

# ***MIDLANDS STATE UNIVERSITY***



## **FACULTY OF SOCIAL SCIENCE**

### **DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

#### ***TOPIC***

***AN ANALYSIS OF POLITICAL INTERFERENCE ON SERVICE DELIVERY: A CASE STUDY OF SANYATI RURAL DISTRICT COUNCIL FROM 2009-2014***

***BY***

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# **CHAPTER I : INTRODUCTION**

## **1.0 Introduction**

The chapter focuses on the introductory part of the research, which covers the background of study, the problem under investigation, objectives of the study, research questions, limitations, delimitations and ethical considerations. Although a lot of literature has been written about local government in Zimbabwe, a cold shoulder has been given on the influence of political interference on service delivery. The dearth in research has forced the researcher to provide an insight on the role of political influence on service delivery. The study sought to provide an analysis of political interference on service delivery to the local community.

All local authorities, both rural and urban are mandated to provide adequate services to their areas of jurisdiction. The creation of RDCs was intended to develop and manage rural areas by offering services to the local people. The Rural District Councils play an important responsibility of promoting services to local communities. Nevertheless, the Sanyati Rural District Council is among other local authorities that are failing to deliver adequate services due to the politicized environment in Zimbabwe. This study sought to investigate the influence of political interference on service delivery for 2009 to 2014.

The Zimbabwe local government has inherited a system where politics of the day controls service delivery. For instance the difference in services offered in rural and urban areas is a clear indication that politics is the epicenter of effective service delivery. One cannot separate politics from local government. Influence peddling has caused poor service delivery in many local authorities. The fact that there is no clear demarcation between government and ruling party has greatly caused a lot of havoc in as far as service delivery is concerned. Politicians as policy

makers supports policies that protects their interests so as to gain political mileage detrimental to service delivery. The main key players in the provision of service delivery includes the central government, local government ( Member of Parliaments, Councilors) and Non Governmental Organizations they play a crucial role in service delivery, and their decisions has a great effect on local authority's performance.

## **1.1 BACKGROUND OF STUDY**

Before the colonization of Zimbabwe, local government system lay in the hands of traditional chiefs. They played an important role in the affairs of the local community. Traditional leaders facilitate development in their areas of jurisdiction, (section 282 (c) Zimbabwean constitution). However with the emergence of colonization, the powers of the traditional leaders were limited. The colonial government began to control and monitored all developmental activities both in rural and urban areas.

The establishment of Salisbury Sanitary Board marked the emergence of local government in Zimbabwe. The board was formed in 1891 by the colonial regime in a bid to control and monitor service provision. However there are allegations that service provision was based on discriminative basis. The introduction of suppressive legislations such as, the Land Apportionment Act (1930), the Land Husbandry Act of 1951 and Land Tenure Act of 1969 were intended to stop Africans from accessing land. For instance the Land Apportionment Act of 1930, determine the land allocation and land acquisition among blacks and whites. The blacks were given infertile land, which were found in the hot, remote and tsetse fly infested areas, without any social or infrastructural services. In the purchase areas, Africans were allowed to buy land, but this was isolation of black majority because the African lacks purchasing power.

Most of them were poor, thus the vast of lands remain in the hands of the whites. The areas where Africans lived were more like cemeteries; they were unsuitable for human lives due to lack of electricity, schools, roads, clinics and other vital resources. On the other hand the whites enjoyed basic infrastructure such as electricity, tarred roads, well functional clinics and schools. There was poor service delivery in African areas due to political interference by the white settler government.

In a bid to promote service delivery, the government at independence introduced a variety of reforms so as to remove some of the oppressive laws brought by the colonial regime. A number of pieces of colonial legislation were either amended or repealed, or abrogated and new legislations were put in place to foster efficiency and effectiveness in local government. However, there was little change to the roles and responsibilities of Rural Councils and Urban Councils. Severe disproportion of services was encountered in rural areas. The racial factor and partisan politics continue to hinder development. Racism was a major stumbling block to service delivery, urban areas were well serviced while rural areas have inadequate services. Prior to independence the government combined the DCs and RCs to form RDCs as a way to improve the standards of living of people living in remote rural areas (Makumbe 1998). This was an important move to remove the racial factor in local government system.

Prior to the 1993 amalgamation there were four local authorities presiding over the Kadoma rural areas which namely were Ngezi Rural District Council, Kadoma Rural Council, Sanyati District Council and Chitenderano Rural Council. Rural councils were responsible for governing farms while, district councils governed communal lands of smaller hectares. In 1993 Kadoma Rural District Council was formed, which had its head office in Kadoma city and sub-offices in Sanyati town and Mhondoro-Mamina development centre.

In 2008 SRDC was formed after the declaration by Cde RG Mugabe to further divide Kadoma RDC into two RDCS that is SRDC and Mhondoro-Ngezi RDC. Sanyati RDC's area of jurisdiction is divided into eighteen wards which are represented by councilors. The Sanyati District is divided into two constituencies, the Sanyati Constituency under the leadership of MP Runesu Blessed (Geza) and Chakari Constituency under MP Aldrin Musiiwa. Chief Neuso and Chief Wozhele are the traditional leaders that work hand in glove with SRDC. The area lies in the former Sanyati Tribunal Trust Lands. The area covers large, farms, small scale farms, resettlements, conservancy and peri-urban land. Sanyati district is rich in gold deposits and lies in natural region 2 where farmers grow mainly maize and cotton (white gold) and this makes the council's revenue base much wider as it is endowed with precious minerals. Thus, the Sanyati RDC is the torch bearer of spearheading development and improving the living standards of people in Sanyati.

Sanyati RDC is located in Mashonaland West Province. The council has a state of the art of administrative office block situated at Number 8, Warwick Street in Kadoma Town. The sub office is located at Sanyati Growth point (ward 18). Only the administrative and the financial duties of the council are performed at the sub office. The picture below shows the SRDC Head Office, in Kadoma.

**Fig 1: SRDC Head Office**



Source: [www.sanyatirdc.co.zw](http://www.sanyatirdc.co.zw)

Sanyati RDC Mission statement shows that the team is well equipped and oriented. The mission statement is:

*To spearhead development and improve the standard of living of people in council's area of jurisdiction by creating an enabling environment, delivering the highest quality services in a transparent manner at the lowest possible cost.*

In support of the mission statement the Sanyati RDC has a vision which enables them to meet expected targets and it provides direction for the operation of the SRDC. The vision is ; *To be the leading quality service provider authority in Zimbabwe.* These two aspects of Sanyati RDC can assure the safe delivery of quality service to its destined clients. In fulfilling its mandate, the SRDC is guided by the following objectives:

- Recruit and train competent personnel in order to give service of high quality to the community within each budgeted year.
- Develop infrastructure in the various business centers in order to attract investors.
- Provision of health, social and educational services within the council's area of jurisdiction.
- Embark on income generating projects to augment the council's meager resources.
- To conserve the district's natural resources and plan on how they can be used to attract foreign and local investors.

Sanyati RDC is among other local authorities that are struggling to foster effective service delivery. The major challenge to the provision of services is political interference in council business by politicians. However, the difference in development in the district reflects that politics is at play. Areas such as Nyaunde, Gaza, Rusvingo, Kasirisiri and Chamaware have poor social and infrastructure services while wards 1, 2,3,4,5, and 18 have good infrastructure.

## **1.2 STATEMENT OF THE PROBLEM**

Politics has been blamed for poor service delivery in Zimbabwe. It has become a tendency that politics has been used as a banal or scapegoat for anything that goes wrong in Zimbabwe. Past researches has failed to prove or disapprove the claim. However, politics of the day has led to the failure of Sanyati Rural District Council (SRDC) to deliver adequate services to the local community. Like any other local authorities in Zimbabwe, SRDC has faced a challenge of political interference; this has become a stumbling block on providing services to the community since 2009 to 2014.

### **1.3 RESEARCH OBJECTIVES**

The study seeks to:

- a) Identify services that must be offered by the Sanyati RDC.
- b) Identify key players in the provision of service delivery.
- c) Establish the extent to which political interference affects service delivery.
- d) Suggest ways of solving the challenges faced by Sanyati RDC.

### **1.4 RESEARCH QUESTIONS**

- a) What services must be offered by the local authority?
- b) Does the local authority provide adequate services to the local community?
- c) Who are the key players in the provision of services?
- d) How does political interference affect service delivery?
- e) What must be done to foster effective service delivery?

### **1.5 JUSTIFICATION**

Although a lot of literature has been written about local government in Zimbabwe, a cold shoulder has been given on the influence of political interference on service delivery. The dearth in research has forced the researcher to provide an insight on the role of political influence. The researcher tries to expose some of the unknown facts on how political interference militates against service delivery. There is poor service delivery in Sanyati District due to politicized environment in Zimbabwe. The major stumbling block hindering service delivery is the



meddling of politicians during service provision. The study is of great value to Sanyati Rural District Council putting into consideration that they are the custodians of Sanyati district. The research findings are useful to policy makers, community and private partnerships.

## **1.6 DELIMITATIONS**

The survey will be undertaken in all wards under the jurisdiction of Sanyati RDC that is Sanyati district. Respondents shall be drawn from residents, Sanyati RDC staff, councilors, NGOs villagers, Ministry of Education, Ministry of Health, and many other sector ministries that work hand in glove with Sanyati RDC.

## **1.7 LIMITATIONS**

Limitations of the study are those characteristics of design that set restrictions on results found. There are a number of limitations that hinder the success of a research. Financial constraint can be a major challenge to research. The researcher will fund, the research when collecting data. Poor participation is also another limitation. The researcher will look for volunteers who will be active in carrying out the research. The information gathered may be biased, so the researcher will analyze the facts and observe so as to have accurate information. The information required is highly sensitive since it is of national interest in the eyes of the local authority, but the researcher will insist that the information is to be used for academic purposes.

## **1.8 ETHICAL CONSIDERATIONS**

The researcher shall be honesty and respect the opinions of the respondents; only willing participants are to be interviewed. The participants are to be given room for withdrawal from participation if their rights are violated. Protection of societal interests is very important, hence

there is need to have a well-balanced view between the societal interests and those of the researcher. Rights to privacy and confidentiality of respondents will also be upheld.

### **1.9 Chapter Summary**

This chapter presents and summarizes the background of study, research questions, research objectives, delimitations and limitations of the subject under study. The chapter initiates the introductory part of the research. The next chapter presents scholarly views from different scholars and concepts that support the topic under study.

## **CHAPTER II : LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK**

### **2.0 Introduction**

This part of the research will focus on opinions forwarded by scholars pertaining the interference of politics on service delivery. The researcher attempts to give detailed and strong scholarly arguments on the matter under debate. Literature review, conceptual framework and are highlighted in this chapter, so as to explore various views from different scholars. Literature review is the evaluation and assessment of resources. According to Baglione (2012), is a text of a scholarly paper which includes the current knowledge including substantive findings. Thus, literature review attempts to position the problem under study in relation to other scholarly reviews on the same subject.

Over and above, this chapter also reviews conceptual issues surrounding political interference and service delivery. According to Miles and Huberman (1994) conceptual framework is a visual or written product, one that explains, either graphically, or in a narrative form. In this case the researcher will use the narrative or descriptive form. Conceptual framework can be described as concepts that support the research. In this research concept such as service delivery, political interference, local government just to mention a few shall be discussed in this chapter so as to support the research under study.

### **2.1 LITERATURE REVIEW**

Service delivery entails the distribution of basic resources to citizens. Some of the resources include provision of water road construction and maintenance, rehabilitation of schools ,clinics and upkeep of recreational facilities. Bachmann and MacCleery (2006) alludes that, local authorities are mandates to offer sufficient services all the time. However, many local authorities

are found lacking in as far as provision of these services is concerned. Many local authorities are failing to provide quality and adequate public services to the communities. Political interference has been blamed by many people as the main root cause for poor service delivery .Poor services widen gaps of mistrust between the local authority and the community. Politics has been used as an excuse for poor service delivery. The researcher is forced to establish the extent to which political interference affects service provision.

According to Jagero et al (2014) the provision of services by local authorities has been hampered by politics. The local authority is failing to execute its duties due to political gimmick. As noted by Bell (2002), politics impinge on the administration and management of an organization. The Zimbabwe Institute (2005) highlights that, there are more than two hundred and fifty (250) instances where the Minister can intervene in the day to day running of Rural Councils. The Minister has the power to appoint and dismiss councilors (section 157), to make by laws (section 94), control over finances of the council and approval of borrowings (section124).All these powers are enshrined in the RDC Act (29:15).Though the act cedes excessive authority to the Minister but it must be noted that, the “minister shall concept” has turned local authorities into a political playground. According to Zimbabwe Institute (2015) the constitution and the RDC act has entrenched excessive central government intervention. The interference by the Minister has created a lot of havoc; there are so many instances where the Minister has been blamed for such acts.

According to Jagero et al (2014), the interference of Dr Chombo during Government National Unity period was intended to outwit the opposition. As evidenced by the dismissal of councilors and mayors for instance, A. Chirau, M.Marecha (2014) and Stanley James (2012), such acts have nothing to do with development but it was just politics at play. According to The Standard

(2015), the protection of the suspension of Harare town clerk Tendai Mahachi reflects the Minister was safeguarding their interests parallel to service delivery. The Minister has a record of firing corrupt mayors and councilors but with the issue of Mahachi the Minister's actions reflects inconsistency. More so, on the case of Tedi Chimombe (2010), the Minister has been blamed for reinstating Chimombe as the rightful candidate for being a mayor regardless of allegations of corruption. However a closer scrutiny depicts that, the Minister is turning the local government system into a battle field to promote party politics instead of fostering development. As for Sanyati RDC the Minister has insisted yearly through District Administrator, for the council to channel out funds in support of political celebrations such as Independence and Heroes celebrations detrimental to service delivery. This is enough to support that political interference has greatly hampered provision of services. Such an insight has been absent on past researches but the researcher is trying to cover up such gaps.

Dewa et al (2014) further argues that, Local authorities have been hampered by political mudslinging. As noted by Irin (2012) the government is interfering too much in the affairs of the council. For instance the cancellation of debts in 2013 as a directive from the President has culminated to collapse of service delivery in many local authorities. According to the Financial Gazette (2015) the government has been the worst culprit. The Voice of America (2015) asserts that, the government owes \$ 42 million (\$ 42 000 000) to local authorities this has led to erratic service delivery. After cancellation of the debts by the President, little revenue is flowing into the LA coffers of which it is consumed by salaries, leaving nothing to go towards infrastructure development and service delivery (financial gazette 18 June 2015). Thus politics has a great effect on the provision of services to the communities because such directives must have provided other alternatives of improving services rather than dissolving all debts. However a

closer analysis depicts that the directive was a campaigning tool used by ZANU PF to win support in the 2013 elections, thereby resulting in the demise of service delivery. As for Sanyati RDC most of its revenue came from miners and farm owners, of which many of the rate payers has huge debts. Most of the debtors do not even bother to pay up their bills as they have support from the President. Hence the interference by the central government has led the local government to be a rubber stamping machine of the ruling party. Many scholars failed to show how the government's interference has hindered service delivery. Such an analysis is very critical as it tries to fill the gaps from past researches.

Local authority has the mandate to collect revenues from the communities. Revenues are collected from miners, farmers, businessmen and other activities found within the areas of jurisdiction. This increased the financial base of the council. According to Katano and Manyak (2009) as cited in Jagero et al (2014) interference in local revenue by politicians to win political support has greatly affected service delivery. Makumbe (1998) notes that revenue collection has been used as a campaigning tool by many politicians. In some instances the taxes were reduced, so as to win the hearts of citizens, sometimes parties encouraged payment of rates. This greatly affected service delivery both positively and negatively. According to Jagero (2014), the interference in local revenue collection by central government, ostensibly to win support, has affects provision of services. From the above scholarly views it is of paramount important to note that, the arguments failed to highlight the issue of weaker policies imposed by the Central government. In Sanyati District, major companies such as Golden valley mine and Dalney mine scaled down their operations as a result of harsh economic conditions caused by government's weaker policies such as the Indigenization and Empowerment Act. They downsized their workforce yet it is the benchmark upon which council charges its unit tax to mining companies.

This impacted negatively on the council's annual revenue, hence resulted in poor service delivery.

According to the ACPDT (2002) it is a pity that party politics has crept into local government, so councilors are pressurized into taking political stands rather than representing local authorities. As supported by the Financial Gazette (18 June 2015) council does not represent the community they represent the ruling party and their own personal interests. This has greatly affected service delivery, as time and resources are wasted by politicians instead of providing adequate services to the community. However, council vehicles were sometimes diverted to the party campaigns for both Parliamentary and Presidential elections and this impacted negatively on service provision. Activities such as revenue collection refuse collection, movement of equipments, procurement of goods nearly collapsed. (According to Jagero et al 2014). Though scholars indicate how council vehicles were misused, during elections, but they failed to indicate that even in the absence of elections vehicles are misused. The Council Chairman for SRDC uses the BT50 vehicle as his personal car, being furred from town to his homestead diverted council business of revenue collection. Past researches failed to show mismanagement of other resources. Land and donations from charity groups were diverted to political campaigns instead of providing services to the local community. The Consolidated Revenue Fund was misused by many councilors through launching political campaigns rallies instead of providing services. Thus this research sought to fulfill this gap.

In addition, all RDCs are supposed to embark on income generating projects so that they can raise the revenue inflows and provide employment to the citizens. Section 80 of the RDC Act (29:15), grant the local authority the power to embark on income generating projects for the purpose of raising the council's revenue base. Since 2008 after the economic meltdown, the

environment was unsuitable for projects operations. According ZCDA reports (2014), Zimbabwe political environment was a constraint on project implementation. During the 2009 re-run elections, many Non Governmental Organisations were clogged and the service users encountered poor service delivery. There were allegations that the organizations were supporting the opposition party, this led to some projects like road construction to remain idle, in many wards (Sanyati District).According to ACPDT (2002: 87) “party politics has been as destructive as drought is in Zimbabwe. Local government structures are dying because they served politics not development.” This led to withdrawal of NGOs, and white elephants projects were experienced. For instance uncompleted classroom blocks, uncompleted clinics (Pazvavambwa, Chegutu 6 clinic) and unconnected water systems at growth points. Thus, the gap has to be filled by this research to show the influence of politics on effective service delivery. Though scholars highlighted on the issue of politics but they failed to assess how politics affects income generating activities. The fact that charity groups were abandoned due to allegations of supporting opposition parties in particular Movement for Democratic Change (MDC) has caused a lot of havoc in the provision of services, indicating that party politics has been a stumbling block in the delivering of services.

Still on income generating projects the council’s campfire project should have been one of the council’s major revenue drivers but this has proved to be a total failure due to a number of factors. The settlement pattern in the district was done without putting in mind the need to create a conservancy sustainable for wildlife habitation and almost every corner of the district has a village and this makes it difficult for wildlife to remain in the area. Council with the influence from councilors and traditional leaders resettled the villagers without leaving enough space for wildlife management. As a result of the above there is reduced animal population in Sanyati.



There is poor trophy quality and poor trophy size. This has affected revenue inflows, thus leading to poor service delivery.

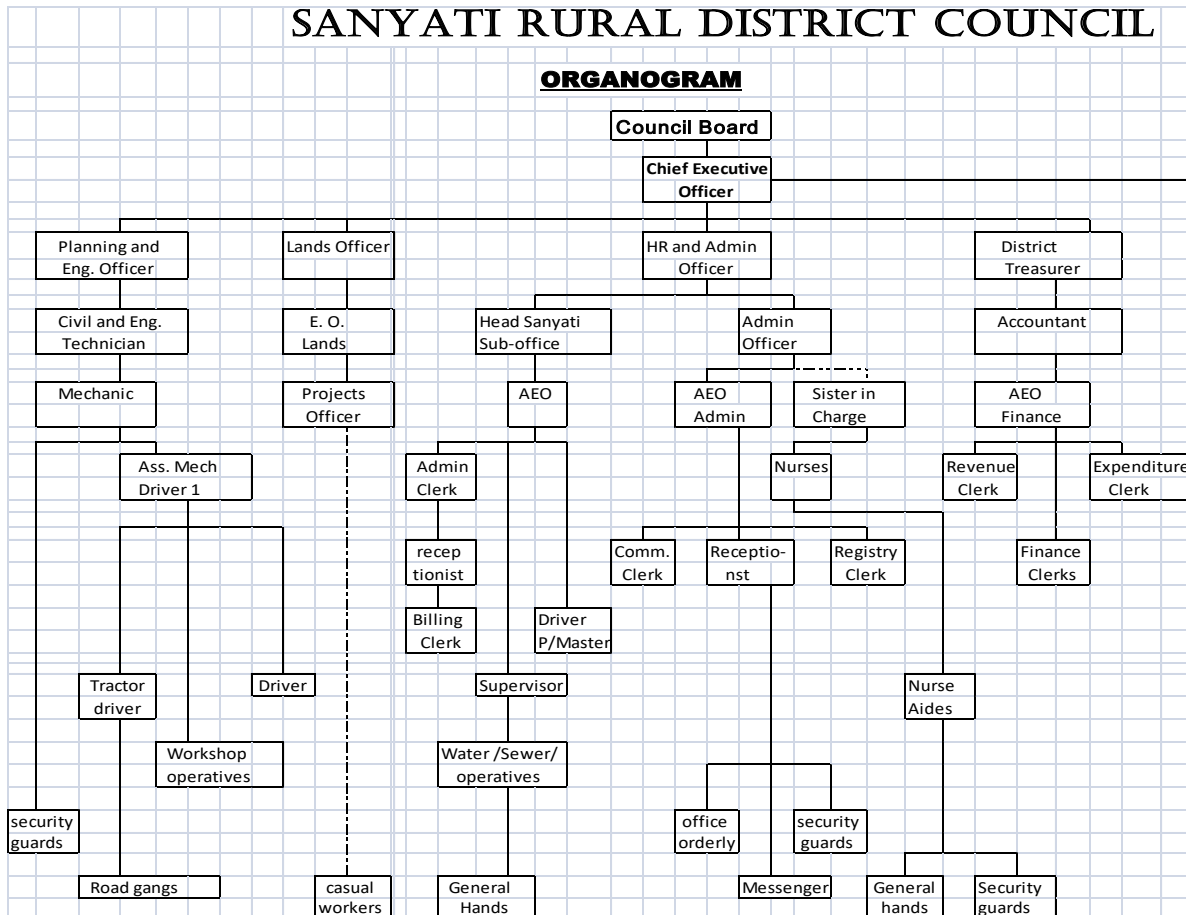
Local authorities are mandated to maintain, repair and rehabilitate infrastructure in all rural centers within their areas of jurisdiction (Mutizwa – Mangiza 1992). The political atmosphere in Zimbabwe has greatly affected service delivery. Minister Joshua Nkomo has been quoted at the Biennial Congress, supporting the above argument. He alludes that, Political activities in local authorities are hindering development; project implementation was a failure due political ambitions of key players, according to ACPDT (2002:33), cited in Jagero et al (2014). Local authorities instead of providing infrastructure services to the community the council concentrate more on politics. As supported by Dewa et al (2014) councilors who were elected to uphold the interests and grievances of citizens are spearheading partisan politics instead of service provision. Politicians are using the local authority as a battlefield for gaining political gimmick rather than as a means of providing service. Such political battles results in suppression of citizens in as far as service delivery is concerned. This made this study imperative to fill the glaring gap on the influence of politics on service delivery.

In addition, one cannot separate politics from local government. Politics impinge on the administration and management of an organization, Bell (2002).The arguments alludes that politics is of great influence to service delivery. The scholars failed to assess the role of councilors in service delivery as key players. Councilors are the most key players in most local authorities. According to Dewa (ibid), the councilors are not educated enough to pass decision on the expense of the technocrat and communities. The RDC (Chapter29:15) stipulates that; an person who is a resident in council area, who is above eighteen years and without any criminal record shall be appointed as a councilor in terms of section (1).

From the above notion it is clear that the act does not consider professional qualifications or academic qualifications. Hence councilors are questionable for their competence. Councilors as policy makers in council, supports policies that protect their interests. As noted by Financial Gazette (2015) councilors do not represent the community, they represent the ruling party and their own personal interests. With this in mind one is led to argue that a number of councilors are uneducated, incompetent and are advanced in years hence they lack qualities of being leaders. They do not contribute to policy formation and they even forget to enforce by-laws that promote service delivery. For instance last year the SRDC was forced to embark on a tender to purchase motor bikes for all councilors, whilst the community was in need of services. The motor bikes still remain the councilor's property even if the councilor is removed from office, hence a wastage of resources. However though the past research highlights some aspects on politics but they failed to effectively scrutinize the powers and duties of councilors in relation to service delivery. The dearth of information makes this research of a great value since it seeks to fill the gaps.

The organogram of SRDC clearly shows that the Council Board has overall authority, as shown below in **Fig 2**.

**Fig 2 Organogram for SRDC**



*Source : SRDC Handbook 2014*

The council board consists of councilors, who are uneducated, old aged and incompetent. Councilors who are members of a certain party are often expected to vote in council according to interests of the party they represent, South Africa Centre for Policy Studies: CPS 2010. Dewa et al (2014) asserts that, stakeholders may end up fighting political conflicts due to divergent priorities. As a result some of decisions made may be detrimental to the needs of people. As for SRDC some of the councilors are old aged one could question their role in promoting service delivery. The district is made up of eighteen ZANU PF councilors of which half of the

councilors are old aged and some has been be councilors for more than ten years and their wards were not contested. One could wonder if these councilors are capable enough to satisfy the needs of the community in as far as service delivery is concerned. However many scholars failed to identify the structure of the Local Authority. Thus there is need to revisit the organogram of all local authorities and limits the powers of the Council Board, so as to improve service delivery and reduce political interference. It is of great importance to note that the structure of the all LA must be revisited and revised so that the council board will on the bottom of the hierarchy because they lacks knowledge and are indecisive.

The local authorities are responsible for land allocation, as supported by the Communal Land Act, (Chapter 20:04) which asserts that, the Rural District Councils allocates land to the citizens living in their areas. Section (282:2), alludes that, traditional leaders have the authority, jurisdiction and control over Communal Land or other areas for which they have been appointed. However, land allocation in many local authorities has been used as a campaigning tool by ZANU PF. Recently the Minister for Home Affairs I.Chombo, has been quoted by the Newsday (2015) while addressing a campaign rally for a party candidate in Epworth on 14/ 09/2015 saying, three nearby farms had been already been annexed for the expansion of the settlement so as to improve service delivery and for easy access to resident stands. Such promises are very rampant since they are used as tools to buy votes from citizens. It has nothing to do with service delivery but reinforcing ZANU PF political mileage. As noted by the Zimbabwean Independent (2015), competition for power and influence, illicit accumulation and conflict over party state domination has diverted the party's attention from service delivery. Local authorities are now allocating land in support of policies instead of rendering the community their services regardless of political affiliations. Political affiliations have greatly affected the distribution of

land. Only ZANU PF supporters are benefiting more on this move. Jagero et al (2014), argues along the same lines, he asserts that selfish running affairs has become a cancer in local government. This, has led to poor land distribution to the society.

Makumbe (1998) further claims that ,in those areas where the ruling party does not enjoy popular support, people are collectively punished by denying them development or access to land. This has resulted in many landless individuals, thus politics hinders service delivery. The dominance of the ruling party ZANU PF in decision making, even at the local level, has meant that the people's wishes particularly with regard to development priorities are only accorded sympathetic ,consideration if they happen to coincide with the stated policies of both the central government and the ruling party(Makumbe ibid).Thus political gimmick is a major obstacle in the execution of duties by RDCs .The research is of great value ,as it tries to unravel the effects of politics on service delivery to the locals, it has led to poor access to land ,thereby resulting in poor service delivery as witnessed by many landless people and the rise of illegal settlements. Such shortfalls were invisible in past researches; hence this research attempts to fill the gap.

Like any other Local Authority in Africa, corruption is very rampant. Council officials misuse public offices for personal gains detrimental to service delivery. Kunaka et al (2002), alludes that corruption has turn aside the public responsibility of local authorities into a private black box, thereby contributing to poor service delivery. During the economic meltdown in Zimbabwe, finances were diverted to enrich the few elites. Poor service delivery was very rampant in all corners of Zimbabwe due to mismanagement of funds, extravagance and other corrupt practices. According to Olum (2011), as cited in Jagero et al 2014, corruption in LA manifest itself by mismanagement of funds, and bestowing favors during procurement of equipments. The Financial Gazette (18 June 2015) further argues that, service delivery has also become

nonexistent with the scourge of corruption of councils. The extravagance by both councilors and top managers is a sign of corruption. They allocate themselves the so called allowances depriving the community their right to service delivery. As Laswell (1936) asserts that, politics is a matter of who get what, when, and how. Such information was missing in the past researches. The Herald (2015) further argues that, Albert Chirau and Moses Marecha (Gweru Councilors) were fired for misusing council property and engaging in corruption. Mureriwa has been quoted in the Herald (2015) saying, MDC-T seemed intent on lining pockets on the expense of service delivery. Such acts are regarded as a threat to service delivery. The procurement of councilor motor bikes in 2014 by SRDC, shows that corruption affects service delivery ,by the time the bikes were procured the citizens were in need of services, but the LA deprive the community of these services. Hence mismanagement of funds by council officials has greatly hampered service delivery.

The Zimbabwean local government has inherited a system where politics of the day controls service delivery. Influence peddling has caused poor service delivery in many local authorities. The fact that there is no clear demarcation between government and ruling party has greatly caused a lot of havoc in as far as service delivery is concerned .According to ACPDT (2002 : 87 as cited in Jagero et al (2014) part politics has been destructive for local government as drought is for Zimbabwe. Though many scholars tries to give a critic on the influence of politics on service delivery but it must be noted that they failed to identify the concept of winner take all syndrome. The winner take all syndrome has fueled to poor service delivery. According to the Newsday (2015) it has become a tendency in all Africans states that the ruling party controls all ministries and all the activities. The current by-elections in Mashonaland West Province (Hurungwe West Constituency) has resulted in the movement of graders and caterpillars from

other Districts to Hurungwe, so as to clear and maintain roads in preparation of by-elections. This resulted in standstill of road construction in Sanyati District since the equipments has been taken for campaigning against Themba Mliswa in Hurungwe.

The failure to have a clear line of demarcation has culminated to political interference on service delivery. In areas where the ZANU PF has popular support all the activities are controlled by the party, whereas in areas where MDC is dominant all activities lies in the hands of oppositions. For instance the Harare City Council has raised a lot of conflicts between MDC and ZANU PF, because a lot of councilors are from MDC, hence conflicts over domination has created a tense environment. As alluded by the Newsday (2015) ruling party plans a massive on slaughter targeting MDC-T dominated councils over poor service delivery. On other hand the Herald (2015) asserts that the MDC-T is to be blamed for urban council mess. Such influence hampered provision of service delivery, because the ruling party is trying to regain its political mileage in urban areas, while MDC on the other hand is preserving its position in urban councils. Nevertheless, the research strives to fill the gap of winner take all syndrome that was missing in the past researches.

## **2.2 CONCEPTUAL FRAMEWORK**

### **2.2.1 Service delivery**

Service delivery entails the distribution of resources to people living in certain area controlled by the government. This involves refuse collection, street lighting, provision of water, provision of public toilets, and many other services that are essential for human life. Thus service delivery entails the distribution of basic resources citizens that are crucial to human life, such as water, electricity, sanitation, infrastructure, and land and housing. Bachmann and MacCleery (2006) are

of the view that, local authorities are mandated to offer adequate services in an affordable manner. Thus, the LA must not inconvenience people in the provision of services. They must ensure that services are available all the time to all citizens regardless of race, political affiliations or gender. It is the responsibility of the local authority to foster effective service provision in all wards or districts where residents reside.

### **2.2.2 Public services**

According to Murimoga and Musingafi (2014) Public services are those services offered by the government to residents within its boundaries. On the other hand, Organization for Economic Cooperation and Development (2010) defines public services as all services provided by the government as well as all services where the government has a significant influence. Public services can be categorized into two groups, which are infrastructural and social services. The services are either provided directly or indirectly by the local authority. Indirectly the LA provides regulations to third parties to promote development in their areas of jurisdiction. The third parties include Non-Governmental Organizations or other sector ministries. Local authorities should see to it that at least all basic services are provided always. Failure to provide these services impact negatively to the residents' lives.

### **2.2.3 Politician**

According to Free dictionary (2010) a politician is one who is actively involved or skilled in politics. Meriam Webster (2015) argues, that a politician is a person experienced in the art or science of government especially one actively engaged in conducting the business of a government. In this research politician includes traditional chief councilors and ministers.



#### **2.2.4 Political interference**

According to Laswell (1936) politics is a matter of who gets what, when and how. With this in mind political interference can be defined as a situation whereby the government plays a leading role in the day to day running of local authorities. It entails the behavior in which the government prevents or alters the provision of public services. Generally it can be described as a scenario which involves active participation of politicians in the management of the local affairs .Service delivery has been affected by political meddling. Bell (2002) seems to be of the same view; he argues that politics impinge the administration of institutions. For instance politicians as policy makers support policies that protect their interests so as to gain political mileage detrimental to service delivery. The main key players to service delivery includes the Minister, Member of Parliaments, Councilors, they play a crucial role in service delivery, their decisions has a great effect on local authority's performance.

#### **2.2.5 Local Government**

Local government is the public administration of rural and urban areas. Chakaipa (2010) argues that, the local government is the decentralized level of government, democratically established, charged with a service delivery mandate, comprised of legal entities with defined powers, charged with jurisdiction over a particular area within the limits set by national legislation and largely self-financing. Thus, local government is mandated to manage the affairs of people living within its boundaries.

Local government must promote the provision of public services at a reasonable price always, so that all the marginalized and less privileged groups will have access to these services. The local government also enforces regulations to third part service providers for instance charity groups

and sector ministries. Section 276 of the Zimbabwean Constitution (2013) outlines the functions of local authorities. It stipulates that a local authority has the right to govern, on its initiative, the local affairs of the people. It has the power to make bylaws, regulations or rules for effective administration. The constitution also outlines the power to levy rates and taxes and generally to raise sufficient revenue (Zimbabwe Constitution 2013). This shows that the local authorities have a mandate to promote development in their areas of jurisdiction and to ensure that services are sufficient and of good quality.

### **2.2.6 Rural District Council**

According to Collins (2015) Rural District Council is a collection of selected individuals to preside over a rural areas in a given country. Section 8 of the RDC Act provides for the establishment of RDCs. Thus Rural District Councils are local authorities that promote and support rural development. Section 275 of the current Zimbabwean constitution (2013) stipulates that, RDCs are established to represent and manage the affairs of the people in rural areas. They have been established to promote development in rural areas. The RDC Act (29:13) and the Traditional Leader Act (29:17) are the major pieces of legislation that legalize the operation of Rural District Councils. According to Zimbabwe Electoral Commission (2008) Zimbabwe has currently 61 RDCs and 31 Urban Councils. The sixty one RDCs operate in rural areas and promote rural development.

Some of them includes Mhondoro-Ngezi RDC, Runde RDC, Chivi RDC, Vhungu RDC, Mazowe RDC ,Buhera RDC, Bikita RDC, Gwanda RDC, Mutasa RDC Gokwe South RDC ,Uzumbamarambapfungwe RDC Umguza RDC just to mention a few. They are responsible for promoting development in the areas of their jurisdiction.

The Sanyati Rural District Council was established in 2008. It is found in Mashonaland West Province, and it has eighteen wards with an estimated population of 113 220 (Zimstats 2012). These eighteen wards make up Sanyati district and they are represented by councilors. The area is covered by large and small scale farms, resettlements and peri-urban lands. The SRDC is the responsible authority to foster effective service delivery in Sanyati District.

### **2.3 Chapter Summary**

This chapter presents and summarizes different scholarly views on the interference of politics on service delivery. The assessment and evaluation of scholarly views by the researcher helps the researcher to recognize the existing knowledge gaps that has been left by other scholars, on the topic under study. The next chapter presents the research design techniques and methods that will be used by the researcher to collect data.

## **CHAPTER III : RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter highlights the methodologies used by the researcher in gathering the data relevant to the study. The researcher will use interviews and questionnaires to the targeted and relevant participants. The research will also use information from the internet, journals newspapers so as to obtain sufficient information on the problem under investigation. The techniques are to be used so as to complement each other. The researcher is forced to use more of qualitative research, so as to acquire relevant data to the subject under study. Qualitative research, involves collecting, analyzing and interpreting data by observation. A bit of quantitative research may be used so as to support qualitative research. This chapter presents research design, research methods and research techniques that might be used in gathering information during the research.

### **3.1 RESEARCH METHODOLOGY**

Research methodology describes how the research was done. It encompasses the collection of information from the selected group of participants. This allows the scrutinization and assessment of weaknesses and strengths of tools used during data gathering According to O'Leary (2004) it is a structure linked to instruments that can used during a research to support the research design. It can also entail various methods that can be used to collect, analyse and scrutinize the data obtained from a research field.

### **3.2 Research design**

It defines how a research is going to be conducted and how data is going to be collected. According to Kerlinger (1986) a research design is a sketch map that can be used by a research to obtain answers from the research questions. It articulates what methods are going to be used to collect and analyze the data, so as to answer the research questions. Tailer (2009) alludes that it is a proposal that outlines the procedures to be carried out, when collecting data through a thorough selection of the relevant data. This is of great important in assisting the researcher to scrutinize and conceptualize the problem under study. For accurate information the researcher will use different materials that will enable her to gather the required information and scrutinize the data.

### **3.3 Target Population**

This is a group of people or units where the researcher collected essential and relevant information during the study. The target population for this research includes Council staff, councilors, Non-Governmental Organizations, selected villagers or residents, and representatives from sector ministries, which work hand in glove with the local authority. The table below shows the targeted population.

**Table 1: Target population size**

<b>Class</b>	<b>Population size</b>	<b>Sample Size</b>
<b>Councilors</b>	<b>17</b>	<b>5</b>
<b>Council management</b>	<b>8</b>	<b>4</b>
<b>Sector Ministries</b>	<b>5</b>	<b>3</b>
<b>NGOs</b>	<b>6</b>	<b>3</b>
<b>Residents</b>	<b>113 220</b>	<b>36</b>
<b>Total</b>	<b>113 470</b>	<b>50</b>

Source: primary data survey

### **3.4 Sampling**

According to Business dictionary (2015) Sampling is a statistical method of obtaining representative data or observations from a group (lot, batch, population or universe). Sampling is very crucial because it reduces unnecessary load on the research. It forced the researcher to focus on the targeted population. This eliminates bias and exaggeration from informants.

#### **3.4.1 Sampling Techniques**

Sampling techniques are grouped into two that is probability and non-probability sampling techniques and the researcher will use both techniques. In probability sampling there is a possibility that the participants have the same opportunity to actively respond to the questions under debate. Non-probability does not give the participants equal opportunities of being selected. For instance Sanyati RDC is composed of eight management staff, but only four are to be selected (CEO, Treasurer, Engineer and Sub office Superintendent). Non probability is very useful because it clutches relevant data from the target population that is to be used in the study.

### **3.4.2 Random sampling**

It is commonly known as simple random sampling, which entails that each individual is in a position to be selected. All the participations possess equal chances of being chosen. It is selecting of participants randomly, all groups has the equal chance of being represented regardless of status, political affiliations, race ,age or gender .The researcher will use this method to obtain data from the targeted population.

### **3.4.3 Purposive sampling**

This method will target SRDC management, councilors, NGOs and other government ministries. The selected individuals are crucial because they are the key players in the delivery of services, and they represent the whole group. Information to be obtained is accurate and free from bias as the informants are the responsible authorities in steering service delivery. There is elimination of sources of bias and exaggerations.

## **3.5 SOURCES OF DATA**

There are different sources of data, but in this research primary source and secondary source are to be used. This will help to get rid of weaknesses of each source. The weakness of primary source is complimented by secondary sources and vice versa.

### **3.5.1 Primary Data**

Primary data is first-hand information gathered through an eye witness account. Primary data is gathered from the actual site of occurrence of events and this kind of data can be gathered through questionnaires and interviews. Primary data can be described as raw data.

### **3.5.2 Justification of Primary Data**

The following are advantages of using primary data sources:

- The data collected is original and reliable.
- The data is more accurate and relevant to the current situation under study.

### **3.5.3 Disadvantages of Primary Data**

There are some challenges labeled against primary data, these includes the following:

- It is expensive to effectively carry out. The researcher fund the research so as to get accurate and adequate information needed for the research.
- It is time consuming, because it involves a one on one approach.
- The information gathered is prone to bias as the participants need to impress the researcher.

## **3.6 Secondary data**

Secondary data is second hand information gathered from journal, newspapers, pamphlets, textbooks and the Internet. It is also referred to as processed data. It also entails utilization of data from other scholars, which are of great value to the topic under study. Secondary data is useful because it act as a supplementary to primary data.

### **3.6.1 Advantages of secondary data**

Secondary data sources are advantageous. Some of the advantages include the following:

- The information is sometimes reliable.
- It is too economic, since it same money as compared to primary data.



- It provides an in depth analysis of the subject under study.

### **3.6.2 Disadvantages of secondary data**

Regardless of the above advantages, secondary data has some loopholes, which includes:

- Scholars are biased, for instance the Eurocentric and Afrocentric scholars tend to publish documents that safeguard their interests.
- Some of the books are outdated, hence irrelevant to the research.
- Some publications are too expensive and inaccessible.
- It lacks validity and reliability; hence give room for errors and inconsistency.

## **3.7 RESEARCH TECHNIQUES**

Research instruments are tools used for data collection during a research, (Kumar 2011). In this research techniques such as interviews and questions are to be used for gathering relevant information from the respondents. The selected tools are of great value because the information to be obtained is likely to be accurate and reliable because each tool's weakness is complimented by another tool. The researcher will use both interviews and questions so as to obtain accurate, reliable and valid information.

### **3.7.1 Interviews**

These are techniques that give room for data collection through a face to face encounter. The researcher asks questions to the selected individuals and records the data from respondents. The information obtained is very important because it enriches the related topic under study. The interview is to be carried out verbally on one on one basis or through a telephone. The interview has an advantage that respondents have an opportunity to ask for clarification on unclear

questions, Burglear (2005). The researcher also has an opportunity to ask many questions than in other methods. Structured questions are to be answered by SRDC management, NGOs, and sector ministries. While unstructured questionnaire is to be answered by service users.

### **3.7.2 Advantages**

Hopkins (2009:52) cited a lot of advantages of interviews as follows:-

- It promotes direct feedback.
- It fosters good communication and explanation of concepts relevant to the problem under study.
- It creates good relations between the researcher and the respondent.
- There is room for rectification of speech since; it is a one on one approach.
- Useful information can be gathered.

### **3.7.2 Disadvantages**

Regardless of the above strengths, interviews are prone to weaknesses like any other research instruments. However there are some weaknesses to be encountered by the researcher when using interviews. Lesbondy (2011) cited the following disadvantages;

- Time consuming.
- It is too costly as it is a face to face interview.
- High emotions from the interviews were sometimes encountered.
- The information obtained may be biased as the interviewer may want to please the interviewee.

### **3.8 Personal Interview**

The researcher will use personal interviews to obtain data from council executives, residents and Non-governmental institutions. The researcher will receive first-hand information that will be used to balance the information gathered from questionnaires. The data obtained during face to face interviews will be recorded.

#### **3.8.1 Merits of Personal Interviews**

- They offer continuous and instant feedback.
- The researcher can capture verbal and non-verbal gestures of respondents on sensitive topics.
- There is accurate screening of data especially on issues of gender, age and sex as the interviewer can observe.
- There is room for clarification of unclear questions by the interviewer.
- There is room for flexibility of information as the researcher will be using both unstructured and semi-structured.

#### **3.8.2 Demerits of personal interviews**

- Personal interviews are too costful as it allows a one on one approach.
- It is time consuming since it gives room for one on one dialogue.
- It limits the sample size hence prone to bias.

### **3.9 Questionnaires**

According to Saunders (2003) it is written catalog of questions to be answered by participants. The questionnaire to be drafted has open ended and close ended questions. This helps the

researcher to collect all the relevant information from the participants. It provides room for participants to offer possible solutions to the problem under investigation.

### **3.9.1 Merits of questionnaires**

Some of the advantages of questionnaires include the following:

- It promotes freedom of expression as the respondent can answer it in the absence of the researcher.
- It is less expensive.
- It provides sufficient information as guided by the questionnaire.

### **3.9.2 Demerits of questionnaires.**

Regardless of the above strengths, questionnaires have some loopholes that include the following;

- It lacks validity
- Subject to bias and exaggeration.
- There is high probability of returning some questionnaires unanswered.
- It is time consuming.
- It is too costful, as it is a one on one approach.
- Some of the questions are misinterpreted

## **3.10 Chapter Summary**

The chapter has attempted to provide an overview of research design, sources and techniques that can be employed by the researcher so as to gather relevant information. A sample size of

fifty (50) people is to be used. Sampling techniques such as, simple random sampling and purposive random sampling is to be used to get the most useful and relevant data. Questionnaires and interviews are to be used, as data collection instruments, so as to gather the relevant data. The next chapter will be dealing with data presentation and analysis from the information gathered through the use of questionnaires and interviews.

## **CHAPTER IV : DATA ANALYSIS AND PRESENTATION**

### **4.0 INTRODUCTION**

This chapter presents all the research findings and results extracted from Sanyati RDC. The chapter will try to highlight and provide possible answers to the research questions propounded in chapter one. The information obtained from field work will be linked to research objectives as highlighted in chapter one, and scholarly views in chapter two. There were a lot of agreements among the different participants that service delivery in many local authorities had been poor and fallen below government acceptable standards. In most cases informants were blaming the politicians for causing poor service delivery. Nevertheless, in some instances the respondents retaliated that sometimes political interference promotes service delivery. The data collected will be presented in boxes, pie charts, tables, variables (in percentage) and graphs.

#### **4.1 Data collection process**

The data was collected in all wards, that is from ward one to ward eighteen so as to have different opinions from different people. Two representatives per ward were randomly selected to answer the questionnaires. Questionnaires were completed by service users while interviews were strictly answered by key informants such as council staff, councilors, NGOs and other sector ministries that work hand in glove with SRDC. The following table shows the stages through which data was collected.

**Table 2: Data collection process**

<b>Stage</b>	<b>Activities done</b>
<b>1</b>	<b>The researcher introduces herself and asked for permission to carry out her study.</b>
<b>2</b>	<b>The Human Resource Manager issued a letter of permission to carry out the research.</b>
<b>3</b>	<b>The researcher distributes the questionnaires and interviews to different participants.</b>
<b>4</b>	<b>The researcher then records the information from interviews and collects the questionnaires. The information was analyzed to ensure that the answers were in line with research questions and objectives.</b>

Source : raw data 2015

#### **4.2 Provision of services by Sanyati RDC**

The information collected shows that the SRDC provides both social and physical infrastructural services. There are allegations that the services are inadequate especially in Wards 7, 14, 15 16, and 17. The wards have poor and inadequate services they are described as underdeveloped and remote. As for ARDA Sanyati Growth Point (ward 18), residents were complaining about shortages of water and uncollected refuse. Other wards ( 1,2,3,4,5,6,8,9,10,11,12,13,18) were regarded as well developed as respondents pointed out that the provision of services is fairly

good as compared to other wards. Some of the services offered by SRDC are highlighted in the box below.

**Box 1 Services provided by SRDC**

- Provision of land for settlement and industrial activities.
- Educational facilities for primary, secondary, tertiary and education.
- Health facilities such as clinics must be maintained and repaired.
- Roads construction and maintenance.
- Construction and maintenance of water bodies such as dams, reservoirs and canals.
- Rehabilitation of boreholes and tapped water systems.
- Construction of public toilets, and collection of refuse.
- Provision of recreational facilities such as playing grounds, beer halls and swimming pools.
- Provision of housing for council employee.

*Source: field data 2015*

The research findings indicate that the services provided by the LA are inadequate, and some wards are very remote. For instance ward 7, 14, 15, 16 and 17 were described as underdeveloped by respondents. Such wards are not enjoying all the services mentioned above.



### **4.3 Key players in the provision services.**

Council is a quasi government institution; as such it does not operate in isolation but in conjunction with other government departments and NGOs. There is strong relationship with Ministries such as President's Office, Lands, Mines, Agritex, Education, and Health; just to mention a few .The other principal stakeholder is the community at large which provides the basis or justification and the need to have a council. Without a community there is no reason to have a council. Councilors and Member of Parliament are also key players in the provision of services as they are the leaders who are close to the people. They forward the community's grievances to the LA. Some respondents argued that the council is a key player in the provision of services in an accountable and transparent manner that meets community expectation.

Employees of council are another major stake holder as the efficiency and effectiveness of service provision is in their hands. If employees do not carry out their duties appropriately the general council operations will deteriorate as a result ultimate council mandates are affected. Box 2 below illustrates some of the key players in the provision of services that were mentioned during data collection.

**Box 2: Key players in the provision of services.**

- Council channel out funds to promote service delivery.
- NGOS partner with SRDC in the provision of services.
- Ministry of Health provision of qualified personnel and drugs.
- Ministry of Education provision of qualified personnel and monitoring the activities in all schools.
- Ministry of Lands allocates land for resettlements.
- Councilors / politicians they are the epicenter for service delivery. They are policy makers.
- Council employees deliver services to the people.
- Community helps in the repairs and maintenance of services.

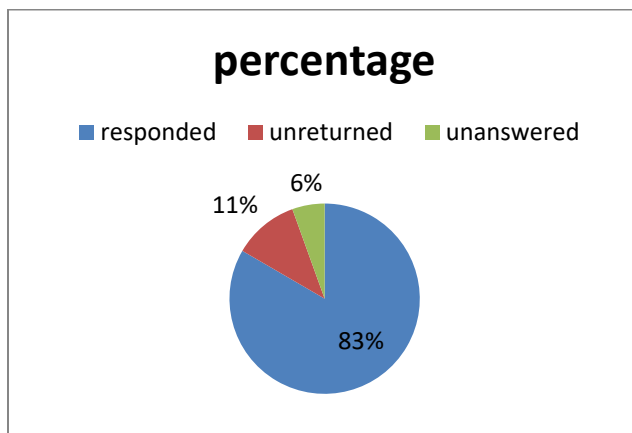
*Source : field data 2015*

The respondents cited a number of NGOs that operates in Sanyati District. The information reflects that the NGOs are playing a pivotal role in the provision of these services .The National Aids council has been credited for introduction of mobile clinics for HIV testing and counseling, in newly settled farmers, hence improving service delivery. While the Zimbabwe Community Development Association (ZCDA) and Mvuramanzi Trust in collaboration with UNICEF has been recognized as playing an important role in rehabilitation of Water, Sanitation and Hygiene (WASH) infrastructure in all wards in Sanyati District (WASH).The Knap neck has been justified for embarking on renovations of classroom blocks for ECD education in most disadvantaged schools in Sanyati . This promotes service delivery in Sanyati District.

#### 4.4 Response rate for questionnaire

The questionnaires were drafted and distributed to service users. Simple random sampling was used in all wards. This helps the researcher to make sure that all ages, sexes and races are represented fairly. A total of thirty six (36) questionnaires were distributed, about thirty (30) questionnaires were fully answered. The response rate was 83%, this shows that the response is good and justifiable and it gives room for creation of resolutions and recommendations of the research. Out of thirty six (36) questionnaires four (4) were not returned due to different reasons such as unwillingness of the participants to answer the questionnaires and illiterate of some participants. This is a common challenge in many researches. Whilst two (2) of the questionnaires were not fully answered, some of the participants did not understand the questions at all, and some were lazy to think. Over and above the response rate was impressive because the researcher was able to obtain the necessary information for the research. The pie chart below illustrates how the questionnaires were answered. Responded questionnaires amounted to 83.3%, unreturned questionnaires were 11.1% while some of the questions were not fully answered, and are equivalent to 5.5%.

**Fig 3: Pie chart shows the response rate for questionnaires**



*Source: Raw data 2015*

#### **4.5 Response Rate for Interviews**

Interviews were distributed to councilors, senior council officials, NGOs, and sector ministries. This was carried out at Sanyati RDC Head Office and Sanyati Sub office. Councilors from ward 1, 2, 11, 14, and 16 were purposively selected. As for NGOs only three were randomly selected which are Mvuramanzi Trust, and Zimbabwe Community Development Association (ZCDA). While government ministries such as health and education were selected to answer the interviews. Some of the respondents were not free enough to air out their views on how politics affects service delivery especially the councilors. Table 3 below shows the response rate from different stakeholders.

**Table 3 Response rate for interviews**

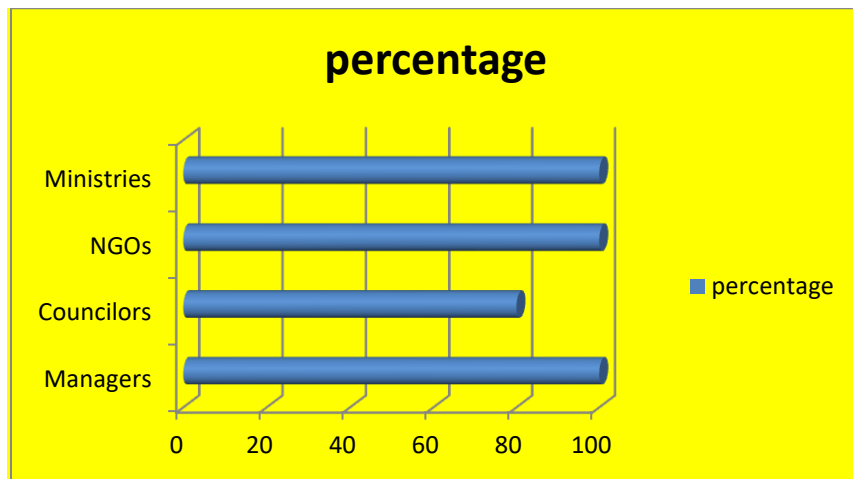
<b>Class</b>	<b>Sample size</b>	<b>Answered</b>	<b>Unanswered</b>	<b>Response rate %</b>
SRDC s officials	4	4	-	100
Councilors	5	4	1	80
Sector ministries	2	2	-	100
NGOs	3	3	-	100
<b>Total</b>	<b>14</b>	<b>13</b>	<b>1</b>	<b>92.8%</b>

*Source: Raw data 2015*

The participation of the respondents was good and impressive. All the senior council official turn up for the interviews and the response rate was 100%. They cited that they are prone to political interference and they end up clashing in meetings due to different priorities. On the other hand the Non Governmental Organizations and sector ministries scored 100%, they were able to analyze and criticize how politics hinders their performance in the provision of services in the district. They pointed out that in some projects politicians disturbs their activities as they want to prioritize certain issues in support of party political ideologies. The research seems to be of national interest especially on the part of councilors as showed with lower response rate of 80%. Such response rate is sufficient to be representation of reality on the ground.

Out of 14 interviews 1 person did not turn up for the interview, due to several reasons. Some of the councilors were not willing to participate because they regarded the research as a trap on their duties and actions. Some of councilors who turn up for the interviews were not willing to exhaust all the information. Thus, a total of 10% unresponded an interview was recorded. Over and above the response rate (92.8%) was generally high and impressive because the researcher was able to acquire appropriate information needed for the research. Fig 4, below shows the response rate for interviewed key informant participants.

**Fig 4 Bar graph showing responses for interviews**

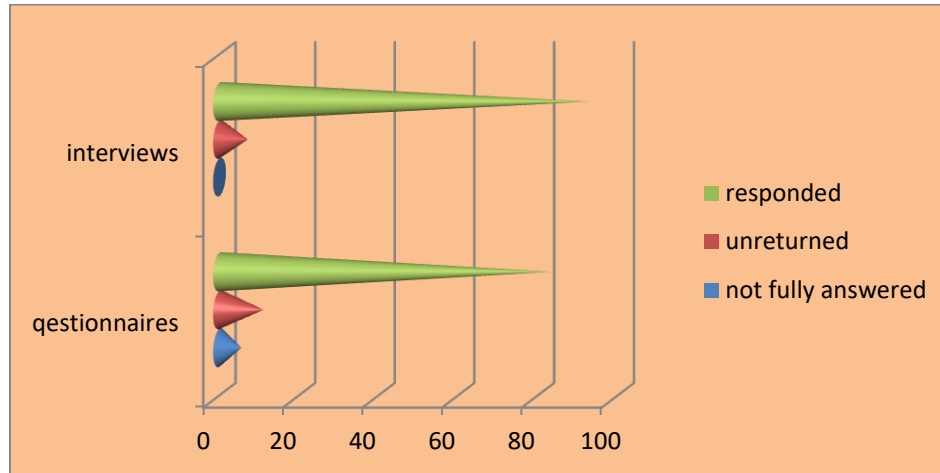


*Source: field work 2015*

#### **4.6 General response for both interviews and questionnaire**

Targeted population of fifty (50) people was interviewed and questioned on how political interference affects service delivery. Most of the participants were key stakeholders of the Sanyati Rural District Council. These include council officials, councilors, community, Non Governmental Organizations, and sector ministries. The response rate for both questionnaires and interviews was 88%. This shows that the research was a success, hence must be credited and justified for that. Thus the gathered data has added value to the subject under study. Fig 4 shows the response rate for both questionnaires and interviews. Responded questions for questionnaires was 83.3%, while for interviews was 92.8%. The unreturned questionnaires were 11.1% while 7.1 % for interviews. Some of the questions were not fully answered especially for questionnaires and a response rate of 5.5% was recorded for questionnaires, and 0% for interviews. The bar graph below illustrates the response rate for both questionnaires and interviews.

**Fig 5 Bar graph showing responses for both interviews and questionnaires**

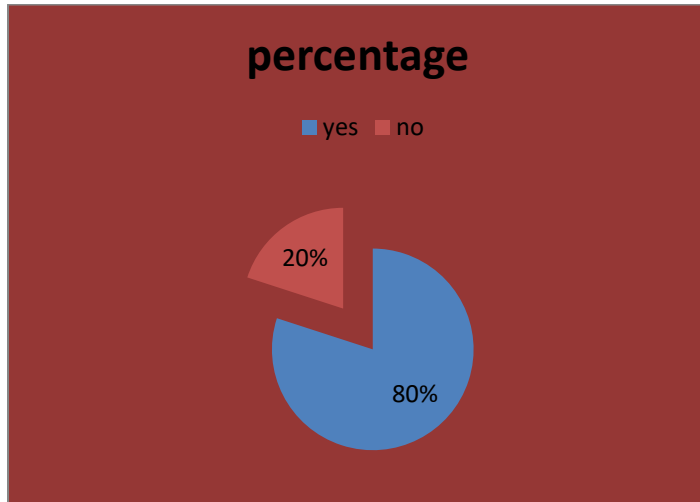


Source fieldwork: 2015

#### **4.7 Does political interference affect service delivery?**

The information gathered from respondents indicates that political interference has an impact on the provision of services. A total of 80% informants argued that political interference led to poor service delivery. Some argued that the interference has a debilitating effect on the provision of services as the LA has been described as an extension of ZANU PF interests. While 20% refuted the assertion that politics hinders service delivery. The respondents pointed out that political interference, fosters development they alludes that Member of Parliament for Sanyati Constituency, Runesu Blessed Geza embarked on the maintenance of the Kadoma –Sanyati road in March 2015. Thus respondents supported that politics is a necessary evil as it promotes service delivery .Other respondents cited that in times of elections infrastructure is maintained and repaired by different candidates in a bid to win votes. **Fig 6** below shows the response rate.

**Fig 6 Pie Chart: Does political interference affect service delivery.**



*Source : Raw data 2015*

All the participants for both interviews and questionnaires pointed out that political interference retards the provision of services. The following answers have been forwarded by the respondents as situations where politics disturbs service delivery.

#### **4.7.1. Land allocation**

Several respondents blamed politicians for causing poor service delivery in Sanyati District. They accused the councilors for exercising excessive powers in land distributed and this has culminated to poor service delivery. The answers provided showed that land allocation has been used as a campaigning tool to gain political mileage by the ruling party. The councilors and war veterans have been blamed for haphazard settlements in areas such as Sunnybank, (ward 2), Chegutu 6 (ward 7), Easterly (ward 3 ) and Chiridzangoma and Platinum (ward 5). One respondent argues that, the council is failing to allocate land effectively due to external influence



from councilors ,war veterans and traditional leaders. This has resulted to rampant corruption and nepotism in land distribution. Respondents argued that only relatives of councilors, war veterans and traditional leaders has access to land, while the rest of the youth are found overcrowded in illegal settlements( mahunyengerana). From such a scenario the participants blamed political interference as a menace to service delivery.

On the other hand some respondents in Ward 5blamed the traditional leaders (Chief Neuso), for interfering in the provision of land. The villagers argued that there is a Neuso Village in the ward which is composed of the ‘Neusos’, hence neglecting other individuals access to land, hence led to poor service delivery. The residents of ward 7 argued that land allocation is based on discriminative grounds, whereby supporters of ZANU PF are benefiting more to the move. He notes that, *most MDC supporters are deprived access to land .....*While one of the council officials eludes that ,the rampant haphazard settlements has been a challenge in the collection of revenue. The mushrooming of illegal settlements has become a stumbling block for SRDC to deliver services to the people who do not pay taxes. The official asserts that *...the fact that politics determine who gets what, when and how has led to some individuals to be neglected from accessing land..... (Interviewed on 21 September 2015).*

#### **4.7.2 Revenue collection**

Considering the interviewed respondents at SRDC, all the participants indicated that politics has hampered the collection of revenue. In some wards the councilors lowers the unit tax for farmers to \$1 instead of \$2, this created tension between ratepayers and rate collectors as they refused to pay full amount for their unit taxes. This impacted negatively on service delivery as the LA could not raise enough funds to improve service delivery. In addition the SRDC condemned the

government for cancelling debts in 2013. The cancellation went a long way in the collapse of service delivery. The official argues that, *“We are facing liquidity constraints due to cancellation of debts. The level of current assets as to current liabilities does not tally. The council is bankrupt.....”* (Interviewed 21 September 2015). Another official argued that, though the Minister cancelled the debt for rate payers, they failed to put into consideration the fact that councils have huge debts. He notes that, we owe NSSA, ZIMRA, Telone and ZEDCT a lot of money for their services they provide to the council. We are failing to pay up the debts due to lack of revenue inflows. The information collected is enough to support the fact that political interference affects service delivery.

### **5.7.3 Non compliance**

The interviewed staff members all argued that there is non compliance to the rules regulations, procedures and orders by councilors. They cited that they end quarrelling in meetings over certain issues. For instance the issue of allowances for councilors has been dismissed by the Minister, but the councilors were pressuring the management to give them allowances though it was condemned by the Minister. Such influence has forced the management to channel out funds towards councilor’s allowances, detrimental to service delivery. As noted by one council official, *“the purchase of councilors’ motor bikes has no legal backup, as the RDC Act does not authorize such actions”*. Thus, respondents showed that non compliance to existing laws has caused collapse in service delivery.

### **4.7.4 Conflicting priorities**

The interviewed and questioned respondents argued that divergent of priorities have fueled to conflicts among stakeholders. Respondents from NGOs and sector ministries (health and

Education) notes that they quarrel with councilors on issues of service delivery. A representative from the Ministry of Education highlighted that political interference has affects the establishment of a certain school in Chegutu 6 (ward 7) where the newly elected councilor condemned the site of the school, as not suitable. This brings development of the school to a stop due to different priorities, thereby disadvantaging the villagers of Chegutu 6. Data collected from NGOs shows that the councilors tries to divert projects to suit their areas or hijack projects, this resulted in poor service delivery in some wards such as Ward 17, 16, 15, 14 and 7 they highlighted that the issue of constructing submissive tanks in Small Urban Centers like Wozhele and Sanyati Growth Point has been hampered by political interference as the councilors were competing for the projects, hence affecting development. In addition, another SRDC official argued that the council is embarking on road maintenance project in all wards, but conflicting priorities has affected the project. He notes that, a certain councilor propose to hire a lorry for carrying stones to renovate the road instead of hiring graders and caterpillars. The project was brought to standstill. For instance the Chenjiri and Nyabango road construction is still underway.

#### **4.7.5 Mismanagement of resources**

Some of the respondents pointed out that political interference have led to mismanagement of funds. They noted that during political celebrations such as independence funds were channel out to support the move, giving a cold shoulder to service delivery. One respondent argued that, council vehicles were used for political campaigns instead of conducting council business .The information gathered also reflects that the purchase of motor bikes by councilors was wastage of resource, and the councilors also blame the management for allocating themselves a lot of allowances, which has resulted in poor service delivery.

## **4.8 Other challenges faced by SRDC**

Notwithstanding the influence of political interference on service delivery, Sanyati Rural District Council has its own weaknesses which have impacted negatively on its mission and vision and the weaknesses needs to be addressed in the best interest of council and communities at large. The respondents cited the following challenges, as hindrances to service delivery.

### **4.8.1 Financial constraints**

The respondents argued that the current economic hardship has been a challenge to raise enough funds for service delivery. Both the council and rate payers are facing financial problems hence a stumbling block to service delivery.

### **4.8.2 Human resources constraints**

Human resources constraints have been regarded as a contributing factor to the poor service delivery by Sanyati RDC. The Acting Human Resource Manager (Mr Tauya) cited that the council is understaffed. A lot of vacancies indicates overload to other employees and this affects service delivery. Some of the vacant posts includes the Human Resource Manager, Lands officer, Social Services Officer, Debtor's clerk , committee clerk, just to mention a few. Lack of personnel affects the provision of services to the community.

### **4.8.3 Lack of transport**

The respondents cited that lack of transport has also contributed to poor service delivery. Council has only one vehicle which is in sound condition, BT 50 and the rest of its fleet is on breakdown. This makes it difficult for management to collect the much needed revenue from its debtors and to respond to quickly to the needs of people.

#### **4.8.4 Poor revenue collection techniques**

Some of the respondents pointed out that poor revenue collection have affects the provision of services. Council has a huge bad debt list that has been accumulating over the years and some of the debtors cannot be traced as a result of change of contact details or transfer of properties and poor data capturing. The council revenue collection methods leaves a lot to be desired and it is high time council management put their heads together, review existing revenue collection techniques, evaluates their strengths, weaknesses and achievements and find a lasting solution or way forward. Poor revenue inflows, impact negatively on service delivery.

#### **4.8.5 Lack of community participation**

Respondents pointed out that there is lack of local participation. They argued that some of the projects are implemented without local consultation, and such projects are prone to failure as the locals give a cold shoulder to such actions. Some respondents blamed NGOs for rural tourism where they embark on projects without incorporating the locals.

#### **4.9 Suggested solutions**

The respondents suggested a lot of solutions to reduce political interference on service delivery. Some of the solutions are listed below.

- ❖ Legal protection of councils from directives from politicians.
- ❖ Avoid political language.
- ❖ Service providers must be neutral.
- ❖ Elimination of councilors in council business.
- ❖ Reduce the powers of the Ministers.

- ❖ Close monitoring by the Head Office.
- ❖ Effective citizen participation.
- ❖ Clear separation of government and politics.
- ❖ Enforcement of code of conducts to regulate the behavior of all stakeholders.
- ❖ Establishment of effective reporting structures.
- ❖ Continuous feedback.
- ❖ Improving revenue strategies.
- ❖ Capacitating councilors and council management.

#### **4.10 Chapter Summary**

This chapter has presented information attained through questionnaires and face to face interviews. The researcher has distributed 36 questionnaires and 14 interviews. Out of 36 questionnaires, 30 questionnaires were fully answered; while 4 were not returned and 2 were not fully answered. As for interviews 14 were distributed and only one individual did not turn up for the interview. Over and above most of the findings pointed out that political interference has contributed to the collapse of service delivery in Sanyati District. Some of the respondents argued that, there also other challenges that hinder effective service delivery. This includes financial constraints, human resource constraints and lack of participation among others. Nevertheless, the respondents suggested that council business must be apolitical so as to improve service delivery. The next chapter tries to offer some recommendations and conclusion on the subject under study.

## **CHAPTER V : CONCLUSIONS AND RECOMMENDATIONS**

### **5.0 Introduction**

This chapter intends to proffer some conclusions and recommendations on the subject under research. The findings obtained from the fieldwork will help the researcher to draw some conclusions and recommendations. The recommendations are of paramount importance as they attempt to address the impact of political interference on service delivery.

### **5.1 Conclusions**

Zimbabwe inherited a disintegrated local government system, whereby politics of the day determines provision of services. The findings from the research demonstrate that political interference has necessitated to poor service delivery in Sanyati District. Politicians were blamed for hindering service delivery due to excessive interference and conflicting priorities in the provision of services. This is supported by the fact that, politicians are policy makers, they intend to support policies that promote their interests on the expense of service delivery. Councilors initiate and control the provision of services in their areas of jurisdiction. This creates room for interference in service provision, and end up promoting party interests instead of representing public needs.

Political affiliations is one of the major threats to the council's service delivery .Ministers and Councilors are political figures who got their entry into office through a political party ticket as a result their main thrust is on pleasing people to defend their tenure of office and they expect technocrats to work in a way that will make them find favor from the people. Councilors are too influential to the extent that they make decisions that protect their interests. The Minister for Local Government has been alleged of excessive interference in the provision of services. The

LA was complaining that the intrusion by the Minister has greatly affected service delivery, because he is the overseer for all local authorities. As a political appointee the Minister ends up promoting the interests of the appointer. SRDC is a brainchild of the central government, thus it operates in line with the government's directives and influence. In some instances the LA are used to enforce and promote the interests of the government hence affecting service delivery. As evidenced by cancellation of debts in 2013. Thus, the RDC Act must be revised so as to limit the powers of the Minister, because man is naturally selfish, he tends to maximize his gains on the expense of others, thereby contributing to collapse of service delivery.

It must be noted that there must be a clear line of demarcation between ZANU PF and the government. The government must be neutral so that all ministries are immune from intrusion by politicians. In the case of SRDC, politicians are using the LA as a platform to gain political gimmick instead of fostering development. Conflicting priorities have culminated to slow development as policy makers wasted a lot of time discussing issues that are parallel to service delivery. Provision of services is determined by who gets what, when and how. The distribution of land is based on nepotism and tribalism; at the end some individuals are isolated in accessing all the essential services. This is a sign of poor service delivery.

It is of paramount importance to note that, mismanagement of funds by both the executives and the councilors has retarded development. The councilors demand allowances from the council coffers, of which sometimes they will be attending their own business instead of council business. Hence, councilors are using the SRDC as an instrument for self enrichment. This has hampered provision of services as little revenue collected from the ratepayers ends up being swallowed by councilors' allowances leaving little or nothing for service delivery.



Political interference has a negative impact on the provision of services. Politics is a game of power, self enrichment and exploitation of others, thus SRDC is prone to political influence as it is the brainchild of the ruling party, with eighteen ZANU PF councilors and two ZANU PF Member Parliaments. The councilors and MPs are the major key players in decision making, power corrupts thus they tend to protect their interests in the expense of SRDC's objectives.

## **5.2 RECOMMENDATIONS**

Given the aforementioned, the researcher recommends the following:

### **5.2.1 Revising the SRDC organogram**

The organogram for SRDC needs to be revisited. The fact that the council board has overall authority over SRDC implies that they are key players in the provision of services. The council board must be on the bottom of the structure because they lack education hence cannot pass concrete solutions. The line managers are educated enough to pass decisions on their own because they are educated. The influence of council board has led to indecisive conclusions.

### **5.2.2 Multi dimensional decision making**

There is need to change the attitude and mindset of the decision makers. Unfortunately, decisions at SRDC are made by councilors who sometimes lack the technical knowledge to make certain decisions. This is detrimental to development in Sanyati. Also decisions are made on the basis of political alignment no matter how bad or good the decision is, so there is need to integrate decisions from different spheres of life.

### **5.2.3 Establishment of effective whistleblowers**

There is need for whistle blowers that expose illegitimate practices for all key players at SRDC. The whistle blowers are very crucial because they uphold the interests and resources of the public. They also prevent damage and abuse of organization's resources. The whistle blowers play a pivotal role as they can identify areas of misconduct behavior by councilors and can advocate for a clear separation of politics and government.

#### **5.2.4 Reviewing of the existing legislative frameworks**

The existing legislations must be revisited and revised, so as to minimize the powers of both councilors and Minister of local government. The Constitution of Zimbabwe must be amended so that it lucidly set parameters of the powers of the Minister of Local Government for the betterment of the citizenry. The legislation must clearly spell out the powers of the Minister as directing, facilitating and monitoring. The excessive powers has resulted in the collapse of service delivery, hence the powers must be legally reduced.

#### **5.2.5 Pro active codes of conducts**

The codes of conducts must be pro active so as to regulate the behavior of all stakeholders. The code of conducts must be effective so that all stakeholders operate within the confinements of the law.

#### **5.2.6 Capacity building**

There is need for capacity building for councilors, so that they will be well equipped and oriented about the operations of the SRDC. Most of the councilors are uneducated and inexperienced hence they must be trained so that they will be aware of their duties and boundaries. It helps all councilors to be well versed with the vision and mission statement of council so that they are able to pursue organizational goals with minimum political interference.

### **5.2.7 Introduction of performance based allowances.**

The SRDC must introduce performance based allowances to councilors, so that they will minimize embezzlements of funds to councilors. Performance based allowances are crucial because it creates room for hardworking and creativeness, so as to meet societal needs. This reduces mismanagement of resources.

### **5.2.8 Engagement of communities**

SRDC should maintain a standard relationship with its stakeholders especially the community so as to fully gain their support so as to create sound economic development in Sanyati. There is need for effective participation of locals so as to reduce the abuse of power and resources by both executives and councilors. The community acts as a watchdog, in exposing immoral behavior such as corruption and nepotism. Engagement of communities led to the success of projects.

### **5.2.9 Continuous audits**

Continuous audits are very crucial because they expose mismanagement of funds for instance financial audits. In addition the SRDC must embark on; social audits so as to identify communities that have benefitted from certain services or projects.

### **5.2.10 Effective Communication**

There is communication break down between the management and councilors. The management should introduce a two-way communication system or an open door policy that encourages all stakeholders to express their views freely. The bottom up approach should be adopted which encourages all key players to interact with the council board and management.

### **5.2.11 Prosecution**

There is rampant excessive abuse of office by Ministers and councilors, thus the perpetrators must be arrested so as to enhance accountability and transparency in local authorities.

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## **APPENDICES 1**

### **INTERVIEW GUIDE**

#### **Sanyati RDC staff, Councilors, NGOs and Sector Ministries**

My name is Letwin Chakafa; I am a student currently studying a degree in Politics and Public Management at Midlands State University. I am undertaking a research on the *Analysis of political interference on service delivery: A case study of Sanyati Rural District Council from 2009 -2014*

1. What are the services that must be offered by Sanyati RDC?
2. Who are the key players in the provision of these services?
3. How do you rate the provision of the services by Sanyati RDC?
4. What limitations do you face in performing your duties?
5. In which ways does politics affects service delivery?
6. What alternatives are there to avoid political interference on service delivery?
7. In your own views what must be done to foster effective service delivery?

***Thank you for your cooperation!!!***

## APPENDICES II

### QUESTIONNAIRES

#### Service users

My name is Letwin Chakafa; I am a student currently studying a degree in Politics and Public Management at Midlands State University. I am undertaking a research on the *Analysis of political interference on service delivery: A case study of Sanyati Rural District Council from 2009 -2014*

#### Instructions

- *The questionnaire is for academic purposes.*
- *All information will be kept confidential.*
- *Please answer all the questions that follow.*
- *Tick in the boxes provided and write the information needed in the spaces provided.*

#### Section A: Demography

Age.....

Gender

<b>Male</b>	<b>female</b>

Ward .....

**Section B**

1. Do you understand the functions of SRDC?

1	Yes	
2	Sometimes	
3	Not at all	

2. In your own views, which services must be offered by SRDC?

.....

.....

.....

3. Does the local authority provide adequate services to the local community?

.....

.....

4. Who are the key players in the provision of these services?

.....

.....

.....

5. Does political interference affect the provision of services?

1	Yes	
2	Sometimes	
3	Not at all	

6. Give reasons for your answer.

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

7. In your own views, what can be done to reduce political interference on service delivery?

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

8. What recommendations can you propose to ensure effective service delivery by SRDC?

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

*Thank you for your cooperation!!!*

**APPENDIX III**

**Turnitin Receipt**

**PENDING**