



**Midlands State University**

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**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

**AN INVESTIGATION ON THE ROLE PLAYED BY LOCAL  
AUTHORITIES IN SERVICE DELIVERY: A CASE OF KADOMA CITY  
COUNCIL.**

**BY**

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**DISSERTATION SUBMITTED TO THE FACULTY OF SOCIAL  
SCIENCES IN PARTIAL FULLFILMENT OF THE REQUIREMENTS  
OF THE BACHELOR OF SCIENCE IN POLITICS AND PUBLIC  
MANAGEMENT AT MIDLANDS STATE UNIVERSITY.**

**SUPERVISOR MRS MUDZAMIRI**

**OCTOBER 2017**

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DISSERTATION TITTLE : An investigation on the role played by local authorities in service delivery: case of Kadoma City Council

DEGREE PROGRAMME : HPPM Bachelor of Science in Politics and Public Management Honours Degree

YEAR GRANTED : 2017

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I, Vanessa Gladys Nyoni, registration number R141299B, declare the project to be my own work and it was not copied or plagiarized from any other source without acknowledgement. Referencing was used to acknowledge sources of information the researcher made use of in the study.

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I certify to the best of my knowledge that the required procedures have been followed and the preparation criteria has been followed and met for this dissertation.

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## **DEDICATION**

I dedicate this work to the almighty God, my family and friends. I really appreciate their contribution in making this document a success.

## **ACKNOWLEDGEMENTS**

First and foremost, I would like to thank God for giving me the intelligence, wisdom and faith to complete this work.

I would also like to extend my appreciation to my supervisor Mrs Mudzamiri for the assistance during the course of the study and worked tirelessly to educate me. I also appreciate the contributions of representatives of Kadoma City Council departments, councilors and the residence for their cooperation and assistance during data collection, making the research a success.

My gratitude goes to my family and friends who supported me financially and morally through my studies.

## LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CSO	Civil Society Organization
GB	General Barracks
GIZ	German International Zimbabwe
HIV	Human Immune Virus
KCC	Kadoma City Council
MDC	Movement for Democratic Change
NGO	Non -Governmental Organization
OI	Opportunistic Infections
RB	Reserved Barracks
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SQ	Single Quarters
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USA	United States of America
VGN	Vereniging Gehandicapernzorg Nederland
ZANU PF	Zimbabwe African National Union – Patriotic Front
WHO	World Health Organisation
ZINWA	Zimbabwe National Water Authority
ZIMASSET	Zimbabwe Agenda for Sustainable Socio Economic Transformation

## LIST OF FIGURES AND TABLES

<b>Table</b>	<b>Description</b>	<b>page</b>
1	Sample technique and population size	25
2	Questionnaire response rate	32
3	Interview response rate	33
4	Billing collection efficiency	40
5	Staff shortage at KCC	41
6	Equipment shortage at KCC	42
7	Revenue review	44
8	State of roads in Kadoma	45

<b>Figure</b>	<b>Description</b>	<b>page</b>
1	Response rate	32
2	Educational level of respondents	34
3	Duration of stay	35
4	Service provision rating	39

## ABSTRACT

The research investigated the role played by local authorities in service delivery using a case study of Kadoma City Council. The study analyzed different sources of service delivery and their contribution to the community at large. The research aimed at bringing out the understanding of the role of local authorities including the factors and causes of poor service delivery which was reviewed and discussed. The role of local authorities in service delivery is vital to human development. Hence the study was not only meant to highlight the role of local authorities in service delivery but also its effectiveness and reasons to poor service delivery. A preview on definition of services, service delivery and local government was highlighted in this study. The preview was aimed at understanding the nature of services and characteristics of service delivery by local authorities. The local authorities legislative framework was also highlighted which safeguards the service system to the community and brings out the role of local authorities, service delivery has since been poor and ill managed hence the various factors, causes and challenges were reviewed in the study. The effects of poor service delivery can be amounted to continuous disease outbreaks for example cholera and typhoid within communities. In understanding the local authorities' role in service delivery an assessment on developed and developing countries was outlined for a broader understanding of the study research. A theory was used as a support base of the thesis. A research design was used in accordance with the case study for the investigation, both qualitative and quantitative research methods were used to gather data with the use of secondary and primary sources to bring out a detailed in-depth analysis. Questionnaires, observations and interviews were used to gather information from a selected population sample. A target population constituted of permanent residence of Kadoma urban as well as councilors and council employees. 85 questionnaire were administered, were necessary the research used the native language for interpretation of the questions to some residents. Tables, bar graphs and pie charts were used for the presentation of data which was obtained in the field. Data collected from the field was analyzed and summarized. The data collected the possible reason for poor services delivery in Kadoma urban was noted and challenges which are financial, political and corruption rose. Hence the researcher gave recommendations to address the possible challenges being faced by local authorities.

## TABLE OF CONTENTS

RELEASE FORM.....	i
DECLARATION .....	ii
APPROVAL FORM .....	iii
DEDICATION .....	iv
ACKNOWLEDGEMENTS .....	v
LIST OF ACRONYMS .....	vi
LIST OF FIGURES AND TABLES.....	vii
ABSTRACT.....	viii
TABLE OF CONTENTS.....	ix
CHAPTER I.....	1
1.0 Introduction .....	1
1.1 Background of the study .....	1
1.2 Statement of the Problem .....	2
1.3 Research Objectives .....	2
1.3.1 Research Questions.....	2
1.4 Justification of the study .....	3
1.5.1 To the researcher .....	3
1.5.2 To the Kadoma City Council.....	4
1.5.3 To the community.....	4
1.5.4 To the students.....	4
1.6 Study assumptions .....	4
1.7 Delimitations .....	4
1.8 Limitations .....	4

1.9 Summary .....	5
CHAPTER TWO .....	6
LITERATURE REVIEW AND THEORATICAL FRAMEWORK.....	6
2.0 Introduction.....	6
2.1 LITERATURE REVIEW.....	6
2.2 Definition of Terms.....	6
2.2.1 Public Services .....	6
2.2.2 Public Service Delivery .....	7
2.2.3 Characteristics of efficient and effective service delivery.....	8
2.2.4 Local Government .....	9
2.3 Legislative Foundations of Service Delivery .....	10
2.4 Sustainable Development Goals (SDGs) .....	11
2.5 Zimbabwe’s Urban Local Authorities.....	12
2.6 Service Delivery in Zimbabwean Local Authorities.....	14
2.7 Factors Affecting Service Delivery.....	16
2.8 Challenges faced by Zimbabwean Local Authorities .....	17
2.8.1 Shortages in rate payments and taxes .....	17
2.8.2 Lack of operational expertise .....	18
2.9 Service Delivery in Developing Countries.....	18
2.10 Role of Local Authorities in Developed Countries.....	20
2.11 Strategies to Improve Service Delivery .....	21
2.12 THEORATICAL FRAMEWORK.....	22
2.13 Chapter Summary.....	24
CHAPTER THREE .....	25
METHODOLOGY .....	25

3.0 Introduction .....	25
3.1 Methodology .....	25
3.2 Research design.....	26
3.3 Target population .....	26
3.3.1 Population sampling .....	26
3.3.2 Sampling technique .....	27
3.4 Data collection.....	27
3.4.1 Observation.....	28
3.4.2 Interview.....	28
3.4.3 Advantages of interviews .....	28
3.4.5 Questionnaire.....	29
3.4.6 Advantages of questionnaires.....	29
3.5 Data analysis .....	29
3.6 Summary .....	30
CHAPTER FOUR.....	31
DATA PRESENTATION AND ANALYSIS .....	31
4.0 Introduction .....	31
4.1 Response Rate for questionnaires .....	31
4.2 Respondents educational background .....	33
4.3 Categories of respondents by period lived in Kadoma City.....	34
4.1 Role played by KCC in service delivery (question 1).....	35
4.4.1 Water and Sanitation Services .....	35
4.4.2 Housing Services .....	36
4.4.3 Educational Services.....	37
4.4.4 Health Services.....	37

4.5 Rating effectiveness of KCC role in service delivery in Kadoma City (question 2) .....	38
4 .6 Barriers and challenges to service delivery in Kadoma City (question 3) .....	39
4.6.1 Top-down approach to service delivery .....	42
4.6.2 Politicization of council operations .....	42
4.6.3 Lack of transparency and accountability .....	43
4.6.4 Financial challenges .....	44
4.7 Other Services Being Neglected by KCC .....	44
4.7.1 Street lighting services.....	45
4.8 Community engagement in service delivery (question 7).....	45
4.9 Measures taken by KCC to improve service delivery (question 5).....	46
4. 10 Chapter Summary.....	47
CHAPTER FIVE .....	48
SUMMARY, CONCLUSIONS AND RECOMEMNDATIONS.....	48
5.0 Introduction .....	48
5.1 Summary .....	48
5.2 Conclusion.....	50
5.3 Recommendations .....	51
REFERENCE LIST .....	53
APPENDIX A.....	56
APPENDIX B .....	59



# CHAPTER I

## **1.0 Introduction**

A huge outcry has been displayed by the public and other stakeholders on the affairs of the state as far as service delivery by local authorities is concerned. The issue of poor service delivery has led people to question the role of local authorities. The local authorities have failed to maintain or upgrade the services since independence. The majority of services are generally poor and inadequate. The level of poor service delivery has since become worse due to economic pressures, corruption and the poor policies that have since been placed with inadequate funds. The local authorities in Zimbabwe have failed to deliver the services, in their quest to solve the issues of poor service delivery by partnering with few NGOs have been all in vein. The legislation that governs the urban local authorities has failed to instil the mandate on good service delivery by the local authorities. The government has no meaningful progress to curb the issues of poor service delivery since it failed to give grants to contribute to service delivery. Urban councils have dominated in affecting the service provision by mismanagement of funds and neglecting the rights of the community. The study seeks to analyse the role of local authorities in providing services to the local citizens in urban areas, with a focus on Kadoma City Council. The study constitute the background of the study which will set the rationale for the validation of the study. The importance of the study will be looked at through justification to show its usefulness and contribution. The study seeks to answer questions that will be highlighted through the purpose of the study and its aims. The statement of the research problem which serves as a basis to determine the research objectives will be used to describe the problem. The significance, limitations, delimitations and the summary of the study will be addressed within this chapter of the study.

## **1.1 Background of the study**

The city of Kadoma is located in the Mashonaland West province. It started as a small railway station then into a town in 1907 and became a municipality because of the population and trade that had increased. In the 2000s it gained City status making it one of the youngest cities in Zimbabwe. Following independence service delivery as stated in the urban council act chapter 29.15 by local government across Zimbabwe, was still stable as they received grants from the government. However Local authorities struggled to maintain and upgrade the service delivery

system that was already in existence. As time progressed the local authorities faced difficulties in service provision standards due to inflation in the 2000s-2008 which amounted to challenges in service delivery.

Due to an economic meltdown, the service delivery was affected negatively which led to poor health care, poor water and sanitation, poor roads, no refuse collection and substandard housing. The introduction of the multicurrency system in 2009 failed to resolve the issues that were being faced by KCC in service delivery hence led to a cut in budget expenditure. The council cut back on expenses and the government suspended its local government fund which led to poor service provision within local authorities. Local authorities' revenue is generated from rate payments by the residents but however not enough to maintain the services to the community. Kadoma City council has since tried to overcome these issues of poor service delivery through projects and sourcing funds from NGOs but however have since failed due to high levels of embezzlement, bribery and extortion which are forms of corruption, lack of monitoring and evaluation and low salaries. In this study, the role of local authorities and the government in addressing the above challenges will be looked at with the aim of coming up with recommendations which will be used to address the problems cited above.

## **1.2 Statement of the Problem**

Kadoma City Council has failed to provide the people with the services as it has been plagued with mismanagement of funds, corruption, maladministration and lack of resources.

## **1.3 Research Objectives**

The following objectives will guide the research study:

1. To determine the role local authorities play in service delivery.
2. To identify areas local authorities are engaged in City of Kadoma.
3. To examine barriers to service delivery in City of Kadoma.
4. To evaluate the effectiveness of local authorities' role in service delivery.
5. To recommend best ways of providing services to the community by local authorities.

### **1.3.1 Research Questions**

This study will be guided by the following questions:

1. What is the role of local authorities in service delivery?
2. What areas are local authorities engaged in at Kadoma City?

3. What are the barriers to service delivery by local authorities in City of Kadoma?
4. How effective are the roles of local authorities in service delivery in City of Kadoma?
5. What would be the best way of providing services by local authorities?

#### **1.4 Justification of the study**

The purpose of the study is to look at the role of local authorities in service delivery, with special focus on Kadoma City Council. This will enable the researcher to look at barriers local authorities face in assisting in service delivery which would assist the local authorities in identifying and attaining some assistance from Non- Governmental Organizations and the Government in improving their service delivery. Service delivery is a big challenge in Kadoma City Council. Residents face a lot of challenges such as water shortages, refuse collection, medical health provision, sports recreation and education provision. These issues affect the way residents live and at times leads to the outbreak of diseases such as the cholera outbreak of 2009. The study will be beneficial to the local community as it will establish a clear understanding of function of local authorities in service delivery along with the challenges local authorities face to deliver these services.

The study will also formulate strategies which local authorities could use to alleviate themselves of some of the challenges they face in public services delivery to the challenges of service delivery, in as far as NGOs assistance are concerned, and thereby offering recommendations on what is the best way local authorities may improve service delivery.

#### **1.5 Significance of the study**

The study on service delivery at Kadoma City Council is one of the few researches to focus on Kadoma City Council on its provision on service delivery.

##### **1.5.1 To the researcher**

The research will help one attain skills through interaction with people ,employees of KCC ,residents in Kadoma City and acquire in depth knowledge on the day to day running of local authorities .The study will also give the researcher an opportunity to provide and give recommendations to the Local authority on ways to improve service delivery.

### **1.5.2 To the Kadoma City Council**

The study will help KCC in recognizing its challenges and opportunities being faced in service delivery. Hence the local authority can gain solution in which the management may benefit in improving the service delivery system to satisfy the community or citizens.

### **1.5.3 To the community**

The research will benefit the citizens of Kadoma as the services being provided are at the benefit of the citizens. The community will know the part they play in service delivery and may improve on rate payments which is part of the revenue used to maintain good services.

### **1.5.4 To the students**

The study will help students gain knowledge for future use in similar research and presentations as reference in their study.

## **1.6 Study assumptions**

The following assumptions are based on the research:

- The researcher will face no difficulty in attaining information from key participants during the period of the research.
- The management team at Kadoma City Council accepts the researcher's ideas on the improvement of services.
- The urban council act chapter 29.15 is being adhered to by local authorities' in terms of service provision.

## **1.7 Delimitations**

The case study will be Kadoma City Council. The study will focus on the role of KCC in service delivery including challenges and opportunities, suggesting ways to improve on service provision. The research covered Kadoma City Council from the year 2000 up to present day.

## **1.8 Limitations**

The researcher will face limitations such as time, money, transport and at times manpower to assist in distributing and collecting questionnaires. Local authorities normally do not want to open up when it comes to issues to deal with service delivery. They are unwilling to divulge information concerning how they channel resources to provide services to the community. They are also suspicious and afraid of politics.

To overcome these challenges:

- Seek the informed consent of all respondents and participation be voluntary.
- No direct attempt will be made to implicate or incriminate any particular individual or organization in the study
- A final report will be given to the participants.
- Provide documentation that will support ones research to be academic and explain the purpose of the research.

### **1.9 Summary**

In summation the background of the study was looked at in this chapter which reviewed the emergence of the local authorities and KCC into becoming a city, including the objectives of the research and research questions that guide the whole study and justification of the problem, significance of the study, delimitations and limitations. In the following chapter different sources of literature were reviewed from previous studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORATICAL FRAMEWORK**

#### **2.0 Introduction**

Literature review can be defined as a body of information in comparison, based on a research that addresses a research question .A literature review is a report based on research of evaluated information found in sources related to a selected area of study. A literature review it helps the researcher in learning on the previous theory of the subject. It plays an important role in a research in sourcing out information that would guide ones study. Saunders et al (2009) pointed out that critical review of the literature will form a foundation on which ones research is built on. The research on the role played by local authorities in service delivery has been tackled by different researchers but gaps were not filled as some of the studies focused mainly at specific services hence this study tends to focus more on the broad aspect of the role played by local authorities in service delivery.

#### **2.1 LITERATURE REVIEW**

#### **2.2 Definition of Terms**

##### **2.2.1 Public Services**

Public services constitute of healthcare, transport or the removal of waste organized by the government or an official body in order to benefit all the people in a particular society or community. Musingafi (2014) in his research mentioned services as water, solid waste, roads, housing, education and health care facilities and other related services provided by the local authorities to the resident. The study will look at all the services which are to be provided by local authorities. Local authorities provide services under the government to the people through the public sector. Services may be regarded as helping a community to satisfy their specific needs and wants. Public services they place a community as the customer of the standardized services, these services are traditionally placed in the system. The services are supposed to be delivered in integrity, based on the citizens and responsive to the needs of the people within the community, particularly the needs of the poor people who are most vulnerable.

The quality of lives the people live determine the development of the community .If the community gets poor services for example unclean water it leads to typhoid and cholera that would affect the life expectancy hence affecting development. Bachmann and Macleery (2006) cited by Musinagafi (2014) in his research argued that the ideal situation requires that the local authorities make sure on the provision of services. The scholars define services on their research hence the study will fill in the gap by defining services basing on the information collected in the study that properly suit the current situation of local authorities services.

### **2.2.2 Public Service Delivery**

Local authorities in urban areas provide various services. According to Chen (2014) is used to describe the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructure, land and housing. Service delivery is considered a democratic right of the people. Local authorities around the world are obligated to provide and cater to the needs of the community. Service delivery is the local authorities' key task. According to Eigeman (2007) service delivery is part of a complex of relations between citizens and government, it involves a series of products and services of a varying nature in which the customer comes first basing on this information the study will look at how the role of local authorities affect service delivery and the community.

Lamb (2004) views service delivery as an effort by both human and mechanical effort that's centered on people or objects. In context of this study, services allude to the effective and efficient basic services provision provided by the local authorities. The one providing the services can use skills to conduct and provide services to facilitate the process. Service delivery can be regarded as a tool used by local authorities to requirements of the people residing in the area. The international principles guiding effective service delivery according to Mutabwire (2013) are:

- services are to be available in such a way that the user can confidently and conveniently apply it in solving a problem or need at a given time its required;
- should be useful in responding to the needs of the people directly ;
- the people should be able to apply the services in their everyday lives;
- services are to be sustainable, be afforded by the people and always be available for access at all times;

The research will fill in the gap by linking the principles to KCC service delivery standards and look at how they have managed to improve service delivery. Service providers should be accountable not only to the government but to the community also.

Public services are required to be concerned with what the community wants rather than what the providers are prepared to give. According to Tamrakar (2010) argued that public servants act as leaders without any accountability and transparency instead of acting as the peoples servants and service providers that are to save the community. The citizens have become well aware of their rights through the private sector stepping in to correct the wrongs of the public sector hence causing unrest. The study will look at KCC in relation to the principles and establish if the council has principles being adhered to in their system of service delivery towards the community. Hence filling the gap that was left out by many scholars who failed to link the KCC services to the principles of service delivery and also considering the issues being faced by the local authorities in recent time with the unstable economy in Zimbabwe contributing in its downfall.

### **2.2.3 Characteristics of efficient and effective service delivery**

The efficiency and effectiveness of service delivery takes in various forms but all depend on the nature of governance for a specific country. According to Byaruhanga (2010) service delivery is characterized by:

- Planning for the entire population within the area in need of the services rather planning for those that already have the services that are already available.
- Should actively reach out to the community to ensure that the services are being provided in a way that makes it accessible to the citizens.
- Services should be efficiently planned so that the existing staff in the local authorities work hand in hand with the community receiving such services.
- They should be well managed to avoid the wastage of resources and poor service delivery.
- Should be able to provide services within a space period of time that does not damage the first phase of service delivery for example in services of construction of roads and buildings.

The characteristics presented by Byaruhanga (2010) are not realistic to African local authorities hence tends to be Eurocentric therefore the study will fill in the gap by pointing out the actual characteristics that are associated with present local authorities with KCC in consideration.

#### **2.2.4 Local Government**

The local government is mainly created as a political and administrative organ for the transformation of all communities and for delivery of essential services to the citizens. It plays a vital role in enabling the achievement of development at a grassroots level. The government should periodically seek new and effective ways to curb problems of service delivery. The Zimbabwe institute (2005) defines local authorities as the provisional one that maintains the buildings that belong to the government to utilize on the improvement of services for the residents. The study will fill in the gap in which local authorities role can be identified considering the needs of the people on the ground to further development through its service delivery system.

The key role of local authorities is to promote the wellbeing and quality of life of the people within the community through accountable and effective representation in service delivery. The study will fill in the gap looking at the legal frameworks that govern local authorities in Zimbabwe and the consistent issues that have plagued local authorities' service delivery system basing on the recent events that have led to the poor services. The council is a responsible financial manager who deliver cost effective, equitable and efficient services which reflect local needs and expectations guided by the council's long term objectives. Local government association (2013) propounded the role components of a local authority include:

- Councils provide assets and services to an agreed level determined in consultation of the community while meeting relevant standards and statutory requirements;
- Councils implement contemporary ,long term financial and asset management systems to ensure assets are maintained in a condition that meets the in identified needs of the community;
- Have access to resources to ensure the efficient maintenance and replacement of asserts and the asset management plans;
- Councils conduct regular service reviews to ensure services meet community needs and are financially sustainable and adjust service levels when appropriate;

- Councils provide meaningful reports on financial performance including service delivery and assert management performance to the community;

The components are Eurocentric hence apply mainly in European countries with a stable economy, therefore study will explore further and fill in the gap of figuring out the local government body's influence on the service delivery system within local authorities with special focus on Kadoma City Council.

### **2.3 Legislative Foundations of Service Delivery**

The local government in Zimbabwe comprise of two main types which are Urban Council in urban areas and Rural District Councils in rural areas. The local authorities are not to exceed more than the sanctioned powers in the legislation. The legislation shows the role of local authorities in detail and it's a guiding principle for all Zimbabwean local authorities. A lot of policies and projects have been put in place by the Zimbabwean government to achieve effective service delivery within local authorities'. Local government system in Zimbabwe can be regarded as a legislative and less of a constitutional mandate. According to the Zimbabwean institute (2005) the Ministry of Local Government, Public Works and National Housing coordinate the activities of the local authorities hence the local government is not an independent body. The lack of ability by local authorities to instigate its own policies has led to poor service delivery .The study will look at the role of local authorities and how the Urban council act is being upheld by local authorities in Zimbabwe. The Urban council act 29.15 gives power to councils in urban areas to provide various services which include:

- Sewage and drainage construction and maintenance
- Housing and transport facilities
- Healthcare facilities i.e. Hospitals, clinics, ambulances, maternity and child welfare.
- Construction of sidewalks
- Water and sanitation
- Refuse collection and cleaning;
- Maintenance of recreation grounds and open spaces;
- Operation of fire brigades and municipal police;
- Schools, libraries ,theatres and scientific institution

The study will look at the services in the urban council act chapter 29.15 that brings out the role of local authorities and fill in the gap by assessing the effectiveness of some of the services being provided by KCC to the community.

In order to provide quality services and maintain the standards of good service delivery local authorities should generate revenue. In relation to the view Samboja (2000) identified taxes, license fees and charges as a mixture of local authorities' source of revenue .Mabika (2013) in his case study cited Craythorne (2006) identified two major sources of revenue for local authorities, as own revenue which include taxes user fees and various licenses and external revenue which comprise transfers from government in the form of grants and revenue sharing. The revenue collected by the local authorities in Zimbabwe's is granted by the legislation act of councils. It gives the authorities power to mobilize resources on their own. The study tends to look at the local authorities' revenue and to note the extent to which it is used to provide good services to the community in accordance to the council's legislation which is the urban councils act. Improving service delivery is the ultimate goal of all local authorities be it rural or urban. The sources of revenue for local authorities to cater for the service provision include:

- Grants from central government ;
- Leasing council properties to the local residents and business people for example council owned houses and open markets;
- Payment of service bills by the residents to the council generates revenue for example water;
- Engagement of councils in fundraising activities for example agricultural, industrial or commercial in order to raise revenue for the council.

#### **2.4 Sustainable Development Goals (SDGs)**

Local authorities have since incorporated the sustainable development goals as part and parcel of their goal in delivering service delivery to the community. The SDGs provide a base for the local authorities in their service provision and vision .Most local authorities have since failed to fully fulfil the goals hence NGOs have stepped in to help in funding .According to the Reddy (2016) it is a fact that many of the SDGs that have been identified will impact on the role and responsibilities of local government namely key implementation partners of SDGs.

SDGS constitute of 5 themes that consider local authorities. The local Government Capacity Programme (LGCP 2012-2016) its aim is to increase the local governments and local associations to deliver in key public services, the central themes include:

- Ensure lives that are healthy and promote the wellbeing of all ages;
- Ensure high standard of education that equitable and inclusive promoting lasting learning opportunities for all;
- Availability and sustainable management of water and sanitation for all;
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- Make cities and human settlements inclusive, safe, resilient, and sustainable.

UNDP (2014) asserted that the goal of making cities and human settlements inclusive safe and resilient encompass and broadly include slim upgrading, housing and urban services; participatory planning. According to VGN international local authorities have a vital role in setting priorities, executing plans, monitoring results and engaging with local firms and communities. The overall aim of the SDGs is to strengthen the local government capacity to enhance sustainable local economic development.

In relation to the study the SDGs help improve and help local authorities in gaining outside help from NGOs, Private sector organizations, and International Organizations .The study will take into account the SDGs to further outline the role of local authorities in service delivery.

The research will fill in the gap of assessing the aim SDGs as they constitute part of the new service delivery ideals as some researchers worked with millennium development goals (MDGs) which local authorities have adopted in their yearly goals and vision provide taking into account Kadoma City Council.

## **2.5 Zimbabwe's Urban Local Authorities**

Zimbabwe's urban local authorities are reputed one of the broadest and provide a widest range of services compared to many developing countries. There are two main types of local authorities According to the Zimbabwean institute (2005) .Urban Councils comprise of four types in ascending order of status, power, authority and resources according to Zimbabwean institute (2005) which are:

1. Local boards
2. Town Councils
3. Municipalities
4. City Councils

Urban councils are the main focal point for urban local authorities. Mushamba (2010) noted by Mutema in a research regarded councils as composed of two units, the elected councilors and the responsible administrative arm which runs the day to day business of the council. Councils have a greater advantage than that of rural councils. According to Zimbabwean institute (2005) there are now 27 in total and among these four are local boards, seven town councils, nine municipalities and seven city councils. Councilors among themselves elect a chairperson which is a temporary position. The state however remains the one to administer the land in the areas of jurisdiction hence it limits the capability of the local authorities to raise revenue to maintain the service provision.

Municipalities and town councils are headed by the Town Clerks and Town Secretary. The Directors of engineering services, health services, financial services, housing and community services and the Chamber secretary also help the town clerks run the day to day business of the operations. The board of Councilors are accounted by the management team. In Zimbabwe local authorities state of service delivery has been plagued with a lot of afflictions. The local authorities have been faced with multiple protests against the poor services they have been providing since the turn of the millennium. According to Mahlangu (2016) reported that sections 274 and 276 of the constitution provide that urban local authorities are to represent and manage the affairs. Hence in appreciation of the scholarly view by Mahlangu (2016) the study will look at the connection and link between the people and in this case KCC. Therefore will fill in the gap of by conducting a research that will assess the current affairs of KCC and the management of the community in conjunction with its role in service delivery.

Chakaipa (2010) argued that the main problems within local authorities in Zimbabwe is the issue that emanates from lack of financial assistance to improve, the limited supply of the already available machinery including necessary supplies. The services in Zimbabwean urban local authorities seem to be declining since 1980 as they have failed to maintain the delivery of the services. The main services being rendered include water, roads, collection of waste and

healthcare but due to challenges the authorities have since failed to uphold the service provision to the satisfaction of the community. However the study will collect firsthand information from conducting field work to provide authentic and up to date information through interviews and questionnaires from residents they have a vivid personal experience in the service provision by KCC.

## **2.6 Service Delivery in Zimbabwean Local Authorities**

Zimbabwean urban local authorities guided by the urban council act have since been failing at providing the people with adequate services .Mutema (2010) asserted in his research that Zimbabwe's urban communities are characterized by potholed roads, unlit streets, tall grass, blocked sewers, burst water pipes and stream of sewer flowing into residential areas have become a way of life for the community. Mukuvura (2012) argued that if the people are denied proper services that would satisfy these basic needs, the environment becomes inhabitable hence prone to diseases like the cholera outbreak in 2000 that led to a lot of deaths caused by untreated water that was being drunk by the people. The local councils had to be assisted by Non – Government Organizations such as red-cross to curb the outbreak and provide medication. At KCC the GIZ organization funded the renovation of the Rimuka hall owned by KCC to promote youth and infrastructure development.

The local authorities in Zimbabwe have since failed to provide good quality water which has led people to consume untreated water. Charity organizations have been aiming at improving public services in conjunction with local authorities. The research hence will fill in the gap by assessing the current issues that has emanated from poor services within Zimbabwe's councils with the case of Kadoma City through firsthand information. Irin (2005) in his report asserted that Zimbabwe's urban centers are having to cope with persistent water shortages, electricity blackouts and sanitation problems as local authorities struggle to provide basic services. The urban council act chapter 29. 15 part XIII section 186 of the legislation gave the authorities the power to provide water and sanitation .In Harare rubbish has piled up as children play in these infested areas. Environmentalists have since declared Harare to be sitting on a time bomb of diseases as raw sewages continue to spill into Lake Chivero the main source of the capitals water. In Marondera according to Irin news (2005) southeast of the capital, schools have since closed early due to water shortages and electricity supply problems.

The services in Kadoma have been undermined due to segregation .Low density suburbs are provided with adequate services whilst the high density areas are being neglected .Mabika (2015) in his research argued that the local authorities are pointing at poor cash flows as the root cause of the problem .It is argued that residents in low density areas have gained more services including refuse collection ,continuous water and electricity supply due to their status in life .They contribute much of the revenue in councils as they pay more rates than high density residents. However this has sparked a huge problem and protests against KCC. According to Zimbabwe Broadcasting Cooperation (Zbc) kadoma residents staged a peaceful demonstration against City Council over alleged poor services delivery and allegations of corruption by the local authorities management .KCC is given powers to provide services such as housing, water and sanitation, refuse collection, health services, education which are mainly the main services provided by council in Zimbabwe among other services.

Newsday (2017) reported by Mhlanga blessed a demonstration by local residents marching through the city due to the failure of service delivery allegations of incompetence and poor road networks. The residence have since submitted a petition to the council accusing the local authority of failing to repair critical roads leading into the city center and employing incompetent senior managers to run the affairs of the local authority hence affecting service delivery. These reports lack information on the ground and this study will fill in the gap as it stands to conduct a study on first-hand information. The services by the urban local authorities are not being fully managed. Local authorities have since been stagnant and are failing to uphold the mandate of good service delivery, since independence in the 1980s the local a government has since collapsed and has since failed to recuperate or reposition itself into a new or productive local entity. The housing market has since improved since the early 2000s a majority of citizens have been granted stands by the local authorities hence practicing the right to property ownership. The study will fill in the gap by conducting a field survey of Kadoma City Councils service provision in the housing sector to compare the improvements and measures taken to deliver proper housing for the community.

However in providing the housing stands the majority of these schemes seem to be slow and delayed due to lack of funds. The councils have since failed to provide serviced stands for the people to stay in. According to Matigwende (2016) the debts of urban councils has affected the

service delivery system as ZINWA is making it difficult for local authorities to provide water to residents .Due to poor service delivery the people in Harare have since moved in none serviced housing areas which has led to issues of poor hygiene and sanitation, leading to diseases. Centre for Conflict Management and Transformation (CCMT) (2014) in their report Argued that water shortages are inevitable as a result of rapid unplanned settlements in urban areas.

## **2.7 Factors Affecting Service Delivery**

Service delivery been affected by multiple factors that has shed levels of distrust in the role of the local authorities. Nyamukondiwa (2003) In his research argued that local authorities have since become a victim of poor service delivery due to corruption .Also World bank (2004) articulates that services provided by local authorities can be disrupted by corruption as money meant for healthcare and infrastructure is syphoned off by management for personal use. The levels of corruption have become problematic hence it has crippled the capacity of the local authorities in providing adequate services to the citizens ,The researcher will look at corruption at KCC hence fill in the gap by evaluating how it has managed to affect service delivery.

Types of corruption in local authorities:

- Bribery –when one is offered or offering something often money but can be goods or services to gain an unfair advantage.
- Extortion-threatening or inflicting harm to a person , their property in order to unjustly obtain money ,actions ,services or other goods;
- Nepotism –favoring person because they are related to one when giving promotions ,jobs ,raises, and other benefits to employees;
- Patronage systems –gaining political support by public officials through granting favours, contracts and appointments.

Palmer (1985) argued that corruption can be viewed as of using the public office for private gain. Corruption can be regarded as a serious crime that can undermine social and economic development as witnessed in many developing countries that have been plagued with multiple accounts of corruption within the public sector. In Zimbabwe the urban local authorities are notorious with corruption .According to Sithole (2013) in her study Zimbabwe is rated one of the highest countries with corrupt urban local authorities. The level of corruption affect the receiver of services hence the people will refrain from paying the rates. Therefore this will affect the

service system and undermines the role of local authorities. Hence the study will fill in the gap by suggesting recommendations that will assist in curbing corruption in local authorities.

## **2.8 Challenges faced by Zimbabwean Local Authorities**

The role of local authorities in Zimbabwe has since been considered to be like a white elephant. Due to poor motivated employees local authorities have since faced a challenge in providing the people with good quality services. The staff in local authorities go for months with little or no pay due to the economic crisis and cash crisis that has crippled the country. The work load fails to amount to the salary being received. Makanyaza, C .et al (2013) in his research identified major challenges that hinder service delivery as Lack of strategic awareness; Lack of capacity; Poor performance and monitoring. According to news day (2015) the local authority are failing to provide basic municipal services and pay workers' salaries which were three months in arrears. In order for quality service delivery the employees are to be motivated through salaries for good performance. According to the report from Irin (2005) Zimbabwe's urban centers are having to cope with water shortages and sanitation problems as councils fail to provide basic services. In Masvingo According to Chikwati (2016) cited the auditor general's Mrs Chiri in herald revealed that during 2013 ,poor health delivery was observed at Masvingo provincial hospital where cases of negligence by staff resulted in the loss of lives.

### **2.8.1 Shortages in rate payments and taxes**

Local councils revenue is generated from rate payments due to high levels of unemployment the rates have since been neglected , this has since affected the council in failing to provide services needed by the community. According to the Urban Council act 29.15 the people should pay for the services rendered by the council in order to maintain the quality of services being rendered but with the failure of the citizens to pay the councils are left at a cross road. The council relies on the rate payments but due to uncertain payments the councils have since failed to adhere to the service provision. High unemployment levels have led to the people to fail in paying rates. According to Simpson (2015) people in Marlborough failed to pay their rates at the district council, the council has since considered legal action against ratepayers .Hence the council fails to provide the services its mandated to provide in relation to the reports the study will look at the rate payment levels at KCC and fill in the gap by further analyzing the reasons for the late payment and debt owing of the residents through interviews.

### **2.8.2 Lack of operational expertise**

The level of operation by local authorities mainly in the engineering department has been amounted due to poor machinery and lack of skilled personale who have left as a result of poor salaries. Aminuzzman (2010) in a study he conducted argued that the challenges facing service delivery at local authorities is the limited manpower and resources. The machinery used by the councils engineering team has since failed to maintain as it is outdated and slow. Aminuzzman (2010) in his research conducted a thorough research but failed to apprehend the main issues that have led to the limited manpower hence the study will fill in the gap by reviewing the issues that have led to the limited manpower in a field research. Hence the councils in Zimbabwe are operating with a shortage of heavy machinery such as graders, garbage trucks and fire brigade vehicles. The machines are also underserviced due to lack of funds. Computers are not up to date with the latest technology and they continue using the manual system which reduces the performance and leads to loss of information.

The liquidity crisis has led to failure to treat water and repair roads hence compromising the service delivery of the community. According to the Rwende (2017) Harare city council has blown \$1.2 million hiring vehicles for refuse collection .Due to lack of garbage vehicles Harare city has failed to collect garbage resulting in diseases outbreaks in Mbare suburbs. The challenges mentioned above reflect more on all local authorities hence the study tends to fill in the gap by addressing the challenges of Kadoma City Council through interviews and questionnaires.

### **2.9 Service Delivery in Developing Countries**

Service delivery in developing countries has since remained at an infant stage in developing countries. Byaruhanga (2010) in his research asserted that the major concern of doubt to most analysts is because most people argue that services in developing countries have failed to be efficiently and effectively be delivered. He goes on to argue that the developing countries that went on to plan efficiently for service delivery programmes are assassinated by public administrators in their bureaucracies and designations. Developing countries as observed in a research by Byaruhanga (2010) as being plagued by poor service delivery basically due to poor and corrupt officials in the middle stages of management or leadership. In developed countries the systems of checks and balances has been built into government structures which formed the core of good governance. The study will fill in the gap in assessing the nexus between the local

authorities in developing countries in coming up with the main issue that has plagued the service system and hindering the potential of the role that's supposed to be played by the local authorities.

Shah (2005) in a research articulated that traditionally, public trust in public sector performance in delivering services consistent with citizen preferences has been considered weak in developing countries. The local authorities in developing countries differ as required by law. South Africa, India, Brazil and Chile's local authorities are recognized by the constitution. Hence the levels of services provided differ according to legislation. According to the urban council act 29, 15 Zimbabwe has the power to provide numerous services but however local authorities are not recognized in the constitution whilst the local authorities in other developing countries, their roles, According to Anwar (2006) in India and South Africa the local governments role in delivering local services is minimal and largely focus on delivery of municipal services. The local authorities in Zimbabwe have a huge role to fulfil whereas some of these countries like South Africa is mainly constituted with municipalities which cater to a limited number of citizens. Dr Ngubane (2005) in his study argued that Zimbabwe's municipal systems have many characteristics of all administration systems of other SADC countries. Hence because of the amount of work to be done it fails to control the services on a daily basis as per demand.

Namibia partnered with NGOs to lobby the problems of service delivery through implementing policies that would reform the local government have more power to manage its affairs. Schwella et al (1996) in his research argued that the local government in Namibia has an inappropriate allocation of functions and powers which is a significant nexus between South Africa and Namibia.

In Nigeria according to the world bank (2004) the infrastructure is grossly inadequate in terms of quality and quantity .according to Lawal (2014) the developing countries local authorities service delivery is poor and caused by corruption and mismanagement of resources and poor government funding. The Nigerian roads in Alabi and Ocholi (2010) research were regarded as the lowest in density in Africa .Many countries in developing countries face problems of inadequate water supply which is vital to human survival. Service delivery in Africa is usually neglected due to economic meltdowns that tend to affect the service delivery of local authorities

.However the service delivery of each country is largely unique due to the governing body and powers associated to the council.

Uganda the education sector children from the poor households had an enrolment that was lower than those in the higher class households .Due to unequal distribution of services the issues of inadequate buildings, poor attitude of staff and poor management was cited as the most serious constraints in council schools. The imbalance in education service delivery has led to a problem of low levels of education in Uganda because of lack of strict attention on education as argued by Byaruhanga (2010) in his research study. A healthy and an educated society is necessary to human development .The quality of health care services was rated poor by the beneficiaries though some improvements were noted in the past five years. According to Byaruhanga is his study on Uganda the worst quality the lowest rated attribute of health service delivery included in the survey was availability of drugs with 50% of households in all regions rating their local authorities' health facility as poor. The most fundamental problem affecting service delivery by local authorities in developing countries is the gap that's widening over financial assistance and resources and the spending needs of municipalities. Due to a high population growth rate the services face a lot of demand hence leading to a deficit. The local authorities in most developing countries are largely similar but however the gap will be covered by the case study of Kadoma City Council.

### **2.10 Role of Local Authorities in Developed Countries**

In developed countries local authorities play a vital role in people's lives and the people actively participate in the day to day running of the services to satisfy their needs, hence in bringing out the developed countries local system it manages to show the major necessity of a well-structured system that should be adopted in Zimbabwean local authorities. According to a case study conducted by Rosenbaum (2013) USA's local government has everything from worrying about controlling or eradicating mosquitoes to carrying out public education functions, to having wide ranging and significant urban planning authority. In the case study Rosenbaum (2013) asserted for examples the local government of Miami Dade County an urban county in South Florida, has approximately 200 major citizen boards that are created to facilitate public input in many areas of public policy.

The local authorities in the developed countries are mainly influenced by a good economic system hence it more Eurocentric and more advanced in technology, therefore the researcher will fill in the gap by drawing recommendations that could be used by the local authorities .Unlike in African countries local authorities in developed countries actively play their role efficiently by providing sound services. The participation of the public in service delivery is paramount as they can assist in the efficient delivery of services to create a sound environment that favours and caters to their needs .Hence USA has a decentralized local government that functions to satisfy the community through its multi members. In developed countries they have advanced technologies and systems that are liberal and democratic in nature. The local authorities represent the people and the citizens participate willingly in shaping the service delivery offered by local authorities. Spain is considered to be decentralized which is a good formula for good service delivery by local authorities. Independence by local authorities in developed countries has managed to limit the interference of the central government which has led to poor service provision in African countries. Corruption in local authorities has since been reported in local government but however in developed countries the impact tends to be over shadowed by the maintenance and management of sound services to the community. The study tends to fill in the gap by giving a clear cut distinction between developed and developing countries in terms of service delivery by local authorities showing the ideals of good service delivery in developed countries that should be incorporated and recommended to KCC in delivering good services.

### **2.11 Strategies to Improve Service Delivery**

Kiwis Count (2009) in a report on New Zealanders satisfaction with public services articulated the seven ways of improving service delivery in local authorities which included:

- The selection of the right people for the job .Services require a staff that's willing to help and assist the public, have good people skills and mainly focused on solutions.
- Ensure adequately trained staff on how to deal with the community.
- Make certain that the staff has the knowledge and experience to meet the needs of the citizens. The staff should know the services the organization offers
- There should be accountability and transparency in terms of funds as there should be an explanation on the poor service delivery.

The government may embark on public private partnerships that ensure that the services the local authorities may fail to deliver on its own it may partner with the NGOs or non-profit organizations as asserted by Byaruhanga (2010).The aim would be to improve the service provision to the community and to attain more funds through other organizations internationally or locally .NGOs aim at efficiency and effectiveness of the community as their main goal is mainly centered at developing the community and enhancing the lives of the people through service delivery in developing countries . Parasuraman et al (1985) asserted that the improvement of service delivery is primarily based on improving the effectiveness and efficiency of the way in which service delivery is delivered. Makanyeza et al 2013 in his research noted Jooste (2008) indicating that the use of public values, institutions, and service market in contracting can actually improve service delivery.

USAID (2010) in a study propounded that local councils should allow the participation of the community fully the development plans. The community is the customer hence the customer should participate in the processing of the products to ensure customer satisfaction and guarantee. An increase in citizen participation in the affairs if the council, partnerships with the community in service delivery, flexibility in managing complaints from the service user, and ensuring that the service users pay their bill on time, strategic policy service planning and partnering with other players which include civil societies in improving service delivery Makanyeza et al (2013) noted in a research by Sifile et al. Ribot (2002) proposed that there should be a need to set up regulatory institutions at lower levels of the government, whose thrust is to strengthen capabilities.

## **2.12 THEORITICAL FRAMEWORK**

Local authorities is service delivery are at the core of human development. The services provided by the local government are essential and are regarded as a basic need to human life. The study is driven by the theory of human development. The human development theory was propounded by Amartya Sen and developed in the 1980s.The concept is in the field of International development. UNDP (2014) has defined human development as the process of enlarging people's choices, to enjoy a decent standard of living. Human development advocated for the participation of the community in decision making .Local authorities work hand in hand with the community to achieve their objectives and provide adequate services that would better the

community development. The idea of human development emphasize on improving the livelihood of the people through educational services and an improvement in individual choices through efficient services. Local authorities have the power to build schools and provide services such as roads, healthcare, housing, sanitation and collection of refuse, these are the main services provided. The key issue is that in order for human development to occur there should be a good environment with proper and adequate services for all the people. Services should be efficient and effective to suit the needs of the people .Basing on this theory, the research will show how the local authorities play a role through service delivery in shaping the development of humans within the society.

Six pillars of human development are:

- Services should be provided as per need to promote a fair environment for both men and women in education and health care.
- Each and every individual has the right to access equal amount of services
- Social programmes should be able to provide a productive participation of all citizens.
- Empowerment is the power to influence development by the people and decisions that affect their lives;
- Security guarantees peoples development in the future.

The pillars of human development by Sen are more Eurocentric they lack in local authorities of developing countries .For human development there should be good health and environments. According to WHO (2006) in a report prevention of diseases is through healthy environments. The environments have since been taken care of by local authorities being given power by the government to cater to the needs of the community through legislations.

Service delivery should be graded as per provision .The councils should be in a position to maintain and upgrade the services being rendered to the community. For a quality service to be recognized it should be consistent with the quality service attributes .The theory of development relates to the study, as the role of local authorities is to provide services that cater to the needs of the citizens within the community. Services rendered by local authorities are for the development of the community .Chapter 29.15 part v of the urban council act councilors are chosen by the people .The people actively participate in selecting a chancellor that would represent the community to address the plight of the people within the council. The theory helps one

understand the impact of service delivery to the development of the people. Hence the study will show how KCC has influenced the service delivery and how it has managed to develop the community socially and economically through service delivery in Kadoma.

However the theory fails to come up with ways to curb challenges faced by local authorities in improving the services to suit the standards of health and good environment as they tend to suit more in developed countries. Hence the study will fill in the gap by providing recommendations and solutions to efficient service delivery. The theory mainly focuses on the highlight of human rights and development of the people but fails to highlight on the causes of poor service delivery to improve human development. Shah (2005) asserts that a good local governance is not just about providing a range of local services but also about preserving the life and liberty of residents, creating space for democratic participation and civic dialogue, supporting market led and environmentally sustainable local development.

### **2.13 Chapter Summary**

The chapter comprised and dealt with scholarly views on the case of service delivery by local authorities and their role in providing services. Legal frameworks which constituted the laws that guide the local authorities has been highlighted, the mandate set for local authorities to adhere to. The theoretical framework which was in relation to the study was highlighted which is the theory of human developed .factors affecting service delivery ,the challenges faced by local authorities in service delivery ,the service delivery in developing and developed countries and the strategies were incorporated in the study from different literature ,highlighting different views and results.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

In conducting a research study various methods were used in the collection of information and numerous sets of stages done in a certain procedure to execute the study, hence able to align with the objectives of the research. The research looked at local authorities' role in service delivery paying particular attention to Kadoma City Council. A qualitative and quantitative methodology of study was used to look at the role being played by KCC towards service delivery in Kadoma. The chapter outlines the research design used which was a case study that covered one local authority which was Kadoma City Council. A representative sample of 119 residents participated in the study, these were selected using systematic random sampling in 17 wards. The chapter also gives data collection methods used in the study that included questionnaires, interview guide and secondary data from sources such as books, newspapers and journals about service delivery. Ethical considerations were made during the study.

#### **3.1 Methodology**

A method of triangulation was used that employed both qualitative and quantitative to unveil the operations of Kadoma City Council. Qualitative research is designed to reveal a target audience and the perceptions that drive it with reference to specific topics or issues. It uses in depth studies of small groups of people to guide and support the construction of hypotheses Quinn (2002). The main method used was qualitative as it gives a more analytical detail of information on the role of local authorities in service delivery, also managed to understand the subject's background being studied. Qualitative helped the researcher in bringing out the connection and interaction of the community and KCC in service delivery. The information obtained from qualitative method gave an advantage to gain information that is in depth, filled with opinions on the operations of Kadoma City Council. The information collected from qualitative research was used also for the quantifiable presentation on data pertaining the quality of service being provided by KCC to the residents in Kadoma analyzing the role of local authorities in service delivery.

### 3.2 Research design

The research was focused on Kadoma City Council with the main objective on the role played by local authorities in service delivery. A design of evaluated research, enabled an explanation of different cases in Kadoma on the service provision. Churchill (1987) defined research design as a tool for the networking, collection of data gathered and analyzed. A triangulation method was used that constituted of both qualitative and quantitative research techniques. The researcher was able to analyze the role which local authorities play in service delivery through methods of data collection which included questionnaires, observations and interviews.

### 3.3 Target population

The population of Kadoma is estimated to be at around 176 000 CSO (2002). The techniques used for sampling was the random sampling which centred on 119 people from the total population of 17 wards to participate in the research on the role played by KCC towards the promotion of service delivery in Kadoma. The selected sub groups represented the population of Kadoma to come up with conclusions. The table below illustrates the sample techniques and population size used in the research:

Table 1

<b>Targeted population</b>	<b>Sampling size</b>	<b>Technique to collect data</b>	<b>Type of sampling technique</b>
Male and female residents	119	questionnaires	Random sampling
Councillors	7	interviews	Purposive sampling
Council staff	20	interviews	Purposive sampling

**Source: primary source**

#### 3.3.1 Population sampling

Samples are used in research rather than work with the whole population because of the costs in terms of funds, time and materials that can be involved in surveying the whole population. A sample can give a true picture of totality if it is properly selected. The researcher out of the whole population selected units based on a sampling technique that would give results

represented by the citizens. The research did not constitute of all the residents in Kadoma, only a certain number was allowed to participate who were picked at random.

### **3.3.2 Sampling technique**

The researcher used both purposive and random sampling to attain information, if the sample is really representative, the results would be reliable and valid Singh (1994). This study covered all seventeen wards of Kadoma. Random sampling is more inclined with the researchers study technique as it covers more ground. A systematic random sample is obtained by selecting one unit on a random basis and choosing additional elementary units at evenly spaced intervals until the desired number of units is obtained. A representative from a population of 119 Kadoma residents participated in this study, were knowledgeable about the service delivery by KCC. The qualities included were the number of years one has stayed in the area. This was drawn from low, medium and high density suburbs of Kadoma that includes Rimuka, Ingezi, Waverly, Westview and Eiffel flats. Seven participants were randomly drawn from each ward to give a representative population of 119 residents. Systematic random sampling was used to select seven houses to participate in each ward. Only one respondent was selected from the selected house. The interval from one house to another was 133 houses calculated by dividing the population size by sample. However it was not possible to count houses one by one, an average number of houses per street was used to determine the interval. On average a street had 40 houses, therefore the interval of three streets was used. Using systematic random sampling gave equal probability of selection to each resident in Kadoma.

### **3.4 Data collection**

The information collected was from both primary and secondary sources as required by the study and it utilized qualitative information. Primary information was collected through questionnaires and interviews. Secondary data was collected through desk studies of KCC's budgets, strategic plans, and full council minute's reports, including newspapers, journals and books on service delivery. The study used mixed instruments, in which more than one instrument is used and this is referred to as triangulation. The use of the triangulation method was used to mix instruments whereby more than one is being used, that included a questionnaire, interview guide and secondary data to obtain adequate information for this study.

### **3.4.1 Observation**

The observations were conducted by observing the general surroundings of the areas of Kadoma city which were being regarded as attaining services. The quality determined the level of services being delivered for example in the housing provision , health, lighting, roads, fire and ambulance, refuse collection, water and sanitation in Kadoma ,in a bid to assess the role of local authorities, analysing the services that are provided by KCC to its citizens. In particular this study looked on adequacy of these facilities and the quality of services that are provided by KCC.

### **3.4.2 Interview**

Information from key informants was obtained through interviews. The interviews were to acquire information for the researcher to be saturated with any new and any information which was to be obtained from key informants on the role of KCC in service delivery .The collection data through interviews, involves presentation of oral verbal stimuli and reply in terms of oral-verbal responses. This method can be used through face to face interviews and if possible through telephone interviews. The study used personal interviews which were conducted in residential areas of the participants. Interviews ensured that the researcher obtain more information from the residents about the current state of service delivery in Kadoma. However, the method is very expensive, especially when a large and widely spread geographical sample is taken. According to Kothari (2004) interviews allows the discovering of underlying motives and desires. Thirty residents of Kadoma area were interviewed. The interviews questions were structured following a rigid procedure laid down, asking questions in a form and order prescribed.

### **3.4.3 Advantages of interviews**

- The rate of response from interviews is high;
- The Collection of information is immediate;
- The researcher can gain more information through body language and gestures to get a clear picture Walliman(2011);
- The line of questioning helps the researcher remain in control during the session.

### **Disadvantages of interview**

- May take long to respond in setting a meeting due to busy schedules; hence time consuming.

- Can be costly requires a lot of people to conduct interviews hence personnel costs.
- Information from responses may be biased.

### **3.4.5 Questionnaire**

The main data collection instrument used in the research was a questionnaire. A questionnaire constitutes of a multiple questions that are typed and printed in a definite order on a form or set of forms. The merit of a questionnaire is that it is low cost even when the universe is large and is widely spread geographically. The questionnaires in this study were hand delivered and collected. The Questionnaires comprised of open ended and structured questions. Some of the questions were in contingency format, which required the respondent to place a tick. Singh (1994) says that open ended questions give respondents a chance to respond freely. These types of questions were also utilized. Eighty five residents (comprised of 5 from each of 17 wards) completed the questionnaires.

### **3.4.6 Advantages of questionnaires**

- They are quick and can be conducted easily to a large number of target audience as they can be distributed by hand.
- The format can help the respondents to respond freely in answering the questions.
- They give room for communication as respondents can ask each other questions on the subject.
- It is practical.

### **Disadvantages of questionnaires**

- Lacks validity
- Fails to tell if the respondent is being truthful or not.
- Does not truly show how much effort the respondent has put in answering the questions
- The respondent may be forgetful or may not be thinking in the context of the situation.

### **3.5 Data analysis**

The Information was not only obtained from field work, as minutes from full council meetings , general reports from stakeholders, articles from the newspaper, use of questionnaires, conducting interviews and sources literature were used to back the evidence found from the research findings. The analysis of data collected was descriptive and inferential. The data collected was coded, arranged, calculated in percentages in order to facilitate interpretation and drawing of

conclusions. Boone and Boone's (2012) advice was followed whereby descriptive statistics are recommended for ordinal measurement scale items include a mode or median for central tendency and frequencies for variability.

### **3.6 Summary**

The chapter looked at research methodology that was used in the study on the role of KCC in service delivery. The collection of data was a success as the information obtained was from both residents and key informants. The method of triangulation gave the researcher a chance to analyze the data collected in qualitative to quantitative simultaneously. The sources used constituted of interviews, observations, questionnaires and field notes in the collection of data. In collecting the data the researcher was guided by the objectives which were met. A qualitative and quantitative methodology was used with a research design of a case study. A representative sample of 119 was drawn from all the 17 wards of Kadoma City that included high, medium, low densities. Systematic random sampling was used to select 7 participants from each ward. The following chapter will be looking at the presentation and analysis of data into results.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.0 Introduction**

Research findings were presented in this chapter, information was analyzed and discussed obtained from interviews and questionnaires and desktop studies. The main objective of the research was to determine the role that is played by local authorities in service delivery paying particular attention to Kadoma City Council. The findings are based on the objectives of the study outlined in chapter one. This chapter starts by presenting the demographic characteristics of the sample population, focusing on sex of respondents, period stayed in Kadoma and the educational background. The motive is to discover the type of people and their views and opinions towards service delivery in Kadoma. The other sections in this chapter include interview questions that are indicators of good service delivery by; local authorities and the degree in which KCC has played its role towards the promotion of service delivery in Kadoma and also the challenges affecting KCC in its quest to become a service sanctuary.

#### **4.1 Response Rate for questionnaires**

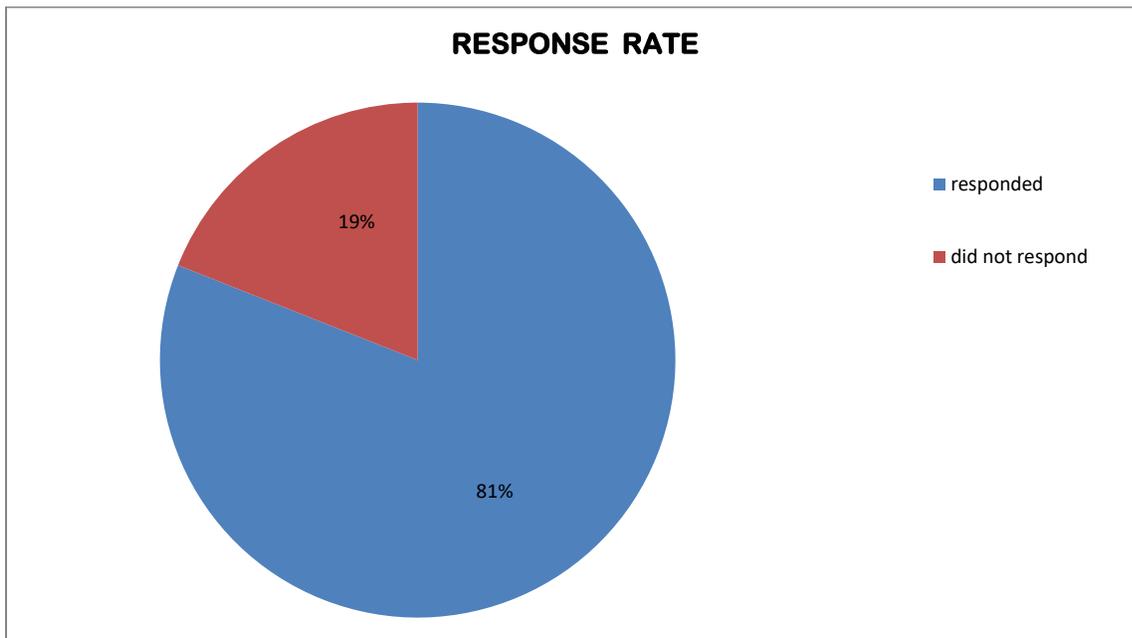
Respondents from the research were corporative, out of 85 questionnaires only 69 were successfully completed with a response from both male and female as represented by the table below. Out of 80 questionnaires administered to residents, 66 were completed giving a percentage of 83% and 3 out of 5 questionnaires administered to councilors were completed giving a percentage of 60% the total percentage of all questionnaire administered was 81%. The response rate gave the researcher a clear perspective on the study as the majority of respondents were able to participate.

**Table 2**

<b>Group targeted</b>	<b>Administered questionnaires</b>	<b>Total response</b>	<b>Response percentage</b>
residents	80(55women and 30men)	45 female and 21 male	83
councilor	5	3	60
Total	85	69	81

**Source: primary source**

**Figure 1 is the illustration of the response rate using a pie chart below**



**Table 3: response rate of interviews**

<b>Group targeted</b>	<b>To be interviewed</b>	<b>interviewed</b>	<b>Percentage of response</b>
employees	20	6	30%
councillors	7	3	43%
total	27	9	73%

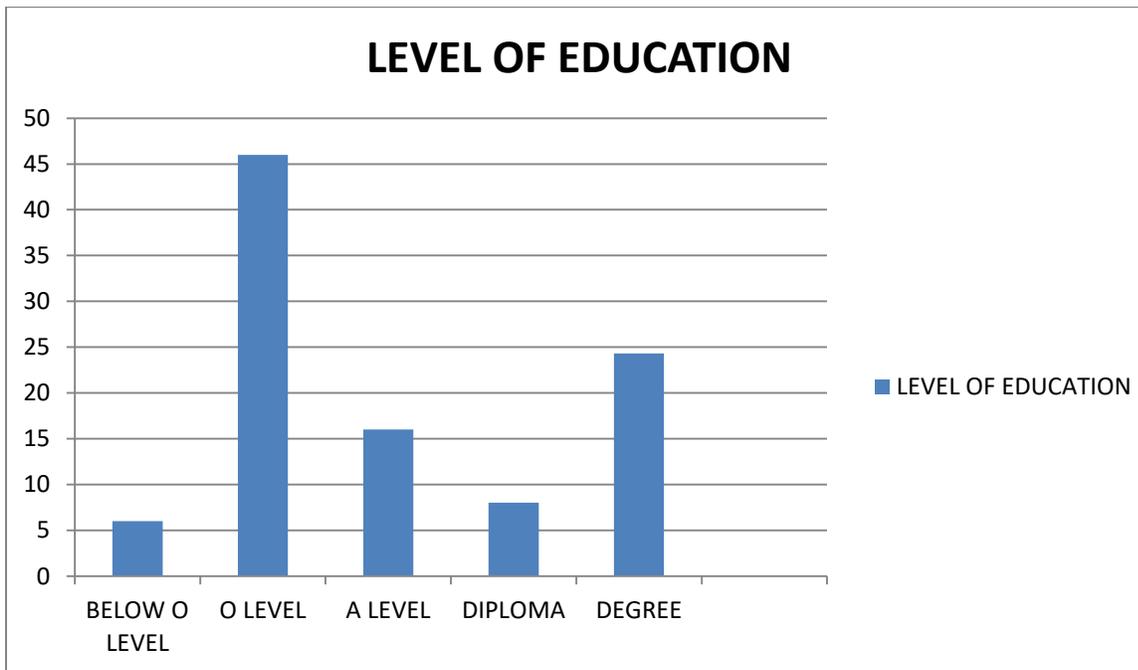
**Source:primary source**

The table above indicates that out of 27 interview targets between councillors and council employees only 9 were able to participate giving a percentage of 73% and the rest failed due to work commitments and attending to council business.

#### **4.2 Respondents educational background**

The respondent's level of education was vital in the questionnaire due to the assumption that knowledge and understanding is a vital tool to gain and know fully the operations of KCC in service provision. The respondents were grouped into eight categories of educational levels that are below ordinary level, ordinary level, advanced level, certificate, diploma, degree, master's degree and doctorate degree. The research findings shows that 46%, the majority of the respondents are educated enough to understand and rate the service delivery of KCC. Referring to fig 4.2 below it can be deduced that most of the respondents received their education. 23 were degree holders, 46 respondents had an o level, and 16 had gone up to a level. Very few respondents had a diploma who were 7 and 6 were below ordinary level.

Figure2 shows the percentage of the educational levels of respondents who participated

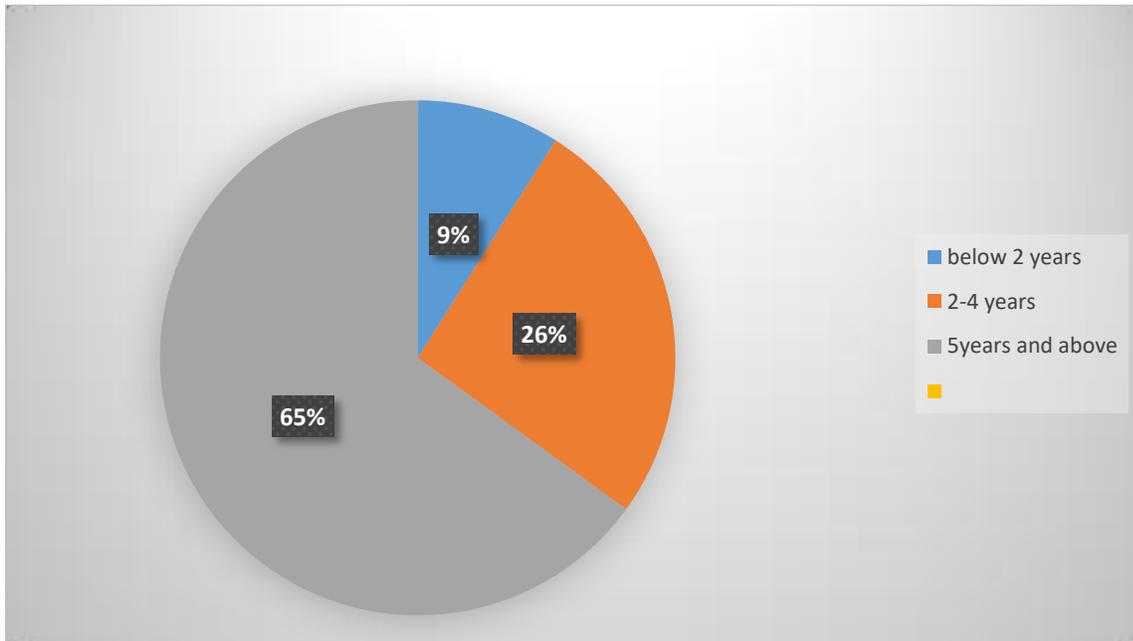


Source: primary source

#### 4.3 Categories of respondents by period lived in Kadoma City

The data collected was from the respondents residing in Kadoma. From the findings 65% of respondents resided in Kadoma for at least five years and above, 26% have been in Kadoma for two years and below, 9% resided for not more than two years. Majority of residents 65% indicated to have stayed long in Kadoma, hence the information is reliable as they are familiar with the Council service provision. The responses in this research also help the researcher to understand the quality of service delivery in Kadoma whether it is improving or declining basing on the lifetime experiences as Kadoma residence. The pie chart below shows the duration of stay of respondents in Kadoma City.

**Figure 3 Shows duration stay of respondents**



**Source: primary source**

#### **4.1 Role played by KCC in service delivery (question 1)**

##### **4.4.1 Water and Sanitation Services**

The researcher, managed to determine the role local authorities play in service delivery through the data collected highlighting the various services particularly delivered by KCC in Kadoma which was one of the objectives of the study. One role of local authorities in service delivery is the provision of water and proper sanitation to its residents. Council should always provide people with adequate water, water is a vital necessity of one's life, and it is a need .Through Interviews with key informants and questionnaires revealed that access to water in Kadoma is heavily challenged. Tape water has been reported to be expected not often as it's supposed to be regular and available at all times. Residents in kadoma from the research argued that KCC has failed to play its role in providing the people with safe and clean water, areas like GBs, SQs, Rimuka and Ingezi. Areas in low density suburbs hardly at times have enough water to cater for the day to day requirements that may need water. The research findings show that the council has failed in some new low density suburbs to establish water and sanitation, hence people who relocated to these areas have resulted to the use of the bucket system or going to the bush to

relieve themselves .This can be seen as a result of KCC failing to safeguard the lives of the community with ready services.

#### **4.4.2 Housing Services**

KCC managed to engage itself in providing people with shelter, the role of KCC in service delivery can be noticed through its housing schemes that were recently offered to the community. Its engagement in the right to shelter by offering stands can show that it has managed to be relevant to some extent. The research findings indicate efficient service delivery by Kadoma City Council which can be noted through housing services .The role of KCC in most recent years has been evident recently by the offers of stands engaging itself in the housing schemes at a low price and the citizens responded positively, also shows the role being played by KCC .The council managed to upgrade the Nissan houses that were built years ago into proper houses meant for a family. The researcher managed to visit the area where the houses are located and upgraded as evidence the research shows below a picture of before and after house upgrade of the Nissan houses popularly known as musana yenzou

**Before**



**After**



#### **SOURCE: FIELD WORK**

The picture above shows some remarkable efforts that were made by KCC in improving housing units at the Nissan houses. The results obtained shows that Kadoma City Council started a project called Victory Park and Golden heights, this projects saves to foster in the goals of the ZIMASSET. The Housing manager in an interview highlighted that the main aim of the Victory park project is to reduce the population in over populated areas, this project is called the pay for

your services scheme that the beneficiaries pay for their own services with monthly payments towards development. A housing officer interviewed mentioned the Victory Park housing scheme saves to improve service delivery, the area has about 8 schools ,a park ,clinics and constitutes at about 3000 houses ,the project was mainly aimed at the residents living in the GBs and SQs.

#### **4.4.3 Educational Services.**

Another crucial aspect to consider in the research is the role of KCC in educational services. Educational facilities are provided by the council to its citizens, this is a significant indicator of good service delivery and also shows the role being played by KCC. KCC is engaged in the education of Kadoma citizens, managed to provide the people with schools namely Munhumtapa, Westview, Waverly and Chemukute Primary as attained in the research. The council schools have enrolled estimated 300 children in each school. KCC in terms of education it plays a key role in ensuring good education and aims to produce a well-educated community. Libraries were also built to cater for the citizens and students to study and read books hence this shows the effort being made by KCC towards developing the human mind in Kadoma, whilst playing its role in service delivery. KCC has upheld the right to education. The research findings also show that KCC has leased its 5 pre-schools to individuals to assist the Department to run the centers, which show its contributions towards the attainment of child friendly city status. From an interview conducted with key informants it shows that KCC funding from the government has not been active in years, Hence the library for example has dilapidated and in dire need of a renovation and be up to date with the latest technology. Hence from the study research council has managed to provide people with good services but however has failed to maintain the service provision in increasing the standards.

#### **4.4.4 Health Services**

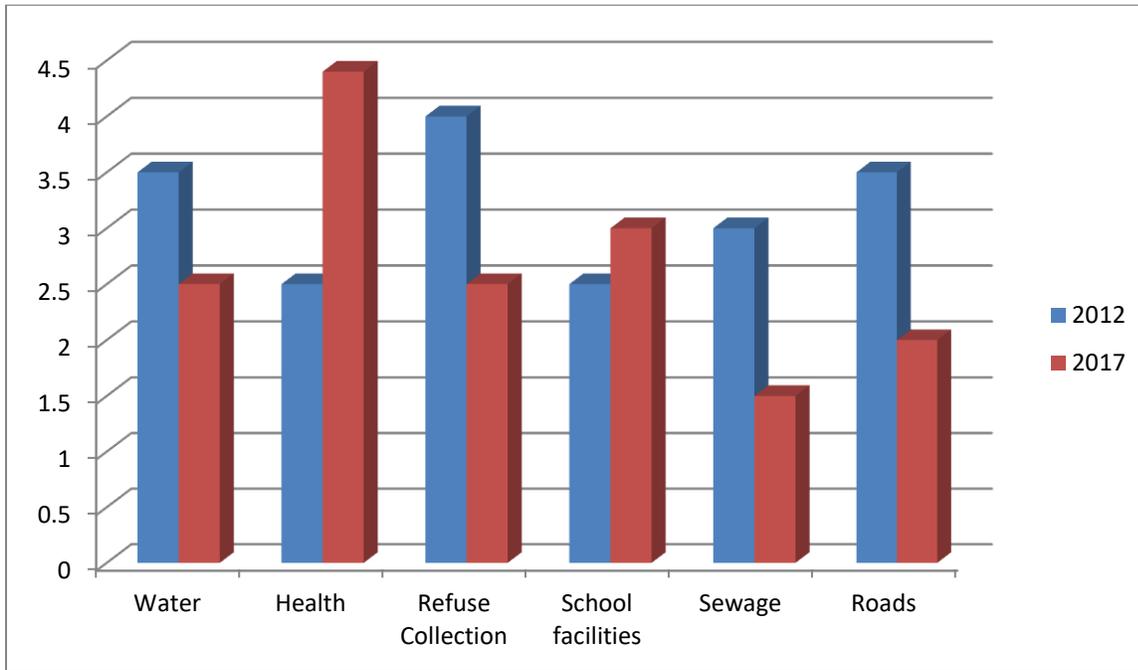
The other role local authorities' play in service delivery is the provision of health services. KCC has managed to engage in the health department by providing health facilities that offer low cost medication and treatment for also those with HIV/AIDS. The OI department takes care of those with HIV .The role of KCC in the health services has managed to cater to the poor and unemployed citizens as at times offers free medication .Key informants interviewed in the research argued that the resources available at KCC health department are inefficient and sometimes fail to meet the demand, also the equipment is not enough including the drugs, from

the findings the researched discovered organizations such as GIZ which donated a generator and UNICEF which helped in supplying medication to the community at a lesser cost. It should be noted however through an interview with some councilors that council has made great strides in provision of immunization at Rimuka and Chemukute Clinic. Some respondent's views on Health Service are of the view that there is no clinic in new suburbs such as Munhumutapa, and Westview, residents travel long distances to get medication and sometimes are referred to the pharmacy were its costly due to shortages of medication. From the findings it shows that the clinics in Kadoma serve close to 100 000 clients, therefore its increasingly doubtful that KCC has managed to play its role effectively .KCC has been regarded as an effective council with an annual growth rate of 2.4%, however the role of KCC is to improve and maintain the services to the people as per need and should be readily available basin on that notion and the findings, the health department is yet to provide effective services.

#### **4.5 Rating effectiveness of KCC role in service delivery in Kadoma City (question 2)**

The respondents rated the role of KCC in service delivery as ineffective and inefficient, as substandard and an embarrassment. Discussing on the effects of poor water and sanitation in an interview with a health officer, rated the services to be poor, he went on to confirm the cholera outbreak cases that occurred in 2008 were mainly experienced in the GB/SQ areas because of the high levels of unclean limited toilets and continuous burst of sewages in an overpopulated environment. Kadoma population projected at 176 000 CSO (2002). The councilors in an interview were taken by the living conditions within the council leased houses that were built during the colonial period and have since not been renovated, from an observation made the researcher noted that the residents shared communal toilets hence this practice can be considered to be ancient and outdated due to the rapid population growth in urban areas. Hence the effectiveness of KCC due to the research findings is questionable. At this juncture these areas are now over populated with no water coupled with unclean toilets a situation which is causing people living there with no options besides to use the bucket system. In an interview with a council employee she argued that the councils services were below standard due to lack of funds and the failure of the residents to renew their leases from which some of the revenue be used for service provision hence it has become a challenge .

**Figure 4 Shows Service Provision Rating by Residents in Kadoma**



**Source: primary source**

The graph above clearly shows that there is a sharp decline in service delivery between the year 2012 and 2017 in areas such as water services ,refuse collection, sewage and roads, while the health services is one of the areas in which KCC has made some improvements. The data collected from the findings showed that citizens are not pleased with the council’s operations as they pointed out that there are instances where residents are sent high charges and not consistent with the quality of services they are providing to the community. 66 respondents from the questionnaire responded not up to date wit council bills because they have not received the bills. In most cases the water meters are not functional and in other cases water lastly came out of their taps ages ago. From the findings the Sanitation facilities in Kadoma was considered to be inadequate. The respondents mentioned about the sewage bursting continuously in their places of residents, the council would attend after a long period of time exposing people to various pathogens, hence were rated unfair.

#### **4 .6 Barriers and challenges to service delivery in Kadoma City (question 3)**

The role of KCC in service delivery is to maintain and sustain the services that are delivered to the community but however due to certain factors it has failed to fully play its part. The amount of services the council is to provide should be able to sustain a good living condition for the

people. In their quest to provide good efficient and effective services they have been affected by many factors as discovered from research findings. The barrier to service delivery discovered from an interview with a council official which has led to poor service delivery is as a result of poor governance and lack of educated employees without the attainment of higher education who lack the skills and knowledge on council business. The research conducted at KCC, from the data collected 65 respondents regarded the cause of poor service delivery as a result of poor debt collection methods, corruption and embezzlement. The 25 however regarded it to be as a result of inadequate equipment lack of power to enforce payment of rates. In an interview conducted during the research the council relies on the rate payments made by the citizens to provide sound services to the community hence their failure has contributed to the poor services. The finance manager argued that the poor services are as a result of failure by citizens to pay their rates, more than 500 citizens of kadoma owe KCC money for the services. The table below is clearly showing low incomes being collected by the council from the rate payers which does not tally with the billing, with locations such as Rimuka and Ngezi where large population is living has a billing ratio of 23% and 32% respectively clearly clarifying the decline of service delivery in Kadoma.

**Table 4 below shows the Billing Collection Efficiency by area to July 2017**

<b>AREA</b>	<b>BILLING</b>	<b>COLLECTION</b>	<b>RATIO</b>
<b>TOWN AND L/DENSITY</b>	<b>2,668,897</b>	<b>1,462,367</b>	<b>54%</b>
<b>RIMUKA</b>	<b>1,930,278</b>	<b>440,190</b>	<b>23%</b>
<b>NGEZI</b>	<b>453,280</b>	<b>146,773</b>	<b>32%</b>
<b>WAVERLY</b>	<b>279,474</b>	<b>171,422</b>	<b>61%</b>
<b>EIFFEL FLATS</b>	<b>584,673</b>	<b>369,975</b>	<b>63%</b>
<b>VICTORY PARK</b>	<b>940,997</b>	<b>549,627</b>	<b>58%</b>
<b>TOTALS</b>	<b>6,877,598</b>	<b>3,140,355</b>	<b>46%</b>

**SOURCE: KCC (2017) Budget mid-term performance review**

Key informants from Kadoma City Council's, Health Department and two councilors in an interview argued that the government has since been dormant and it has not lifted a hand to help in improving some of the services. In month of July 2012 the maternity fees were promised to be

reimbursed by the government but to no result as they have received nothing as of late. The council's role to deliver proper services such as health facilities has since been problematic and a challenge on its own. There has been reports of theft from employees who assist the residents in paying their bills, Late last year basing on the research findings the auditing team discovered a lot of money that was embezzled from the rate payments, Hence this has led to inadequate services and council failing to live up to the standards expected of a local authority. Reports also were made by residents on sewage officers who have requested money for the services without the acknowledgement of the council even conducting private services to fix the sewage issues, this limits the councils revenue and its ability to play its role in service delivery as money meant to upgrade and channel to service provisions being taken by employees for their selfish needs. Council needs a system that can dictate and properly deal with these issues of bribery, extortion and embezzlement earlier to attain its tinted prestige. Therefore one may argue that councils role in service delivery can be regarded as weak and in effective.

The council operations require a certain number of employees in each department to effectively play their role in service delivery but due to financial crisis and the councils back pay problem on staff salaries the researcher managed to gather information of the available employees versus the expected employees for the smooth operations of the council. These issues of limited staff has resulted in the poor service delivery as council fails to respond to the residents cahiers. The table below shows the expected staff required and the available staff at KCC from each department.

**Table 5 shows a shortage of employees at KCC**

<b>STAFF</b>	<b>STAFF AVAILABLE</b>	<b>NUMBER REQUIRED</b>
<b>engineer</b>	<b>1</b>	<b>15</b>
<b>Town planner</b>	<b>1</b>	<b>5</b>
<b>surveyors</b>	<b>1</b>	<b>5</b>
<b>Health officers</b>	<b>150</b>	<b>600</b>
<b>Fire officers</b>	<b>15</b>	<b>40</b>
<b>SUPPORTING STAFF</b>	<b>120</b>	<b>250</b>

**Source: primary source**

The shortage of equipment also is a problem in delivering services, from research findings the other cause of poor service delivery is the lack of latest equipment that functioning and always ready when needed. The table below shows the available equipment versus the required

equipment for council to improve its service and be able to play an effective role in service delivery.

**Table 6 shows Equipment shortages at KCC**

<b>EQUIPMENT</b>	<b>AVAILABLE</b>	<b>REQUIRED</b>
<b>AMBULANCES</b>	<b>2</b>	<b>15</b>
<b>WATER TENDERS</b>	<b>1</b>	<b>6</b>
<b>REFUSE TRUCKS</b>	<b>3</b>	<b>8</b>

**Source: primary source**

#### **4.6.1 Top-down approach to service delivery**

One of the challenges that has led to creating a barrier in service delivery from the research findings in an interview is a top –down approach that is used by KCC .KCC has failed to play and effective role due to a typical example is the full council meetings held by the decision making body of council staff, they are responsible for coming up with decisions within the council operations and the citizen are at the receiving end of the decisions made for them. The council meets monthly to discuss issues that are affecting the council and give annual reports. However basing on the state of the council operations, these meetings have brought no results to deal with the current state of services being delivered which are poor and substandard. The council in failing to play its role in service delivery has led the majority of the respondents to regard the council with no relation to the community. 65 respondents replied no and only 20% replied yes to the participation of the community in council operations. Following this the researcher observed that community involvement in the issues of service delivery is limited a situation that is contributed to the failure of KCC as a local authority in promoting service delivery.

#### **4.6.2 Politicization of council operations**

The role of KCC has been undermined looking at council operations and politics, council operations are interwoven especially because of the fact that councilors are voted to represent the people and represent a certain political party. Hence due to different political backgrounds this may lead to misunderstandings in decision making. The researcher clearly noted that the council must operate to the benefit of all citizens .In an interview with the council officials they highlighted that this was not the case at KCC, the study findings shows that politics is affecting

the smooth operations of the council, in their quest to promote service delivery in Kadoma. Observing the councils officials, the Mayor is affiliated with the MDC party whilst the majority of councilors are pro ZANU PF hence in coming up with a good alternative to improve service delivery may be difficult. In an interview with a counselor, she pointed out that the loyalist of the ruling party are taking advantage to bulldoze and exploit council resources. Therefore this has amount to hindering the improvement of service delivery. Councilors are also failing the people as they are not representing the people to foster KCC to promote service delivery. The situation is further worsened by the fact that councilors have a limited educational capacity and experience to monitor and enforce local authority officials to promote service delivery. One of the KCC officials reported that councilors lack the knowledge on council's role in service delivery, they also have failed to make a follow up on the issues raised in the meeting to safeguard and put checks and balances on the council's ineffectiveness.

#### **4.6.3 Lack of transparency and accountability**

Lack of transparency and accountability has led to the hindrance and interference at KCC in playing its role in service delivery. This can be noted through the way in which auditing is conducted .This study noted that council budgets are not reviewed regularly, in an interview with a councilor from ward 13, pointed out that during his 5 year stay in Kadoma only this year is the first time to get information about council operation that were published in the performance review, owing to the fact that Kadoma City is being celebrated 100 years this year. Another stumbling block discovered in the research findings to service delivery is the councilors who are failing to act as watchdogs on behalf of the citizens to monitor and audit council officials.

Respondents also made mention that despite councilors having limited capacities to foster transparency and accountability, councilors are also reported to be to be corrupt for self-enrichment especially on the issue of council stands. Consequently councilors of such caliber would also not risk their positions and comfortable living to address the issues of corruption but would turn a blind eye .This has however undermined the ability of KCC in addressing the issues of poor service delivery that have plagued the community. In light of this the researcher also noticed that the role of KCC in being transparent and accountable it can attract funding to improve services but however this has scared the donor in fear of mismanagement of funds that would be meant to save the community of Kadoma.

#### 4.6.4 Financial challenges

The research findings show that KCC is failing to improve services because of low collection of revenue which is at 49% subscribed to the negative attitudes of rate payers and shrinking industry base KCC budget mid-term review (2017). Financial resources is a serious challenge that threatens service delivery as it limits the council ability to promote service delivery to its citizens. When local authorities conduct budgets they are mostly found operating under a shoe string budget, they are faced with a serious challenge in providing adequate services to its residents and keeping up with the latest technology updates. Research from interviews shows that Kadoma City Council 's plan of adventuring into a capital project has since failed due to the exorbitant interest rates offered at 10-15% a figure which is still high when compared to international rates due to the reluctant financial outlets that have denied offering a loan to the council. One of the respondents at KCC argued that the problem being faced by KCC not only as a result of limited funds but as a result also of the departments shortages in expected standards. To further show that one of the limitation of KCC bid to promote service delivery are financial issues this study managed to gather financial information on local authority which is being represented by tables below.

**Table 7: Revenue review to July 2017**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>RECEIPTS</b>	<b>%</b>
<b>BILLING INCOME</b>	<b>6,497,309</b>	<b>6,143,823</b>	<b>3,013,458</b>	<b>49</b>
<b>CASH INCOME</b>	<b>1,540.354</b>	<b>2,211,917</b>	<b>1,540,3547</b>	<b>70</b>
<b>TOTAL</b>	<b>7,451,815</b>	<b>8,355,740</b>	<b>4,553,812</b>	<b>54</b>

**SOURCE: KCC (2017) Budget mid-term performance review**

The revenue review of KCC as represented above is clearly showing that the local authority is struggling to perform as expected due to financial constraints.

#### 4.7 Other Services Being Neglected by KCC

#### 4.7.1 Street lighting services

Respondents from the research complained on the council's negligence on street lighting .KCC is to provide street lighting as one of its role in service delivery. Street lighting was one of the services the council was failing to provide as indicated by the respondents. The street lights reduce violence and creates a safe environment for the community. From the research findings women in Rimuka community that is one of the main substandard locations in Kadoma pointed out that the residential area had no street lighting but only a tower light that would only cover a limited number of houses hence this has led to young boys and girls to be mischievous in the dark leading to unwanted pregnancies and continuous robberies. Respondents in the research pointed out that the street lighting among other services is vital as it creates a safe environment for the community

**Table 8 shows the state of roads in Kadoma City**

<b>Road types</b>	<b>Proportion % of rods in bad state</b>
<b>tarred</b>	<b>48%</b>
<b>Graveled</b>	<b>78%</b>
<b>earth</b>	<b>60%</b>

**Source: primary**

Services such as roads in Kadoma locations, during the rainy season residents reported the roads to be worse and unbearable .KCC resulted in filling the potholes with building blocks hence it was a temporary measure which failed. In an attempt to resolve these issues the residents appealed to the councilors for the local authority to rectify the situation but KCC has done little due to low funds. Council officers in an interview also were concerned with the state of the roads as they face difficulties in driving their cars from work to their respective areas they live.

#### 4.8 Community engagement in service delivery (question 7)

The research findings show that the council has failed to engage the community in service provision .Out of 85 questionnaires 65responded that the council has no consideration for the community ,20 responded that it had the community at heart. Basing on the data collected, residents regarded the council as not meeting the needs of the community. Residents interviewed argued that the council has failed to be more effective and responsive to the community,

therefore they have resulted in solving their own issues without the councils assistance for example issues of water and refuse collection .The residents have resulted to burning waste and creating waste site that violates various environmental codes. In this era of decentralization citizens should be given the opportunity to present their own ideas in which council can be helped to improve its services as part of the role it's supposed to play within the communities. The responses from questionnaires and interviews show that the majority of the citizens in Kadoma are not even knowledgeable of the role KCC is to play in service delivery. Furthermore the research findings concluded that the residents are not aware of their rights or to say their opinions openly on the matter of service delivery. Citizens must be in a better position to foster and demand the improvement of service delivery from local authorities if not well coordinated. The researcher also discovered that there are rifts between the residents in finding a solution to approach the council, as a result councilors in an interview pointed out that KCC capitalizes on the lack of unity of the residents and willingly deliver substandard services to the community.

#### **4.9 Measures taken by KCC to improve service delivery (question 5)**

Recreational facilities in the city are also in a deplorable state in an interview with the Assistant Housing Director that KCC made great strides by the resuscitation of parks and gardens, the reconstruction of Rimuka courts and the Rimuka Hall. According to the budget mid-term performance at KCC (2017) indicated that so far this year in a bid to improve services delivery through housing services they have facilitated the conversion of GBs and RBs into home ownership and allocating more stands at the victory park were servicing is now close. After a thorough analysis of the findings the researcher observed that KCC has not managed to promote service delivery through providing decent shelter to its citizens. Looking on accommodation status in Kadoma , according to a housing official places such as GBs ( General Barracks)has a population number of 3760 versus 386 houses, housing 3760 people and the single quarters has about a number of 586 houses and about 2930 in population on .Council in a bid to solve the issue it partnered with UNICEF and built a community toilet and recently according to some research findings council started a programme were residents would build their own family toilets ,but the programme was only good to those who could afford and the majority of the people in these areas failed to upgrade their living conditions. The council however in its initiative to improve in service delivery it has laid a burden on the community to improve their

own services hence this undermines the role of the council and yet only considered a limited number of people and failed to control and solve the problems of inadequate services.

The standards of housing services expected in urban areas which are supposed to be rendered by local authorities is below standard. There are quite a number of families who are living in overcrowding housing facilities because of the shortage and unaffordable housing facilities in the urban areas. KCC in its bid to deliver services to the communities in Kadoma it has failed to consider the needs of the poor especially in Rimuka suburb where the large population resides. The most unfortunate part is that due to economic meltdown coupled with high levels of unemployment, research findings show that most of the people especially women and youths cannot afford buying stands therefore it becomes problematic.

#### **4. 10 Chapter Summary**

This research has managed to analyze the role of KCC in service delivery relating to the objectives of the study. The failures of KCC in their quest to become a service sanctuary in Kadoma through various services it is meant to provide to the residents has contributed to the suffering of the citizens in Kadoma. The research also showed that KCC has made some efforts to improve service delivery especially through housing, education and health facilities but these efforts fail to accommodate the growing population of Kadoma. However of all services provided by the local authority, it shows that KCC has a lot of work to do in regards to its role in service delivery as a service sanctuary. Evidence from the research findings show Kadoma city not to be considered as a friendly environment for children. KCC is coupled with poor service delivery, and a weak citizen participation in matters concerning their city. In the success of KCC it has also been faced with multiple failures that have undermined its ability to play its role in service delivery. The following chapter will summarize, conclude and recommend some policies that can restore the effectiveness of the Councils role in its quest to provide sound services to the citizens of Kadoma

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMEMNDATIONS

#### **5.0 Introduction**

The chapter gives an outline of the whole study in summary .The research tends to fill in the gap of knowledge on what has to be done, outlining the conclusions remarks on the issue of service delivery by local authorities .The chapter will recommend the participation of the community of Kadoma City to corporate with KCC in improving service delivery and also give more suggestions which will help KCC and the Government at large in drafting policies that enable proper efficient services to the citizens. This will be drawn from the gathered information from research findings.

#### **5.1 Summary**

The study was brought about by the poor mismanaged service delivery being offered by many local authorities in Zimbabwe due to lack of funds, lack of financial aid from the government, lack of participation by the residents in paying rates, corruption, poor equipment thus factors affecting service delivery .These issues emanated since the early 2000s when the economy was going downhill. Local authorities in Zimbabwe despite a lot of opportunities provided through the legislations that govern urban councils have since faced serious challenges in service delivery, they have failed at delivering the services that are of mandate to the people risking people's lives with unclean water and uncollected refuse. Local authorities play a vital role in the development of the community they hold the vital aspect of livelihood that determine the production of a society. A good environment represents good production and a will drive community towards working hand in hand with the local authority, however the recent local authorities since the economic meltdown have proven to be none productive. Hence led one to investigate. The researcher also had to investigate on the legislation that govern the local authorities such as the urban council act chapter 29;15 that enables powers to urban local authorities to provide services to the community. The urban local authorities in Zimbabwe have since been plagued with inefficiency and poor service delivery and hence it has failed to cater to the needs of the community.

The study objectives and questions guided the researcher in having a clear outlook on the information that would help the researcher to find more relevant literature, which was based on the role of local authorities in service delivery and be able to identify the opportunities and challenges of service provision in urban local authorities. The researcher managed to draw factors that affect service delivery at KCC from the research findings. The study was carried out with the delimitation of Kadoma City urban areas. Questions were answered to collect information and recommendations for the study. A sample of 84 respondents comprising of councilors, KCC employees and the residents of Kadoma low, medium and high density areas participated in the research to gain a wide range of information and views on KCC's service delivery. The instruments used for the research included questionnaires ,observations and interviews through random and purposive sampling to come up with accurate reliable information .The data was presented on graphs ,tables, and pie charts .Data collected is a complimentary sample of the available literature on service delivery main focus being Kadoma City Council.

The following findings were established from the research:

- KCC is currently facing operational challenges and are a contribution to poor service delivery within Kadoma urban.
- The community has since failed to pay their rates and debt and it has crippled the council as it contributes to the maintenance of services within Kadoma City.

### **Opportunities**

- Urban council act chapter 29;15 section 1 give local authorities powers to collect revenue to the community for the services rendered by the councils for the maintenance of good services. The researcher found that KCC has the opportunity to collect rates and debts from the residents through debt collectors through the act.
- KCC has the opportunity to collaborate with NGOs and private companies to provide the community with efficient services which include the GIZ, Red Cross and several banks offering housing loans including ZB bank.
- To improve service delivery KCC has the opportunity also to source funds from market licenses, parking graveyards and burial grounds.

## **5.2 Conclusion**

Local authorities' role in service delivery is more vital and a necessity to the community, it has the ability to provide its citizens with a good environment that's safe and conducive for the community. Services such as water and sanitation, housing and health services constitute some of the main services provided by Local authorities. The role of local authorities is to safeguard and provide the community adequate services that cater to every need of the residents. Research shows that KCC has played a part in the housing sector, education, health, water and sanitation but has since failed to maintain the standards of these services as they remain poor due to financial problems caused by corruption in bribery and embezzlement. One may argue that local authorities represent an importance of democratic principles and values that cater to the community. However local authorities have tried to improve a few services but in their quest to provide few good services they are not efficient and effective .The services lack transparency and funding. The council has so far been providing uniform services, each and every location in Kadoma has its own services that need to be improved different from the other. Hence the ignorance of the local authorities has become costly to human development making it hard to meet the needs of the people.

Research shows that service delivery by local authorities has since been challenged since the early 2000s. The willingness of rate payers to pay for their services has a positive relationship to the improvement of service delivery by the Local authorities. The improvement of services also means an increase in the number of residents paying for the services. Research shows that good communication with the rate payers and their participation in service provision policies help assist the local authorities in enhancing its services to the community. The community should be able to play a part in the type of services being rendered, the type of services required in the high density may not be the same as those needed in the low density suburbs hence by in cooperating the community in the services system, and it helps iron out the main issues that local authorities are neglecting. The researcher discovered that the highest debt owing are from the high density and yet they are offered better services unlike the low density residents, but the council has failed to correct these issues as it implemented ineffective measures.

Councilors have a significant impact in improving service delivery but however they have failed to represent the people as they take advantage of their positions to represent a political party.

Councilors in local authorities lack the ability to be the voice of the people and yet they cause commotion within the council interfering with the work of employees. The findings indicate that the councilors are ignorant and fail to deal with corruption reports to protect the interests of the citizens in service delivery. These research findings show the low levels of councilor's participation in improving service delivery and in helping the council regain its role in service delivery. The high corruption rate and bribing has a significant bearing on the type of services which would be provided to the community since it cripples the finances of the Council, officials of the local authorities have tinted the good image of the institutions and need these issues should be dealt with to regain the trust of the people. However from the data gathered the problem of corruption and embezzlement of funds has since been as a result of low wages and weak control mechanisms within the local authorities. Hence one may allude that KCC has failed to take into consideration the guiding principles for local Government services provision which has led to deterioration of services.

The posts at the council are mainly occupied by the acting personnel and has since affected the councils negatively as the personnel sometimes would feel intimidated and afraid to implement sound measures to provide effective services to the community. The researcher noticed that the government should take part in improving service delivery by funding the local authorities even with the smallest amount of funds. An improvement in the water and sanitation and healthcare can make a positive impact to the community and reduce water borne diseases. The effectiveness of local authorities' role can be regarded to be substandard and its system requires a lot of policies and measures to reignite the local authorities' role in service delivery. The failure of the local authorities in providing efficient and effective services has amounted to hostility by the citizens which has led to various protests against poor service provision.

### **5.3 Recommendations**

With the above findings and conclusions, the researcher has come up with recommendations that can be used to address the problems of poor service delivery caused by various factors discussed above:

- KCC should implement a debt collection policy that strictly deal with the debts being owed by the residents by suing defaulters who ignore the warning letters. To add on local authorities should ensure a code of ethics that requires all council employees to initiate

this policy by introducing incentives and transport to move around this would motivate the debt collectors when moving door to door and would ensure good results reducing the debt owed by the residents to improve on service delivery .

- A certain level of education should be required for councilors to be nominated for them to understand more about the councils day to day running and help come up with strategies to improve service delivery within the community. Councilors should have limited powers and influence, so that they don't interfere with the day to day running of council operations.
- KCC should utilize its revenue sources urgently by sourcing funds from various NGOs to improve on its services, NGOs and Private Companies contributions will help councils provide more reliable and durable services that are of quality. The government should help local authorities by relaxing the level of interaction between local authorities and NGOs and Civil societies so that councils can be able to satisfy the needs of the community.

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**APPENDIX A**

**QUESTIONNAIRE FOR RESPONDENTS**

Date .....

My name is Vanessa Gladys Nyoni. I am a fourth year student at Midlands University studying a BSc Honours Degree in Politics and Public Management and am carrying out a research on, **The role of local authorities in service delivery, case study: Kadoma City Council.** . Information given will be used for academic purpose only. In order to maintain anonymity and confidentiality please don't write your name. Please answer the questions as fully as you can, write your answer or tick the appropriate box. Your effort will be greatly appreciated.

***(WHERE RESPONSES ARE PROVIDED TICK IN THE APPROPRIATE BOX)***

1. Please indicate your age, gender and the organization?

Female	Male	Age	Please indicate the organization you work for.....

2 Indicate level of education

O level	<input type="checkbox"/>	A level	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>
Masters	<input type="checkbox"/>	PHD	<input type="checkbox"/>

3. How long have you been staying in Kadoma as a Citizen?

[ ] Below 2 years [ ] 2 years and below 5 years [ ] 5 years and above

4. What are the services delivered by Kadoma City Council?

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

5. How often do you pay for services provided by the Council?

- Always
- Sometimes
- Never

6. Do you pay for council services because?

- It is the right thing to do?
- Fear of penalty by the council?
- For helping the council to provide better services to the people?

7. If you are not up to date with your payments to the Council, it is because:

- You do not receive your bills
- You have been billed incorrectly
- You do not see the need to pay since in your opinion council should provide services free of charge

8. In your view, what are the service delivery constraints facing Kadoma City Council?

- Poor billing
- Inadequate equipment
- Lack of power to enforce payment
- Corruption and embezzlement of funds by officials
- Political interference by councilors
- Poor debt collection mechanism

Other(specify).....  
.....  
.....

9. How can the service delivery constraints you identify above be solved?

- Empowering local authorities in service provision through legislation.
- Accurate billing by council officials
- Employment of qualified staff and reduction of labor turnover
- Practicing good corporate governance
- Enforcing adequate control mechanisms

Enforcing effective debt control mechanisms

Reduction of service charges

Other(specify).....  
.....  
.....

10. What are some of the services being neglected by the Council?

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

11. How do you rate the services given to residents by Kadoma City Council?

Excellent  Fair  Unfair  Bad

12. Do the services provided take into consideration the community?

Yes  No

13. If your answer above is No, how should the council best address this anomaly?

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

14. In your opinion is there any relationship between Council and the Community?

Yes  NO

## **APPENDIX B**

### **Key Informant Interview Guide**

1. What is the role played by KCC in service delivery?
2. How do you rate service delivery in Kadoma City?
3. What are the barriers to service delivery at KCC?
4. What Areas are Kadoma City Council engaged in service delivery?
5. What measures has KCC taken to improve service delivery?
6. What challenges/constraints do you face in discharging your duties?
7. How do you engage the community in service provision?
8. What recommendations can you propose to local authorities to ensure good service delivery?
9. How do you see this city/ward/ neighborhood in the next five years?