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FACULTY OF SOCIAL SCIENCES AND HUMANITIES

Leadership and Good Governance: A case of Chitungwiza Municipality

By

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ABSTRACT

This study explores how leadership practices shape governance results in Chitungwiza Municipality, Zimbabwe. The town, home to roughly half a million residents has faced consistant challenges such as undependable water supply, poor waste management, corruption scandals and neglected infrastructure. These problems have not only affected service delivery but also destroyed public trust in local government. Against this backdrop, the research examines the relationship between leadership styles and good governance focusing on how different approaches can either strengthen or undermine accountability, transparency and responsiveness. Using a mixed method design that combines interviews, focus group discussions and surveys, the study considers the specific challenges faced by Chitungwiza, the impact of poor service delivery on governance practices, community trust and the strategies that could strengthen leadership effectiveness. Guided by transformational leadership theory and the good governance framework, the research gives light of the importance and the significance of ethical leadership, citizen participation and institutional accountability in improving municipal performance. By situating Chitungwiza within wider debates on urban governance in developing countries, the study contributes both to academic literature and to practical policy discussions. The findings aim to provide actionable and achievable recommendations for enhancing service delivery, rebuilding public trust and promoting sustainable governance in Zimbabwe's urban councils.

DECLARATION FORM

I Kudzaishe Zimowa, B222100B hereby declare that this research on "Leadership and good governance: A case of Chitungwiza Municipality", is my original work and has been completed under special supervision. I confirm that I have done this research in accordance with the ethical and academic standards of Bindura University of Science Education and I have properly acknowledged all sources of information and assistance.

Student:



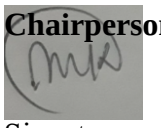
Signature……..Date30/08/2026…….

Supervisor:



Signature………Date17/08/2026……

Chairperson:



Signature……Date……

DEDICATION

I dedicate this research to my family, and also the community members of Chitungwiza who played part in my research and are living under the leadership and governance of Chitungwiza. I also dedicate this dissertation to my daughter Makanaka, for she gave me the drive and energy to pursue this research.

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I would like to give my deepest gratitude to my supervisor for his helpful guidance, encouragement and constructive feedback throughout the course of this research. His knowledge and mentorship have been instrumental in shaping the direction and quality of this dissertation. My heartfelt appreciation goes to my mother whose unwavering support, prayers and sacrifices have been the basis of my academic journey. Her belief in me has been a continuous foundation of strength and motivation. Most importantly her prayers. I am also grateful to the Chitungwiza Municipality, whose cooperation and openness made it possible to gather the data and insights necessary for this study. Their willingness to engage provided the practical foundation that enriched this research. Finally, I dedicate this work to my beloved daughter Makanaka whose presence in my life encourages me to strive for excellence. This dissertation is a testament to the hope and future I envision for her and it is with love and devotion that I place this achievement in her name.

List of Acronyms And Abbreviations

UN - United Nations

WB - World Bank

SAGE - SAGE Journals

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CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Leadership can be understood as a process of persuading and guiding individuals or groups toward the achievement of shared goals. It involves the ability to inspire, motivate and direct others while advocating for partnership and trust within an organization (McKinsey & Company 2024). Northouse (2010) similarly defines leadership as the capacity of an individual to influence a group or community in pursuit of a common objective. Equivalently, good governance has been defined by the World Bank (1992) as the effective management of public affairs through genuine systems of rules and practices that promote and safeguard societal values. Within public administration, the relationship between leadership and governance can be examined through several key dimensions including improved service delivery, strengthened public trust and legitimacy, active stakeholder engagement and the promotion of stability and conflict resolution.

The nexus between Leadership and good governance has appeared as a cornerstone in public administration, specifically in the developing nations where local governments struggle to deal with resource constraints, political insecurity and public service delivery challenges. Good governance, as defined by international frameworks such as the United Nations and World Bank includes principles like transparency, accountability, participation, rule of law and responsiveness all of which are heavily influenced or driven by effective leadership styles. With reference to Zimbabwe a country that has faced economic chaos and uncertainty, inflation and governance crisis since the early 2000's, municipal powers or authorities like Chitungwiza Municipality serve as critical representative body for investigating how leadership practices align with or go against these ideals. Chitungwiza, one of the largest urban local authorities is

home to over 500 000 residents according to World population review (2026). It has faced persistent problems including water shortages, poor waste management, corruption scandals and inadequate infrastructure development. This dissertation uses Chitungwiza as a case study to explore the interplay between transformational, transactional and servant leadership models and their impact on good governance results or outcomes.

Chitungwiza Municipality has endured persistent service delivery failures that reflect the broader governance weaknesses of Zimbabwe's urban councils. The most serious issue has been the unreliable supply of clean water with residents frequently forced to rely on unsafe sources. This not only exposes communities to health risks but also deepens public mistrust in local authorities or powers. Similarly, the gap in waste collection has left residential areas littered contributing to environmental decline and supporting negative perceptions of municipal leadership. Beyond these immediate concerns, the growing population continues to demand new roads, sanitation facilities and housing projects needs that remain largely unmet. Together these deficiencies highlight the municipality's incompetence to keep pace with urban growth and poverty alleviation, eroding confidence in its governance capability.

Corruption scandals have seriously weakened the municipality's integrity. Accusations of mismanagement of funds, favouritism in tender processes and lack of clearness in council procedures have fuelled community frustration. The absence of clear accountability mechanisms has meant that even when problems are identified, corrective action is slow or not provided at all. This has created a governance platform where residents perceive leadership as detached from community needs, leading to widespread disillusionment. The erosion of trust is particularly damaging in a context where effective governance depends on citizen cooperation and participation. This is evidenced by several unmet needs of the local residents at large.

The leadership challenges in Chitungwiza are not inaccessible but part of a wider pattern affecting Zimbabwean urban councils. Scholars such as Machingauta (2010) and Makumbe (2011) have documented how political intrusion, weak institutional capacity and lack of transparency cripple service delivery across municipalities. In Chitungwiza, these dynamics manifest installed development projects, poor financial management and limited responsiveness to citizen concerns. The result is a vicious cycle where weak leadership undermines governance, poor governance erodes trust and declining trust makes it harder for leaders to organize communities toward collective goals.

This study stations Chitungwiza as a critical case for examining the intersection between leadership practices and governance outcomes or rather results. By focusing on persistent challenges such as water shortages, ineffective waste management, corruption and neglected infrastructure, the research underscores the urgent need for leadership models capable of breaking this cycle of dysfunction. Transformational, transactional and servant leadership approaches are explored as possible frameworks for addressing these issues with the ultimate aim of discovering actionable policies that can improve service delivery, rebuild public trust and strengthen governance practices in Zimbabwe's urban councils (World Bank, 1989).

1.2 Statement of the problem

Chitungwiza Municipality located just outside Harare and home to roughly 500,000 residents (Population Census Compendium, 2022), carries on to deal with serious governance challenges. Severe service delivery problems including undependable water supply, uncollected refuse, deteriorating infrastructure and widespread corruption have weakened public confidence and slowed socio-economic progress, despite the town's strategic role as a

commuter hub for the capital. Although national initiatives such as Zimbabwe's Public Sector Reform Program promote ethical leadership and institutional strengthening, their application at the local level has been inconsistent, leaving gaps that contribute to inefficiency. Against this backdrop, this dissertation studies how different leadership styles within Chitungwiza Municipality influence governance outcomes and the quality of service delivery.

1.3 Purpose of the Study

The purpose of this study is to research on whether leadership and governance structures affect quality service delivery in Chitungwiza Municipality.

1.4 Objectives of the Study

1. To identify the challenges faced by Chitungwiza city council in providing quality services.
2. To evaluate the impact of poor service delivery on governance practices and community trust within Chitungwiza.
3. To propose actionable strategies for enhancing better and effective leadership in Chitungwiza Municipality to improve governance outcomes.

1.5 Research Questions

1. What are the setbacks faced by Chitungwiza Municipality?
2. How do poor service delivery impact on governance practices in Chitungwiza?
3. What strategies can be implemented to improve leadership effectiveness in supporting good governance?

1.6 Assumptions of the study

1. The study assumes that strong and accountable leadership within Chitungwiza Municipality positively influences the quality and ease access of necessary services for residents.

2. The study assumes that active community participation in governance processes is essential for identifying and discovering local needs and improving service delivery outcomes, leading to a more responsive and accountable local administration.

1.7 Significance of the Study

This study holds significant value for understanding the dynamics between leadership, governance and service delivery in Chitungwiza Municipality. By critically investigating how leadership structures impact the effectiveness of public administration, the research aims to deliver insights that can inform policy makers, local government officials and stakeholders. The findings may identify best practices and strategies that improves service delivery, ultimately contributing to improved value of life for residents. This knowledge can also assist in nurturing better governance frameworks that prioritize accountability and responsiveness to community needs.

The study emphasizes the important role of community participation in shaping local governance outcomes. By exploring how community engagement influences how decision making processes are conducted, the research highlights the importance of inclusivity in public administration. The significance spreads beyond Chitungwiza, as the insights gained could be implemented to other municipalities facing similar challenges. Ultimately, the study serves as a foundation for future research and policy interventions aimed at strengthening local governance and improving public service delivery across various contexts. A clear judgement can be given that for the municipality to tackle key situations that are of community concern, they should engage with the public more.

The research fits within the existing literature by addressing critical gaps related to specific dynamics of local governance in Zimbabwe as my research topic states “Leadership and good governance a case of Chitungwiza Municipality”. It builds on the findings of previous studies that give emphasis to the importance of transformational leadership and citizen participation

while incorporating local political contexts and challenges. By focusing on empirical data from Chitungwiza this research aims to provide actionable insights that can enhance governance practices and leadership effectiveness, contributing to the broader discourse on sustainable urban governance in developing countries.

1.8 Delimitations of the Study

This study is confined to examining citizen involvement in local governance within selected municipalities in Zimbabwe, giving pure attention to the mechanisms and practices that enable such engagement. The analysis will draw primarily on the views and perspectives of municipal officials and community members who are directly involved in participatory initiatives while deliberately excluding broader national governance structures and policy frameworks.

In addition, the study does not try to account for the long term effects of people's participation on governance outputs beyond the conventional service delivery and decision making areas. The narrowing down of its inquiry to this two dimensions is to provide a brief and comprehensive study of the participatory governance of the selected municipalities on the strengths and weaknesses of citizen role.

1.9 Limitations of the Study

The study faces numerous boundaries that may impact its findings and conclusions. Firstly the dependence on self-reported data from interviews and surveys may introduce response bias or exaggeration as participants might provide socially expected answers rather than their true opinions or experiences. Secondly the research focus on selected municipalities in Zimbabwe may limit the generalizability of the results to other regions or contexts as local governance dynamics can vary widely. Additionally, time constraints may restrict the depth of qualitative data collection, potentially overlooking nuanced perspectives. Lastly the study will not explore into the historical or socio-political factors that may influence current participatory practices,

which could provide valuable context for understanding the complexities of citizen engagement in governance.

1.10 Defination of Keywords

1. Citizen participation: involvement of citizens in governance, Langton, S (1978)
2. Local Governance: management of community level public affairs, Rahman, T.(2016)
3. Participatory Governance: collaborative decision making processes involving citizens, Stewart, J. (2009)
4. Public policy: guidelines and actions by government, Dye, T. R. (2002)
5. Service delivery: provision of public services to citizens, Adams, O., et al (2003)
6. Democratic Legitimacy: acceptance of governance through citizen involvement, Beetham, D. (1991)

1.11. Dissertation outline

Chapter one: Introduction

Chapter one mainly focused on the background of the study, purpose of the study, the statement of the problem, the significance of the study, delimitation of the study and definition of key terms and the chapter summary. Chapter two: Literature review and theoretical framework. This chapter is going to focus on the theoretical frameworks, literature review, research gaps and scholarly reviews, critiques and the chapter summary. Chapter three: Research designs and methodology. This chapter focuses on the outlining the methodology that the researcher is to apply which is the qualitative research approach , research design , target population, research sample , data collection tools , document analysis , data representation analysis and ethical considerations. Chapter four: Data representation, analysis and discussion of findings. This chapter is going to look at the findings of the research .Findings will be presented analysed and discussed and compared to other findings from other related studies. Chapter five: Summary, conclusions, recommendations and areas of further research. This

chapter focuses on the summary of the whole project, conclusions, and recommendations and areas of further research.

CHAPTER TWO

2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This Chapter provides a well detailed review of literature that positions Chitungwiza Municipality within wider theoretical and empirical debates on leadership and governance. It begins by clarifying key concepts and examining how effective leadership contributes to good governance, particularly in urban environments facing socio - economic pressures. The discussion highlights research on Chitungwiza's governance challenges such as service delivery breakdowns and diminishing public trust while also linking these local issues to broader global conversations on urban governance in developing contexts.

2.2 THEORETICAL FRAMEWORK

This research is guided by two key frameworks that provide the foundation and the basis for addressing the research problem namely Transformational Leadership Theory and the Good Governance framework. Transformational leadership give emphasis to the role of leaders in inspiring trust, collaboration and accountability thereby improving organizational effectiveness with reference to Burns (1978) and Avolio (2004). In parallel, the Good Governance framework serves as a standard for evaluating governance practices across different contexts, underlining principles such as transparency, responsiveness and participation according to World Bank (1989) and United Nations (1992). Together these frameworks create a view through which leadership and governance in Chitungwiza Municipality can be critically examined, offering both theoretical grounding and practical relevance.

2.3 Transformational Leadership Theory

Transformational Leadership Theory introduced by James Mac Gregor Burns in his seminal work *Leadership* (1978) highlights the ability of leaders to inspire and motivate followers toward higher levels of achievement by adopting a shared vision and encouraging personal growth. Burns described transformational leaders as those who connect with their followers on an emotional level, cultivating trust, teamwork and ethical conduct in pursuit of collective goals. This perception is particularly relevant to the study of leadership and governance in Chitungwiza Municipality, as it offers a framework for examining how effective leadership can strengthen governance practices significantly. By applying transformational principles, municipal leaders have the potential to confront systemic challenges such as service delivery failures and declining public trust. The theory's ellaborates on ethical leadership, accountability and community engagement aligns closely with good governance principles making it a useful lens for evaluating the impact of leadership styles on governance outcomes in Chitungwiza.

2.4 GOOD GOVERNANCE FRAMEWORK

The good governance framework is grounded in principles outlined by International Organizations such as the United Nations and the World Bank. The key components include transparency, accountability, participation, rule of law and responsiveness. This framework serves as benchmark for evaluating governance practices in various contexts.

By implementing the Good Governance Framework to the leadership practices in Chitungwiza Municipality, the study can assess on how different these leadership styles or approaches align with or contradict these governance principles. This framework rather allows for an analysis of the effectiveness of municipal leaders in advocating for good governance, identifying areas where leadership practices can be improved to polish good service delivery and community engagement. World Bank (1989) made a report called Sub Saharan Africa from

crisis to sustainable growth where it introduced a key concept of good governance, linking regional crisis to governance issues and underlining the importance of accountability and transparency for effective aid.

2.5 LITERATURE REVIEW:

The intersection of leadership and good governance has garnered significant attention in the academic discourse, with specific reference to urban governance in developing countries. Effective leadership is widely recognized as a critical determinant of successful governance outcomes, as an important aspect of successful governance results as it shapes the decision making processes and the efficiency of local authorities operations. In Zimbabwe where political and economic challenges have proved to be unbeatable over time, the role of leadership in municipalities like Chitungwiza becomes even more pronounced. Scholars such as Northouse (2018) emphasize that transformational leadership can foster an environment conducive to good governance by promoting transparency, accountability and citizen engagement. This type of leadership approach encourages leaders to give their followers a shared vision, aligning their efforts with the broader goals of public service delivery.

South African local councils such as the City of Johannesburg, have faced persistent challenges in providing quality service delivery including poor infrastructure maintenance, financial mismanagement and weak accountability structures. These challenges mirror those observed in Chitungwiza where limited leadership capacity and poor coordination undermine effective governance. Scholars like De Visser (2009) in *Local Government Studies* argue that service delivery failures in South African municipalities erode citizen trust and weaken democratic legitimacy, a point that resonates with Afegbua and Adejuwon's (2012) findings on African governance more broadly. At regional level it is clearly evident that some scenarios are the same with reference to South Africa.

In Zimbabwe scholars have consistently emphasized the service delivery crisis in urban councils. For instance Machingauta (2010) in *Zimbabwe Journal of Public Administration* highlights how political interference and weak leadership have crippled municipal performance while Makumbe (2011) stresses that lack of transparency and accountability in councils like Chitungwiza has led to declining public trust over the years. These perspectives strengthen the findings of this study where respondents linked leadership challenges to poor governance outcomes and proposed actionable strategies such as strengthening accountability, improving communication and enhancing stakeholder engagement to restore confidence in local government.

The complexities of governance in Chitungwiza demands a layered understanding of leadership dynamics. Local governance structures often holds deep rooted issues such as corruption, inadequate infrastructure and service delivery failures. Grindle (2007) critiques the good governance framework for being overly prescriptive, arguing that it may overlook local cultural contexts and political realities that significantly influences governance practices. This perspective underscores the importance of contextualizing leadership theories within the specific socio-political landscape of Chitungwiza.

The principles of good governance first articulated by the World Bank (1989), highlight accountability and responsiveness as essential pillars of effective public service. These principles are critical for building credibility and trust between citizens and their leaders particularly in contexts where communities have long experienced political patronage and entrenched distrust. Avolio (2004) further argue that while transformational leadership can strengthen governance its effectiveness is limited unless leaders also adopt practical strategies that address people's immediate needs. Taken together, these insights suggest that good governance cannot exist in isolation from the people it serves, rather it must be grounded in strong, cooperative relationships between authorities and communities.

Case studies such as Nyikadzino's work (2022-2023) on centre local relations and service delivery in Chitungwiza, alongside the 2023 SAGE Journal article on interactive governance highlight how service delivery improves when citizen participation is embedded into local government processes. Nyikadzino demonstrates that tensions between central authority and local councils often undermine responsiveness but structured collaboration can strengthen accountability and efficiency. Similarly the SAGE study shows that interactive governance where citizens are actively engaged in decision making creates more inclusive and transparent systems, ensuring that services reflect community needs. Together, these perspectives illustrate that participatory approaches not only bridge institutional gaps but also enhance trust and effectiveness in local service delivery.

The literature highlights a strong connection between leadership styles and governance outcomes. In urban municipalities such as Chitungwiza, the application of transformational leadership when adapted to the local context has the potential to enhance governance effectiveness. However scholars emphasize that a single leadership model is insufficient instead, an integrated approach that combines diverse leadership styles and consistently involves citizens in decision making is necessary to address the municipality's recurring challenges. This body of work provides a foundation for further empirical research and supports the development of recommendations aimed at strengthening participatory governance in Chitungwiza. Meaningful improvements can only be achieved if municipal leaders actively listen to community concerns, embrace constructive criticism and align their agendas with the needs of the people rather than imposing top down solutions.

The literature on leadership and good governance clearly indicates the importance of effective leadership in fostering effective governance outcomes. However much of this scholarship tends to be of favour to transformational leadership as one size fits all solution often neglecting the complexities of local political dynamics and cultural factors. Grindle

(2007) critiques the good governance framework for being overly prescriptive suggesting that universal theories may not adequately address the unique challenges faced by municipalities in Zimbabwe. This raises need for a more nuanced understanding that incorporates various leadership styles and adapts them to local realities.

There is a significant gap in empirical research connecting leadership behaviours to governance outcomes .The existing literature usually focuses on theoretical frameworks without adequately illustrating their practical application. This oversight limits the ability to draw actionable insights for local leaders. Additionally the voices of citizens are frequently absent from governance discussions which undermines the effectiveness of leadership practices. Future research should prioritize community engagement and explore how diverse leadership styles can better meet local needs, thereby enhancing governance effectiveness and sustainability in the municipality.

2.6 RELATED STUDIES TO LEADERSHIP AND GOOD GOVERNANCE

Marondera Municipality presents an interesting case in the study of leadership and good governance because it reflects both the opportunities and challenges faced by local authorities in Zimbabwe. On one hand the municipality has tried to align itself with national policies such as devolution and the “smart city” vision, showing a commitment and assurance to strategic leadership and long term planning. This has included efforts to improve and advance service delivery, strengthen community participation and position Marondera as a hub for agriculture and commerce. On the other hand, the municipality still struggles with resource constraints, limited financial capacity and occasional gaps in accountability which slow down progress. What makes Marondera notable is that, unlike municipalities such as Chitungwiza that are often associated with governance scandals. Marondera has demonstrated a stronger emphasis on reform and citizen engagement even though the results are mixed. This balance of promise

and challenge makes it a valuable case study for understanding how leadership practices and governance structures can shape municipal performance in Zimbabwe.

2.7 WHERE THIS RESEARCH FITS WITH EXISTING LITERATURE

This research builds upon existing scholarship by addressing recognized gaps within the study of local governance. As reflected in the topic "Leadership and Good Governance: A Case of Chitungwiza Municipality," the study focuses on a specific dimension of governance in Zimbabwe thereby contributing a localized perspective to broader debates. It complements prior literature by underscoring the importance of transformational leadership and citizen participation while also incorporating the realities of local politics and the challenges that accompany them. Because the study relies on empirical data drawn directly from Chitungwiza Municipality, it is expected to generate practical insights that can inform strategies for improving governance and leadership effectiveness. In doing so, it adds to the growing body of work on sustainable urban governance in developing countries offering lessons that extend beyond the immediate case study.

2.8 CHAPTER SUMMARY

This chapter offered a broad examination of the relationship between leadership and good governance with particular attention to the case of Chitungwiza Municipality. It began by clarifying key concepts and reviewing literature that underscores the significance of leadership approaches such as transformational leadership in strengthening governance outcomes. The discussion also critiqued frameworks like the Good Governance model, noting their prescriptive tendencies and limited sensitivity to local political realities. Furthermore, it identified gaps in empirical research that connect leadership behaviours to governance effectiveness, while stressing the central role of citizen participation in decision-making. By weaving together these insights, the chapter laid the foundation for the empirical investigation

of leadership challenges in Chitungwiza and pointed toward practical recommendations for improving governance within the municipality.

CHAPTER THREE

3.0 RESEARCH METHODOLODGY AND DESIGN

3.1 Introduction

This Chapter outlines the research methodology and design used to explore the relationship between leadership and good governance in Chitungwiza Municipality. Employing a mixed method approach, the study join in qualitative methods such as interviews and focus groups with key stakeholders. There is going to be quantitative surveys which are going to target the community at large. By so doing this combination allows for a comprehensive analysis of leadership practices and governance challenges, ensuring that the findings are both straight foward and contextually relevant. By tailoring the methodology to the specific dynamics of Chitungwiza, this Chapter aims to provide actionable insights for improving governance in the municipality.

3.2 RESEARCH PHILOSOPHY

Research is always guided by foundational beliefs that shape how knowledge is understood and interpreted. These assumptions influence the way researchers frame their inquiries and make sense of data. The philosophical stance underpinning this study is pragmatism, which emphasizes the practical value of research and its ability to address real world problems. Pragmatism is mainly relevant for examining leadership and governance in dynamic urban contexts such as Chitungwiza where shifting social and political conditions significantly affect outcomes or rather results. By adopting this approach, the study prioritizes solutions that are not only theoretically sound but also practically applicable to the municipality’s governance challenges.

By adopting a pragmatic approach this research recognizes the importance of both qualitative and quantitative methods in understanding the multidimensional nature or outlook of governance challenges. It allows for flexibility in the data collection process and analysis

enabling the integration of diverse perspectives from municipal leaders, community members and other stakeholders. This approach not only facilitates a comprehensive examination of leadership practices but also elaborates the relevance of findings in informing policy and promoting effective governance in Chitungwiza. Ultimately, the pragmatic philosophy ensures that the research is grounded in realities of the local context, aiming to produce actionable insights that can improve governance and aswell as public service delivery.

3.3 RESEARCH METHODOLOGY

For this research I have used a mixed method research approach as this being the most fundamental for my topic. The mixed method being the combination of qualitative and quantitative approaches, a more complete picture of the thing in question could be obtained by examining more than one way of thinking. On the Qualitative there will be semi structured interviews and focus group discussions with the community, community leaders and residents as the members of the community to establish the perceptions and views of the residents of Chitungwiza urban in the use of leadership styles and governance. With these interviews I examine in more details the perceptions of leadership effectiveness and governance issues and developments affecting the community of Chitungwiza this then gives light that that there are two methods that fill each other gaps left by the other.

The Quantitative component surveys will be carried out to a large sample of residents within Chitungwiza. The survey will include closed ended questions specifically designed to measure public perception or views of leadership effectiveness, the level of trust they have in governance, service delivery satisfaction and accountability. The Quantitative data will provide statistical insights and trends, allowing for generalizations about the broader population. This component helps to quantify the relationship between leadership styles and governance outcomes offering empirical support to the qualitative findings.

By implementing these research methodologies, the research in turn effectively addresses the complexities of leadership and governance in Chitungwiza, enabling a holistic analysis that informs practical recommendations for improving governance practices in the municipality.

3.4 RESEARCH DESIGN

The study adopted a convergent parallel design to capture the complex dynamics influencing both leadership and governance. This approach allowed qualitative and quantitative data to be collected all together within a single phase of investigation. By integrating these two strands of evidence, the research was able to generate a more comprehensive understanding of how leadership styles interact with governance outcomes in Chitungwiza. The design thus provided a balanced perspective combining statistical measures with lived experiences to strengthen the validity of the findings.

The research design integrates both qualitative and quantitative components to capture a fuller picture of governance dynamics in Chitungwiza. On the qualitative side, semi structured interviews were conducted with key stakeholders including municipal leaders to gather in depth insights into leadership practices and governance challenges. Complementing this, a structured survey was administered to residents, combining closed and open ended questions. This allowed the study to collect measurable data on perceptions of leadership, governance and service delivery while also giving participants space to express their views in their own words. Together, these methods provided a balanced approach that strengthened the reliability and richness of the findings.

By employing this convergent parallel design, the research aims to provide actionable insight into leadership and governance in Chitungwiza ultimately giving relevant contribution to improved practices and policy recommendations.

3.5 POPULATION SAMPLE

The population will consist of a spectrum of stakeholders (actors) that play a role in governance of the Chitungwiza Municipality. These stakeholders will include the municipals leaders like councilors, administrators and departmental heads involved in policy formulation and service delivery will form part of this population. Community members from either sex and a span of ages, socio economic groupings and educational categories constitute the study population. Representatives of civil society organizations involved in service delivery and advocacy will also constitute the population.

For sampling, a purposive approach was adopted for the qualitative component, focusing on key informants such as municipal leaders and civil society representatives. Between 15 and 20 participants were selected for semi-structured interviews and focus group discussions to capture a wide range of views. For the quantitative component, a stratified random sampling method was employed to ensure representation across demographic groups within the community. Approximately about 50 residents were surveyed, generating statistical data on perceptions of leadership and governance. This dual sampling strategy was justified as it enabled in-depth exploration of leadership practices and governance challenges through purposive sampling, while the stratified random sample ensured that quantitative findings reflected the diversity of Chitungwiza's population. By clearly defining the population and sample, the study sought to provide comprehensive insights into the relationship between leadership and good governance in the municipality.

3.6 SAMPLING METHODS

The sampling methods in this research are Purposive Sampling and Stratified random sampling.

Purposive Sampling: This sampling method will be utilized for the qualitative component of the research. Key informants such as municipal leaders, local government officials and representatives from civil society organizations are selected based on their specific knowledge and experience regarding governance practices in Chitungwiza. This method allows for the collection of rich, relevant insights that directly address the research questions ensuring that the most informative perspectives are included in the study.

Stratified random sampling: For the quantitative component, stratified random sampling will be employed to ensure representation across various demographic groups within the Chitungwiza community. The population is then divided into strata based on characteristics such as age, gender, socio-economic status and educational level. A random sample of about 300 residents will be taken from each stratum, which will help capture diverse viewpoints and improve the generalization of the research findings.

These sampling methods are designed to provide a comprehensive analysis of leadership and governance in Chitungwiza, joining in depth qualitative data which statistically significant quantitative data.

3.7 Data Collection methods

The primary data collection methods for my research will be Interviews and surveys. The secondary or data documentary collection methods Literature review and documents and reports will be used for my data collection methods.

Primary data collection methods:

3.8.1 Interviews

Semi structured interviews will be conducted with key stakeholders including municipal leaders, councillors and representatives from civil society organizations. These interviews are intended to capture detailed accounts of experiences and perspectives related to livelihood practices and governance in Chitungwiza. By engaging directly with individuals who play

critical roles in local governance, the study aims to uncover nuanced insights into both the challenges and opportunities facing the municipality.

3.8.2 Surveys

A well designed questionnaire is directed to certain residents in Chitungwiza. The same will comprise of open and closed ended questions to determine views of leadership styles, governance satisfaction as well as service delivery effectiveness.

3.8.3 Secondary/Data documentary collection methods

This include academic journals, books and reports that discuss theories that are of relevance, frameworks and case studies related to governance practices in Zimbabwe and other contexts.

In addition to interviews and surveys, the study will analyze official documents such as municipal governance reports, policy papers and strategic plans produced by Chitungwiza Municipality. Examining these records provides valuable insight into the existing governance frameworks, leadership practices and performance indicators that shape municipal operations. Document analysis will therefore serve as a complementary source of evidence, helping to contextualize stakeholder perspectives or rather views and validate findings from primary data collection.

All this aims to gather comprehensive insights into the relationship between leadership and good governance in Chitungwiza Municipality.

3.9 VALIDITY AND RELIABILITY

Validity refers to the extent to which a research instrument measures what it is intended to measure. Reliability refers to the consistency and stability of a measurement instrument over time, ensuring that data collection method yields stable and consistent results. Validity is evaluated through several forms consisting of content validity which ensures that survey and interview questions comprehensively cover the constructs of leadership effectiveness and governance outcomes. The validity is evaluated to confirm that the instruments accurately

measure the theoretical concepts they are intended to represent. Validity verifies how well these measures predict established benchmarks of good governance.

Reliability in this study focuses on the consistency of the data collection instruments. Internal consistency will be assessed using Cronbach's alpha, ensuring that related survey items produce comparable responses. In addition, test and retest reliability will be examined by administering the same instruments to participants at different points in time to confirm the stability of results. By addressing both validity and reliability, the study seeks to generate findings that are robust and trustworthy, offering meaningful insights into the relationship between leadership styles and governance outcomes in Chitungwiza.

3.10 PILOT TESTING OR PRETESTING THE QUESTIONNAIRE

Pilot testing or pretesting the questionnaire involves administering the survey to a small group of respondents before the main study. This process aims to identify any issues or problems related to question clarity, instructions and overall flow allowing researchers to refine the questionnaire for better accuracy and also the aspect of reliability. Feedback from participants is used to assess whether the questions have efficiently captured the anticipated constructs and to ensure that the respondents understand them as intended. By addressing ambiguities and difficulties, pilot testing enhances the quality of the data collected in the main study and improving the validity of the research findings. This therefore gives clear steps in which to move with for better results.

3.11 ETHICAL CONSIDERATIONS

The ethical considerations are going to comprise of ensuring informed consent, where participants are fully briefed about the study purpose and their right to withdraw at any time. Confidentiality must be maintained, making sure that all responses are anonymised to protect participants' identities. Voluntary participation is essential with no coercion or undue influence exerted on respondents. Researchers must also uphold data integrity by accurately reporting

findings without any manipulation whatsoever. Additionally, it is important to treat all participants with respect and sensitivity particularly when discussing potentially sensitive topics related to governance and leadership. Adhering to these ethical principles is important for maintaining trust and the well-being of all participant involved.

3.12 CHAPTER SUMMARY

Chapter 3 outlined the research methodology and design for the study *Leadership and Good Governance: A Case of Chitungwiza Municipality*. The chapter situated the research within a pragmatic philosophy giving emphasis to the value of practical, context-sensitive findings. A parallel mixed methods design was adopted, allowing qualitative and quantitative data to be collected all together. Semi-structured interviews with municipal officials, civil society representatives and residents provided in-depth insights, while a structured survey administered to a stratified random sample of 30-50 residents offered generalizable measures. Primary data collection methods included questionnaires, interviews and surveys, complemented by secondary sources such as municipal statistical reports. Together, these approaches ensured a comprehensive understanding of leadership practices and governance challenges in Chitungwiza.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents, analyses and discusses the findings produced from the data collected in the study. The information was gathered from staff and residents of Chitungwiza Municipality through qualitative methods such as interviews, group discussions and informal conversations. The aim of this chapter is to interpret what participants said and to connect those views to the research problem and the study objectives. After collecting the data, the researcher organised and analysed the responses using a thematic approach. This involved coding the information and grouping related ideas together so that meaningful themes could be identified. The themes presented in this chapter reflect participants' experiences and opinions about leadership practices and how these influence governance in the municipality.

In addition to presenting the findings, this chapter discusses the themes in relation to existing concepts and the frameworks guiding the study, namely Transformational Leadership Theory and the Good Governance framework. This discussion helps explain why certain issues emerged, what they mean for governance performance in Chitungwiza, and how the findings contribute to understanding leadership effectiveness and good governance in a local government setting.

4.2 DATA PRESENTATION

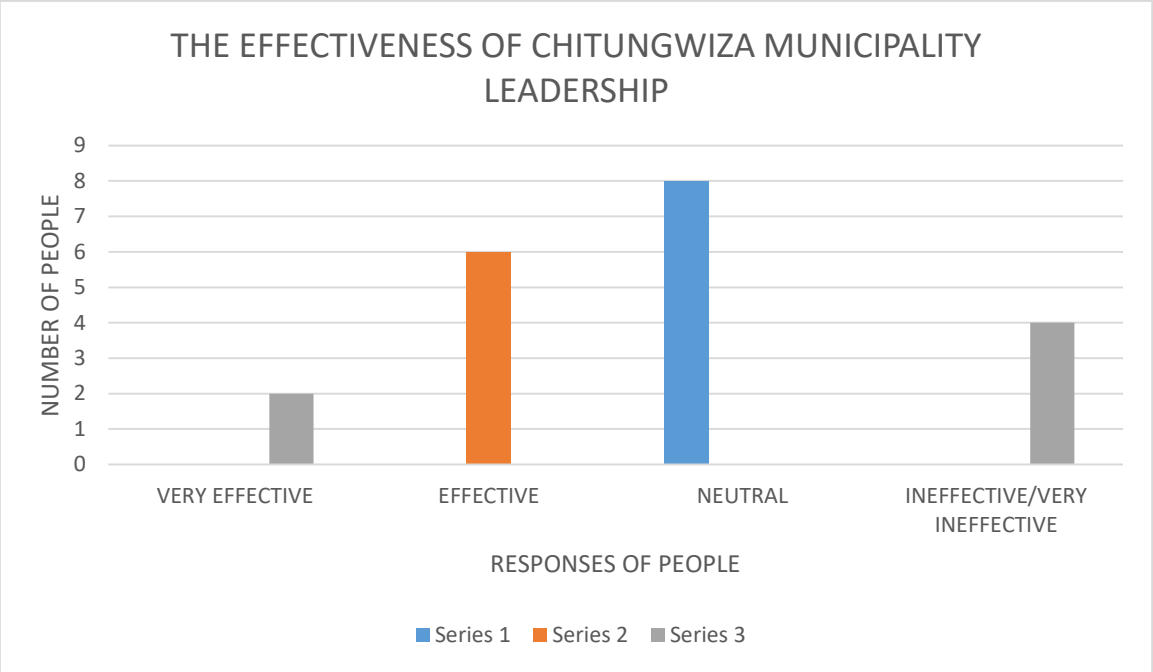

Fig 4.1

N= 20

PIE CHART

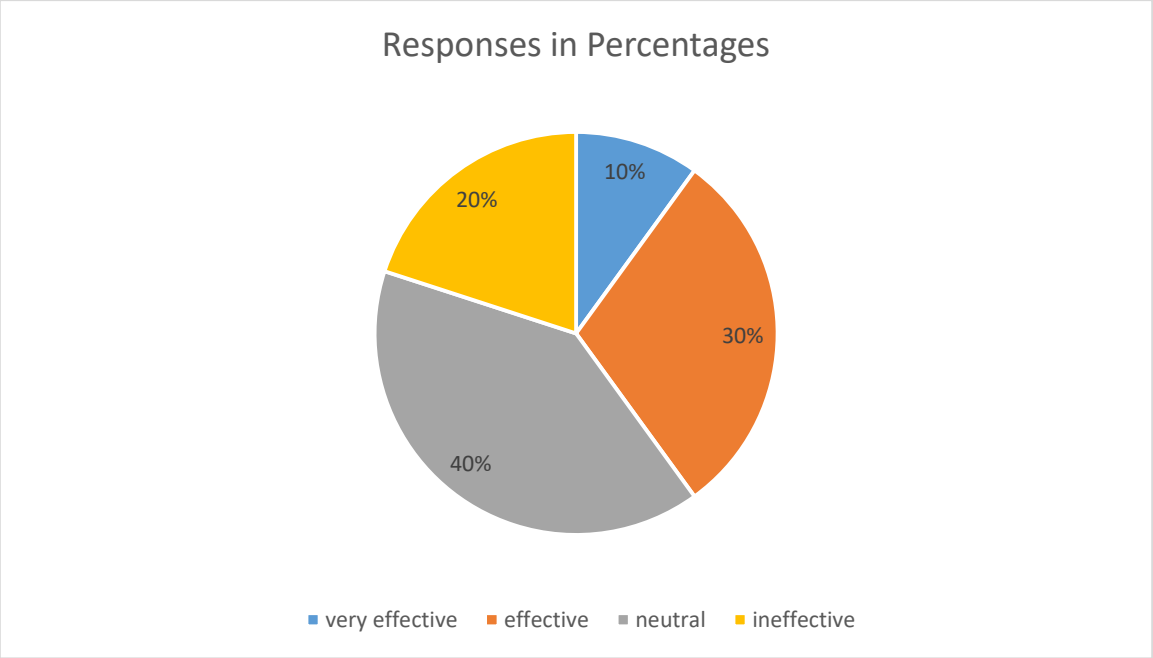

Fig 4.1.2

Very effective = 2/20 × 100 = 10%

Effective = 6/20 × 100 = 30%

Neutral = 8/20 × 100 = 40%

Ineffective = 4/20 × 100 = 20%

4.2.2 Demographic profile of Respondents

Data were collected from 20 participants to assess the effectiveness of leadership within Chitungwiza Municipality. The distribution of responses discovered a mixed evaluation with a important proportion of respondents adopting a neutral stance toward municipal leadership. Of the participants, 10 were community members drawn from local areas such as Zengeza 2 and Unit B, while the remaining 10 were municipal staff. The inclusion of community members aged between 20 and 60 made sure that youth perspectives were represented alongside those of older residents, providing a balanced view of public opinion and perspectives on governance and service delivery.

4.3 Data analysis and Discussion

This section describes how the qualitative data produced by the study were analysed. The qualitative information was obtained from multiple sources including in depth interviews, group interviews, focus group discussions and informal discussions with participants. In accordance to the dissertation guide, the study used a thematic approach to examine qualitative data. Under this approach, the analysis involved coding of data from interview and discussion texts according to emerging themes. It is argued in qualitative research that themes are abstract constructs meaning they are not merely repeated statements but ideas the study identifies because they capture meaningful patterns in participants narratives. Accordingly themes were developed by considering both the relevant literature reviewed for the study and recorded interview data produced during data collection.

4.3.1. Linking themes to Research Questions

To ensure that the analysis addressed the study objectives, the themes were organised and interpreted according to Research questions.

What are the leadership challenges faced by Chitungwiza Municipality

Themes under this question took note of the challenges participants identified, including problems related to leadership capacity, decision making, coordination, accountability, communication and effectiveness of leadership functions. Respondents emphasised several leadership challenges some in which I took note a respondent saying,

"Vatongi vedu havana kugona kuita sarudzo inobatsira vagari, zvinoita sekuti havana hunyanzvi hwakakwana." (The leaders do not make decisions that helps residence which makes us question their leadership).

This showing that the leadership somehow lacks experience in their responsibility taking somehow. Another response I noted mentioned that,

"Pane kushaikwa kwekubatana pakati pemadhipatimendi, zvichiita kuti zvinhu zvinyanye kunonoka." (There is lack of unity among council departments which causes response delays).

We can closely see that there is absence of unity in between the 8 departments at the municipality leading to slow responses even on urgent issues that need attention within a short period of time.

Timothy O'Shannassy (2021) recognizes persistent leadership capacity gaps and weak strategic decision making as repeated organizational challenges. Similarly Cristine de Clercy (2025), writing in Politics and Governance, underscores the growing complexity of contemporary leadership particularly in contexts marked by fragile governance structures. She argues that leadership extends beyond decision making to the difficult task of balancing accountability, coordination and public trust. De Clercy further notes that limited leadership capability often results in poor decisions and ineffective communication which in turn undermine institutional legitimacy and service delivery. Her analysis reinforces the view that leadership challenges are not isolated incidents but recurring patterns of dysfunction that cut across both political and organizational systems.

4.3.2. Impact of leadership challenges on governance practices in Chitungwiza

Themes under this question focus on participants' explanation of how leadership challenges affected governance practices such as service delivery, accountability, transparency, responsiveness, adherence to produce, public trust and the overall effectiveness of governance. With relation to this theme and research question another individual or member of the community in Zengeza elaborated in their own words and perspective that

"Nekuda kwekushaikwa kwehutungamiri hwakasimba, mabasa ekutipa mvura nekufambisa marara haasi kufamba zvakanaka." (The lack of strong leadership has led to insufficient service delivery like water).

This strongly implies that the leadership are failing to provide to the people basic services that should have a smooth flow to show that there is good governance at hand. Another bonus perspective from the resident mentioned that:

"Vagari havachavimbi nehurumende yemumusha nekuti hapana kujeka kana kujekeswa kwezviri kuitwa." (The residents no longer trusts the leadership due to lack of transparency).

Which shows that the residence no longer have trust with the leadership at large.

A relevant scholar to note, who wrote on the theme of impact on governance practices in Africa is none other than Manu et al (2019). He wrote on the view that

emphasizes that poor leadership practices erode public trust and weaken democratic governance institutions. This is very much in sync with what the respondents were saying that trust is eroding gradually with the leadership of Chitungwiza municipality and this is not only happening there but also at other municipalities namely Bindura municipality.

4.3.3. Strategies for improving leadership effectiveness in promoting good governance

Themes under this question got hold of recommended actions proposed by participants. These included leadership improvement approaches such as strengthening accountability structures, improving transparency and communication. Enhancing planning and implementation improving stakeholder engagement and strengthening leadership performance systems. Respondents also had their own views to this as another respondent at random mentioned that

"Kana kutaurirana kukavandudzwa, vagari vanoziva zviri kuitwa uye vanobatana nevakuru."

This is therefore a good initiative as to leadership improvement with regards to coordination with its people.

Nuhu (2024) is another scholar who spoke on this notion of improvement as she advocates for transparency, accountability, participatory governance and stakeholder engagement as key improvement strategies. This is also in the agenda of vision 2030 of Chitungwiza municipality as shown below.



Fig 4.2

The Vision of Chitungwiza municipality is to provide reliable quality services for sustainable growth, making sure that they uphold their core values which are to foster for accountability, transparency, teamwork, integrity and agility. This in which answers some of the wishes and desires of the people in the community at large.

4.4 Implications of the findings

The high proportion of neutral responses (40%), 15 people suggests that municipal leadership performance may be perceived as average, inconsistent or not clearly visible to residents.

Public service neutrality is often a “mixed experience”, where residents experience some better services but also perceive ongoing gaps in service provision, communication or responsiveness. This has governance importance because when people are unsure of whether leadership is performing well, it can cause reduced participation in community life and undermine the social reinforcement essential to bring about further improvement.

In addition, the 20%, (7people) negative views indicates that there are governance shortcomings that affect a portion of the community. Where leadership is perceived as ineffective, residents may lose trust in municipal processes and this can undermine accountability and cooperation. Research on public accountability and service delivery highlights that trust and perceptions of effectiveness influence citizen willingness to participate in governance and support improvement initiatives OECD (2017) and World Bank (2017). Therefore, the findings imply that Chitungwiza municipal leadership should focus on improving areas that are driving negative evaluations, while also converting neutral respondents into satisfied stakeholders through visible performance gains.

Findings also suggest that strengthening leadership effectiveness might call for more than policy plan that is stronger service delivery performance, ongoing dialogue and feedback so that residents see what is being achieved and for what purpose. Research on governance and transparency consistently finds that there's improved citizen response when institutions are transparent and results can be proven OECD (2022) and World Bank (2017).

4.5 Chapter Summary

This chapter identified three main themes that directly addressed the research questions. First respondents pointed to leadership challenges such as weak decision making, poor coordination, limited capacity, lack of accountability and ineffective communication. These concerns reflect De Clercy's (2025) observation that contemporary leadership often struggles with ethical dilemmas and institutional weaknesses. Second participant described how these leadership shortcomings undermine governance noting that service delivery, transparency, accountability, responsiveness, adherence to procedures and public trust have all been compromised. This perception is consistent with Afegbua and Adejuwon (2012), who argue that leadership failures across Africa regularly result in governance crises. Finally, respondents suggested strategies to strengthen leadership effectiveness including reinforcing accountability structures, improving transparency and communication, enhancing planning and implementation, fostering stakeholder engagement and strengthening performance systems. These recommendations align with Nuhu (2024) and Geerts (2024) who emphasize participatory governance and structured leadership development as pathways to reform. Overall, the chapter demonstrated that participants' voices communicated in both Shona and English closely mirrored scholarly viewpoints offering a comprehensive view of leadership challenges in Chitungwiza Municipality, their impact on governance and possible strategies for improvement. The analysis was grounded in qualitative data collected through interviews, focus group discussions and informal conversations interpreted using a thematic approach.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH

5.1 Introduction

Chapter Five presents the summary of the study, the conclusions drawn from the findings and the recommendations made to improve leadership effectiveness and strengthen good governance in Chitungwiza Municipality. This chapter also highlights the areas for further research, based on gaps identified during the study. The chapter is organized to bring together what the study set out to achieve. In particular, it addresses the research questions that guided the investigation which focused on leadership challenges faced by Chitungwiza Municipality, how these challenges affect governance practices and what strategies could be implemented to improve leadership effectiveness in promoting good governance. Overally, Chapter Five provides a clear and logical end section to the dissertation by summarising the main results, interpreting their meaning and offering practical suggestions for stakeholders. It also serves as a basis for future studies that may build on the findings and expand knowledge on leadership and governance in the local government context.

5.2 Summary of Research

This study focused on leadership and good governance in Chitungwiza Municipality. The research aimed to identify leadership challenges affecting governance practices and to propose strategies that could improve leadership effectiveness and strengthen good governance. The study was guided by three research questions namely the leadership challenges faced by

Chitungwiza municipality, the impact of these challenges on governance practices in Chitungwiza and the strategies that could be implemented to improve leadership effectiveness in promoting good governance. In Chapter 2 the main focus was on literature review and theoretical framework that helped give essential answers to the research problem. Chapter 3 focused on research methodology and design which was essential for how I was going to carry out chapter 4. In analysing the qualitative data collected through interviews and discussions, three main themes emerged. In Chapter 4 findings shows the need to prioritise timeliness. Both staff and residents indicated that one of the most urgent areas for improvement is reducing the time it takes to respond to complaints. This suggests that delays in handling complaints negatively affect trust in municipal leadership and weaken perceived service delivery effectiveness.

Secondly, the findings showed that institutionalising engagement is important for strengthening good governance. Participants recommended creating programmed and well publicised ward forums, together with feedback loops that would feed directly into departmental planning. This theme indicates that leadership effectiveness improves when residents are given consistent platforms to raise concerns and when municipal departments use that feedback in their work planning and decision making.

Third, respondents proposed strategies related to streamlining approvals. Staff recommended clearer delegation of responsibilities and faster Town Clerk sign off ’s for routine operational matters. This theme suggests that governance performance can be improved by reducing bureaucratic bottlenecks and ensuring that routine administrative processes do not unnecessarily slow down implementation.

Municipality requires attention to service responsiveness, resident participation and efficient administrative processes. The study therefore concludes that addressing complaint

response delays, strengthening structured engagement with residents and speeding up routine approvals are key steps that can support improved governance outcomes in the municipality.

5.3 Conclusions (Do the Findings Support Existing Theories?)

This study was anchored in two conceptual frameworks outlined in Chapter Two namely Transformational Leadership Theory and the Good Governance framework. The research examined leadership practices within Chitungwiza Municipality and their influence on governance outcomes while also considering strategies that could strengthen leadership effectiveness to promote good governance. Findings from the qualitative data revealed broad alignment with both frameworks but they also emphasized that theoretical recommendations must be translated into concrete administrative actions if meaningful change is to be achieved, Burns (1978) and World Bank (1989).

5.3.1 Support for Transformational Leadership Theory

The initial theme to arise was managing urgency where respondents highlighted one mainly fast complaint replies as the issue most needing urgent attention. Transformational leadership theory states that outstanding leaders establish a culture that encourages and stimulates individuals towards common objectives, such as greater success and efficiency. The findings of this research back up this theory as complaint response time can be seen to be slow, proposing that workforce leadership is not yet motivating a culture of efficiency, dedication and quality of service delivery within the organization.

A possible explanation of why the results seem to be as they are is that transformational influence is hard when everyday managerial procedures are not focused on apparent service targets. Despite leaders well motivated efforts, residents would endure a governance failure if the organisation does not adapt swiftly. Because of this, the theme seems to

imply that leadership must direct employees with more direction, monitoring and concrete service commitments.

The second theme, institutionalising engagement also supports transformational leadership theory. Transformational leaders are expected to build trust and collaboration and encourage meaningful participation. By recommending scheduled and well publicised ward forums and feedback loops that feed into departmental plans, respondents were essentially calling for leadership that listens to citizens and translates citizen concerns into action. This is consistent with the transformational idea of building shared goals and improving relationships between leaders and the community.

The third theme on streamline approvals also generally supports transformational leadership theory in its findings. Transformational leaders are expected to improve organisational performance by removing difficulties for teams to perform. The plan to have more explicit delegation levels and quicker Town Clerk authorisations indicates that staff have limitations that hinder their decision making capacity. If bureaucratic hurdles are not alleviated, then the transformational leadership may not be working well.

5.3.2 Support for the Good Governance Framework

The themes also align strongly with the Good Governance framework, which provides a benchmark for evaluating governance practices. Good governance focuses on principles such as responsiveness, accountability, participation, transparency and effectiveness of institutions.

- Prioritise timeliness directly connects to responsiveness. Respondents' emphasis on faster complaint response indicates that governance is being judged by how quickly municipal systems respond to citizens' needs.

- Institutionalise engagement connects to participation and accountability, because ward forums and feedback loops create channels through which citizens can influence planning and hold the municipality accountable.
- Streamline approvals connects to effectiveness and efficiency. When approvals are slow or unclear, service delivery becomes inefficient and governance effectiveness is weakened.

The results therefore show that from the perspective of respondents, good governance in Chitungwiza Municipality depends not only on leadership intentions but also on whether governance systems operate effectively to deliver timely services and allow meaningful citizen input.

5.3.3 Overall Conclusion

To sum up, our results lend support for both Transformational Leadership Theory and the Good Governance framework. Our findings demonstrate that the effect of leadership quality on governance outcomes can be understood via concrete affordances like responsiveness to citizen complaints, systematic interaction with residents and the expediency of administrative approval processes.

This study also gives a credible reason for the possible occurrence of less effective government where these systems are poorly developed for example delayed response time, weak citizen involvement structures and approval bottle necks leading to loss of confidence to council leadership. As such, this paper indicates that to improve leadership effectiveness, the local government needs not only to improve on leadership capacity but also institute governance reforms that promote performance basing on good governance measures.

5.4 Recommendations

The recommendations below are drawn directly from the study findings and the specific challenges that emerged from participants' responses in Chitungwiza Municipality. They focus on actions that respond to what respondents identified as priorities for improving leadership effectiveness and promoting good governance. Therefore, the recommendations are not based on personal beliefs, but on the practical issues highlighted by the participants and the solutions they suggested during the interviews and discussions.

5.4.1 Prioritise timeliness by reducing complaint response time

One of the most urgent needs is to reduce the time it takes for the municipality to respond to citizens' complaints. Based on this finding, it is recommended that Chitungwiza Municipality sets clear internal deadlines for acknowledging complaints, investigating them and providing feedback to residents.

In addition, leadership should support departments to track complaints systematically so that cases do not remain unattended for long periods. This recommendation directly addresses the challenge of delayed responses that participants linked to weaknesses in governance and service delivery.

5.4.2 Institutionalise engagement through scheduled ward forums and feedback loops

Participants also highlighted that engagement with residents needs to become structured and consistent. In line with this, it is recommended that the municipality establishes scheduled ward forums that are well publicised to residents in advance.

More importantly the forums should be connected to departmental planning through feedback loops. This means that concerns raised by residents should be recorded, reviewed and

translated into actions reflected in departmental plans. This recommendation is based on the finding that irregular engagement weakens accountability and reduces residents' trust in municipal leadership.

5.4.3 Streamline approvals by strengthening delegation and faster Town Clerk sign offs

A further finding from the study was that staff experienced delays in operational matters due to approval processes. Respondents advocated for the need for clearer delegation and faster Town Clerk sign offs for routine activities.

Based on this understanding, it is advisable for municipality to consider revising procedures for approval of daily transactions, provide clarifications on delegation of authority and set time limits for sign offs. This will addresses the particular issue of bureaucratic delays faced by participants by providing an overall systemic solution to a governance challenge.

5.5 Areas for Further Research

The areas of further study are going to be guided by two questions which state;

1. How effective are ward forums and feedback loops in improving citizen participation and governance accountability in Chitungwiza Municipality?

2. What specific factors contribute to delays in complaint response time and administrative approvals in Chitungwiza Municipality, and how can they be reduced?

5.5.1 Quantitative assessment of complaint response timelines

Since one of the major findings was the need to prioritise timeliness (particularly reducing complaint response time), further research should use quantitative methods to measure

complaint response times across departments. This would help establish how long complaints take to be acknowledged and resolved and whether response times differ between wards or categories of complaints.

5.5.2 Evaluation of the impact of ward forums on governance outcomes

The report also highlighted the need to mainstream citizen engagement by institutionalizing ward forums on a regular basis and setting up mechanisms to gather feedback. Further investigation is required to determine if those regular ward forums raise governance performance indicators like accountability, trust in government and delivery of service. Comparative governance performance studies for a period before and after regular ward forums could act as a benchmark for its success in enabling participatory governance as implied by Gaventa & Barrett (2012)

5.5.3 Investigating approval bottlenecks and how they affect implementation

The theme on streamline approvals suggests that delegation clarity and faster Town Clerk sign offs influence operational efficiency. Further research should examine approval processes in detail including identifying where delays occur, what procedural steps cause bottlenecks and how leadership decisions influence administrative efficiency.

5.6 Conclusions

This study set out to study the relationship between leadership practices and good governance results in Chitungwiza Municipality. The findings reveal that persistent service delivery challenges such as unreliable water supply, poor waste management, rundown infrastructure and corruption scandals are deeply connected to weaknesses in leadership and

governance structures. These problems have eroded public trust and hindered socio-economic development, despite the municipality's strategic importance as a commuter hub to Harare.

The research shows that leadership styles play a decisive role in shaping governance outcomes. Weak, transactional approaches that prioritize short term compliance without vision have contributed to inefficiency and declining legitimacy. In contrast transformational and servant leadership models which emphasize accountability, community engagement and responsiveness offer pathways to restoring trust and improving service delivery. The study also highlights that citizen participation is essential for effective governance yet in Chitungwiza, limited engagement has further weakened accountability and responsiveness.

The conclusions of this study highlight the urgent need for leadership reforms that align closely with good governance principles. Strengthening transparency, advocating for meaningful community participation and adopting leadership approaches that inspire and mobilize residents are critical steps toward breaking the cycle of weak governance. By situating Chitungwiza within broader debates on urban governance in developing countries, the research underscores that local leadership capacity is central to resolving service delivery crises and building accountable, sustainable municipal systems.

5.7 Chapter Summary

This chapter has summarized the purpose of the study, outlined how the research questions were addressed and drawn conclusions by linking the findings to the guiding frameworks of Transformational Leadership Theory and the Good Governance framework. The results point out that governance challenges in Chitungwiza Municipality are largely shaped by delays in responding to citizen complaints, the absence of structured platforms for community engagement such as ward forums, feedback mechanisms, inefficiencies in approval processes

that require clearer delegation and quicker sign-offs from the Town Clerk. In response, the chapter proposes targeted recommendations to strengthen accountability, improve responsiveness and institutionalize citizen participation. It also highlights areas for further inquiry including assessing the effectiveness of engagement initiatives and examining the causes of delays in complaint handling and approval procedures in greater detail.

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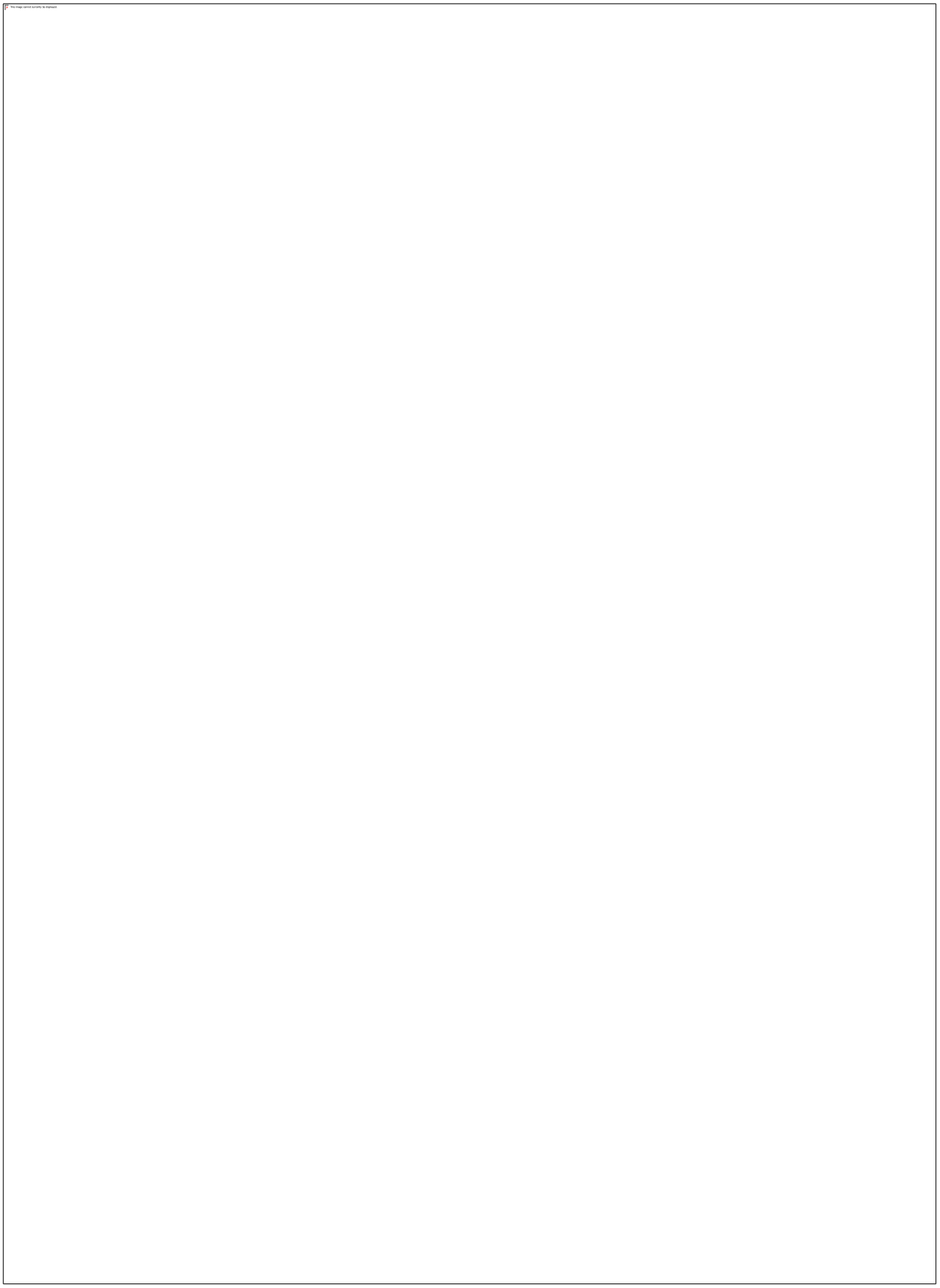
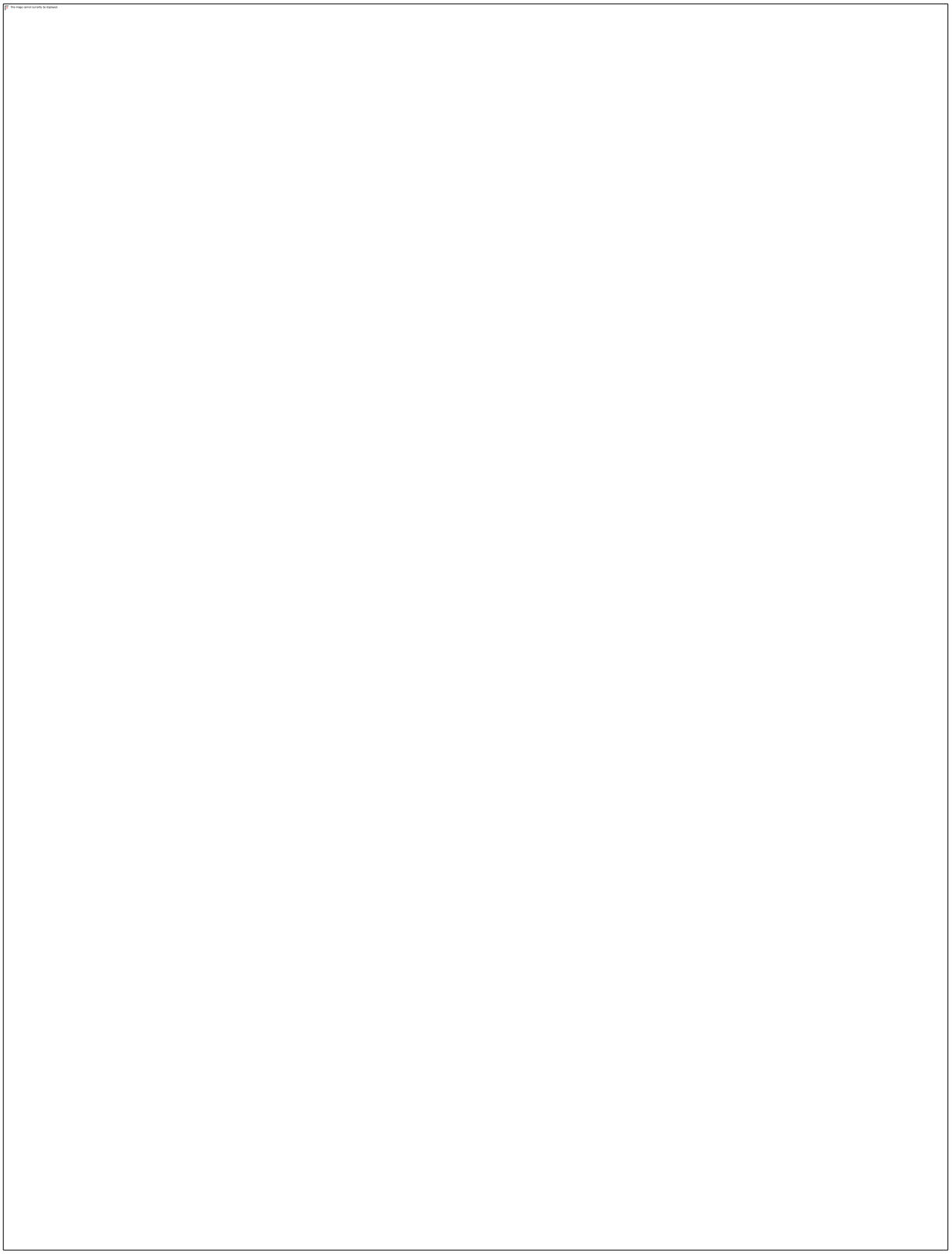
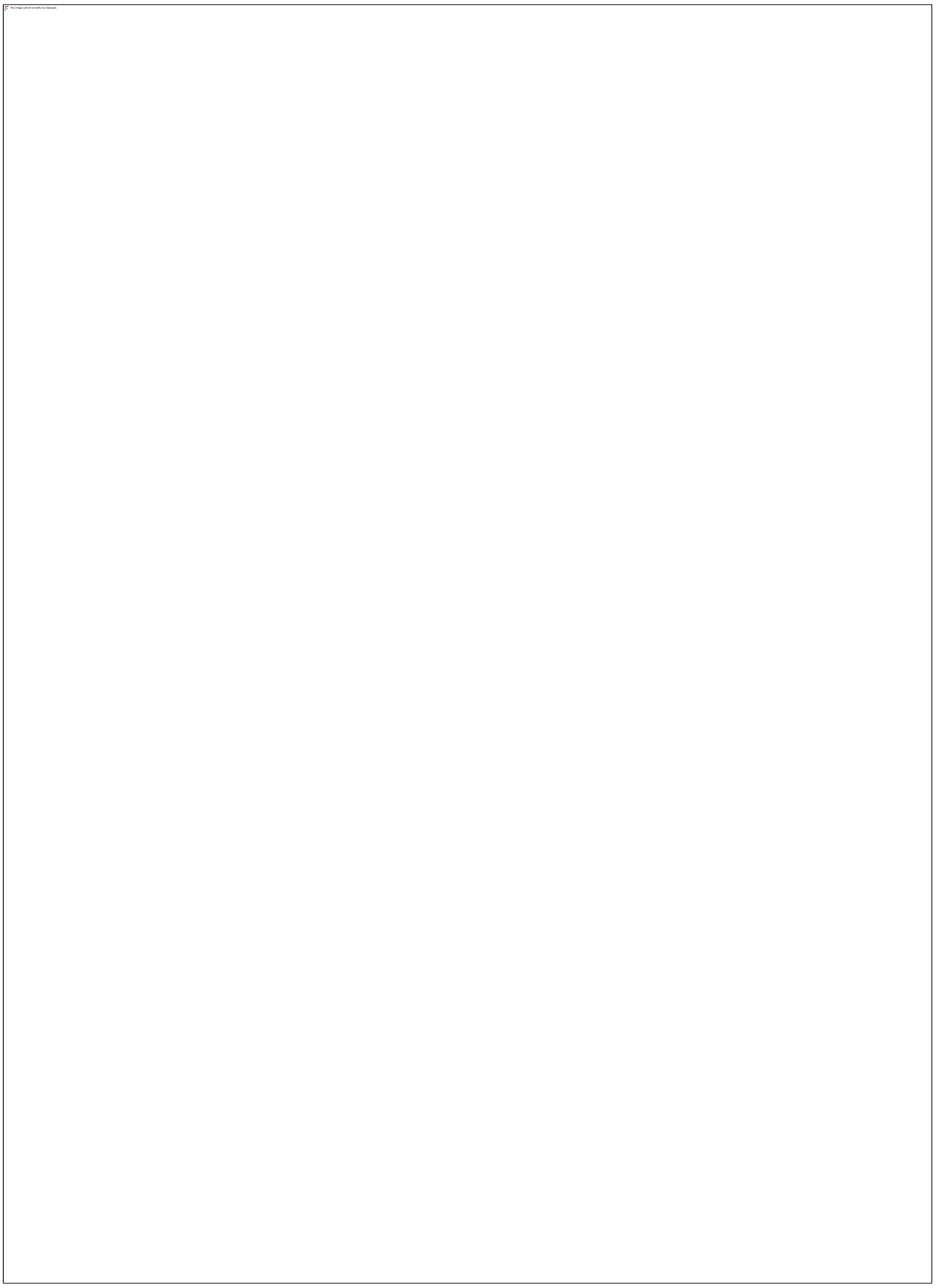
ANNEXURES: Research Letter



APPENDIX 2: APPROVAL LETTER



APPENDIX 3: QUESTIONAIRE



APPENDIX 4: INTERVIEW GUIDE

1. Leadership challenges

What do you think are the biggest leadership challenges currently facing Chitungwiza Municipality?

2. Service delivery impact

In your view, how have these leadership challenges affected the delivery of essential services such as water, waste management and infrastructure?

3. Community trust

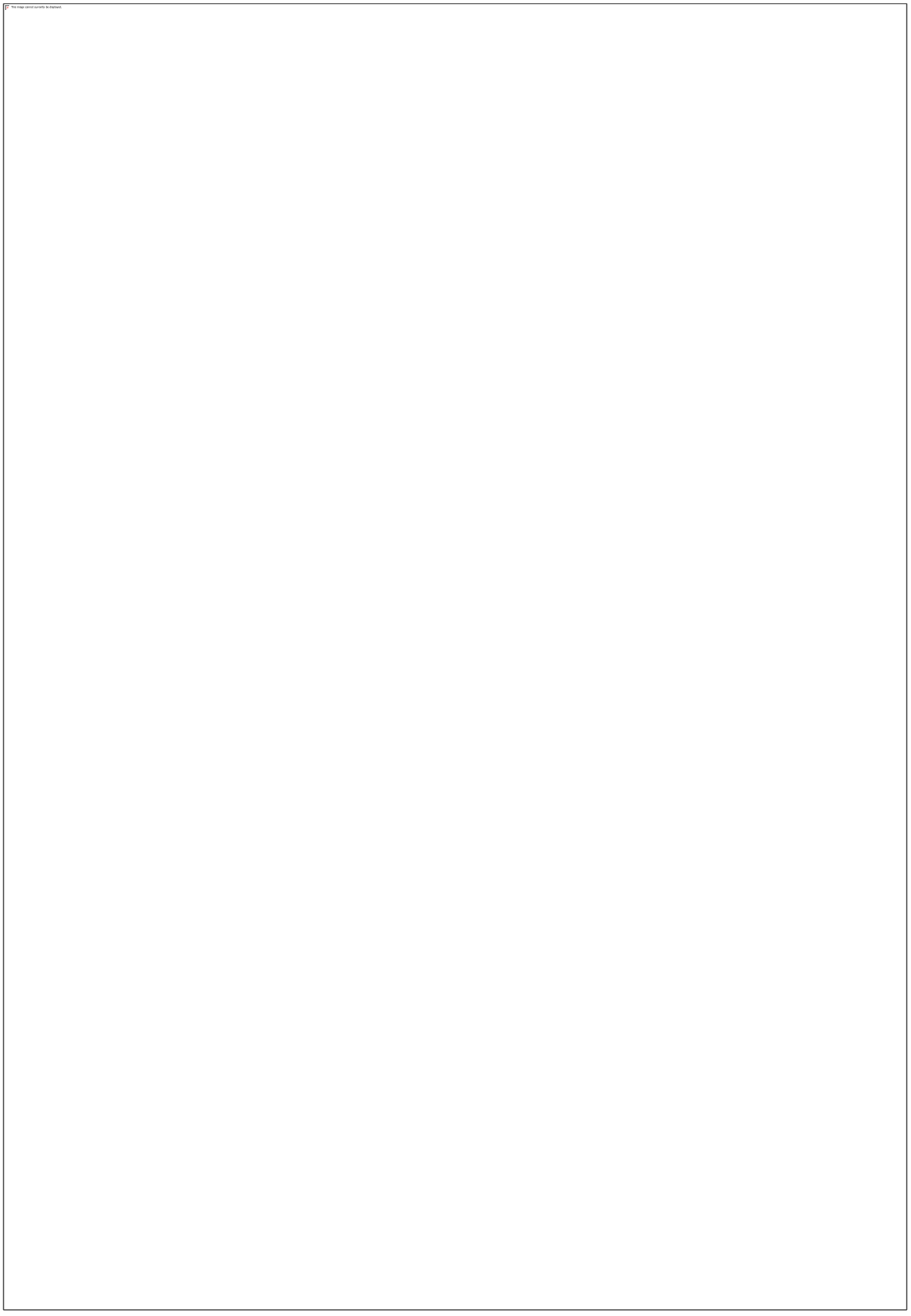
How has the quality of service delivery influenced the level of trust residents have in local government?

4. Citizen participation

To what extent are citizens involved in decision-making processes, and do you feel their contributions are taken seriously by municipal leaders

5. Improvement strategies

What practical steps should be taken to strengthen accountability, transparency and community engagement in the municipality?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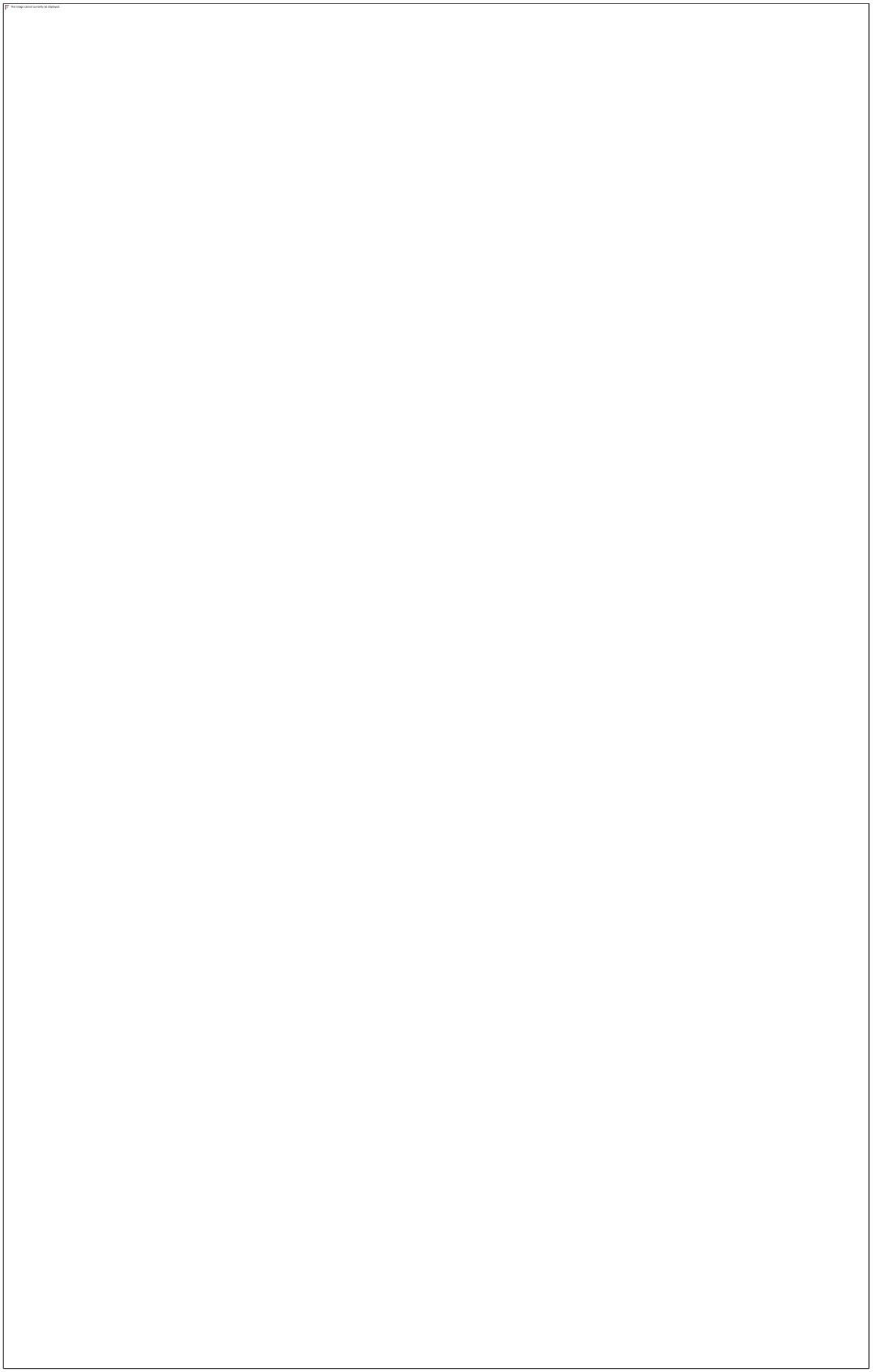
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