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DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

AN ASSESSMENT OF THE EFFECTIVENESS OF REVENUE   COLLECTION STRATEGIES EMPLOYED BY LOCAL AUTHORITIES. A CASE OF BEITBRIDGE TOWN COUNCIL FROM THE PERIOD 2010-2017

BY

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The undersigned strongly certify that they have read and made recommendations to the Midlands State University for acceptance of a research project entitled. AN ASSESSMENT OF THE EFFECTIVENESS OF REVENUE   COLLECTION   STRATEGIES EMPLOYED BY LOCAL AUTHORITIES. A CASE OF BEITBRIDGE TOWN COUNCIL FROM THE PERIOD 2010-2017 **.**The dissertation was submitted in partial fulfillment of the requirements of the Honours Degree in Politics and Public Management.

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DECLARATION

I **VENENCIA WOZHELE** declares that all material presented for examination in this study is my own work and that it has not been submitted before any Degree or examination in any other university; and that any quotation or paraphrase from the published or unpublished work of another person has been duly acknowledged in the work which I present for examination.

Date   October 2017

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Signature   ………………………

DEDICATIONS

I dedicate this project to the Almighty God who has given me the strength to make this work a success. It is also dedicated to the memory of my late Father Pious Wozhele. Furthermore, I dedicate this dissertation to my mother N.Wozhele, my family and friends: Dorothy Magovanyika and Joseph Berekerai who have given me the strength, support and courage to pull through. Their presence and support acted as motivation and a pillar of my source of strength.

ABSTRACT

The study was conducted in order to assess the effectiveness of revenue collection strategies employed by local authority using Beitbridge Town Council (B.T.C) as a case study. The main objective of the research was to analyze the revenue collection strategies employed by council and evaluate or to judge to what extent did those strategies managed to improve revenue collection at B.T.C. the research revealed that B.T.C used debt collection method, the use of Information Communication Technology (I.C.T) and collection of debt by installments. The researcher used qualitative approach which involves both primary and secondary sources of data such as the documentary reviews, interviews, and questionnaire as well as telephone conversation so as to gather data. In addition to that the researcher also used non-probability sampling technique which includes purposive and convenience sampling technique. Data was presented in tables and pie charts and also it was analyzed by using context analysis. The study concluded that the strategies used by council did not succeed to the greater extent since it manages to boast and improve their revenue base. The research also found out that there are some challenges that hindered the revenue collection techniques such as lack of transport, political interference, poor service delivery, the statutory instruments 64 of 2016, the residents are not willing to pay rents and also incorrect billing and corruption. In summing up of the research findings recommendations were made by residents that the council should improve its service delivery, reduce the charges, sue defaulters, have effective communication, improve billing, and the central government should empower local authorities.

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My sincere gratitude goes to my parents for their unreserved support. Without them and their sacrifices they have made I would not be there where I am today "God bless you"

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ABBREVIATIONS

U.C.A………………….Urban Council Act

SI 64…………………....Statutory Instrument 64 of 2016

B.T.C…………………...Beitbridge Town Council

R.D.C.A………………..Rural District Councils Act

M.L.G.P.W&N.H………Ministry of Local Governance Public Works and National Housing

ZINARA………………..Zimbabwe National Road Authority

UCLG…………………..United Cities and Local Government

K.M.A…………………..Kumasi Metropolitan Assembly

R.B.Z……………………Reserve Bank of Zimbabwe

M.S.U……………………Midlands State University

ICT………………………Information Communication Technology

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CHAPTER 1

1.0 INTRODUCTION

1.1 Introduction

Local government in Zimbabwe are governed by many statutory instruments but the major ones are the Urban Councils Act (29:15) and the Rural district councils (chapter 29:13). In Zimbabwe local governments are divided into two types which are Urban Councils in urban areas and Rural District Councils in rural areas. Beitbridge Town Council it falls under Urban Councils. They get their revenue using various ways either from internal and external sources. Internal sources local authorities generate their revenue themselves the revenue comes from fines, rates, rentals, bills, licenses, permits, beer halls and income generating projects whilst external sources may come in form of grants from the government and borrowing funds. These grants come in two ways either conditional or unconditional grants. Although local authorities gained grants from the central government however mostly rely on internal revenue in order to provide the quality and good services to the residents. Local authorities have inadequate skills to raise adequate revenue due to economic, political and social challenges. B.T.C failed to generate enough revenue due to some polices imposed by the government such as the Statutory Instrument 64 of the 2016 (SI64) which has weakened the revenue collection by the Beitbridge Town Council(B.T.C) since most of the people at Beitbridge are no longer paying rents and rates and bills therefore it has affected service delivery. Also there are some factors such as corruption, political interference, incorrect billing, and unwillingness of residents to pay rentals also contributed to poor revenue collection. The research is going to show the effectiveness of the revenue collection various ways used by B.T.C in order to overcome the challenges of poor revenue. This research seeks to capture the main aspects of the research project that is the background of the problem, statement of the problem, justification of the study, methodology, limitations and delimitations.

1.2 Background of the study

Local authorities in Zimbabwe can only generate about 15% the total budget and 85 % is funded by the Government. For instance, Urban Councils Act (29:15) section 290 it allows the local governments to their funds by using stock and bonds as well as other sources not mentioned in the U.C.A .They raise those funds after they have given permission by the minister who is in

charge of local governance and finance. At the moment the most Local Authorities suffer unfunded mandate even if they are constitutionalized.5% of the fiscal per year has not be transferred to the local Authorities, section 301(3) of the Constitution cited that not less than 5% of the national revenues raised in any financial year must be allocated to provinces and local authorities as their share in that year. The 15% of the revenue comes from the rates due to economic hardships, closure of the companies, corruption, political interference and high unemployment this has affected the revenue collection at Local Authorities. Also the financial management of the capacity of local authorities varies greatly in many cases it is less than adequate. Many local Authorities do not produce realistic budgets and they lack political will to collect all budgeted revenues. In addition to that they often do not use revenue collected in line with the budgeted purposes. Overall, Local Authorities have limited ability both to collect revenue and to manage the insufficient financial resources which they do acquire. If one can take into consideration the government directive to erase all the debt during the 2013 political campaign it also affected the revenue collection since it left the local authorities into debt. was done without giving an alternative solution to capitalize the local authorities.

Companies have being the big source of revenue for the local authorities have been affected by economic hardships such as the inflation, liquidity crisis and adoption of multi-currency by the government this led to the closure of many companies. Some of the policies imposed by the government such as the Statutory Instruments 64 of the 2016 weakened the revenue collection in the sense that most people who leave there are economic migrants aid so the SI 64 barred the importation of the South African made products therefore it left many unemployed since most of the people were traders and dealers. This has affected revenue base and service provision since people were no longer able and unwilling to pay bills to the BTC. For an organization to satisfy the need of its residents it needs to be financial sound. Even if the local Authorities get donations on the issue of twinning the resources, however these donations are abused through abuse of office and corruption by councilors and officials has affected the revenue generation by the Local Authorities. In order to improve revenues and to overcome those challenges, B.T.C adopted many strategies such as implementation of information systems, debt collection strategies, income generating projects, collection of charges by installments, reports and records. The research is used to measure the effectiveness of the strategies employed by B.T.C for revenue collection.

1.3 Statement of the problem

Local Authority set their budgets on a collectable tax among other sources, which is not readily available in return to provide services delivery to the community. Beitbridge Town Council is failing to generate adequate funds or revenue for service delivery. Therefore the research seeks to evaluate how effective does the revenue collection strategies employed by B.T. C and to what extent does those strategies succeed.

1.4 Research Objectives
Research seeks to:

- To understand the sources of revenue for Beitbridge Town Council.

- To evaluate the strategies used at Beitbridge Town Council to collect revenue.

- To understand challenges faced at Beitbridge Town Council.

- To establish the solution for improving revenue collection at Beitbridge Town Council.

1.5 Research Questions
- What are the sources of revenue for local authorities?

- What are the revenue collection strategies employed by Beitbridge Town Council?

- What are the challenges faced in revenue collection at Beitbridge Town Council?

- What should be done to improve revenue collection?

1.7 Justification of the study

1.7.1 To the Local Authority
The research enables B.T.C to identify the successfulness of their strategies they have employed to curb for the poor revenue. The research act as dialogue or as a way of communication between the residents and B.T.C for instance it residents can respond by giving important information that can help the local authority and it gives the local authority to correct its mistake after they get feedback from the residents. The study will also help to measure the effectiveness of the strategies employed by Beitbridge Town Council for the revenue collection.

1.7.2 **To the researcher**

The study will act as a roadmap to the researcher's academia life by giving her more knowledge on how to write thesis, publications and academic staff. It will enable the researcher to boast confidence to carry out more studies and increase interest in finding more information about the Local Government management systems in Zimbabwe. Also the research will be used by others as a reference point in academics. Also the research enables the research to complete his or her degree since it is a must to complete a degree.

1.7.3 **To the University**

The university will use the research for guidance purposes in the field of local governance and also the research is a requirement by the university to be an evidence for the completion of an honours degree in Politics and Public Management.

1.8 **Limitations**

The study was conducted at Beitbridge Town Council. The following are some of the limitations that the researcher did counter during the study.

- The revenue collectors were not willing to give information which they thought to be confidential
- Time constraints was also a problem
- The fund to support the study was also another problem

The researcher managed to overcome the time constraints problem by choosing the convenience sampling which saves time and also make use of telephone conversation.

1.9 **Delimitations**

The study will be confined to Beitbridge Town Council in Matebeleland South province.The study will on focus on the assessment of the effectiveness of the revenue collection strategies for Beitbridge Town Council , it will be centered on Beitbridge Town Council and participants who are equity umainformation was collected from 2010 - 2017.

1.10 **Summary**

The chapter has covered the general background of the problem, objective and significance of the study of the research. It has briefly explained the causes of poor revenue collection in Local

authorities and the next chapter will concentrate on literature review as far as revenue in Local authorities is concerned.

1.11 **Chapter Breakdown**

The whole study was arranged into five (5) chapters and Chapter one, is going to present and to give more information on the background to the study, statement of the problem, research objectives, research questions, justification of the study, delimitations and limitation of the study, brief methodology and the structure and organization of the study. Chapter two, is going to shade more light on the literature review, and give more information from others scholars reviews regarding on the topic which is under researched. Chapter three is going to present the methods and steps used by the research to gather information as well as tools that has been used therefore Chapter four indicates data presentation on pie charts and tables, results and possible solutions and information given by the respondents. Chapter five covers the findings, conclusions and recommendations.

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter offers an overview into the research topic of the study which in this case is the literature to be used in revenue collection used by local governments . This chapter will give the sources of revenue for local authorities, challenges encountered by local government and the strategies employed by the local authorities in order to curb for poor revenue collection. It additionally provides the legal frameworks that administered the local authorities in Zimbabwe.

2.2 Literature Gap

The area of this study of the revenue collection by the Local authorities in Zimbabwe has been revealed and researched by many scholars. The study is mainly based on the effectiveness of the strategies that are being employed by Beitbridge Town Council so as to curb for the poor revenue collection by the council. However many scholars have researched more on city council and municipalities without paying more particular attention to the town councils therefore the research is forcused on the Beitbridge Town Council as a case study since it has not been research or reviewed by other scholars. Also some scholars have left out the information on the strategies that are being employed by the local authorities as a solution to boast revenue. Also scholars have failed to provide legal frameworks that governed local authorities in Zimbabwe therefore the research is going to filled in the gap that has been left out by other scholars.

2.3 Conceptual Definition of Terms

2.3.1 Local Authority

R.D.C.A (29:13) defined Local authority as a municipal, council, local board, rural district council or provincial council. Local authorities are characterized as a major aspect of administration of a country working at a local level as delegate organ known as council, administered by law to practice particular powers inside a characterized jurisdiction (Warioba 1999).

According to the Zimbabwe Institute (2005) notes that local authority means an administrative body that are officially in charge of services that should be given to the local residents in a jurisdictional area such as cities, towns, municipalities, countries and boards. They are in charge of taking responsibilities in all the public services and making sure that they are maintained and give services to the local residents by using revenue they have collected from the internal and external sources such as rates, fines, penalties, loans and grants from the central government and other source. The local government in Zimbabwe they are not democratic they do not have the autonomy and powers to govern and function on their own but they are being guided and they got directives and instructions from minister of Local Government, Public Works and National Housing (MLGPW&NH) and also they act in accordance with the U.C.A (29:15) which determines its functions and powers. Therefore one can say they are not independent since the central government determines its functions. Local authorities are guided by many acts which include the Urban Councils Act (Chapter 29:15), Urban Councils Amendment Act (Chapter 29:16), Rural District Councils Act (Chapter 29:13), Chiefs and Headmen Act (Chapter 29:01), Communal Land Act (Chapter 20:04), the Provincial Councils and Administration Act, the Customary Law and Local Courts Act (No. 2) of 1990 and the Traditional Leadership Act of 1998. Furthermore these pieces of legislations they provide functions and illustrate how the local authorities are going to function and they set their limits.

2.3.2 Revenue Collection

It is an unavoidable contributions imposed by local governments on residents, having jurisdiction, to pay the cost of their exercises (Ali-Nakyea, 2006).Local governments in Zimbabwe are engaged to collect revenue for water, lodging, street lighting, hospital . local authorities can obtain their revenue from internal and external sources from central government . local authorities are administered by the Urban Council Act to collect their revenue. However revenue collection is poorly funded and there is lack of transparency.

2.4 Importance of revenue in local Authority

According to Ziria (2008) local revenue is important it enables the local governments to make payments of the administration expenses, it help the local authority to provide the quality service delivery to the local residents and as well as maintain the infrastructure such as beer halls,

markets, roads, street lights and other public infrastructure. Revenue can be used to fund projects owned by a council which improves the living standards of the residents. Revenue is also used to pay salaries and expenses of a council.

2.5 **Sources of revenue for local Authorities**

According to the U.C.A section 290 (5) it mentioned that councils can generate their revenue by borrowing or from any others sources. They borrow funds when the minster for local government gave them permission to do so. They borrow money from the registered companies, registered financial companies and foreign governments to fund their projects and activities.

According to DeViser (2010) local authorities received their revenue from the penalties and fines. He notes that penalties are related to the breach of council by-laws by individuals, groups or institution. They come from illegal parking, illegal vending, late payments of rates and rents. However in Zimbabwe penalties are not effective due to corruption by the revenue collectors and they divert the money into their personal use. Also councils they do not provide strict laws they lack enforcement skills and there is lack of transparency. For instance, fines are not receipted and recorded in council financial statements   the revenue collectors are very corrupt.

Zhou and Chilunjika (2013) also noted that local governments received grants from the central government. The central government got funds from the international monetary organizations and they share them to the local governments as grants .the grants can help local authorities with the revenue. They can come in two ways either conditional or unconditional grants

United cities and local government [UCLG] (2006) cited legislation governing the operations of urban councils conferring on them a
wide range of powers which includes: urban councils as;
- The levying of assessment rates on property;
- Tariffs or fees for service rendered;
- Loans for capital works from central government through the National Housing Fund, General loan fund in respect of other
  Infrastructure like water and sewerage reticulation, roads and storm water drainage;

- Loans from the open market after obtaining necessary borrowing powers from the minister.

Externally derived traditional revenue includes grants and loans from central government and donors, as well as overdrafts and short term loans from banks and building societies (Urban Councils Act, Section 290).

Semboja (2000) identified sources of revenue for local authorities as a mixture between taxes, license fees and charges. He also wrote that in spite of the large number of revenue sources, four main sources are crosscutting almost all councils. These are development levy (head tax), crop and livestock cess (agricultural cess), business licenses and market fees. Semboja also asserts that tax can present another source of revenue for local authorities. He mentioned that in local government tax collection is collected by the council staff called the tax collectors, and is completely separated from the central government due to decentralization. In rural district councils it is organized around three levels, namely the council headquarters, the wards and the village levels. At the sub-village level, the leader is responsible for mobilizing taxpayer.

Local government gains their revenues from different sources such as taxes on real property which includes property value taxes and parcel taxes as well as grants in lieu of taxes. Fees for services like the use of local government facilities.

The Beitbridge Town Council is a local government authority responsible for local operations within its given jurisdiction. As per Section 4 of the Urban Council Act 29:15, a local authority is promulgated by the president through gazette and is 'itself a legal person that is cable of entering into deals and negotiates contracts on its own behalf and can be sued'. Its function and operations are financed by revenue it generates from business operations, tariffs charged to private business operations through to vendors and from the housing utilities rates and grants from government and other private organisation. It is a service industry which aims at providing the community with public goods such as, street lighting, fire fighting, ambulance and first aid, recreational services, water and sewerage reticulation among others

2.6 **Strategies for revenue collection**

According to Smith (1976) mentioned the general ethics of taxation that should be followed when collecting a tax which include certainty, convenience and diversity. The general principles help the local Authorities to improve their revenue collection.

2.6.1 **Certainty**

The principle has been put forward so as to enable the local authorities to improve their revenue collection. He assumed that the tax payers must be protected from harassment by the tax collectors by encouraging for the certainty and non-arbitrariness of the taxes, fees and charges that each individual is bound to pay. Unnecessary taxes discourage investment and reduce effort of work.

2.6.2 **Convenience**

Under convenience Smith released that taxes must be levied at a time that is most likely to be convenient for the tax payers. He also notes that time and mode of payments should be convenient. For instance, he gave an example of farmers that they should be taxed after they have sold their crops, office workers when they receive their salaries and traders when they make profit.

2.6.3 **Diversity**

Smith mentioned that local authorities should not rely on few sources of revenue. When revenue comes from different sources then low revenue collection will be reduced. Too much multiplicity of taxes should be avoided since it may cause unnecessary cost of collection and it violates the economy principle.

2.6.4 **Avoiding political interference**

According to Amaechi (2012) suggested some of the strategies that can be used such as the undue interference of the state governors should be limited to allow the local authorities to govern themselves and manage their natural resources using appropriate planning standards design their policies and projects.

2.6.5 **Debt collection**

According to Machingauta (2016) debt collection is an activity practiced in order to collect revenues of Local Authorities owned by the rate payers or those that their payment is overdue.

Rates, taxes or levies are paid monthly, quarterly and installments if the payments are not made on time local authorities have powers of recovery. For instance, local authorities in Zimbabwe like the Rural District Councils are governed by the Rural District Councils Act 29:13 section 110 (3) and the Urban councils are governed by the Urban Councils Act 29:1.According to the Leicester County Briefing (2008) notes that the council should provide the letter first as a reminder to debtors or anyone who has not paid an installment within 7 days of the due date. The reminder is the taxpayer's last chance to keep the right to pay installments therefore if the taxpayer fails to do so or to cooperate the matter will be referred for legal action. Local Authorities in Zimbabwe are empowered to undertake legal actions against defaulters after they had issued final demand letters as a way of enforcing payments that are due.

2.6.6 **Implementation of information systems**

 Kumushe and Bukar (2013) is a situation whereby local authorities use device and a method for allowing residents to pay their bills online. The tax payers will be enrolled and connected using internet with the tax collectors therefore it reduces burden of paper work, promotes transparency, accountability, efficiency and convenience. Most councils in Zimbabwe engaged with the econet's great deals of paying bills through creating biller codes for their customers to make their transactions conveniently, accessibly and cost effective. The use of eco-cash and swiping machines has provided who were discriminated from the financial systems and bank transfers.

2.6.7 Income generating projects

 Coutinho (2010) mentioned that income generating projects maybe an important source of income projects such as beer halls, breweries ,farming and brick moulding in order to raise revenue as a means to reduce reliance on tariffs or rate payers. However as for Beitbridge Town Council projects are poorly managed and lack transparency therefore these projects are performing poorly and sometimes are subsided from other council operations instead of them being a source of income for councils. According to Coutinho (2010) beer halls and breweries are mostly operated as independent board management and they are expected to pay dividend to council on yearly basis. He gave an example of liquor marketing operations of Harare City Council (Rufaro marketing) that has failed to pay dividend to the council in the last decade. Also the Kwekwe City Council operates the Kwekwe breweries and the Dandaro liquor marketing entities both they have failed to declare any dividend to the council since 2006 they are not

generating enough profits. Beitbridge Town Council has a broad source of revenue collection crucial to operations financing. Beitbridge Town Council has engaged into the Temporary Selling Permit program as a strategy of generating revenue since the country faced economic hardships.

2.6.8 Public education on payment

According to Kokor (2010) he mentioned the strategies that are being used for effective revenue mobilization such as public education on payment of rates, fees, licences by corporate bodies. He also mentioned the revaluation of immoveable properties to reflect the true earns values of such properties and also engagement of private revenue collectors as well as the use of task force and the police to enforce payment of fees and licences. According to Agyapong (2012) he mentioned that the Kumasi Metropolitan Assembly (KMA) in Ghana engaged into the private entities as a revenue mobilization strategy. He states that the KMA managed to mobilize some level of financial resources as compared to the budgeted revenue between 2001 and 2010 these strategies has contributed significantly in raising funds for the KMA , he also included that between 2001 and 2010 average revenue collection was 83.7% and in 2010 the revenue raised to 95.78%.

2.6.9 Collection of charges by installments

Many local authorities in Zimbabwe are facing challenges of poor revenue collection due to the fact that local residents are not willing to pay rates due to economic hardships like the Beitbridge residents because of the statutory instrument 64 of 2016. Beitbridge Town Council worked out a solution of payment plan with the account holders. To make this payment plan effective the council reduces the interests on delayed payments. This method of payment plan enables a mutual understanding between the residents and local authority. Also the clients feel honored through this process which motives and persuade them to pay their installments.

2.6.10 Reports and Records

Reports are files portrayed by data or other content reflective of inquiry. "hill and Dale", a report is a composed record portraying the findings of an individual or gathering. Reports they can be money related reports, committee reports, and execution reports among others. Money related reports are formal records of a business' or associations budgetary exercises (Pradeep, 2011. The

records are documents such as receipts, minutes of meetings, bank statements and vouchers. The report and records are utilized by the administration for decision making and also,they are utilized for future references to know which period had a decrease the revenue collection and which one had the most higher increases. Additionally it enables the council to know that there is inadequate revenue therefore finding out solutions or strategies to boast their revenue. They are useful in terms of auditing purposes and supporting files or documents in the event that a Local Government is to request funds from the Central Government and donors (Okotie, 2010). However records are vital in terms of tax administration , they do not always achieve their goals because they are abused by tax collectors. Records are modified by tax collectors to achieve their selfish ambitions.

2.7 **Causes of poor revenue collection**

Gono (2006) in a financial review of the Reserve Bank of Zimbabwe (R.B.Z) cited that the major challenges facing local authorities were lack of transparency, lax corporate governance practices and poor implementation. He indicated that these challenges lead to dwindling revenue collections and hence budget deficits. He also noted that political interference is problem contributing to liquidity challenges in most local authorities which uses poor revenue. For instance councilors who are political appointees are lacking necessary technical expertise required for the prudent policy making and they are into local authorities to pursue their own political self- interests and may not necessarily add any value to the running of the entities.

In addition to that USAID (2006) also argued that the political intervention in local authorities can also hinder the revenue collection. it also mentioned that there was a long outcry by the residents of virtually all Zimbabwean local authorities concerning the exorbitant amounts owing to various local authorities. This high amounts were as a result of many factors such as the conversion rates used to convert balances from the Zimbabwean currency to the united states dollars in 2008, the depression economic activities due to economic sanctions, inaccurate billing and many other reasons. In July 2013, the minister in sympathy with the residents issued a directive to write off all debts of all ratepayers. This was done without giving another option or solutions to capitalize the local authorities.

According to Machingauta (2014) lack of operational resources are also the key contributors to inadequate finance in local authorities and lack of formulation of effective and efficient strategies to raise adequate revenues determine the boundaries of local authorities to deliver quality services. Especially, in rural and urban councils factors that causes poor revenue collection are, inaccessibility to tax payers , bribery by revenue collectors, lack of skilled revenue collectors , understaffing and political influence and lack of transport.

The Zimbabwe Institute (2005) disclosed that local authorities have limited revenue raising powers as the central government monopolies the high yield factors. Most of the internal revenue raising powers is subject to central government controls and direction. The powers to vary the rate of taxation between different types of residences is subject to ministerial approval, ministerial consent is required in order to borrow from external sources, the evaluation of property is subject to scrutiny of valuation boards which are appointed by the minister. Local authorities are also severely affected by the adverse macro-economic conditions. The high rate of inflation, high interest rates compromises the local authorities' ability to come up and operate a balanced budget. It has increasingly become prohibitively expensive for local authorities to borrow from the commercial sector. Though the financial management capacity of local authorities varies greatly, in many cases it is less than adequate. Many local authorities do not produce realistic budgets and they lack the political will to collect all budgeted revenues. Furthermore they often do not use revenue collected in line with budgeted purposes. Overall, local authorities have limited ability both to collect revenue and to manage the insufficient financial resources, which they do acquire

2.8 The concept of Decentralization
Decentralization according to Bagachi (1991) is the transfer of responsibility from the central authorities to the local units for planning management, resources raising and allocation of resources. Also decentralization as a concept it is about the transfer of legal administrative and political authority to make decisions and manage public functions central authorities to field organizations of these agencies like subordinate units of government, semi-autonomous corporations, and functional authorities.

In terms of section 290 of the Urban Councils Act (chapter 29:15) provides that urban councils may, with the consent of the Minister responsible for local government and the minister responsible for finance, raise the necessary funds by issuing stock, bonds, debentures or bills, or from any other source not mentioned in the Urban Councils Act. Also the constitution of Zimbabwe (2013) , section 264 mentioned the main objectives of the decentralization are to give powers to local governance , to people and enhance their participation in the exercise of the powers of the state and making decisions affecting them, to promote democratic, effective, transparent, accountable and coherent in Zimbabwe as a whole and also to transfer responsibilities and resources from the national government in order to establish a sound financial based for each provincial and metropolitan council and local authority. By allowing local communities and regional entities to manage their own affairs and facilitating closer contacts between central and local authorities, decentralization enables people's needs and priorities and makes more development more sustainable through genuine ownership. As for decentralization, Beitbridge Town Council possesses an authority to collect revenue from the local sources and decide how to spend them in line with the Urban Councils Act (chapter 29:15). Beitbridge Town Council collect revenue in accordance with the Urban Councils Act 29:15 section 290 and the 2013 Constitution of Zimbabwe chapter 14 section 301(3). Beitbridge Town Council has given powers to collect revenue from the internal sources such as fines, rates, rentals, bills, beer halls and others sources which enables the organization to generate revenue. In addition to the concept of decentralization Mabika (2015) cited that in terms of the section 223(1) of the Urban Councils Act allows a local authority to cooperate with the state or any other local authorities or person. In other words local authorities were given power of entering into a partnership in order to generate their revenue. For instance, according Local authority can enter into a partnership with private companies like Zvishavane Town Council partnership with Mimosa which enhanced service delivery in Zvishavane. He adds that such ventures help local authorities to bridge cash shortage gaps and enhance service delivery. Beitbridge Town council also enters into a partnership with Forit and Fidelity companies.

2.9 **Empirical Review**

2.9.1 **Effects of information system on revenue collection by Local Authorities in Homa Bay Country: Kenya Ohene, O.C Oginda Obura J.M, Alla F.O, Ojera P.B and Siringi E.M**

The research studied is mainly focused on the usefulness of the information system on revenue collection of Local Authority as a strategy of revenue collection. The research establishes that there is an interrelation between the information systems and equal competence and helpless in revenue collection .However the implementation of the system was disturbed by the council employees conflict to change. The researcher used cross-sectional survey to collect data by using questionnaires. They concluded that ICT had a greater impact on the revenue collection the outcome and also the implementation of electronic payments system increased efficiency due to timely revenue collection.

2.9.2 **Revenue collection strategies in Local Government Authorities: The case of Temeke Municipal Council by Kassim Juma Khalfan**

The study is mainly concentrated on the effectiveness of the strategies employed by local Authorities so as to generate revenue. In this study triangulation was employed and the use of qualitative methods such as questionnaires and participatory observations as far as revenue collection strategies in local authority. Temeke Municipal employed two strategies for revenue collection which are own source using the council revenue collectors and outsourcing some of the revenue. According to both questionnaires and participatory observations it shows that the performance was inadequate. 62% of the respondents concuded that the revenue collection strategies were not performing well, 25 % responded that the strategies were performing well and 13 % did not know whether revenue collection strategies were performing well or not. The respondents were also asked to state the reasons which led to the failure of the revenue collection strategies 40% mentioned that it is because of the poor rules and regulations to guide revenue collection process, 5 % said it was caused by lack of working tools and equipment, 10 % noted lack of job training and lack of motivation among tax collectors taxes and fees if in return they receive some tangible benefits on services.

2.10 **Summary of the study**

The chapter presented the theoretical framework and the empirical studies to unearth the findings of the past researchers in relation to revenue strategies, the causes of poor revenue collection and the challenges faced by the local authorities in terms of revenue collection. Chapter 3 is going to highlight the research methodology on how the research was conducted, the methods used to collect data, the validity and reliable of data

CHAPTER III

3.0 **METHODOLOGY**

3.1 **Introduction**

According to Moffitt (2017) methodology is a way conducting using systematic strategy. The research involves qualitative methods comprising of experiments survey research, participant observation and secondary data. He mentioned that qualitative methods it gives a full, comprehensive explanation of observation containing the context events and circumstances. Blanco (2003) outlines methodology as the general research strategy that outlines the way in which research is to be undertaken and, among other things, identifies the methods to be used in it. This chapter comprises of the Research design, Sample selection, methods of data collection, data analysis, ethical considerations and the summary of the chapter.

3.2 **Research Design**

Research design according to Lee (1994) refers the set of methods and procedures used in collecting and analyzing and measures of variables specific in the research problem. It consists of the plan for gathering data, assessment and analysis of data.The researcher used qualitative method in study design. The purpose of a research design is to authorize   evidence acquired and enables the researcher   to effectively state the research problem credibly and clearly (De Vaus, 2008).

Qualitative approach it is a systematic biased approach used to designate life skills and give them meanings. Qualitative method enables the researcher to have a clear idea and picture on what they to assume therefore the researcher gather information in genuine effort of working to bigger picture.

Also this approach enables the researcher to discover new areas of study and as well as construct new theories. It allows the researcher to have a detailed study of phenomena. In addition the direction and outline of the research can be reviewed quickly soon as fresh data findings. The researcher used this method because it scrutinizes complex questions that quantitative cannot do and also the approach used subjective information. Therefore, the researcher through singe

approach managed to address conceptual perspectives about the effectiveness of revenue collection strategies by Beitbridge town council.

3.3 Sample selection

Stemler (2001), defined sampling as the method of choosing units (for example, folks or administrations) from a populace of attention so that by studying the sample the researcher can fairly simplify the results back to the populace from which they were selected. The researcher used non-probability sampling in the research in trying to have a picture on the effectiveness of revenue collection strategies in Beitbridge town council. Non- probability sampling was used by the researcher.

3.3.1 Non - probability sampling

Non-probability sampling is selection method used by researchers where probabilities of any member being chosen for sample cannot be calculated therefore not all the have the opportunity to be selected in the study. The researcher used non-probability sampling because cost effectiveness and it saves time since it is quick method as compared to probability sampling. Also it is effective when it is viable or unreasonable to use the probability sampling. Non-probability sampling have a chance to reflect the descriptive comments about the sample , Saunders, etal (2012).

3.3.1.1 Purposive sampling

Purposive sampling is one of the non-probability sampling types**.** The participants are selected centered on the study purpose. The researcher chose the sample centered on their information about the study. This method was applied to the B.T.C employees   therefore the researcher chose the finance department since it is the one which is in charge of the revenue collection and it has the key actors that are being involved in the revenue collection process which include the finance director , revenue collectors, internal auditors and the town secretary since they have the knowledge on the revenue flow statements of B.T.C. Also they can be able to provide factual statistics and information than choosing the all the employees since some of them do not know about revenue of the organization. The researcher opted for this sampling technique because the targeted sample of finance department of B.T.C was too small and enough to answer the

questions being interviewed by the researcher so it saves time. The researcher also used this homogeneous type of purposive sampling to another different categories like business community and other rate payers leaving out non-rate payers so that the research will be realistic in answering the research question.

3.3.1.2 Convenience sampling

Saunders ,et al (2012) defines convenience sampling as the sampling techniques that involves the selection of a sample from somewhere where it is convenient   to the researcher **.** Convenience sampling can be also called the accidental, opportunity or grap sampling. The researcher applied this technique to the local residents who are rate-payers since it was difficult for the researcher to move door to door. Although the aim of convenience sampling is easy access, the researcher carried out this sampling in Beitbridge in areas where people were very easy to access to the researcher were they have gathered as a group such as beer halls , church , market, bus terminus, shops and wards meetings so as to save time than moving door to door because some of them were not reachable. The researcher used this type because it saves time. Convenience sample in contrast to probability sampling methods. It enables the researcher to attain the sample size desired in a comparatively fast and low-cost way.

3.4 Methods of data collection

Data collection is the process of collecting and quantifying data on focused factors in a set up well-organized form, which enables one to respond to important investigations and evaluate the results (Weimer, 1995). Grémillet (2014). The researcher used both secondary and primary sources of data. The secondary sources of data involves the documentary review of financial statements of revenue flows of B.T.C, financial reports , Acts that governed the revenue collection of B.T.C such as the Urban Councils Act (29:15) and as well as audited receipt books and the primary data used by the researcher in-depth interviews, questionnaires and   telephone conversations. The objective for all data collection is to capture quality proof that then translates to rich data analysis and permits the working of a persuading and dependable response to inquiries that have been postured.

3.4.1 Documentary Review

Documentary analysis or review is an arranged method of checking on or evaluating archives - both printed and electronic (PC based and Internet-transmitted) material. Like other methodical systems in qualitative research, documentary reviews needs information to be revised (Corbin and Straus, 2008 and Rapley, 2007). The researcher reviewed the audited revenue receipt books, financial statements and the Urban Councils Act (29:15) so as to have a clear picture of the B.T.C revenue flows and also enables the researcher to have a statistics figures of the revenue collection of B.T.C. Document reviews as a means of data collection was selected due to its broad advantages than other qualitative data collection means. The advantages of document review to this research include: Document study is less time consuming and in this manner more proficient than other research strategies. It requires information selection, rather than information gathering, numerous reports are in the general population area, particularly since the appearance of the Internet, and are realistic without the creators' authorization. This makes documentary analysis an alluring choice for qualitative researchers.

Document analysis is less expensive than other research techniques and is regularly the strategy for decision when the accumulation or collection of data is not practical. The information (contained in documents) has as of now been assembled; what remains is for the content and quality of the reports to be assessed. The incorporation of correct names, references, and points of interest of occasions makes reports beneficial in this research procedure

3.4.2 Telephone Conversations

Telephone conversation is method communication by using mobile phones and telephone. The researcher directed this method of data collection to who were not readily available during the

data collection at B.T.C. The researcher opted for telephone conversations in order to gather information from the individuals who were so occupied and couldn't be reached by. These respondents were Beitbridge Town Council members, the Town secretary, Finance directors and Internal Audit staff of the councils. The researcher opted for telephone conversation because interviews can be completed quickly therefore it is a fastest means of communication It enabled the researcher to reach the respondents over a wide geographic area. It is cost effective .

3.4.3 In-depth Interviews

In-depth interviewing is an organized social communication among the researcher and respondents who is acknowledged as potential source of information and they are well suited to collect data on complex issues. The researcher used this qualitative data collection technique since it provides full detailed information than what is obtainable through other data collection techniques, it also deliver a more comfortable atmosphere in which to collect information - people may feel more relaxed having a conversation with you about their program as divergent to filling out a survey. The researcher interviewed people of different categories like business community and the residents mostly in different places of Beitbridge town so as to have a good picture about the effectiveness of revenue collection strategies in local authorities delving on the case study of Beitbridge town council.

3.4.4 Questionnaires

A questionnaire is list of research questions asked to respondent aimed for extracting specific information. It saves four purposes which enables the researcher to gather acute data, make information comparable, it minimize bias and make question engaging and varied. , the researcher used questionnaires in data collection due to their broad advantages. Smeeton and Goda, (2003) urged that questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. The researcher distributed the questionnaires to different classes of people in Beitbridge. This was done mainly to commercial rate payers, residential rate payers etc.

3.5 Data Analysis

Smeeton and Goda, (2003) defines data analysis as the process of systematically applying statistical and or logical techniques to describe and illustrate, condense and recap, and evaluate data. According to Shamoo and Resnik (2003) numerous systematic processes "offer a way of depiction inductive readings from data and distinguishing the signal (the phenomenon of attention) from the noise (statistical oscillations) current in the data…" The research used qualitative data analysis means. The researcher used Content analysis in this research.

3.5.1 **Content analysis**

Content analysis is defined as a methodical, replicable method for reducing many words of text into fewer content groupings based on unambiguous rules of coding (Berelson, 1952; Krippendorff, 1980; and Weber, 1990). Holsti (1969) offers a comprehensive meaning of content analysis as, "any method for making extrapolations by accurately and methodically identifying definite characteristics of messages." It can be a useful technique for allowing us to discover and describe the focus of individual, group, institutional, or social attention (Weber, 1990). The researcher used this form of data analysis so as to discover and describe the individual and group attention towards the effectiveness of revenue collection strategies by the Beibridge town council.

3.6 **Ethical considerations**

Research ethics according to Marshall, (1998) can be defined as the presentation of ethical standards and professional codes of behavior to the collection, analysis, reporting and publication of information about study subjects, in exact active reception of the subject`s right to privacy, confidentiality, anonymity and informed consent.

In upholding the above ethics, the researcher discussed the limits of confidentiality. The researcher gave participants information about how their data will be used and what will be done with case materials. The researcher promised to protect confidential communications, such as personnel records and names of all those who participated in this research`s data collection.

The researcher also took practical security measures. Confidential records were stored in a secure area with limited access, and strip them of identifying information, where feasible. Also, the researcher was aware of situations where confidentiality could inadvertently be breached like having confidential conversations. The researcher also thought about data sharing before the research begins. The researcher had no plans to share data with others but however tried to get all information necessary from participants and observing ethical conducts in research

3.7 **Summary of the chapter.**

The chapter gives a greater detail on the methods used by the researcher in designing, sampling, data collection and data analysis so as to answer the research question. The research used both qualitative and quantitative approaches in research design. In sampling, the research used probability samples namely; simple random sampling and cluster sampling. The researcher used qualitative data collection techniques. Data collection methods used by the research include; documentary reviews, questionnaires and in-depth interviews. In data analysis, qualitative approach was preferred. The researcher employed content analysis in the analysis of data.

CHAPTER IV

4.0   **DATA PRESENTATION AND ANALYSIS**

4.1 **Introduction**

According to Chambers and Skinner,(2003), they defined data presentation as the technique by which researcher can give a summary of findings, arrange and present information using pie charts, diagrams, distribution charts, histograms and graphs. Chapter five presents findings obtained from various sources and gives an analysis of the findings on the causes, effects and ways to reduce domestic violence

4.2 **Research findings**

Lohr, (1999) defined research findings as the results obtained after a research project has been carried out. Therefore research findings indicates the total of outcomes, conclusions or recommendations drawn from the research. The researcher distributed questionnaires and carried out in-depth interviews so as to have an assessment of the effectiveness of revenue collecting strategies in local authorities.

Response Rate to Questionnaires

Table 1

Category of response	Number of respondents	Response rate
Town council employees	4	80%
Local residents	81	59%
Commercial ratepayers	13	65%
Average responses	98	59%

The researcher measured the number of those who have participated as (59%) high enough to draw conclusions from the data that was obtained.

4.2.1 **Use of ICT in revenue collection**

After the research has been conducted the study indicated that B.TC had adopted the use of information technology in 2011 in order to curb for poor revenue. 96.3% of the respondents confirmed adoption of ICT by B.T. C, and only 3.5% disagreed . By receiving the highest number of those who are concurred with the adoption of the information systems it shows that B.T.C has enough components which are capable of supporting the operations within the council. Both commercial ratepayers and council employees concurred with each other had on the implementation of ICT by B.T.C. Furthermore the council implemented Information System in Revenue Collection such as the use of Eco-cash , biller codes, online payments and bank transfers in order to promote convenience, transparency as well as to curb for liquidity crisis. . This therefore leaves only 3.2 % of the respondents from the sample population were not so sure about the implementation of ICT.

The researcher used purposive sampling to collect data by using questionares. They concluded that ICT had a greater impact on revenue collection since it had increased efficiency due to timely revenue.

The study concluded that Information systems had managed to improve revenue collection at Beitbridge Town Council since there was a great improvement many people managed to pay their rentals since there was facing difficulties of getting hard cash due to liquidity crisis. However, there are more things that need to be improved in terms of designing an appropriate method since the implement of online payments is prone to hacking of information and also since the information is kept in the computers can be affected by virus and the council might lose important information and since the council wanted to promote convenience but network problems also disturbed the revenue payments. The study also concluded that the use ICT was successful to the greater extent since it manages to boast the revenue of B.T.C by 40% it can be noted that before the implementation of ICT the revenue base of B.T.C in 2008 decreased 10% then in 2009 it also decreased by 25% the following year by 37% due to the implementation of ICT increased by 40%.

Fig 1
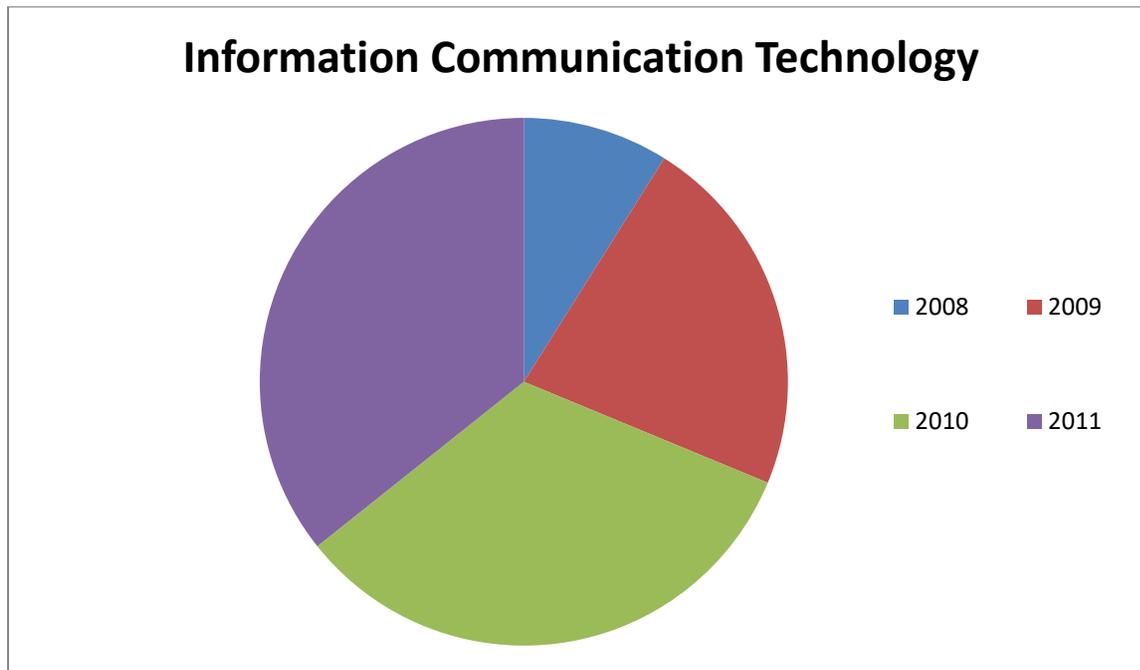
Source: primary data

4.3 **Debt collection**

The researcher issued the questionnaires to the council employees such the revenue collectors, finance director, the internal auditing team and the local residents' in order to give their responses on the debt collection method. The research concluded that debt collection method did not perform very well due to corruption . 52% responded were strongly agreed that the method did not performed well.38 % agreed that the method performed well and 10% indicated that there were not sure that it was useful or not. The respondents concluded that corruption was the major cause of the ineffective of the method .they mentioned that when the debt collectors come to debts there were being bribed by the debtors.20% noted that it was due to lack of transport to collect debts .they concluded that the council do not have enough transport to carry debtors therefore they have to travel long distances so at the end of the day they collect little since there were tired and also the debtors have a tendency of hiding when the debt collectors came. The rest indicated that it was not successful because of political interference into the council's affairs.

4.3 **Collection of charges by installments**

The researcher used the in-depth interviews and telephone conversation to collect data from the local residents since there the ones who have the high number of paying by installments. Telephone conversation was directed to the council staff since some of them were not reachable. According to methods used its shows that 76% of the respondents strongly agreed that the collection of charges by installments performed did not perform well, 22% responded that the strategy was performed very well and 4% did not know whether the strategy performed well or not. The researcher asked the respondents the factors that led to the failure of strategy mentioned that the interest charges were very high (25%) and lack of job training skills(23%), SI 64 (57%) and lack of motivation among the revenue collectors (13%)

Fig 3
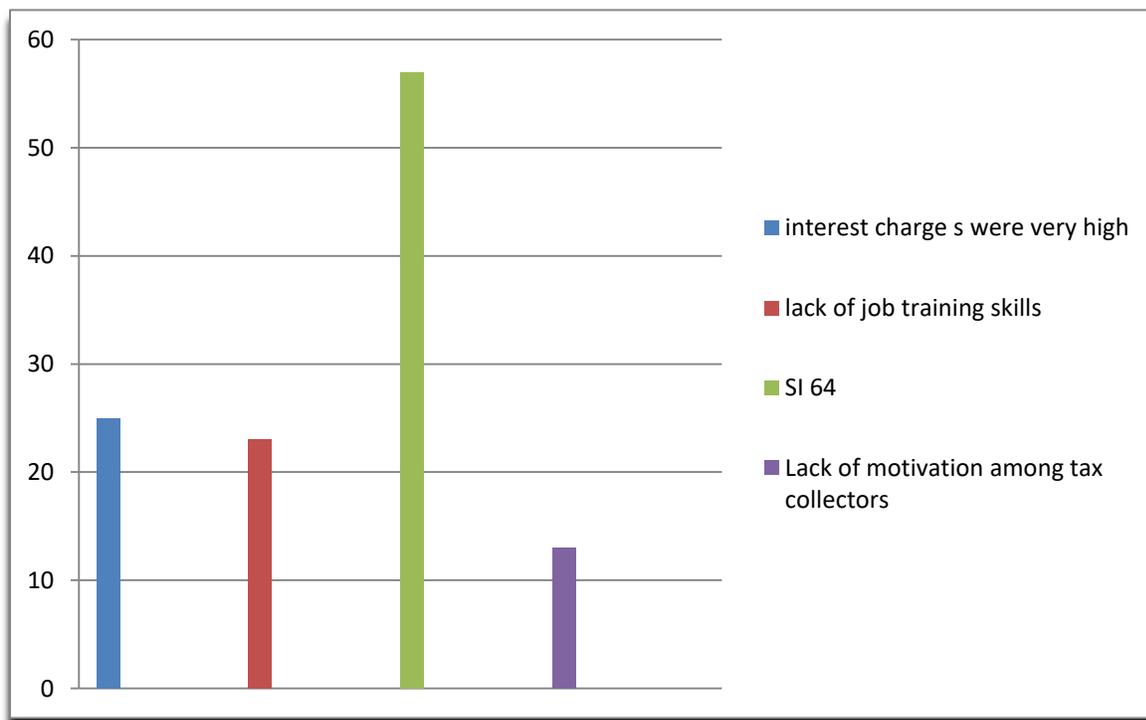
Source: primary data

4.4 **Revenue Collection Strategies` Constraints**

The researcher used the in-depth interviews and telephone conversation to find out more information about the challenges being faced by the B.T.C as a local authority .The research found out that the local authorities are facing problems such as lack of transport (10%), lack of job training skills and motivation (17%) , political interference (30%), government policies SI64 (40%) ,liquidity crisis(3%)   civic pressure (1%) and incorrect billing (5%) as being highlighted by   the diagram below. Civic pressure came from residents association such as Beitbridge Residents Association (BBRA) who requested for better and quality service delivery. Lack of transport was hindering efforts to improve revenue   collection strategies since the tax collectors had to travel long distances. At the time, the Finance/ Treasury department had to depend on a pool vehicle to carry out its mandate of collecting revenue. Also it was noted that the finance department was not adequately staffed. Also the political interference especially the government directive to erase all the debt during the 2013 political campaign hindered since it left the council into debt.

Fig 4

constraints to revenue collection strategies

■ lack of transport
■ inadequate staffing
■ civic pressure
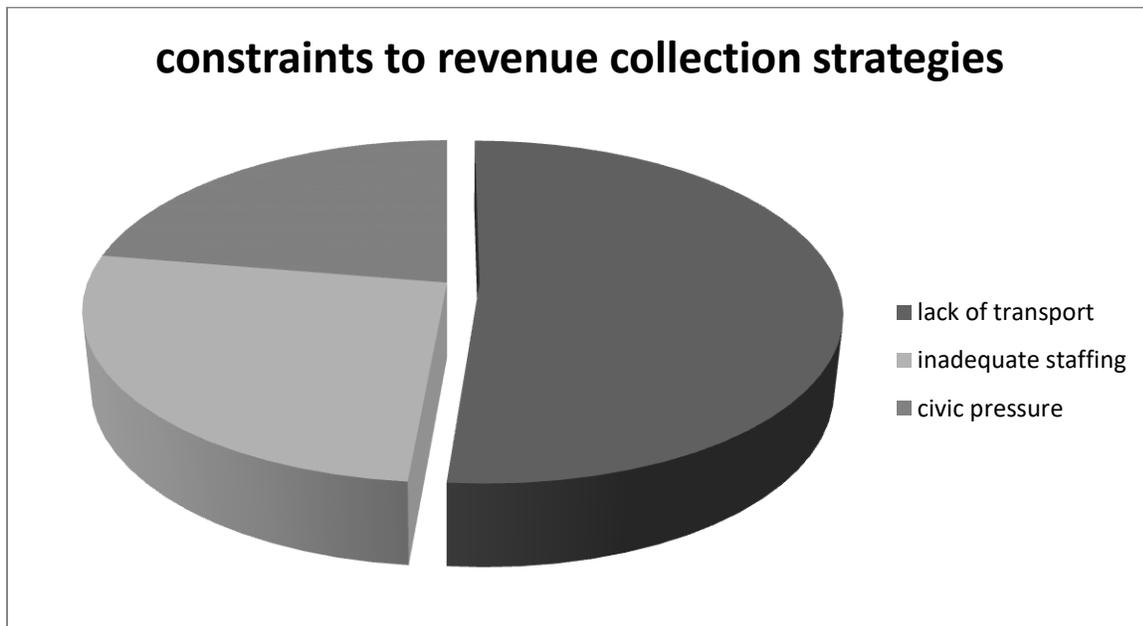
Source: primary data

4.5 **Challenges with bills / statements**

B.T.C was facing challenges of incorrect billing and late receipt. Questionnaires were used to gather information from the council employees incorrect billing was rated as 64% and late receipt as 36%. The study concluded that the monthly invoices were not timely produced and an estimation of 50% of water meters in Beitbridge are not functioning and council uses an estimate based on average consumption over a period of two months(at the time the meters were working). Some wards in the council such as ward 4 and 5 have received no water for the past one year whilst they receive bills with water charges. Water billing was considered as the main problem which sparked the conflict between B.T.C and Beitbridge hospital as well as other consumers.

Fig 4
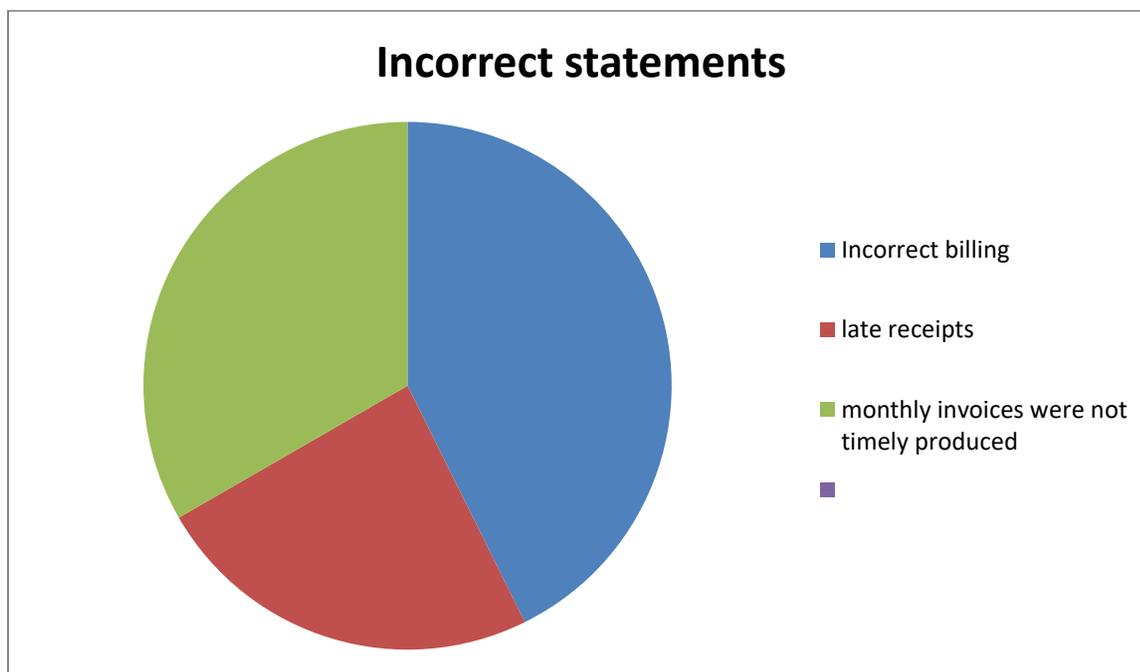
Source : primary data

4.6 **Reasons for not Paying Rates (Multiple Answers were Permitted)**

The research conclude that the respondents are failing to pay their billing due to some government policies such as the SI64 that have hindered their economic activities therefore it contributes to 25%, ineffective debt collection due to lack of technical skills contributed to 15%, corruption by the council staff 25% and poor service delivery 50%. The information was gathered from the residents through the use of questionnaires. The study concluded that some of the infrastructure owned by indigents therefore it was not taken into consideration when drafting the yearly budgets. The level of income among ratepayers has a greater impact on the payment of rates made by property owners.

Fig 5

interview responses

- corruption and embzzlement
- poor biling
- lack of power to enforce
- political pressure
- poor debt collection
- poor service delivery
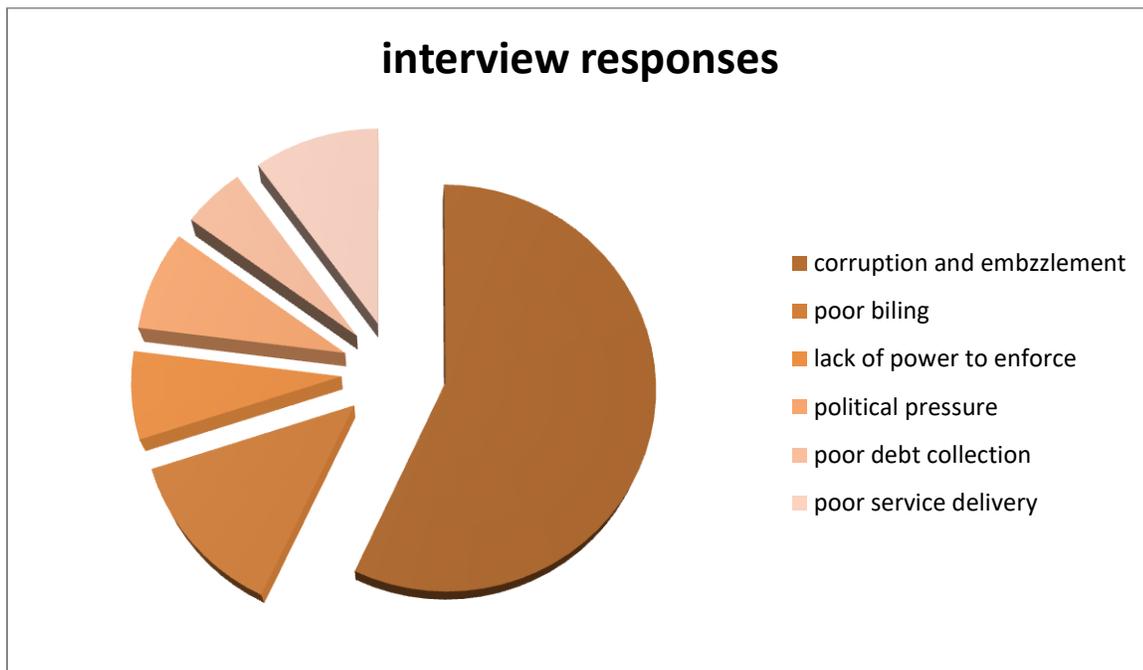
Source : Primary data

Interviewees also concluded that politics played a pivotal role in the of paying debt by the residents. Also economic hardships which led to the closure of companies in May 2012. This finding is in concurrence with Fjelstad and Semboja (2000) who referred to political as a obstacle to revenue accumulation in Africa. They mentioned that rates are for the most part detested and councilors who need to be re-chosen disassociate themselves from expanded rates.

Councilors likewise hesitant to raise expenses and charges for egotistical reasons: predominantly in light of the fact that they are themselves landowners or agents who try to limit their own taxation rate and they will impede increment in charges.

Corruption by town council staff were also been noted as limiting the local authority from collecting revenue effectively. Senior council employees encountered criminal charges between 2010 and 2012 arising from accusations of corruption and some were even imprisoned. The corruption could have been caused by low level of wages, insufficient controls and collusion between ratepayers and dishonest council staff .This conclusion is in support of Prud'homme (1992) who indicated some of the contributing factors which led to corruption as being:

➢ The low level of wages paid to staff;
➢ The complex nature of the tax structure; and
➢ Inadequate controls.

The research also concluded that government departments have large amounts of debts they owed to council. Documentary reviews concluded that B.T.C's statements revealed large amounts owed by the government ministries but council was failing to disconnect services to prisons, police and hospitals since they offer important services to the Beitbridge community

4.7 **The Relationship between Politics and Revenue Collections in Beitbridge**

Most respondents admitted that there is a strong connection between politics and revenue collection. Councilors were always caught in between the dilemna of protecting the interests of the electorate and efficient service delivery to the same electorate. Councillors made populist decisions to please the electorate so as to garner adequate votes in the next election come 2018. Consequently there is always a misunderstanding between officials and the councillors when it comes to the enforcement of revenue payments strategies hence affecting the effectiveness of revenue strategies. There is direct connection between politics and revenue collection. One can take into consideration the directive to erase all debts during 2013 political campaign this affect the revenue collection since it left the council into debt.in addition local authorities are managed by councilors which are politicians from different parties therefore they participate in decision making like imposing the by-laws which enables the council generate revenue after one br

4.8 **Possible Solutions to Revenue Collection Strategies Constraints (Multiple Responses Were Permitted)**

The table below indicates proposed measures from respondents on how revenue techniques could be improved. The table summarized the proposals from respondents on how Beitbridge town council may improve its revenue collection techniques and in addition to the list was the need for B.T.C to advance its service delivery. The lowest response comes from the residents (27%) they recommended that the central government ought to empower local governments in revenue collection and collection through enactment .Urban Councils Act and Rural District Councils Act do not satisfactorily authorize local authorities in recovering their debts. Tax increments can either be endorsed or dismissed by the minister **.**

Table 2

RECOMMENDATION	MEAN % RESPONSE
Improve service delivery	89
Reduction of charges	75
Suing defaulters	76
Effective communication	67
Effective debt collection	63
Improve billing	47
Empowering local authorities	27

CHAPTER V

5.0 FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter highlights the findings from the research particularly from both primary and secondary data gathered. Some conclusions are drawn about the performances of the B.T.C in its revenue generation strategies and their effectiveness from the period 2010 to 2017. The chapter ends with some recommendation or solution to the management of revenue by B.T.C and the revenue collectors on how to boost revenue collection.

5.2 Findings

Focusing on the main research objective or question of this research, that is to say assess of the effectiveness of the revenue collection strategies used by B.T.C. the study have noted that local revenue collections could generally be improved by alerting the whole community from which revenue is collected. Even though B.T.C engaged in various ways and strategies to improve local revenue collections, there is still much to be done to improve the local revenue collection in order to provide quality service delivery for the local people.

The research noted that B.T.C faced many challenges as far as revenue collection strategies employed by B.T.C was concerned, ranging from social, economic, political spheres of life. The research findings showed that the revenue collection strategies employed by B.T.C were not successful to the greater extent due to that fact that there is inadequate staffing for revenue collection, lack of transport was hampering efforts to enhance revenue collection strategies; finance department had to rely on a pool vehicle to carry out its mandate of collecting revenue. It also showed that political interference also contributed to the greater extent, the challenges faced the B.T.C were inherent in political setup of the local government and as well as some of the government policies such as the SI64 of 2016 also contributed since many residents were traders therefore the SI64 left many people unemployed because it banned the importation of many commodities. Also residents were not willing to pay rates and rents because B.T.C does not provide adequate public services like cleaning streets, de-silting of gutters at Dulibadzimu township, Mashakada and other residential areas and waste management in short B.T.C cannot satisfy residents' needs foor public goods and services.

The use of police and task force as revenue collection strategy is outmoded, it reduces revenue collection in the sense the most of these people were very corrupt they turned the council money into their person use at the end of the day the council gained less. The findings clearly showed that politics and civic activism played a big role in the revenue collection by local authorities. Also it clearly showed that there was a strong relationship between politics and revenue collection in Beitbridge this can be witnessed by the directive from the minister of local governance to wipe off all the debts in 2013 and also the councilors were also involved in the day to day events of B.T.C. Solutions were also made by the respondents in order to improve revenue collection strategies such as reduction of charges, improvement of service delivery, suing defaulters, effective communication, effective debt collection, and empowering local authorities.

5.3 **Conclusions**

In summing up of the research findings the council was failing to employ revenue collection strategies due to the economic hardships, residents were not willing to pay their rents, involvement of politics in the affairs local authority. Although some of the poor revenue at B.T.C were caused by the Residents to some extent councils staff who were responsible for revenue collection also contributed a lot due to corruption, embezzlement of funds, nepotism, abuse of public funds and incorrect billing. B.T.C was failing to employ effective strategies to the greater extent but the implementation of information system succeeded to some extent. There were also a recommendations proposed by the various respondents such as improvement of service delivery, reduction of charges, suing defaulters, effective communication, effective debt collection, improving billing and empowering local authorities.

5.4 **Recommendations**

Following the findings, the researcher address the main challenges that contributed to the failure of the revenue collection strategies at B.T.C that include political interference, inadequate facilitation such as lack of transport, economic hardships, residents were not willing to pay their rents, incorrect billing, corruption, embezzlement of funds, ineffective debt collection systems, economic hardships. Such challenges should be solved by the following recommendations below:

The politicians should separate themselves from the management/ administration authorities. They should be called upon to be professional in their approach as well as ethical for the proper running of the council affairs .they should separate themselves from the decision making of the council. There should be segregation of duties between councilors and management of the local authorities.

According to Machingauta (2012) mentioned that Business permit registers and debtor's statements should make use of computer system so as to reduce evasion by guaranteeing that the system will quickly identifying the unlicensed operators and any outstanding payments and those that have already paid. Debtor's age investigation can be produced from the system to check the period of the outstanding debt. Enforcements team should check businesses and defaulters that have neglected to secure licenses or pay rates and levies when they become outstanding they should penalize them. Furthermore these measures promote accountability and transparency .It reduces corruption hence promote accuracy, efficiency and convenience.

The local authorities are required to provide education to the people on the impacts of corruption to the nation and taking disciplinary and legal actions to those council staffs who receive bribes and who abuse council funds. They should be arrested and suspended from the work so as to curb corruption.

Tax payers need awareness on the significance and importance of paying tax and council should demonstrate how residents benefited from paying tax. By so doing this can avoid the unwillingness of taxpayers to pay their taxes.

5.5 **Suggested area for future study**

Future research could be carried out to analyze the impact of politics on revenue collection. Since local authorities take various ways to boast their revenue but more is needed to inquire and come up with the solution of the political interference in the affairs of the local authorities. Also how effective is the principle of decentralization in terms of revenue collection in Zimbabwe and to study more on the legal frameworks that governed local authorities focusing on their usefulness to the local authority,

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APPENDIX.A. EMPLOYEES

QUESTIONAIRE

My name is VENENCIA WOZHELE, a fourth year student from Midlands State University. I am carrying out a study of the assessment of the effectiveness revenue collection strategies employed by BEITBRIDGE TOWN COUNCIL. This is in fulfillment of my Bachelor of Science Honours degree in Politics and Public Management. I am required to carry out a research project and currently I am undertaking a questionnaire to gather management and staff views or information. I am therefore requesting you to assist by completing the questions contained in this questionnaire. All answers will be treated with confidentiality and will be used only for the purpose of this research.

PLEASE BE ASSURED THAT YOUR RESPONSES WILL BE HELD IN STRICT CONFIDENCE. *(Please do not write your name on any of the question papers)*

PART A: PERSONAL DATA

Instructions: Tick the appropriate box

a)Qualifications

i. Certificate ☐   ii. Diploma ☐

iii. Degree ☐   iv. Master's degree ☐

b) For how long you have been serving in the council?

i. Less than a year ☐   ii. 1-6years ☐

iii. 7-10 years ☐   iv 10 years and above ☐

PART B: CAUSES OF POOR REVENUE COLLECTION

	Agree	Strongly agree	Disagree	Strongly Disagree
Does the council encounters problem in revenue collection?				
Does political influence causes poor revenue?				
Does the SI64 and lack of transport influence cause poor revenue?				
The council is not taking action against defaulters and this has contributed to increased non-payment by those who had previously been paying.				

PART D: STRATEGIES THAT CAN BE USED TO IMPROVED REVENUE COLLECTION

Revenue collection in council needs to be improved

i. Yes ☐   ii No ☐

	Agree	Strongly agree	Disagree	Strongly Disagree
Engage in income generating to improve collected revenue.				
Legal proceedings for recovery of rates and levies: debt collection.				
Implementation of information systems e.g. ecocash, telecash, and onewallet improve revenue collection.				

c) What corporate governance issues, if any, do you think should be addressed by law in local authoritities? Please explain

……………………………………………………………………………………………………

……………………………………………………………………………………………………

…………………………………………………………………………………………………...

END

Thank you for your cooperation.

Midlands State University

Established 2000

APPENDIX. B. COUNCILORS

My name is VENENCIA WOZHELE, a fourth year student from Midlands State University. I am carrying out a study of the assessment of the effectiveness revenue collection strategies employed by BEITBRIDGE TOWN COUNCIL. This is in fulfillment of my Bachelor of Science Honours degree in Politics and Public Management. I am required to carry out a research project and currently I am undertaking a questionnaire to gather management and staff views or information. I am therefore requesting you to assist by completing the questions contained in this questionnaire. All answers will be treated with confidentiality and will be used only for the purpose of this research.

Interview Guide

1. Why do you think revenue collection is an important thing to the council?

2. What are the challenges faced by your council in revenue collection?

3. What strategies have been put in place to improve revenue?

4. What impact has politics had on revenue collection in local authorities?

5. Are councilors adhering to the code of conduct when discharging their duties?

6. What are main factors that have affected those strategies?

7. What should be done to improve revenue?

Thank You!

Midlands State University

Established 2000

APPENDIX. C. RESIDENTS

My name is VENENCIA WOZHELE, a fourth year student from Midlands State University. I am carrying out a study of the assessment of the effectiveness revenue collection strategies employed by BEITBRIDGE TOWN COUNCIL. This is in fulfillment of my Bachelor of Science Honours degree in Politics and Public Management. I am required to carry out a research project and currently I am undertaking a questionnaire to gather management and staff views or information. I am therefore requesting you to assist by completing the questions contained in this questionnaire. All answers will be treated with confidentiality and will be used only for the purpose of this research.

Interview Guide

1. Do you prioritise paying council paying council rates /levies ahead of utility bills?...
....

2. What do you think greatly affects revenue collection at Beitbridge Town Council?...
....

3. What do you think about abuse of funds and corruption in council?..
....

4. What strategies do you think should be used by your council to enhance revenue collection?...
....