inter departmental clashes prompting considerable postponements in policy implementation (Malpass 1975: Paris and Blackaby 1975; Stoker 1985). It quite crystal clear that inter departmental conflicts and simply undermine local council goals and might cause delays in their implementation of policies which are supposed to make the council’s efficiency and effectiveness better. Bearing in mind such kind of conflicts in an organization will not take a day for the different parties to reach to a mutual decision and carry



on the implementation of the policies thus party politics has not any good in the delivering of quality services delivery within the municipal's area of jurisdiction.

Non decision is another challenge that is put into action by the party politics that happen in local authorities. Prevention of certain issues in society to be become policies is also an important tactic that has been a hindrance to the decision making of municipals whereby some of the policies that are formulated are left undecided if they are going to be implemented or not. As per political researcher Peter Bachrach and Morton Baratz (2012): non-basic leadership is a methods by which requests for change in the current distribution of advantages and benefits in the community can be choked before they are even voiced; or kept clandestine; or executed before they access the applicable basic leadership field; or flopping every one of these things, harmed or annihilated in the choice actualizing phase of the policy procedure. In most incidents non-decision making occurs when powerful individuals, groups, or organizations act to suppress an issue because they fear that if public attention is focused on it, their best interests may suffer, usually this is done especially when the policy does not safe the best interest of the ruling political party. Non-decision making also occurs when political candidates, officeholders, or administrative officials anticipate that powerful individuals or groups will not favor a particular idea and especially when they see that the powerful individuals have different ideologies with them. They, therefore, do not pursue the idea because they do not want to "rock the boat" and let the decisions of some other political party or rather a powerful group have the final say in that project. That is cementing the view that party politics has an impact on the decision making processes of municipals because mainly if the decision to be made does not tally with their goals they will delay the process or rather ignore it.

A study that was taken of the American politics in local governance has shown that leaders within the municipal during the rule of George Bush were not capable of making difficult decisions and most cases decisions were for bettering the governance. As per West D. (2010) Recurring stalemates over real issues from financial development, environmental change, exchange, and migration to medicinal services and Social Security propose that an evaluation of our overseeing and authoritative limits is long overdue. The Constitution of America had checks and balances were designed to facilitate deliberate decision-making but still they failed dismally to make decisions. Hence this show that in as much as partisan politics can delay decision



making processes, it can also make it difficult for the administrators and the elected political officials to make decisions based on the situation of party caucuses that will be taking place.

There has been a huge parallel line between Lagos based politicians and the Federal government and it has been crystal clear that tension over the allocation of public resources by the Federal governments. Among the various misunderstandings, this had a negative impact on the planning of Lagos, the fight was basically over the location of the capital and over the status of Lagos, and the permanent opposition between the Region (and Lagos state) and the Federal government concerning the main planning operations of the metropolis. In the mid-1950s, the need to have a cutting edge capital with bigger streets and without shacks in its focal range ended up being a focal contention for the legislature and its nearby body, the Lagos Executive Development Board (LEDB), the principle arranging instrument of the provincial government since the 1920s (Marris, 1962: 84).

Another challenge that is posed by the impact of partisan politics in the case of South Africa is the lack of decentralization of power from the central government. As indicated by Cameron (2013) implies the point that the worldwide pattern towards the decentralization to local government is less common in Africa where still numerous nations still keep an eye on the way that power is lying in the focal government. South Africa that is portrayed to be instituted decentralization to both the provincial and local levels is an exception to this rule. However it would be academic misnomer for one to be silent on the fact that party politics has always shown its fruits in the councils of South Africa and this view is supported by Cameroon (2013) who postulate that South Africa is no exempted on this view. Cameroon (2013) advance on contends that the ANC government has endeavored to undermine political decentralization and the dissemination of authority from the central government in various ways. For example were ANC has showed that it undermines the rule of decentralization is the last two local election the ANC did not announce its mayoral candidates. This lead to an unfair situation whereby the general mass voted for the party without the knowledge of the candidate whether they wanted the candidate or not. Hence it is vivid that party politics doe not only impact on the decision making processes but it is also start from the voting procedure because in the case the ANC manipulated the masses to vote for the party sake instead of the candidates.

Moving along, residential segregation is another test that is postured by party politics issues on the basic leadership procedures of municipals. Also, one can take note of that Americans are getting to be plainly grouped in similarly invested groups, and less take part in foundations and associations that bring various types of individuals together. As we bond with those whose inclinations and qualities are like our own, we assemble less social extensions to individuals with whom we may vary (Putnam, 2000). Residential segregation which involved the issues of race and class, facilitated in party politics by increased residential mobility, leads to more congressional districts composed of like-minded constituents being moved by the fact that they are being robbed of their right to get the same quality service as others. Residential segregation is challenge that is posed by party politics because on decision that would have been made by municipals who tend to neglect other residential that will be of their part or represented by independent candidates.

As indicated by Dewa D (2014) information got by his exploration it is crystal clear that political trick as one of the test perplexing City of Gweru in its execution of its obligations. It is shown that governmental issues influence the successful running issues at the Council. Elected Councilors, who are supposed to represent people, are alleged to be acting in partisan way to outwit perceived opponents from another party. In such political battles, they end up passing decisions favorable to the political group they belong instead of making decisions that benefit the city and its residents. Residents of Gweru claim that tenders were being awarded to party activists, who then supplied below standard goods and services to the council. Hence showing that partisan politics is also affecting Gweru council's decision making and it is also impacting heavily on the decision making processes of council.

Furthermore, looking at case study carried out at Gweru City council on can deduce that another challenge posed by partisan politics is not fair promotions in terms of administrative posts. As per Dewa et al (2014) indicates that with regards to advancements at the City chamber, they are asserted to be construct just in light of the premise of how devoted one is in the political party as opposed to legitimacy and execution. Hence validating the fact that the issue of multi- party government in Zimbabwe has brought nothing but challenges to the day to day business of local authorities because now the decisions of promotion in Gweru are now being defined by how active are you to the party and what influence can you put forward to the party.

Adding to the above there is another challenge that is postured by partisan politics as indicated by Dewa (2014) is Favoritism likewise outweighs everything else in the granting of business stands like tuck-shops to candidates. Such are favors given to party activists at any place they want, rather than to those with the capacity to run them at designated areas. In this regard, the paternalistic and political meddling in local governance affairs has reduced Gweru City Council to more or less extensions of party politics. And this affects the decision made by councils and will not be fair to the other citizens that will have applied for the stand just because they are not more active in politics they are denied the privilege of getting stand in order to develop their wards instead they will be given to people who will fail to develop them or instead sell them.

## **2.7 COUNTRY EXPERIENCES**

### **2.7.1 South Africa**

A contextual analysis which was completed in South African the governmental issues authoritative interface explored that, as indicated by Miller (2005:98) composes that, a study directed pre-1994 found that 47 percent of government workers were arrangements on position while 40 percent through a level of political impact by politicians by communicating their inclination to the commission for administration and 13 percent was on the premise of both rank and political impact. Hence looking at the period from 1948-1993 it denotes the inseparability of the issues of politics from the administrative duties of municipals and in South Africa they have tried to limit the impact of politics in administrative duties using the cadre deployment strategy. This strategy from the go its main purpose was to make sure that the relationship that is between management and elected political officials preserves the status quo and make sure that the involved actors in the public sector make decision that are moved by the zeal to better the service delivery. Schrire (1989) contends that this relationship had a tendency to decrease the characteristic pressure amongst government officials and managers as both had shared objective. In a matter of fact, management during this time frame where not involved in political motives, but were rather sympathizers of the ruling government. This justifies that most not all literature that is available concentrate more on the separation of politics from the administrative duties turning a blind eye on the fact that they are also challenges that are posed by the issue of partisan politics on the decision making processes of the council. That is this research will be of great significance in terms of covering the literature gap that is on the issues that is affecting the

decision making processes of local authorities. Hence validating the fact the impact of partisan politics on the decision making processes of local council is not only affecting Zimbabwe as a country but similar cases are also happening at neighboring countries. The issue of politicians having an ambition to control the decision making of local municipal has also caused a negative impact on the service delivery.

### **2.7.2 London**

A case study that was done in London proved that also the local council there are being affected by partisanship in the day to day business of municipals. In harmony with most discoveries around the area Green (1981, p. 62) sees Newcastle's Labor amass as 'an accepting shop, serving to legitimize choices taken somewhere else'. Neither Jones (1969) in his investigation of Wolver Hampton, nor Bulpitt (1967) in his examination of some north-west Labor parties, could discover confirmation of gathering bunches undertaking a fruitful approach plan part without them acting in a divided way Other authors stress how party groups are effectively managed by leading councilors and has made decision making process in council hard to reach. Barker (1983, p. 17) depicts Bristol's Labor bunch as 'manipulated and controlled by the initiative'. Saunders (1979, p. 221) contends that the motivation behind Croydon's Conservative greater part aggregate gatherings was 'to guarantee that individuals formally fell into line behind their pioneers'. In like manner, Dearlove (1973, pp. 132-133) portrays Conservative larger part gatherings in Kensington and Chelsea as overwhelmed by driving councilors. This shows that the impact of partisan politics has an impact on the decision making processes of council as leading members of certain political parties would want to influence the decision of resource allocations at the expenses of other parties thus leaving other wards services being not delivery, that's why at the end of the day we see some parts developing whilst the others not.

Most literature asserts that elected councilors who are supposed to act as ward representatives are usually uninvolved in the policy processes associated with the taking of major decisions affect their ward as they are mainly taking part in policies that benefits the party's motive. A scope of contextual investigations gives supporting confirmation (Elkin 1974; Lambert et al. 1978; Much scratch 1970). This is supplemented by a more broad contention that councilors with a policy focus create it along far reaching lines, while the individuals who see their part in ward terms are principally worried about administrative casework and do not have a more extensive point of

view (Newton 1976). The fact that if councilors do attempt to use their position as ward representatives to influence major policy decisions there are likely to be ineffective because of the fact especially if the councilors are not from the running party because most councilors that have a say are that from the ruling party. The main job and duty that most councilors wish to partake on is most often tied to a political party's motive (Green 1981; Dennis 1975; Davies 1972); while the demands of minority party. Thus showing that partisanship in local authorities is evidenced almost in every country where they is a multi-party system because councilors will be fighting for their voices to be heard.

An examination that was done in Manchester uncovers an entire arrangement of contentions between the city's domains and arranging offices. The previous drew on a free market rationality which underlined money related and business criteria in judging improvement plans. The latter, in contrast, was generally looking to override market opportunism in order to meet broader planning objectives (Stoker 1985). An examination of the perceptions of local authority personnel, then, reveals a number of bases for inter-departmental conflict that were ignited by the issue of partisan politics. It can additionally be recommended that the proceeded with professionalization of local authority administration regions upgrades the impression of departmental contrasts and powers disagreements about discussed domain. That is showing that the issue of party politics has also brought the issue interdepartmental fights within the council decision making processes.

### **2.7.3 Nigeria: Lagos**

Another contextual analysis of Lagos in Nigeria has demonstrated that partisan politics issues has been affect gravely of the conveying of value benefit conveyance in Lagos. Lagos all through the twentieth century has successfully been the seat of two adversary powers. From one viewpoint, it was the seat of the pioneer and Federal government (1914-91) which was either overwhelmed by a coalition of eastern and northern political gatherings amid regular citizen administrations (1954-60, 1960-66, 1979-83) or by a northern inner circle amid military administrations (1966-79, 1983-99). Then again, the predominant party in the Western district (the Action Group and its pioneer Obafemi Awolowo (1909-87) has more often than not been in the restriction to the Federal government. The party controlled the Lagos Town Council during

the late colonial period and the First Republic (1954-66), one of its members, the 'awoist' Lateef Jakande was elected Governor of Lagos state during the Second Republic under a new political banner (Unity Party of Nigeria, UPN) (1979-83) while another 'awoist', Bola Tinubu was elected twice governor of Lagos State in the 4th Republic (1999-2007) as a leader of a political party (Alliance for Democracy, AD) which is an off-shoot of the AG and UPN. Babatunde Fashola, the last Lagos governor elected in 2007, belongs to the same political family and was elected under the banner of the Action Congress (AC), an off-shoot of the AD. There is thus a historical antagonism between Lagos based politicians and the Federal government and this has been particularly obvious in the contestation over the allocation of public resources by the Federal government. Among the various contentious issues, two had direct consequences on the planning of Lagos: the fight over the location of the capital and over the status of Lagos, and the permanent opposition between the Region (and Lagos state) and the Federal government concerning the main planning operations of the metropolis. And this has resulted in delays of better service delivery in the councils due to the issue of party politics that is affecting the councils.

## **2.8 Chapter summary**

The debate about whether the public sector should be/should not be politicized by party politics is an ongoing debate this so because as long as there is the issue of multi-party in local authorities it will also raise eyebrows. The constitutional and legislative provisions can assist in ensuring that both politicians and administrators understand their respective roles on issue of administration, governance, monitoring oversight powers and functions in the municipality. This chapter discussed the literature, the legislative framework, the local context of the politics and administrative interface and the challenges confronting the interface.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

The previous chapter concentrated on the literature that the researcher could relate to one's case study. This chapter will delve more on the research methodology the research used in order to gather data for the research. This chapter will lay out the research design that the researcher used and why would one chose that design and what are the advantages of using that design, the methodology, and choice of sample and data collection methods that the researcher sought necessary for the research. This study tackles the issue of the impact of partisan politics on the decision making processes of Kwekwe city council and how this has posed challenges to the smooth running of the municipal. This chapter is going to unravel and cover how data is going to be collected and analyzed through the following subheadings: research design whereby the researcher tells the method one used for data collection and why one choose that design, the next sub heading will be population and sample selection where one will come clean about the

targeted population, the next subheading will be methods of data collection being followed by how the researcher is going to analyze one's findings and the last sub heading is what strategies were used by the researcher to uphold ethical considerations.

### **3.1 Research design**

According to Zikmund (2003), a research design is a strategic plan for executing a research study. This is in line with Babbie and Mouton (2005)'s definition which puts forward research design as a scheme for deriving answers to research questions. Thus, a research design provides a blueprint for attaining research objectives. It is a roadmap for the research process to hold much weight. Various research designs can be used to achieve different research objectives. According to Saunders et al (2007), a research design can either be descriptive, exploratory or explanatory. In this study, the researcher used the qualitative research designs was used.

The researcher chose qualitative research methods. According to Denzin and Lincoln (2005) describe qualitative research as involving an interpretive naturalistic approach to the world, this means researchers study things in the natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them. Because it allows the researcher to explore array of dimensions of the social world including the texture and weave of everyday life, the understandings, experiences and imaginings of our research participants, the ways that social process, institutions, discourses or relationships work and the significance of meanings they generate (Mason 2002). This then help the researcher in evaluating how partisan politics is impacting on the decision making process of Kwekwe City Council.

Qualitative research is concerned with qualitative phenomenon involving quality. Some of the characteristics of qualitative research/method are: it is non-numerical, descriptive, applies reasoning and uses words, its aim is to get the meaning, feeling and describe the situation, qualitative data cannot be graphed, it is exploratory, it investigates the why and how of decision making. According to Mason (2002) qualitative research method is based on methods of data generation which are more flexible and sensitive to the social context in which data are produced than rigidly standardized or structured. That's why there searcher sought as the research topic is about partisan politics choose a method that makes one interlink and interact with the targeted population and draw data from their understandings of the decision making processes.



### **3.3 POPULATION AND SAMPLE SELECTION**

#### **3.3.1 Population**

Pierglogio (2003) says that population is the total of all units that constitute the objects of a study. In other words it refers to the number of people within the area under study; in this case it refers to the totality of all the management employees, councilors. Bless and Smith (2005) agree with Module MDEA 570 in defining population as the total possible elements that can be included in a survey that have one or more features which are of interest to the researcher.

Punch (2003) defines target population as the entire group of people, events or times from which the researcher intends to collect information during the survey. It is a total list of all the elements from which the sample is to be taken. It can as well be defined as the totality of all group elements from which the sample will be drawn. In this survey, it refers to the totality of all the management employees, councilors, the Municipality's workforce and residents from the town's main suburbs.

#### **3.3.2 Sample selection**

The sampling procedure was informed by the qualitative research method, were used depending on the targeted respondents. For selecting respondents from policy makers, the researcher used judgment to come up with an appropriate sample size. The decision was informed by the fact that the data sought from the respondents was largely qualitative. According to Patton (2002), there are no hard and fast rules for selecting sample size in qualitative research. The same author points out that appropriate sample size depends on "... what you want to know, purpose of enquiry, what is at stake, what will be useful, what will have credibility, and what can be done with available time and resources..." .

Mason (2010) posits that sample sizes in qualitative research are generally smaller as compared to quantitative research. According to Pitchie, Lewis and Elam (2003), with progress of a study, more data does not necessarily mean more information. The researcher was therefore of the opinion that since the target population was made up of experts, a smaller sample could have given information of more depth. Patton (2002) calls them information rich purposes. The information they supply can quickly reach saturation point (Mason, 2010). This is a point

beyond which data supplied from a source becomes cyclical and more than is necessary. Therefore, a total sample size of 15 respondents was settled for, in collecting data from policy makers.

### **3.3.3 Snowball sampling technique**

According to De Vos *et al* (2005:85) snowball sampling involves the approaching of a single case that is involved in the phenomenon to be investigated in order to gain information on other similar. Snowball sampling technique offer an established method for identifying and contacting hidden population and potentially for their enumeration although often this maybe secondary concern. In this sense the first identified respondent will help the researcher by linking up the researcher with other respondents that can assist the researcher with the information that he will be looking for. In the similar manner the researcher proceeds until one reaches the number of respondents he needs for the sampling.

The main basic assumption that most researchers rely on when using the snowball sampling technique is that they assume that members of the targeted group know each other and by so doing it because more easy for the researcher to be able to reach his or her respondents without a lot of hustles. With the topic which reads the impact of partisan politics on the decision making processes of local authorities since the topic might give negative attitude from respondents the researcher sought to use snowball sampling technique which will help in terms of referrals to people who can of much help to the research. Strydom (2005) suggests that researchers should always ask for more than one referral from a respondent to ensure than the chain does not get broken (2005:203). Thus, the researcher used referral sampling deciding on the picking of respondents in the categories of those working for the Kwekwe City Council, politicians and administrators alike, as well as and the representatives of NGOs and CBOs, members of the sample helped the researcher in picking other members until the required number of 30 respondents was reached.

## **3.4 METHODS OF DATA COLLECTION**

According to Rouse (2016) data collection is the systematic approach to gathering and measuring information from variety sources to get a complete and accurate picture of an area of interest. Rouse further alludes that data collection enables a person or an organization to answer relevant questions, evaluate outcomes and make predictions about future possibilities and trends. An

accurate data collection is essential for the maintaining of integrity of the research. Thus the researcher utilized questionnaires, interviews, observations and document review to gather empirical data on the impact of partisan politics on the decision making processes of local authorities.

In conjunction with the above scholar, Kumar (2005) states that observations, interviews and questionnaires make primary sources of data while government publications, earlier research personal records and mass media occupy the second category. Layder (1993) puts forward the views that instruments such as interviews, intake forms, and questionnaire and survey attendance records can be useful in gathering data.

### **3.4.1 Questionnaire**

Khotari (2004) defines a questionnaire as a research instrument that comprises of questions for the purpose of collecting information concerning particular issues of interest from respondents. It can as well be viewed as a rundown of questions which have clear instructions, options and space for responses. These include both structured and unstructured questions and open and closed questions. Open ended questions demand that the respondents formulate their own answers while closed ended questions have answers from which they choose their responses. The questionnaires used were structured and had both closed ended questions and open ended questions.

The questionnaires were very easy to understand as they were straightforward making them easier to respond to without consuming time. Closed ended questions allowed employees to say out their points of view as they were considered less threatening .Saunders et al (2009) points out that structured/closed ended questionnaires are used because they produce facts and reasons for certain reactions by involved parties unlike assumptions obtained from observations. Besides, the availability of answers in closed ended questions helps clarify the meaning of some questions to the respondents, thus making it easier for them to understand.

Questionnaires allowed for the fast and easy reach of people. The researcher distributed questionnaires to ten selected residents from each suburb on the same day and collected them in a short space of time. The questionnaires were easy to interpret and offered privacy to respondents allowing them to answer truthfully since there was no direct link with the

questionnaire once it has been collected. Also very personal and daring questions were answered honestly since the respondents were not face-face with the interviewer. However, questionnaires have the disadvantage that if the respondents do not clearly comprehend the questions in the questionnaires, they might give wrong information. Also respondents can discuss the questionnaires, thereby giving wrong or biased responses. Questionnaires also do not allow for deeper probing and facial expressions and gestures cannot be observed to help clarify and understand the respondents.

The questions that were formulated by the researcher were derived from the research objectives to ensure that the research instruments used were reliable and validity was above board. Questionnaires were first administered in a pilot study with the aim of revealing uncertainties, conflicting items and those that were not consistent to the cause of the study. Simple questions that are straight-forward were asked and related questions went one after the other in order to ensure coordinated responses.

### **3.4.2 Interviews**

Zinsser (2006), defines an interview as an interaction between an interviewee and an interviewer in order to get the required information. Face to face interviews are a more flexible format of accumulating data and information from the respondents as the method produces more in-depth and comprehensive information. Fielding and Thomas (2008) say that the art of interviewing assumes a more important role as it allows the respondents to express their experiences rather than the interviewer imposing their priorities.

The researcher employed one on one interviews with the supervisors and management to establish how partisan politics has had an impact on decision making processes of Kwekwe city council. This helped in eliminating bias since the surveyor had access to first-hand information. The researcher was also able to probe further for answers and information that was vital for this research. The interviews comprised of unstructured questions. The interviews were flexible which allowed for the easy collection of the needed information. To cater for reliability, the interviews were revised and corrected with the respondents to ensure validity and correctness. Reliability is the extent to which data gathering procedures will produce consistent findings when repeated, Saunders et al (2009). Interviews also provided detailed and relevant information

to the study which helped to confirm the findings of the study. This data gathering technique ensured that immediate responses were obtained.

### **3.4.3 Observations**

According to Elmunaraf (2012) observation is defined as a technique that involves systematically selecting, watching and recording behaviour and characteristics of human beings, objects or phenomenon. When a researcher uses observations as method to collect data for the research should heighten your sensitivity to details that you would normally ignore and at the same time to be able to focus on phenomena of the interest to your study. In this area of study of the impact of impact of partisan politics on the decision making of Kwekwe city council, the method of observation was of paramount importance since the researcher observed the situation openly and concealed during the council's full meeting whereby one observed how politicians and management go through until they reach to an agreement. The researcher bearing in mind what former scholars such as Laswell, Hobbes and John Locke who puts forward the view that human beings are naturally political animals and they act according to decisions that work in favour of them. Hence the researcher sought it necessary to use observations in the study.

### **3.4.4 Document Review**

Documentary review is the use of outside sources, documents, to support the viewpoint or argument of academic work. The process of documentary research often involves some or all of conceptualizing, using and assessing documents (Sanghera 2007). The analysis of the documents in documentary research would be either quantitative or qualitative analysis (or both).The Kwekwe city council granted the researcher access to pre-existing documents, past minutes from meetings and reports to help in the study. Some information relates to interventions made by the Department to defuse tensions between politicians and administrators. Furthermore relevant media articles were obtained which provided evidence how political-administration interface has impacted on the Municipality's decision making processes and its impact on service delivery. These documents were of great importance to the researcher as they provided the researcher a history of how partisan politics came into play in the decision making processes of Kwekwe city council and how it gradually started to have an impact on the local council.

### **3.5 Data analysis**

Data analysis refers to the computation (calculation) of certain measures along with searching patterns of relationships that exists among the data group (Kothari, 2004). The data gathered

through interviews and questionnaires was organized through coding, editing and removing of error and incomplete as well as classification of data depending on objectives of the study.

After the data collection, the researcher moved to the task of analyzing them. The analysis of data requires a group of closely related operations like establishment of categories, the application of these categories to raw data through coding, tabulation and then the drawing of statistical inferences. Thus, researchers should classify the collected data into some purposeful and usable categories.

Content analysis or textual analyses are methods in social sciences for studying the content of communication. Babbie (2007) defines content analysis as the study of recorded human communications. Neuendorf (2002) identifies content analysis as the summarizing, quantitative analysis of messages that relies on the scientific method (attention to objectivity, reliability, validity) and is not limited as to the types of variables that may be measured or the context in which the messages are created or presented.

Babbie (2007) notes that there is a qualitative and quantitative content analysis and quantitative analysis comprises of some form of counting. Qualitative content analysis permeates into the deeper layers of messages such as in a semi logical or narrative analysis. However, this research will, together with quantitative and content analyses, use the SPSS software as well.

### **3.6 Ethical considerations**

Kovacs (1985) defines ethics as a branch of philosophy that deals with the conduct of people and guides the norms or standards of behavior of people and relationships with each other. Ethical considerations it is a study that's leads a society to the creation or formulation of social norms which focus on the behavior that a person is expected to uphold in a particular situation. The researcher upholder ethical considerations being driven by the fact that researchers are professionals hence research ethics as a branch of applied ethics has well established rules and guidelines that defines their conduct. The researcher in conducting the study research ethics were of utmost considerations as the methods of data collection included interviews, questionnaire, and analysis of data. Serious confidentiality of information provided by the respondents and protection of informants was observed since the area of study would pose challenges if confidentiality is not observed to its fullest. The use of anonymous was practiced during the

research in order to protect the respondents. The names of respondents that were interviewed were protected and details of verbal and written conversations were not exposed. The researcher considered ethical considerations which included avoidance of harm to respondents, informed consent and confidentiality.

### **3.7 Chapter summary**

This chapter discussed the manner through which the data was gathered in this study. It set out research design which was used it was the qualitative research design and the target population which the researcher aimed to get information from. Sampling procedure were also examined and snowball sampling was selected. Based on this, appropriate sample sizes were decided and justified. The questionnaires, document analysis and interviews were chosen and used as the data collection instruments. Data analysis techniques used in Chapter 4 were also outlined. Ethical considerations are covered. The next chapter focuses on data analysis and presentation.

## **CHAPTER FOUR: PRESENTATION AND ANALYSIS OF FINDINGS**

### **4.1 Introduction**

In this chapter, the researcher presents the research findings on the impact of partisan politics on the decision making processes of councils and an analysis of the research findings will also be discussed in this chapter. The challenges posed by partisan politics on the effective running of Kwekwe City Council formulate the sample of the study and analysis is done in a qualitative manner. The analysis is informed by the research questions, objectives and the data collection instruments' items. The analysis also presents the data, draws and conclusions and deductions as

a platform for the shaping of the recommendations aimed at utilizing the data gathered from the research findings.

## **4.2 Response Rate**

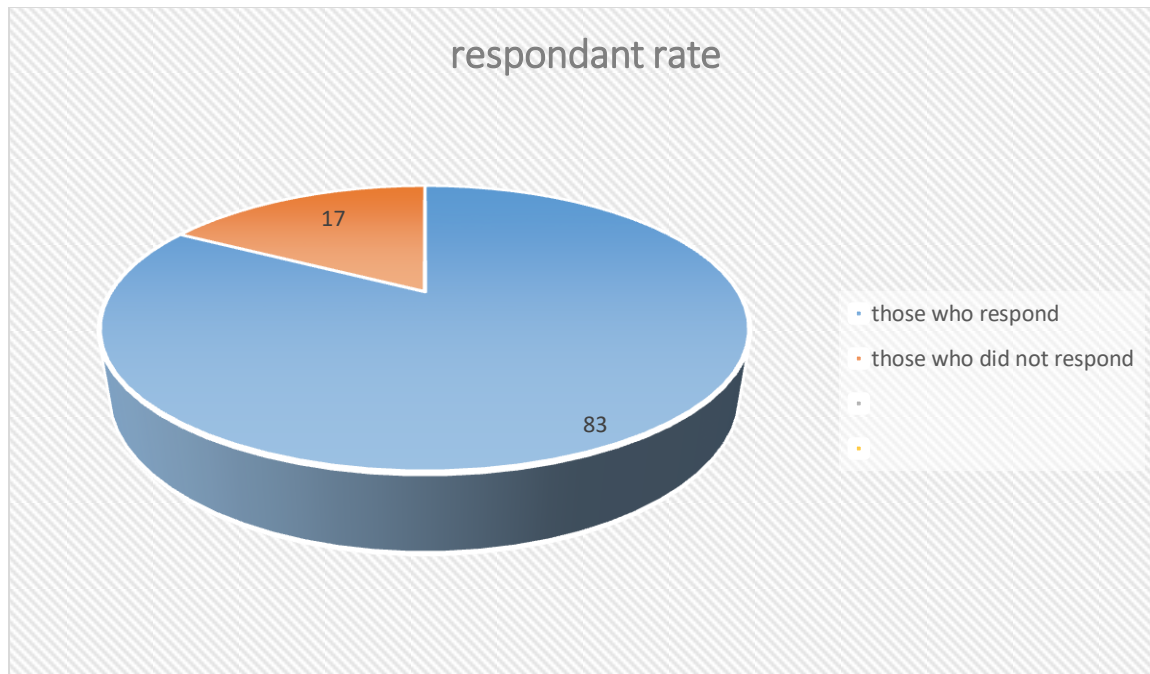
The researcher managed to collect data through questionnaire, observations, document analysis and interviews at Kwekwe City Council and also from the political officials from the wards of the city council.

### **Questionnaires**

When the researcher used questionnaires they were other questionnaires that were not returned and the respondents suggested interviews because they thought and believed they is more security in that other than questionnaire since they viewed the subject under research very hazardous and political in nature. Out of the 30 distributed questionnaires, they were 25 which were answered and were able to be collected and that indicated that the respondent rate is 83%. Repeated efforts were made but it was to no avail. Below is pie chart that will illustrate the respondent rate of the questionnaire.

#### **4.2.1 Response rate for questionnaire**





#### 4.3.1 Genesis of partisan politics

Respondent X mentioned that partisan politics came into action influencing the decision making processes in the Kwekwe municipal after the 2002 elections in Zimbabwe. The rise of opposition parties in Zimbabwe including the MDC led to the rise of partisan politics in Kwekwe municipal. 20% of the data gathered proved that other respondents to questionnaires argued that the rise of partisan politics in the local municipal can be drawn to the formation of the councils themselves. There is a different view portrayed by these two because of the fact that the respondent X mentioned that in as much a council are political organizations one cannot necessarily say that the impact of partisan politics began when the formation of local authorities started just because in those days states were still under one party rule that's there was not any major differences in terms of ideologies that would be implemented in the council. The other 80% from the respondent were of the fact that partisan politics came to influence the decision making processes of local authorities with the dawn of Zimbabwe became a multi -party state. This view is also supported by Jonga (2012) who hypothesizes that the introduction of multiparty majority rules system and the battle to stay predominant changed the political scene and result in the recentralization of authoritative expert and political power. Political banditry was still borne and

was nurtured in various types of incubators until the year 2000 when the Zimbabwean urban communities began to be victims of a system they failed to condemn at its adoption.

According to the councils meetings minutes brought about the idea that, the change on the decision making processes it started to impact in the council soon after the 2002 elections whereby we sought the council chamber being graced with councilors from the opposition party not only from MDC party but as well as from the independent candidate and other opposition parties that were formed the likes of Zanu Ndonga and National Alliance For Good governance. Respondent B came with the fact that Kwekwe City council is situated in the midlands province whereby they is mixed tribe in the province. Thus the most Ndebele tribe in Kwekwe are in support of the Movement of Democratic Change and the other tribe of Shona are in support of the Zanu Pf. Thus from analytical point of view having in mind the history between the Shona and Ndebele partisan politics in Kwekwe City council started at its peak point whereby with the coming of 2002 elections MDC candidates had more seats.

According to Stroker (1985) an examination that he did in Manchester he indicated that factional governmental issues has affected the basic leadership of nearby civil since the ascent of multi-party states on the grounds that the ascent of resistance prompted the deferral and clashes in basic leadership. This view is line with the observation that was made by the researcher at the municipal of Kwekwe. The councilors from the MDC getting into the council chamber they had their motives of trying to prove the general populace that the ruling party had not been doing much to deliver quality service. On the other side the councilors from the ruling party were working with the aim to override the intentions the opposition party would ever come up with. From the document analysis, the minutes from the full council meetings it showed that back then when partisan politics started at the council it was not easy for the different parties to come to an understanding or to reach to a decision because no party was ready to let the other party to say the final say. Bearing in mind the fact that councils are political organizations and every decisions that will be made at the end of day will be influenced by politics. With the rise of a strong political party like MDC which was determined to make a change in the local authorities it only raised the issue of partisan politics in the council chamber.

#### **4.3.2 Legislative framework that governs the decision making process at council**

Out of 83% data that was gathered by the researcher noted that the main issue that is affecting the effective decision making processes of Kwekwe city council is that most of the management and political officials do not adhere to the legislative framework that governs the decision making process of the municipal. Respondent F is in the same view with the fact that most of the management and councilors do not adhere to the legislative framework. The data that was gathered from the research works hand in glove with the observation made by ACPDT(2002) states that party politics issues has been damaging of nearby government as dry spell in Zimbabwe to the degree that the chose authorities never again stick to the administrative structure since they are serving for legislative issues not for improvement. The other 17% were of the view that one can not necessarily say that lack of adherence of the law has caused partisan politics in decision making whereas there are some issues such as lack of clearly defined measures to deal with the officials who have acted in a partisan manner.

Respondent G put forward the fact that municipality are political organizations whereby it is difficult for one expect politicians within the organization to adhere to a constitution that only mentions that they must not be any partisanship in local governance and fail to put measures that will be taken to the officials and politicians who have acted or made decisions based on partisanship. According to the constitution of Zimbabwe chapter 14 section 266 that mentions that that no employee of councils should act in a partisan manner or further the interest of a political party.

Thus in conjunction with the such findings it will only draws back to the fact that in Zimbabwe and most local authorities there is constitutions without constitutionalism whereby the management and other related parties in the council know the law but decide to turn a blind eye towards the law. One respondent mentioned the fact that in as much we try to reform the public service we must always keep in mind that local authorities are political organizations and involvement of party politics in everyday activities is inevitable in the sense that it is the daily bread of local authorities. According to ancient philosophers like Hobbes, Aristotle and Plato mentioned the fact that human beings are naturally political animals that need strict laws in order for the society to be development because they do not adhere to the constitution in most cases. In the same harmony to the observation of the ancient ancestors it is no doubt that the problem of

lack of adherence to the constitution which affected the ancient times still impacting on decisions on the present times and this has not been addressed to.

Interviewee K mentioned the fact that it is believed that the Town clerk and the chamber secretary of the municipality of Kwekwe are affiliated to ZANU PF and the director of works department is believed to be affiliated to the MDC-T party and decision making has been hindered and delayed by the fact that the works department as it is more influenced by the goals of the party it would want to make sure that the wards that won MDC-T get first preferences in terms of better service delivery. However with the other affiliated ZANU PF members in the management will be a motive to further the interest of their party. Thus it is crystal clear that in as much as the constitution of Zimbabwe mentions the fact that they must not be any employee of council should act in a such manner it has not demotivate d the employees to act in such manner because they know they know that in Zimbabwe they is a constitution but they is no constitutionalism hence that left the employees of the council and the political official act according to their own will without hesitation.

#### **4.3.3 How political officials and management conflict each other on decision making**

According to the research findings from the document analysis that the researcher conducted. The data gathered shown that in the most of the meetings (93%) will be marred by conflicts between management and the councilors. Respondent D was also in harmony that decision making in meetings that are held at the council faces a lot of challenges whereby conflicts arises from time to time and the conflicts will be fuelled by the issue of partisan politics in the council. Document analysis from the meetings revealed of an incidents that 2012 when officials from the works department took advantage of their positions to make an extra income whereby they approved plans that will be not be up standard just for them to make extra income. These are some of the reasons why there is a lot of conflicts that happens at the council because the documents revealed that the administrators that were abusing their positions were from the ruling party ZANU PF hence when decision making processes arises it raise a lot of issue if the management from the ruling party are able to partake their duties effectively whilst their acting in a partisan manner.

98 % of the respondents alluded to the fact that the councilors at Kwekwe city council tend to forget their main role they should play in the council and this at the end of the day it generates

conflicts in the full council when decision making process is happening. Respondent X with the same view that was postulated that councilors seem not understand their boundaries and what role they are supposed to play and to what extent. The research findings are parallel to what was mentioned by Shumba and Zinyama (2014) the duty of councilors is to guide the development of local policies set service standards and priorities and monitor the performance of the organization. Thus showing that the observation that was done by the researcher from the point the town clerk raised and the Shumba wrote about shows that the councilors meddle in the implementation and day to day business of the council because they do not seem to know or would probably say that they are not even aware of their duties and what role they play in council and what are their boundaries. A suggestion that was made by Dr. Ignatius Chombo expressed his dismay at the performance of the local councilors when he told the media during his end of 2012 statement that:

“As we move forward, it is our view that there is merit in introducing some minimum educational qualifications for councilors with the view of enhancing their craft literacy and competence. With respect to performance of 2012 local authorities’ budgets, we noted with concern that most budgets performed at levels below 50% due to various reasons”.

This crystal clear that even the former minister of local government is in line with my observation that councilors have lack of knowledge and they are relaxed to research on their duties and their boundaries in local municipals. But instead they get in unnecessary argument with management when it comes to decision making process of council. This ends up affecting the decision making process of Kwekwe city council and it also causes delays in the decision making and it does not end on delay of decisions but it also carry on to affect the quality service delivery that the council should provide to the people in its wards. Conflicts in Kwekwe City council meetings seems to be the norm of the due to the issue of party politics that has marred the decision making process of the municipal to the extent that one is left not sure if the political officials are aware of their role they should play.

#### **4.3.4 Politicians meddling in the administrative duties**

Respondent D brought about the idea that in as much as it may be the best plan for the local authorities to function properly they must do away with partisanship in local authority but this means that the state of Zimbabwe should go back to being a one party state. This view is in line

with 80 % of the respondents from the questionnaires who concurs with the fact that the idea that partisanship and politicians meddling in local authorities is hard to do away since local municipal are political organization which draws its objectives and approvals from the central government. 65 % of the data gathered from the document review is similar with the information from the interview and questionnaire which postulates that politicians' meddling into the day to day duties of the council has brought about more challenges to the smooth decision making process of councils.

Respondent Z postulates the fact that the distribution of stands at Kwekwe city council that is supposed to be done according the waiting list is not even considered and management under the influence of the politicians that control how they run the local authority if they have their people that they want to be allocated stands are the ones who be given the first preference without even considering first the people on the waiting list. Respondent Z further went on to give an example of the Hon Chris Mutsvangwa's wife who was allocated a residential stand just because the order had come from the central government. This is harmony with Machingauta (2010), local government in Zimbabwe work at the command and enduring of the inside as the primary legitimate instruments of local government contribute the President and the Minister of Local Government with the ability to suspend or act set up of a nearby specialist and the ability to invalidate a few choices of local authorities. That is showing that the researcher's observation is not much of a difference with that which was postulated by Machingauta just because we can not necessarily say that the local government is interdependent from the exercising government as it can pass an order to the local authority and will be done accordingly.

Respondent M mentioned of the fact that it is not the issue of orders from the above just because they is they is the issue of favoritism when it comes to the allocation of stand. Most respondents (90%) alluded to the fact that the distribution of stand is not done fairly according to the waiting list of both residential and commercial stands. Council by laws propose that the distribution of land should be done according to free and fair. Respondent N having the same view with the respondents from the questionnaire mentioned the fact that if you are only affiliated to the ruling and well-connected stand distribution will not be a problem. Thus showing that partisan politics have defiled the essence of better service delivery whereby citizens are supposed to all get a fair chance of getting stands. Most citizen of Kwekwe city council have lost hope of getting stands

through the justifiable at the council because the service delivered is not for the best of citizens but instead it is done in manner to benefit those from the ruling party. This analysis is in harmony with Dewa (2005) who additionally hypothesize the way that neighborhood specialists are not any more ready to convey better support of the natives yet just acting at the best for parties with majority share say in the council chamber.

#### **4.3.5 Mistrust and conflicts between councilors**

Document analysis over 80% of the meetings and activities held at the city council has proved that ever since the coming in of partisan politics on the decision making of Kwekwe city council, councilors have only been at conflicts and they has been always been a misunderstanding between the councilors from the different parties. This is in harmony with 60% of the respondents that allude that misunderstanding and mistrust in the council is evidenced by that caucus that are held by councilors before meetings. Observations that were done by the researcher during the course of full council meetings brought light to the fact that, before full council meetings councilors from MDC-T and those from Zanu Pf each party meet in their caucuses to discuss the decisions or how they will be able to plan any decision in order for its party voices to be heard and to be the most used decision at the end of the day. According to most respondents (75%) were of the view that the councilors from the previous elections (2013 harmonized elections) whereby there was equal representation there has been much more conflicts that arouse in the sense that they was no party which had majority grip in the council chamber.

Different political ideologies by different parties which are supposed to work together for the better has not made it easier for decisions to be reached. With councilors from ZANU PF have a conservative ideology which they will be trying to preserve and with no intentions to change has caused a lot of conflicts to the decision making of the municipal? And on the other hand having the representatives from the MDC with radicalism ideologies to do away with the way the way the ZANU PF has been handling local authorities has just added fuel to the flame of misunderstanding. But however ZANU PF being the ruling party having the final grip at local authorities has been micro managing the local authorities.

The mistrust and conflicts that is amongst councilors at Kwekwe city council has proved beyond reasonable doubt that councilors are not moved by the eagerness to work to get for the bettering

of the City of Kwekwe but instead their minds are enshrouded by the fact that they are working towards the fact that they want to outshine each other in the council chamber. According to Zinyama and Shumba (2010) their of the view that the obligation of the councilors is to control the advancement of local policy, set administrations benchmarks and needs and monitor the performance of the organization. Relating to the above mentioned duty of councilors and what is happening on the present grounds at the council it only shows that partisanship what is has managed to offer at Kwekwe city council is misunderstandings and conflicts each time when a decision has been made. This has caused the delays or rather say the formulation of policies by councilors has been a hard nut to crack since they cannot be able to work together for the good of the council without suspicions towards each other.

#### **4.3.6 Party politics controlling decision making**

Most respondents (90%) to the study they were in harmony with each other of the fact that party politics is controlling most of the decision that are made at the council and from their analytical point of view they are largely of the view that the decisions made are not for the best of the council to deliver quality service delivery to its citizens but it was done to further political ambitions and fulfilment of party manifestos. Document analysis also proved the fact that decision that are made at Kwekwe City Council are largely influenced by partisan politics, this is evidenced the incident that happened in 2016. When the council had made a decision that the street vendors should maintain practice their vending at their designated positions there are authorized instead of them doing their vending activities anywhere in town and especially in front of supermarkets like OK and TM whereby they will be selling the same items from inside but with black market prices' whilst they will be disturbing business from the people that pay license which is a form of revenue generation to the council. This then caused a serious tension between the council and the vendors. However according to the respondent mentioned that the ZANU PF MP Masango Matambanadzo saw an opportunity to lure votes from the voters (vendors) and he then addressed the council to let the vendors be. Thus validating the findings that council has been viewed by top officials as a platform to override council decision that would have made and change for their own and the benefit of the party at whole.

On the other hand the small part of respondent X argued of the fact that party politics in terms of other decisions them influence they are done for the general mass at large to get better service at their wards. This is said so because the respondent put forward of the fact that some decisions



that politicians meddle into are not necessarily partisanship but they will be doing them at the best interest of the general populace because at times the politicians from their own point of view will be doing it because the council would have failed to acknowledge that they have failed. This view is supported by Young and Mills (1983 p.123) proposes that the interior political issues of municipalities ponder not just the capacity to settle on decisions with regards to outer impacts yet in addition an office for making activities and autonomous move. But in the same line of thinking such activities of meddling the daily decision of the council will influence the decisions made and come out to the public as decision at council as influenced by party politics because they would have failed to manage the decisions properly in their indoor activities and they practice their debates publicly and at the end of the day the decisions made will be labelled that are conducted in a partisan manner.

#### **4.3.7 Administrators acting in a partisan manner**

According to the observations that the researcher did during the full council meetings that the researcher attended, the researcher observed that administrator they also impact on the decision making of the local authority because their at times when they act in a partisan manner whereby they would make decisions in favor of a party. This view is also put forward by respondent V to the study alluded to the fact that administrators do not consider the views of the councilors just because they will be making decision in a partisan manner. According to the incident that was mentioned by the respondent when the administrators decided to sell a stand reserve of the council which was reserved for a council multipurpose hall. The stand was sold to De Bryun would was believed to have been connected to the ruling party. When the council had the information that the stand was being sold and councilors from MDC are for clarification they were not taken seriously. This is so because the ruling party was believed that had stricken a deal with De Bryun and it alleged that when De Bryun opened another supermarket the recruited workers at the supermarket were politically affiliated. The perception that was made is stand out from what Saunders (1979, p196) suggests that, the reality remain that the environmental, political and financial limitations on supervisors serve just to limit the extent of basic leadership, they do no decide it. Hence shows that managers should not make decisions without consulting the councilors who also determine the decision that would be made.

Having this in mind it is crystal clear for one to pin point that partisan politics has impacted on the decision making of local authorities to the extent that even the administrators who should

provide checks and balances for councilors not act in a partisan manner are also being involved in such kind stuff. Hence partisan politics has a negative impact on the decision making of Kwekwe council in the sense that administrators have even lost the principles of good governance which include transparency whereby they went on to hold private caucuses in public service.

#### **4.3.8. Interdepartmental conflicts**

Respondent P postulated the fact that they have been a lot of strained relationship between head of departments at Kwekwe city council. This has been as a result of the ongoing tension between directors of the departments. The most respondent (95%) were of the view that main cause of the interdepartmental conflicts is that the administrators at the municipal are more committed to their affiliated political parties more than they are to their work and duties they should carry out in the municipal. In this manner at Kwekwe city council they are two parties that are mainly dominant which is the ZANU PF and MDC thus it alleged that the director of Central administration is affiliated to the ruling party and the director of works departmental is affiliated to the MDC thus this has resulted to more partisanship at the council because the council it seems as if it is being administered by two different management because each faction will be working at making decision that will be benefit its party. Having such a condition in council meetings decision making has had a stumbling block that is disturbing the departments from reaching a decision without conflicts.

The interdepartmental conflict has posed a negative impact on the quality service delivery that should be provided by the council because decision making has been delayed with the administrators who would be failing to get to an agreement. This view is in accordance with what Gerry Stroker (1985) said the way that intra-organizational governmental issues at municipals, its impacts are unavoidable and when obligations emerges, inter departmental contentions can impact the plan of the strategy in a not effective manner. Being in harmony with the observation the researcher made this shows that intra organizational conflicts will only cause delay in decisions to be mad within the municipality or instead policies will be not fully implemented in the sense that it would have been affected by the party politics.

#### **4.3.9 Promotions and recruitment in partisan manner**

Respondent Q from the interviews mentioned of the fact that the issue of partisan politics has overruled the rules that should be adhered to by public organizations when following the

procedures of promotions and recruitment. The respondent was in the same view with 80% respondents postulated that most recruitment that are taking place at the council are influenced by partisanship and most people that are being employed for high posts in the council they are either connected and affiliated to the ruling party or be it the opposition party which is the MDC. Thus such kind of behavior in the public entities has defiled the views of philosophers like Henry Fayol who advocated that in order for public organizations to be effective in a society there must be recruitment and promotions based on merit not on who you associate yourself with. Most of the people that will be recruited or promoted at the council will be incompetent and not willing to work towards a goal of improving the service delivery but instead they reluctantly work according to the individual's wishes of those who have put them in power. An example that was mentioned by a respondent that preferred to remain anonymous for security reasons postulates that the current public relations officer at the council of Kwekwe was given the promotion not because that she was competent for the job but instead that she was only highly connected.

#### **4.4 Chapter Summary**

This chapter the researcher presented the research findings which one collected for the case study. In this chapter the researcher managed to analyze and critic how partisan politics have an impact on the decision making processes of Kwekwe City Council. This chapter analyzed data, highlighted some of the areas which are failing and the implications of meddling into political and administrative issues and vice versa on the decision making processes. It is quite evident that more needs to be done in promoting the politics and administrative interface for better decision making process at Kwekwe City Council. The next chapter concludes the study and provides recommendations.

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter is going to wrap up the research and in this chapter the researcher is going to briefly elucidate on the finding that one has come across during the journey of the research in a more analytical manner. Partisan politics in local authorities have been proved to be inevitable from the research and this shows that the fact that Zimbabwe is no longer a one party state has proved beyond reasonable doubt that party politics have grown from being influential not only in parliaments alone but has always been influencing the decision making in local municipalities. The chapter will always proffer recommendation from which the researcher was able to draw from the current problems the councils are suffering from caused by partisan politics.

### **5.2 Summary of Findings**

The role of politicians according to the Urban Council Act chapter 29:15 it states that politicians their role in the municipalities is to formulate policies and monitoring of the administrative duties practiced in the councils. But the research findings are parallel to that is stated in the constitution and in the act, this is so because the politicians in the council are now turning a blind eye to their duties and most of the times they are making decisions that are only beneficial to their party manifestos are rather just say are working towards elevating their party names.

The research revealed that the management is not adhering to the laws that govern their activities in the councils. Three quarters of the top official management at Kwekwe city council are politically affiliated to be it the ruling party or other political parties. This situation has clouded the management to perform their duties without being partisan and this has had a negative impact on the decision making processes of the council as the management have been making duties that favors the ruling party supporting wards because most of the top official administrators are allegedly affiliated to the ZANU PF party.

The researcher have observed that most of the employees at Kwekwe city council are not involved in the decision making processes. This is evidently through the questionnaires the researcher distributed the responded were largely of the fact that they are not involved in the decision making of council. This is so because power is centralized in only the hands of the few top management while the council is comprised of many employees. By minimizing the decision makers it gives room for the small number of decision making to make decision that will favor the party they are affiliated to. Narrowing the number of decision making it leaves the few making decisions that benefit them unlike when decision making is consultative to every employee it minimizes partisan politics within the council.

Decision making process at municipal is largely influenced by partisan politics. The researcher have observed that the rise of multi- party system in the country caused the issue of partisan politics in local council. This is so because the tension and conflicts between councilors before the state became a multi- party state was not that bad but with the rise of political parties in Zimbabwe, we see party politics in the councils shaping most decisions because most of the political parties would be fighting to be heard or will be fighting to have the final say in decisions. Thus we saw most political parties being represented by councilors in the council not being moved by the zeal to better the service being rendered by working towards implementing their political party manifestos and visions.

The impact of partisan politics at municipal level has reduced the quality service delivery that is supposed to be rendered by Kwekwe city council. This is so because they are decisions that are made big politicians that are not in those constituency with the aim to survive against opposition parties. Taking a closer look at 2013 whereby water bills were slashed by the ruling party as a way to buy votes from the citizens in a way that had a negative impact and landed most council in debt revenue crisis.

### **5.3 Conclusions**

Conclusively, from what the researcher gathered from data collection in one's area of study was left of the view that most councilors that are elected and get into. The problem with most of the councilors at Kwekwe city council is that when they get into power they do not give themselves time to read and understand their role and the rules that govern them in the local authority to such an extent that they will be now overriding the duties of the management. There other fact is

that with the issue of multi-party state most councilors have lost the zeal to work in order to better the service delivery of the municipal but instead there are busy working on their manifestos and visions of their political parties.

In a nutshell, when it comes to the administrators they have been a problem that they are now being involved in issues of political to the extent that most of the administrators at Kwekwe city council are now politically affiliated and buy so doing they have ignored the laws that abide their activities at Kwekwe city council. Most decision are now being seen influenced by partisan politics not because of the councilors but that also the management is now being used as puppets of other political party leaders. This have defiled the whole purpose of management being able to be non-partisan and work towards a common good which is better service delivery.

In summation, the researcher concluded that from the observations one made is that mostly partisan in decision making in the municipal is caused by the fact that decision making in the council is centralized in the hands of the few management. This has gave room for management to act in a partisanship manner due to fact that there is lack of participation of some management in the council.

From the observations that that was made from the case study the researcher concluded that partisan politics has made more harm than good to the decision making process of the council because both the councilors and management are now performing their duties in a partisan manner to such an extent that decision making became poorly made. This is so because there are now being many caucuses before they attend meetings and the other fact is that there have been delays in decision making has made it difficult for the council to deliver better services in its area of jurisdiction.

In conclusion the researcher drawn a conclusion that the issue of partisan politics could date as back as the formation of local councils itself. But taken into account that in those days' partisan politics in local authorities did not have much of a great impact because the state was still under the one party state rule. Partisan politics started to show its effects in the local authority with the rise of multi-party state in Zimbabwe.

## **5.4 Recommendations**

After a close examination of the data that was gathered by the researcher from the interview, questionnaire and the observations that was done by the researcher. The case study recommends the city council and other related government entities that are facing the challenge of partisanship in its decision making processes to consider the following recommendations.

Urban council's management and political officials need to start a program that will be held regularly basis. This programme its core duty is to enlighten the management and the political official the laws that abides their day to day duties. And the consequences that will come with the issue of acting in a partisan manner when making decision at the council chamber. This program will be having an interpreter of the constitution, the urban councils act and other by laws that govern partisanship at local authority.

Another recommendation is that in as much as municipals are political organizations and partisanship cannot be ironed. The government should consider to introduce minimum education qualifications for one to be voted in for a position of a councilor. By doing such a measurement it will reduce level of arguments in terms of being partisanship and with a level of education one can be able to draw a line when making decisions if it's worth to be partisanship or if the decision to be made is for the bettering of quality service delivery.

Adding to the above, another recommendation that must be made is that the recruiting and promotion selection at the councils should be done based on merit not by virtue of political affiliation. By so doing it will reduce the level of party politics influencing the decisions being made at the council. When promotion is done according to the virtue of competency it will also reduce the cases of party politics in decision making.

## **5.5 Conclusion**

The City of Kwekwe council can only function more effectively and efficiently if both the management and political officials agree to work cooperatively together ironing out their political views and visions of their political parties whereby they are motivated to work by the need to make decisions that can better the quality service delivery. Officials in the council that have been entrusted with the electorates votes must rise above personnel interest and make decisions that can benefit the city as whole not a political party.

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## Annexure

### Appendix A: Questionnaire

Questionnaire for *The impact of partisan politics on the decision making processes of Zimbabwe's local authorities. The case of Kwekwe City Council (2000 – 2017)*.

My name is Muchara Brenda Kudzanai a Politics and Public Management Degree student at the Midlands State University. Am carrying out my HPPM dissertation research focusing on the impact of partisan politics on the decision making processes of local authorities and Kwekwe City Council is my case study. The questionnaire is designed to collect data on the impact of partisan politics on the decision making processes of Kwekwe City Council. The information will help me understanding the problems that occurs during the decision making process of Kwekwe City Council.

Am kindly requesting you to complete the questionnaire anonymously in the spaces provided? Be assured that the data collected from these questionnaires shall be used in absolute confidence and for academic purpose only.

Name of your organization .....

Position in the organization .....

Date .....

Sex                                      female ( )                                      male ( )

1. How much do you know about the decision making process of Kwekwe City Council:

.....  
.....  
2. How long have you been involved in the decision making process of Kwekwe City council:

.....  
.....  
3. In what capacity have you been involved in the decision making process:

.....  
.....  
4. What, in your view can you mention that decision making processes has been influenced by party politics:

.....  
.....  
5. How best can you describe the relationship between officers and councilors in line with the decision making processes of Kwekwe City Council:

.....  
.....  
6. In your own opinion, what do you think is the major problem militating towards partisan politics and do you have an idea how and when politics party came into play in Kwekwe City Council?

.....  
.....  
7. What are the legislative ideas would you suggest in order to curb party politics on the decision making process of local authorities:

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

8. Explain briefly your answer:

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

9. What are the recommendations on the impact of partisan politics on the decision making process of Kwekwe City Council?

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

10. Do you have any additional comments to make?

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

Thank you for you cooperation!!!!!!!!!!!!!!!!!!!!!!

## **Appendix B: Interview Guide**

Good morning / Afternoon. My name is **Muchara Brenda Kudzanai K.** I am a fourth year student at Midlands State University doing Honours Degree in Politics and Public Management and am carrying out my research on **The Impact of Partisan Politics on the Decision Making Processes of Local Authorities. A case of Kwekwe City Council (2000-2017)** and you are chosen for an interview. You are greatly assured that the information given will be treated with confidentiality and is going to be used for academic purpose only. Your effort will be greatly appreciated.

- How much do you know about decision making process at Kwekwe City council?
- How long have been consulted in the decision making process of Kwekwe City council.
- In what capacity have you been involved in the decision making processes.
- What in your own view can decision making processes has been influenced by party politics.
- How best can you describe the relationship between political elected officials and management?



- In your own view what do you think is the major problem militating towards partisan politics in council and do you have any idea how and when party politics came into play in Kwekwe City Council.
- What are the legislative ideas would you suggest in order to curb party politics on the decision making process of local authority.
- Do you have any recommendation you can suggest to minimize the impact of party politics on decision making process.