

CHALLENGES OF LOCAL AUTHORITIES SERVICE DELIVERY: A CASE STUDY OF BULAWAYO CITY COUNCIL (BCC)

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ABSTRACT

This study was carried out to evaluate the challenges of local service delivery at Bulawayo City Council. The researcher used analytical survey method which enabled the researcher to collect a lot of information regarding the study. Secondary source of available literature relating to the council was used. The researcher used random sampling; questionnaires were used to capture data from 13 residential areas. Questionnaires were distributed in 5 departments of Bulawayo Municipality to collect data.

The results confirmed that there were lots of challenges faced by service seekers of Bulawayo Municipality. The challenges which mostly emanate from fatal economic doldrums caused instability that affects the success of council policies working towards improving service delivery thus curtailing the challenges thereof.

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ABBREVIATIONS

ASD – Alternative Service Delivery

Aus-AID – Australian Agency for International Development

BCC – Bulawayo City Council

BUPTA – Bulawayo Public Transport Association

CBD – Central Business District

CSO – Central Statics Office

MDGs – Millennium Development Goals

PPPs - Public Private Partnerships

WHO – World Health Organisation

UNICEF – United Nations Children’s Fund

ZESA – Zimbabwe Electricity Supply Authority

ZIMPOST – Zimbabwe Post and Telecommunications Corporations

ZimStat – Zimbabwe National Statistics Agency

ZINWA – Zimbabwe National Water Authority

ZINARA – Zimbabwe National Road Administration

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CHAPTER ONE

Introduction and research overview

1.1 INTRODUCTION

The City of Bulawayo provides a number of services to its community and its surroundings. It is the intention of the Council to deliver these services efficiently and effectively, in a transparent and accountable manner. In pursuit of these goals, Council has come up with this ‘Service Delivery Handbook’ which is meant to document the services provided by Council; articulate the policies, rules and regulations which Council follows in the provision of these services; facilitate the adoption of an integrated approach in the management of service delivery within the town; and act as a reference document to both the civil and business societies which rely on Council services, according to Bulawayo City Council records.

The institutional structure consists of five composite departments, that is, Health Services, Chamber Secretary, Engineering Services, City Treasury and Housing & Community Services, who are directly and indirectly reliable for the service provision to the community. The services provided include housing provision which is guided by housing policies, allocation of stands and houses, and trading ventures, community services and other services such as cemeteries and crematoria. However, with the advent of time, the city of Bulawayo and its surroundings have been receiving poor services such as unhygienic water, sewer blockages and poor road maintenance and street lights and so forth.

1.2 BACKGROUND OF THE STUDY

The economic downturn, broadly characterized by high rates of unemployment and foreclosure, leading in some cases to increased service demands has contributed to a growing fiscal crisis for many of our nation’s governmental entities. The City of Bulawayo is Zimbabwe’s second largest, a cosmopolitan metropolis with an intriguing development history spanning over a century. With a steadily growing population estimated at above 1.5 million, Bulawayo emerged through a formidable pre and post-colonial legacy of royalty and strong industrial manufacturing and trading economic base.

Records of WHO-UNICEF (2010) state that the quality of water provided and the high standard of sanitation service and community services that Zimbabwe's urban areas enjoyed in the past has declined significantly implying that access to quantity and quality has declined and thus is not increasing, counter to the MDGs to which Zimbabwe signed up. BCC suffers similar contentions like other local authorities within the country. The cost of failing to

properly address the water and sanitation gap is significantly higher than the cost of addressing it Muhairwe (2010). Gentry et al. (1997) argues that the assumed challenge of inadequate service provision is exacerbated by the fact that population growth and the mounting pressures of increasing urbanisation have offset much of the gains in service coverage. Bulawayo City Council (BCC) is lagging behind in expanding access appropriate levels of services to their growing urban populations. The efficient performance of water utilities and other community services is a key issue in urban areas in the Zimbabwean government's quest for improved service delivery. The existence of information gap and little studies on the service delivery in city of Bulawayo formed the study. This research seeks to benefit from existing theories or tools to assess direct service delivery performance in relation to financial performance and to assess the public perception on the performance of service provision. Bulawayo City Council was used as a case study to carry out investigations on the performance of the local service delivery and the consumers perceptions regarding its performance.

1.3 STATEMENT OF THE PROBLEM

Bulawayo municipality communities still lack proper supply of basic services such as health, public entity, social welfare and infrastructure development and this has led to council to face challenges of meeting demand and the general economic doldrums which contributed to poor service delivery thus the need to establish how BCC has been performing.

1.4 OBJECTIVES

1. To cover the existing gap that has failed to strengthen citizen's participation in improving service delivery regardless the effort that has been made in direct service delivery.
2. To explain the role played by different stakeholders in service delivery.
3. To examine how local service delivery can be improved.
4. To assess public perception on performance of BCC.

1.5 RESEARCH QUESTIONS

1. What is local service delivery?
2. What is the role of stakeholders in citizen's participation and improvement of service provision?
3. What factors promote citizen's participating in local service delivery?
4. What is the importance of public perception in protecting consumer interests?

1.6 JUSTIFICATION

This study would help the need to protect consumer interests. It is important for citizens that honest handling is the standard that is money and proper leadership. People must be acquainted or familiar with the norm of being assisted quickly and be informed that council information should not be kept in secret but publicized and also that forms of corruption such as bribe or use of power are not permissible. This will also assist students in understanding the relative importance of customer satisfaction.

This research will help find alternatives in improving local service provision by offering quality and efficient services. Locals can also be diligently involved in the process of quality development of services. This would assist students to understand mechanisms of local authorities and give an insight on what local authorities can implement to benefit the community.

This study will help scholars appreciate what local service delivery is and the challenges thereof which can be gradually countered. According to Schlachter (2012) a simultaneous mechanism to improve the quality of service provision in an on-going process is to regularly survey the local populace and request for their opinions on a regular basis. Thus, a research would try to provide a better direct or indirect model to try and give room for customer feedback.

There is need to assess whether customer's wishes can be met and how they can be improved. This gives a reflexion of good governance when there is positive outcome in the service provided by the local authorities. This is the main reason why local authorities offer services to the community. Thus this study will provide research of such.

1.7 DELIMITATIONS

Service delivery – Addressing the challenges of local service provision of BCC in Bulawayo Metropolitan Province.

CHAPTER TWO

The significance of local service delivery - Theoretical perspective and literature review

2.1 LITERATURE REVIEW

A customer – oriented attitude by local authorities' officials is visible when service seekers are put first in the service provision. This means local officials must be further trained and educated and direct communication with local residents and possibly companies should be maintained as a condition for organizing the service delivery efficiently. This will create a mutual understanding between the service seekers and providers. This supports the fact that active citizen participation must be upheld between the City Council of Bulawayo and the citizens residing in Bulawayo. This study seeks to emphasize the relative importance of citizen participation in local service provision and the importance of perceptions of the consumers in protecting consumer interest.

Eigeman (2007) asserts that policies aid demand for co-operation with other local governments. It is a good idea for local authorities to combine resources and chain their services in certain fields to improve service provision. It is certain that local authorities must furnish their organization prior to working together with joint or multiple municipalities in their reach. This allows municipalities to maximise their service provision desired by the population. This idea may not be complacent to the local authorities of Zimbabwe as they suffer financial constraints. Hence this study seeks to promote alternative methods of improving service delivery such as contracting private partnerships.

In 1897, the new tow of Bulawayo acquired the status of municipality. It became in charge of water and electrical undertakings from the Bulawayo Waterworks Company, according to the Bulawayo service delivery handbook report. It should be stated that this was a positive move towards service delivery. The water rationing schedule is not only experienced by citizens in Bulawayo but also in other cities of Zimbabwe. This is attributed by the failure of water projects of the city. Chilunjika states that the delay in the implementation of the Matabeleland Zambezi Water Project has projected water deficits in the city. It should be noted that this project can be traced far back as 1912 during the colonial era. Thus, strategic project management needs to be implemented to polish this huge project which ought to provide adequate water services. It can be noted that water provision through a network is a natural monopoly hence this reduces the scope for efficiency gains through competition and makes effective regulation to secure consumer interests an imperative. This study seeks to highlight

the key role of regulation in this context is to create competitive pressures, set prices and quality standards, establish targets for investment and adequate service provision.

Under section 168 of the Urban Council's Act (Chapter 29:15) the Bulawayo municipality has the duty of supplying water to households and industries within the city of Bulawayo and section 64 of the Public Health Act Chapter 15: 09 denotes that the city water and sewerage within the jurisdiction of the council is under that particular council authority. Local authorities are permissible to enter into partnerships that can transfer the management to a third party thus sharing the burdens. Scholars argue that as far as participatory governance structures, it was observed that Bulawayo has ratepayers associations that are represented from ward level. These act as pressure groups and are mandated to advocate for improved municipal service delivery and were originally formed to co-ordinate and assist citizens in representing their interests to the elected Council of Bulawayo. Thus, the decentralization model of service delivery analysed in my studies will help understand the contribution of citizen participation which provides feedback to be incorporated in improving service delivery.

In February 2009, ZINWA handed back to local authorities the water and sanitation services to operate and maintain, UNICEF – AusAID (2009). These services were initially taken from urban councils. This stance had a further unsuccessful result as some Councils witnessed that much of the records of operations were negatively affected during 2006 to 2009 which were coupled with overlapping responsibilities during the time of take – over by ZINWA. As a result little information exists on the operations of the utility during the respective period UNICEF-AusAID (2009) BCC Report. Therefore, this research will study service provision and alter the limitations.

The researcher took note of some specific country studies that have been done numerous scholars in the same field study. Rogerson (2009) attested that specifics to developing countries, are the studies of PPPs in South Africa with explicit reference to the Nelspruit and Dolphin- Durban water services partnerships. These studies analyse the details of the PPPs in these specific areas and through domestic policy the government policy guided the adoption of these partnerships. The structures of each partnership are also outlined in the study to show the purpose of the arrangements, mutual understanding and decisions inclined to partnerships. Ngowi (2006) gave a brief summary of the performance of PPP for the administration of local authorities in Tanzania whilst Dill (2010) examined the PPP positive and negative

mechanism impact for water provision in Dar Es Salaam and the impact of the PPP arrangement on different development parameters that were intended to be addressed by the local authorities. There was more exploration on literature of the country's service delivery techniques. The study was able to take note of the key elements that promoted the success and failures of each of the cases examined in the following countries, Senegal, Kenya, South Africa and Tanzania.

Further examinations have shown that there are a number of mixed arrangements for the involvement and engagement of the private sector in local service provision, relying on specific strategic principles adopted to provide adequate services. Moyo (2013) denotes that these examinations can guide future decisions on specific arrangements and strategic mechanisms that Zimbabwe can adopt one day. For instance, participation of the private sector in local issues has been through arrangements such as concessions, service provision contracts, leases, management contracts as well as partnerships. It can be concluded that there is no one size fits all medium and experiences faced in local service provision tend to be different with varied outcomes. Case studies from other countries will guide Zimbabwe in acquiring contributive key fundamentals for profitable private sector participation arrangements.

2.2 WHAT IS SERVICE DELIVERY?

2.2.1 Direct, Indirect, Individual and Collective services

Service delivery to be exact can be devised in a quad of direct, indirect, individual and collective services. Eigeman (2007) alludes that the local authority's performance is hinged on service provision to local citizens which creates opportunities for companies, organizations and citizens to do projects that would not have been impossible without the municipality's engagement making it easier for them to do things. Service delivery ought to be up to standard as service seekers or residents pay rates towards that service. This may include the daily consumption of water, rubbish bin collection, reconstruction of roads, repairing of street lights and provision of health facilities.

2.2.1.1 Direct service delivery

Direct service delivery is depicted by its one-on-one direct communication in that particular service, such as a product which the service seeker benefits from directly and which the service seeker often pays for, Eigeman (2007). For example, the paying of water rates at the municipal building.

2.2.1.2 Indirect service delivery

Service provision by local authorities can also affect the further provision of services to other government bodies or organizations such as the central government or non-governmental organisations. For instance, the land and population registers records are dependent on the quality of information and registration with municipalities meaning central government cannot operate properly without a properly maintained population and land register, Eigman (2007).

2.2.1.3 Individual service delivery

Individual service delivery purpose is providing services which have a particular cause on one person or a limited number of people such as residents of a home. However other third parties can be affected by the same proposition. Some individuals are refused permits to either farm on council land, sell in council stalls or sheds. It is still considered a service as it can be rendered.

2.2.1.4 Collective service delivery

Collective service delivery focus is on the entire council or district. Administrative function of the municipality is put in question, whether or not they suffice the needs of the council jurisdiction. It should be taken into not that some services are not directly carried out by the local authority for the designated area instead third parties can be introduced. Local authorities hire waste-collection and processing companies in the private sector to collect waste in its jurisdiction area if the demand outweighs its capabilities Eigman (2007). This, means the not all the refuse collected by the garbage collectors will necessarily be at dump site but it can be processed, recycled and reused in the future. In this way the environment can be safe guarded from litter or waste pollutions.

2.3 QUALITY AND STANDARDS OF SERVICE

The quality of a business product or service provision determines the life of a business. Service seekers are the eminent concern at the height of offering standard services. This means their demands are highly important and the guide the principles of work quality, Eigman (2007).

Eigman further states that standards can relate to various factors such as time, that is, waiting time at the desk or counter to be served by an official, the delivery time of a building permit

or vendor permit, handling time of an enquiry made by a service seeker, allocated time to pay invoices or rates.

Codes of conduct which include professionalism, integrity, transparency and friendliness, for instance, the simple way of addressing a client on the phone and confirming receipt of letters and e-mails. Physical appearance and service layout of the waiting area should be accommodative to the both able and disabled persons, offering coffee, tea or water if the waiting times are long is a common courtesy of work ethics.

Accessibility on clarity on opening and closing hours, advance information which needs to reach people immediately through brochures, flies and giving extra help to people who are disabled but require a service. Due consideration on taking complaints seriously as they may derail service provision, offering some form of compensation if for example a service is not delivered on time, meeting commitments and deadlines and asking the customer's opinion or feedback on services provided.

Lastly, providing information to customers will clearly guide them proactively, for example, notifying the local residents several weeks in advance regarding the expiry of their agriculture lease. These factors are complacent to the standard goals of BCC and thrust of this research on improving service delivery.

2.4 APPROACHES TO SERVICE PROVISION

2.4.1 Privatisation

Generally, privatisation is the transfer of a company or organization from government to private ownership. According to Ramanadham (1991), "...privatisation refers to the application of the guidelines of market forces, or the exposing enterprises under the same discipline of the market forces of that economy". It alludes to a wholesome shift towards private ownership of public assets or the shift of public entity properties to a private entity Ramanadham (1991). Privatisation helps share the burden of the local authorities.

Privatisation is consists of two domain parts which include divestiture as well as corporatisation, Moyo (2013). Corporatisation may also be exploitation in partial or complete system of commercialisation of the public asset as attested by Adejumobi (1999). In some areas the cost of a service would be high but through the adoption of privatisation the service

seekers can afford particular services this signifies importance of privatisation. This act was defined in the privatisation of subsidiary ZESA companies and the on-going talks of involving the private sector in improving water of Harare municipality, Moyo (2013). Therefore, this study is concerned with evaluating the extent to which privatisation has the capacity to curtail challenges of local service.

2.4.2 Private – Public Partnerships (PPPs)

PPPs have become an important means of delivering public services in many countries Nzimakwe (2006). As such, there is a developing interest in adopting this approach amongst countries as it reduces the burden of the local authorities. According to Houghton (2011) countries have embarked in PPPs as they have become more viable and assentient in the development processes as the world shifts towards governance. Therefore, PPP can be regarded as a new methodology in local service provision. Moreso, critics argue that PPPs have proven that the above mentioned partnerships come about as it has been noted that many current local authorities' problems cannot be solved using traditional government techniques, Rogerson (2009).

The various PPP management strategies should be taken note of and these include franchising or concession, contracting, afterimage, leasing, management contract, build own and operate, build operate and transfer, management buyout and cooperatives, Moyo (2013). According to Sohail et al. (2003) there is no exact PPPs categorization that can be made, because it depends on the type of services to be provided, the innate characteristics and strengths of the partners and the aims of the PPPs. As a matter of fact the main objective of a PPP is to meet needs of the local people needs, which would not be unattainable without joint agreements. Through PPPs, the public sector will be able to maintain partial ownership and management of local services and avoid entire transfer service delivery to the private enterprises and at the same time be in charge of the administration and control of the institution, Sohail et al., (2003). Rogerson (2009) further argued these partnerships in theory benefits from economies of scale, and the sharing of resources, mutual agreements with commitments and zeal.

With the evolving of PPPs over time the generally recognized merits have become more pronounced and this implies that the demands for this culture have gone beyond just public service provision. Walker et al (1995) suggested three domain approaches to PPPs these include the fact that the private sector has more mobility than the public sector. This means

that there is less of red tape syndrome which delays activity or work. For instance, the bureaucracy and the burden of management can be curtailed and the private entity can be able to save the costs of planning, design, construction and operation for the services. The private sector has capabilities of acquiring more resources so it can provide improved services to the public, i.e. it establishes a good public private partnership. The public domain would then need a lot of funds for large infrastructure or roads projects in order to meet that demand.

Rogerson (2009) argues that PPPs have the advantage that sees the harnessing of power of different sectors to provide the opportunity for service delivery. This line of argumentation has thus provided reason and purpose for most governments to undertake and include the private sector in service delivery Walker et al., (1995). An analysis of international experiences shows many instances where PPPs have failed to achieve the expected outcomes. However, it does not necessarily mean that it is entirely futile. Good governance contributes to successful PPPs.

Scholarly critics of PPPs argue that the main reason for failure of PPPs is as a result of the adoption of a PPP model that does not go hand in glove with the institutional and regulatory system and setting in the country, Venkatachalam (2007). He further argues that the efficiency of market oriented solutions to public sector problems has been under discussion and the benefits were pointed out that could be augmented from the shift to private sector structure with an assumed effect on poverty reduction. Notwithstanding, the dire straits promoted by peculiar PPPs in the administration as well as production of water in urban setting, this potential of PPP to transform and innovate water services provision is acknowledged in literature, Koppenjan & Enserink (2009).

Take note that PPP agreements do not mean complete ownership of a public utility by the private entity, rather a subset of that operational entity is given to the private sector in respect of the mutual agreement. To add on, PPP arrangements, Ruet denotes that decentralised innovative systems which operate with private entities as an alternative for supplying water to the urban locations, Ruet (2006). This means that there is introduction of skills set in PPPs. There a certain advantages associated with PPPs which have been theorized, i.e. they provide economies of scope and scale as well as advancement in standard learning in local service provision. To exploit complementary capabilities and competencies, Bovaird (2004), states that in the partnerships economies of scope are provided thus giving both parties stability.

2.4.3 CASE STUDY OF SOUTH AFRICA

2.4.3.1 Public Participation

It should be stressed that public participation is a key tenet of democratic governance. Improving and encouraging the culture of public participation that will promote inclusive participation and actively incorporate public inputs on vital governance issues remains vital in this democratic era, Local Government Unit (2010).

For this to be attained it is important that community awareness of rights and obligations should be enhanced so that citizens can play an intrinsic role in local matters and in implementation of MDG-related activities in their localities. It is also essential for local government to function to its fullest capabilities and this relies not only on availability of skilled work force and financial resources but also on the role played by communities in the structures, LSU (2010). Residents associations are an initiative of public participation. Through residents associations, citizens have been able to keep local authorities in check and to demand accountability, Mapuva (2011). This proves that public participation remains a core objective in improving service provision.

2.4.3.2 Promoting Financial Control and controlling corruption

There is a grave need for new innovative ways in controlling corruption and some other forms of debased management malpractices within the councils. In South Africa the local government change on other councils to improve the management of their financial resources, moderately and efficiently in South Africa has exerted considerable pressure on municipalities to manage their financial resources effectively and efficiently in order to meet their developmental mandate. Henceforth, municipalities need to improve governance, i.e. financial management requirements as envisaged in the statutory framework by appointing qualified and capable officials, including chief financial officers and internal auditors, with right and appropriate skills. Importantly, municipal officials must accounts for results, not only for budget spending and as more resources are transferred to local government there is a need to strengthen the institutions that enforce accountability of public resources, LSU (2010).

To fight the persisting maladministration, mismanagement of council monies, fraud and embezzlement, municipalities need to strengthen and review their internal control mechanisms that probe the already mentioned corruption. These are usually unveiled during internal audits which must be professional, appropriate, and transparent of high quality. Therefore, effective monitoring by the council employees in managerial posts is required to

keep the administration running, LSU (2010). Hence, the local authorities need the central government's upper hand to apply these relative regulations.

2.5 THEORETICAL FRAMEWORK

This study is informed by **Service Delivery Models**. According to UNDP (1999), service delivery is a set of institutional arrangements adopted by the government to provide public goods and services to its citizens.

2.5.1 Decentralization Service Delivery Model

The regular public management tendencies founded from the discussions include: decentralization of service delivery activities to local authorities and other parties such public private partnerships; administration with positive outcomes, in terms of equity, efficiency, quality and effectiveness of services, and less compliance to rules; more concentration on service seeker needs increased focus on improving standards of the service needs, access to public information and more collectivism action with the lower authorities sharing burdens with the central authority, Kaul (1998).

Decentralisation is the transfer of powers from central government to lower levels in a political-administrative and territorial hierarchy argues Crook & Manor (1998). Thus three broad types of decentralisation can be identified. Firstly, decentralization entails that major roles of the central government are undertaken by the local authorities without the central authority necessarily, giving all its powers to the institution, Ekpo (2007). Delegation then occurs when the central authorities transfer decision making and government service responsibilities to the local authority or private institutions. However, these organisations are directly responsible to the central government for the specific duties they are authorized to do. Ekpo (2007) further states that the last form of decentralisation is devolution, which involves the transference of political authority to local government for service delivery, resourcing and decision-making.

The various types of decentralisation include, political decentralisation, which can be understood as the transference of power in political leadership, i.e. central government acquires representation in local government, Moyo (2013). One should take note of the administrative deconcentration which is the movement of finance, planning, management and decision making from the central government to the local governments. In public sector fiscal

decentralisation consists of the public finance aspect in decentralisation of duties in general. To add on, it is awash with how the public expenditure is organised across and between (lower and central governments) different levels of government in the national polity UNDP Primer (2007). Thus, economic and political objective for decentralization is the transference of power to local authorities, this empowers citizens who gradually assume influence over the type of local services they utilize and they become better placed at pointing out municipality authorities who are directly responsible, according to Ekpo (2007). The decentralisation of responsibilities and resources to lower tiers of government, presents a means for encouraging local governments to match funds to local preferences and to service demand. Kaul (1998) states that, one of the major merits of decentralisation is the improvement of the policy-making environment which could include the policy actors within and outside government and the resources they bring along. This means that if it is properly implemented it improves service provision with more efficiency and effectiveness.

2.5.2 Alternative Service Delivery (ASD) Model

ASD has numerous definitions. The term was coined in the Canada public sector and has gained popularity in public management circles as well as literature, Ford & Zussman (1997). Ford & Zussman (1997) define 'Alternative Service Delivery' as: "...a creative and dynamic process of public sector restructuring that improves the delivery of services to clients by sharing governance functions with individuals, community groups and other government entities". ASD broadly entails the adoption of new and apposite management and organisational arrangements to improve the delivery of services. Partnerships with different levels of government as well as external parties to the government are means through which improvements are made in the public sector as attested by Good & Carin (2003).

Alternative Service Delivery has two main components: Establishment of relevant organisational structures within government which are independent of the traditional government structure as means through which improvements in services can be made as well as improvements in organisational performance; and Linking different organisations which could be inter-governmental, between sectors, through networks and partnerships as a way of providing flawless, responsive and citizen oriented services, Good & Carin (2003). It is important to note that ASD is multifaceted and not one dimensional. It consists of structures found in areas of re-organisation, decentralisation and privatisation. "It is not just about deficit reduction, devolution, and central agency controls, Moyo (2013)

The redefining the roles and duties of government institutions are also involved in this juncture. This means that there is heavy reliance for success on a strong public policy foundation, a tradition of sound public management, and a customer oriented focus for local services, according to Good & Carin (2003). It can be noted that, the major traits of Alternative Service Delivery mechanisms are also shared by some PPPS. For instance, ADS entails the appropriation on new and advanced forms of organisational systems and partnership arrangement with other lower and central governments and nongovernmental entities, with the motive of improving the delivery local services, Moyo (2013). In other words, PPPs are also included in the broad concept of Alternative Service Delivery.

2.6 CONCLUSION

Finally, the study concludes that all services are still largely being provided in a top-down bottleneck approach and they continue to deteriorate. The thrust of this research is to analyse the challenges and profound mechanisms that can help improve service delivery for Bulawayo Municipality.

Both of these theories help understand how citizen participation is vital and can be improved, suggesting solutions to establish sound service provision. How the local authorities can join hands with other institutions to render adequate services. How decentralization will promote fast and efficient services. Moreso, the consumer's perception importance is unveiled in this study as to how it facilitates consumer interest which BCC would benefit from.

CHAPTER THREE

Research Methodology

3.1 RESEARCH DESIGN

The research design lays a foundation for a valid and reliable study which can be used in decision making. In this research the Qualitative Comparative Analysis method was used. This method is relatively easy to apply as it allows the research to get thoroughly researched information from all scopes. Qualitative Comparative Analysis (QCA) is a method that bridges the gap between qualitative and quantitative analysis. According to Regin QCA require familiarity with cases, which in turn demands in-depth knowledge. It is important to note that it helps the researcher spot key issues in close range cases. It helps identify complex problems with the same result. In this research study questionnaires, interviews and secondary sources of data such as organizational records were used.

It is important to note that in this research urban local service challenges were focused on Bulawayo Council with a sample of 13 residential areas. The case study of Bulawayo Municipality was used to inform readers on the subject matter and identify the service provision experiences within the city of Bulawayo. The case study of Bulawayo will help develop a unique understanding, better analysis of the service delivery problems and factors contributing to these problems with insights into the local government arrangements. One should take note of the different private sector participation arrangements used to identify how alternative service delivery mechanisms have been adopted to improve local service provision. These were analysed using comparative analysis techniques.

3.2 POPULATION

The study concentrated on 13 suburbs (low, medium and high) at Bulawayo City as the population. Macmillan and Schumach (1993) defined population as a set of objects which are subjects of research it is the entirety of a group of people who share common attributes that are of people interest to the researcher in the study.

3.3 SAMPLE

Best and Kahn (1993) describe a sample as a group of individuals selected from the population and intended to reflect accurately on the characteristics of the population. It is selected for observational and analysis purposes. In the research the sample contained

3.3.1. SAMPLE PROCEDURE

Simple random sampling technique was used to select people for the study. Simple random sampling has the advantage that all objects all have the equal chance of being picked for the study. This was done to increase validity and reliability by eliminating bias in results collected. The population was first divided into low, medium and high – density suburbs which Latif and Maunganidze (2003) defined as stratified random selection to ensure equal probability in the sample targeting. Copper and Schindler (2003) state that sampling expedites data collection, promotes accuracy of results as there will be less errors and more time invested on less respondents and finally lower costs.

3.4 RESEARCH INSTRUMENTS

Chisi (2002) described a research instrument as a tool that is used for collecting information and data needed to find solutions to the problem under investigation. This study used questionnaires, structured interviews and secondary data.

3.4.1 THE QUESTIONNAIRE

Gwambi and Dwira (2003) define a questionnaire as a data collecting instrument which is in the form of a document containing a list of questions which the respondents are expected to answer usually through writing. In this research the researcher used close ended and close ended questions for collecting data. The structure of the questionnaire managed to encourage the respondents to cooperate and answer the questions rationally.

3.4.1.1 ADVANTAGES OF THE QUESTIONNAIRE

According to Popper (1959) questionnaires are practical and large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost – effective way. They were carried out by the researcher with limited affect to its validity and reliability. Firstly they were inexpensive to conduct. Administering questionnaires is usually cheaper especially if the questionnaires are posted, Freeboy (2003). It is able to gather masses of data which is assessed, analysed and recorded. The questionnaire has the advantage of allowing respondents to take their time thinking of the responses to the questions. In this research, respondent anonymity was availed in that personal details were not recorded and the respondent completed the questionnaire and questionnaires were therefore not influenced by the researcher. The responses were guided in a standardized manner making questionnaires more objective, Copper and Schindler (2003).

3.4.1.2 DISADVANTAGES OF QUESTIONNAIRES

Data analysis and interpretation may not be easy with open ended questions. It requires respondents who are able to read and write as asserted by Copper and Schindler (2003). Respondents may lie to researcher also. In the research some questionnaires were not fully completed there by altering the findings or representations. In spite of the above mentioned the questionnaire still remained the most appropriate and ascertain method to collect data. Interviews were used to substantiate data for the study.

3.4.2 INTERVIEWS

De Vos et al (2003) stated that an interview consists of a set of questions which are asked then answered, analysed and recorded. Thus an interview is a question and answer dialogue between two people to obtain relevant information for a study.

An interview has the advantage of offering a good opportunity to coerce further certain answers given by respondents. There is an opportunity to seek clarity where the respondents do not find the question clear. The researcher got a chance ask more about service delivery. The respondents were also free to ask were they did not understand as they were being interviewed. The interview also offers opportunity to persistently endeavour to obtain information from the respondent. Interviews give a true picture of opinions as respondents may be feeling comfortable. According to Leedy (2001) the advantage of using face to face interview is that it allowed the expression of ideas which were given clearly as respondents could further explain when the interviewer asked for clarity.

Interviews have their limitations. Fox and Hunn (2002) argue that both the interviewer and the respondent may mistrust the interviewer and they maintain a distance or may employ avoidance tactics if the questions are deeply probing. Considering the above the researcher tried the utmost ability to guard against these short comings so as to obtain information from the respondents.

3.4.3 SECONDARY SOURCES OF DATA

This is data collected from written literature. Kadam et al (2013) describe secondary data as data gathered and recorded by someone else prior to and for a purpose other than the current

project. They further argue that secondary data is data that has been collected for another purpose. Secondary data is also economic as it is less costly and quicker to collect.

Secondary information need to be reviewed and analysed so that it can be used in context to the research study. Before making use of secondary data there is need to evaluate the data itself and its source, Agriculture and consumer Protection (ACP). This brings us to the issue of validity and reliability. Particular attention should be paid to definitions used, measurement error, source bias, reliability and the time span of the secondary data, ACP.

Internal sources include all documentation produced in the institution or firm such as sales records, year book, whereas external sources include data from journals, magazines and newspapers just to mention a few. These were used together to compile data for this research.

There are merits associated with the use of secondary data such as easy accessibility especially if the information is not classified, clarity in research question and it can be acquired at a low cost. However, it has its short comings which include incomplete information to meet the research question and the information can be out dated. These shortcomings can be out manoeuvred by comparing data with that collected through questionnaires and interviews. This is what aids this research validity and reliability.

3.5 METHODOLOGY AND DATA COLLECTION

Desk study was used to review the urban councils act. Secondary literature on BCC was also used to examine how and why these challenges on local service delivery can be deterred.

There was a reassessment of literature of local policies and government policies to highlight intrinsic problems and possible techniques of local governments. The study is important as it stresses on acquiring precise knowledge on how institutions work or are organized on the progression of service delivery.

Furthermore, government publications were used as additional sources of information in assessing the local service delivery institutional frameworks. There was use of media publications from newspapers, internet articles, internet journals and newspaper articles were exploited to give more information on the research topic. The objective consensus, perceptions and arguments provided in these sources were drawn together and used to analyse information on the research topic.

Through qualitative interviews with the leaders from local government associations of BCC individual perceptions and knowledge was obtained with regards to service delivery challenges in Bulawayo Municipality. The following key departments at BCC provided the source from which key informant interviews were drawn:

- Housing and community services
- Towns planning
- Water works
- Roads
- Town clerk

Interviews with senior officials or representatives in the institution were conducted the primary issues which dealt on problems addressed by the research which included senior housing officer, secretary town's clerk office. Through interviews data focused on the issues that lead to local service problems in Zimbabwe and particularly Bulawayo Municipality, policies that govern the private sector participation in a mandate to provide for adequate service provision in Bulawayo. The collection of data on local services that include water availability and health provision and so forth at household level was also through purposive sampling technique. A sample survey in 13 residential suburbs in Bulawayo was conducted.

3.6 VALIDITY AND RELIABILITY

A research must be reliable and valid and it should be practical. Copper and Schindler (2003) revealed that a good balance has balance to be struck in order to achieve all these requirements. The measurement has to be economic and not constrain the budget. That's to strike a good balance between validity and reliability and economic constraints, more closed questions will be included in the questionnaire for easy response and limiting interview time. The interview questions were used to close gaps on the questions not answered in questionnaires. The questions were made easy to follow and the instructions clear. In order to make the measuring instrument convenient it should be made easy to administer, Copper and Schindler (2003).

3.7 DATA PRESENTATION AND ANALYSIS

Statistical analysis was used to analyse collected data and it was presented in in the form of bar graphs, tables and percentages. The data was displayed in tables according to responses given for each question.

3.8 CONCLUSION

This chapter looked at the research methodology the design selected as well as the instruments that were validated and justified. How best they certify the research purpose. Chapter four focused on data collection, presentation, analysis and interpretation.

CHAPTER FOUR

Key Research Findings: Challenges of Local Service Delivery (BCC)

4.1 INTRODUCTION

The research findings are shown in this chapter. At the beginning of the chapter there is a reassessment of the water supply situation in Bulawayo council as well the appropriation of water services. In particular, four service delivery areas of water and sanitation, health, public transport and road infrastructure are emphasized. The quality of service delivery was analysed using the information collected during from the respondents or key informants questionnaires, interviews, data from secondary sources. There is also an analysis of private institutions in water services in Bulawayo area. Information from key informants or respondents is also stated as part of the research findings.

4.2 WATER AND SANITATION SERVICES

As a way of decongesting the work for the local authorities an enactment was passed. In June 2006, Cabinet of Zimbabwe issued a directive compelling all urban local authorities to transfer water and sanitation functions to the Zimbabwe National Water Authority (ZINWA), Muchadenyika (2014). Water was said to contribute the biggest percentage of council revenue as illustrated in table 1 below. The average of these three cities proves that water resources contributed highly to the council revenue and its shift caused a low influx from that section.

Table 1: Contribution of water to council budgets

| Local authority | % contribution of water account to total budget |
|------------------------|--|
| Bulawayo | 71 |
| Harare | 89 |
| Mutare | 55 |
| Average | 71,7 |

Source: PoZ, 2007.

Regardless of the revenue influx, local authorities were struggling to deliver water. It can be argued that central government might have thought of reducing overburdening local authorities. This is further supported by Muchadenyika who argued that, water is managed as a cycle and therefore it was a comprehensive water management attempt to shift to ZINWA. It can also be noted that there was no amendment in Urban Councils Act since this shift was

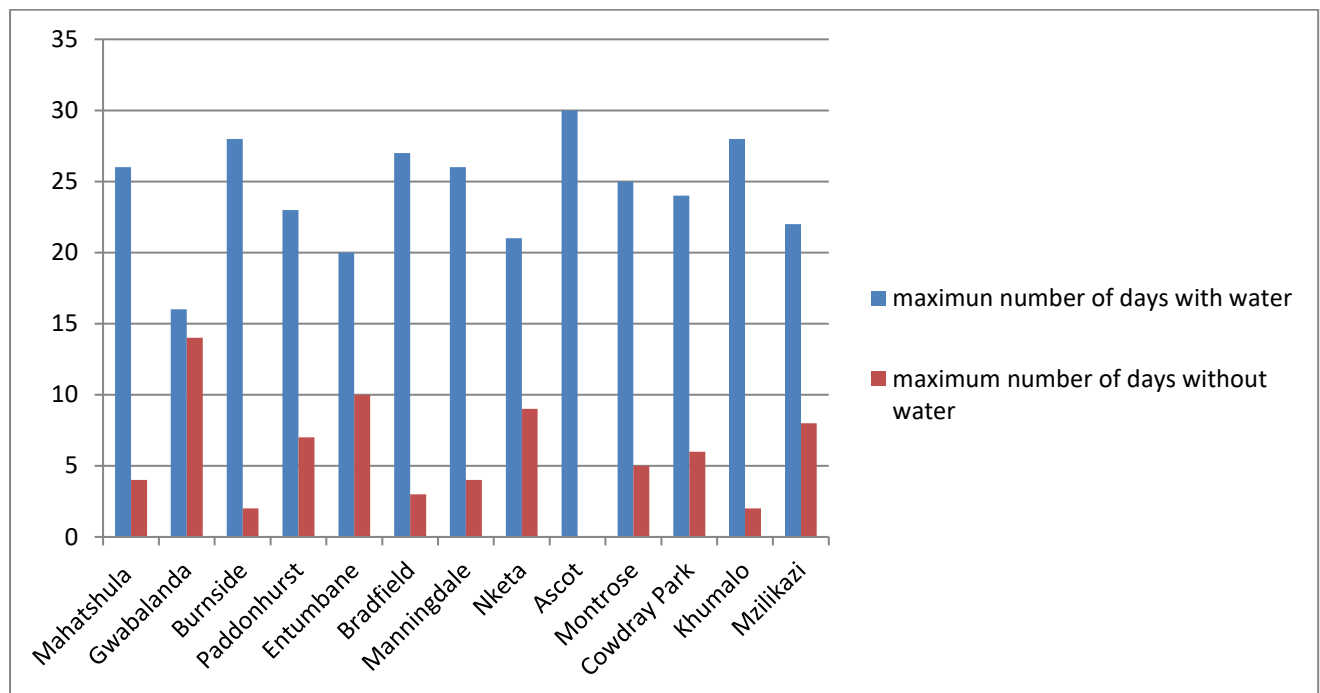
only a policy directive from central government. Sections 168 and 183 of the Urban Councils Act still remained stating that urban councils were mandated to provide water and sanitation services in their areas of jurisdiction.

However, critics overviewed this manoeuvre as a means of obtaining power through ZINWA. According to Ngwenya (2013) the takeover made ZINWA a huge cash resource, “where Zanu-PF would occasionally take the revenue to finance the party”. This move was criticised of being political than technical. Following this argument the city of Bulawayo refused to hand over functions to ZINWA. This led scholars such as Muchadenyika (2014) to suggest that Bulawayo Municipal Council battled to take control of water from Bulawayo Waterworks Company, a private company responsible for water between 1894 and 1924. Such resistance presumably inspired the legendary refusal by the city to hand over water and sanitation functions to ZINWA, a government created entity between 2005 and 2008. Furthermore, the policy directive became more than just mandatory.

However, the shift from local authorities to ZINWA created more problems than which existed before prompting reversal to local authorities in January 2009. It seems to go for longer periods in high density areas which are more populated than the low density areas. Some of the reasons attributed to the failure of ZINWA were sabotage from employed local authorities who were not collecting the charges properly. For quality services to be rendered finance is required. Thus the low influx from water rates led to poor water services and this explains why people were going for longer periods without water.

Public perception is important in protecting consumer interest. Since residents are the consumers or service seekers their feedback on council performance is important as it helps to improve service provision. Respondents had different optimistic and pessimistic views on service provision.

Figure 1: Number of days with water availability in 13 residential areas



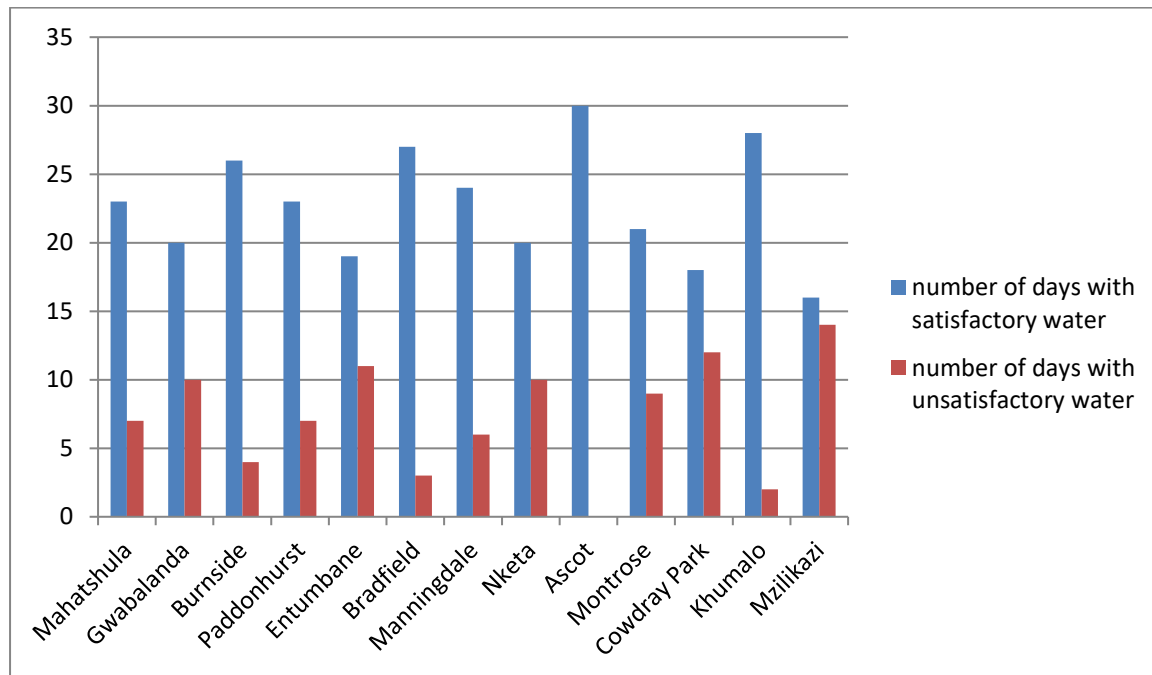
Source: Compiled by Author, 2017

The above bar graph illustrates water cuts faced by the people of the city of Bulawayo. The graph above shows that water rationing deferred from place to place. Data was captured from questionnaire responses within an estimated time frame from 2016 to 2017. This is so as some respondents' reminiscence on the days of water rationing whilst others were accounting for no water interruptions. This could be a result of geography and placement of water pipes within different locations and households, for instance, Key informant A in a questionnaire stated that at his residential home Mahatshula water cuts could take up to 2 to 3 days.

From the questionnaire responses about 30% of the people complained on not being informed of the water interruptions 70% alluded to having being informed of the service cuts prior to their occurrence. For Ndlovu (2017) Bulawayo residents were warned of month-long intermittent water cuts to allow the local authority to carry out maintenance and cleaning at its waterworks to “to enhance the quality of water”. This can be said to have attributed to the water cuts in the middle of the year 2017. In an interview the Town Clerk of BCC Christopher Dube said 3council would be carrying out a bulk water reservoir cleaning programme for Ncema, Fernhill, Tuli and Criterion reservoirs. However, with the abundance of water in supply dams the cuts have also been used as a move to make residents clear their outstanding arrears. Although Mr Dube the chairperson of Bulawayo United Residents

Association said by disconnecting water, council had demonstrated that it is insensitive to the plight of its residents, Masara (2017). Council needs rate payers' money in order to provide and improve the service.

Figure 2: Quality of drinking water from council connection rated



Source: Data compiled by Author, 2017

It should be noted that water services is not merely about providing water to residents but safe and clean water. The Water Act 2002 chapter 20:24 is an act to provide for the development and utilisation of water resources of Zimbabwe. This act provides protection of the environment and the prevention and control of water pollution. Thus, figure 2 shown above illustrates how Bulawayo Municipality is failing to provide clean and safe water in some instances therefore failing the enactment of the act provided on water. Number of days with satisfactory water implies that council is working hard to provide safe water. This water is equivalent to safe and clean water. However, the unsatisfactory water suggests that council is still warrant of improving their services. Key informant B articulated that the unsatisfactory water is usually brown in colour with particles and some of the times muddy. In this case public perception is important as they are the consumers of council service delivery.

With the large amounts of rainfall in 2016 Bulawayo dams were said to be overflowing. On that discourse, Ndlovu (2017) articulated that Bulawayo residents had been spared water cuts

for months now after the city received huge rainfall, resulting in the supply dams spilling, some for the first time in decades. He further stated that Council has said Bulawayo’s water supply will last about three years. However, with that amount of water in supply dams’ council still needs chemicals to clean the water hence the need for rate payers’ money.

4.3 HEALTH

The Health Services Department of the council is obliged to promote and maintain healthy environment and to provide accessible and affordable health services of high quality to residents of Bulawayo (City of Bulawayo report)

This is being achieved through:

- Involvement of communities in health primitive activities and empowerment of residents to adopt health life styles.
- Continuous staff development, training and support
- Provision and maintenance of health services infrastructure, plant and machinery.
- Innovative intervention and action oriented health systems research.

A number of council clinics were opened to administer the health of the residents of Bulawayo. Residents acknowledged the fact that these health service centres were placed at strategic points closer to their homes and families. Bulawayo municipality has 19 clinics as well as one infectious diseases centre as articulated by Katongomara (2014). He further argues that the council clinics are operating with 62% of the required nursing staff. Council is still facing the same problem up to date.

Exhibit 1 showing image C of Pelandaba clinic at Pelandaba



Source: City of Bulawayo Council

In a survey conducted by the researcher the ideal staff for Pelandaba clinic (as shown in exhibit 1) one of Bulawayo Municipality clinics is 48, but it has about 33, of whom 18 are nursing staff only. Ideally the clinic should have 32 nursing staff. Failure to properly staff councils has been attributed to lack of finance to pay nurses. There are a vast number of graduated nurses with no jobs who could have been offered jobs in any of the council clinics.

Table 2: Monthly Statistics on health services provided at Pelandaba clinic

| HEALTH SERVICE | NUMBER OF PEOPLE THAT RECEIVED SERVICE |
|---|---|
| Outpatient attendance | 2000 |
| EPI | 1080 |
| Live births | 150 |
| Antenatal visits | 200 |
| Postnatal visits | 90 |
| Family planning | 140 |
| Prevention of mother to child transmission of HIV | 200 |
| Patients on antiretroviral drugs | 938 |

Source: ZimHealth 2010

The recent data show that approximately 100 children are dying every day due to easily preventable diseases, while maternal mortality is at 725 per 100 000 live births, which is more than double its maternal mortality rate in 1990 (Source: 2007 Ministry of Health and Child Welfare, Maternal and Perinatal Study. This illustrates that data shown on Table 2 signifies the mount of health service provided over a period of time which has amounted to the reduction of patient deaths. Although there is still a large number of HIV/AIDS infected people the percentage rate has reduced gradually. Clinics such as Pelandaba and Polyclinic have been receiving clinic commodities to ensure treatment of patients, ZimHealth 2010. However, there is still need to reduce deaths and improve the facilities in order for adequate health service provision.

4.4 PUBLIC TRANSPORT

The informal sector found an unvented business in the transport sector which has led to the rise of mshika shikas and use on unpermitted transport routes within Bulawayo city. These mshika shikas are small transportations driven also at unpermitted routes. According to Muchadenyika (2014) ranks marshals besieged and controlled bus termini in cities, which can be argued as the proliferation of the informal sector. Nonetheless, the key informant critic argued that it became political as politicians recognized political mileage and capitalized, this was evident with “Zanu-PF protecting rank marshals on condition to attending party meetings”.

It became public knowledge that rank marshals are making loads of profits from this informal sector. On average each commuter omnibus paid to rank marshals USD6 per day with 5000 commuters operating 364 days gives an annual income of USD10, 92 million, Muchadenyika (2014). A senior Planning school lecture at the University of Zimbabwe argued that rank marshals were “working in partnership with Zimbabwe Republic Police (ZRP) and political cronies making the process complex and intricate”. Rank marshals flourished at “bus termini remitting the bulk of their daily takings to a political syndicate aligned to Zanu-PF”. Through a key informant the researcher learnt that public transport chaos did not negatively affect residents, in fact they gained more. It meant that residents would use small transports that are cheaper and get filled up quickly. These transports are also flexible as they leave residents closer or at the door steps of their destinations.

Table 3: Statistics of road accidents

| YEAR | TRAFFIC ACCIDENTS |
|-------------|--------------------------|
| 2015 | 45 701 |
| 2016 | 159 490 |

Chipunza, P (2017)

Table 4: Number of fatalities

| YEAR | No. FATALITIES |
|-------------|-----------------------|
| 2014 | 2 368 |
| 2016 | 9 301 |

Chipunza, P (2017)

However, several accidents occurred due to the chaos. It can be noted that in a manner of escaping the police force while over speeding and using out of route and unconstructed road ways which are dangerous accidents have become pronoun. Chipunza (2017) stated that road traffic accidents went up by over 100 000 in 2016 while the number of deaths increased by 75% despite heavy police presence on the country’s major roads. The table 2 above eludes that the number of road accidents are increasing even with the installation of more police road blocks throughout the country. This proves that transport chaos is a nationwide problem.

This also explains the increase also in the number of fatalities from 2014 to 2016 listed on the table 3 above. Placement of roadblocks has not contributed much on the safety of residents. Furthermore, there are allegations that the rank marshals are working in conjunction with the police workforce in Bulawayo. This discordance denounces the whole notion of creating road blocks to monitor vehicles. Zimbabwe is also said to lack a broader plan for transport and to protect residents.

Table 5: Negligent driving cases

| YEAR | No. NEGLIGENT CASES |
|--------------------------------|----------------------------|
| 2013 | 2 979 |
| 2016 | 6 312 |
| 2017 (1 ST quarter) | 1 733 |

Chipunza, P (2017)

On that discourse, Bulawayo Municipality created The Bulawayo City Council Public Transport system which shall be responsible for all the management, running, monitoring and evaluation of the Bulawayo Public transport system. Up to date an agreement named the Service Level Agreement (SLA) which is between the Council and the concerned parties (BUPTA, City Transit and Mtshova Mbayiwa) has been signed. The problem on transportation has not been solved yet (shown on table 4) this could be attributed to the fact that this policy is still new. Table 4 as shown above eludes to the fact that Bulawayo city has also been accounted for in the number of negligent cases. Thus there is still need to further improve the transportation sector as evidenced by the number of negligent cases in the first quarter of the year.

4.5 ROAD INFRASTRUCTURE

The purpose of vehicle licensing fees is road infrastructure maintenance. Vehicle licensing functions were shifted from local authorities to ZINARA through a government directive because a few local authorities were failing to account for the money due to misappropriation, that is, paying for salaries at the expense of roads.

ZINARA was created in 2001 through the Roads Act Chapter 13:18 with the main aim of road administration and the management of the Roads fund. In 2010, motor vehicle license books were placed into the hands of Zimbabwe Posts and Telecommunications (ZIMPOST) with no formal communication from ZINARA or the Ministry of Transport, Communication and Infrastructure Development, ZILGA (2012). It can be noted that the Vehicle Registration and Licensing Act Chapter 13:14 did not change. Critics argue that the Central government had realized the fast deterioration of infrastructure and swallowing of central revenue funds or coffers and new strategy had to be made. Hence, taking vehicle licensing became “the easy way out”, Muchadenyika (2014). He argues that due to poor accounting systems, “there were also fake road licenses depriving local authorities’ revenue”. However it did not coerce the government to shift vehicle licensing fees back to the councils. The idea of recentralization by the government was “premised on power, control and opportunities for rents”, Muchadenyika (2014). It can be noted that ZINARA was an attempt by government to centralize vehicle licensing and fees collection because Government had no money to build rural roads and decided to take the function from local authorities so as to spread the money across the country. Critics’ dispute that ZINARA’s distribution of licensing fees has raised a lot of concerns and debate as the minister of transport skews allocation of vehicle licensing funds to Zanu-PF strongholds.

It can be noted that Bulawayo road projects have been stalled for a very long time. According to Mudarikiri (2017) BCC temporarily suspended most projects funded by the ZINARA following a failure by road authority in 2012 to disburse funds to finance the projects. The report further stated that a recent council report revealed that ZINARA only disbursed \$1.2 million out of the \$3 million allocated for the city’s roads. This has attributed to the recent lamentations that the transport minister Jorum Gumbo must resign because he has failed to find a solution to the poor state of the country’s network, Nkala (2017). However, he further blamed the state of roads on Cyclone Dineo which hit the country pretty hard.

Exhibit 2 showing Image A and Image B



Image A: Mahatshula suburb road

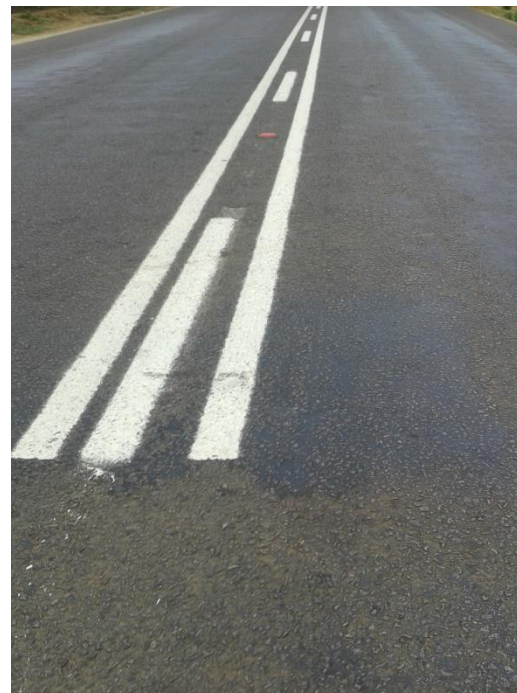


Image B: Harare Main road

Source: Compiled by Author 2017

In the research it was found out that major roads between cities and major towns had completed construction whilst the smaller roads mostly used by residents to their residents were in shambles. Image A above was taken in Bulawayo (Mahatshula suburb) shows one of the roads which has become hazardous due to its potholes. Failure for its reconstruction is based on the fact that it is not on the route or trade transportation, Plumtree to Harare. Image B above shows the constructed road on the Plumtree-Harare-Mutare project (Harare main road). However, failure to get funds is another cause for the poor roads. This is supported by Musarurwa (2015) in the Infralink Plumtree-Harare- Mutare project which was a joint venture partnership between the ZINARA and Group Five of South Africa hence there was availability of resources.

Thus, local authorities are in dire need to come up with projects to foster proper road infrastructure. In the case of Bulawayo, road construction is part and parcel of the 2014 to 2018 City of Bulawayo Strategic Plan. However in terms of roads not much has changed besides the regular cleanings of the CBD by council workers keeping the streets clean. Even though there a minor potholes within the CBD council seems more reluctant to fix roads in

the route to some industrial sites and residential areas. There is still need to construct roads for residents' safety.

CHAPTER FIVE

Conclusions and recommendations

5.1 SUMMARY

The study aimed at exploring the challenges of local government service delivery in Zimbabwe specifically Bulawayo city. The study was guided by the service delivery models, that is, decentralized and alternative service delivery. These models identified crucial variables affecting the betterment of local service delivery such as the legal framework, institutional financial capacity and institution politics and service delivery mechanism. The water and sanitation services, health, public transport and road infrastructure were services more concentrated on. The researcher realized the need to improve these services.

5.2 CONCLUSIONS

In analysing the health service delivery in Bulawayo city this study found out that the several introduced strategies and innovations by council. There is need develop various partnerships with the private sector and enhance public participation to improve health service provision. Public perception is important as it embodies what the local residents feel about a certain service. BCC is battling against the low cash influx caused by the unstable economy of the Country. Even though BCC received an award for being the best municipality that reputation went down the drain when 2016 external audit inconsistency of council property. There is need for innovations for efficient and effective health service delivery.

In order to secure the community from contagious and epidemic diseases such as cholera, diarrhoea, malaria and elephantiasis curative services were provided at council clinics. Awareness campaigns were conducted to alert the public. Although most of these programmes were spear headed by the government Bulawayo municipality played its part in containing some of these diseases. With the help of donors medicine to treat these diseases has been available for the public.

To decongest the work for the local authorities and provide efficient services ZINWA was given the upper hand in water provision. Water became an economic commodity due to its shortages in the previous years. With the high rainfall patterns in the previous year BCC claimed water provision for three years. To ensure safe and clean water for Bulawayo city BCC had to ration water.

BCC implemented the BUPTA transport system meant to manage, monitor and evaluate the transport sector within Bulawayo city. At its initial stages the different stakeholders of Bulawayo were involved in its implementation. This involves construction and repairing of roads thus keeping the roads clean, convenient and safe for road users. Although this is still a new policy chaos has been curtailed in transportation. BCC is looking forward to the reduction of road accidents, fatalities and negligent driving cases.

In addition, road construction projects have been mainly stalled for too long in the city of Bulawayo. Lack of government funding to construct all the city roads is one of the many challenges faced by BCC. The public is faced with unsafe roads which assumedly are the cause for road accidents. The fact that commuter omnibuses resort to undesignated roads trying to flee traffic police road blocks has become a dangerous scheme. Therefore, there is need to construct roads and provide appropriate transport services to the public. BCC has tried filling road pot holes in some parts of the city.

The final finding of this study is that BCC is a decentralized institution and should have developed public participation to enhance efficient and effective local service provision. This is primarily one of the research objectives in trying to close the gap and strengthen local participation in the matters of Bulawayo municipalities. In health services BCC does not have appropriate service delivery mechanism built up thus most of its projects are central government orientated. The general consensus is that BCC is facing challenges such as inadequate financial resources, inadequate physical resources, unproductive public-private partnership and inconsistent public participation. Moreso, lack of transparency and accountability promotes the above mentioned challenges. BCC needs to overcome these challenges to ensure better local service delivery. There is still room for improvement.

5.3 RECOMMENDATIONS

5.3.1 Public participation in local service delivery

This research shows that BCC has initiated various methods such as community services and resident communities in order to give locals the opportunity to participate in decision making processes. Residents should be mostly invited to attend policy formulation ceremonies in order to be part of the policy formulation. This allows the public to be part and parcel of decision making process from the initial stages. It would give the public more opportunities to be part of the decision making process regarding the management and development of their respective council area. This minimises abuse of power and corruption.

5.3.1 New strategies and innovations

Although strategies such as the Strategic Plan 2014-2018 which address challenges of an inadequate funding base and unsatisfactory service delivery at BCC have been implemented new innovations and strategies are required. The policy duration ends the coming year yet little has been achieved. There is need for new innovations to provide ample service provision to the locals. This is noticeable from the extraction and implementations of council resolutions which are heavily relied on a manual system which is prone to human error thus the need for advanced computerization to capture data.

5.3.2 Strategic internal audit mechanism

There is need for a strategic internal audit mechanism for monitoring the integrity and clarity of BCC financial statements and reports. Resources have to be monitored and accounted for. Through internal audit BCC would be able to calculate potential liabilities in the present and future. In essence, costs could be cut off and local service delivery improved. Although it does not mean making profits in all instances this manoeuvre safe guards from fraud, extortion and embezzlement. Contrary to the findings of 2016 external audit which found councillors corrupt. Thus there is need for a more professional, transparent and integral internal audit to evade public hostility and embarrassment.

5.3.3 Improving PPP in local service delivery

With the ever – increasing urbanization it has been difficult for BCC to provide adequate local service provision. Partnership with private sectors such as NGOs, corporations, civil society and so forth is required. This would give leeway to new technology, strategies and innovations of the private sector into local service delivery and increase the efficiency and effectiveness of BCC. Coercive pricing should be used that PPPs in service provision are can profit from making affordable services to the service seekers.

5.3.4 Introduce joint purchasing and joint contract agreements

The Joint purchasing program allows cost saving in the business thus two or multiple local government authorities acquire resources such as equipment, tools and supplies at a manageable price. For, instance, the purchasing fire trucks, ambulances, garbage trucks and so forth. This would allow councils to save and have proper equipment to provide relative services to the public. Whilst the joint contract agreement provides council with bargaining power and economies of scale when purchasing goods or entering into construction agreements there is an added advantage of cost savings.

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7 APPENDIX A

QUESTIONNAIRE QUESTIONS TO BCC OFFICIALS

1) What is the service provided in your department?

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2) How successful have you been in providing the services? Please explain and give your rankings on a scale of 1 to 10 (1 being the least and 10 being the highest mark)

b) State reasons for choosing the answer above.

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3) In your own view, what are the challenges faced by your department in service provision

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4) In relation to the above question what recommendations or suggestions do you have to overcome these challenges

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5) Does the central government facilitate in discharging services in your department?

YES / NO

b) State reasons for choosing the answer above.

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6) How do political factors affect the discharging of services in your field?

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7) Bearing in mind that council is adapting to E-Governance, how has this improved service delivery in your department/ section?

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8) Bearing in mind that the residents of Bulawayo greatly influence service delivery positively and negatively, briefly explain how they have influenced service provision in your department?

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APPENDIX B

INTERVIEW GUIDE QUESTIONS TO THE COUNCIL OFFICIALS

1. How do you view physical resources such as (telephone, internet, computers, fax, and swiping machine) at the Council which help in service delivery?

Sufficient

Adequate

Inadequate

2. How best can service delivery be improved with regards to citizen participation?
3. What is the current level of private sector participation in water services and health provision?
4. How has the current or strategic policy encouraged/ discouraged adoption of Public Private Partnerships in the provision of services?
5. How beneficial has public perception been in your field of work?
6. What are some of the major challenges faced by your department in executing their work?

APPENDIX C

QUESTIONNAIRE QUESTIONS TO THE SERVICE SEEKERS/ RESIDENTS

1. Gender Male Female

2. Occupation
- a) Public employee
 - b) Private employee
 - c) Self- employed
 - d) Unemployed
 - e) Others

3. Monthly Income

4. Neighbourhood
- a) Low Class
 - b) Medium Class
 - c) High Class

5. How many people live in this household?

- a) 10 or more
- b) 7 – 9
- c) 4 – 6
- d) 3 or less

6. Are you receiving health service from Bulawayo City Council?

YES NO

i. If yes, what health services?

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7. How often do you get these health services?

- a) Once
- b) Twice (2)
- c) Thrice (3)
-

d) More than three times

8. When does your monthly water bill come?

.....

9. Did you experience water service interruptions or shortages this month?

YES

NO

ii. If yes how many times?

a) Hours

b) Day

c) Week

10. Are you notified before these interruptions?

YES

NO

If yes how were you informed about the water service cuts?

a) Media

b) Public posters

c) Community

d) Other

11. State 2 top complaints with regards to Bulawayo Municipality service delivery

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.....
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.....

12. Are you satisfied with the way your complaints are resolved?

YES

NO

13. How would you rate the quality of tap water from council connection?

a) Satisfactory

b) Unsatisfactory

ii. Give reasons for the answer you stated above

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MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

GUIDELINE FOR MARKING DISSERTATION

| ITEM UNDER OBSERVATION | COMMENTS | SCORE |
|--|-----------------|--------------|
| Title [10 marks] <ul style="list-style-type: none"> • Is the title clear and precise? • Does the title expose the problem under investigation? | | |
| Abstract/Introduction [10 marks] <ul style="list-style-type: none"> • Does the abstract successfully bridge the gap between the title and subject? • Does the student demonstrate knowledgeability about the nature, problem and purpose of study? • Have the objectives of the study been clearly stated? • How relevant is the literature reviewed and theories used? | | |
| Content [50 marks] <ul style="list-style-type: none"> • Are the chapters well laid out and coherent? • Does the work show the use of relevant research methods? • Is the evidence authentic? • Is there evidence of research? | | |
| Conclusion/ Recommendation [10 marks] <ul style="list-style-type: none"> • Has the work been resented? • Does the conclusion answer the objectives? | | |
| Reference [10 marks] <ul style="list-style-type: none"> • Have the references been accurately presented? • Has the referencing style been consistent? | | |
| Layout, Presentation and Editorial Assessment [10 marks] <ul style="list-style-type: none"> • Is there continuity in the style of writing? | | |

| | | |
|--|--|--|
| <ul style="list-style-type: none"> • Is there correct use of English in terms of consistency? | | |
| TOTAL SCORE (100 MARKS) | | |

Signature of the Supervisor.....

Comment on Submission.....

Signature of the marker

Date

Signature of the Moderator

Date