Faculty of Social Science

Department of Politics and Public Management

The effectiveness of Results Based Management System employed by Rural Local Authorities in Zimbabwe to enhance service delivery. The case study of Hurungwe Rural District Council.

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By

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I the undersigned do hereby proclaim that this dissertation is a product of my own hands and the research findings and investigations have not been offered anywhere else to serve any purpose. Other related sources of information that the researcher has made use of has been fully acknowledged by means of referencing.

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The undersigned certify that they have read and recommend to the Midlands State University for acceptance of a dissertation entitled: The effectiveness of Results Based Management System employed by Rural Local Authorities in Zimbabwe to enhance service delivery. A case of Hurungwe Rural District Council

SUBMITTED BY: EMMACULATE NGWARURA (R144213W) in partial fulfillment of the requirements for the BSc Honors Degree of Science in Politics and Public Management

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Dedication

This dissertation is dedicated to my family and AFM on Campus (AFMOC) group Zvishavane Campus for their advice, support and prayers that enable me to be focused and concentrate on my studies despite several demands and challenges

Special dedication goes to my mother Ndaizivei Muroti and my uncle Betwell Masunda for their love, prayers and support during the time I was attending to the requirements of this study.

Thank you and May God be with you in everything that you do.

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Abstract

Efforts in improving the public sector efficiency and effectiveness can subsequently lead to improved public service delivery by maximising value for money through results based management system which the Zimbabwean Government introduced to all local authorities in 2014 for enhancement of service delivery efficiency as local authorities were deteriorating in terms of service delivery despite the fact that they are planning authorities. . However the results had not been realizes as expected, therefore this study sought to investigate the effectiveness of Results Based Management System employed by Rural Local Authorities in Zimbabwe to enhance service delivery using Hurungwe Rural District Council as a case study through the assessment of the changes brought by the introduction of the concept, the link between Results Based Management and service delivery not forgetting the challenges to the implementation of Results Based Management. Analyses of these factors could help the government and local authorities to identify strategies to improve the system and enhance their quality of service delivery and provide insight into the formulation of future initiative for implementation of other national policies. The secondary data was obtained through study of relevant literature while primary data was obtained through questionnaires and interviews of the targeted Hurungwe Rural District Council officials, ward councillors, business community and the ordinary residents. Questionnaires were given to 10 Hurungwe Rural District Council employees and interviews were done to 25 respondents. Content analysis was employed to identify themes. The findings emerged from the research indicated that there were quite remarkable improvements of water supply, the health sector and traffic ability of roads. However, despite some improvements on the ground, it was also noted that Hurungwe Rural District Council had implementation challenges involving organisational challenges, technical challenges, behavioural challenges, lack of training, fear of the unknown, lack of oneness in planning and implementation of RBM system and also resource constrains to expedite progress of the system thus affecting the effectiveness of the Results Based Management employed to enhance service delivery. Following challenges observed, it was recommended that local authorities should be transparent and accountable in their operations, a right climate must be created and involve everyone into the process even the grass roots staff so that results oriented culture prevails, training to be done regularly so that Councillors would have technical expertise to do evaluation when the need arises and training on council functions to residents would also enable them to appreciate operations of local authorities in general.

Acronyms

HRDC   **Hurungwe Rural District Council**

IDP   **Integrated Development Planning**

IPMF   **Integrated Performance Management Framework**

IRBM   **Integrated Results Based Management**

RBM   **Results Based Managements**

RBMS   **Results Based Management System**

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CHAPTER ONE -INTRODUCTION

1.1. Preliminary introduction

The chapter shows to light the concept of Results Based Management system employed at Hurungwe Rural District Council expected to enhance service delivery. The study paper includes the background of the study, statement of the problem, justification and significance of the study, study objectives, research questions, delimitations and the limitations of the study.

1.2. The study background

Magura (2014) established that rural local authorities in Zimbabwe may be viewed as large autonomous entities that have to follow the policies and directives of the government of the day. They complement the development efforts of central government within their areas of jurisdiction. From this perspective the performance of local authorities assumes a critical role for the success of government's development efforts, no wonder why Magura (2014), views the amalgamation of councils as a relevant and requirement move that was meant to dismantle once existed racial based local government replacing it with a better and elevated system that focused on the improvement distribution of public services.

Rural local authorities were mandated to deliver effective and efficient services to the members within its jurisdiction since amalgamation came with new responsibilities (Magura, 2014). Notably, the rural district councils are no longer mere "road councils," a label that described their main function in the past because besides road maintenance, the same are also charged with the responsibility to provide social amenities such as health, educational and recreational facilities. They are also charged with the responsibility for spatial planning and development control and the protection of the environment (Olowu, 2009), and these responsibilities implemented making use of the five mandatory committees under the Rural District Council which are finance, roads, natural resources conservation, human resources and social and health.

General observation indicates that local authorities are critical cogs in the country's socio-economic and political development efforts since they contributed much to "development of basic services that are essential to economic and political development" (Olowu, 2009). However, according to Magura (2014) Local authorities have been criticized for poor service delivery that has been perceived as falling short of the needs and expectations of their

residents. Rural local authorities have been seen as inefficient entities that have little or nothing to show in terms of performance and service delivery. The Central Government also expressed displeasure at the failure of local authorities in general to discharge their service delivery mandate satisfactorily (The Herald, 20 August 2013). Arguably, it is very apparent that this criticism is not without merit, as noted above, that there has been not much outstanding performance in terms of service delivery.

The prevalent economic dispensation in Zimbabwe has been seized by an array of economic problems that has subsequently jeopardize rural local authorities' ability to deliver enhanced services (Gauya, 2015). In between that jeopardy has been poor performance by the management of local authorities to think of and came up with long lasting solutions. The government of Zimbabwe acknowledged that there was need of a new functional system to be used as management tool to counter attack the mentioned challenges. Results Based Management system was introduced and was believed to be a panacea for accountability, transparency together with quality of services delivery improvement in the public sector. Therefore, from the given background the decision to conduct the study was made focusing on analyzing the effectiveness of the newly introduced performance management system employed by Local Authorities, specifically Hurungwe Rural District Council (HRDC), to enhance service delivery.

For HRDC, it is situated in north-western Zimbabwe with its headquarters at Magunje Growth Point. The council was established in 1993 through the amalgamation of the Rural Councils and the District Councils. The district has 26 wards covering commercial, communal and resettlement areas. According to the 2012 Census, its population was 412 346. According to HRDC Strategic plan of 2017, HRDC contains four functional departments which namely; Administration, Human and Natural Resources, Finance and Economic Development, Social Services, and Roads, Planning and Works. The primary function of these is to offer efficient, quality service to the community in a transparent, accountable manner promoting development in the district through gender mainstreaming, sustainable utilization of available resources and cooperation among stakeholders without the compromising of the environment. There is a total of forty employees at HRDC.

1.3. Problem statement

There was always a massive outcry from rate payers that the local authorities are not doing enough to discharge the services they are mandated satisfactorily. According to Mushuku et

al (2012), this is evidenced by failure to adequately and effectively uphold roads, quality health educational services and infrastructures on the verge of collapse and other better projects for the benefit of the clients. The main contributory factor to the poor quality performance and service delivery might be poorly designed and/or poorly implemented performance management systems. Hence from the given background the researcher was convinced to conduct a comprehensive analysis of the extent to which the Result Based Management System (RBMS) as a new performance management strategy employed by local authorities is helping Hurungwe Rural District Council to enhance the quality of its service delivery.

1.4. Study justification

This research has been carried out in pursuit to under see the extent to which RBMS as a performance management tool employed by Hurungwe Rural District Council managed to enhance service delivery. An evaluation on the effectiveness of Results Based Management system employed by Hurungwe Rural District Council ensures performance improvement and also helps employees to understand the system and smooth implementation of Results Based Management as a new management tool adopted.

1.5 Significance of the study

This study intend to offer the analysis on the extent to which Results Based Management System employed by rural local authorities is assisting Hurungwe Rural District Council to elevate the quantity and quality of the services being delivered. Hence, findings of this system will be kept for HRDC and all other councils in Zimbabwe since there will be of use in the future. Also the findings from this study will add value to the already existing literature and will work as a guidance on results based management system and its effectiveness to rural local authorities. This study will also provide data to the university's educational research sources.

1.6 Research Objectives

The main objective of the study is to investigate the extent to which the results based management system employed by Hurungwe Rural District Council helped the local authority to meet its service delivery objectives. Specific aims of the research are as follows:

a. To identify the objectives Hurungwe Rural District Council seeks to achieve by using the results based management system.

b. To investigate if there is a link between the service delivery objectives of Hurungwe Rural District Council and the objectives of their results based management systems.

c. To examine the factors that determine the success or failure of results based management system employed by rural local authorities.

d. To point out recommendations on how to work out with the factors affecting the effectiveness RBMS employed by HRDC.

1.7 Research Questions

The main research question this study want to answer is: How effective is results based management system, employed by Hurungwe Rural District Council, in assisting the local authority to meet its service delivery objectives? Specifically the study seeks to answer the questions that follows:

a. What are the objectives of the results based management system employed by Hurungwe Rural District Council?

b. To what extent is there a relationship between the Hurungwe Rural District Council service delivery objectives and results based management systems objectives?

c. Which factors determine the success or failure of the implementation of results based results based management system by Hurungwe Rural District Council?

d. What are the recommendations /solutions to the factors affecting the effectiveness of RBMS employed by HRDC?

1.8 Delimitations

The research focused on to the rural local authorities sector of Zimbabwe. It takes a case study approach and focuses specifically on Hurungwe Rural District Council. Its findings may not be generalised to other kind of local authorities or other organisations. Generalisation to other rural local authorities can only be done with amendments and due regard to their unique circumstances.

1.9 Limitations

- Time- the researcher was mandated to finish the full dissertation within a period of 4-6, hence it was not possible to collect all the relevant information needed.

- Costs- the researcher was limited by lack of funds to use for transport, printing and photocopying since the researcher was just a student and it was difficult for her to have the funds.
- The researcher was at risk of receiving biased information and there was ignorance from other few respondents.

1.10 Structure of the study

The study is divided into five chapters which are as follows;

Chapter 1: INTRODUCTION

The chapter introduces the topic under study, provides the study background, problem statement, justification and significance of the study and lastly delimitations and the outlining of the thesis.

Chapter 2: LITERATURE REVIEW

Reviews literature of the published and unpublished works on RBMS its ideas focusing only on rural local authorities in Zimbabwe.

Chapter 3: **RESEARCH METHODOLOGY**

It offers study methodology. It involves research design, research philosophy, targeted population, research sample, research tools and data collection methods used during the study.

Chapter 4: DATA PRESENTATION, DISCUSSION AND ANALYSIS

Data presentation, discussion and analysis is catered for on this chapter.

Chapter 5: **CONCLUSION**

Concludes and suggests recommendations resulting from this research.

1.11 Summary

The chapter indicated that rural local authorities play a critical role in supporting government's developmental efforts. Their performance is thus of critical importance. Rural local authorities operate in a dynamic environment that is characterised by particular political, economic, social, technological and legal factors. These set the background against which the local authorities have to operate and the context within which their Results Based Management system have to be understood. The study seeks to establish the extent to which the Results Based Management system employed by Hurungwe Rural District Council assist them to meet their service delivery objectives. It does this through the case study approach. The next chapter explores the literature on Results Based Management with emphasis on the public sector.

CHAPTER TWO- LITERATURE REVIEW

2.1 Introduction

According to Hart (2003), copy appraise is the medley of obtainable documents (both published and un published) on the topic under study, which contains information, ideas, records and substantiation in print from the actual stance stage to do specific aims on the natural world of subject and how it is to be investigated and the helpful evaluation of the documents in line with the intentions being proposed. Therefore, this episode offers the researcher an appreciation to what has already done on the subject matter of the effectiveness of RBMS as a performance management tool that has been employed by local authorities in Zimbabwe to enhance service delivery through the examination of the mechanism of other authors. This section gives the researcher the occasion to discharge the divergence of expertise the scope on to which Results Based Management System as a performance management strategy employed by local authorities in Zimbabwe, is assisting them to enhance that overhaul deliver. In this stage will be on what Results Based Management is, the historical background of Results Based Management, giving the reason council adopted Results Based Management System and the processes of Results Based Management. More so the apparatus of Results Based Management will also pointed out and discussed to specify the connection between Results Based Management and service delivery and the usefulness of Results Based Management to enhance the quality of service delivery. Lastly the tribulations connected to RBMS will be indicated.

2.2 Results Based Management definition

World Bank (2002) defines RBM as a slant to management where the managers define realistic predictable results, check growth towards the achievement of probable results, integrating instruction erudite into management decisions and reports on performance. Kusek (2004) views RBM as a management strategy that sorely focuses on performance and achievements of outputs, outcome and impact while using feedback mechanisms to achieve goals. It emphasizes the significance of achieving the results through systematic goals and objectives and clearly states how the results must be attained. The Canadian International Development Agency (2002) established RBM as a launch sparkle rotation tackle to management that integrates strategy, resources, processes and measurements to improve decision-making, accountability and transparency. Additionally, (Gebrcmcdhin et al, 2010) defined RBM as a participatory and team based management approach that seeks to focus on

organization's efforts and resources on expected results, enhancing effectiveness and sustainability of projects and/or policies and the system transparency and accountability.

General observations indicates that, Result Based Management system as it is defined by various scholars led into timely achievement of targeted and relevant goals and objectives through systematic planning, resource usage, implementation and performance measurement through monitoring and evaluation, and also reporting to enhance quality of services delivery and performance at all levels. However, the researcher is going to use Kusek (2004) definition of RBM because it encompasses all aspects of the concept , that is, it aimed at performance and achievement of outputs, outcome and impact as the central orientation while using the feedback mechanisms to achieve goals.

2.3. The historical development of Results Based Management

Rassapan (2003), RBM as it is understood, it has commenced with Peter Drucker during the 1960s and at that moment and time the approach was known as Management by Objectives and it begins to operate using public sector logical framework in the 1970s. it can be noted that RBM system as it was make use of by many states , it also used variety types and names in that 1980s and 1990s era. At this present moment concept was made to be a verified and friendly concept to be used to enhance public sector accountability, transparency, effectiveness and efficiency.

General observation indicated that local authorities were operating in the spirit of ignorance offering just a little respect to the clients' requirements and services especially on selected circumstances. No wonder why Perrin (2006) postulates that the need for RBM was heightened in the third world states public sectors because it specifies results to be achieved, clarifies an organizations ' clients and mandate, links the allocation of budget of the organization to the outputs. It can be noted that the RBM approach was very useful in elevating the value and quality of planning on the financial aspect and cost accounting and most importantly to allow the answerable episode as it is supported by the World Vision (2011). According to Uganda (2007), the approach was tested and regarded as the relevant and most useful mechanism for quality upgrade and value addition to the public service delivery.

2.4 The introduction of RBMS in Zimbabwean context.

According to the World Bank (2012), the Kavaran Public Service Review Commission report states that the public servants were wasteful, demotivated, lazy, indecisive, unaccountable

and insensitive, weak in planning, implementation and not results focused therefore there was very low and poor employee focus due to lack of clearer individual targets and outputs. OPC (2012), with the need to enhance the value of the community services in the same manner with efficiency, usefulness and answerability. Madhekeni (2012) postulates that Zimbabwe's central government take part in multi-year activity to commence, design and cheerfully employ RBMS across the whole public sector in 2005.

Munyaradzi (2011) established that, the department of reforms was intentionally, in the President and Cabinet office, established so that it will lead as well as managing the project or activity focusing on public institutions and with the intend to enhance their service delivery and for the improved planning, communication, strategizing and putting into practice the decision resolved by the cabinet and also the policies formulated by the government. It can be noted that through the monitoring and evaluation approaches reports formulated relying only with the success of allocated budget utilization, outcomes and outputs as per the set goals and objectives to enable that the identified burning matters are accounted for using the results -oriented style and gain the implementing funds. According to Mhlanga (2011) the government of Zimbabwe speeded up the implementation of RBMS through the introduction of Head of Ministries performance contracts in 2010 and Munyaradzi (2011) points out to the commencement of performance contracts that happen soon after gaining the idea from the regional most experience and a good example being that of the Kenyan and Rwandan governments noted in November 2009 after a visit by the Zimbabwean officials. No wonder why UNJIU (2004) alludes that, Results Based Management must be converted into far much better and upgraded strategizing approach and the services intended to be delivered for the justice to the benefit of the users since it will be easy to fulfil the needs and do as per the expectation to the investment invented in it.

2.5 Why rural local authorities in Zimbabwe adopt RBM System

RBMS was all the time mostly prevailing in the private section and now as a new concept was introduced in public institutions specifically local authorities in Zimbabwe. According to Madhekeni (2012), resources constraints, lack of accountability, the need for value added and upgraded quality of services delivered by the clients and a quest much more human centred and sensitive politicians and enhanced utilization of resources by the financial remotes triggers and speeded up the need for RBMS by rural local in Zimbabwe. It can also be noted that rural local authorities employed RBMS because Zvavahera (2013) explores that the concept integrates the financial section together with the human resource section connecting

them to the intended results elevating the lives of people or community through the provision of an enhanced quality services. Chakanetsa (2017) pointed out that, RBMS was employed to reduce opportunities and cases for corruption through the development of much more relevant and acceptable projects. General observations established by Ncube et al (2017) indicates that, results based management system have become the major influential system because it covers all the critical areas in the public sector operations.

2.6 Results Based Management processes

2.6.1 Inputs

Kusek and Rist (2004) highlighted that inputs are the resources required to carry-out activities. It can be noted that when doing any project, grading and grouping of resources is crucial since it is the most dangerous and confusing matter of assessing and supervising the pace at which the available resources are used and distribute to came out with the outputs and succeed in terms of the results. Under ideal situations the total resources used by a programme in generating the full cost of outputs should be identified.

2.6.2 Activities

According to RBM Handbook for Local Authorities (2014), an activity is a set of tasks, work, or responsibilities which form a part of a program and this is the highest level of work carried out by an agency to achieve its goals and objectives. CIDA (2002) defined activities as the actions taken to transform inputs into outputs. Hence general observation indicates that activity completion should lead to the generation of outputs but the completion does not necessarily mean output achievement. Planned activities should be completed in order to produce planned outputs (Chakanetsa, 2017). For instance activities to be done by HRDC involve the building of schools, bridges, clinics, mother's waiting homes, establishing fireguards, preparing and producing audited financial accounts.

2.6.3 Outputs

According to RBM Handbook for Local Authorities (2014), outputs are what is produced or delivered and they reflect what took place inside the organization and primarily are produced by staff. Outputs can also be homogeneous meaning they are uniform/recurring in nature and the production process is also more or less standardized, for instance, issuance of leases, and or outputs can also be non-homogeneous meaning they occur at irregular times and may take longer to produce. Most projects and policy documents, like by-laws fall under this category.

Chakanetsa (2017) established that, outputs are the goods and services delivered to stakeholders.

2.6.4. Outcomes

Outcomes according to Ortiz et-al (2004) are results through the output towards meeting the requirements to the community matters and challenges. Chakanetsa (2017) explored that outcomes can be reflected in a certain area by sanitation due to the increased number of drilled boreholes, mortality and mobility level or rate because of increased number of constructed clinics and waiting shelters for mothers, enhanced corporate governance because of publishing financial statements.

2.6.5 Impacts

Chakanetsa (2017) highlighted that impacts are both positive and negative results make caused to exist because of the outcomes and a good instance is that if Hurungwe District invented advanced sanitation the impact will be a healthy community. Notably, these impacts helps to upgrade the morale, motivate, focus, communicate and linking the strategies to outcomes meant to produce the expected major societal changes and more importantly too broad to measure directly. According to RBM Handbook for Local Authorities (2014), impacts to be achieve takes a very long period and it takes many players to contribute to the impacts, for instance the government, local authorities, the private sector, donors ,civil society and development partners.

Figure 2.6.1 Result Based Framework (2006)

Inputs → Activities → Outputs → Outcomes → Impacts

Source: Zimbabwe RBM Training Manual (2006)

2.7. The link between Results Based Management and service delivery.

According to Obong'o (2008), RBM was introduced in Kenya in 2004 aiming to enhance the quality of services being delivered and the Social Security Office of Thailand highlighted that RBM ensures efficient supervision of the services channelled to the public and that upgraded the quality of services as well as the performance. It can be noted that RBMS it is a management mechanism executed to assess the value addition to the services delivered and this verse is expressed through the components of RBMS which contain the elements of service delivery within them. Hence to justify the above view, service delivery and RBMS will be discussed in line with the RBMS components which are; Integrated Development

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Planning (IDP), Results Based Strategic Planning, (RBSP), Results Based Budgeting (RBB), Results Based Personnel Performance System (RBPPS), Results Based Monitoring and Evaluation (RBM &E) and lastly Results Based Management Information System. According to Chakanetsa RBMS exist only to enhance management effectiveness and accountability through the definition of realistic intended results, attaching the lessons learnt into the decisions of the management since managers are the ones with a higher level of influence. Therefore, the RBMS components will be analysed below linking them to service delivery.

2.7.1 Integrated Development Planning.

Integrated Development Planning as it is explored by the Local Government of South Africa of 2011, it is a way to setting targets, that is, goals and objectives encompassing every individual personnel at the local authority and also the relevant partners to point out to the most relevant answers and recommendations to succeed awesome long-term development thereby making the implementation easy. Chakanetsa (2017) postulates that IDP intend to elevate the value and quality of living of everyone contained in council's area of jurisdiction considering available consequences , different matters of interest and the existing resources channelled for development. It can be noted that the very moment IDP is incorporated, the way council operated before and plan its projects will shift as everything will be operated according to the requirements and dictates of the same and council yearly budget will rely on that. Hence, one can hold the view that IDP promotes effective and efficient utilization of the available resources and it also motivates the local authorities to prioritise and focus on community crucial needs at hand using available resources. For instance, HRDC thought of allocating the resources for borehole drilling so as to account for the outbreak of the diseases in the district thereby limit and carry off the burden financially which was allocated to them by the health services. It can be noted that meaningful and acceptable project proposals relied much on the little and scarce resources on the ground which by the end of the day speeds up the service delivery in local authorities. Owing to HRDC, general observations indicated that non-governmental organization such as UNICEF, Population Services and United Nations Family Planning Agency are delivering so many different services to the community.

2.7.2 Results Based Strategic Planning

This RBMS component assists organizations to focus on the success of intended results. RBMS authorises the enquiries and involvement of a number of different partners at work in

the preparation of the strategic plans since that move promotes the acceleration of the quality of service delivery. In the same manner HRDC currently is working with various and different stakeholders so as to successfully achieve on the set goals and objectives within the strategic plan. Chakanetsa (2017) indicated that, under the principle of Results Based Strategic Planning , the organization commence by creating a vision, mission statement, objectives, values and goals and from there according to Mitullah and Waema (2007) the council will have to play a critical role and be in action so as to make the set objectives a success story. It can be noted that, that very moment certain degree of perfection has been reached through the attainment of set objectives it will be enhanced service delivery successfully achieved.

2.7.3 Results Based Budgeting

Chakanetsa (2017) established that a regular performance measurement towards the success of the same creates and connects necessary inputs for the production of outputs, integrated development plan, intended outcomes and impacts. Jordan and Hackbart (2003) argues that RBB is a process that elevates transparency, enables accountability, promotes proactive management and concentrates on performance. Thus one can hold the view that RBB helps in the management of public resources which result in the effective gains and enhanced quality of services offered by local authorities.

2.7.4 Results Based Personnel Performance Systems

According to Ortiz (2004) RBPPS integrates personnel performance system with the results based budgeting making use of generous and common integrated performance framework. No wonder why Chakanetsa (2017) holds the view that there is a need for structured objective performance assessment and clear feedback and performance adjustments mechanisms. Personnel results contribution is exceptionally highlighted in the person's annual work plan which is results oriented not workload completion-oriented. In the same vein, HRDC will be enabled to assess the performance of its employees and this also improves employee performance since every objective will be results-oriented and if employees fails to meet the target there will be accountable. This would improve service delivery, hence it can be argued that RBMS is connected to the services delivered.

2.7.5 Results Based Monitoring and Evaluation.

According to Kusek and Rist (2004) Results Based Monitoring and evaluation involves the collection of information, analysing it, comparing how well the project or program is

performing against expected results and the assessment of a completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. The UNDP Evaluation Office (2002) holds the view that results based monitoring and evaluation assist the organization to identify from the past and ongoing activities, relevant information that can be used for tuning, reorientation and planning. Also it elevates the effectiveness by came up with the friendly connections between past, present and future results. It can be noted that different institutions employ the facts acquired via supervising and assessing approach upgrade way, activities as well as some programs. Therefore, one can argue that the concept enhances the quality of service delivery through the data gathered making use of the monitoring and evaluation process which by the end of the day cause one to come up with corrective measures in every area with limited service delivery.

2.7.6. Results Based Information System Management

According to Chakanetsa (2017), Results Based Information System Management focuses on the use of Wide Area Networks and the internet transfers to ensure government interactions with citizens, business and other part of the government. ICT and E-government enhance efficiency, effectiveness, better accessibility of public services, information and it makes local authorities more accountable to stakeholders. The component also positively influence the enhancement of personnel management, cost reductions, revenue collection increment and quality service delivery. In the same manner, it was observed that HRDC has a council website which assist to send and circulate information to stakeholders, attracts investors by offering quickest operations, activities and services. However on the other hand, there are factors that can hinder the success of Information Communication Technology such poor accessibility, resource constrains and less appreciation of Information Communication Technology mostly by residing to remote and rural areas.

2.8. Factors affecting effectiveness of RBMS employed by local authorities to enhance service delivery.

As far as the mission of the organization is concerned, it can be noted that, the moment RBMS has implemented there will be a requirement to point out its benefits and the shortcomings as it is linked to service delivery. RBMS as a management tool has the benefits and the challenges too and the benefits are; it enhances the quality of service delivery, connects budget allocation to output delivery, clarifies customers and mandate organization. However on the other hand, despite the fact that some authors and scholars noted that the implementation of RBMS by local authorities is valuable and it is a panacea to upgraded

service delivery, it can also be noted that Results Based Management has factors affecting its effectiveness as well. Therefore, the factors affecting the effectiveness of Results Based Management will be highlighted below.

2.8.1 Planning

According to stoner (1982) plans are required to offer the organization own goals and set the procedures focusing on how to achieve it. Thus plans and objectives for employees gives direction to the organization. According to Jembere (2017) plans gives the opportunity to employees to do their work and all duties focusing on the set goals and objectives to be assessed and measured so as to come out with relevant and most required measures. Certainly poor planning counted on as a factor affecting the effectiveness of Results Based Management System because poor planning led to poor quality service delivery.

2.8.2 Decision making

Decision making according to Modern (2004), it is the step taken under diversity matters exist to the decision maker. Stakeholders can be decision makers and program staff and/or can also be those interested with the program for instance central agencies, advocacy groups and those who unwillingly and unintentionally affected by the program (Pierce 2001). In the case of the implementation of the RBM system by local authorities in Zimbabwe, examples of stakeholders can be the development partner (United Nations Development Programme), Commissioners, managers, employees, ministries, other government departments and so on. Armstrong (2006) highlighted that decision making is reached at after all the stakeholders come to an agreement. However, it can be noted that the Results Based Management system is failing to work effectively because there is no consensus between stakeholders when making decisions

2.8.3 Communication

For the effectiveness of Results Based Management system communication is very crucial as it enable performance elevation and also assist the organization to achieve its set goals and objectives or targets. Communication must be done also between all the stakeholders who are partaking to make the system effective and efficient. It can be noted that lack of communication breeds suspicion, speculation and confusion leading to employees failing to understand what exactly will be happening with the implementation of the new system. Constant communication earns management trust from employees and also it motivates and

alerts them mostly. Communication paves a way for all stakeholders to give in pointing out their grievance that will somehow affects the implementation of the concept.

2.8.4 Training

It can be noted that there is always, typically a gap or open space that remains between what employees has knowledge about and what they are supposed to know especially on matters to do with RBMS. Hence from this background, it can be noted that training is definitely required to fill the left space from before system implementation happen. Zimbabwe Public Service Commission Review on Results Based Management in 2005 highlighted that all employees in the public service are in need of intensive training to embrace RBMS for it to be success story. No wonder why Robbins (2003) postulates that each time there is institutional shift in the setup, the staff also require knowledge advancement in terms of duties and responsibilities. This is because training commence to be the critical factor in various companies due to the shifts occurring to government policies and organization designs.

2.8.5. Organizational Culture

Jembere(2017) stipulates that, the ability of councils to form a supervisorial ideology which focuses on the outcomes that will cause the walking the talk style of RBMS to be a success story . According to Downey (1998) all countries are challenged in shifting old management ways that are focused on the inputs only as well as outputs and linked them to results based approach. Hence as alluded by Schein (1984) the deeper insights about organizational culture can be revealed only if the ideology of culture is learned.

2.8.6 Complexity of RBMS.

Armstrong (2007) established that RBM frameworks and results based monitoring and evaluation systems such as managing for development results are too often developed in isolation from the truth and realities of what happens on the ground. It can also be noted that the terms for RBMS are difficult to interpret and implement in the real world where line agencies together with their partners work. The concept assumes that social changes can be predicted and controlled yet is just like a pie in the sky. This is because log frames used to assume that the community as a whole share same problems, interests, ideas forgetting by nature people are different in terms of needs and requirements (some will lose and some will win) thus conflicting interests and also that things like political issues will always be available and pop up. Therefore using this background, one can hold the argument that the

uneasy stance of the system is the greatest threat to effectiveness of RBMS and the complexity tends to frustrate the stakeholder.

2.8.7. Availability of resources

Another factor that is affecting the effectiveness of Results Based Management System to enhance service delivery is resources availability since the system must get resources support should be supported by the provision of resources needed to enable success and useful implementation. It can be noted that the provision of resources motivates staff and improve implementation of RBMS. However, it can be noted that resource constrains affects the training initiatives for many workers to become conversant with the concept. For instance, projects that are implanted as strategic planning such as project of building of hall and recreational centres it's just paper work due to financial constraints.

2.9 Empirical Evidence

In South Africa, according to Chakanetsa (2017) RBM implemented to assist in carrying out own internal evaluation and monitoring with the aim to coordinate, review the performance as well as to motivate and promote continuous monitoring and evaluation so as to enhance service delivery. It can be noted that the national and provincial departments and municipalities, national sector departments such as health and education should conduct the monitoring and evaluation procedures of their programs, projects and services aiming to came out with sound operational and strategic management thereby elevating the quality of service delivery and their impacts.

Also, Results Based Management System in Thailand is successfully implemented and enhanced service delivery in their own agencies in the public sector. According to Chakanetsa (2017), this RBMS employment was mostly developed through the few pilot projects and it can be noted that the results of pilot project offer proper expression that reengineering process can impact positively to the quality of service delivery to the citizens.

Adding to that, in Kenya RBMS approach was employed to enable successful effective and efficient management of public service and ensure that the reforms and changes are being accounted for to enhance performance and service delivery. According to the GOK (2007), since 2003 the Kenyan government adopted performance management strategies to enhance service delivery.

2.10 Chapter Summary

The chapter two indicated the ideas and opinions from different authors and scholars basing on the adoption of RBMS and its relevance to the enhancement of the quality of service delivery. It can be noted that the chapter highlighted out the factors affecting the effectiveness of RBMS which local authorities should attend to, to make the concept a success through the existence of effective, efficient, economical and beneficial to the organization and its external and internal stakeholders. Also the chapter pointed out to the meaning of RBM, its connection to service delivery and the relevance in terms of effectiveness to enhance service delivery. The following chapter will be focusing on the research methodologies.

CHAPTER 3- RESEARCH METHODOLOGY

3.1 Introduction

The essence of this study was to investigate and evaluate the usefulness and effectiveness of RBMS employed by rural local authorities to enhance delivery service. Hence the focus of the research methodology is based on research tools used whilst executing this study. Certainly the procedures and methodology used to disclose effectiveness of Results Based Management system employed by rural local authorities in Zimbabwe to enhance delivery service specifically at Hurungwe Rural District Council will be explored. This chapter encompasses research design, research philosophy, sampling techniques, data collection procedure, ethical considerations and limitations.

3.2. Research Design

According to Churchill (1997), explore point is a framework make use of operate as a point in for acquiring and analyzing facts, thus, its intention is to help in acquiring answers to the study questions. Flick (1998) is of the view that examination motif is grouped in two categories which are quantitative and qualitative research designs and this study was executed using all of them. The mentioned investigation methods are different in quantity of ways, that is, the aims and types of research questions they pose, their instruments for ideas acquirement and type of facts come out of them and level of friendliness as explained by Mack et at (2005).

According to Snape and Spencer (2003), qualitative research is an interpretive approach concerned with understanding the meaning people give to the phenomena within their social setting. It is believed that it offers a wider insight of the social world focusing simple few sample using sociable facts acquiring techniques like interviews and it enables fresh matters together with concepts to be explain. Observation shows that the concept of Results Based Management system lends itself to qualitative research because it has to deal with the subjective interpretation of the people involved. The way in which it eventually operates will reflect the reaction and subjective understanding of everyone incorporated and the social setting in which it is supposed to operate. This, however, does not discount the usefulness of a quantitative approach to the study because it has its significance. Elements of the quantitative design have been used where they were deemed necessary to illustrate and enhance the qualitative analysis that dominates this study since qualitative research shows to

light human experiences and views onto words that are descriptive, whilst, quantitative research express them into numbers (Duffy and Chenail, 2008).

3.3. Philosophy of the study

According to Galliers (1991), the western tradition of science identifies two major research paradigms namely the positivist and interpretivist. The research was executed using the interpretivist approach. According to the interpretivist paradigm social phenomena are too complex to be interpreted on the basis of pre-defined principles unlike positivists who views reality as stable which can be observed and described from an objective point of view without any interference on the phenomena being studied. Hence, the phenomena must be separated with observations repeatable and this mostly includes manipulation of reality with variations in only a single independent variable so as to point out the regularities in and to form relationship between some of the constituent elements of the social world. According to the positivist approach valid and relevant research can only be demonstrated by the level of evidence that can be corresponded to the phenomena represented by that study (Hope and Waterman, 2003). Hence it can be noted that the meaning the result of such study is the generation of law-like generalisations that are applicable in similar circumstances but research work is said to take place in a value freeway (Saunders et al 2009). From the above discussion it can be concluded that interpretivist is appropriate for the study since it gives much emphasizes on understanding the interpretations that social actions have on the people understudy and is associated much with qualitative methodology which offers an opportunity for the voice, concerns and practices of research participants to be heard (Cole, 2006).

3.4. Research Population and Sampling

According to Mcphail (2001) explored sampling as way a of choosing just few from the whole sample to be the foundation for assessing a fact, situation or outcome concerning a bigger group. The techniques can be broken down in two separate categories which are probability sampling and non-probability sampling. McPhail (2001) highlighted that probability sampling is a sampling, in which the probability of each element has a chance of being choose is clear and might be pointed out on the other hand non-probability sampling is a mechanism which allow picking of targeted population is based on judgement.

In the episode, the researcher used stratified and judgemental sampling to pick up the targeted sample for all in all was unacceptable and not realistic to possibly include everyone. According to Cohen and Manlow (1994) stratified random sampling involve grouping

sample in homogeneous sectors and this move was appropriate in this examination because of the heterogeneous sample available.

The researcher deliberately picked samples making use of judgemental style intending that the chosen one will offer deeper and wider understanding and revelations on the topic and study and give responses to each revising question. Council Officials were picked from across the ranks based on the direct link in the implementation of RBMS and their willingness to partake in the research. The business community and ordinary residents were selected on the bases that are the ones benefited or affected by the Results Based Management System employed by Council hence their views were very crucial as they help the researcher to evaluate the effectiveness of the system. Also Councillors were picked to participate in the study because from the researcher's point of view they operate and work as a bridge between the community and Council in terms of communication, revenue mobilization and they are vigilant watchtower of councils expenditure, councillors also maintain transparency of pubic decision making thus they were indirectly involved in the implementation of RBMS. In applying various data gathering sources, the idea will be to identify the complementing matters, differences and gaps from findings as a form of triangulation.

3.5 Sources of data collection

This study was executed using primary and secondary data techniques for data acquiring on studying the effectiveness of RBMS employed by rural local authorities to enhance the quality of service delivery.

3.5.1 Primary data sources

Wegnar (2005) explored about primary data as the information acquired at the very moment and place where it is for the first time produced with identical purpose in mind. In many instances it is acquired to respond standalone topics and /or verify the relevance of the study or account for a burning issue that have been identified. The researcher used questionnaires and interviews to collect primary data from the selected HRDC employees, ward councillors, business community and ordinary residents. .

3.5.2 Secondary data sources.

According to Blaikie (2004), secondary data is referred to as raw data acquired by one person or more aiming to address burning issues at hand or specific study project or for just average purposes. The researcher gathered secondary data from HRDC Strategic Plan, organizational

unpublished documents, books, newspapers, internet sources for journal and e-books. The sources for data collection was of much use to the researcher as it provides the background to the study and defining the study in the literature review.

3.6. Data collection techniques and procedures

The researcher applied various data collection techniques in this study which are as follows;

3.6.1. Questionnaires

According to Best and Khan (2004), the questionnaires became of much use relevant information cemented with fact is in need. Questionnaire as a data collection weapon involves an outline of questions in need of responses from participants and the answers given by printing on blank spaces offered on that questionnaire by the researcher. The questionnaires were used to information because they provide various options to respondents so they can choose and think about the questions before they reply. The closed questions and open-ended questions were used to find out data pertaining to the effectiveness of RBMS employed by local authorities to enhance service delivery and were easy to analyze.

The researcher deliberately used the questionnaires because they do not waste much time for the participant to finish, cheap to distribute to the participants and they participants are given opportunities to respond freely since identities are not required. However despite those merits, respondents can still choose not to answer the asked questions. Also it can be noted that structured questionnaires have the disadvantage of forcing the respondents to choose between the provided answers and on the other hand it is not simple and easy for the illiterate people. Hence to solve this matter the researcher assisted respondents in understanding the questions and all questions were clarified and simplified by the researcher before they attempt to answer the questions.

The researcher personally administered the questionnaires to ensure that they reached intend respondents on the 17th of April 2018 at HRDC headquarters, and negotiated on dates. Questionnaires was distributed to all participants all the staff across the ranks. The researcher was each time and always available to the HRDC officials if by chance they required clarification. The aims of the research was explained through the information sheet and researcher personally to the respondents. The respondents responds convincingly to questionnaires distributed and this allows the researcher enough of data required.

3.6.2. Interviews

Beng et at (2004) states that when gathering data, selecting of respondents for data collection, several criteria must be employed. It can be noted that the researcher must make sure that the respondents are thoroughly acculturated into organization and must be instantly incorporated in the topic under study. Semi-structured interviews were conducted so as to obtain data from selected respondents. Semi-structured interviews according to Mack et al (2005) are of much use in finding out advanced revelations about people's feelings, history and interpretation the world surrounded them.

Interviews were conducted amongst the 10 council officials across all the ranks, 5 ward councillors, 4 business community and 6 ordinary residents between 16 -20 April 2018. The researcher created an environment of trust and by all means tried to listen, paying attention to what said. According to Flick (1998) interviews pave a way for participants to air out their point of views and suggestions. Considering the approach used, McMillan and Schumacher (2006) refer to it as relatively conversational and situational which need asking open ended questions. This approach made it possible for the researcher to explore any questions that seem to be unclear to the interviewees and to get clarification on any responses. The interviews were conducted using an interview guide. The data collection instrument gave some notable outlining to interviews which causes relevant data to be acquired and gathered and the themes emerged to be pointed out. The notes were captured down and audio-recording was done at the same time during the interviews to minimize the danger of failing to capture some data and to allow for later analysis. After each interview as established by Jembere (2017), informal discussions were done with every participant which offers them an opportunity to bring over to the interview matters they feel not secured to discuss while being recorded. This helps the researcher to acquire more valuable and better quality information through that discussion.

3.6.3. Documentary review

In this study, the researcher also used the documented records with relevant information understudy. The researcher requested HRDC Human Resources Department to help and offer the documented records of all RBMS such as RBM Handbook for Local Authorities and CIPA. All these documents assisted the researcher in analyzing the performance of employees and RBMS is being implemented at HRDC. The literature review offers the researcher detailed information and deeper understanding of the concept and implementation procedures and progress of RBMS at HRDC. Certainly this also gave answers to the topic

under study, that is, the effectiveness of Results Based Management System employed by local authorities to enhance service delivery.

3.7. Data Presentation and Analysis procedure

After data had been collected, certainly content and contextual analysis was applied in data analysis and to present data charts and tables were used. It can be noted that these were the most relevant and suitable technique as the aim and reason for conducting research was to investigate on the usefulness of RBMS employed by Local Authorities in Zimbabwe to enhance service delivery. The data analysis was also based on established literature which assisted to evaluate the effectiveness of RBMS employed by Local Authorities so as to come up with sound and relevant analyzed data avoiding bias and disconcerted data. Emerging themes for discussion and presentation were arranged using data from the questionnaires. The interviews conducted were all audio-recorded and notes were also made during the interview process. The interviews were then transcribed verbatim and the responses were then summarized and categorized making use of the interview guide whose development was guided by the research questions and objectives. This process enabled trends to emerge and to be identified. Relationships between Results Based Management system and service delivery began to emerge and explanations about the effectiveness of RBMS as a performance management strategy meant to enhance service delivery in local authorities could be deduced.

3.8. Ethical Considerations

Saunders et al (2009) postulates on ethical consideration as they will come to existence through and as someone decides to conduct the study seeking way in to the institutions and personnel, to gather, analyze and give feedback on the acquired facts. They goes on to say, research study values and norms are the relevant and usefulness of characters and attitude in line with the rights of sample population came in and stand to be part of her or his doings or are impacted negatively by it. Hence, it is significance to address matters of study ethics to ensure that the research being done not produces cherished, relevant as well as useful data only but on the other hand also guarantees security by observing the rights and interests of the respondents and also protect them from deceit, harm and embarrassment as it is explained by Saunders et al (2009).The following ethical consideration has been considered by the researcher:

- **Informed consent-** according to Berry and McEachern (2005), it is a process where a participant is informed about all aspects of the trial, which are significant for the

participant to make decisions and after studying all aspects of the trial, the participant willingly decides to participate in a particular research. According Denzin and Yvonna (2000), one of the most significant ethical rules governing qualitative research is that individuals must willingly give their informed consent before taking part in the study as in includes notifying the participants about their rights, purpose of the study, procedures involved and undertaken, potential risks as well as benefits of participation.

- **Privacy-** according to Bhutta (2004) refers to the individual's control over the extent, timing and circumstances of sharing herself or himself physically, behaviourally or intellectually with others. Researchers should not breach a respondent's privacy but rather they should protect it. The researcher also looked at confidentiality as it is also important when conducting a research as argued by Wiles et al (2006) that, privacy pertains to the treatment of information that any person has given to the light in relationship of trust and with the expectation that it will not be accessed or given to others without the authority in anyways that are inconsistent with the deeper understanding of the original disclosure. Privacy pertains to people whereas confidentiality pertains to data.

- **Anonymity-**according to Grinyer (2001), when data is collected and held unanimously shows that there is no links between the participant and information given and the researcher could not even identify the specific participant.

3.9. Chapter Summary

The chapter offered data on the methodologies employed during the studying process and as noted above the study was executed using both qualitative and quantitative methodologies. The chapter also highlighted that the research used secondary and primary instruments for data collection. Also purposive and stratified samplings were used to select a sample population of 25 people, data collection procedures and the ethical considerations were indicated in this chapter.

CHAPTER FOUR-DATA PRESENTATION, DISCUSSION AND ANALYSIS

4.1 Chapter introduction

This episode is simply focusing on presentation, debate and breakdown of the data gathered, facts was analyzed via tabulations and matter analysis. The findings were untaken from go backward minced facts to the final query and the entire presented facts in this interval from HRDC employees, district councillors, average citizens and the business community.

4.2 Study findings

The study findings unfilled below as follows;

4.2.1 Characteristics of the respondents

It can be noted that the participants chosen in this study were individuals candidly and indirectly connected to the implementation of RBMS at HRDC together with those benefited or affected by the services delivered by council through the Results Based Management system it has employed. 25 respondents participated in the research. 40% of the respondents were council officials, 20% were ward councillors, 16% were the business community and 24% were ordinary residents. This information is presented in the pie chart below, figure 4.1 below;

Figure .4.2.1. Sample population distribution
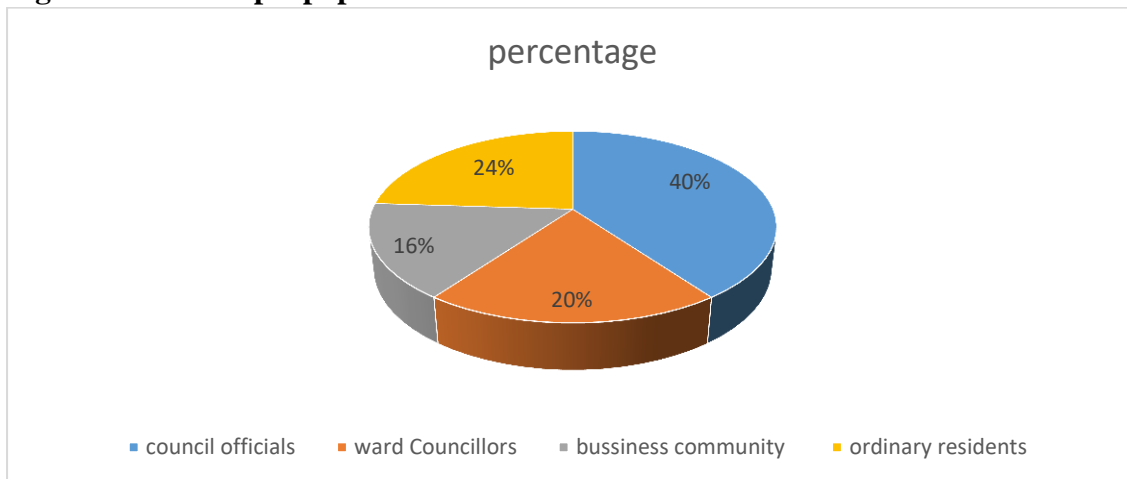
Source: Primary Data

Table 4.2.1: Respondents by gender

Category	Male	Female	Total
Council officials	7	3	10
Ward Councillors	4	1	5
Business community	4	0	4
Ordinary residents	4	2	6
Total	**19**	**6**	**25**

Source: primary data

Table 1above indicated that the preponderance of the target population take part in the research were males because from a total number of 25 participants chosen in revise from all groups 76% were males and 24% were females. This shows that number of males take part in the research exceeds that of female respondents and the reason is that many women still feel that they do not have the capacity to handle the leadership role pressure in the modern organizations. It can be noted that the other cause is that other women are still treated as inferior to men and some are still scared of disrupting their cultural norms or status quo which act as a stumbling block to their progressively advancement in the work place environment.

Table 4. 2.2: Overall respondents' distribution by education

Category	O level	A level	Diploma	Hon degree	Masters
Ordinary residence	2	1	1	2	0
Business community	0	1	2	1	0
Ward councillors	3	1	1	0	0
Council officials	0	0	1	6	3
Total	**5**	**3**	**5**	**9**	**3**

Source: primary data

The table on top indicated that, highest number of participants were of much use and relevant enough to contain all the facts in need to cause the research to be a success. 5 participants

interviewed owned diplomas as their uppermost qualification. The preponderance of 9 samples interviewed owned honors degrees. 5 participants with O' Level and 3 participants with A' Level reflect that all respondents interviewed were able to read or write and lastly 3 participants have masters degrees as their highest qualification. It can be noted that the selected sample were good enough to present the in sequence since the mainstream was qualified. Facts offered by the respondents was dreadfully carrying the great weight and effective and it gave cherish and value to the revise since they are capable to get the intention of the research and were allot to furnish amended and appropriate data required by the researcher.

From above table, it can be noted that the level of education for councillors as policy makers is extremely low. Owing to this low councillors educational background one can question how the policy makers make decisions and came up with resolutions in council technical committees like the financial committee and this as it is given to the light proves to be the critical point in terms of planning, coming up with influential and upgraded council policies and resolutions and walking the talk. Kaulemu (2010) concurs with the above point as he highlighted that in partaking to fast convert needed is requisite to work on the learning and document exercise by policy makers, management and all other employees in concern to set limit for enhancement of projects and program implementation.

4.2.2 Questionnaire response rate

The table 3 below shows that the researcher distributed 10 questionnaires to council officials across all the ranks and all of them were returned well answered with only one that was spoiled.

Table 4. 2.3: Questionnaire response rate

Participants	Accessible employees	Fully answered	Spoiled	Response rate %
Council officials across all ranks	10	9	1	90%
TOTAL	**10**	**9**	**1**	**90%**

Source: primary Data

4.2.3 Interviews

25 interviews were planned by the researcher at HRDC. 10 of the planned interviews were meant for Council officials across all the ranks including the Chief Executive Officer and the

management crew who were partaking to the implementation of RBMS on the open air. 5 interviews were scheduled for ward Councillors as they were indirectly linked to the implementation of Results Based Management System, 4 interviews were scheduled for the business community and lastly 6 interviews were scheduled for the ordinary residents. All the scheduled interviews were done as scheduled and the response rate was 100%. Hence the researcher was able to collect all the information she needed from the respondents with less complications. Fig 2 below shows the interview schedule distribution.

Figure .4 2.2. Interview distribution schedules
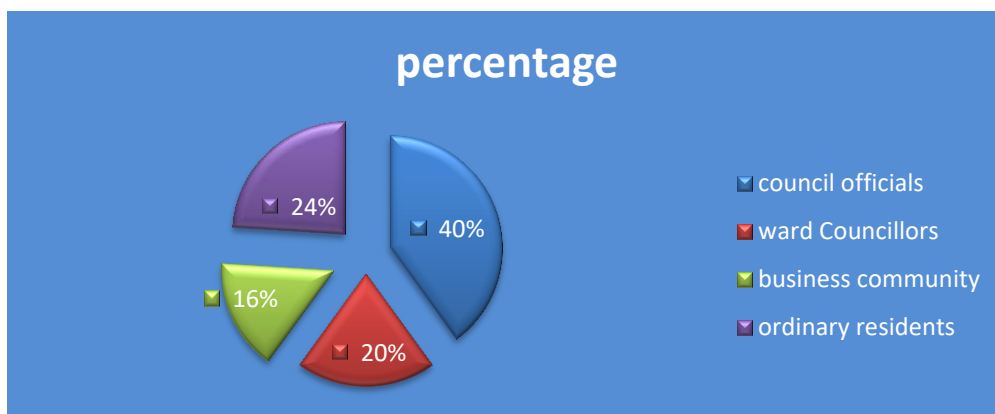
Source: Primary Data

4.2.4 Findings on whether the respondents knows that HRDC has employed Results Based Management Systems to enhance service delivery

Table 4 below indicated the responses on whether the respondents knows that HRDC has employed Results Based Management System to enhance service delivery. From the findings the majority of the participants (60%) highlighted that the system is being done, 20% of the selected sample were not sure if the system was employed or not and lastly the remaining 20% were not even aware of anything to do with Results Based Management. One can argue that this is a clearer observation and implication that justifies the reason for carrying out this research.

Table 4.2.4: Findings on whether the respondents knows that HRDC has employed RBMS to enhance service delivery.

Category	Yes	Not sure	No
Council officials	9	1	0
Ward councillors	4	1	0
Ordinary residents	1	2	3
Business community	1	1	2
Total /percentage	**15/60%**	**5/20%**	**5/20%**

Source: Primary Data

4.2.5 Respondents understanding of the objectives of Hurungwe Rural District Council's Results Based Management system.

There was a remarkable commonality of what participants thought constituted objectives of Council Results Based Management system. This is evidenced by all Council employees mentioning that the system ensures that the work is aligned to results , input output matrix is efficient, Key Result Areas for all employees are attained , improvement of Council and individual performance. The key point on findings from the respondents was that there was a general awareness of Council's Results Based Management system service delivery objectives across the cross-section of Council employees in the sample.

From the interview with council officials, it was noted that knowledge of objectives for Council Results Based Management system appears to be deduced from everyday practice rather than any systematic and deliberate attempt by the management to inform the employees. Also the researcher notes that most of the staff especially those in the lower level do not understand the concepts of Results Based Management .One non-managerial Council employee explained that, *''I have never been told by anyone about the objectives of Council Results Based Management system, I know them from what I see happening every day and sometimes I just make assumptions…''*

Senior Council managers interviewed revealed that only low level staff does not understand Results Based Management System because some of them did not receive the training.

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''Lower levels employees are the ones who do not understand Results Based Management System and its objectives for example office orderlies, drivers and revenue collection officers, their routine duties include typing and dealing with files. The lower level and the middle managers were left out for the training .Training was done but not all were trained and some were trained but fail to grasp the concepts of the system starting from its objectives.''

The information above indicated that the concept was fairly new in Local Authorities as it started to be used in 2014 and was applicable to senior management levels though the intention was to cascade it downwards to other levels . In this case following this observation, it is very clear that the concept was not fully comprehensive by the current users and hence it can be argued that Results Based Management as a performance strategy or management tool will never be effective enough if the end users are not familiar with the concept and certainly lack of knowledge about the system definitely impacts negatively the effectiveness of RBMS employed by HRDC. Robbins (2003) concurs with above notion alluding that as changes occurs in the organizations setup, employees will be at quest to acquire and fill up with various different functions to enhance deeper understanding about institutional culture.

4.2.6 The adoption of RBMS by HRDC.

There were mixed views on the reasons why Council adopted the new performance management strategy and the majority of respondents highlighted that they played no role in the choice Results Based Management System used in the case organisation. Five council officials through an interview put it this way, *''well, if you look at it, Councils have little role in the introduction of Results Based Management System that they use…at least that is the current position. Councils have simply been directed by the Ministry of Local Government to introduce the system. All we have to do is ensure that the new system is implemented given our circumstance''*

The respondents went on to explained that , although it was a directive from the government; *''HRDC also adopted RBMS so as to channel resources to where they are required, to measure performance, that is, quality and quantity of services provided, justify existence of an employee and improve service delivery. It also wanted to effectively and efficiently use its time, financial, human and material resources thereby making its Key Result Areas a success story.''*.

Figure 4.2.3 awareness to the adoption of RBMS at HRDC
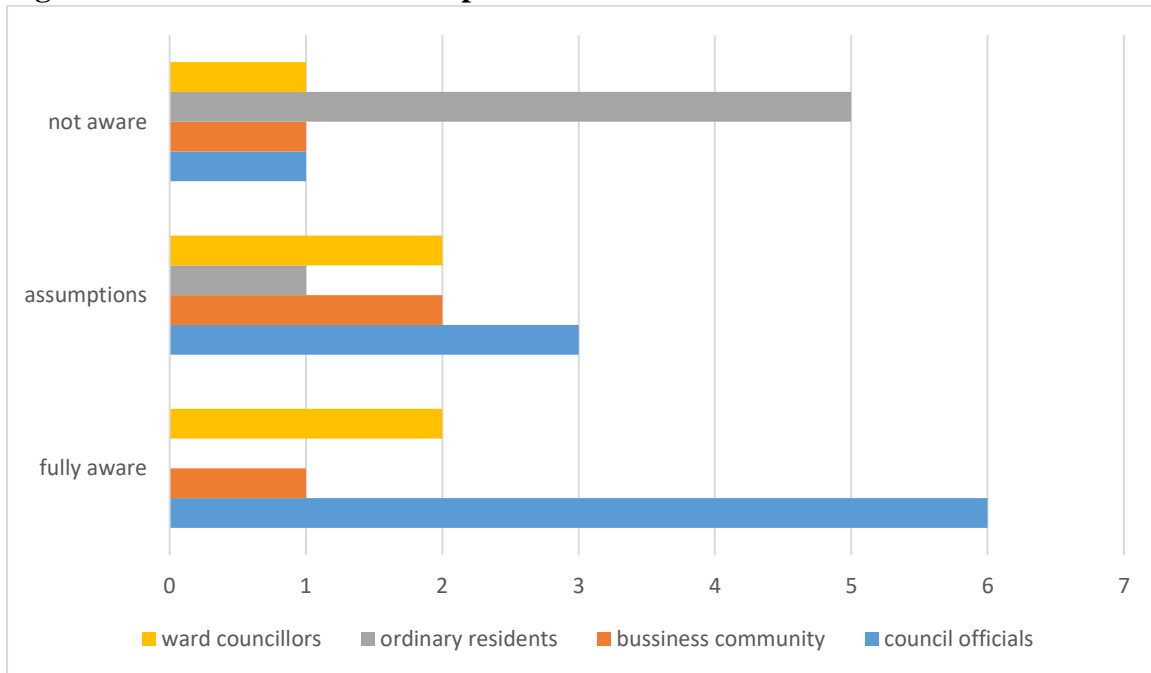
Source: primary data

The graph shows that only 6 out of 10 council officials participated in this study were fully aware of the reasons why HRDC adopted RBMS yet it was supposed to be the mandate of every council official to know and be fully aware on why their organization adopted the new concept. For Councillors only 2 out 5 knows the reason why council adopted RBMS and the least number from the business community also was aware. The graph also expressed that the majority of the respondents take part in this study were not aware and some just based on assumptions on the reasons why council adopted RBMS as a new performance management tool. This leaves of pending question to the researcher as she will be forced to dug deeper so as to understand on how HRDC ,in terms of ways and strategies, is promoting the implementing of RBMS since the findings above shows that there is lack of awareness, communication and trainings to council officials and other stakeholders .

The above literature points to the need to take into consideration the organizational context which can be encapsulated as the organizational culture in the introduction and implementation of the concept. The idea of Results Based Management in Rural Local Authorities was found to be a directive by the Government without proper consultation and necessary training to the users. It can be noted that most respondents referred to it as witch hunting tool meant to dismiss official from their jobs for failing to perform or achieve expected results under the auspices of ZIMASSET being the national strategic planning tool. One can hold the argument that the respondents were not taking the new system as good but

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just as a principle and something imposed on them which they accepted not willingly and wholeheartedly but due fear of losing their jobs and whatever they do was for the fulfilment of the set plans following the Government directive to do so.

4.2.7 RBMS and service delivery

Three council officials indicated that there was a connection between RBMS and service delivery since the new management tool upgrades the quality of services delivered to the public. There was diversity of responses from respondents who tries to show the relationship as they perambulates the purpose of council existence, being that of delivery quality services to the people within its jurisdiction and with that background it was noted that the quality improvement in terms of quality was to be rightfully assessed by implementing an advanced management mechanism like the RBMS, all employees can participate seriously and fully when performance assessment is done through RBMS. One council acknowledged that during the interview; *"There is a direct relationship since council is a quasi-government there to provide services to local populace therefore, Results Based Management strengthen service delivery by giving targets to individuals so that services are given on measurable times... the objectives of Council's Results Based Management system are derived from the service delivery system. Improving performance is about improving service delivery. "*

Another respondent was of the view that: *''When there is communication between beneficiary communities and Council, the right services and projects are easily identified and real needs are addressed...work will be designed towards achieving identified outcomes and outputs and progress is easy to measure. Results Based Management system ensures that goals are SMART and are in congruence with individual Key Result Areas. It drives employees to have micro objectives which will broadly impact on the entity set goals''.*

However, one non-managerial Council official through an interview explained that ''*that is much more difficult to do since the objectives are not clearly explained. Like I said I have to assume some of these things ... the* objectives of Council Results Based Management system *and what council is trying to do from the activities that we carry out ''.*

The above information highlights that, while there is nothing fundamentally wrong with these responses, they do not seem to reflect any officially defined position; they are the views of individuals independently trying to make sense out of their situation. The key finding was that both sets of objectives were not formally defined and communicated to employees. Any linkages that participants made between the two were a result of their own personal effort.

The implication for RBMS is that it can be difficult to ensure that there is a link between service delivery mandate of Council and RBMS objectives. If the usefulness of RBMS as a performance assessment weapon tool is measured in terms of its ability to enable council to meet its service delivery objectives, then a formal statement of the two sets of objectives needs to be developed and communicated to all employees. It can be noted that it is crucial to have such elements of the system officially defined and communicated because it assist individuals to have a shared view of what they are anticipated to do and also focuses effort on those activities that the organisation deems to be important.

4.2.8 Changes and Benefits brought by the introduction of RBM at HRDC

During the interviews it was found that the introduction of Results Based Management system at Hurungwe Rural District Council also brought about positive changes and benefits thereby increasing the efficiency of service provision since Council no have a 'business as usual attitude'. Noted is that the commencement of RBMS by HRDC proves how council is striving to provide much-needed service to its residents. This has seen in some communities across the district benefitting from various local authority projects such as drilling of boreholes, road maintenance, upgrading of schools and clinics. With the limited resources using RBM, HRDC from a documentary review had managed to improve on some of the following sectors

Water sector. It was highlighted that Council in partnership with UNICEF, drilled and install a solar- powered borehole which is benefitting over 2000 people in 7 villages and other many boreholes were drilled benefiting an estimation of 60 000 people as well as schools and clinic in different wards. One can argue that the project improves the provision of clean water and lessen the burden of women walking long distances to fetch water while proving clean water thereby reducing water borne diseases.

One ordinary resident explained that, *'vanhu vakanga vatambura zvisingaite nemvura since maborehole acho akanga afa pasina kana kugadzirwa. Takuchikwanisa zvino kuwana time yekuita mamwe maprojects pane zvataiita kare zvekuswera tichitsvaga mvura'*

Health sector- noted was that HRDC has been responsive in trying to improve maternal and neonatal care for residents of the district through provision of Maternity Waiting Homes to the vast people who reside in remote areas who are unable to reach a hospital or health centre. Such homes were constructed in 6 wards in the district and a clinic funded by the Zambezi

River Authority was also constructed benefitting around 11 499 people was constructed. This helps to reduce walking distance by residents seeking medical assistance.

Figure 4.2.4 Hurungwe Rural District Council boreholes, clinics and maternity waiting homes trends (2014-2017).
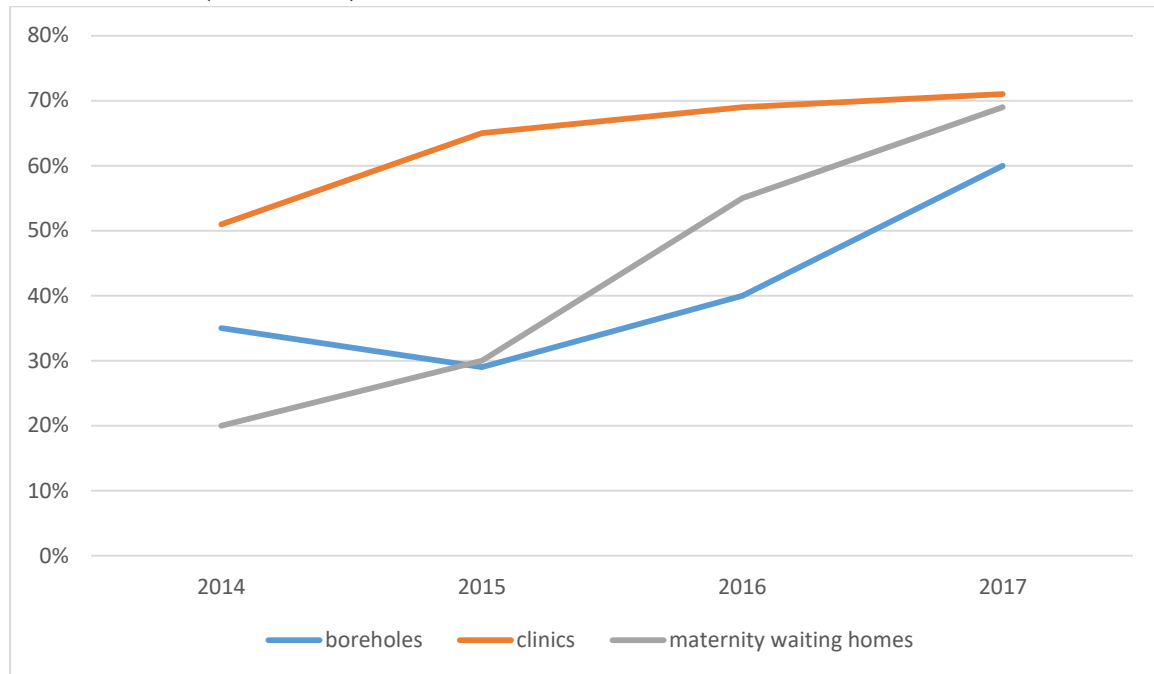
Source: primary data

The graph above, highlighted that the introduction of RBMS by rural local authorities in Zimbabwe enhanced community health since from 2014 to 2017 HRDC in partnership with WASH increased the percentage of drilled and active boreholes in the district from 35%-60%. This helps to reduce the outbreaks of water borne diseases like cholera. Findings also indicated that there was reduced infant and maternal mortality rate in the district through the construction of more clinics and maternity waiting homes which enable quicker access to health services, reduces walking distance and there will be proportionate health services centres.

Magunje expansion-HRDC opened 1.8km roads in new residential area at Magunje which has 470 stands of which 455 are residential stands and the rest shared between commercial and institutional. New market stalls with 23 stands at Magunje Bus Terminus was constructed and also a beer hall was converted to a flea market with 50 stands. This benefited the vendors since shelter was offered while improving the general cleanliness of the growth point as stall holders are grouped in one area which has refuse bins.

Roads and bridges construction and maintenance was also done in different wards.

From the section interviewed, across every part of certain groups, the mainstream mentioned of the health sector advancement, easy access water supply and highway passage capacity which was pretty positive. This step up were besides brought to being initiated to maintain by reliable evaluations made by relevant different council stakeholders.

During the interview, one managerial official explained that since the introduction of RBM there is no group work blaming game by lazy members and there is employee development as new areas of study or training needs are identified to enable the employee to perform better. This influence employees since they became results focused and because of that work to the last point putting all the effort, linking the budget to the results and clarifying the purpose of organizational existence to the clients thereby promoting citizen participation, openness and answerability and bond it to the community life style.

Another respondents (N4) shows to the light that; *''council gain from RBMS via the increase in results, that is, the enhance revenue generation. This is because the new system upgrades the value of the services being offered to the citizen and in return citizen commence to respond and appreciate the activities being done by council through rates payments''.* The non-managerial council staff through an interview, explored that were not very familiar with the RBMS and the executive council staff cement the above idea by admitting that RBMS as a new performance assessment weapon was not wholly accepted and praised at HRDC to incur its effectiveness. The identified cause was that council employees were not given enough time to conceptualize the new system of RBMS, advantages and the implementation process.

4.2.9 Causes to the ineffective of Results Based Management system employed by HRDC to enhance service delivery

4.2.9.1 Resource Constraints

The cross-cutting issue observed during the study was that the concept of RBM in Rural Local authorities lacked enough funding for it to be effective as per the Government intention of enhancing service delivery. Hence respondents' especially council officials and councillors established the fact that for them to be able to achieve results as an organisation or even to be able to be measured in terms of their capability to deliver tangible results, it is depended on the availability of resources especially financial resources for their performance to be measured as individuals and as an organisation. It can be noted that this was not the case with the current situation on the ground where most officials interviewed explained the fact that they were being blamed for failure to achieve results.

Other respondents interviewed highlighted low solid waste management especially at the bus terminus and residential areas particularly the high density suburbs in the growth point mentioned emphasizing mostly lack of collection of all the refuse in that sections. Three Councillors and 6 council staff indicated that the all was a result of resource constrains like funding, trucks to mention just a few that disallow them to operate to the expectation of its clients and they mentioned the linking challenge accrued from the high resistance and rejection of rates payments by the general community populace and business owners not considering the few services offered by council.

Also, council officials and councillors alluded the issue of costs involved in using RBM system in local authorities where lack of financial resources were their chorus. Councillors and council officials highlighted some heavy costs incurred for the trainings conducted on RBM and councils met all the costs for the training and therefore reduced such trainings despite the need on the ground. This observation goes with that of Mayne (2007) on evaluation of implementing IRBM system where he alluded that developing and using performance information costs money and time that an already harassed public or non-profit organisation often does not have. This lack of financial resources in local authorities from the observation was attributed by high resistance to pay by ratepayers and was evident from 50% of the residents and business community interviewed where responses made to the same questions was said to have been attributed by corruption as they felt local authorities had money already and given by Government.

However, the matter of resources highlighted with a larger number of respondents is also connected to lack of understanding and facts about RBMS certainly on succeeding the cherished and praised output making use of the existing results. According to Down and Bresnen (1997), funding existence together with supervision will and time opt for better expression of the executive partaking that paves for value addition to service delivery. Furthermore, one can hold the argument that advancing more on the knowhow of existing resources utilization allows RBMS to live on expectation. No wonder why Artley et al (2001) argues that the matter is all about demonstrating how each person add something tangible to the achievement of results in line with targets set despite the availability resources. Hence one can hold an argument that employees must try to be innovative and enhance performance relying on already set objectives and goals than putting all the blame on resources.

4.2.9.2 Misapprehension of Council functions by community, business community and their representatives

From this section, the researcher noted that the community excuse themselves to be part of council which they referred to as an institution with much money to such an extent that they are supposed to offer the services to the community on the bases of free of charge. This division is explained within the other council stakeholders and it impacts negatively to the value and quality of services to the community. According to one of council officials, the concern of most officials who participated in this study was that the concept of results based management system may not achieve its intent especially in public organisation like local authorities where services are holistically driven by clients and only used as a whip for poor performance. In this case the environment is therefore a factor that hinders the good intent of RBM in local authorities to enhance service delivery.

4.2.9.3 Lack of training

The graph below shows the extent to which RBMS is implemented at HRDC.

Figure 4.2.5 RBMS implementation level at HRDC
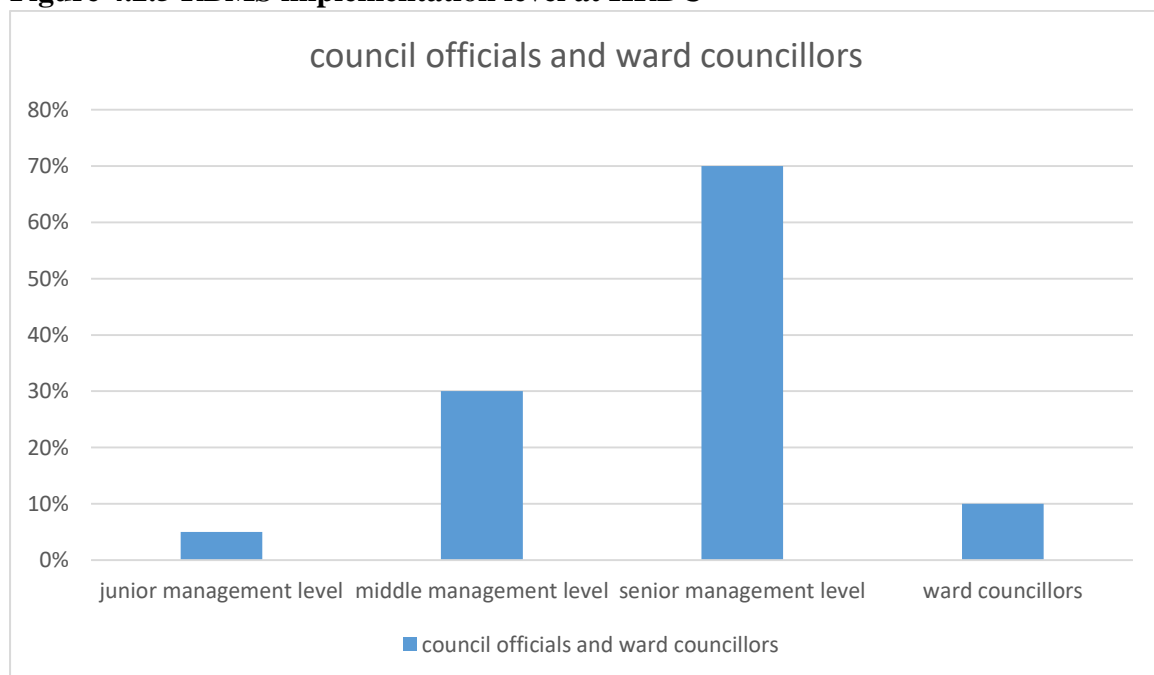
Source: primary data

The findings from the above graph highlighted that, Policy makers (councillors) and council officials responded to the questions asked regarding the factors affecting the effectiveness of RBMS in local authorities as that of lack and limited time for learning where most of them alluded to the fact that only senior officials were exposed to training once for at most four days and councillors for only one day before implementation. However, all other level were

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just informed on what to do by the senior management only. The councillors who participated in this study explained that they had no full appreciation of the system because even though they are also expected to evaluate or monitor executives' on their performance on RBMS system, arguing that they cannot properly evaluate someone using the system that they do not know. General observation indicates that councillors and council official argument goes in line with Wholey (1999) observations on specific consequences when putting into action RBMS where after so many year of full attention and effort was observed to be enough. This longer time was found to be prudent and enough to enable the organisation to fully train everyone as some key personnel may move, governance structures change and priorities shift. The scenario in at HRDC where only senior council officials were trained once and other lower level Council official did not even trained was disastrous and would put council to the ground when such key decide to move away.

4.2.9.4 Behavioural challenge
The findings indicated that many local authorities are endowed with old staff working much at plumbing, refuse collection section and more diversity functions and the same people who bumped in and out with the other council clients mostly every day and by virtue and nature of their work and duties. All these people mostly are led by the very young people age wise and the problem arose when there is a need to implement new approach because these people want to continue hold on to past and old ways and approaches. It was also discovered that system conceptualization to lower level council staff who are not able and willing to accept the new system shifts is a very critical point. Behn (2002) postulates on that kind of operating consequences as they are covered in oriented cultural spirit and they require total changes and acceptance in the mind-set where important shift in all areas of supervising from operational management to personal assessment to strategic planning to budgeting. And mostly requires that elusive cultural change whereby performance information becomes valued as crucial to good management.

4.2.9.5 The witch hunting spirit behind RBM implementation in Councils
During the study, it was noted that the respondents interviewed particularly most senior Council officials argued that the spirit behind the introduction of RBMS in local authorities was necessitated by poor corporate governance administration, corruption and poor performance of the Executives in Council and the Government wanted to use RBMS as a whiner for the poor performers through dismissals by way of causing senior executives filling performance contracts and this study confirmed the reason why it was still applicable

at senior council officials only. This spirit as alluded by senior officials distorted the original intent and approach of results based management system. There are certain approaches that were supposed to be considered when implementing RBMS and these approaches were never considered as most councils were given limited time to submit completed performance contracts as a priority fulfilment which therefore lost its original intent and increase too much paperwork in local authorities as officials were doing for the sake of meeting deadlines.

4.2.9.6 Political Environment

Political environment was indicated as another factor hindering effectiveness RBMS at Hurungwe Rural District Council. One council official highlighted that, ''*Politicization of local authorities is the major setback to RBMS, and this is because instead of local authorities focusing on service delivery based on planned goals they tend to serve the interest of political parties. For instance, council graders in support of political parties during the campaigned are used to grade the roads. Also sometimes you wonder how some employees were recruited, some even failed their Ordinary Level, and some cannot even write and understand English well but are expected to implement Results Based Management System''.* Noted was that so many things done at HRDC are politically obsessed for the benefit of a few number of personnel at the cost of the majority and council is not alert on good turn methods exceptionally during opinionated campaigns and the public funds that were predestined to be channeled to overhaul delivery, politicians diverted them for their campaigns and personal political gains only. In spite of this Wachira (2013) with a unique view reputable that RBMS is referred to a political andragogy by which people with political interest have divergence and complementary functions to consider. Certainly, owing to HRDC stance, council executive and political activists work just like hand in glove for their absurd individual gains without anything to do with the majority. Hence one can hold the argument that the failure to follow on organizational goals is another factor affecting the effectiveness of RBMS.

4.3 Chapter summary

This chapter has indicated and explained the data presentation and analysis. The findings indicated the changes brought by the introduction of RBM such as improving the water sector through drilling of boreholes, construction of waiting houses, schools, clinics and bridges together with market stalls. Also stumbling blocks to the effectiveness of concept at Hurungwe Rural District Council noted are political environment, resources constraints, level of education, organizational culture to mention just a few. From the discussion above one can

deduce that RBM system employed by rural local authorities is to a lesser extent effective to enhance service delivery because since its existence it contains a lot of shortcomings and limitation than tangible positive results as highlighted until above.

CHAPTER FIVE-SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter introduction

This study was focused on investigating the effectiveness of RBMS employed by Rural Local Authorities to enhance service delivery using HRDC as a case study. This chapter gives in brief the summary of previous chapters, drawing conclusions from the research findings. It also give to light the solutions and recommendations to the challenges mitigating the effectiveness of RBMS so as to improve the implementation of the concept at HRDC. The areas for future research was also indicated.

5.2 Summary

Using HRDC as the study area, the reason for conducting this study was to evaluate the effectiveness of RBMS implemented by Rural Local Authorities to enhance service delivery. The first chapter shows to light the research purpose explaining the major purpose and reasons for existence, thus aims and objectives of the study also in the same manner justifying the implementation of RBMS by local authorities. The chapter also highlighted the study structure. Limitations and delimitations of the study were also discussed.

The second chapter exposited the literature review of the study highlighting strong theoretical underpinnings of RBMS. This was aimed at evaluating the effectives of RBMS through establishing the relationship between integrated results based management system and service delivery efficiency in rural local authorities. The literature review consists of a collection of different authors and their views of integrated results based management thus the chapter offers the researcher a way to appreciate what has already done regarding the topic under study through examining the works of other authors and researchers. This assisted in identifying the gap of knowledge in RBMS.

Chapter 3 expounded the research methodology by highlighting the procedures and data collection tools used and employed by the researcher. The research was executed using mixed research designs, that is, qualitative and quantitative designs. Study targeted population which include the council officials, business community, ward councillors and ordinary residents were selected using purposive and stratified random sampling. Data collection instruments used during study execution include questionnaires, documentary review and interviews.

Chapter 4 focused on presentation and discussion of all collected data and the findings thereof. The data was analysed through themes, tables, charts and graphs. As the researcher tried to evaluate the effectiveness of RBMS employed rural local authorities to enhance service delivery, findings shows that the introduction of that concept brought about positive changes, though to less extent, such as improving the water sector through borehole drilling, health sector through construction of waiting houses, clinics and toilets in different wards in the district and also expansion of Magunje growth point. However, on the other hand respondents gives to light the challenges to the implementation of RBMS and its effectiveness to enhance service delivery in rural local authorities. These include misconception of council by stakeholders, resources constraints, lack of training on RBMS to system users, behavioural change, political environment to mention just a few. These factors were analysed and discussed linking the findings to chapter 2 and shows that they are pulling down the main focus of RBMS.

Last chapter, that is chapter 5 concluded and summarized the whole study and offer the recommendations to the factors affecting the success and effectiveness of RBMS at HRDC.

5.3. Conclusions

The study was focusing on investigating the effectiveness of RBMS employed by rural local authorities to enhance service delivery using HRDC as a case study. Hence the conclusions will be linked to the study objective as it is set out in chapter 1.

The study investigated the appreciation of the RBMS by its users and the approaches used in the implementation to enhance quality service delivery as per its intention the water sector which then limit the frequency of water borne diseases outbreaks , roads traffic ability, health sector and solid waste management was improved. Through interviews majority of the respondents shows to the light that the introduction of RBMS by rural local authorities brought positive changes and benefits to the quality of service delivery though to a lesser extent. The study was able to establish the people's knowledge and understanding of integrated results based management system and the existence of legislative framework governing the system in local authorities. It further established people's knowledge and understanding of the benefits or advantages of using integrated results based management system in Council operations. Finally, the study established the challenges encountered by rural local authorities when implementing RBMS as already highlighted above.

This study shows that rural local authorities have financial constraints to support the implementation of RBMS so as to enhance the quality of service delivery mainly because of non-payment of service by ratepayers. However, it was noted that if the services reach the community as planned, owing to a results oriented culture to people, the clients will pay for services since they would be aware and also receiving services as expected. The problem shown is lack of dialogue and engagement between council and the community at large.

The study also indicated that the majority of the respondents appreciated RBMS since there were notable improvements in the health, water and roads sectors being the topical services identified, however there was fear of job loss in the event of failure to deliver expected results which could be as a result of lack of resource or tools of trade. This perception was shown and needed urgent attention from responsible authorities or through regular behaviour training programmes to enable people to have a full appreciation of the concept.

The research also found out that rural local authorities should continue devising strategies of winning community support to pay for their rates to enable them to have enough financial resources for service delivery as per their mandate. Planning together with the community especially during strategic planning workshops motivate councils to be focused on their yearly plans where officials signed performance contract reviewed normally yearly. Hence from the above pointed it can be noted that the chances for local authorities being deviated from their targets and plans as noted during the study is reduced due to consultation and teamwork that will be prevailing. It can be noted that consultation is a crucial step when dealing with the community especially on matters that has to do and affect their livelihood.

Adding on, the findings indicated that the respondents were not aware of the formulation, structures and functions of HRDC as well as the way there where considered to be part of it. It can be noted that council clients always carry on a tendency of putting all the blame on council activities and operations. The information above indicated quick need for impartation of knowledge about local authority's functions and purpose of exists to such groups to enable and motivated them to appreciate even the system used and the reason for the implementation by councils. These trainings would encourage the council clients to pay for council services to enhance service delivery as per the spirit and focus of RBMS

More so, noted from the research results is that, there is behavioural challenges in using RBMS mainly as a result of the old experienced personnel in councils who are very difficult if not impossible to change their old way of doing things. It was clear during the interview

that these employees may instead advice their seniors on the best strategies of handling certain issues in council and are waiting for the phase to lapse. The best way was to get rid of them but was afraid of being witched hence hindering progress on the effective implementation of RBMS in rural local authorities which in turn compromises its intention.

5.4. Recommendations

5.4.1 Recommendations to the challenges affecting the effectiveness of Result Based Management System at HRDC.

Basing on the critical issues raised in the previous chapters, the study outlines several recommendations to the censures affecting the effectiveness RBMS employed by rural local authorities to enhance service delivery using HRDC as a case study. The recommendations drawn were as follows: -

- Local authorities as it comes to the attention of the researcher, was observed that they are supposed to operate transparently and they are supposed to be accountable in everything they do in terms of service delivery to avoid the existence of suspicious to the community or citizens whom they serve within its area of jurisdiction. The major cause to the sabotaging and rejection of council operations by the citizens is mainly due to lack of transparency and accountability as a results council will be blamed for corruption. It can be noted that a suspicion community and citizens will not even attempt to pay for council services as they will think their monies are not spent as expected, that is, for the benefit of the public. Hence one can hold an argument that when transparency and accountability existed within council's area of jurisdiction, the community pays rates to council which in return enabled it to finance other projects which are RBMS compliant and enhances effective service delivery.
- As observed during the study, it was evident that, most Council officials feared the unknown and job loss in the event of failing to perform and hence made them weak in ensuring smooth flow of performance information to other employees. This therefore means that for RBMS to be effectively used and successfully implemented, council should foster the right climate so that everyone is clear of what should be done and remove fear.
- Setting realistic and achievable aims and objectives for RBMS where organisations like local authorities need to come up with very meaningful and reasonable expectation about the expected level of performance to be achieved. By setting

acceptable and meaningful targets and expectations, it means council will and/or may require to communicate with the clients and all other beneficiaries and or budget officials that contain the community in setting all the targets so as to enhance teamwork and realignment of the skill, strategies and technics that allow the results to be achieved.

During the study it was clear that Councillors and council officials filled performance contracts alone without the knowledge of the community that they are serving and had problems of being deviated from their plans due to demands which are circumstantial from the ratepayers. Therefore emphasis to plan realistic expectations with the community would resolve such problems and enables to enjoy the benefits of integrated results based management system of effective service delivery.

- Stakeholder's participation -Approaches to implementing RBMS as a matter of concern was noted that must be flexible companies' situations and needs to which is introduced to. It was noted that there must be good communication between council and all other stakeholders. This is because local authorities are public entities which are driven in terms of services by the citizens and are open to very citizen within its area of jurisdiction, hence awareness campaigns can be done by involving them in projects, strategic planning, budget processing and other different council programmes. Madhuveko (2015) explained that the approach is supposed to be that of bottom –up involving the grassroots since they partake in devising regular feedback mechanisms to everyone providing information to allow and open the way for realisation of the intended results. By doing as noted above , the stakeholders would feel that they are of much use and are also part and parcel of HRDC and this will limit and reduces also the probability of rejection and sabotaging in identifying relevant and most wanted projects and programmes since everyone will be carrying the responsibility to make anything a success as expected.

- It was also noted that regular refresher programmes and trainings must be done by local authorities to pave a way for the council official and policy makers to acquire much more advanced and relevant knowledge and expertise on RBMS. This is because during the study, it was noted that most of the councillors had no relevant expertise to do evaluation of their executive performance which therefore gave room for the executives to do the same on their behalf and divorce them from their roles as evaluation members.

- On resource constrains, it was noted that council should engage in profit marking business and projects for its sustainability unlike just relaying only on the Development Levy for it was given the authority to do so by the Central Government in 2016 as it was published in the circular. Local authorities, according to the ZIMASSET blueprint, are encouraged to utilize resources available on the ground so as to deliver enhanced quality of services. Also Public private partnership (PPP) in all local authorities' initiatives and developments can also be regarded as a better and lasting solution since the local authorities are seriously challenged in terms of quality and enhanced service delivery to the people within its area of jurisdiction despite using RBMS. From the researcher's point of view, this idea of partnerships can be done through the construction of Operate and Transfer initiatives that is when the project is being paid from returns of the project within a given and agreed period before council takes over. Arguably, if local authorities make use of the resources available will succeed to make RBMS a success story.

- On political environment, to make RBMS a successful story at HRDC, all stakeholders must focus and holding on to the how part to achieve all targeted goals and objectives leaving the idea of fulfilling the personal interests of certain political parties and few personnel who are after maximization of their political gains and popularity. Hence HRDC must be apolitical in its activities and all operations so that it will enable the enhancement of the effectiveness of concept in terms of the quality and quantity of services.

5.4.2. Future research recommendations

- From the study, the researcher noted that political environment affects the effectiveness of RBMS employed by in Rural Local Authorities to enhance service delivery. Hence, to acquire deeper understanding and much knowledge on that area, future researchers and authors must dug on the challenges brought by politicians and political parties' inclusion in rural local authorities operations and system affects the enhancement of service delivery.

5.5 Summary

Chapter five summarizes the full thesis, offering the conclusions, recommendations to the factors reducing the relevance and hindering the RBMS effectiveness at HRDC together with the recommendation on an area for future study.

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Appendixes

A .QUESTIONNAIRE FOR COUNCIL OFFICIALS

My name is Emmaculate Ngwarura registration number R144213w. I am a student studying Politics and Public Management with the Midlands State University. I am conducting a research on the topic **"THE EFFECTIVENSS OF RESULTS BASED MANAGEMENT SYSTEM EMPLOYED BY RURAL LOCAL AUTHORITIES TO ENHANCE SERVICE DELIVERY. A case study of Hurungwe Rural District Council"**. The information collected in this study is strictly for academic purposes only. The researcher guarantees that your responses will not be released to any one and they shall remain anonymous.

INSTRUCTIONS

1. Do not write your name.

2. Please try to answer all questions giving your honest response.

 3. Indicate your response by inserting a tick in the respective box and fill in the dotted

1. Preliminary

 a. Sex?

Female ☐   Male ☐

b. Position.

        Junior management ☐   Middle management ☐

        Senior management ☐   Chief Executive Officer ☐

c. Level of education?

Certificate ☐   Diploma ☐

  Degree ☐   Masters ☐

   The reasons for adopting Results Based Management in Local Authorities.

2. Are you aware that Hurungwe Rural District Council is using Results Based Management System in its operation?

Yes ☐   Not sure ☐   No ☐

3. Describe the objectives of Council's Results Based Management system.

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4. Explain the reasons, if any, why Hurungwe Rural District council adopted Results Based Management system?

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The link between Results Based Management and service delivery.

5. Is there a link/ relationship between Results Based Management and service delivery?

Yes   ☐   No

 Explain your answer?

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The impact of Results Based Management on service delivery.

6. What changes brought by the adoption of Results Based Management system in Hurungwe Rural District Council?

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7. Describe the benefits, if any, that you have obtained from the Results Based Management systems implemented by council.

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How realistic is Results Based Management System.

8. What factors do you think determine the success of Results Based Management system employed by Hurungwe Rural District Council?

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9. What factors do you think determine the failure of Results Based Management system employed by Hurungwe Rural District Council?

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10. What recommendations would you propose to make the adoption of Results Based Management more effective and efficient?

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<u>**Conclusion**</u>

The researcher would like to thank you for the time you have committed in filling this questionnaire, for your insight and valued contributions.

B. INTERVIEW GUIDE FOR ORDINARY RESIDENCES AND BUSINESS
COMMUNITY

1.   Sex.
        Male   [   ]
        Female   [   ]

2.   Qualification.
        Primary level   [   ]   ZJC   [   ]   "O" level   [   ]   A level   [   ]

        Diploma   [   ]   Degree   [   ]   Others   [   ]

3.   To which of the following groups do you belong?
        Ordinary Resident [   ]   Business Communi[   ]

4.   How often do you receive the following services?
        Water…………………………………………………………………………
        Refuse Collection………………………………………………………………...
        Pothole patching…………………………………………………………….......
        Sewerage maintenance………………………………………………………..

5.   Comment on the above services offered by Council?
        …………………………………………………………………………………
        …………………………………………………………………………………
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6.   What do you think are the challenges faced by Council in effective service delivery?

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7.   Comment on the effort by Council in providing services to the community.

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8.   What are your recommendations to council in terms of service delivery?

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Conclusion

The researcher would like to thank you for the time you have committed in filling this questionnaire, for your insight and valued contributions.

C. INTERVIEW GUIDE FOR WARD CONCILLORS

1.   Sex.
        Male   ☐
        Female   ☐

2.   Qualification.
        Primary level   ☐   ZJC   ☐   "O" level   ☐   A level   ☐

        Diploma   ☐   Degree   ☐   Others   ☐

3.   Does your Council use Results Based Management (RBM) system?
                Yes   ☐   No   ☐

4.   In your own opinion, is IRBM useful in Service delivery in Council?
        ………. ……………………………………………………………………………………………
        …………….……………………………………………………………………………………
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5.   What services has improved as a result of RBMS introduction at HRDC?

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6.   What is the rate of waterborne diseases outbreak in Hurungwe Rural District?
        Too High   ☐   Very High   ☐   High   ☐
        Too Low   ☐   Very Low   ☐   Low   ☐

    7. What could be the major causes of waterborne diseases in your community?
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……………….

8.   What is the rate of road pothole in Council?

Too High   ☐   Very High   ☐   High   ☐

Too Low   ☐   Very Low   ☐   Low   ☐

9.   Is your community satisfied with Council Services?

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10.   Are there any problems in using RBMS as a management tool at HRDC?

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11. Is RBMS the best panacea to service delivery problems in Council?

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12. What are your recommendations to HRDC in terms of enhancing service delivery using RBMS?

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<u>Conclusion</u>

The researcher would like to thank you for the time you have committed in filling this questionnaire, for your insight and valued contributions.

D. INTERVIEW GUIDE FOR COUNCIL OFFICIALS

1. Sex.
    Male

    Female

2. Qualification.
    Primary level ☐   ZJC ☐   "O" level ☐   A level ☐

    Diploma ☐   Degree ☐   Others ☐

3. Position.
    Junior management ☐   Middle management ☐

    Senior management ☐   Chief Executive Officer ☐

4. When your Council did started using Results Based Management System (RBMS) and why it has adopted it?
    ………………………………………………………………………………………
    ………………………………………………………………………………………

5. To what extend is RBMS implemented.
    Senior Management Level ☐   Middle management Level ☐

    Junior Management Level ☐   Supervisors Level ☐

    Whole Council ☐

6. Is there any link between RBMS and service delivery?
    (a) Yes ☐   (b) not sure ☐   (c) No ☐

    Explain your answer;
    ………………………………………………………………………………………
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    ………………………………………………………………………………

7. Comment on any three basic services which has improved as a result of using RBMS in   Council.
    …………………………………………………………………………………..
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8.   What factors determines the success or failures of RBMS at HRDC?

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9. Does your Community satisfied with Council services?

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10. Are there any challenges in using RBMS for effective service delivery in Council?

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11. What are your recommendations to Council for enhancing effective service delivery using RBMS?

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Conclusion

The researcher would like to thank you for the time you have committed in filling this questionnaire, for your insight and valued contributions.