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**DECISION MAKING AUTONOMY AND SERVICE DELIVERY IN LOCAL
AUTHORITIES: THE CASE OF BULAWAYO CITY COUNCIL.**

BY

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Dedication

I would like to dedicate this dissertation to Mrs N.B Tshuma with whose support and constant encouragement throughout the whole four years at the midlands state university built me to the man I am today.

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First and far most I would like express my deepest gratitude to my supervisor Mrs Mtasa under whose guidance, patience and understanding and advice throughout made the whole drafting of the dissertation a comfortable one

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Abbreviations.

BCC----- Bulawayo City Council

CG----- Central Government

IT----- Information Technology

LG----- Local Government.

Abstract

World over, municipalities or local authorities have been blamed for poor service delivery by both central government and local residents. Central government which has devolved power to local government accuses municipalities for poor service delivery, just as residents (tax payers) also point fingers at municipalities for the same reasons. It is with this project which aims to unveil some these constraints that affect service delivery, from the service providers angle of view. In addition it is with this research that aims to understand the term decision making autonomy, to understand if indeed the more the autonomy equals more quality and efficiency in service delivery. Upon understanding the factors that affect service delivery it can be noted that service delivery can be affected by various factors which may be divided into 2 categories which include external and internal causes. Decision making autonomy which is guaranteed by the constitution's chapter 14 which illustrates on devolution of powers to local authorities so as to improve service delivery, increase participation and to empower the local communities. As the main idea in granting a certain level of autonomy is based on the notion that local people are best suited to address the locally arising problems, this dissertation will unravel and expose whether decision making autonomy has managed to serve its purpose, if not can it be done without?. As this research was both qualitative and quantitative some of the tools that were used include interviews and questionnaires so as to come up with the necessary data needed. Some of the findings that were drawn include that municipalities were set up to spearhead development and it is through the aspect of granting decision making autonomy that it can be realized, although this can improve services offered but it's not guaranteed as there are several factors which influence service delivery. As part of the recommendations drawn some that were included are less to minimal interference from government should be observed so as to realize full potential of local authorities decision making autonomy granted to them through the constitution chapter 14, regarding service delivery there are some outdated policies which need to be revised such as the ministerial labour hiring freeze and laws that impedes on hiring essential staff needed to improve services, hence being understaffed my affect negatively the quality of services offered.

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CHAPTER 1

1.0: INTRODUCTION

1.1: Preliminary introduction.

Autonomy which simply refers to self-rule or independence, in this case basically independence to make own decisions without having to seek approval. Hence decision making autonomy is the ability to freely and independently make decisions without having to get the consent of a second party. According to Chen ‘et al’(2014) highlights how service delivery simply refers to the distribution of basic resources such as water, electricity, sanitation infrastructure, land, and housing. While for some internet websites such as www.reference.com point out service delivery as a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. Good service delivery provides clients with an increase in value, for some scholars it is simply the art of providing a service to customers.

From the above given definitions it can be noted that decision making autonomy has a lot to do with independence as well as they right to freely make decisions without having to refer to second party. Service delivery is closely linked to autonomy, in drawing close attention to local authorities it could be noted that local government autonomy in decision making may impact positively on the service delivery as well as negatively. As local government are the tools of government which are termed “more effective to the local area in bring efficient service delivery” it could be picked out that, the more autonomy provided, the more local governments have more control of effective ways of collecting revenue as well as in channeling those funds in the right fields enhancing service delivery in that particular way. On the other hand autonomy may negatively affect service delivery as if too much power is given to local authorities they are no checks and balances hence cases of corruption may be rampant and often go unnoticed hence service delivery may be affected.

According to Fatille (2015) notes that it is the lower level of government such as local government that is best equipped at providing services efficiently and effectively to the local residents, through the formulation of policies, so as to address problems that may arise. There are

various factors that affect service delivery such as limited staff; lack of adequate funds; lack of database to facilitate planning, monitoring and evaluation; low salaries leading to demotivated workers, job instability and heavy work load; and means of transport and communication for supervision of activities are the common factors affecting service delivery in municipalities all over the globe.

In addition, paying close attention to the objectives of the devolution of powers that grants decision making autonomy to local authorities or municipalities as addressed in the constitution of Zimbabwe chapter 14, objectives highlighted for the purpose of devolution of power are the areas of focus. Some these purposes for devolution of powers include, to confer powers of local governance to the local people and increase participation through the exercise of the powers of the State and in making decisions affecting them; to promote democratic, effective, transparent, accountable and coherent government in Zimbabwe as a whole; to preserve and foster the peace, national unity and indivisibility of Zimbabwe; to recognise the right of communities to manage their own affairs and to further their development; to ensure the equitable sharing of local and national resources; and to transfer responsibilities and resources from the national government in order to establish a sound financial base for each provincial and metropolitan council and local authority.

It is through this research in focusing on Bulawayo City council as a case study that the researcher will pick up the various ways in which service delivery as one of the basic purposes of local municipalities be enhanced and lastly the relationship between service delivery and decision making autonomy. Comprising of the contents of the research proposal or chapter 1 will be background of the problem, problem statement, justification for the study, objectives of the study, literature review, research questions, delimitations of the study, limitations of the study, research design, theoretical framework, collection of data, analysis of data, work plan, budget, conclusions and recommendations.

1.2: Background of the problem

According to Moisiu (2003) Decentralization is explained as a process of granting power, fiscal and decision-making from central government to local level. This is meant to observe the right of

the local populace to manage their affairs through formulation and implementation of policies so as to realise development and to ensure the equitable sharing of resources as highlighted in the constitution, however if this is theoretical and not practical may not achieve the desired results as it normally should. In drawing close attention to Zimbabwe in as much as theoretically under the constitution there should be a system were by there is decentralisation (devolution of powers, decision making autonomy), it can be noted that practically the same principle is still far from being fully reached. As stated before the very reasons for decentralising or for devolving power is to achieve certain goals but such goals may never be achieved if the central government timeously continues to interfere in the affairs of local government and in their decisions. Zimbabwe being a unitary state it relies on local government to provide services to the residents within their areas of jurisdiction, but with continuous interference on day to day decisions of municipalities may actually reduce such effectiveness and efficiency in service delivery.

Local authorities have always been blamed by both its residents and the central government for the provision of poor services, for the lack of general maintenance of basic sewer pipes and poor infrastructure such as roads just to mention but a few. Oldfield (2008), show that 203 out of 284 South African municipalities are not able to provide adequate sanitation to 40% of their residents. In addition the author estimates that 10.5% to 71% of the population have no access to sanitation at all. At the sometime it could be picked up that without commitment of residents perhaps through paying rates in time service delivery might improve, or even if the government continues to provide grants(conditional and unconditional) as it if obliged to local entities may indeed be more effective and efficient as well. It is through this research that will unveil some of the root causes for the lack of quality service provision in municipalities, and the effects of government intervention on local government decisions as opposed to the full decision making autonomy they should be granted and come up with suggestions as to what can be done to address this issue.

1.3: Problem statement.

All over the globe local authorities are always blamed for poor provision of services, which is one of its core purposes. Instead of facing such causes of poor service delivery with various

solutions, citizens are quick to point fingers and blame their local government for its failures. Similarly as central government has mandated local authorities to run their areas of jurisdiction with full autonomy as started by the Zimbabwean constitution of chapter 14 on the devolution of power so as to be more effective and efficient, this aspect is constantly proven to be just on paper. This research seeks to expose the factors that stand as obstacles to quality delivery of services in the Bulawayo City Council and also highlighting the impacts of decision making autonomy at the same time.

1.4: Justification for the study

The research aims to fill the knowledge gap in Zimbabwe by highlighting the relevance of decision making autonomy (devolution of powers) in influencing service delivery and hindering progress in a way. The research being based on a case study of Bulawayo City Council, the research will benefit students and academia as well as local authorities or municipalities who intend to maximize service delivery and understand the importance of decision making autonomy in achieving their goals.

1.5: Objectives of the study.

- To understand the concept of decision making autonomy in the context of local authorities.
- To examine the factors that hinder quality service delivery at the Bulawayo City Council
- To give recommendations on ways to enhance quality service delivery in local government.

1.6: Research questions.

1. What is decision making autonomy and what is its rationale in local authorities?
2. What are the obstacles to quality service delivery at the Bulawayo City Council?
3. How can service delivery in local authorities be enhanced?

1.7.1: Literature review

The field of my research is pregnant with academic literature as many scholars have come up with debates and discussions around the issue. The research is complementing what has already been discussed and highlighted about the importance of decentralization in terms of decision making autonomy as well as what could be done to raise standards of quality service for municipalities. Although what this research intends to bring forth has not exactly been covered it will fill in that particular gaps that have been left out. In relation to decision making autonomy which is at the core of devolution powers various scholars add that this may bring positive and negative results. Nhede (2013) indicates that proponents of devolution argue that devolution improves public service delivery and it enhances good governance through accountability and transparency. Those against the devolution of power argue that it has the potential to divide the people. Although devolution of powers have an undesired effect of dividing people as they may feel or view themselves as a sovereign territory which has the power to govern, it enhances efficient service delivery and promotes accountability and transparency.

According to Mukonza (2012) devolution takes a different shape of decentralisation as power to formulate and impliment policies so as to enhance service delivery is conferred to local levels of government. In relation Mukonza's statement it could be picked up that powers are transferred at local levels to formulate policies hence such a condition if made practical may allow local authorities to properly utilise their resources and come up with policies (solutions) to address the various problems encountered locally (that of service delivery). According to Jacobs and Chavhunduka (2003:3), notes that unlike delegation, with devolution of power, better problem solving policies can be enacted by local minds and be far more effective bearing the fact that they have the local knowledge of the problems as they arise. Hence it is through local government that central government may effectively and efficiently provide for services to its citizens. According to Nhede (2013) Devolution recognises the right and potential of local communities to self-management. It fosters local development and national unity through acceptance of diversity. It promotes equitable distribution of resources at the same time ensuring that there are stringent checks and balances. In any case intervention in municipal affairs may bring positive and negative outcome, minister may intervene and impose anything he may deem necessary in the running of a municipality even in some cases minister may stand in the way of

what municipalities may refer to as progress thereby causing a clash between politics and administration of the city. According to the urban councils act of Zimbabwe chapter 29:15 it indicates that the Minister may authorize a council to do, carry out or carry on any act or thing which, in his opinion, is necessary or desirable that the council should be able to do, carry out or carry on, whether or not the act or thing is an extension of any power set out in the Second Schedule or elsewhere in this Act.

It is through granting of autonomy to local entities that may showcase a democratic side as it may promote participation of citizens in government, it also enables the local community to be self-reliant through the use of locally formulated policies that will cater for the needs of the local populace. Fox & Meyer (1995:118) define the delivery of services as the distribution of basic services such as water, housing and sanitation to the local community. As enshrined in the constitution the government is mandated to provide services to its citizens, however to provide quality service is often affected by various factors.

According to Mdlongwa (2014) notes that the major challenges to service delivery are those that may come internally which may include corruption in all its various forms (extortion, bribery, embezzlement, fraud, abuse of office and nepotism) fuelled by lack of transparency and accountability, and human resource related challenges, in paying close attention to limited skill set and labour force as well. Other challenges may also include government interference in local government autonomy, this may hinder on quality of service offered. An example of such using the case study of Bulawayo City Council was when the municipal had designated a site for a new grave yard but could not move in to use it without central government approval. Despite the fact that Bulawayo residents were being buried every day in this was a matter of great urgency, but they still had to wait for approval this goes on to show how fully decision making autonomy may have the power to uplift service delivery.

1.7.2: Theoretical Framework

In line with Abrahams Lincoln's assertion "a government for the people" by the people, a government's first mandate is to provide services to its citizens as illustrated in the constitution

hence also it promotes democracy as there should be maximum participation of all citizens which both are provided for by local municipalities.

As part of the theories that will be taken into account are some such elitist theory, as well as the realist theory. As local government should be able to operate independently the constant interference of the central government on local government affairs conflicts with their autonomy hence recentralizing power back to the central government. Hence the use of theories such as the realist theory comes into play as they portray politics as constant struggle for power in this case central government may maintain their hold on power at local levels for political reasons hence in a way taking a toll on its decision making autonomy as well as its service delivery.

With the elitist theory it could be noted that decisions or major policies are made by select “elite” top individuals, without any grass root opinion. Similarly autonomy cannot exist fully if it’s continuously interfered with by central government. At the end of the day power reverts back to the central government who will be making decisions for local municipalities instead of local municipalities making decisions for themselves which ensures participation of the citizens. According to Lopez (2013) indicates that the aspect of elites denotes that a minority few hold the most power and control all the major resources in that given particular place.

Moreover it could be noted that in any case decision making autonomy may be granted on paper (the constitution) but practically it won’t be the case. Some theories propounded by Hamilton on constitutionalism are relevant in the sense that if the governments respect the autonomy granted to the local municipalities there may be an aspect of improvement of service delivery as they fully control their resources hence constitutionalism is one thing and having decision making autonomy enshrined in the constitution is another but it is if both are applied that the aspect of devolution of powers may work. However government intervention on local government affairs may be a blessing in disguise as the constant checks from the central government may serve as checks and balances on local entities making sure service is indeed delivered.

1.8: Delimitations of the study

- Although the Bulawayo City Council has many departments housed all over Bulawayo my main focus of the research will be at the Chamber Secretary's Department and the Town Clerks department.
- On attaining data on service delivery, various departments of the municipality that provide services would be approached by the researcher in addition to the already stated departments. Such departments include water, housing and community services, engineering services as well as traffic and safety department.
-

1.9: Limitations of study

- The respondents may give false information perhaps due to fear hence distorting the results of the research.
- Internal information may be biased towards the organizations or even confidential information so might not have permission to access some of it.
- Time is also a limiting factor especially in considering that a research of this magnitude might possibly need nearly 6 months to gather all the facts and findings.

In order to produce credible results in light of these limitations, a strategy in dealing with them may include generalizing with the information already obtained.

1.10: METHODOLOGY

1.11: Research Design

The research is largely qualitative and quantitative in matters that are appropriate, an inductive approach where I will have to examine the empirical world, interviews and questionnaires will be used so as to get enough information from the various selected respondents, therefore assuring valid results.

1.12: Collection of Data

Primary and secondary sources will provide essential information that is pertinent in the area that is under scrutiny.

As this research will be done at Bulawayo City Council if permitted primary sources will be used in form of qualitative interviews so as to gather efficient information from reliable respondents about the level of autonomy the city enjoys as well as a set of questionnaires will be set so as to gather information on the level of quality services provided within the city. Both close ended and open ended questions will be prepared to be presented to the respondents so as to get full detail and leave no stone unturned. These methods are best suited in this particular research as they see about the collection of all the needed information effectively, and with the use of interview data may be gathered in full detail efficiently, they are useful to obtain detailed information and personal opinion and certain individual perceptions giving a greater understanding and get to answer the researchers question at the same time.

The research will also utilize secondary sources that would involve the gathering of literature related to the subject topic at hand. These would include books and newspapers among others on issues pertaining decision making autonomy in local authorities as well as that of service delivery at local level. In terms of sampling, non-probability sampling methods will be used these include judgmental sample and purposive sampling as it is more focused on the most knowledgeable on the topic at hand, moreover to have the discretion to select the respondents I may deem useful to the research such as BCC leadership and staff in general.

1.13: Analysis of data.

Content analysis and textual analysis will be used to analyse data. The analysis will also be based on grounded theory where the task of the researcher is to understand the relationship between delivery of services and decision making autonomy, and to ascertain the quality of services rendered to the residents. This will be tackled through conversations and interviews, at the end of each session of data collection the researcher will then record all the findings. The process involves firstly comparing interview and other forms of data and comparison is done to

theoretical approaches that will be employed. The results of this comparison are categorized according to themes or variables and their properties

1.14: Chapters outline.

Chapter 1 (Introduction)

It is with this chapter that the researcher will describe the research problem as it justifies the need for the study more so content also briefly highlighted in chapter is just a tip of what is to be also part and parcel of the dissertation as a whole.

Chapter 2 (Review of the Literature)

The second chapter is mainly composed of the various information or the content that already exists pertaining the matter at hand, more so definition of terms and use of theories to explain will be part and parcel of the chapter.

Chapter 3 (Research Methodology)

This chapter illustrates or focuses on the mode or method of collecting data on the ground, it is also illustrated in this chapter the participants, strategy of collection and even the instruments to be used.

Chapter 4 (Data presentation and Analysis)

This chapter focuses mainly on the presentation of findings gathered from the research at hand and presentation is done according to the set research objectives.

Chapter 5 (Conclusions and Recommendations).

As this is the final chapter it then concludes the findings gathered, as well as the whole research project and then gives suggestions or recommendations pertaining the issue at hand.

1.15: Chapter summery.

Conclusively it is with this research that the researcher will unearth the major constraints to quality service delivery in local authorities or municipalities in Zimbabwe focusing majorly on

Bulawayo City Council. In addition the research, to expose the effect of decision making autonomy as well as to understand the nexus between service delivery and decision making autonomy will be also covered. It is through, from understand the problem that has existed (which is poor service delivery) and still continues to exist that the researcher through the use of various tools such as interviews and questionnaires aims to come up with the “why” there is lack of quality service delivery and come with various ways as to dealing with such a problem. To start with some may include provision of funds, hiring skilled personnel, motivating staff through awards and promotion, provision of enough staff to share the heavy work load, and maximizing on means of transport and communication for supervision activities just to mention but a few. Decision making autonomy is guaranteed by the constitution of the country, as local authorities could be at a much more better position in addressing local needs and providing services at a local level than central government. It is then noted the whole idea was wrapped around only not only to foster equitable sharing of national resources, but majorly on providing services efficiently and effectively. This research will also aim at understanding whether power granted will indeed improve or will it otherwise reduce the quality of service provided, also this research will unravel why full autonomy may sometimes not reap the intended results but instead brew corruption as in the case with some councilors. However it is also as a recommendation that power may be granted but with a limit or checks and balances as was coined by Charles Montesquieu may benefit local authorities in discharging their duties.

CHAPTER 2

2.0 (LITERATURE REVIEW)

2.1: introduction.

This chapter will review all that has been contributed by other scholars in the field, or pertaining matters to do with service delivery, decision making autonomy in local authorities as well as decentralization as a whole. It will through the literature presented in this chapter that will showcase that the researcher has indeed grasped the major ideas pertaining the matter at hand or the topic.

Since the research findings will be derived from Bulawayo city council a brief background about the municipality will be also be part and parcel of this chapter. Definitions of terms such as “service delivery, autonomy and decentralization” would be given before dwelling much in any existing literature on the subject. Alongside the background of the municipality, theories relevant to the study will also be included in the chapter some of which may include systems theory and elitist theory, not forgetting as well contributions made previously as well as currently by various scholars relating to service delivery and decision making autonomy in local authorities.

2.2: Background of Bulawayo

The City of Bulawayo which humbly began with thatched huts that were arranged in circular pattern surrounding the kraal, founded by King Lobengula, the City of Bulawayo was initially called Gibixhegu. It was then renamed after Lobengula victorious conquest over rivalry over the succession of his father’s throne ship. Therefore it can be perceived that Lobengula managed to govern Bulawayo for

two decades, and thereafter his successors after a strong conquest managed to govern it, from 1893 marked by a raised flag of the Union Jack with an emblem of the British South African Company (BSAC) along Bulawayo drive. The area was then surveyed and on the 1st of June 1894 it was declared a town by Dr Leander Starr Jameson.

Dr Jameson after declaring Bulawayo a town he set up a board called the Sanitary Board. There were three town principal officers namely the Secretary, the Sanitary Inspector and the Town Engineer. There were no standing committees to facilitate the process of decision making. The city acquired Municipality status in 1897 and had 9 councilors. It first had two committees such Finance and Lands, and Public Works and General Purposes. As the council grew the councilors were also increased and they also created more committees that are Water and Electricity Committee and a separate General Purposes Committee in 1926.

Bulawayo was given City Status on the 4th of November 1943, and is currently it is the second largest city in Zimbabwe, has grown and emerged into a metropolitan province with a population of over seven hundred thousand and boasts of its wide streets, National University of Science and Technology as well as the warmth provided by the local peace loving populace. It is regarded as the industrial centre of Zimbabwe as it hosts both light and heavy industries; the City serves as the hub to the country's rail network, with National Railways of Zimbabwe headquartered there because of its strategic position being near to Botswana and South Africa.

2.3: Definition of Terms. (Decentralization, Decision Making Autonomy, Service Delivery)

Firstly in beginning with the definition of terms, decentralization according to an online source www.wikipedia.org refers to simply the conferring of powers, or the redistribution of certain functions away from a centralized system, it is the opposite of recentralization in which functions, powers and people are distributed towards a central location or authority. While for some scholars such as Johnson (1999) a decentralized system is a system in which decisions or policies are enacted and implemented without need for external or central government approval, it can be then drawn from this definition that basically decentralization assures some sort of independence for a central body, which in this case it's the central government. The business dictionary describes decentralization as transfer of decision

making power and assignment of accountability and responsibility for results. It is accompanied by delegation of commensurate authority to individuals or units at all levels of an organization even those far removed from headquarters or other centers of power. Litvack notes that decentralization is the transfer powers and authority from a central point to subordinated related organisations, which in this case is local authorities such as Bulawayo city council. In addition the scholar also highlights various types of decentralization that may occur in which the one relevant is political decentralization which aims transfer decision making autonomy to the local people to freely enact policies to address problems that may affect them. Juma (2013) administrative decentralization in simple terms is the transfer of responsibilities such that involved in financing, planning and managing certain public functions to the subnational levels such as local authorities. Delegation which is an extensive form of decentralization grants decision making autonomy as well as administration of public functions. In definition municipal decision making autonomy is according to fleurke (2007) revolves majorly around three aspects which are agenda setting, freedom in choices, and dependency. This also shows that decentralization and decision making autonomy are more interrelated in the sense that the more the decentralization in any country the greater the autonomy, vice versa equally true.

According to Kambic (2008) The fundamental difference between the concepts of autonomy and self-government is that in autonomy, emphasis is on the adoption of rules for a particular community, whereas in self-government, emphasis is placed on the enforcement or own implementation of rules. Autonomy (from Greek: *avtos nomos*) can thus be understood in its literal meaning as the right of a specific entity to issue its own laws. Dryden describes autonomy as the ability to individually make decisions without external reference or approval, while for other source such as Wikipedia describes autonomy in governmental parlance, autonomy refers to self-governance. Therefore with the above given definitions of autonomy it could be concluded that decision making autonomy is not only having self-government but also the ability to make decisions freely without intervention hence showcasing the element of independence.

As state above with decentralization grants decision making autonomy as well as administration of public functions, or in other words service delivery. Wikipedia notes that service delivery involves the services or basic resources that residents pay for through taxes which include land,

water, housing and sanitation just mention but a few. Some scholars have defined a municipal service as the service offered by municipalities to their local residents.

2.4: Decision Making Autonomy and its Impact on Service Delivery.

According to the constitution of Zimbabwe chapter 14 that illustrates on the devolution of power for local government as part of its tenets it wishes to ensure the equitable allocation of national resources and the participation of local communities in the determination of development priorities within their areas. More so it goes on further to state that, to give powers of local governance to the people and enhance their participation in the exercise of the powers of the State and in making decisions affecting them. This goes on to show that local governments in Zimbabwe are granted autonomy to formulate policies that address their problems and even make day to day decisions on issue that affect them, as unlike the central government they are more equipped at handling or dealing with local problem. According to Mukonza (2012) devolution is “a form of decentralisation in which power is conferred or transferred to local authorities or municipalities in order to enhance the delivery of services” It can be argued that with full autonomy comes better results. This has been proved through better service delivery as well as improved economic growth and participation of citizens in matters affecting them, this is also been observed in countries such as Albania. According to Moisiu (2014) "Local Government in the Republic of Albania is based on the principle of decentralization of powers and exercised in accordance with the principle of local autonomy." This is so as the country aims at not only giving people the power to govern their own affairs but as well as to maximise on service delivery.

According to Ugonna (2016) states that in order to achieve efficient and effective delivery of services, by acquiring financial autonomy this can be achieved however, the aspect of achieving financial autonomy does not completely and independently guarantee enhanced service delivery as there are a number of factors affecting service delivery. In relation to the previous statement it can also be picked up that indeed autonomy and service delivery indeed are interrelated and at local level on cannot fully function without the other. According to an online debate by Abdulkareem (2012) notes that greater local autonomy, whether in the field of taxation and

service delivery, impacts positively. From the perspective of tax collection, the community often feel more satisfied contributing to local governments, you can have more control of where these funds are going to return or utilities. Hence if the local governments have more control in allocation of their resources they are more likely to focus them on key areas and make more progress as compared to a situation whereby local government has no say in its local resources such as funds or even unable to make decisions for their local communities.

Donato (2016) highlights the importance of granting decision making autonomy as local government autonomy or self-rule empowers the local community to be self-reliant. It enables them to take advantage of their strengths and address their weaknesses. Since the decision makers are locals, there is a greater probability that the locally formulated government programs will cater for the actual needs of the local community. Moreover, since the decision makers are based locally, there is also a greater opportunity for accountability vis-a-vis the local community. However decision making autonomy also comes with its own flows such as those highlighted by Donato (2016) may include rise to certain disadvantages, such as conflicting regulation, overlapping regulation, excessive regulation and excessive taxation. Such disadvantages are usually associated with full autonomy, but if however local government autonomy in cities such as Bulawayo should be experienced but with a limit.

Local government should not cut away completely from central government as in a way they are regarded as entities of national government, more so national government ties to local authorities act as checks and balances to ensure that there is no abuse of power or misuse of public funds. Above all the links that exist between national government and local government are there to help maximise service delivery or assist in implementation of policies through grants that are channelled to local government from national or central government. According to Ahmad (2005) the second reason why improving service delivery is behind most decentralization efforts is that these services are consumed locally. Historically, they were also provided locally. Norway's health system was run by locally-appointed health commissions until the 1930s; schools in Nepal were managed by communities until the 1960s. Yet today the central government in these two countries (as well as most others) assumes responsibility for the

delivery of these services. Many governments and their electorates associate the problems of service delivery with the centralization of these services.

It can be also noted that decision making autonomy does not mean service delivery will improve as there are other factors that influence service delivery in municipalities such as Bulawayo even if autonomy is guaranteed. Ahmed (2005) notes that the major obstacle in many countries is that local entities lack the full capacity to fully provide services to its its residents as in the case with certain African countries like Uganda and Tanzania whose local authorities mostly failed properly manage public finances. Hence this shows that management of funds have an impact in service delivery within any local government entity. The provision of grants which is for improvement of services also have a negative effect of causing over dependence on grants from central government as a result when central government stops or delays in provision of grants, services may fail. (Rodden 2002; Khemani 2004a). Although they may be other factors that may influence service delivery, it is by granting devolution or decision making autonomy that equips local government with the tools to shape their own destiny through making policies and bylaws the foresee improvement of service delivery locally. According to Nhede (2013) “Proponents of devolution argue that devolution improves public service delivery and it enhances good governance through accountability and transparency”.

Improving service delivery in local entities is one of the major rationale for granting decision making autonomy or devolution of power, Nhede (2013) notes that “Proponents of devolution assert that devolution is a democratic and accountable exercise of power which involves *inter alia* decentralising administrative state organs for the good of all communities. What was enshrined in the 1979 Lancaster House Constitution was a centralised approach to development. Local communities had no direct say on issues that affect them hence development in some areas lagged behind. Decisions coming from central government were not cascaded to local authorities in time due to bureaucratic red tape. At times such decisions were hardly in line with regional priorities. Devolution recognises the right and potential of local communities to self-management, it fosters local development and national unity through acceptance of diversity. It promotes equitable distribution of resources at the same time ensuring that there are stringent checks and balances.

It can also be highlighted that even with understanding the rationale for decision making autonomy and its positive impact of on service delivery, it is still a toothless bulldog if not fully implemented or adhered too especially if central government timeously again and again interferes on local affairs. As stated previously local governments are the best chance of addressing locally arising problems than the central of national government. According to Mitchinson (2003:241), central government needs to “resist the temptation to over-supervise, and intervene only sparingly.” Hence the rationale for granting decision making autonomy is to promote responsive and good local governments through granting power to local communities to be able to pin point its own needs and administer its own developmental projects aimed at addressing problems that may arise. According to Nhede (2013) indicates that service delivery is set to improve if decision-making powers are transferred to the local authorities which are closer to the people. Local authorities are easily accessible and they know the development priorities of their communities, hence are more equipped to handle local issues at best. It can be highlighted that even with all the autonomy that can be granted to local authorities there are other factors as well that continue to influence the provision of quality service to local residents.

2.5: Service delivery in local authorities.

According to Mdlongwa (2014) notes that the major challenges to service delivery are those that may come internally which may include corruption in all its various forms (extortion, bribery, embezzlement, fraud, abuse of office and nepotism) fuelled by lack of transparency and accountability, and human resource related challenges, in paying close attention to limited skill set and labour force aswell. It can be noted that amongst the factors that stand out above the rest in influencing service delivery finance, qualified personnel and corruption. Corruption is one major factor that influences service delivery heavily, even if policies are made to address certain obstacles or constraints that may arise, corruption which may vary from the simple nepotism to the misdirecting of public funds for personal use, may indeed become lick a tick sucking all the effort meant to enhance service delivery.

Limited qualified staff has also been pointed out to be another factor that may just as the previously highlighted corruption may indeed affect service delivery negatively. With limited qualified staff speed of service delivery and quality of services offered is greatly compromised, an example that can be drawn is the section that deals with water under the department of engineering service, if less qualified personnel are going to be abundant in the department that may lead to the provision of good clean water to residents of a city such as Bulawayo greatly compromised. Fox & Meyer (1995:118) define service delivery as the distribution of basic resources such as water, housing and sanitation. As enshrined in the constitution the government is mandated to provide services to its citizens, however to provide quality service is often affected by various factors.

Availability of public funds is also another factor affecting quality service delivery in municipalities such as Bulawayo city council. Municipalities acquire their revenue in various ways some which are internal and external. By internal revenue is collected locally from residents in form of water bills, licenses, permits, selling of stands, fines, rentals and tax just to mention but a few. Externally revenue is revenue which normally comes from the government in form of conditional and unconditional grants, conditional grants are funds that are provided to municipalities such as Bulawayo city council for a specific purpose for example for completing a water project, unconditional grants is the revenue that comes from central government that is provided for no specific purpose, the municipality may channel it towards what they may deem necessary.

According to an online article Local Government Revenue and Expenses (2014) it indicates that Local governments obtain their revenues from these principal sources: Taxes on real property (land and improvements), including property value taxes and parcel taxes, Fees and charges for services, including such things as fees for use of local government facilities, fees for services such as water or sewer, and fees in relation to various regulatory activities, such as inspection and permitting; Development services are charges to support the cost of infrastructure needed to service future development and include development cost charges, latecomer agreements, development works agreements, and parkland acquisition charges; and Transfers or grants from other governments, which include both conditional and unconditional grants. In light of all the

various ways of collecting revenue it could be summarised that revenue comes from mainly to areas, the local residents and the government.

If the local people are not keen in paying their rates taxes or fines service provision may be affected, as it also relies on revenue generated from the local residents for the implementation of projects and the improvement of services provided. According to Sifile (2015) In Zimbabwe, all local authorities are constituted in terms of the Urban Councils Act Chapter 29:16 and the Rural District Council's Act Chapter 29:13. Urban local authorities are mandated to provide municipal services including water, sanitation, electricity, basic health care, affordable housing and education. In as much as they are mandated to do so how then will they be able to carry out service provision without the necessary funds needed for it even if full autonomy is granted?, hence it could be then concluded that for provision of quality services everyone (the government and the local residents or beneficiaries, all have a role to play in enhancing service delivery as they are all parts that make the machine move without the other the machine may fail, (systems theory). Job loses and attitude towards the paying of taxes and even rent has left local authorities being owed large sums of money which could be used to improve service delivery (Morale, 2010).

Monare (2010) summarizes the causes of the malaise in local governance as including blames on poor service delivery on insufficient human and financial capacity to deliver, municipalities failing to manage their powers and weak oversight, supervision, support, intervention mechanisms from other spheres, contestation between the political and administrative, thus between councilors and managers leading to dysfunctionality and instability, too many opportunities for fraud and corruption and breakdown of local democracy, unprocedural suspensions, dismissals, and disciplinary procedures within municipalities. In addition other scholars as well have highlighted some of the chief causes of poor service delivery, according to Pycroft, (1996) indicates that in less developed municipalities the major factor affecting service delivery is the lack of capital and human resources.

2.6: Theoretical Framework.

2.6.1: Systems theory

There are theories that have been propounded by various theorists that may be relevant to the study some of which may include the realist theory, elitist theory and the systems theory. Various scholars have used the systems theory to explain service delivery in local authorities, just like a system in which it is composed of various components which are interrelated to each other, a change or a malfunction one component affects the whole system as a whole as they are dependent and interconnected with each other, Wikipidea (2017). Similarly service delivery may be likened to a system with various actors that influence service delivery in local authorities include which include residents, councilors, N.G.O's, ministry of local government and the minister himself. In taking for example if inputs are feed into the system high outputs may be a result, similarly if residents pay their rates in time local authorities may manage their finances easily and this may improve the quality of services offered as an output. According to Radichel's article on systems approach to service delivery she adds that service may be affected by a single element as all elements are interdependent of each other .Tim Porter-O'Grady, Porter O'Grady et al., (1997) summarizes the basic tenants of the systems theory by indicating that it is composed or made up parts which are interrelated to each other and together make up and support the whole system, hence a change in one, the whole system collapses. It could be established that these elements that may influence service delivery in local authorities may include actors such as N.G.O's, councillors, ministry and minister, in which all have an ability to influence service delivery or outputs, hence systems theory is applicable in explaining a drop in quality of services offered.

2.6.2: Elitist theory.

Decision making autonomy may come at a price, and such a price is transferring of power from central to local levels, however due to political reasons central government which is headed by the president who is part of a political party may attempt to maintain power by keeping municipalities on a tight leash. It is by constantly interfering in affairs of local municipalities as well as through certain laws that exist that compel local entities to always seek approval for locally formulated policies before implementation that decentralisation or decision making autonomy my only exist on paper (constitution) while on the actual ground its recentralisation. The elitist theory is a theory that explains how only a few elitists and policy-planning networks

are those that possess the most power. In relation to Zimbabwe it could be noted that through the events of 2015 and 2016 by the minister of local government, public works and national housing Savior Kasukwere was an attempt to allegedly keep the opposition led municipalities at a tight leash. It could be noted from the suspension of the mayor of Harare to suspension of various councilors in Gweru and Bulawayo may seem as an attempt to disrupt service delivery and allow central government to interfere hence recentralization

According to Lopez the aspect of elitist denotes the existence a small minority group composed of elites who possess the power and control the resources. It can be applied that this particular theory may be used to explain how central government attempted to maintain hold on local government affairs as witnessed in the ministers continuous invasion on local government decision making autonomy. However his actions may be justified as the minister he has every right to dismiss any official on grounds of abuse of office serving as balance and checks. Current elite theory defines 'elites' as actors controlling resources, occupying key positions and relating through power networks (Yamokoski and Dubrow, 2008). In as much as decentralization or decision making autonomy may be granted to local authorities, it is by keeping them on a tight leash or continuously interfering in their affairs not only disrupts service delivery, but may even have it at a standstill. One scholar added "municipalities in Zimbabwe do not enjoy full decision making autonomy as in every locally formulated policy they must get the approval the central government". In relation to the above assertion indeed it may be true, with every major decision made approval from central government is needed, in as much as devolution of power (Zimbabwean constitution of chapter 14) and Urban councils act illustrate on decision making autonomy but in actual fact only a few "elitist" possess the power to make decision with whom the local governments seek approval from.

2.6.3: Realist theory.

Realist theory is a theory that seeks to explain politics at an international and domestic level, with Hans Morgenthau as one of the major contributors to the theory may also be relevant in explaining the reason for not completely issuing full autonomy to local municipalities. According to Mosely (2017) notes that for realists politicians seek to achieve power as it is right, more so whether in the international or domestic arena power is sought and in other terms it is

the final result of political action. Such power may be maintained through keeping a close leash on local municipalities hence actions of continuous interference as well as through certain procedures such as approval before implementation from central government may in reality achieve or maintain power even if the constitution speaks on the independence of municipalities with full decision making autonomy. According to Karab-Karpowicz (2010) Realism encompasses a variety of approaches and claims a long theoretical tradition. Among its founding fathers, Thucydides, Machiavelli and Hobbes are the names most usually mentioned. Realist also believe that power is right and one must seek to acquire it, hence if the ruling party that controls the government intends to maintain control of local municipalities at the expense of decision making autonomy as granted by the constitution, according to the realists are justified in their quests.

2.7: Chapter summary.

In summary it can be asserted that indeed decision making autonomy serves a purpose which is not only to improve citizen's participation in government but as well as to improve the delivery of services as well. More so there exist a strong relationship between decision making autonomy and service delivery which has been highlighted throughout the whole chapter, in short the rationale for granting decision making autonomy to local authorities is local authorities are at a more better position at addressing the needs of the local communities as they themselves are locally stationed. However even in granting full decision making autonomy does not mean also service deliver will improve drastically as they are a number of factors that may exist outside those to do with decision making autonomy such as corruption in its various forms and human resource related challenges. Corruption which stands out among the chief factors that impede of local governments aim to acquire quality service delivery and has been a stumbling block to municipalities in Zimbabwe with scandals rocking media such as those to do with over payment of employees at the expense of 30% to 70% salaries to service delivery financial flows. Theories that are mostly relevant to this focus of study include the realist theory which in a way justify the reason why central government did not grant **full** autonomy to local authorities hence may intervene and remain the overseer of their policies and other affairs. The elitist theory that illustrates that even if decision making autonomy may be granted to local authorities on paper (constitution), in reality the power still resides within the central government (few elite) as all

policies formulated need approval before implementation. Lastly the systems theory which highlights that service delivery is like a system in which if one part fails the whole system fails, hence for improved service delivery it is necessary just like parts of a system all operate together efficiently.

CHAPTER 3

3.0: Research Methodology

3.1: Introduction

In this chapter which will focus on how data is gathered or collected with the use of various instruments or methods, in addition is also analyses the diverse strategies the research information or research data was collected which in turn answer the research questions and objectives. As the main goal or aim of this chapter is to address the research questions that were highlighted and drafted in chapter 1.

3.2: Research Design

A research design is a scientifically specified framework in which a research is conducted, its purpose is to provide a plan of study. It's also to ensure that the needed information is gathered in a way that is accurate and economic as well, not forgetting that it also helps classifying research designs on the note of the main objective of the research to be conducted.

According to Trochim (2005), research design "provides the glue that holds the research project together. A design is used to structure the research, to show how all of the major parts of the research project work together to try to address the central research questions." In short a research design is used to structure and also shows how all the components of a research project function or work handing hand with one another in order to answer the core research questions. The research design in its own way is the back bone or the spinal of the research protocol. Some scholars have went on to even classify it as a recipe in the kitchen in which a research design just like a recipe which provides all the list of ingredients and instructions on how well to prepare a certain dish it to just like a recipe provides a plan and the components for the study

According to an online debate carried on by the University of Southern California (2017) it highlights that **the function of a research design is to ensure that the evidence obtained enables you to effectively address the research problem logically and as unambiguously as possible.** Similarly from the last definition a research design seeks to help the researcher come up with data that may be relevant so as to answer the research questions or the research problem problems in a logical manner. It is at this stage that decisions about how the research is to be

conducted as well as other questions such as who are to be the respondents and how are they to be approached, including the “when, where and how” the research is to be finalized will all be settled at this stage.

Generally there are three types of research designs which are descriptive research, explanatory research and exploratory research. It is because in this case that there is a use of a case study in which most data would be collected from (Bulawayo city council) , the research design most ideal in this case would be descriptive research. In addition the researcher made use of both qualitative and quantitative in matters that are appropriate, this may be advantageous as it will allow the research to develop a deeper understanding and also obtain great detail on the issues concerning service delivery and decision making autonomy from the selected respondents who are employees of the locally run authority. Qualitative data was collected mostly through interview in which select employees of Bulawayo city council who hold certain leadership positions were then asked a series of questions one on one with the researcher during the month of July 2017. Whilst for quantitative data the researcher made use of questionnaires which were just like interviews submitted to select respondents who were given time to answer the questionnaires then collected back within a period of about 2 weeks (so as to allow respondents to answer well without any pressure to submit)

It is due to the fact that the research used two methods of collecting data that the concept of data triangulation applies at this particular juncture. According to online sources such Wikipedia which clearly defines the aspect of data triangulation as the process whereby the researcher uses two or more methods for collecting data. In this particular scenario the researcher resorted to use quantitative and qualitative means of collection through the use of methods such as questionnaire and interviews

3.3: Research Strategy

The particular research strategy used in this case by the researcher is that of a case study, in drawing backwards to the topic which reads “decision making autonomy and service delivery in local authorities: the case of Bulawayo City Council”. Hence the strategy that was used was that of a case study. By focusing on a municipality such as Bulawayo City Council which is

Zimbabwe's second largest city and a municipality that has been previously applauded for its superb managing systems as well as its thrust on service delivery and its policies on the 70% to 30% ratio of service delivery and salaries respectively has in turn allowed the research to unearth some of these constraints that affect service delivery while at the same time understanding whether the concept of decision making autonomy as addressed in the constitution been applied. Hence the finding that were drawn from the case study may appear to be similar if not exact to some the constraints faced by other municipalities in the country. According to the dictionary a case study is the focused research into either an individual or a group of people or an organization over a given period of time, through the use of a case study it allows the researcher to get or obtain information at great depth as compared to when the researcher would have been generalizing.

Various scholars have highlighted the advantages of using case studies some of which include helps the researcher have a thorough understanding and analysis of the case, case studies expose participants realistic encounters and gives room for analytical skills use and communication. In the researchers own analysis the use of a case study allows for a lot of detail to be collected which normally wouldn't be easily obtained by other research design. Another advantage may be that due to the direct link a researcher might have with the respondents the enables more accurate data being collected. Hence since the researcher had actually worked at the municipality for a full year being acquainted with the respondents enabled him to get the full information as people tend to share more information with those they know and trust than with total strangers.

3.4: Sampling

According to Webster (2017) notes that in other words sampling is a process whereby select elements are separated from a given set of elements to represent the whole set. Sampling which in this particular research used to acquire information from a select few so as to represent the large number of people, as it is impractical for the researcher to interview all the employees of the Bulawayo City Council only a select few who hold influential positions were interviewed and with the responses used to represent the majority.

3.5: Target Population.

A target population in simple terms refers to any group of persons or individuals who share certain common characteristics that may be of interest, in this case that may be of interest to the researcher. It is due to the nature of the municipality (Bulawayo City Council) which has various departments and sections that the research saw it best to center the research to a select few mainly the leaders of departments as well as those of sections. For example for the chamber secretaries department for the gathering of information on decision making autonomy being enjoyed by the municipality, the Senior Committee officer whose second in liner after the chamber secretary herself was approached.

3.6: Sample Size.

Sample size which simple refers to a section of the population chosen for the research or survey, some may refer to it as a subset of the population with whom the investigation is intended for. In this particular research the it was limited to at least one representative of each department, in elaborating further one representative from both Town clerks and Chamber Secretary's department, Engineering department (town planning section), Roads department, Water department, Health and from the Housing and Community Services department. As the thrust of the research is mainly centered on the departments that either offer services or are at the leadership such as the town clerks department. So in short not more than fifteen individuals were approached from the municipality during data collection, this method was advantageous as it meant acquiring results at a short space of time, however the downside is it may be inaccurate using a few individuals to generalize for a majority.

3.7: Sampling Methods

In sampling, as illustrated previously that a small group of individuals are used to represent a larger population is usually divided into two mainly probability and non-probability sampling. With the chance of every element having an opportunity of being selected as it is conducted randomly while for non-probability there's no specific probability that every element or individual has a chance of being selected. In this case the research opted for non-probability sampling.

3.8: Non Probability Sampling.

In non-probability sampling no element or individual has an equal chance of being chosen as compare to probability sampling, some of its advantages is its low cost and allows the research to get further in-depth detail. With this particular form of research method it focuses on the research objectives and questions, which in turn would be generalized to the population or in this case to the issues surrounding service delivery and autonomy with most local authorities in Zimbabwe.

3.8.1: Purposive sampling

According to Crossman (2017) purposive sample which is also referred to as judgmental sample and is useful if the researcher needs to reach an intended target sample quickly, it is also with this sample that the researcher selects the sample based on their knowhow, the respondents are chosen based on the purpose of the sample hence the term “purposive sampling” similarly in this case those that may be important for the study are basically employees from the Bulawayo City Council whilst those from outside the municipality may be rejected as they may not offer the data needed in this research. This particular form of sample relies on the judgment of the researcher, also this particular form of sample is made up of components that reflect representative characteristics or attributes of the given population. It is then based on the researcher’s knowledge about the given population that the decision is then made on which respondents to be chosen who are to provide the most favorable information so as to satisfy the needs of the research.

3.8.2: Judgment sample

Is indicated from the name judgment this form of sample is mainly centered on the choice of the research upon whom are best suited to provide information about a given subject. It is because they have experiences and possibly gone through the processes themselves that they may present as a favorable individuals when it comes to offering the best information suitable. Judgment sample is usually used when there is a small number of people or a limited number from which the data should be collected from. It is also with this form of sample that the researcher may generalize as the information is drawn from select limited experts in the field, however this is not 100% reliable as the information gathered and generalized may not give a true reflection on

what's on the ground especially if their opinions may be similar for example if interview those in the managerial instead of employees as well, information may give only a managerial outlook.

Non-probability type of sampling has been the most favorable form of sampling as it allowed the researcher to gather all the needed information within a short period of time hence it's also less costly and serves time. It's also appropriate as it allowed the researcher to use his expertise and set of skills in choosing the most relevant and effective target population. In judgmental sample which meant fewer people were to be chosen based on their actual experiences and expertise on the area of study meant costs and money saved, plus more accurate data backed by the most suitable respondents would be gathered.

3.9: Research Instruments

Research instruments are basically the devices which the researcher may use in order to gather relevant data. It is due to factors such as the sample size, time given and cost effectiveness that the researcher then made the decision to use in-depth interviews and questionnaires as the means of collecting data. The advantage of using interviews in this case is they allow the researcher to acquire a great deal of information as interviews may involve face to face interaction which may mean the respondents may get to respond and elaborate in full detail to the researchers questions. Similarly questionnaire were also used in this instance as some information gathered was drawn from those who may not be easily accessed so as to be interviewed hence questionnaires were also relevant in this case.

3.9.1: Depth Interview Guide

The researcher opted to use interviews as a one of the research instruments to be used, this will allow the researcher to develop a rich understanding about the research topic as through interviews it allows for a face to face dialog with the respondent enabling the research to go to great lengths in attaining fully detailed information. In this instance the interview guide was comprised of about 10 open ended questions this limited to ten as if it was a lot more this might lead the respondents to get exhausted hence end up giving short precise answers so as to quickly finish up the interview session. Some scholars have even highlighted that interviews offer access to ones thoughts as well as measure his dislikes and likes. As interviews are discussion face to

face with two or more people, in this case the Senior Committee officer who is second from the Chamber Secretary was interviewed as he, by his post is an executive member, also the Senior Housing Officer who answers directly to the director of the department of the housing and community services for the city of Bulawayo was interviewed. These top two individuals were chosen through the previously mentioned judgment sample proved to be very strategic as each was well versed on the topic and answered in a professional manner.

It is due to the fact that the researcher worked at the Municipality for a full year that he was quite acquainted to the two gentlemen who were interviewed. However in some instances some questions which appeared too harsh were to be sugar coated hence some of the answers did not bring forth the required information hence the researcher had to then explain the question firstly so that the respondents understand in what way they could answer so as to fulfill the demands of his research or research questions. In as much as interview had their own advantages they also had weaknesses such may include that they were time consuming, respondents may feel that some of the questions asked are too confidential hence may give a weak short answer, and also the researcher may even fail to reach some respondents and have a sit down face to face due to their busy schedule.

3.9.2: Survey Questionnaires.

A questionnaire is a technique in which a list of questions on a paper is presented to a respondent which in turn is required to respond to. Questionnaires in this case were used to compliment the answers already gathered from interviews. In this case the researcher had prepared a list which comprised both of open ended and close ended questions, with reason for mixing the two was with some questions went beyond a simple yes or no as they required the respondent to fully express themselves by highlighting as to how they responded with a no or with a yes. Mostly the questionnaires were sent to the other departments in which none had been interviewed from comprised of 10 questions, this was so as in some cases if questionnaires have a long list of questions the respondents might get tired and may even tend to simply brush on top some of these questions and not give full detail, at the end of the day the information gathered may not fully answer the research questions at hand. Some scholars have added that questionnaires are designed using words and format that involve's dichotomous (yes or no) type of answers. Apart

from the open ended questions also close ended question were also part and parcel of the questions in these questionnaires, these were included as they made the questionnaire seem simpler for the respondents and also it would be less time consuming for them as it is a matter of just ticking the appropriate answer from the given list of responses given by the researcher.

The main reason why the questionnaire technique was chosen is mostly for its cheap and economic advantage, and in some cases in which the respondent chosen as part of the target population is not available or easily gotten hold of for conducting an interview, a questionnaire is then presented or left for him which he can answer or attend to during spare time. The questionnaire were dropped at the departments such as the health department, roads department, town planning department, committees section, and the housing and community services department at the Bulawayo city Council. This method was not entirely smooth as even indicating that the questionnaires were to be collected a week later some had not even attended to them as a result on collection day the researcher had to wait till the fill up the questionnaires, hence was time consuming and collection ended up being done the whole week as a result. Another weakness encountered about this system is the complete failure by some selected respondents to answer the questionnaires leading the responder to opt for his second choice to answer from that particular department.

3.10: Data Collection Procedure.

The researcher used interviews and questionnaires as instruments of collecting data, the interviews were focused on basically two individuals who are high up the hierarchy in terms of positions are concern as they could fully give the detailed information without fear or without having to refer to any boss, these two were the Senior Housing Officer for the Housing and Community Services Department, while the other is the Senior Committee Officer for the Chamber Secretary and the Town Clerks department. The questionnaire were then handed over to the rest of the departments that offer services directly to the residents of Bulawayo such as the roads, town planning, health as well as the water departments.

3.10.1: Questionnaire Survey.

For questionnaire the method that was used was the simple drop off and pick method, whilst for interviews it was the face to face method that was adopted.

3.10.2: Drop off and Pick method.

With this method it simple involves the preparation of questionnaires which would then be dropped off to the individuals of the target population and then after a specified time frame then picked up again. If confidentiality is guaranteed this method may reap honest opinions about the topic at hand especially if given enough time to respond. The disadvantages of this method is that in some cases if given to little time the way they may answer it may not be as ideal as they might not have enough time hence won't give enough detail. Similarly if a lot of time is given respondents might relax and as a result on the collection date they might not have even finished answering.

3.10.3: Face to face interview.

This method is mainly about the actual face to face interaction between the researchers and the respondents during the interview process. This process involves the asking of questions stage by stage and then the responses are jotted down by the researcher. In this particular instant interview appointments were set with the Senior Committee Officer and the Senior Housing Officer with the list of questions prepared the interview was then carried out with the asking of a series of questions and the responses in turn jotted down. One of the advantages of this process is the researcher can get fast responses, in addition through this channel the researcher may get further in-depth detail pertaining the topic at hand. However this method may prove to be time consuming in a way and also expensive as the researcher might have to acquire traveling funds to get to the area of focus from which the individuals to be interviewed would be stationed at.

3.11: Data Analysis, Presentations and Discussions

After conducting the research, it is at this point that the researcher presents the outcomes or results of the findings of the study. Data may be presented in various ways some of which may include charts, tables and graphs.

As in this particular case it is majorly qualitative the researcher analyzed the given information by respondents on one question going on to the very last one. Graphs were also used as a form of data presentation, these may be described simply as bars drawn to represent two variables.

3.12: Chapter Summary.

The researcher has highlighted in this chapter the various techniques and procedures to include a research design, it is with this research design that it indicated that there were qualitative and quantitative data collection methods in use, a case study was the chosen research strategy in which in the case as drawn from the topic the Bulawayo City Council. Research instruments were also covered in this section in which the researcher had indicated that in-depth interviews and questionnaires were the selected choices with each instrument fully discussed and its pro's and con's also indicated. In addition it is also from this section in which data collection procedure was to be covered also highlighting who was to be interviewed and who was to receive the questionnaires. And lastly some aspects such as data presentation, interpretation and analysis were also brushed on briefly with the full in-depth details to be fully covered in chapter four.

CHAPTER 4

4.0: Data Presentation and analysis.

4.1: Introduction

In order to make meaningful progress and come up with good results the researcher opted to use both quantitative and qualitative. The questionnaires used as well as the whole interview process was based on the aspect of answering the research questions and objectives, in addition as all the questions prepared all returned with answers it can be clear that these primary sources of data collection indeed aimed at addressing the research objectives. It is then with this chapter that the researcher will then present the research findings from both the questionnaires as well as the interviews conducted, all the interview and questionnaire questions were prepared to answer the research questions prepared in chapter 1

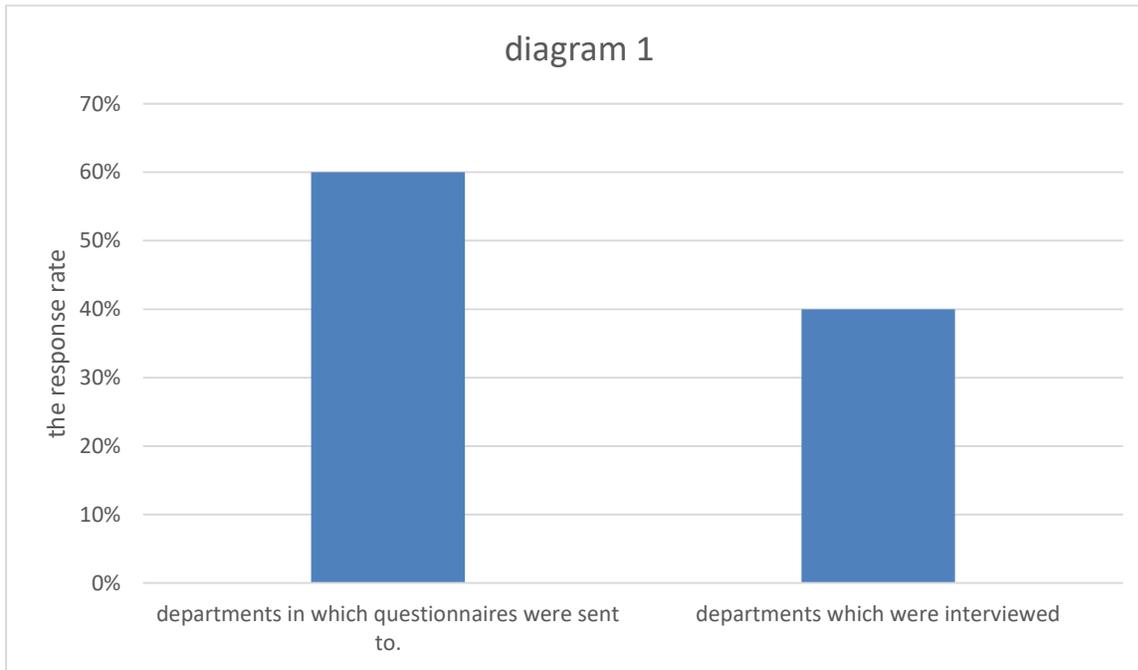
4.2: Revisiting research objectives.

- To understand the concept of decision making autonomy in the context of local authorities.
- To examine the factors that hinder quality service delivery at the Bulawayo City Council.
- To give recommendations on ways to enhance quality service delivery in local government.

4.3: Response rate.

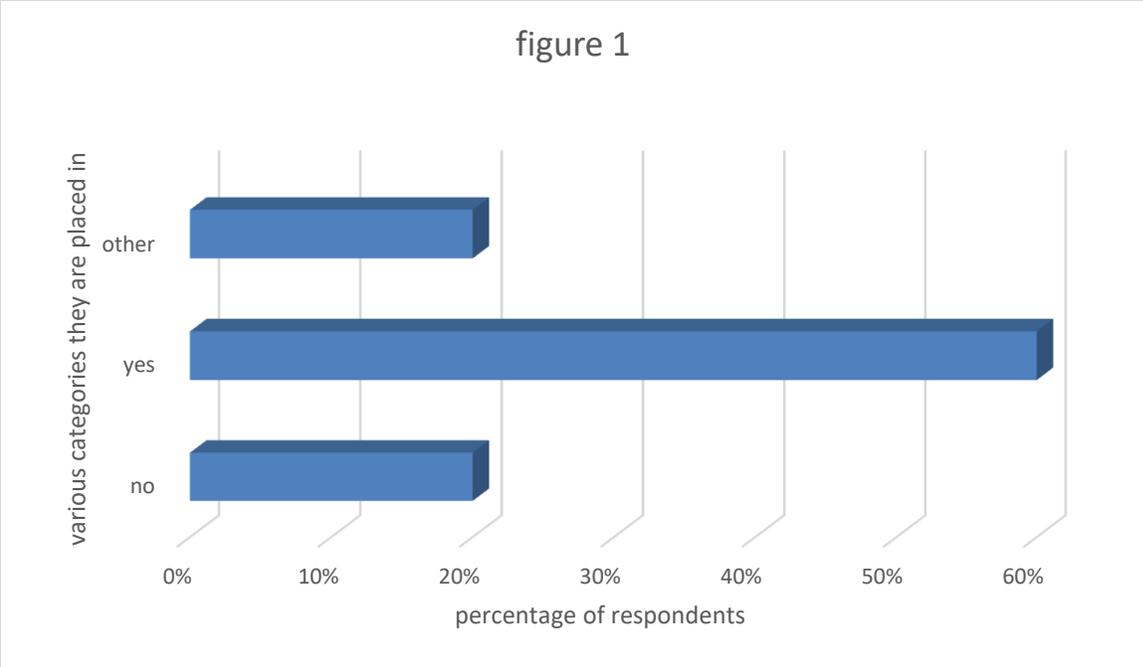
In terms of the respondents about 80% of them were male whilst 20% were female, interviews were conducted basically focusing on 2 individuals the Senior Housing Officer and the Senior Committee Officer. The questionnaires were sent to the other department within the municipality basically those involved in offering services directly to the public some of these departments include the town planning, water, community services, health and roads department. The reason why the departments that offer services to the public were selected is due to the nature of the topic “decision making autonomy and service delivery in local authorities: case of Bulawayo city council” hence in this case the target population was the departments and the individuals who work in departments that offer services directly to the public. Data presentations and analysis

were done using bar charts, while for interview information or feedback data was analyzed using interview questions. The diagram below (diagram 1) shows the response rate from the various departments in which data was gathered from, it illustrates the percentage of data collected from each research instrument.



4.4: The concept of decision making autonomy in the context of local authorities.

The following shows respondents' feedback after being asked the question if full autonomy in Bulawayo would enhance service delivery. It was with such question that was included in questionnaires aimed at answering research objective number 1 which mainly focuses on the impacts of decision making autonomy as illustrated in in full detail in previous chapters. Upon receiving the data pertaining the role of decision making autonomy if it indeed increases the quality of service delivery about 60% were in line with the given statement whilst the other 20% were on the opposing side and the other 20 were on both sides this data is also illustrated on figure 1 below.



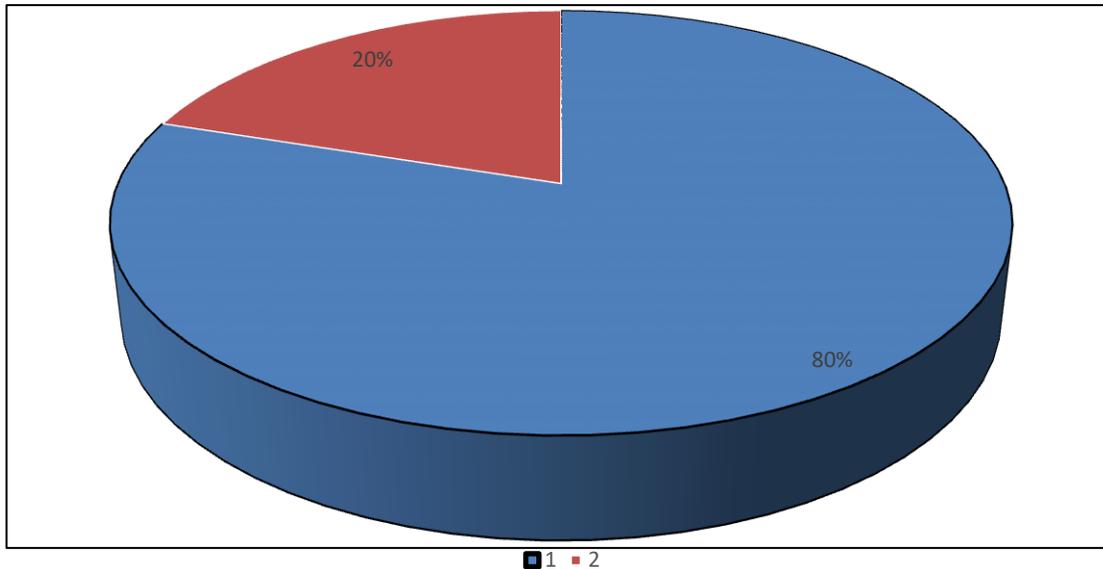
From the 5 questionnaires sent to various departments about 60% of them responded with yes while those with a no were 20% and those who felt like both yes and no (in the middle) constituted about 20%. In this case the majority which constitutes about 60% of the respondents had felt like it was necessary for the municipality to be granted full autonomy so as to enhance service delivery upon being further asked to give reasons for their answers some justified by noting that every matter affecting service delivery would be prioritized as compare to a situation whereby the central government has control in local affairs, some of the issues arising would be brushed aside and considered less important. Those who answered with a No made the justification that if all the power or full autonomy may be granted to local municipalities there may be no checks and balances and no one to monitor such cases as misuse of power or even corruption which was concluded that indeed it causes a reduction in terms of quality of services offered. So in simpler terms the oversight role brings checks and balances into local government. And lastly 20% of the respondents answered with a yes or no, in doing so as a reason they expressed how they answer is with a yes and a no by highlighting that full autonomy may yes improve delivery as if local authorities are fully empowered to make policies without having central government approval they may be more effective and action may be taken within a short period of time. While at the same time they expressed how full autonomy wouldn't necessarily

lead to improvement of service delivery as there are various factors that may influence service delivery such as corruption, lack of funds, lack of qualified personnel, short staffing and so forth.

Data also collected from interview was also included in the presentation above as from the select 2 interviewees' one of the respondents felt that full autonomy being granted to the municipality equals an improvement in quality service delivery, was quick to answer with a yes. Before giving reasons for his answer the respondent indicated that central government may be good in maintaining its hold on local government for balances and checks but this comes with a cost. The respondent further gave an example of how service delivery was disrupted due to awaiting approval from central government. When the municipality's grave site space was getting limited the municipality quickly surveyed and designated a site for a new grave site, as people die every day, they are buried every day and hence this was why the municipality addressed this issue with great urgency. It is law that before the municipality can allow its residence to use the site it should first be designated by the central government who took longer than six months to approve it hence this insensitivity showcased caused the municipality to close down most of its grave sites leaving only one operational "Luveve extension" which is actually the furthest and people had to travel a great distance in order to bury a loved one. It is because of this example the respondent gave that the respondent indeed concluded that full autonomy would mean an improvement in service delivery as some sensitive issues would not go long without being resolved.

Still on the same objective more questions were also drawn up which included if central government intervention improves the services offered in their respective departments finding are illustrated in the pie chart below.

figure 2: the response of respondents on central government intervention if it improves service delivery in their respective departments



The respondents who cover 80% of the pie chart are those who agreed that indeed central government intervention has indeed or may indeed improve the quality of services in their departments. In justifying their answer some of the respondents added that with central government intervention may improve quality of services offered in their departments as with it brings funding in form of grants for that department while the others simple highlighted how it plays an oversight role, or serves as both checks and balances hence may minimize misuse of power or corruption which as highlighted in chapter 2 are part of the factors in causing poor quality service delivery.

According to figure 2 the pie chat also shows an element of about 20% on the other opposing side, this section is composed of those who answered with a no. upon justifying their answers it was given that with government intervention quality of services especially in town planning department may not improve due to some factors caused by this such as budgets being crushed as well as there is limitation of funds, the respondent went on to even highlight that they have not even received any form of grants from the government in a while so have resorted to self-funding of policies hence government intervention in the respondent's opinion does not help his department in its offering of services to the government.

4.5: Factors that hinder quality service delivery by local government municipalities in Zimbabwe.

It is with this particular objective that the researcher first acquired knowledge on whether each departments of the municipality were happy about the services offered to municipalities and before having them to brainstorm as of yet the factors they may deem as those influencing the quality of services offered. It was at first that as part of the questionnaire the responded were asked to rate the quality of the services they offer per department and the reading are illustrated in the following bar graph illustrated bellow.

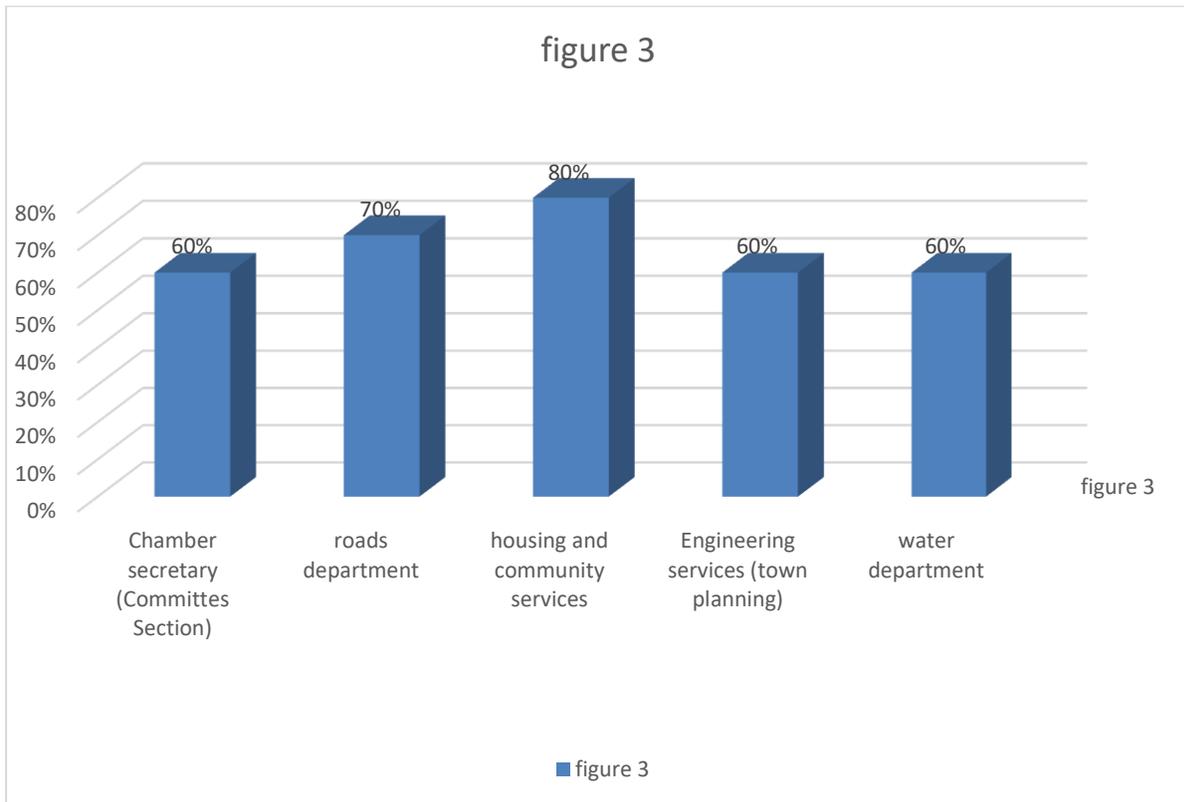


Figure 3 is diagram that illustrates the ratings given by respondents from the various departments of which the belong, it is clear that even the departments that offer services directly to the residents of Bulawayo acknowledge that the services offered are not high quality as most departments rated them at 60%. It is then upon being asked to justify reason for that particular answers to start with the Committees Section form the Chamber Secretary department it was

highlighted that the reason for a reduction in quality are associated with both internal and external influences which include, economic challenges, lack of sufficient funds, equipment which insufficient. While for the roads department maintained that it has been fully successful as the respondent actually indicated that in the country the municipality is the best in terms of road rehabilitation, however did not give a full 100% as the respondent indicated this is due to issues at hand such as insufficient staff.

For the other department such as the Housing and Community service had rated an 80% owing this much success and improving services to the management skills as well as highlighting that tangible provisions of services are in place, also indicated some factors such as yearly result based management systems gets employees to work hard in order to achieve better hence service delivery is improved at the same time. For the Town-planning section under the Engineering services department pegged its quality of services offered at 60% due to factors such as budget approval taking long to be approved by the central government. While for the water department which pegged its service delivery at 60% also gave justification for lack of quality of services offered to factors such as climate in which water reserve may dry up fast as this occurs naturally and there's so little they can do, in terms of quality the respondent indicated that Bulawayo city boasts of the cleanest provided water in the country hence even if the water resources may deplete still quality is guaranteed, in short the reason for the 60% peg was not on quality but based on supply as the cities reservoirs are not sufficient enough for the existing local populace.

In getting further detail for the factors that hinder quality service delivery not just in their departments but the whole municipality the respondents referred mainly two categories which are internal and external causes with internal causes factors drawn from the answered questionnaires include, labor shortage, low revenue collection, lack of equipment and resources, and fewer qualified personnel. Whilst external causes may include government policies, restrictions in recruitment of labor, monetary shortage (liquidity crisis) political interference are all factors that were listed by the respondents that may cause. All these factors can be dealt with accordingly in various ways in which they would be looked into in further detail in the next objective.

In addition, due to some of the departments rating their service delivery at 60% it was in best interests of the research for the researcher to acquire more information through the use of interviews. Upon interviewing one of the departments with the lowest rated quality service delivery offered the respondent added being under staffed of which this causes a lot of work load on the few qualified personal hence this may limit the speed of delivery, this of cause is caused by the freeze put forth by the ministry to high more stuff. In addition he also indicated that old unsuitable equipment also limits the speed of delivery hence the municipality should upgrade their equipment. Also in terms of finance the respondent noted that funds usually from the central government either delay or do not come at all hence the municipality will be forced to self-fund its initiatives in the department as a result may operate bellow efficiency.

4.6: Recommendations on ways to enhance quality service delivery in local government.

As part of the research conducted, upon realization that indeed service delivery offered at the municipality was not at optimal, the respondents were to list in their opinion in the given questionnaire as to the reasons why there was a lack of quality of services especially those that of the previously illustrated diagram which had had been rated at 60%. In addition the respondents had to come up with various ways to combat some of these constraints of which the some of the responses were to do with autonomy as well as with government policies.

For the roads department, upon highlighting some of the challenges it faces in road rehabilitation and building it suggested the following as the part of the various ways in which the constraints towards achieving quality service delivery could be dealt with. Applying to central government for the recruitment of essential staff is one of the recommendations given by the respondent from the department, the minister shall concept which allowed for the previous minister of local government, public works and national housing to put forth a freeze which has been enforced since 2013 has caused major constraints and setbacks as far as quality of services offered if concern. It is through the lifting of the freeze that the department can address some of its obstacles such as understaffing and few qualified personnel, in the researcher's point of view full autonomy would have avoided such mishaps or even better yet address such mishaps. Also

another suggestion from the respondent of the department also indicated that another measure is to introduce ring fenced accounts (in this case a set of asserts are removed from a set of accounts and are then considered separately) in this case it's to ensure that capital or funds set aside for a specific purpose are not misused for other purposes.

For the department of housing and community services the respondent highlighted recruitment of qualified personnel and purchase of appropriate tools of trade as ways in which quality service delivery in his department can be reached. In focusing on recruitment of qualified personnel this move will never be possible for the municipality unless the freeze is lifted which for political reasons will not occur anytime soon. It then draws us back again to the recommendation that if municipalities are granted full autonomy perhaps local authorities may run smoothly and may recruit at will, hence service delivery may be improved and maintained. For the town-planning departments respondent added that in order to increase efficiency government should allow for recruitment of labor, increase revenue collection as the funds are still insufficient to carry out some policies that may improve delivery, in terms of equipment new current equipment should be purchased so as to lessen workload and improve efficiency at the same time. For monetary shortage the respondent highlighted that government should review its grants system and should continue providing essential grants to municipalities without delay so that service is not disrupted.

For the committees section under the chamber secretary's department improvements on service delivery can only be seen if some statutory instruments that were set in place about a decade ago are the same tools that restrict improvement. Giving for example some of the functions which the section provides is that of providing permits, however this process takes 3 months which is rather too long given the fact that those seeking developmental permits such as opening hotels, restaurants, supermarkets, marts and even construction companies are there to develop the city this long timeline or waiting period for a permit which was set forth through the urban councils act is now outdated and should be revised before it chases away potential investors who would improve the city.

In as much as the various departments have highlighted the various ways of improving service delivery some were not clear, for example separation of accounts and lessening of restrictive policies from central government which has proved to take its toll on quality may be addressed by granting full autonomy. In this way if the municipalities possess power to fully shape their destiny delivery may indeed improve with of cause the minister having his powers reduced to only serving as a watch dog for the abuse of office. More increase of qualified personnel, improvement of infrastructure, purchase of better equipment, economic stability, efficient revenue collection, may be also in addition, factors that may in turn improve delivery of services, increase and ensure funding in form of grants indeed reach the municipalities in Zimbabwe on time. Not also forgetting that by also increasing rewards and awards system of motivation this will enable employees to be motivated and seek to achieve the municipal goals hence improving delivery at the same time.

4.7: Chapter summary.

It is with this chapter that data was presented and illustrated with the use of diagrams which include pie charts, bar graph, figures and column chart. Data analysis was based mainly on the feedback or from the responses from questionnaire and interviews. Interview in the case were with the senior committee officer and the senior housing officer, whilst questionnaires were sent the town clerks department, roads department, town planning, water department and housing and community services department. The interview respondents were mainly selected in terms of the offices the hold and the experience they have in working at the municipality. The data acquired from questionnaires were put into categories of which the research objectives were the main guideline, and discussions were then made after each response indicated. Questionnaires were mainly used as a way or method of complimenting the data acquired from interviews. The following chapter will then conclude and summarize the research outcomes and give recommendations.

CHAPTER 5

5.0: Conclusions and Recommendations.

5.1: Introduction.

It is after analyzing the available literature concerning the topic at hand, as well as the research findings as illustrated in chapter 4 on the “decision making autonomy and service delivery in local authorities: Case of Bulawayo city council”.it amidst all the research done research findings presented that the researcher may now be able to conclude and give the necessary recommendations on the topic. Conclusions in this instant will aim towards answering or addressing research objectives, this chapter in short will aim at highlighting in brief the findings, recommendations and conclusions.

5.2: Summary findings.

Upon conducted a research at the Bulawayo city council the topic at hand “decision making autonomy and service delivery in local authorities: the case of Bulawayo city council which was necessitated by not only the depleting service delivery in other departments, but also understand from the council’s view, why things are that manner and come up with recommendations to enhance quality service delivery. It was with this aim that the researcher unearthed that some of the constraints while conducting his research through the use of research instruments such as questionnaires and interviews. As questionnaires which complimented interviews were sent to five different departments which consist of the chamber secretary, roads, water, town-planning (engineering services) and the housing and community services department managed to get the needed data for research topic and from the research finding they can now be simply summarized at the following.

Service delivery has indeed depleted in most departments of the municipality with surprisingly even the employees of the municipality (respondents) rated it at 60 percent with only the housing and community services and roads department rating their services at 80% and 70% respectively. In addition the about 60% of the respondents noted that indeed full autonomy if it were to be granted would really enhance service delivery as they indicted that some of the constraints to quality and efficient service delivery is not necessarily other factors such as corruption lack of proper equipment, but may be that concern with the mother body (central government) and its hold on the local government. As for the remainder strongly believe the municipality needs the central government for funds that can improve services as well as qualified labor force that may come from central government.

It can also be summarized that the constraints that may hinder or reduce the quality of service delivery offered may be split into 2 categories which are internal and external. Internal may include factors such as corruption, old unreliable equipment, less qualified personnel, less resources, aging city's infrastructure, and low revenue collection. While for external this may include government policies such as the ministerial freeze that restricts the municipality from acquiring the necessary labour force it needs to keep service delivery at optimal level, grants which are financial packages from the government in form of conditional and unconditional grants are no longer sent to local authorities in some cases are not received in time, more so government laws that are now outdated and limit the efficiency in service delivery currently, and government policy that in whatever policy enacted central government approval is needed which leads to the accumulation of policies that need to be approved and causes delay even in most cases if the problem needs immediate addressing.

In terms of autonomy it is generally understood that from the research findings municipalities do not fully enjoy autonomy as stated in the constitution of chapter 14 on local government. This aspect has been strained by political drivers that aim not only keeping appositionally led municipalities on a tight leash but to ensure that every move is monitored. Concerning service delivery although some respondents noted that indeed autonomy can work in favor of municipalities it was also highlighted that there may be other factors that may contribute to the enhancement of service delivery such as recruitment of qualified personnel, increase revenue

collection, new current equipment should be purchased and government should review its grants system and should continue providing essential grants to municipalities without delay.

5.3: Conclusions.

Decision making autonomy which was guaranteed by the constitution of Zimbabwe chapter 14 which illustrates on the devolution of powers was put in place to spearhead development in various areas. It was through this strategy of devolving powers to local authorities which would give them the power to govern themselves in a manner set up the urban council's act with only having the mother body or central government serving as both a watchdog and an aiding body for local authorities as far as financial are concern. This move which was also adopted in various countries was also adopted in this country upon conducting this research it was essential to find out if indeed local authorities enjoy this autonomy, and has it spearheaded or improved service delivery in those areas.

It can now be wrapped up in conclusion drawn that indeed autonomy is exercised in Zimbabwe, in referring to Bulawayo City Council as it is a case study as the topic relates, autonomy is enjoyed and has indeed spearheaded development, empowered the local people who now have the power to shape their destiny and ensure more local participation in government. However in as much as its been beneficial, it would have even reaped far better fruits if interference in municipal affairs is kept to a minimal, if government allows the municipalities to draft their policies and approve them themselves with great urgency this would foresee more and better improvement than that which is observed now.

Hence the researcher understood the concept of decision making autonomy in context of local authorities as a means to promote development, is the indeed if local authorities operate by the book, it can be possible that the more the autonomy granted the better the quality of service delivery. Bearing in mind that the hold, central government has on local government is not to control it but to be a tour guide in enabling better services rendered, faster development and even increase citizen's participation in government. In short in the researchers' opinion, this concept may indeed fully benefit municipalities if central government grants more autonomy to local authorities, as municipality's do not in reality have power to shape their destinies if central

government continues to put municipalities or local authorities on a tight leash all in the name of serving as a watch dog. Also more autonomy does not basically mean improved delivery as they may be other factors as well that may affect it.

Concerning the factors hindering quality service delivery, service delivery which is the major or core function of municipalities involve providing clean water, refuse collection, provision of housing and stands, maintenance of sewer lines, road management (construction and rehabilitation) provision of street lighting systems and even offering of development permits and licenses just to mention but a few. There are various factors that may affect they may be divided into two categories which are external and internal. For external these may include government policies such as the ministerial freeze that restricts the municipality from acquiring the necessary labor force it needs to keep service delivery at optimal level, grants which are financial packages from the government in form of conditional and unconditional grants are no longer sent to local authorities in some cases are not received in time, more so government laws that are now outdated and limit the efficiency in service delivery currently. Also the late approval of policies that are sent to central government also take their toll on services delivery as in some cases some policies are enacted are meant to address immediate problems that arise, hence it is because of central government delay that such problems that the enacted policy is meant to address end up escalating beyond control.

Internal constraints are basically the obstacles to quality service delivery that appear form within the municipalities such of which include corruption, old unreliable equipment, less qualified personnel, less resources, aging city's infrastructure, and low revenue collection. Most of these obstacles can be simply addressed through a number of ways, but those that are of external orientation are normally due to the hold that exist from central government to local authorities. Hence it is through the research that the researcher was able to unveil some of the constraints from the council's point, as world over municipalities are blamed for poor service delivery but with this research it managed to unearth some of these obstacles that occur out of the councils control such as those which are classified under external causes.

It is upon unveiling some of the constraints or obstacles that affect service delivery that ways of addressing these obstacles and enhancing service delivery should be the next major objective which should aim to improve and enhance delivery. First and far most external it all begins with the level of autonomy granted to council's, if central government grants full autonomy or increase the level of autonomy being enjoyed by councils this will enable municipalities to make policies and approve them with great urgency especially in matter that need immediate attention it may be resolved quickly. More so more autonomy means municipalities are more flexible in their dealings and with only aid from central government in form of grants, are at a better level to implement successful policies for the local populace. Other changes that can be done so as to enhance the quality of service delivery may include unfreezing the ministerial freeze so as to enable municipalities to fill up slots that are unoccupied and improve efficiency

Also by providing grants to local authorities on time this will enable urban councils such as the Bulawayo city council to implement policies that will aim at improving not only the quality of services offered but improve the speed of service delivery. Corruption which is a major obstacle to service delivery should be monitored through having not only central government serving as a watch dog but also councils should have a strong audit system made up of external auditors and harsh penalties introduced for public office corrupt individuals which will in turn limit corruption or even prevent it before it even occurs. More so through the research conducted the research managed to note that the municipality boasts of grey hair less qualified leadership yet the fresh and filled with ideas younger more qualified employees occupy lower positions this has to be ratified by allowing those with merit to rise.

In some cases such as road rehabilitation municipalities can simply embark on a project such as food for work programs or simply pay at the completion of the project. It is in this case whereby the local authorities employ local labor were road rehabilitation is to be done and contract them to specific tasks in which after completion they are then paid and contracts then terminated. This will be a counter move towards the limited labor force problem that exists up to this day due to freeze put forth by the minister of Local Government, Public Works and National Housing. As more recommendations will be included in the next section, some of them have already been highlighted as part of the demands of the objective.

5.4: Recommendations

Regarding decision making autonomy, as devolution of powers is guaranteed through the constitutions chapter 14 it is essential that the central government interferences are a less to a minimum, in doing so real growth can be anticipated and service delivery improved. The central government should also concentrate its resources upon corruption and the misuse or abuse of power as these are the real major threats to increase of performance in local government. If changes are to be made they should start from the mother body or central government, as full autonomy as proven throughout the research that it will be rather dangerous and would reap undesired results, but lessening the tight leash central government has on local government however can be beneficial and even the hold for the checks and balances are still maintained.

Regarding service delivery there are some outdated laws that municipalities that are use, for example in acquiring a developmental permit one has wait for three months for the processes to be finished which is rather too long especially noting that the development permit applicants intend to bring development to the city. Hence as a recommendation it is necessary that central government revisit and review such outdated policies which apply to all municipalities of the country and eventually chase away potential investment. Service delivery should be efficient, fast and reliable this cannot be achieved with such restrictive policies.

In addition ministerial powers to enact certain policies should be reviewed, ministers may make decisions behind closed doors such as the freezing hiring of more labor force for local authorities, in doing so may sabotage their strategies at improving service delivery as well as the speed of service delivery. As there may be fewer employees hence they will be pressured and quality may deplete, hence if the minister enacts certain policies on local authorities they should be reviewed on the effects on the day to day running and if they do more harm than good should be cut off. Regarding equipment the council should embark on a project in which it upgrades its equipment and computer systems so that in turn service delivery may be more efficient. In addition rewards or awards systems should be enhanced so as to motivate employees to work harder and even reach the year set organizational goals.

In terms of grants that are directed to municipalities which may be conditional and unconditional should be sent to municipalities in time. Especially for smaller town councils who rely on those funds for mostly all implementation of their policies, most of these formulated policies will never be implemented as they would be awaiting funds. Also the council's should upgrade their revenue collection systems in some countries revenue collection is done over phones like the normal Ecocash and even online this method is more efficient and may serve costs as fewer people needed to operate the systems and service is even faster and more reliable as they may be fewer or reduced cases of theft or corruption. With this in place residents may not be able to pay their rates, fines, licenses and even water bills and rent on the go.

5.5: Chapter summary.

This chapter has managed to highlight in brief the summary of findings from the primary sources or data collection, finding were presented highlighting in brief an analysis of them. In addition the chapter managed to also present research objectives and conclude within the category showcasing how the research aimed at addressing the demands of objectives prepared from chapter1. Recommendations were then made as a way of not only briefly satisfying the demands of objective number 3 but also so as to recommend from the mishaps discovered along the way during the research and come up with better solutions in which municipalities can be run and even encourage and improve quality service delivery.

5.6: General conclusion.

Upon introducing the topic at hand, burdened with the goal of addressing the problem that was or has been for quite some time existed in countries all over the globe, as highlighted in the problem statement, poor service delivery has been a troublesome tick which both local residents and central government has blamed local municipalities for the poor provision of what may be considered essential services. As this research was not majorly centered on service delivery but also on decision making autonomy as well it was essential to understand decision making autonomy and its relationship with service delivery as illustrated in greater depths in chapter 2 (review of literature). On the same chapter in which brought more insight to the topic at hand through the definition of various terms, unearthing some of the literature by certain scholars, and through the use of certain aspects of theories to explain. With chapter 3 which was focused on

the collection of data on the ground was majorly focused on Bulawayo City Council given the fact that the is a case study, from the selection of respondents to be interviewed or with whom the questionnaire will be dropped to the selection of research instruments as already highlighted. Chapter 4 which covered the presentation of data through the use of diagrams right up to its analysis as to understand the reason why data is in that manner. With chapter 5 which has concluded, summarized the findings and even given recommendations on better ways to improve service delivery and how best to benefit from decision making autonomy.

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My name is Mzwanele W. Tshuma, currently studying for an honors degree in Politics and Public Management at Midlands State University. (MSU). As part of degree requirement, research should be conducted for my dissertation, which the topic reads “decision making autonomy and service delivery in local authorities: case of Bulawayo City Council”. This topic aims to not only unveil some of the constraints or obstacles to service delivery but seeks to understand why such constraints or obstacles exist in the first place. As everywhere local authorities are blamed for the provision of poor services such as water or even basic maintenance of infrastructure such as roads and even the sewer system, this research seeks to expose the factors hindering service delivery at local level and also highlighting the impacts of decision making autonomy at the same time towards improving the quality of services rendered at local level. The respondents to this questionnaire shall remain confidential as this research is conducted, purely for academic purposes. As part of the list of questions prepared some may require a simple yes or no, while some may even extend and require the respondent to justify or give reasons as to why they responded with a “No” or with a “Yes”.

1) What are the service offered in your department or section?

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2) In your opinion what are the obstacles to providing quality services in your department or section?

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3) In relation to the previous question, suggest or recommend ways of overcoming such obstacles.

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4) In your opinion why do you think local governments like Bulawayo City Council were formed?

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5) In your opinion do you think Bulawayo City Council has been “fully” successful in offering its services to its residents

YES / NO

b) State reasons for choosing the answer above.

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6) Would you agree that central government intervention in municipal affairs improves the quality of services offered in your section or department?

YES / NO

b) State reasons for choosing the answer above

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7) In your view would fully autonomy at Bulawayo City Council enhance service delivery?

YES / NO

b) State reasons for choosing the answer above

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8) On a scale of 1 to 100%, Please rate the level or the quality of service delivery from your department with a tick

10%----20%----30%----40%----50%----60%----70%----80%----90%----100%

Interview guideline.

1. What are the services that offered in your section?
2. What are the constraints or obstacles to improving quality of services offered in your section?
3. In your view does Bulawayo city council enjoy full decision making autonomy?
4. Do you think full autonomy can enhance the quality of services offered?
5. How has government intervention in municipal affairs affected the provision of quality service?