

BINDURA UNIVERSITY OF SCIENCE EDUCATION

EXPLORING CORPORATE GOVERNANCE PRACTICES IN MUNICIPALITIES ON SERVICE DELIVERY A CASE STUDY OF BINDURA MUNICIPALITY: ZIMBABWE.

BY

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B224180B

A DISSERTATION SUBMITTED TO THE BINDURA UNIVERSITY OF SCIENCE EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR A MASTER OF SCIENCE DEGREE IN LEADERSHIP AND CORPORATE GOVERNANCE, GRADUATE SCHOOL OF BUSINESS

BINDURA, ZIMBABWE

DECEMBER 2023

APPROVAL FORM

The undersigned certify that they have read and recommended to Bindura University of Science Education (BUSE) for acceptance a Dissertation entitled **"EXPLORING CORPORATE GOVERNANCE PRACTICES IN MUNICIPALITIES ON SERVICE DELIVERY A CASE STUDY OF BINDURA MUNICIPALITY**

by Innocent Dimingo in partial fulfilment of the requirements for the degree of Master of Leadership and Corporate Governance (MLC).



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DEGREE:	MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE
YEAR DEGREE AWARDED:	2023

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DECLARATION

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DEDICATION

"I dedicate this dissertation to my beloved wife Netsayi, daughters Tanaka, Tashinga , Takunda and my Friend Amos Nyamutata, whose unwavering love, support, and encouragement have been my constant source of strength. Your sacrifices, guidance, and prayers have helped me overcome challenges and reach this milestone. I am deeply grateful for your presence in my life.

I also dedicate this work to God, who has blessed me with countless opportunities and blessings. Your grace has sustained me throughout this journey, and your guidance has led me to this moment. I pray that this work may serve as a humble offering to your glory and a testament to your mercy. Thank you for your infinite love and presence in my life."

ACKNOWLEDGEMENTS

"Firstly, I am deeply grateful to my family, who has always been a source of love, encouragement, and support. Their unwavering belief in me and my abilities has been a constant source of motivation, and I am truly blessed to have such wonderful people in my life.

I would also like to thank my friend Nyamutata Amos, who have been a constant source of inspiration and support. Their words of encouragement, late-night study sessions, and unwavering commitment to my success have been invaluable, and I am grateful for their friendship.

I owe a debt of gratitude to my supervisor, Dr F Fundira, who provided me with expert guidance, feedback, and support throughout my research. Their insights, knowledge, and expertise have been invaluable, and I am grateful for their mentorship.

I would also like to thank the respondents who participated in my study. Without their willingness to share their experiences and insights, my research would not have been possible. I am grateful for their time and willingness to participate in my study.

Finally, I acknowledge the grace of God for providing me with the strength, guidance, and wisdom to complete this dissertation. His blessings and divine intervention have been a constant source of comfort and reassurance, and I am grateful for God's presence in my life."

ABSTRACT

The study sought to explore corporate governance practices in municipalities on service delivery in a case study of Bindura Municipality. The specific objectives of the study were to; access the extent of adherence to good governance practices in public institution ; determine the impact of good governance to service delivery in public institutions: to analyze challenges facing good governance in public institutions and determine the relationship between good governance and service delivery in public institutions. Abuse of office, abuse of public funds, corruption kickbacks to municipality police ,delay in decision making and poor technology are factors that has caused stalemate in service delivery in municipalities there by obstructing good governance in public institutions. The root cause of these governance issues have been caused by nepotism, political alignment, politics interference and bureaucracy. Other factors that obstruct quality service relates to physical facilities, equipment, and ability of staff to perform the service accurately courtesy and competence of employees. Overly if good governance practices are neglected service delivery goes into negative.

Keywords: Service delivery, Bindura Municipality, Governance in public institutions, Corruption

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CHAPTER 1

INTRODUCTION

Effective corporate governance is crucial for ensuring accountability, transparency and efficiency in public institutions. Municipalities, as the closest level of government to citizens, play vital role in delivering essential services such as water, sanitation, healthcare and infrastructure however, inadequate corporate governance practices in municipalities can lead to inefficiencies, corruption and poor service delivery ultimately affecting the wellbeing of citizens.

This study explores corporate governance practices in municipalities, examining the structures, processes and mechanism in place to ensure responsible decision making and accountability. By investigating the relationship between corporate governance and service delivery, this research aims to identify the best practices, gaps and areas for improvement, ultimately contributing to enhanced municipal governance and better service for citizens

1.1 Background of the Study

Corporate governance in municipalities is a critical factor in ensuring effective service delivery and promoting sustainable development. Globally the United Nations Development Goals (SDGs) emphasise the importance of good governance and accounatability in achieving development objectives (UN, 2015).

Regionally, the African Union's Agenda 2063 and the Southern African Community (SADC) Regional Indicative Strategic Development Plan (RISDP) highlight the need for effective corporate governance in public institutions to promote transparency, accountability and efficiency (AU,2015;)

Locally, municipalities face numerous challenges in delivering services including

- Inadequate resources (financial, human and technological).
- Corruption and unethical behaviour.
- Poor governance and accountability.
- Inefficient service delivery mechanism.
- Limited public participation and engagement.

The statistics indicates that 70% of municipalities in the country or region have inadequate financial management systems (Auditor-General, 2020). 60% of Municipalities have poor service delivery records (Service Delivery Index, 2020). 40% of Municipalities have experienced corruption scandals in the past five years (Corruption Watch, 2020). The trends show that increasing urbanisation and population growth put pressure on municipal services.

Devolution of power and resources to local governments requires enhanced governance and accountability. Technological advancements offer opportunities for improved service delivery and governance. Despite these efforts corporate governance practices in the municipalities remain a concern, with many municipalities struggling to deliver services effectively. This study aims to explore corporate governance practices in municipalities with a focus on accountability transparency and service delivery to identify best practices, gaps and areas for improvement. Good governance has become the centre of global attention in the administration of public institutions. It has become an epitomic factor in the nation's ability to adhere to universally acceptable democratic standards (Bratton and Rothchild, 2021). It demands that socio-economic aspect and political expectations of the broader viewer of the poor and vulnerable in society are given the attention they deserve in in every decision making process when it comes to the allocation of development resources (World Bank, 2022).

The very essence of good governance in the public sector is to ensure accountability and quality service delivery hinged on adherence to set standards for good governance in the public sector (IFAC, 2021). Good corporate governance is based on strong monitoring and evaluation cohesive processes which demand quality performance in the public sector. Important pressures for enhancing public sector performance and tackling misconduct. Management is greatly improved leading to timely and effective implementation of specified interventions in a bid to produce better service delivery and better outcomes.

Active participation, rule of law, accountability, transparency, efficiency and fairness allows employees to be highly effective in service delivery. The tendency to engage in misconduct and corrupt activities is minimised or totally eliminated altogether (Alaaraj, 2021). On the downside of it, poor governance results in all sorts of poor work ethics creating a thriving environment of corruption and hinders proper service delivery and this encourages the elite in the system to benefit from these poor governance practices.

Globally there is an outcry of dissatisfaction on service delivery by public entities. The quality of customer service is always questionable; the facilities being offered are below expected standards. The policies are rendered ineffective in the public institutions. This is evidenc in Bangladesh ineffective quality customer service policy in the public sector is caused by poor implementation and monitoring of the policies and poorly motivated employees contributed also to the diligent execution of the policies in the public institutions. In Malaysia it was observed that there is poor quality customer service among the majority of the employees in government departments. An adverse report was produced by the Australian Government's Overseas Aid Program (2000) citing that in Australian public institutions there was gross lack of sufficient resources and there was an outright exclusion of critical stakeholders in decision

making and this led to acute customer dissatisfaction with the services provided in most public institutions.

Poor governance issues in the African public sector are well articulated in various fields of study in public management. Timoth (2021) stressed that public services delivery in most African countries is infested with red tape, gross corruption, self-centredness and nepotism and these ills foster a culture where a few elites are benefitting from privileges at the expense of the impoverished many. The quality of service offered by these institutions are highly compromised.

Tanzania is one country in which public funds are being wasted due to lack of accountability and the collection of revenue is not monitored in public institutions. The workers are demotivated and poorly remunerated and this lead to poor service delivery in these public entities in Tanzania (Magayane, 2021).

One major challenge with the public institutions is that there is no consultation by management with the major stakeholders in order to come up with customised service delivery. Public institutions are accumulating un-serviced debts thereby attracting a lot of interest which erodes the budgeted budgets in a big way.

Recent research has shown that most of the allocated resources hardly reach the intended public. There is massive international and domestic assistance in terms of financing the public institutions to provide quality public service delivery and yet poor service delivery to the public is still being experienced in Tanzania (Mtui, 2021). This is due to poor funds management and this is a clear indication of poor governance in the public institutions in Tanzania.

In Zimbabwe. Bindura, formerly named Kimberly is one of the oldest towns in Mashonaland Central Province. It has an estimated population of 51000 people. Bindura is a mineral rich town endowed with large gold, cobalt and nickel deposits and big mines are operating within the town periphery.

The mineral rich town is manned by Bindura Municipality. The town has over fourteen (14) residential suburbs which include Chiwaridzo, Chipadze, Chipindura, Aerodrome, Woodbroke, Brockdale, Garikai, Homelink, Progress, Mirira, Manhenga,Shashi View, Greenhill, Cleverhill. Bindura water supply is from Mwenje Dam.

The Bindura Municipality is mandated to provide adequate and quality service delivery to the residence of Bindura Town. It has its main offices at the town house and other sub-offices in Chiwaridzo and Chipadze suburbs. and has an estimated Three hundred (300) permanent worker and contract workers which are around sixty (60).

Currently Bindura municipality has a fleet of barely three (3) tractors and one lorry to ferry refuse across the whole Bindura town.

Indications of poor governance in Bindura Municipality is its case whereby the public entity was hauled before the courts on allegations of failure to clear its debt from services rendered to it by ZETDC which is a subsidiary of ZESA Holdings 2017.Although the municipality raised the issue of a setoff with ZETDC, the said setoff did not clear the debt. This is a clear sign that the municipality has not been updating and monitoring its financial operations.

In 2007 the Bindura Town Council was also involved in a big scum in the housing department which led to temporary closure of the entire housing department. The scum prejudiced the council billions of dollars and this is a massive sign of poor service delivery in Bindura Municipality (The Herald 2023).

The government of Zimbabwe under the Second Republic has coined the mantra Zimbabwe is open for business in 2018. In every Zimbabwean Province, there is a resident governor for that particular province and his responsibility is to work with all stakeholders including the municipalities. Good governance is highly advocated, but with all that, poor service delivery is being experienced in Bindura town, complaints from the residents are always on the increase and these include limited and inconsistent electricity power supply, dwindling water supply, refuse collection is not being attended to on regular basis leading to various outbreak of water borne diseases and other health related issues. The roads are not being serviced as per expectation of the poor residence in various suburbs.

1.2 Statement of the Problem

The research gap highlight where further study is needed to advance our understanding of corporate governance practices in municipalities and their impact on service delivery. The research gap includes lack of empirical studies on the relationship between corporate governance and service delivery in municipalities, the impact of political interference in corporate governance practices in municipalities, as well as limited understanding of the challenges faced by municipalities in implementing effective corporate governance practices. Since the independence of Zimbabwe in 1980 Bindura municipality has been struggling to map a consistent and continuous growth trajectory in its bid to provide adequate quality service delivery to its residents. In 1990 about 60 % of residents had access to electricity to their residential places and most residential areas experienced erratic water supply (Annual Commercial Report 1992). Poor service delivery by Bindura municipality has become a major cause of concern for the residents of Bindura and also for the health authorities in Zimbabwe because some health related cases like cholera malaria are recorded in most clinics in Bindura. A horrendous outbreak of diseases in poor towns due to poor service delivery by public institutions in Africa is on the rise worldwide is a major catastrophe for the world international

health bodies. Zimbabwe is increasingly having residents complaining about the quality of resident's service representatives, poor public facilities, collection of refuse being neglected, poor planning by local authorities and inconsistence in policy implementation in public institutions. To add salt to injury, when services like water supply are being effected, there are no timetables for when and what time to expect the water supply. It is the same with refuse collection, at times the days are inconsistence and residents cannot prepare and plan accordingly and there is hardly explanation on the changes of timetables and days of services to be rendered by these public institutions.

The above narrative then gave rise to the investigation on the relationship between good governance and enhanced service delivery in the town of Bindura.

1.3 Objective of the Study

The objectives of the study therefore are:

(i) To identify and analyse the current corporate governance in municipalities.

(ii) To examine the relationship between corporate governance practices and service delivery in municipalities.

(iii) To investigate the impact of political interference in corporate governance practices in municipalities.

(iv) To identify the challenges faced by municipalities in implementing effective corporate governance practices

1.4 Research Questions

The research questions of the study are:

(i) What are the current corporate governance practices in municipalities, and how do they impact service delivery.

(ii) What are the challenges faced by municipalities in implementing effective corporate governance practices and how can they be addressed?

(iii) What are the challenges facing good governance in public institutions?

(iv) What is the relationship between good governance and service delivery in public institutions?

1.5 The Significance of the Study

The study will allow policy makers and town planners who are responsible for ensuring quality service delivery is rendered effectively in public institutions to benefit and help them come up with specific residents tailored policies and to come up with measures to improve governance in public institutions, enabling them to attain high levels of service quality. The public institution under the study stands to improve in terms of good governance. Moreover, the study will serve as a source of vital information and reference to future researchers.

1.6 Limitation of the Study

The study may be limited by time factor and budget constraints. The municipality may not provide access to necessary data and it may be difficult to obtain raw data. The study may be limited also by the complex of corporate governance issues or relationship within the municipality. The study may also be limited by political economic and social factors.

1.7 Delimitation of the Study

The study may rely on secondary data such as literature and documents rather than primary data collection. It may also be limited by size of people to be interviewed that might not tally to the total population of Bindura

1.8 Organization of the Research Report

The report of the research is organized in five chapters; chapter 1 describes the background of the study, statement of problem, research objectives and questions, the significance of the study and organization of the report. Chapter two identifies related theories that are used in the study as a guide to better understanding of the role of good governance practices in the enhancement of public service delivery. Relevant literature which will be used as conceptual model.

Chapter 3 presents the methodology of the study and this is centred on research design, area, population, sample size, sampling technique, data collection, methods of data analysis, validity and reliability of research instrument. Chapter 4 is totally devoted to the presentation of data and an analysis of results and findings.

Chapter 5 presents the summary, conclusion, implications of the study, recommendation and suggestions for further research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Corporate governance ensures that businesses have appropriate decision-making processes and controls in place so that the interests of all stakeholders such as shareholders, employees, suppliers, customers and the community, are balanced.

Governance at a corporate level includes the processes through which a company's objectives are set and pursued in the context of the social, regulatory and market environment (Castrillón, 2021). Corporate governance is concerned with practices and procedures for trying to make sure that a company is run in such a way that it achieves its objectives, while ensuring that stakeholders can have confidence that their trust in that company is well founded (Mehraj, 2021). In governance there must be interactions among structures, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens or other stakeholders have their say (Saito, 2021).Fundamentally, it is about power, relationships and accountability ,who has influence, who decides, and how decision-makers are held accountable (Mbaku, 2020).

The governance of citizens are rightly concerned with a governments' responsiveness to their needs and protection of their rights. In general, governance issues pertain to the ability of government to develop an efficient, effective, and accountable public management process that is open to citizen participation and that strengthens rather than weakens a democratic system of government (Mehraj, 2020).However corporate governance issues in many public institutions in Africa have been at stake due to nepotism, politics, corruption and mismanagement (Chigwata &Visser, 2021).

This chapter narrates the material of the area of study carried out in the past, in different geographical areas and by different authors. The chapter describe the theories put forward in the area of exploring corporate governance practise on service delivery in municipalities and will be discussed in line with the different author's divergent and convergent theoretical and empirical literature in a comparative and argumentative form. The literature review will provide an outline on local government institutions, the purpose of local municipalities, ethical leadership, and corporate governance. The literature review will also dwell into the collapse of municipalities through administrative malpractices, political interference, fraud and corruption and a loss of credibility in members of the council. This section begins by providing an

overview of the significance of local municipalities in relation to economic growth and access to basic services and service delivery. It will also highlight the challenges, being faced by local authorities in bring service delivery to the rate payers.

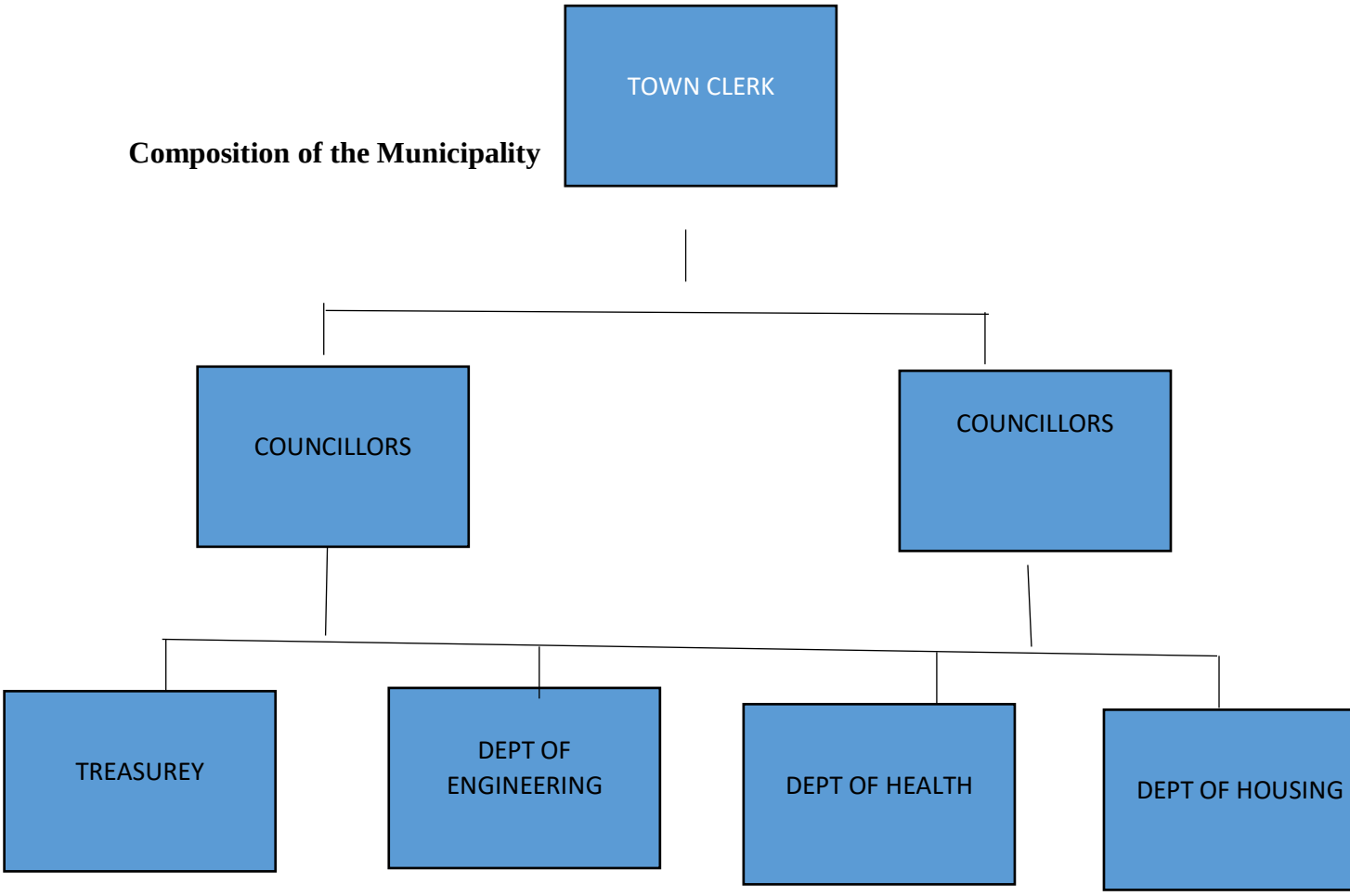
The gaps, incompleteness and limitations of each and identified literature under scrutiny will be revealed in this orderly review of the below studies.

2.2 LITERATURE REVIEW – BINDURA MUNICIPALITY

Bindura Municipality is a town situated 89 km North-East of Harare on the main road to Mt Darwin. The town lies in the ecological region 2 and is the provincial capital of Mashonaland Central Province. It is surrounded by rich Nickel and Gold mining operations and a well-developed agricultural farming. It has excellent communication systems with links to all major cities by road, rail and telephone.

The discovery of gold and other minerals in 1890 saw European settlers invading the area. The Prince of Wales Mine was pegged in 1890, followed by the ASP blocks in 1896. Mining on the Kimberly Reefs began in 1901 and by 1912 the Hay mine was opened. 1913 saw the establishment of a settlement near Bindura Hill from which the name Bindura was derived. In 1914 the first Village Management Board was set up to administer the affairs of the settlement. Around June 1929 the Board was replaced by Town Management Board and later on, Road Councils were set to administer transport issues in the surround commercial areas. Bindura rural district was formed in 1967 and later given town status in 1990. Its first township is Chipadze it was established in 1965. The town was accorded municipality status in 1997 creating two councils that is Bindura Rural District Council headed by a CEO and Bindura Municipality headed by Town Clerk. The municipality had grown to become a big organisation employing more than 300 workforce (D Zuvalinyenga , EchoGéo,2021). The organogram structure of Bindura Municipality is shown below

Composition of the Municipality



Population

1982 Bindura town census population had a total of 18 243. In the 1992 Census the population shot to 21167 and in 2012 it had reached 46 275 and in 2022 the figure rose to 51 394. Bindura, was formerly named Kimberly as one of the oldest towns in Mashonaland Central Province. It has an estimated population of 51000 people. Bindura is a mineral rich town endowed with large gold, cobalt and nickel deposits and big mines are operating within the town periphery.

The mineral rich town is manned by Bindura Municipality. The town has over twelve (12) residential suburbs which include Chiwaridzo, Chipadze, Chipindura, Aerodrome, Woodbroke, Brockdale, Garikai, Homelink, Progress, ShashiView Greenhill and Cleverhill. Out of the 12 locations only six are paying services to the municipality leading to low revenue being collected by council. Bindura water supply is drawn from Mwenje Dam which is some kilometres away from Bindura.

The Bindura Municipality is mandated to provide adequate and quality service delivery to the residence of Bindura Town. It has its main offices at the town house and other sub-offices in Chiwaridzo and Chipadze suburbs. It employs an estimated Three hundred (300) permanent worker and contract workers who are around sixty (60) (nternational Journal of Research Publication and Reviews, Vol 3, no 11, pp 174-179, November 2022).

Currently Bindura municipality has a fleet of barely three (3) tractors and one lorry to ferry refuse across the whole Bindura town. Provision of basic services, such as clean water, sanitation, adequate energy supplies and road infrastructure as well as collection of waste garbage material are challenges facing Bindura municipality. The general context of this research is to explore the corporate governance practices in municipalities on service delivery therefore lack of transparency, accountability, and coordination as well as lack of active participation and poor implementation of various policies, negatively influence service delivery in communities. Improvement in governance practices will not only enhance accountability but assisted in providing much needed services to the community to access basic services(H Sofyani, HA Riyadh, H Fahlevi , 2021). One of the elements of good governance is public participation, as it helps communities to address the socio-economic challenges they face (K Seetharam Sridhar, R Gadgil, C Dhingra,2021). The ability to encourage community members to participate in the service delivery process is paramount to the delivery of accessible services, capacity building, consultation, and better communication (Vo & Phan, 2022). Based on this background, it is possible to say that at local municipality levels, there is poor governance practices; thus, service delivery decreases. Despite numerous government structures and frameworks, lack of governance creates problems of accountability and a poor display of ethical standards. All these drawbacks adversely affect good governance practices and ultimately trigger service delivery collapse in communities.

Indications of poor governance in Bindura Municipality is its case whereby the public entity was hauled before the courts on allegations of failure to clear its debt from services rendered to it by ZETDC which is a subsidiary of ZESA Holdings 2017.Although the municipality raised the issue of a setoff with ZETDC, the said setoff did not clear the debt. This is a clear sign that the municipality has not been updating and monitoring its financial operations (Online Publication 2021)

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2.2.1 Leadership

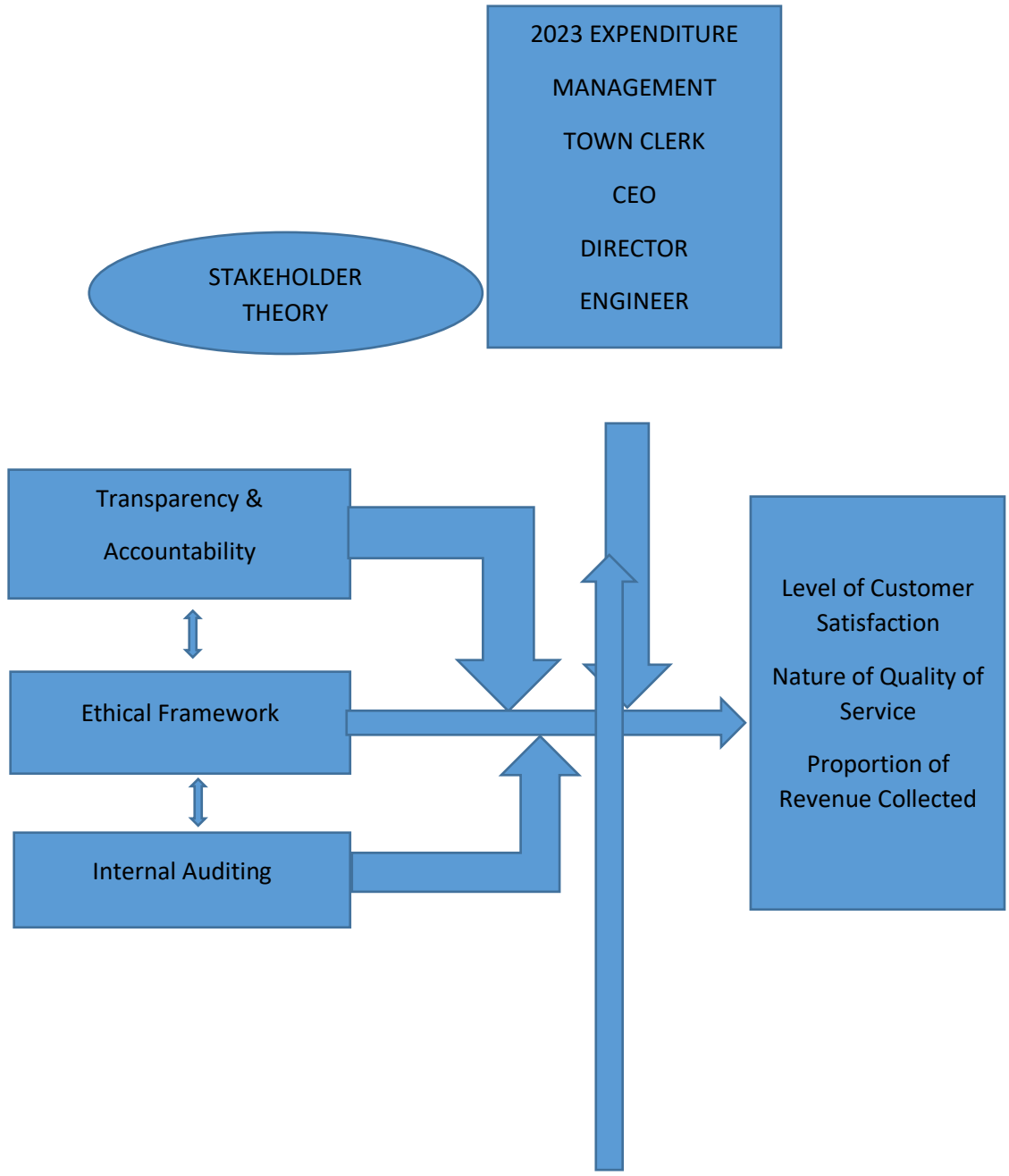
Currently the Municipality is headed by Ms Madziire who took over from Mr shangwa Mavetera who retired recently on attaining sixty years of age.

2.3 Theorical Framework

A number of theories show the influence of corporate governance on service delivery through corporate governance practice. The relationship between corporate governance and service delivery will focus on four theories which are principle agent theory, Stewardship theory, resource dependency theory and stakeholder theory S Lawendi (2021).

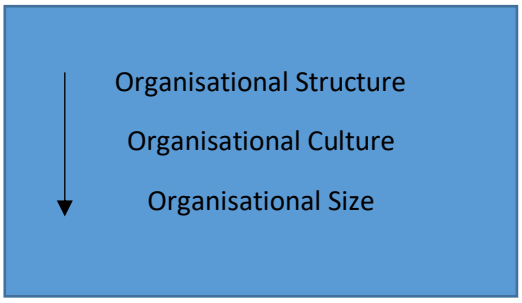
Corporate Governance Practices

Independent Variables **Dependent Variables**



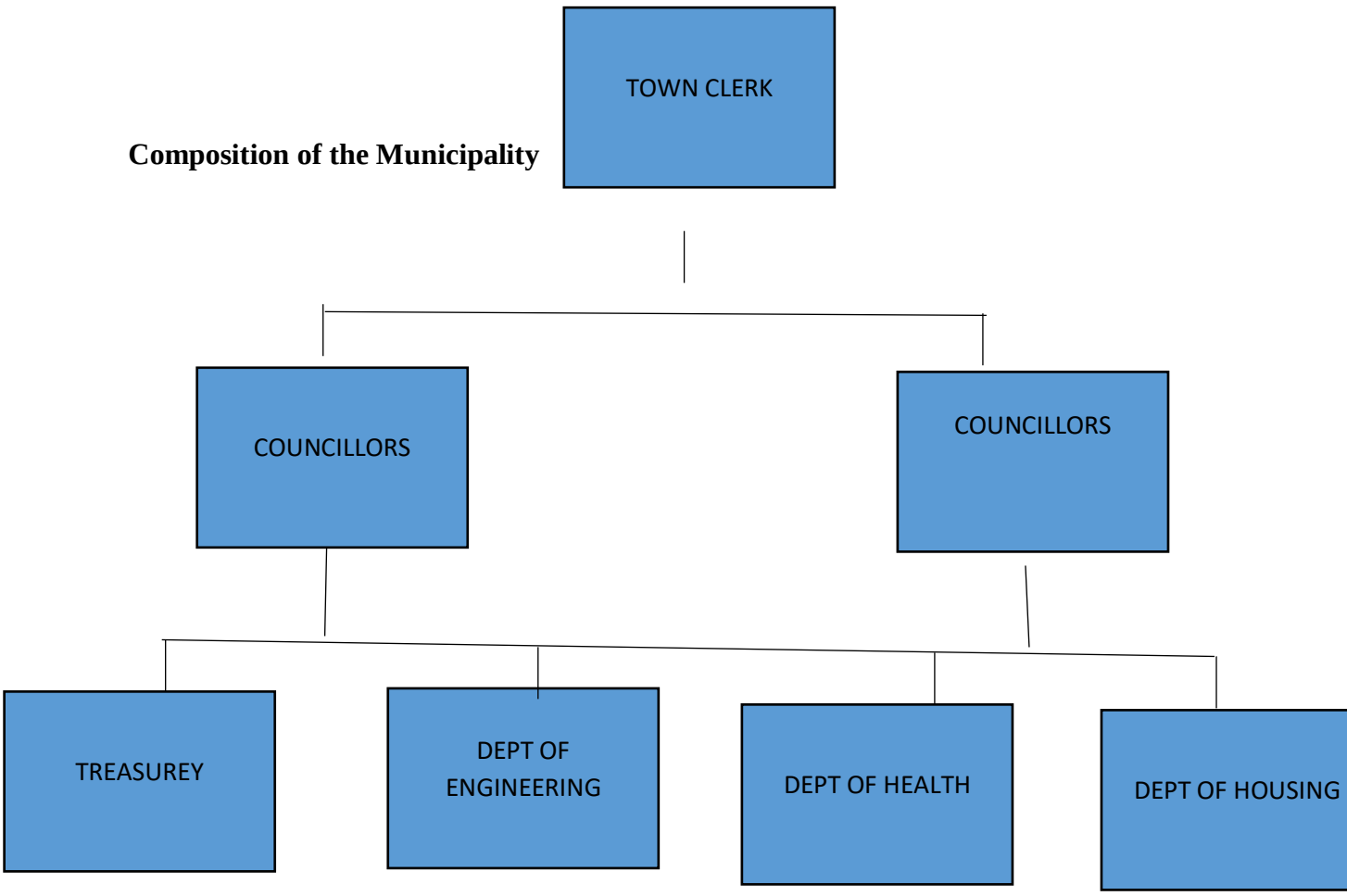
Independent Variables **Dependent Variables**

Organisational Factors



Conceptual Framework on the relationship between Independent and dependant variables

Composition of the Municipality



2.3.1 Benefits of the new theoretical framework

By using the above new model the organisation has the following benefits it provides a comprehensive view of the organisation, it allows for a deeper understanding of how various factors interact and influence each other.

2.3.2 Causal Relationship

The framework model can help to identify causal relationship between independent and dependent variables. For example it can determine whether accountability and transparency practices have a direct impact on customer satisfaction or revenue collection proportion.

2.3.3 Decision making

The model also helps organisations to make informed choices by considering the relation between different variables and their potential impact on organisational outcome R Sala, F Pirola, G Pezzotta, S Cavalieri (, 2022)

2.3.4 Performance evaluation

By incorporating variables like customer satisfaction, revenue collection and service quality, the framework model provides means to evaluate organisational performance. It enables organisation to assess the effectiveness of their strategies and initiatives and identify areas for improvement

The framework model can provide a systematic approach to understand, evaluate and improve the performance of the organisation.

2.4 The main research variables –Independent variables

2.4.1 Transparency

Bindura municipality is well known for scandals that involve top management scandals in the selling of council stands for personal gain and however selling of stands In another case the mayor was dragged to court by failing to show transparency (Herald Oct 2023). Another scholar conducted a study on transparency in local government finance and service delivery: The case study of Mwanza City and Moshi District Councils in Tanzania. The purpose of the study was, therefore, to examine the extent to which fiscal transparency in local governments in Tanzania is practiced and how this has played a greater role in service delivery Kessy (2020. The study used a case study of purposively selected local councils in Tanzania to examine the dynamics of fiscal transparency and service delivery. The findings show that there is little flow of information from higher levels of local governments to the lower levels in relation to resources available and results achieved. The information received from the councils is sometimes opaque or fuzzy in the sense that it does not reveal all about what their leaders do or what important decisions have been made about their councils. The study concludes that the importance of accountability and transparency attached to service delivery in any country is essential for good practice in local governance. Hence, instruments for accountability and transparency at the local levels must be enhanced to enable public institutions and public officials to be responsive to the citizens Transparency, according to Eke et al (2021), involves openness and respect to due processes. He further highlights that transparency, guarantees that

information is easily available and can be used to assess the authority's performance and prevent any potential abuse of power. To ensure that all interested parties have faith in the organization, transparency is necessary. Openness in information disclosure leads to effective and timely action. Transparency, according to Beshi & Kaur (2021), indicates that public officials should be as open as possible and provide reasons for their decisions and actions. They should only restrict information when it i)s not in the public interest. Dube (2021) claims that local governments, particularly in Africa, are not transparent enough, which has resulted in a slew of problems such as corruption, nepotism and misuse of public funds.

2.4.2 Accountability

The essence of accountability is an obligation to present an account of and to answer for the execution of responsibilities, to those who entrusted those responsibilities to the public servants and politicians. Accountability is the responsibility to account for stewardship to an authority or the people (Castrillón, 2021. Accountability may refer to conformity between the values of the delegating body and the person or persons to whom powers, and responsibilities are delegated. Accountability gives councillors and public servants responsible for their decisions and actions and are available for external review (Beshi & Kaur, 2020).. The roles and responsibilities of politicians and those of municipal managers should be clarified in a corporate government code and framework for each local government. Eke et al (2021) assert that accountability means that public officers are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office. Accountability is also an important key requirement of good governance. Jephias and Tendai (2021) argue that accountability applies not just to political institutions, but also to the corporate sector and civil society organizations, who must be accountable to the public and institutional stakeholders.

2.4.3 Ethical framework

Ethics provide ideas which are good and right in terms of obligations fairness and beneficial to the organisation.; laws are enacted to main order and peace that regulate the behaviour to the respect of what is right or wrong.(Markkula 2022). Managers creates environment that encourage good corporate governments. Service delivery is a product that meets the needs of a user and ethical framework are rules of conduct that become set of norms of organisation in order to improve service e delivey. Studies have shown that it is important to formalise ethical framework by way of drafting an effective code of ethics (Agbonifoh,2020) Europe enjoys more ethical responsibility than United states Cran and matten(2022) business ethics is a

function of culture, since culture evolution in business environment can affect what is acceptable and unacceptable.

2.5 Service delivery

It focus on customer satisfactory nature of quality of service, product and proportion of revenue collected. Service delivery it's a performance measure that indicates the efficiency and effectiveness of the system to the customer.(Gupta,&Kumar,2021)

2.5.1 Nature of quality service delivery

Nature of Quality of Service: This variable represents the inherent characteristics or attributes of the services delivered by the organization, such as reliability, responsiveness, and tangibility.

Quality of services is dealing with customers in a respectful and helpful manner. According to Kessy (2021) service quality can be defined as the difference between customer's expectations for the service encounter and the perceptions of the service received. According to Chigwata and Visser (2021) the term quality service delivery is used to describe the distribution of basic resources citizens depend on like water, electricity, sanitation, infrastructure, land and housing. Service delivery is considered a democratic right of the people. Local authorities around the world are obligated to provide and cater to the needs of the community (Eke et al,2021). Service delivery is the local authorities' key task. According to Schoute et al (2021) service delivery is part of a complex of relations between citizens and governments, it involves a series of products and services of a varying nature in which the customer comes first. Service delivery can be regarded as a tool used by local authorities to meet requirements of the people residing in the area (Mapuva & Takabika, 2022).

In their study, Eke et al (2021) pointed out that Nigeria, as a developing country, has issues such as poor and inadequate infrastructure, inefficient and ineffective service delivery, corruption, and high levels of poverty and misery. The continued existence of these problems in Nigeriais due largely to bad governance. Scholars such as Mapuva and Takabika (2020 unanimously agree on the challenges of quality service delivery of local authorities the world over. Ndevu & Muller (2022) in their research noted that the lack of public confidence in the local government system can lead to service delivery protests. Castrillón (2021) argues that the key problems that contribute to the poor customer service culture are unhelpfulness, slow to deliver and rudeness. For that, a consensus has to be reached among leaders in political, public and private sectors with an objective of establishing a rapid and sustained improvement in the quality of services.

2.5.2 Level of customer satisfaction

This refers to the degree of satisfaction or contentment experienced by customers with the products, services, or experiences provided by the organization.

It is an approach to determine the inputs and outputs for the satisfaction of the customers. Customers are the key stakeholders that determine the degree to which organisations will patronize product and services Khann and gupta (2022).

Customer satisfaction is influenced by factors such as perception of equity and fairness in treatment, delivery on time and customer emotions Valerie et..,2020). Therefore the study sought to find out the influence of corporate governance practices on service delivery.

2.5.3 Proportion of revenue collected

It is considered to be a financial measure of organizational performance. The measure of financial revenue collected will determine the progression of the company.gekonge,2022:Akinyele and Fasoghon, (2022). therefore organization need to raise revenue in order to run their programs. It is an important performance indicator because it gives on the efficiency and effectiveness of the revenue management system in place and the amount of resources available. Bindura Municipality trail behind in terms of revenue collection as almost six of its subburbs doent pay rates due to non availability of services in those localities.

2.5.4 Organisational factors

The study also sought to find out the moderating effects of structure,size and culture on the relationship between corporate governance practice and service delivery on Bindura Muipality.

2.5.5 Organisational structure

Organizational structure describes formal roles, responsibility and lines of reporting in an organization. It has a major influence on success or failure of the organization. Most organisations have been able to execute good governance practice and give good service to customers (fischer, 2021). This ensures that the structure adopted by organizations+ enables the influence of corporate governance practice to service delivery. As Bindura Municipality its base of service and its structure should be able be in harmony with service delivery and growth. The Municipality area of responsibility is growing everyday but the service delivery mechanism is lagging behind (C Chikwawawa 2021)

. A study conducted on the structure and performance of international relationship within Public service delivery network in the United states of America. The results showed that mechanism were needed to delineate roles and responsibilities that facilitates and coordinates joint activities across independent entities. The results showed that if the objective of organizational structure leads to good service delivery then arrangements must define the task coordination in the delivery of service to customers Mugure, Rintari, Laititi (2021).

2.6 Theories and models related to research study

2.6.1 Theory 1- Principal-Agent Theory

When exploring the relationship between corporate governance practices and service delivery, several theories and models provide valuable insights. This theory explores the relationship between principals (e.g., shareholders, stakeholders) and agents (e.g., managers, executives) in an organization. In the context of service delivery, this theory examines how corporate governance mechanisms can align the interests of shareholders or stakeholders with the actions of managers responsible for service delivery. It focuses on issues such as monitoring, incentives, and performance measurement. Principal-agent theory, also known as the agency theory, is an economic concept that originated in the mid-20th century. The theory attempts to explain the relationship between two parties, namely the principal and the agent, and the challenges that arise among that is conflicting interest. The roots of principal-agent theory can be traced back to the field of economics, particularly to the works of scholars such as Kenneth Arrow and Ronald Coase. However, it was in the 1970s and 1980s that the theory gained significant attention and became more formalized. In 1976, economist Michael C. Jensen and William H. Meckling published a groundbreaking article titled "Theory of the Firm: Managerial Behavior, Agency Costs, and Ownership Structure," which laid the foundation for modern information.

2.6.2 Resource dependent theory

The theory focus on role played by directors on the provision of scarce resources needed by organization to remain viable. It was developed in 1978 by Pfeffer and salancik . It is mostly engaged on mergers acqusitions and focuses more on appointment of experts who represents organization in different forums.

2.6.3 Stewardship theory

Stewardship focuses on maximization of shareholder profit and wealth through company performance. Managers and directors represent shareholders and protect company interest. It was created in by Davis Schoorman Donaldson(2021) the theory highlights how stewardship maintains and increase the value of shareholders and customer satisfaction and hence help

shareholders keep their investment intact. Managers and directors protect the investment and assets of the organization through by acting responsibly by representing the interest of shareholders and give the guidance it deserves.

2.6.4 Stakeholder theory

Stakeholder theory was developed by Freeman (2021) incorporating accountability to difference stakeholders. The stakeholder theory is one of the renowned CG theories as it argues that, organizations do not operate in a vacuum but in the communities and society therefore should be responsible to the stakeholders (Sifile et al, 2021). The theory also postulates that, the organization has various and diverse stakeholders who have interest that should be balanced by the corporation (Sifile et al, 2021). Some of the stakeholders include ratepayers, employees, government, creditors and civic organization. The stakeholder theory is valuable in exploring the importance of CG in service delivery especially in organizations with multiple stakeholders like local authorities (Mapuva & Takabika, 2021).The theory intent to highlight the issue of accountability and stable organizational governance as well as portraying a network of relationship among shareholders, suppliers employees business partiner , government agents ,directors employees and customers (wheeler,fabig&boele202). Therefore all stakeholders participate to gain benefits such as remuneration for employees,, maximum profits on business artiness and good service delivery to customers that satisfy them.

Institutions performance is based on the ability to add value to all stakeholders. The theory was useful as it illustrates the influence of corporate governance on service delivery to customers therefore managers and directors protects and safe guide the welfare of the company as well as promoting the vision ,mission of the organization that led to good service delivery.

Hence for customers to be satisfied with the services, institutions should provide services that observe a high calibre of tangibility, reliability, credibility, responsiveness and assurance.

2.6.5 Interrelation of the study

Principle agent theory, stewardship theory and stakeholder theory all focuses on the creation and upkeep of wealth for the shareholders and the fulfilling of a key role of protecting and overseeing investment in an organisation for the purpose of maximising profits. There is an issue of delegating responsibility role and that of delivery of service to ensure satisfaction to customers and keep the business growing (C Brookman, M Denton, S Davies 2022).

The resource dependent theory relates to all the above theories in that property assets and financial resource would lead to optimal output and goal service delivery. The outcome on resources mobilisation are channelled towards improving the returns on investments for the shareholders.

Therefore it follows stakeholders reciprocate each other Owners of organisations makes investments in organisation and directors lead and control whiles managers stake is in management ,whiles employees have stakes in jobs while customers expect good delivery service. As such a good governance practices would see directors coming up with vibrant policies and plans for firms whiles managers and employees ensure efficient implementation that are aimed creating benefit to shareholders and good service delivery for customers (B ES Esmaeel 2020.)

2.7 Empirical Literature Review

This section entails what has been done in other studies concerning the role of good governance in enhancing service delivery in public institutions as discussed by other authors.

2.7.1 Good Governance in Public Institutions

A study undertaken by O'Neal (2022) on the Government of Malawi on Good Governance and Corruption Baseline Survey to identify the extent of corruption in the country. This survey showed that: Nine out of ten Malawians perceived corrupt activities to be a serious problem which ruins people's confidence in public institutions. Sixty- five percent are of the view that it is a common practice to bribe public officials in order to be served. It was alluded that money received was dissected and apportioned between superiors (27%), colleagues in the organization (22%), politicians or political parties (25%) and the recipient (A Malhotra, H O'Neill, P Stowell 2022**)**.

The survey compounded that Southern African state of Malawi society perceived public institutions as deliverer of poor and inferior service and the departments identified in the survey were the Road Traffic Directorate, Public Procurement Department, Revenue Authority of Malawi, Malawi National Housing Department and the Department of Immigration, which ranked high as departments particularly prone to corrupt activities. The survey emphasised the need establish good governance in these institutions (Governance and Corruption Baseline S, C Beesley, D Hawkins - World Development, 2022).

An investigative research on the recruitment procedures and job satisfaction in the Police Force in Tanzania. 145 respondents were used as a population sample and a case study research design and qualitative research approach were used during that study. Interview, observations as well as documentary analysis methods were used in data collection. Data analysis was carried out using content analysis method with large amount of data reduced to small portions for easy synthesis of data.

Results of the research showed that respondents were not satisfied with recruitment in the Police Force. Recruitment processes were infested with favouritism, corruption, nepotism, forgery of certificates and biasness. It was then recommended that recruitment should be done direct from secondary schools, universities and other training colleges under Ministry of Education. It was also emphatically recommended that further studies be done on the embroidery of corruption in granting due promotion in the Police Force (Magayane 2022).

A study on the role of good governance in local development. This study aimed to assess the performance of good governance in Tigray Regional State. It examines the performance of good governance in land distribution and administration thereof. The study assessed how good governance was upheld in terms of transparency, accountability and responsiveness. 182 household heads were selected via convenience sampling in this study. Focused group discussion, interview and secondary data were deployed and used to gather relevant data. The study established that local governments that achieved better transparency, accountability and responsiveness are more likely to succeed in implementation of developmental policies than their counterparts Tikue (2021).

The study finding also established that the performance of land distribution and administration in relation to transparency is still at its lowest ebb. In regard with accountability, land distribution and administration has installed accountability mechanisms and parameters where administrative accountability could be ensured. Having that in place, the practicability of these accountability mechanisms, parameters and tools in the land administration is still too shallow to produce satisfactory results. The study also established that the major factors which retard and inhibit the performance of good governance in the land administration include; corruption, poor public awareness campaigns, dysfunctional monitoring and evaluation system, poor funded implementation capacity, poor participation and incoherent coordination among stake holders and demotivated government employees with low incentives. Hence for good land governance is to be ensured, the study recommends that the government should focus immensely on overcoming the above malpractices by setting out well established guidelines and service standards, persuading civic engagement on monitoring and evaluating service delivery process, providing meaningful incentives to land committees and local councils and setting up a proper code of conduct for land administrators.

Another study was carried out by Leedy (2020) in order to establish the relationship between service delivery and governance in the South African public service. The study's main aim was to examine the impact of good governance practices on public finance management systems. The findings of the study established that good governance has a positive impact in the

improvement of public finance management systems through improving accountability and transparency.

2.7.2 Relationship between Good Governance and Service Delivery in Public Institution

A study was conducted on the good Governance Practices and Service Delivery in Jimma Town, Ethiopia. The main objective of the study was to assess the role of good governance practices in enhancing service delivery in public institutions of Jimma town in Ethiopia. The study employed both qualitative and quantitative research design, and a random sampling method was used to select respondents. The study identified that good governance practices are hindered by various factors such as the weak capacity of service providers, corruption, and poor management to effectively deliver public services Abakose & Abagojam (2021). The study concluded that there are strong relationships between good governance practice and public basic service delivery. The study recommended that Jimma town administration should ensure all public service providers are aware of good governance principles and an accountability mechanism to hold service providers accountable for poor performance should be put in place. Additionally, Jimma town administration should ensure participation of community/service users/ in public sector planning and budgeting process and capacitate human resources with a study on Quality of customer service being provided by public agencies was carried out in Malaysia by Rashid (2020) focusing on the road transport department. Convenience sampling technique was used in the recruited sample of 100 respondents to gather reliable data for the study. The method deemed suitable for data collection was online questionnaires. Data was synthesised by CSV format for statistical analysis. The study revealed that most of the respondents were deeply unsatisfied with the quality of customer service representatives, facilities provided, methods and procedure for receiving service and the general outlook of the department itself. It was recommended that employees in the studied department should be highly trained in customer care related courses.

Another study by Egwaikhide and Udon (2019) was conducted on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. The study intentioned to examine how good governance in tax collection can be enhanced through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum sector. The findings of the study show that lack of good governance practices in the petroleum sector in Nigeria has resulted in rampant tax evasion and corruption which jeopardised revenue collection processes. This precipitate into poor service delivery and unequal distribution of wealth. This establishes that there is a direct link between good governance and service delivery.

Dash (2012) conducted a study on the impact of good governance on service delivery by focusing on the refuse collection in Orissa, India. Specifically, the study aimed at exploring the reforms initiated in the Orissa municipality and its impact on service delivery, equity and efficiency. The main research problems were whether the set objectives are achieved or not. If not, for could be underlying factor.

Owino (2021) conducted a study on solid waste management in Addis Ababa in Ethiopia with the objective of establishing factors which are behind the poor solid waste management situation in that city. The study exclusively employed an ethnographic approach to explore the subjective perspectives of the stakeholders involved in solid waste management in Addis Ababa. The principle method used was semi-structured interviews, which were designed to capture and collect the subjective views of the participants involved and identify conflicting interests. Additionally, personal observation, documents and newspaper reviews were used.

The major findings of the study address the formal guidelines, regulations and policies officially adopted to improve solid waste management. The official rules and regulations are compared with the findings of a detailed study of their adoption, implementation, monitoring and evaluation. The findings of the study showed that influential power and politics affect the way solid waste is managed in Addis Ababa and that the promises of good governance have fallen short of attaining the official set goals and remained merely a matter of rhetoric. The Ethiopian Government has adopted good governance policies in order to suit its own interests and hidden agendas but this has not led to any improvement in the management of solid waste in the city in any practicable way.

2.7.3 Negative factors affecting Service Delivery and Good Governance in Public Institutions

The World Bank on service delivery conducted a National Governance Baseline Survey in Zambia to establish the governance issues facing the government. The interview method was chosen as a tool for data collection. It was established that the Zambian government institutions faced numerous governance challenges which can only be addressed through the application of a series of institutional reforms in major areas to improve transparency and accountability.

It was also established that corruption was a deeply seated challenge affecting public sectors within the country, leading to poor governance and impeding development. The delivery of some public services was found to be poor, uneven and unpredictable across the country. Finally, the study established that public officials are rarely recruited on the basis of quality and transparency. Therefore as a recommendation the Public Service Reform Program (PRSP) should be implemented to improve governance within the public sector (World Bank 2021).

2.8 The Knowledge Gap

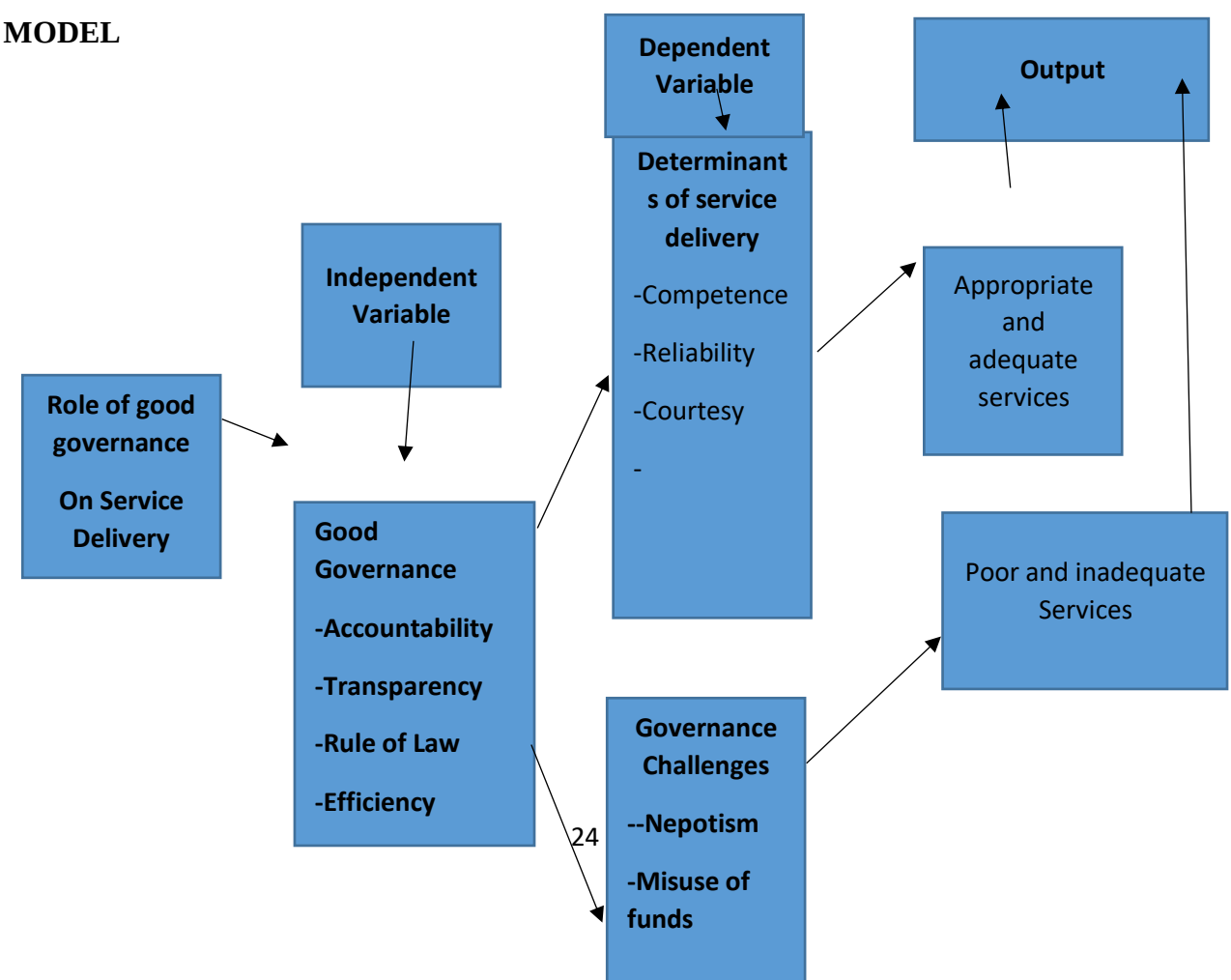
Basing on numerous literature reviewed in this study, the study realises that many investigations have been conducted on good governance and service delivery in public institutions. In regard to the Second Republic of Zimbabwe under the mantra Zimbabwe is open for business and *Nyika inovakwa nevene vayo* very little research has been conducted to determine the link between service delivery and governance in public institution and service delivery in the Bindura municipality. The gaps in corporate governance and much of public sector and parastals has not addressed or over looked on the issue. The gaps are abuse of office, abuse of public funds, corruption kickbacks to municipal police resulting in a knowledge gap that needs to be filled (G shin2021). The present research therefore aims to close this gap by finding the causes of poor service delivery, as well as to provide material for further research.

2.9 Conceptual Model

A conceptual framework is structured from a set of wide ideas and theories which assist a researcher to properly identify variables that he/she is looking at, to frame his/her questions and identify the relevant literature. A conceptual framework aids the researcher to clarify his research question and aims.

In this regard this conceptual framework was developed as shown in Figure 1.1.

MODEL



The model shown above was developed based on the literature reviewed. The model shows that the quality of the services delivered to the community by public officers working in the public institutions depends on the existence of good governance within a given institution. Independent variables were ascertained on the basis of the pillars of good governance namely; transparency in operating institutional activities, proper accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency in the management and delivery of the services (R Juanda2022).

Quality of services was determined using the following dependent variables; accessibility and affordability of the service which relates to physical facilitates, equipment and general services delivery, reliability of service given by staff; the ability of staff to perform the promised service reliability and accurately. Responsiveness is the willingness to help customers and provide prompt service. Courtesy and competence of employees/staff; characterized by caring, individualized attention and ability to inspire trust and confidence and an understanding of the service users.

In the study, other dependent variables (hindrance factors for good governance in public institutions) include; corrupt activities, bureaucracy, political interference, delay in decision making by the organisational, incompetence, nepotism, lack of funds, and misuse of funds, poor management and poor technology. All these variables are analysed in the context of factors in obstructing good governance in the public institutions.

2.10 CHAPTER SUMMARY

The literature review reveals a gap on the relationship between corporate governance and service delivery in municipalities as well as exploration of the impact of political interference in corporate governance practices in municipalities. This gap in literature highlights the need for further research to advance our understanding of corporate governance practices in municipalities and their impact on service delivery financial management and overall municipal performance. In terms of the constitution, every Zimbabwean require adequate service delivery. In the global context governments are duty-bound to craft strategies and policies that are aimed at curbing socio-economic issues to raise the standards of living of communities. The Other areas that were covered in this chapter include theories related to service delivery. Empirical evidence, gap in literature as well as conceptual framework. The succeeding chapter deals with research methodology.

CHAPTER 3

Methodology

3.1 Introduction

In the study a descriptive design was employed and a case study techniques was used to collect data using both questionnaire and interviews. The sample included fifty residence of Bindura Municipality, five Councillors, fifteen business and industrialist five directors and twenty five municipality employees making a total of one hundred.

3.2 The study used positivism approach and it involves observable and true results that are both qualitative and quantitative in nature for analysis. The study was grounded on the quantitative and qualitative research methodologies so as to gain an in-depth understanding of the challenges facing Bindura municipality on service delivery. The research analysed the independent variables against the dependent variables.to determine the outcome of the research. In-depth interviews were carried out with Bindura Municipality Council officials and the business community. Observations were also used as a natural way of gathering information to see what transpired in the area under the jurisdiction of the council. Data was analysed using descriptive statistics and graphs, tables and pie charts were produced

3.3 Study Design

The researcher used questionnaires and conducting interviews to come out with proper reality of creditable data. A descriptive method of design was used as it provides descriptive characteristics such as current behavior, current state as well as giving gaps in knowledge. It also gives opportunities for planning and decision making and gives basis for comparing and evaluating.

3.4 Case Study Strategy

The researcher used a case study strategy which focused on Bindura Municipality. The researcher focused on local Municipality as an area where the researcher is based and this made it easy, cost effective and time saving to gather the required data. The researcher chose a

case study strategy because it allowed the researcher to be in direct contact with organization settings, conducting in-depth research into actors and their contexts in their natural occurring settings. It gave the researcher a real life opportunity in which the researcher had an opportunity to put into practice her abstract thoughts by embodying them in a particular case. Through this strategy, the researcher managed to gather realistic and reliable data because the chosen strategy was highly flexible and it incorporated various perspectives, data collection tools and interpretive strategies.

3.4 Target population

The target population for the group comprised of Bindura Municipality residence, Councillors, business and Industrial people, Directors and employees from Bindura Municipality and members from Ministry of Local Government.

The Bindura Municipality residence were chosen as they are the final beneficiaries of services provided by the council.

The Councillors were chosen on the ground that they represent residence at council meetings as well as on development issues within the municipality. The business and the industrialist were chosen as they are the creditors and debtors of the council. They offer service to the Municipality as well as getting service from council operations. Industrialist and business people oversee the growth of the town through their supply of services to both the council and the residence. The Directors and employees of the Municipality were chosen as they are involved in planning and implementation of corporate governance practice. They deliver services to the community. Ministry of Local Government were also chosen as the controlling or parent ministry that oversee the day to day operations of all Council activities. It provides policies and statutory requirements that guide the day to day operations of council acts.

3.4.1Bindura Municipality residence

Amongst the targeted sample of fifty, thirty were drawn from high density suburbs and twenty from medium and low density suburbs. As the final users or consumption of service deliveries it was essential for customers to air out their views so as to draw conclusion to the type of service and quality of service being delivered (SJ Stratton 2021).

3.4.2 Councillors

Five Councillors were chosen on the grounds of representative of residence in urban wards they represent. Councillors attend full time board meetings as well as they present grievances to council management and judgementally they can voice out their quality of service they receive

3.4.3 Business and industrial people

Business personnel and Industrialist act as both debtors and creditors of the Municipality. They support the growth of the town. They receive services from the Municipality like rates, lighting, road maintenance, refuse collection and in turn they pay for service and the support Council s programmes. The proportion of revenue collected by municipality also determines the growth of the town and quality of service rendered by the Council. Bindura Municipality is facing liquidity viability issues as a result of shifting of business environment which require innovation and technological advancement (Costa2021).Therefore the Municipality should compete enough so that Business and Industrialist do no shun Bindura town by opting to relocate (Fundira 2022).

3.4.4 Town Clerk, Directors and other Municipality Employees

Directors are the custodian and stewardship of Municipality resources. They are accountable to the residence of Bindura Municipality. They plan and control all the resources. They delegate and ensure implementation of Council plans and by-laws are executed. They are there to be evaluated through their garbage in garbage out (Input and output for service rendered)

3.5 Sampling

3.5.1 Sampling procedure

The procedure for coming out with a sample consist of drawing a sample framework, drawing sample size and collecting data from sampled units (Saunders ,2021) Directors and employees and customers were randomly selected.

3.5.2 Sample size

The sample size for directors were five from a total of eight and the fifty employees from a total of 300 employees. The sample size of residence were 50 from a target population of 100. A total figure of five (5) Councillors were chosen from a total of twelve (12). 15 Business personnel were chosen as sample size from business fraternity in Bindura Municipality.

The first stage involved the selection of fifty residence, five Directors, thirty employees of the Municipality, Fifteen 15 Business people with each one responding to a questionnaire, giving approximately reason for poor service and quality of services.

Five Directors Municipality Employees, Business personnel, were interviewed to clarify some client's information. Joan Joseph Castillo (2021) outlines that judgmental sampling is a non probability sampling technique where the researcher selects units to be sampled based on their knowledge and professional judgment. The researcher chose participants who were viewed as best sources of information. The advantage of this technique is that the judgment was likely to

bring out the required data specific for the research problem through the experience with the company. This technique was also easier and cheaper since a few individuals were chosen.

3.6 Research Gathering Instruments

Questionnaires

Structured questionnaires for municipal officials employees and stakeholders to gather information on governance practices and service delivery were availed and interviews were also carried out. Observation checklist in observing municipal employees carrying out their routine duty was carried out in the process to determine service delivery and efficiency.

3.6 Data Collection methods

Surveys and interviews were conducted with municipality officials, employees and stakeholders on the perception of service delivery. Documents analysed such as reports policies meeting minutes were also conducted so as to understand governance structure and practices. Also an in-depth case study of other municipalities to examine governance structures and issues was carried out to determine service delivery. Observing municipality workers doing work was also conducted to determine service delivery to clients and to determine their efficiency.

3.6.2 Type of data

Both qualitative and quantitative data was generated from both primary and secondary sources. .Research instrument is a logical model that guides the researcher in the process of collecting, analyzing and interpreting data. The data was collected using questionnaires and personal interviews.

The questionnaire was used to gather much of the information regarding exploring corporate governance practices on service delivery. In an endeavor to solicit highly privileged information interviews were also carried out. Application of these two instruments was done in order to ensure that that checks and balances exist (G Hajnal, S Csengődi - Administrative Culture, 2020).

3.6.3 Questionaire

The questionnaire was in both standard and open ended questions thereby enabling the researcher to gather as much information as possible. The questionnaire was designed and administered through dropping them to respondents and pick them when fully completed. The fully answered were considered for data analysis (Saunders, 2021).

The researcher used questioners as he deemed they were relatively easy to analyze and to response, and at the same time a large sample of the given population can be contacted at relatively low cost and was easy to administer. The researcher also felt the format was familiar and comfortable to most respondents and hence should be simple and quick for the respondent to complete. Despite the standardization manner in which a questionnaire does in the collection of Information it is also best for use in the collection of sensitive topics which users may feel uncomfortable speaking to an interviewer and it gives a respondent time to think about their answers and they are not usually obliged to reply immediately.

Despite all the above the researcher noticed some reservations on use of questionnaires in which respondents may ignore certain questions or incorrectly complete some certain sections and at the same jeopardizing the cause of the paper and rendering it useless to the researcher. The researcher also noticed that if any respondent forgets or skip a question, one cannot locate the actual respondent by virtue of being anonymous and this type of research instrument is not suitable to investigate long and complex issues and it requires, tight follow up to increase the retention rate. In order to achieve a high response rate a cordial relation was made

3.6.4 Interviews

They were also used as research instruments. An interview is a form of data collection in which individuals are questioned orally.

Interviews were carried out in an attempt to understand and probe the participant's views and understanding in relation to exploring Corporate Governance practices in Municipalities a case study of Bindura Municipality. This was an in depth discussion of certain issues especially those that could not be obtained objectively by the questionnaire. The interview provided a platform of discussing issues that could be deemed classified or confidential as interpersonal communication skills used made the subject easy and enjoyable (J Rowley (2022),

The researcher had the opportunity to ask more detailed questions pertaining to the topic under study and where ambiguity exist, an explanation and clarification was sort. They were simple to administer and enabled participants to share their experiences. This helped the researcher to get first hand detailed information on the study area than any other data from knowledgeable informants. The researcher had the opportunity to get useful detailed confidential information from the interviewees that will assist the researcher in the analysis of his study and hence it was not influenced by others in the group. Despite the successful positive issues brought by interviewees, the researcher noticed that it was very time-consuming in setting up, interviewing, transcribing and analysing. It was also tiresome in constantly making some follow ups so as to confirm appointment dates for interviews as they keep on changing. The

researcher clearly explained to the interviews that the information gathered would be strictly used for academic purposes and anonymity will be maintained

3.6.5 Secondary data

Secondary data was used where the researcher failed to get first hand information. This information was obtained through published information, internet and analysis of documents.

3.6.6 Primary data

This was made available through administration of questions and conduct of interviews.

3.7 Data collection instruments

This was made possible through questionnaires and interviews.

3.7.1 Questionnaires

Questionnaires assist to bring governance and service delivery issues by standardardising data collection as it ensures consistence and making it easy to compare responses. It also covers a wider range of topics relating to corporate governance and service delivery. it also provide anonymity and confidentiality.

3.7.2 Interviews

Interviews allowed obtain of reliable information through face to face interaction. It allows sourcing of information. Interviews were dine with Municipality staff and business people within Bindura Municipality so as to gain clear expression of their feelings opinion and their attitude. The various questions were meant for independent band dependent variables and organisational factors as these were the cornerstone of research addressing service delivery (G wright 2021).

3.8 Reliability and validity of instruments

3.8.1 Validity

Validity ranks the accuracy of information as it gives findings that gives conclusion to the research. Validity as the extent to which data collection method or methods accurately measure what they were intended to measure. The authors have indicated that validity is concerned with whether the findings are really about what they appear to be about. Data was collected from reliable sources that is from the respondents who resides in Bindura Municipality, Employees of the Municipality, Councilor of Bindura Municipality and business people operating from Bindura Municipality. The questionnaires used were examined to ensure that the questions

asked sought the information which was related to the problem in order to incorporate validity in this study (Saunders et al 2021).

3.8.2 Reliability

Reliability refers to the degree to which data collection method or methods will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense was made from raw data. Reliability can be assessed by the following questions:

Will the measure yield the same results on other occasion?

Will similar observation be reached by other observers?

The researcher formulated questions that cover the content of each objective to ensure that the research instruments were reliable and valid. Questionnaires were pretested in an effort to reveal ambiguities, conflicting items and items that were not relevant to the purpose of the study. Straight questions were asked and related questions followed each other in sequence to ensure a coordinated response (Saunders et al [2021)

3.9 **DATA COLLECTION PROCEDURE**

The researcher depended mainly on the use of questionnaires and interviews as a primary source of data. Primary data is the original material that is created by a participant in an event; witnesses or the researcher, primary data is raw and unprocessed information gathered by a researcher in accomplishment of a particular research assignment. Saunders et al (2021) described primary data as the original work of the researcher or raw data without interpretation or declarations that represent an official opinion or position. Primary data was collected using questionnaires using open ended questions. Interviews were also used to notice respondent's attitudes, which cannot be detected on questionnaires, and to further ask on areas that require explanation or clarification. This was effective as it assisted this researcher in collection of error free first-hand information, well enough for accurate deductions and decision-making (Agbloyor (2021).

3.10 **DATA ANALYSIS AND INTERPRETATION**

This study will make use of thematic data analysis. This method of data analysis is one that looks across all the collected data to identify the main themes that summarize all views that would have been collected in the study. This method of analysis was selected for this study

because it does not impose themes on the research findings but rather allows for themes to emerge from the collected research findings thus becoming suitable for academic purposes. The raw data obtained from questionnaires have undergone preliminary preparation before analysis using statistical tools. The major data preparation techniques include data editing, data coding and data capturing (Aaker et al., 2020). The role of editing was to inspect and correct omissions, ambiguities and errors in responses from participants. The researcher then sub divided the data collected into elements. The researcher analyzed data using discourse analysis which pays great attention to context. The results obtained after categorizing the data were then used to answer the research questions. To ensure accuracy and completeness on the responses obtained, the data collected was thoroughly analyzed. Tables, charts and graphs were used after the data has been refined. Microsoft excel was also used to calculate percentages which showed various responses of the interviewees and respondents for some questions

3.11 **ETHICAL CONSIDERATIONS**

The researcher had a moral obligation to strictly consider the rights of the participants who shall be expected to provide this knowledge, Swain (2020:314). The researcher has considered it very important to establish trust between the participants and him and to respect them as autonomous beings, thus enabling them to make sound decisions, Spring (2021:65); Swain (2021:314). Ethical considerations have been an important aspect in this study; due to the sensitive nature of the study, possible risks shall be continuously examined to increase sensitivity to the participants and not to expose them. Ethical measures are as important in qualitative research as in quantitative research and include ethical conduct towards participant's information as well as honest reporting of the results. The ethical measures in this study has included consent, confidentiality and anonymity, privacy, dissemination of results and the right to withdraw from the study

SUMMARY

This Chapter presented details pertaining to research methodology, research design and research instruments. The research target population, sample size and the sampling procedures have been also highlighted in this chapter. Data sources, data collection instruments and data collection procedure have been discussed as well. The next chapter shall be endowed with the data presentation, analysis and discussion of findings.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

This chapter presented and analyze data on exploring corporate governance practices in Municipalities on service delivery a case study of Bindura municipality. The findings and analysis of data that has been collected from the study and the findings are responses from Municipality employees, Councilors, Business people and local residence of Bindura Municipality.

4.1 **Questionnaire Data Response Rate**

Out of the scheduled one hundred questionnaires sent the response rate was 100% and is presented by the table and pie charts below:

Table 4.1 Questionnaire responses

Details	No of Questionnaire Distributed	**Response received**	**Percent rate**
Residence of Bindura Municipality	50	50	**50%**
Municipality employees	30	30	**30%**
Concillors	5	5	**5%**
Business people	15	15	**15%**
Total	100	100	**100%**

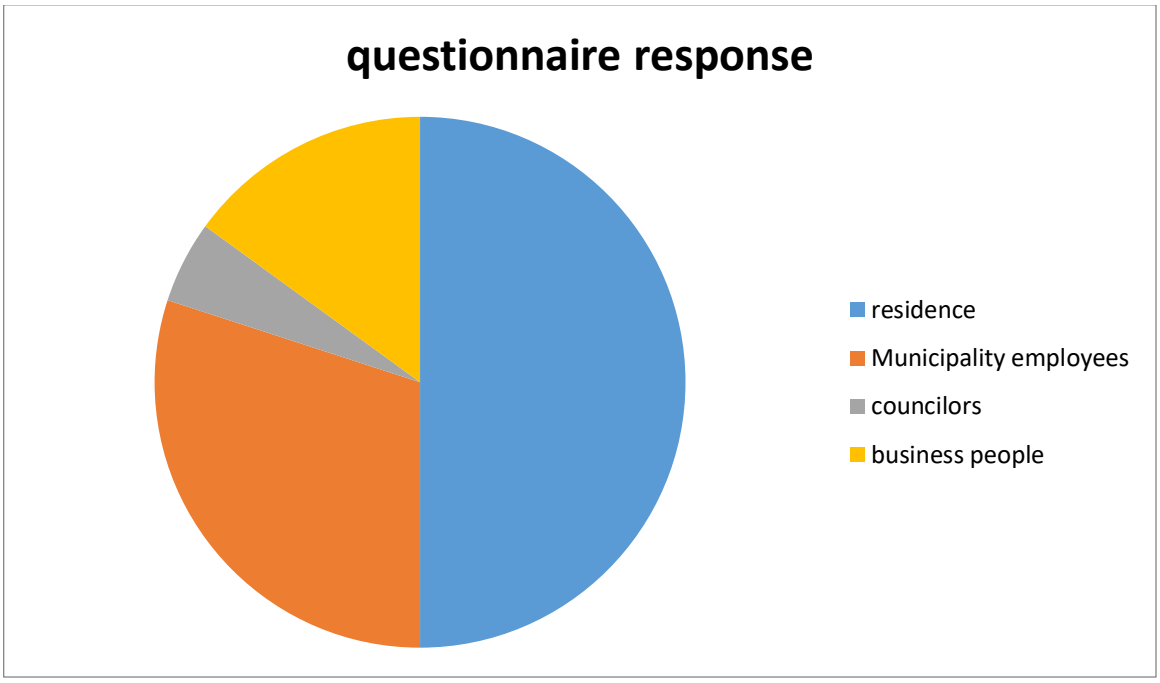


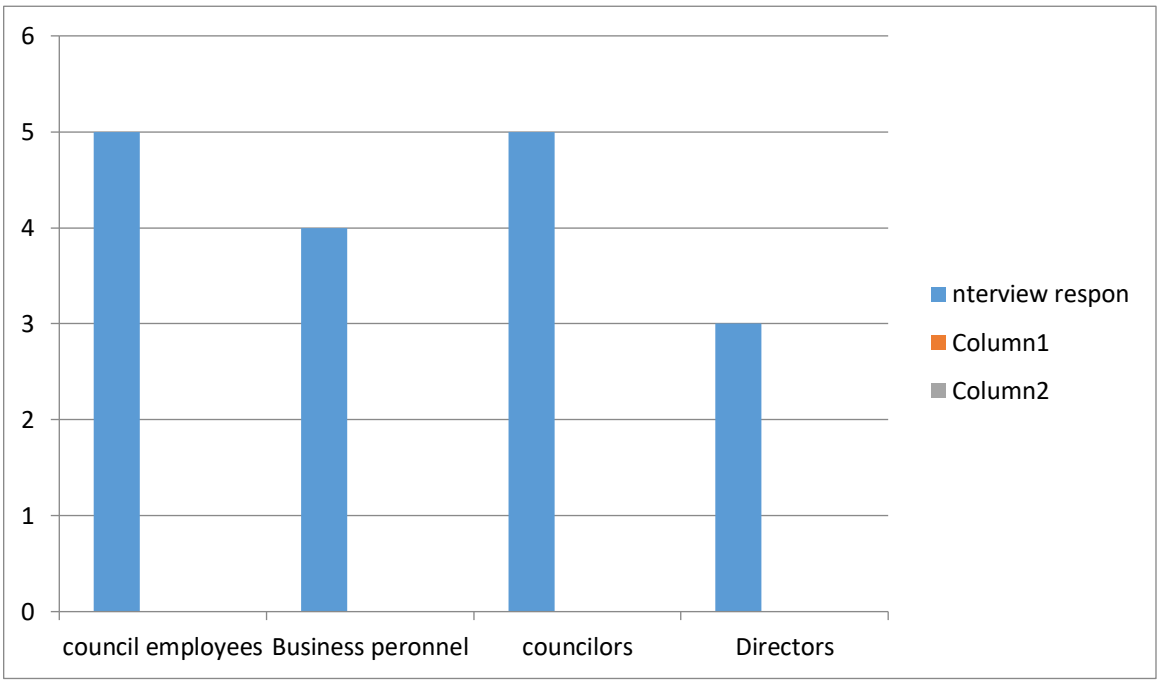
Figure 4.1 Questionnaire responses

A 100% response on questionnaires were achieved due to good rapport established by researcher as well as visiting the respondents at their place of work

Figure 4.2 show interview response rate

Details	No of Questionnaire Distributed	**Response received**	**Percent rate**
Council employees	5	5	**100%**

Business personnel	5	4	**80%**
Councilors	5	5	**100%**
Directors	5	3	**60%**
Total	20	18	**90%**



The response rate occurred because the researcher booked appointments and consistently making some follow ups on appointments and rescheduled the appointment where the participants were busy. Two of the directors and one Business personnel failed to attend due to work related issues. These are people with full information about council operations.

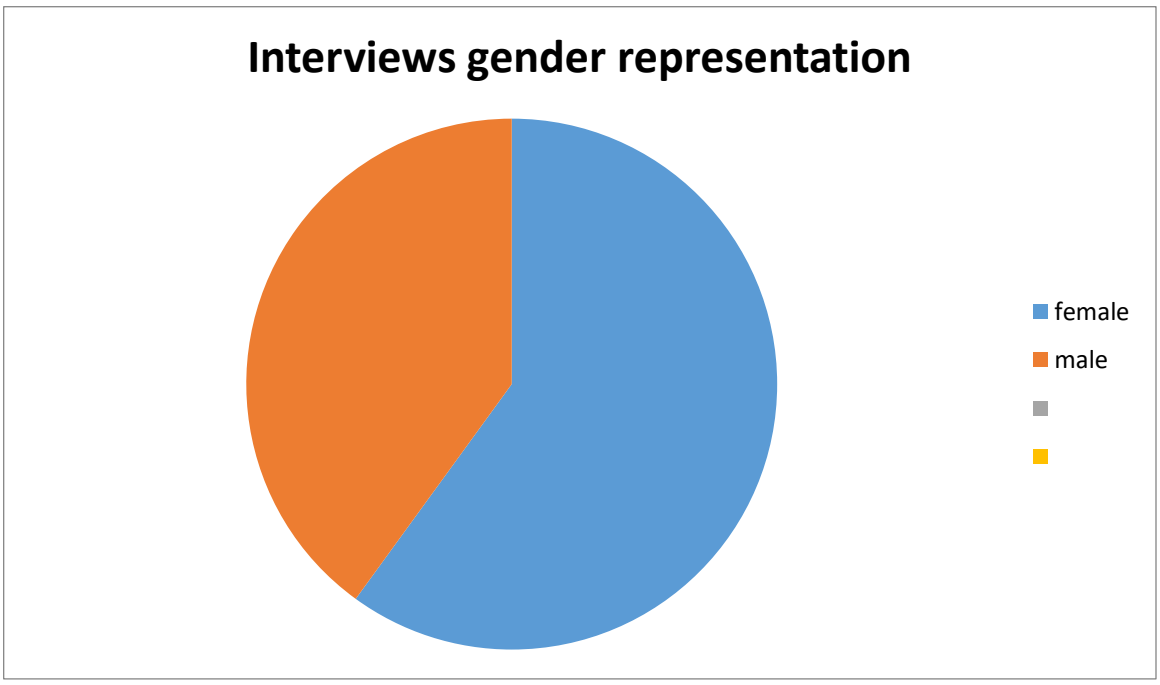
4.2 **DEMOGRAPHIC FINDINGS**

The interviewees and questionnaire respondents were chosen on the basis of their being residence within the Municipality of Bindura as well as some are employees within the municipality and some are councilors and they represent residence in council meetings and as

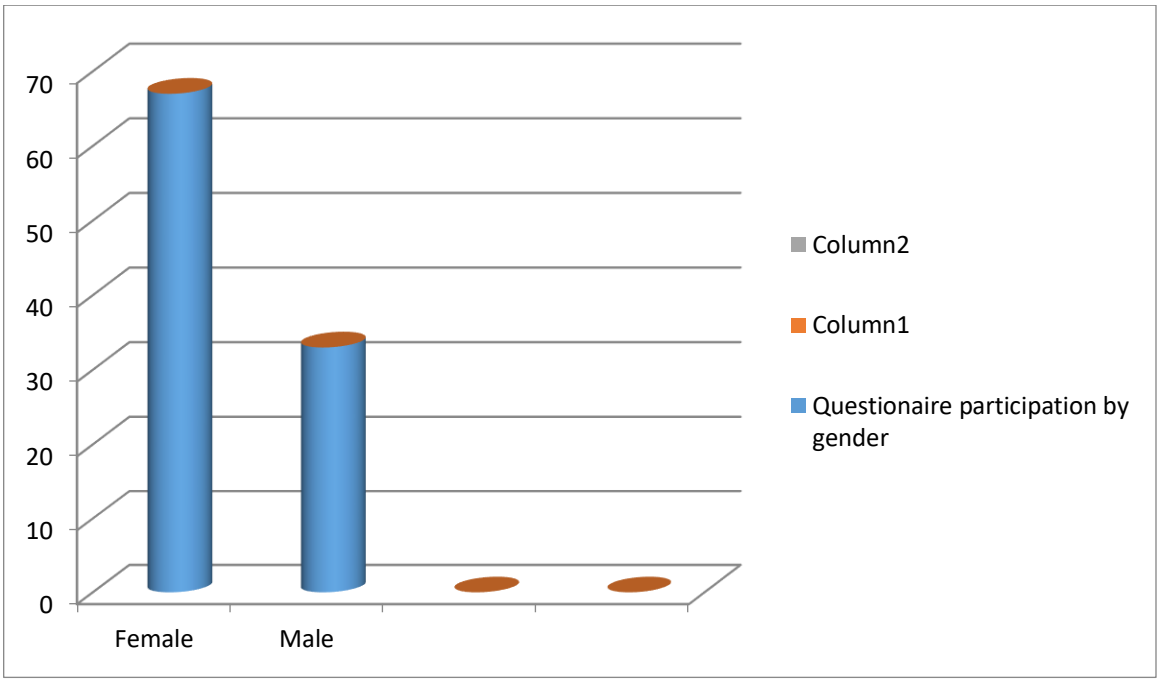
well forward grievances to the local authority. Some of the respondents have some flourishing business within the municipality.

4.2.1 Gender Analysis of Interviewees and questionnaire respondents

60% of the interviewees were female while 40% of the interviewees were male. The questionnaire participants were female 67% and the male counter parts were 37% this is presented in figure 2 and 3 respectively below



The number of woman who participated in interviews were sixty percent female to forty percent from male counter parts. The same to female who participated on questioaire, they were sixty seven percent than thirty three from male counterpart.



4.2.3 Age Range

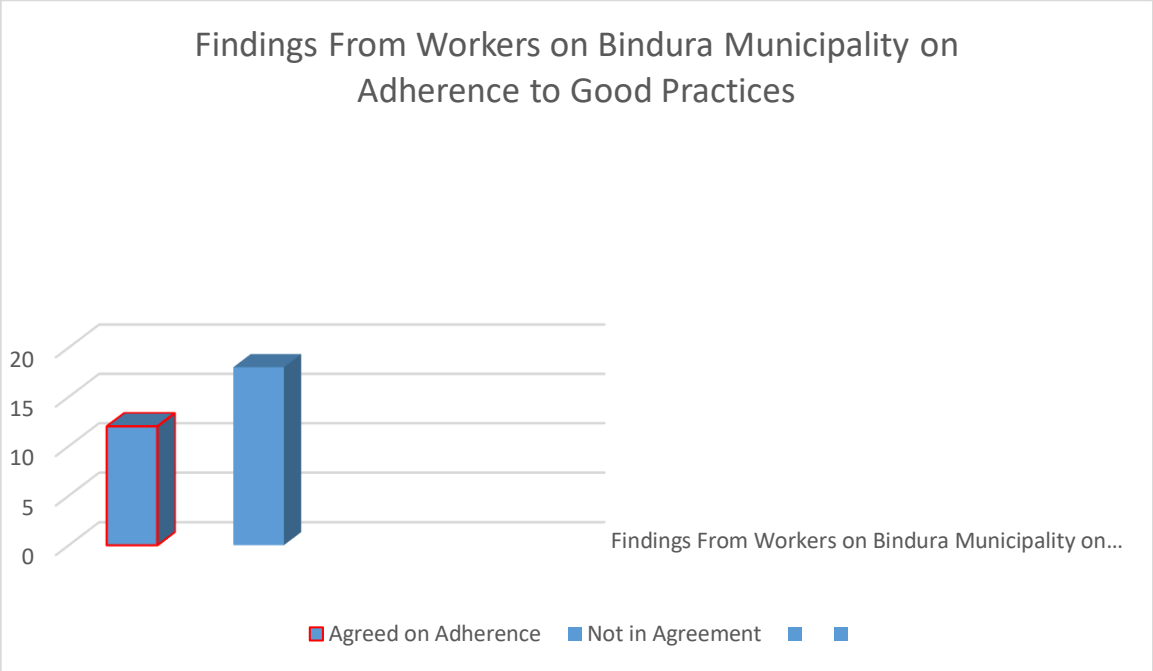
The researcher considered age groups of the questionnaire respondents and this assisted him in getting different understandings based on age. 12% of the interviewees were below 23years, 30% were within the age range of 24-34years, 40 % were within the age range 35-44 years and 18% were above 45 years age range. Having representation from all age groups assisted in getting different opinions from the sample size and explanations and seeing how different generations are embracing the service delivery from the local authority The age ranges are presented in Table below:

Table 4. 2.3: Age Analysis of questionnaire correspondents

Details	Below 23	24-34yrs	35-44yrs	45 and above	**Total**
Outcome	12	30	40	18	**100**
Outcome in %	12	30	40	18	**100%**

4.2.4 Adherence to Good Governance

Of the 30 respondents, 12 respondents which is 40% confirmed that there was adherence to good governance as noted by Audit reports. 18 respondents (60%) were not in agreement.



4.2.5 Impact of Good Governance on Service delivery

Out of 30 respondents, the impact is shown as indicated in the table below

SOCIAL SERVICE	DISSATISFIED (%) SERVICE DELIVERY	SATISFIED (%) SERVICE DELIVERY
HEALTH	80	20
HOUSING	70	30
WATER SUPPLY	85	15
REFUSE COLLECTION	80	20
EDUCATION	60	40
RECREATIONAL	70	30
LEISURE FACILITIES	80	20
STREET LIGHTS	90	10
SPORTS	80	20
DUMPING SITE	100	0
METER BILLING	70	30

Source2023 field survey

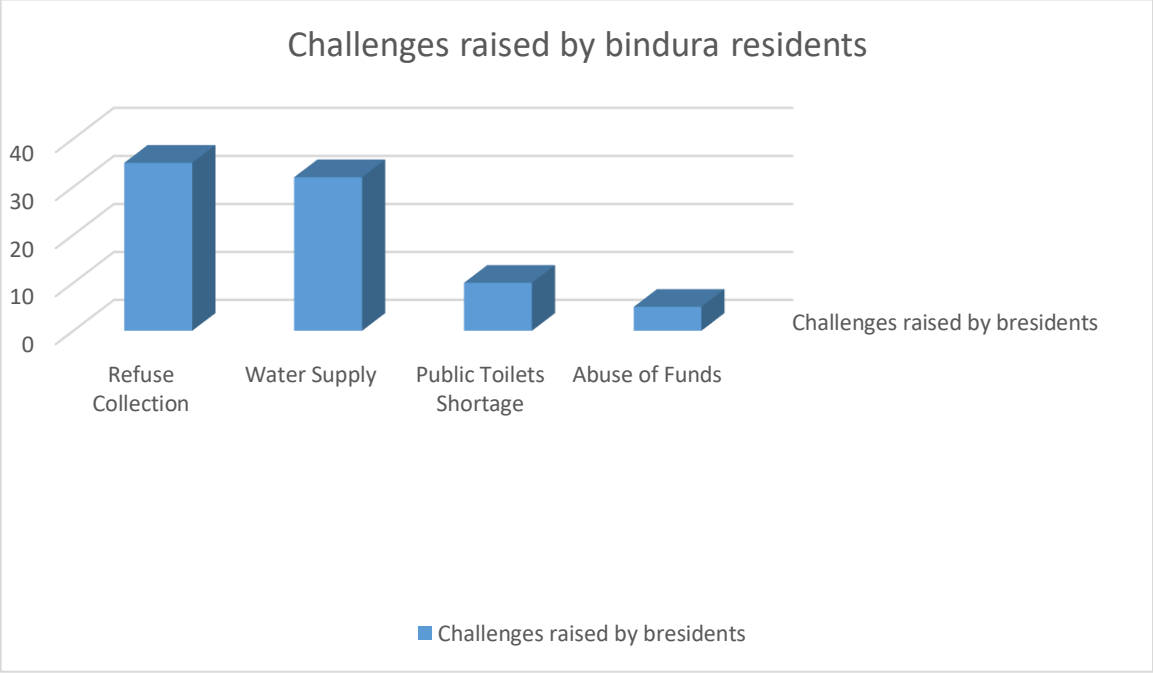
Table 2 above shows nature of service delivered by Bindura Municipality to its residence.

Perception on quality of service offered by Bindura municipality

4.2.6 Challenges facing Good Governance at Bindura Municipality

The challenges were grouped into categories and out of 35 respondents (30 Residents and 5 Business owners)

35 respondents raised the issue of Refuse Collection. 32 respondents raised the challenges of Water supply, 10 respondents raised the challenge of acute shortage of public toilets and 5 respondents raised the challenge of abuse of funds from revenue collected



4.2.7 Relationship between good governance and service delivery

From the challenges raised and the impact of good governance and service delivery, the relationship is a positive relationship as good governance practices are neglected, service delivery goes in the negative.

CHAPTER 5

CONCLUSION, SUMMARY AND RECOMMENDATIONS

5.0 Introduction

This chapter presents summary of the objectives of this study regarding exploration of corporate governance practices in municipalities on service delivery where Bindura Municipality was singled out as a case study. After presenting the summary, the chapter went on to present the conclusion from the findings of the study followed by recommendations made.

5.1 Summary of the study objectives

There were four study objectives which were the basis of investigation. These were
to assess the extent of adherence to good governance practices in public institutions and to determine the impact of good governance to service delivery in public institutions and also to analyse challenges facing good governance in public institutions as well as to determine the relationship between good governance and service delivery in public institutions. These objectives are summarised in the following subsequent sections.

5.1.1. Adherence to good governance practices in public institutions

One of the objectives was to assess the extent of adherence to good governance practices by public institutions and this is based on monitoring and evaluation cohesive processes which require quality performance in the public sector.

5.1.2 Impact of good governance to service delivery in public institutions

Another study objective was to determine the impact of good governance to service delivery in public institutions and this is done to improve on public finance management systems through improving accountability and transparency.

5.1.3 Challenges facing good governance in public institutions

The other objective study was to analyse challenges facing good governance in public institutions hindering delivery of services to Bindura residents by Bindura Municipality.

5.1.4 Relationship between good governance and service delivery in public institutions

The final study objective was to determine the relationship between good governance and service delivery in public institutions.

5.2 Conclusions of the study.

Conclusions were drawn from the study.

5.2.1 Adherence to good governance practices in public institutions

The researcher concluded that good governance practices were scarcely implemented. It was noted that most staff members in the accounting and management were not affiliated to international governance bodies and so compliance was not fully enforced.

5.2.2 Impact of good governance to service delivery in public institutions

It was concluded that the weak governance practices at Bindura Municipality impacted negatively on the service delivery. It was noted that the service delivery was poor. It was noted that the service charges were high.

5.2.3 Challenges facing good governance in public institutions.

The researcher concluded that there were four categories of challenges which Bindura Municipality was failing to address and this affected the health status of the Bindura Town residents. It was also noted that of the four main challenges raised, refuse collection was on top followed by followed by poor water supply. It was concluded that Bindura Municipality failed to deliver the major services expected of them by the residents**.**

5.2.4 Relationship between good governance and service delivery in public institutions

It was noted that poor service delivery was being experienced by Bindura Municipality as a result of depressed governance practices being implemented.

5.3 Recommendations.

5.3.1 Adherence to good governance practices in public institutions

It is recommended that Bindura Municipality should adhere to good governance practices through affiliation to accounting bodies and also to implement monitoring mechanism like routine audit checks periodically.

5.3.2 Impact of good governance to service delivery in public institutions

The researcher recommended that the impact can be felt when meaningful engagement with all stakeholder are done and seek partnership with some private players like gold mines in Bindura. Service delivery timetable should be in place and be followed religiously in order for services to be effective.

5.3.3 Challenges facing good governance in public institutions

It is recommended that quarterly meetings be carried out between Bindura Municipality and the Bindura town residents so that challenges are brought to the attention of the Bindura Municipality. This will allow challenges to be addressed timeously.

5.3.4 Relationship between good governance and service delivery in public institutions

The relationship between governance and service delivery can be improved if funds are put into proper uses according to the budget lines and votes. The Bindura Municipality The municipality should align its activities with National Development Strategy 1 so as to build towards an Upper and Middle Income society according to the National Agenda of Vision 2030 set by The Second Republic of Zimbabwe**.**

Appendix 1: Survey Questionnaire MUNICIPAL WORKERS

Exploring corporate governance practices on service delivery. A case study of the Bindura Municipality

INTRODUCTION

My name is ***Innocent Dimingo***, Master of Leadership and Corporate Governance student with Bindura University of Science and Education As part of the study program requirement, I am conducting an exploration on corporate governance practices on service delivery through this research.

I guarantee that the information gathered in this exercise will be strictly used for academic and programming purposes by Bindura Municipality and the respondent's confidentiality will be upheld and respected. Having said this, I would like to request for your participation in this exercise. You are however at liberty to avoid any questions you deem uncomfortable to respond to or halt the interviewing process when you see fit. It is not in the best interest of the interviewer to apply any element of cohesion or compelling the interviewee to provide answers against his or her will.

Your willingness to cooperate is greatly appreciated.

<u>SECTION A:</u> GENERAL INFORMATION

This section establishes the participants' profiles. Please complete this section by inserting an X against your appropriate response and give descriptive answers for the open-ended questions. Where the space provided is inadequate, you may use extra paper as required.

1. Please indicate your gender: Male [ ] Female [ ]
2. What is your age group?
   Less than 25 years [ ] 25 to 40 years [ ] 40 to 60 years [ ]
   60 years and above [ ]

3. For how long have you been a resident in Bindura town?
   Less than 2 years [ ] 2 to 4 years [ ] 4 to 6 years [ ]

   6 years and above [ ]

4. What is the highest level of education you attained?
   PhD [ ] Masters Degree [ ] First Degree [ ] Diploma [ ]

<u>SECTION B</u> : SYSTEM KNOWLEDGE –REVENUE COLLECTION

Your willingness to cooperate is greatly appreciated.

8. For how long have you been a resident in Bindura town?

Less than 2 years [ ] 2 to 4 years [ ]

9.Do you hold regular meetings and workshops on revenue collection?

---

10. Which areas does Bindura Municipality collect revenue from?

11.Is Bindura Municipality adhering to international accounting standards and government guidelines in the revenue collection processes and procedures, explain.

12 In your view, do you thing the revenue being collected by Bindura Municipality is adequate enough to meet the quality of services as per customers' expectations in Bindura? If NO, then what could be the reason?

13. Which ways do you think can be used to generate enough revenue for efficient service delivery to be met?

Thank you very much for participating in this interview. It was a great pleasure interviewing you. If you have any questions for me, please proceed and ask.

Appendix 2: Survey Questionnaire for Bindura Residents

Exploring corporate governance practices on service delivery. A case study of the Bindura Municipality

INTRODUCTION

My name is ***Innocent Dimingo***, Master in Leadership and Corporate Governance student with Bindura University of Science and Education As part of the study programme requirement, I am conducting an assessment, exploring on corporate governance practices on service delivery through this research.

I guarantee that the information gathered in this exercise will be strictly used for academic and programming purposes by Bindura Municipality and the respondent's confidentiality will be upheld and respected. Having said this, I would like to request for your participation in this exercise. You are however at liberty to avoid any questions you deem uncomfortable to respond to or halt the interviewing process when you see fit. It is not in the best interest of the interviewer to apply any element of cohesion or compelling the interviewee to provide answers against his or her will.

Your willingness to cooperate is greatly appreciated.

SECTION A: GENERAL INFORMATION

This section establishes the participants' profiles. Please complete this section by inserting an X against your appropriate response and give descriptive answers for the open-ended questions. Where the space provided is inadequate, you may use extra paper as require

5. Please indicate your gender: Male [ ] Female [ ]
6. What is your age group?
   Less than 25 years [ ] 25 to 40 years [ ] 40 to 60 years [ ]
   60 years and above [ ]

7. What is the highest level of education you attained?
   PhD [ ] Masters Degree [ ] First Degree [ ] Diploma [ ]

SECTION B : SYSTEM KNOWLEDGE –SERVICE DELIVERY

Your willingness to cooperate is greatly appreciated.

8. For how long have you been a resident in Bindura?

1 - 5 years [ ] 5 - 10 years [ ] Above 10 years [ ]

9. How do you rate the service delivery by Bindura Municipality to its customers?

(Tick the appropriate box in the following table below)

SOCIAL SERVICE	SATISFIED SERVICE	DISSATISFIED SERVICES
HEALTH		
HOUSING		
WATER SUPPLY		
REFUSE COLLECTION		
EDUCATION		
RECREATIONAL		
LEISURE FACILITIES		
STREET LIGHTS		
SPORTS		
DUMPING SITE		
METER BILLING		

10.How often do you hold regular meetings and workshops on service delivery with the Bindura Municipality?

---

11. What do you think are the causes of poor service delivery by Bindura Municipality if there are any?

---

12. In your view do you think there are other areas of improvement which Bindura Municipality can undertake?

---

13 From your perspective, how can Bindura Municipality improve its service delivery generally?

Thank you very much for participating in this interview. It was a great pleasure interviewing you. If you have any questions for me, please proceed and ask.

Appendix 3: Survey Questionnaire COUNCILORS

Exploring corporate governance practices on service delivery. A case study of the Bindura Municipality

INTRODUCTION

My name is ***Innocent Dimingo***, Master in Leadership and Corporate Governance student with Bindura University of Science and Education As part of the study programme requirement, I am conducting an exploration on corporate governance practices on service delivery through this research.

I guarantee that the information gathered in this exercise will be strictly used for academic and programming purposes by Bindura Municipality and the respondent's confidentiality will be upheld and respected. Having said this, I would like to request for your participation in this exercise. You are however at liberty to avoid any questions you deem uncomfortable to respond to or halt the interviewing process when you see fit. It is not in the best interest of the interviewer to apply any element of cohesion or compelling the interviewee to provide answers against his or her will.

Your willingness to cooperate is greatly appreciated.

<u>SECTION A:</u> GENERAL INFORMATION

This section establishes the participants' profiles. Please complete this section by inserting an X against your appropriate response and give descriptive answers for the open-ended questions. Where the space provided is inadequate, you may use extra paper as required.

8. Are you a permanent employee of Bindura Municipality or you are on contract?
   …….
9. What position do you hold in the Bindura Municipality?
   ……....
10. Please indicate your gender: Male [ ] Female [ ]
11. What is your age group?
    Less than 25 years [ ] 25 to 40 years [ ] 40 to 60 years [ ]
    60 years and above [ ]

12. For how long have you held your current post?
    Less than 2 years [ ] 2 to 4 years [ ] 4 to 6 years [ ]

6 years and above [ ]

13. For how long have you been employed by the organisation?

Less than 2 years [ ] 2 to 5 years [ ] 6 to 10 years [ ]

10 years and above [ ]

14. What is the highest level of education you attained?

PhD [ ] Masters Degree [ ] First Degree [ ] Diploma [ ]

<u>SECTION B</u> : SYSTEM KNOWLEDGE –REVENUE COLLECTION

Your willingness to cooperate is greatly appreciated.

8. What do you understand by the term revenue collection?

9.Do you hold regular meetings and workshops on revenue collection?

---

10. Which areas does Bindura Municipality collect revenue from?

11.Is Bindura Municipality adhering to international accounting standards and government guidelines in the revenue collection processes and procedures, explain.

12 In your view, do you thing the revenue being collected by Bindura Municipality is adequate enough to meet the quality of services as per customers' expectations in Bindura? If NO, then what could be the reason?

13. Which ways do you think can be used to generate enough revenue for efficient service delivery to be met?

Thank you very much for participating in this interview. It was a great pleasure interviewing you. If you have any questions for me, please proceed and ask.

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