

**BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF SOCIAL SCIENCES AND HUMANITIES
DEPARTMENT OF PEACE AND GOVERNANCE**



**CHALLENGES FACED BY LOCAL GOVERNMENT ON SERVICE DELIVERY: A
CASE OF MARONDERA MUNICIPALITY FROM 2017-2019**

BY

FARAI KUWANDA

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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Dedication

This work is dedicated to my three lovely children:

- ❖ Tanaka Lee
- ❖ Tawananyasha Leo
- ❖ Tendaishe Leanne

May this work inspire them in their future aspirations.

Acknowledgements

I wish to express my heartfelt regards to individuals and the members of Marondera Municipality who made this dream come true. I want to thank my supervisor for insight supervision. His patients and brotherly motivation cannot be overemphasized.

I would like to acknowledge and thank Marondera residence for their support in responding to honest to questions posed.

My wife, Predict deserves mention. Firstly we have been married for thirteen years and secondly she herself has achieved academically, having attained a diploma in education.

Abstract

The study sought to investigate the challenges and opportunities of local government on service delivery in Marondera Urban. The study was guided by the decentralization service delivery model. The study employed a mixed method approach and a survey research design. The target population of the study was 162 people where a sample of 52 people was drawn. Questionnaires and interviews were used to collect data. Data was presented in tables, pie charts and narrations. The challenges of local government on service delivery in Marondera Urban are poor waste management infrastructure, lack of supply of water and were the challenges affecting service delivery in Marondera Urban. The opportunities of local government on service delivery in Marondera Municipality are responsiveness and efficiency, citizen participation, promoting democracy and dispersing power. The study recommended that there is need for the Marondera Urban Council to promote community participation in order to give locals the opportunity to participate in decision making processes. Partnership with private sectors such as NGOs, corporations, civil society in service delivery is also recommended. There is need to for council to hold workshops to educate people on the effects of corruption on service delivery. The Marondera Urban Council must prioritize service delivery by purchasing trucks for refuse collection rather than purchasing luxury cars for the executives.

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Chapter 1

The research problem and its setting

1.1 Background to the study

Many urban municipalities are facing problems in Africa, which in turn affect their ability to deliver quality services. In support, United Nations International Children's Emergency Fund (UNICEF) (2009) noted that fulfilling acceptable targets in developing countries remains an area of concern as over 884 million still lack safe drinking water sources. As evidenced in South Africa under-investment in municipal infrastructure in black areas under apartheid deprived millions of people of access to basic services including roads, water, refuse collection and sanitation resulting in human insecurity due to the various threats emanating from poor service delivery. Thus, municipalities in African countries (Zimbabwe included) are struggling to provide quality services to its people and this has a negative impact on household human security.

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

Municipalities in Zimbabwe are reputed for providing the broadest and widest range of services compared to many other parts of the developing world (Hove, 2012). However, Zimbabwean municipalities have been experiencing service delivery challenges since 2000 although effective delivery and management of services is a pre-requisite for productive investment and economic growth in urban areas (World Bank, 2000). In Zimbabwe, since the turn of the millennium, there have been widespread complaints over municipal and local governance service delivery. Several stakeholders have also testified to the fact that there has been a general decline in municipal service delivery and capital development in local authority governed areas.

Marondera Municipality is situated along Harare-Mutare Highway. It serves a population of about 350 thousand. Poor standards of service delivery has been witnessed in the town for the past three decades and has been a concern to the government, local authorities and to the residents in that residents have resorted to the use of alternative unsafe sources of water like rivers and contaminated springs as well as dumping rubbish everywhere which has become an eye soar. These dumping sites have become breeding ground for diseases especially in the rainy season thereby affecting the residents who are supposed to get quality services under normal circumstances.

UNICEF (2017), highlights that the high standard and community services in Zimbabwe's urban areas enjoyed in the past has declined significantly implying that access to quantity and quality has declined and thus is not increasing, counter to the MDGs to which Zimbabwe signed up. This corroborated by different newspapers in Zimbabwe:

“Marondera municipality town council has incurred fines from Environmental Management Agency (EMA) amounting to \$55339.00 due to their derelict sewer treatment”. “Marondera residents were living in areas with severely limited water resources putting them at risk of contracting deadly diseases like cholera” (Daily News, 2017).

The committee on Service Level Benchmarking (SLB) found that Marondera municipality is one of the worst run local municipality in Zimbabwe as sewage pumped into main water supply dams” (News Day Zimbabwe, 2018).

“Disaster looming as the result of the Movement for Democratic Change (MDC) dominated Marondera municipality runs out of chlorine for water” (The Herald Zimbabwe, 2019).

The existence of research gap and little studies on challenges and opportunities of local government on service delivery formed the study. In light of these revelations, it is prudent to undertake this study with the ultimate aim to examine the challenges and opportunities of local government on all service delivery in Marondera Urban from 2017-2019.

1.2 Statement of the problem

The state of service delivery in municipal areas directly impacts on residents' lives. In Zimbabwe, since the turn of the new millennium, there have been widespread complaints over local governance service delivery. Several stakeholders have also testified to the fact that there has been a general decline in local governance service delivery. This means that under normal circumstance the services provided by local government must enhance people's quality of life and contribute to urban development. However, it seems the high standard and community services that the residents of Marondera Urban enjoyed in the past has declined significantly implying that access to quantity and quality has declined as shown by the reports above. Therefore, the question that needs to be answered is, "What are the challenges and opportunities of local government on all service delivery in Marondera Urban?"

1.3 Purpose of the study

The aim of the study is to investigate the challenges and opportunities of local government on service delivery in Marondera urban with an ultimate aim to suggest solutions. The research is of paramount importance as it will benefit the Marondera Municipality, policy makers, students in the department of Social Sciences and Humanities, researcher, and lecturers of different departments.

1.3.1 Marondera Municipality

The study will benefit Marondera Municipality in the way it can possibly involve the communities to participate in service delivery issues since the study will propose best possible ways to involve these important participants. The study will fold information neighboring the challenges and opportunities the council and the communities are facing in relation to engage each other.

1.3.2 Policy makers

The study will also benefit policy makers in developing policies that are service delivery precise, since the study discuss the challenges and opportunities for authorities that can contribute to service delivery performs into urban planning agenda. This means that the study could encourage policy makers to periodically examine the extent to which urban council facilities and services are utilized, as this could assist the urban council in the planning and management of activities as well as evaluating the performance and achievement of their goals.

1.3.3 Students in the department of social sciences and humanities

This study will also help students in the department of social sciences to appreciate what local service delivery is and to address participatory issues in service delivery management and the challenges thereof which can be gradually countered world over.

1.3.4 The researcher

The study will also benefit the researcher acquire skills as well as have a better understanding of the subject to be researched. According to Schlachter (2012), a simultaneous mechanism to improve the quality of service provision in an on-going process is to regularly survey the local populace and request for their opinions on a regular basis. The researcher could benefit from this study because it provides body of knowledge that could be used in other researches.

1.3.4 Lecturers of different departments

In this study, lecturers of different departments will benefit in the sense that they will be able to access information about effective public participation in service delivery as well as reference for the Bindura University.

Thus, a research would try to provide a better direct or indirect model to try and give room for residents' feedback. This gives a reflection of good governance when there is positive outcome in

the service provided by the local authorities. This is the main reason why local authorities offer services to the community.

1.4 Overall research aim

The overall aim is to investigate the challenges and opportunities of local government on service delivery in Marondera Urban with an ultimate aim to suggest solutions.

1.5 Research objectives

The research seeks to:

1. identify the challenges of local government on all service delivery in Marondera Urban.
2. examine the opportunities of local government on all service delivery in Marondera Urban.
3. recommend possible interventions on how to improve the challenges and opportunities of local government on service delivery in Marondera Urban.

1.5 Overall research question

What are the challenges and opportunities of local government on service delivery in Marondera Urban?

1.6 Research questions

1. What are the challenges of local government on all service delivery in Marondera Urban?
2. What are the opportunities of local government on all service delivery in Marondera Urban?
3. How can the challenges and opportunities of local government on all service delivery in Marondera Urban be improved

1.7 Study hypothesis

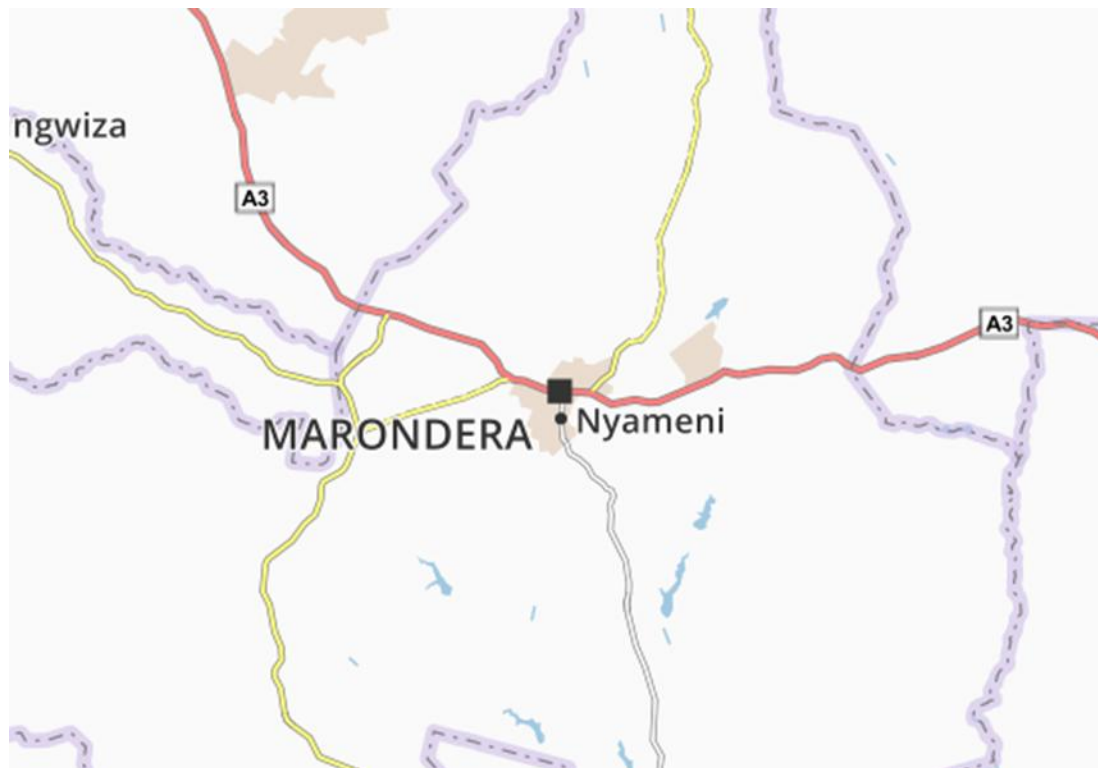
Ho: A positive relationship exists between governance and service delivery in Marondera Urban

H1: A positive relationship exists between the challenges faced by local government on service delivery.

1.8 Delimitations of the study

- The study would be confined to the Municipality of Marondera in Zimbabwe.
- The focus of the study would be on challenges and opportunities of local government on service with specific reference to Marondera Municipality only.
- It seeks to utilize responses from councilors, employees from local government and Marondera Local Resident Association (MLRA).
- The statistics to be used in this study would be from 2017 to 2019.

Marondera Urban sketch map: 2017-2019



1.9 Limitations of the study

It is useful to set the parameters, in terms of what this study intends to do and what it was never intended to do. Limitations are imposed by the context, the timeframe within which this was worked and the design.

- The study population will be too big hence the researcher will rely on the study sample.
- The study will be confined to Marondera, which is one of the town council among the Zimbabwe's 10 provinces hence the findings cannot be generalised to the entire Zimbabwean local municipality.
- The study will be based on voluntary cooperation. As such, the lack of it will weaken the study.

While these confounding circumstances will likely to thwart the understanding of the results of the study, they will be overcome and controlled by thoroughly observing what will be raised on validation of the research design.

1.10 Definitions of key terms

1.10.1 Challenges: for the purpose of this study, they are any impediment and barriers that may hinder the teaching of composite classes.

1.10.2 Local Government: refers to a form of government whose remit covers an area less than that of the nation.

1.10.3 Municipality: for the purpose of this study municipality refers to incorporated town.

1.10.4 Opportunities: refers to a chance for advancement, profit or progress

1.10.5 Service delivery: for the purpose of this study refers to a set of institutional arrangements adopted by the government to provide public goods and services to its citizens.

1.10.6 Survey: refers to procedures in quantitative research in which the researcher will administer a questionnaire to a small group of people to identify trends in attitudes, opinions, behaviors, or characteristics of a large group of people

1.11 Chapter outline

The study will be recorded in the following chapters:

Chapter 1: The introductory chapter will provide the background to the study, the statement of the problem, justification, goal of the study, the research objectives and key research questions, research hypothesis, delimitation, limitations of the study, definitions of key terms as well as the organisation of thesis.

Chapter 2: The second chapter of the study will be made up of the Review of related literature. It will provide a review of the literature on the challenges and opportunities of local government on service delivery, a survey of Marondera Municipality. The literature review will be structured as follows: conceptual framework, theoretical framework and previous research studies or empirical studies.

Chapter 3: This chapter reviews the philosophical basis of the study, approach, design, population, and sample, sampling techniques, research instruments, validity and reliability of instruments, data collection procedures and ethical considerations.

Chapter 4 presents analyses and interprets the findings on the challenges and opportunities of local government on service delivery, a survey of Marondera Municipality. The results are described, analysed, discussed and their implications considered. Several statistical tests will be undertaken with the aid of the Statistical Package for the Social Science (SPSS).

Chapter 5 summarizes and reviews the main findings and contributions of this research. It will include the discussion of findings, summary, conclusion and recommendations.

1.12 Chapter summary

The chapter presented the introductory background on challenges and opportunities of local government in service delivery with specific reference to Marondera Municipality, the statement of the problem, the research objectives and the significance of the study. The second chapter of the study is made up of the literature review.

Chapter 2

Review of related literature

2.0 Introduction

The preceding chapter provided a background to the challenges and opportunities of local government on service delivery in Marondera Urban. This chapter reviews the literature related on challenges and opportunities of local government on service delivery in Marondera Municipality from 2017-2019. Review of related literature refers to a search and evaluation of the available literature in a given subject or chosen topic area (Kothari, 2004). In carrying out this review of related literature the researcher's focus is to:

- avoid incidental plagiarism and sharpens the research focus
- describe the scope and limitations of the study
- use literature review as the mirror of present and future, which helps to develop a thorough understanding and insight into previous research works that relates to the present study.

Thus, review of related literature is a tool, which provides a proper guideline to the researcher in comparing and contrasting what the researcher is doing in the historical context of the research as well as how the research is different or original from what others have done. This helps to rationalise why the researcher need to do this particular research. In this case, review of related literature helps to make the study authentic and stronger. This chapter will be structured as follows: conceptual framework and empirical studies, guided by the themes derived from the research objectives namely:

- challenges of local government on service delivery in Marondera Urban.
- opportunities of local government on service delivery in Marondera Urban.
- recommendations on possible interventions to improve the challenges and opportunities of local government on service delivery in Marondera Urban.

2.1 Conceptual framework

A conceptual framework is an analytical tool with several variations and contexts that represents the researcher's synthesis of literature on how to explain a phenomenon or maps out the actions required in the course of the study given the previous knowledge of other researchers' point of view and observations on the subject of research (Creswell, 2013). In other words, the conceptual framework is the researcher understanding of how the particular variables in this study connect with each other. Thus, it helps the researcher to identify the variables required in the study. The variables to be conceptualized are as: local government and service delivery.

2.1.1 The concept of local government

Hove and Tirimboi (2011), in a study on assessment of Harare water service delivery reveal that local government is a decentralised level of government, democratically established, charged with a service delivery mandate, comprised of legal entities with defined powers, charged with jurisdiction over a particular area within the limits set by national legislation and largely self-financing. This means that local government is the level closest to the people, which is able to better articulate and respond to local needs as well as better placed to harness both local knowledge and effort in the execution of its mandates.

Chakaipa (2010) in a study on local government institutions and elections revealed that the competencies assigned to local government are not only local in nature but have a direct bearing on the day to day lives of local communities. This view is also shared by Bachmann and MacCleery (2006) who also argue that local government provides a means for the ordinary citizen to take part in public affairs at local level. Citizens have an opportunity through their vote to exercise a decisive influence on the general direction of local affairs. According to Chakaipa, (2010) the establishment of local government is based on the following:

- provision of services at affordable cost to local communities in a more responsive and efficient manner
- promotion of public participation in government as a means of enabling and encouraging people to exercise their rights and responsibilities as citizens and

- regulate the conduct of individuals and organizations in areas under their jurisdiction.

Therefore, local government is the creation of participatory and democratically elected structures that can identify with the needs of the people at grassroots level and ensure the translation of those needs into actual provision and maintenance of essential services and infrastructure on a sustainable basis.

2.1.2 The concept of service delivery

Service delivery can be devised in a quad of direct, indirect, individual and collective services (Turner and Hulme, 1997). Hove and Timboi (2011), allude that the local authority's performance is hinged on service provision to local citizens which creates opportunities for companies, organizations and citizens to do projects that would not have been impossible without the municipality's engagement making it easier for them to do things.

Msandu-Nyamayaro, (1991), defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Joseph (2002) supports this view and suggests that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than the physical resources. Service delivery refers to the provision of public activities, benefits or satisfaction. Service relates to the provision of both tangible public goods and intangible services (Turner and Hulme, 1997). Therefore, service delivery is a set of institutional arrangements adopted by the government to provide public goods and services to its citizens.

Bachmann and MacCleery (2006) in a study on managing municipal services delivery revealed that municipalities must prioritize the basic needs of local communities and ensure that they have access to at least a minimal level of municipal services. Municipalities should also promote the development of local communities. Furthermore, in order to improve service delivery, especially on the part of local government, the government of the day has to address the challenges that hamper service delivery in a more coordinated and proactive manner, focusing on macro-goals in order to develop the country's infrastructure and ensure that all citizens benefit (Turner and Hulme, 1997).

2.1.3 Efforts made by local authorities to ensure good public service delivery

Urban local authorities in Africa are reputed for providing the broadest and widest range of services compared to many other parts of the developing world. The local authorities in Zimbabwe in general and Mutare Municipality in particular have adopted a number of strategies in trying to ensure good service delivery. The Mutare Municipality gets residents to exercise their right to expression by revealing ideas that will be assessed at an international level so as to garner residents' input. The council also embarked on an open challenge as a crucial stage in the entire multi-city challenge whereby residents, stakeholders, academia, researchers and people in the corporate sector can uncover solutions to challenges identified in the initial stage. This concurs with the United Nations Developments Project Conference of 1997, which says, the major role of civil society is to bring out the voices of the voiceless. This allows the establishment of positive relations between the service providers and the service users, which allows efficient and effective service delivery by local authorities since the Municipality will be in a position to deliver the relevant services at the right time.

The other important strategy that has been adopted by the councils in trying to improve its service delivery thereby ensuring good local governance is the re-alignment of the constitution and the local governance laws. It should be noted that this promotes efficiency and effectiveness in local governance. However, according to Msandu-Nyamayaro (1991), Zimbabwean urban councils have been experiencing service delivery challenges since 2000. Effective service delivery can be achieved when service provision responds to effective demand and all residents have access to the services provided. Figure 2.1 below shows the various components that contribute to high service delivery.

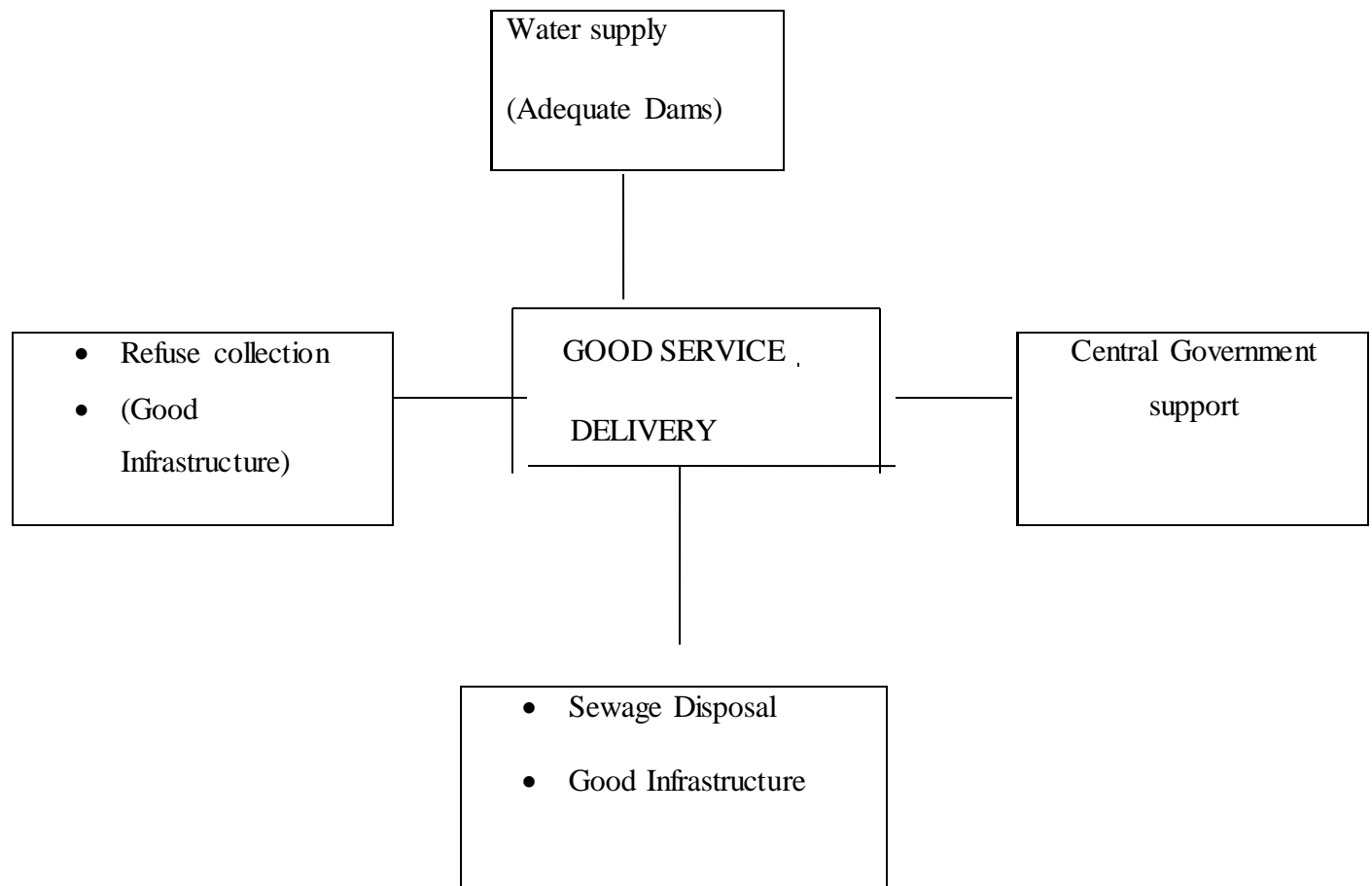


Figure 2.1: Components that Contributes to High Service Delivery

Msandu-Nyamayaro O. (1991), Urban Management in Zimbabwe.

Ann and Richards (2000:248) in a study on state and local government and essentials in America reveal that service delivery ought to be up to standard as service seekers or residents pay rates towards that service. This may include the daily consumption of water, refuse collection, reconstruction of roads, and provision of proper sewage facilities. This means that there is need to put in place a proper sewage system, refuse collection mechanism, as well as sources of water to supply adequate water and safe water to the residents. In this case the central government is also needed to provide much needed resources to purchase working tools such as road clearing machinery, and water treatment chemicals such as chlorine.

2.1.2.1 Nature of service delivery in Marondera Municipality

According to The Worker (2011) Marondera council has been hard-hit by myriad political and economic problems since time immemorial. The then mayor, Farai Nyandoro complained that much of council problems shoot from political blunders made by the former city fathers, “our problems are inherited; former Marondera Executive Mayor, Alderman, Gift Chimanikire brought ruling Zimbabwe African National Union, Patriotic Front (ZANU PF) party youths and flooded the council with 500 workers when the Council just needed about 275 employees and that paralyzed the council..”The mayor explained that Marondera is agro-based and “as agriculture just collapsed, Marondera industry resultantly declined.” Marondera residents are allegedly failing to pay their bills because they have no adequate, reliable and consistent monetary sources. The Council got financially sick when workers' wages became more than available revenue. The struggle for workers' demands and consequent service delivery has affected Marondera council for a long and tiresome period.

According to *The Zimbabwean* (18 November 11) residents in Marondera face serious shortage of social services, from clean water to a reliable refuse collection service. Marondera has a population of more than 100 000 people and over 40% of them go without clean water. The Municipality of Marondera struggles to provide basic services due to a number of reasons but the most dominant one is that the workers lack motivation since they are not getting paid, as a result sewer flows in the streets and refuse can go for a month without collection leaving people insecure in terms of health. Illegal vendors take advantage of the state of affairs in council as a result the Central Business District (CBD) is filled with illegal structures. The workers' are divided into more than two workers unions as a result settling payment issues with the management becomes impossible and all this affects the ability of council to provide quality services to the residents and stakeholders in Marondera.

2.2 Theoretical framework

A theoretical framework is the structure that can hold or support a theory of a research study (Kothari, 2004). This study is informed by the decentralization service delivery model.

2.2.1 Decentralization service delivery model

Ann and Richards (2000:248) reveal that decentralizing governance enables people to participate more directly in governance processes and can empower people previously excluded from decision making. Sikander, (2015) in a study on theoretical framework of local government in Pakistan also reveals that decentralization enable more responses to people's needs and priorities and makes development more sustainable through genuine ownership.

Assaduzzaman (2009) argues that decentralisation is the transfer of powers from central government to lower levels in a political-administrative and territorial hierarchy. Thus three broad types of decentralisation can be identified. Firstly, decentralization entails that major roles of the central government are undertaken by the local authorities without the central authority necessarily, giving all its powers to the institution, (Sikander, 2015). However, these organisations are directly responsible to the central government for the specific duties they are authorized to do. Msandu-Nyamayaro (1991), states that the last form of decentralisation is devolution, which involves the transference of political authority to local government for service delivery, resourcing and decision-making.

The strengths and weaknesses of the decentralization service delivery are: better, timelier decisions and increased motivation. Furthermore, since it also eases the burden on top management, there is less management firefighting, or day-to-day problem solving.

2.3 Empirical Studies

Empirical literature is information from research conducted in the area (Kothari, 2004). The researcher's major concern at this point is to gain a broad perspective of the entire field. The empirical literature will be based on the following:

2.3.1 The challenges faced by local government in providing service delivery

The challenges faced by local government are as follows: waste management, water supply, and urbanization.

2.3.1.1 Waste management

Refuse collection is erratic; most residents have adopted alternative means of dealing with garbage (Sikander, 2015). In addition, Chakaipa (2010) cites a lack of spare parts and tools to maintain vehicles, which meant that vehicles were working below their capacity. Illegal dumping sites are now common in some areas with limited spaces due to the sizes of the stands. It can be further noted that these illegal dumping sites are a health hazard to the community; some children see these places as playgrounds where they get toys to play with. The rubbish at the dumping sites range from used sanitary pads, condoms, disposable nappies among other things. Most of these dumping sites are breeding grounds for diseases and rodents.

Due to erratic waste collection some people have resorted to burning the waste, which causes an environmental concern (Bachmann and MacCleery, 2006). It can be further noted that open burning of waste releases a complex mix of contaminants into the air, together with the smoke and particulates. Hence this shows how lack of or poor service delivery leads to improper disposal of waste leads to pollution which causes environmental insecurity.

2.3.1.2 Water supply

Zimbabwe's urban areas have been experiencing water supply challenges for the past years under the management of urban councils. Research show that, the water service delivery has been deteriorating from the late 1990s up to the present day especially in the large cities of Harare and Bulawayo (Msandu-Nyamayaro, 1991). However, in the city of Harare, poor service delivery resulted in persistent water shortages (Hove, 2012). The most affected areas were low income residential areas for instance Mabvuku, Tafara and Budiriro due to limited alternative sources of water and high population densities (Msemwa, 2008). Nonetheless, high income suburbs located in the eastern area for example Greendale, Glen Lorne, Chisipite and Park Meadowlands also suffered from this crisis. Water challenges worsened in Zimbabwe's urban areas and citizens' lives were endangered by the looming threat of water borne disease as they resorted to unsafe sources of water such as rivers, streams and open wells. Such a development led to loss of lives due to the outbreak of cholera whose epicenter was Budiriro a high density residential place in Harare.

2.3.1.3 Urbanisation

Rapid urbanisation is one of the major challenges facing urban councils (Msandu-Nyamayaro, 1991). It can be further noted that rural to urban migration is the major cause of this growth in urban population. Usually people move from the rural areas in search for employment, jobs are scarce for the unskilled rural migrants. Some of these unemployed people end up living with relatives and this affects the city's ability to meet service delivery. Others survive through engagement in the informal economy (Reddy, 2003). This group forms the urban poor, the urban poor find insecure shelter in overcrowded slums where there is lack of water, sanitation, electricity, employment, security and social inclusion are the norm (Van der, 2007).

The municipal service which seems to fail most strikingly is garbage collection and disposal because it causes littering and untidiness which has an immediate adverse psychological impact (Reddy, 2003). Therefore, lack of adequate garbage disposal in an area often results in negative attitudes that contribute to a general deterioration of community development and cohesion.

2.3.2 Opportunities brought by local government on service delivery

There are several opportunities brought by local government on service delivery, these include the following: responsiveness and efficiency, dispersing power, promoting democracy and citizen participation.

The Multi-City Africa Challenge is being organized by the United Nations Development Programme (UNDP), Global Centre for Technology, Innovation and Sustainable Development, and the Governance Lab (GovLab) at New York University Tandon School of Engineering.

2.3.2.1 Responsiveness and efficiency

Turner and Hulme (1997:152) note that local government institutions increase efficiency and responsiveness of government. It can be further noted that elected local bodies offer the most efficient way of handling the discrepancy between needs and demands in the community as well as production of public benefits. Furthermore, locally elected leaders know their constituents better than authorities at the national level and so should be well positioned to provide the public services local residents want and need physical proximity which makes it easier for citizens to hold local officials accountable for their performance (Sikander, 2015). Thus, responsiveness of governance

is improved because local representatives are best placed to know the exact nature of local needs and how they can be met in a cost-effective way.

2.3.2.2 Dispersing power

Bachmann, and MacCleery (2006) argue that when people participate in government affairs, government powers are obviously shared by the people at the local level. It can be further noted that powers do not remain concentrated at the center. Therefore, a significant dispersal of power away from the center, by extending choice, encouraging initiative and innovation, and enhancing active participation, is likely to do more for the quality of government and the health of democracy than its centralization and concentration (Sikander, 2015). The problems associated with democratic decentralization are minimal compared with problems associated with the excessive centralization of power (Turner and Hulme, 1997). Centralization of power means the presence and functioning of a strong bureaucracy. Bureaucracy may create and provide for conditions of an effective and efficient government, which is, no doubt the nature of a good government. But a good government is no substitute for self-government.

2.3.2.3 Promoting democracy

Democracy can be established in the country if the local government institutions are strengthened (Bachmann, and MacCleery, 2006). Local government provides a means whereby citizens can exercise some control over their local affairs and express their will especially when they are disaffected with the policies of the central government. Turner and Hulme (1997:152) in a study on governance, administration and development in London reveal that the local government institutions have come to play an important role not only in promoting the democratic values but also in accelerating the pace of development. Being elective in nature, they have allowed effective participation and involvement of the local people in the development of the local areas (Chakaipa, 2010). It can be further noted that development whether social, political or economic becomes meaningful and real only when it stems from the lowest societies level, the so-called grass-roots level.

2.3.2.4 Citizen participation

Local government provides a platform for genuine participation of the people at the grass-roots level in the government affairs (Sikander, 2015). People become active citizens through association with government and do not remain mere subjects of the government. Being closest to the people, local government is also most easily accessible to them and people can generally expect to exert influence to a greater degree on it than on the remote state or central government. Decentralized areas of administration pave way towards a better understanding between citizens and the officials (Chakaipa, 2010). The importance of local government lies in the involvement in the local public affairs not only of those who are elected but also indirectly of the community at large who elect them and to whom they are ultimately accountable. This is also supported by the City of Mutare's Multi-City Challenge coordinating committee chairperson Kimberley Sithole echoed the following:

“Local government brings competition in showcasing the Zimbabwean brand at local and at international stage and this helps to reshape people's perceptions towards service delivery”

It offers a platform for residents and citizens to exercise their right to expression by revealing ideas that will be used in service delivery locally. Thus, it is an opportunity for young think-tanks to showcase their brilliant ideas.

2.3.3 Ways that can be used to improve the service delivery by municipality

Ways that can be used to improve the service delivery by Marondera Municipality are as follows: public participation, promoting financial control, and private-public partnerships.

2.3.3.1 Public participation

It should be stressed that public participation is a key tenet of democratic governance (Reddy, 2003). In this case, improving and encouraging the culture of public participation that will promote inclusive participation and actively incorporate public inputs on vital governance issues remains vital in this democratic era,

For this to be attained it is important that community awareness of rights and obligations should be enhanced so that citizens can play an intrinsic role in local matters and in implementation of MDG-related activities in their localities (Reddy, 2003). It is also essential for local government

to function to its fullest capabilities and this relies not only on availability of skilled work force and financial resources but also on the role played by communities in the structures, (Van der, 2007). Residents associations are an initiative of public participation. Through residents associations, citizens have been able to keep local authorities in check and to demand accountability (Mafunisa, 2008). This proves that public participation remains a core objective in improving service provision.

2.3.3.2 Promoting financial control and controlling corruption

There is a grave need for new innovative ways in controlling corruption and some other forms of debased management malpractices within the councils (Mafunisa, 2008). In South Africa the local government change on other councils to improve the management of their financial resources, moderately and efficiently in South Africa has exerted considerable pressure on municipalities to manage their financial resources effectively and efficiently in order to meet their developmental mandate. Henceforth, municipalities need to improve governance, i.e. financial management requirements as envisaged in the statutory framework by appointing qualified and capable officials, including chief financial officers and internal auditors, with right and appropriate skills. Importantly, municipal officials must accounts for results, not only for budget spending and as more resources are transferred to local government there is a need to strengthen the institutions that enforce accountability of public resources (Van der, 2007).

To fight the persisting maladministration, mismanagement of council monies, fraud and embezzlement, municipalities need to strengthen and review their internal control mechanisms that probe the already mentioned corruption (Reddy, 2003). These are usually unveiled during internal audits which must be professional, appropriate, and transparent of high quality. Therefore, effective monitoring by the council employees in managerial posts is required to keep the administration running, (Van der, 2007). Hence, the local authorities need the central government's upper hand to apply these relative regulations.

2.3.3.3 Private-public partnerships

Private Public Partnerships have become an important means of delivering public services in many countries (Mafunisa, 2008). As such, there is a developing interest in adopting this approach

amongst countries as it reduces the burden of the local authorities. According to Reddy (2003), countries have embarked in Private Public Partnerships as they have become more viable and responsive in the development processes as the world shifts towards governance. Therefore, Private Public Partnerships can be regarded as a new methodology in local service provision. More so, critics argue that Private Public Partnerships have proven that the above mentioned partnerships come about as it has been noted that many current local authorities' problems cannot be solved using traditional government techniques (Reddy, 2003).

The various Private Public Partnerships management strategies should be taken note of and these include franchising or concession, contracting, afterimage, leasing, management contract, build own and operate, build operate and transfer, management buyout and cooperatives, (Mafunisa, 2008). There is no exact Private Public Partnerships categorization that can be made, because it depends on the type of services to be provided, the innate characteristics and strengths of the partners and the aims of the Private Public Partnerships (Reddy, 2003). As a matter of fact the main objective of a Private Public Partnership is to meet needs of the local people needs, which would not be unattainable without joint agreements. Through Private Public Partnerships, the public sector will be able to maintain partial ownership and management of local services and avoid entire transfer service delivery to the private enterprises and at the same time be in charge of the administration and control of the institution, (Van der, 2007). Mafunisa (2008) further argued these partnerships in theory benefits from economies of scale, and the sharing of resources, mutual agreements with commitments and zeal.

With the evolving of Private Public Partnerships over time the generally recognized merits have become more pronounced and this implies that the demands for this culture have gone beyond just public service provision. Reddy (2003) suggested three domain approaches to Private Public Partnerships these include the fact that the private sector has more mobility than the public sector. This means that there is less of red tape syndrome which delays activity or work. For instance, the bureaucracy and the burden of management can be curtailed and the private entity can be able to save the costs of planning, design, construction and operation for the services. The private sector has capabilities of acquiring more resources so it can provide improved services to the public that

it establishes a good public private partnership. The public domain would then need a lot of funds for large infrastructure or roads projects in order to meet that demand.

Mafunisa (2008) argues that Private Public Partnerships have the advantage that sees the harnessing of power of different sectors to provide the opportunity for service delivery. This line of argumentation has thus provided reason and purpose for most governments to undertake and include the private sector in service delivery (Van der, 2007). An analysis of international experiences shows many instances where Private Public Partnerships have failed to achieve the expected outcomes. However, it does not necessarily mean that it is entirely futile. Good governance contributes to successful Private Public Partnerships.

2.4 Research gap

Several literatures show that municipalities in African countries (Zimbabwe included) are struggling to provide quality services to its people and this has a negative impact on household human security (Msandu-Nyamayaro, 1991). For instance, in Zimbabwe, since the turn of the millennium, there have been widespread complaints over municipal service delivery.

Several stakeholders have also testified to the fact that there has been a general decline in municipal service delivery and capital development in local authority governed areas. This means that under normal circumstance the services provided by local government or municipal must enhance people's quality of life and contribute to urban development. However, it seems the high standard and community services that the residents of Marondera Urban enjoyed in the past have declined significantly implying that access to quantity and quality has declined.

2.5 Chapter summary

It is therefore, imperative to note that the challenges and opportunities outlined in this chapter are a cause for concern. If ever the essentiality of local governance is to be maintained, then implementation of the strategies devised in this chapter must be auctioned. However, in this chapter, the researcher reviewed the literature on challenges and opportunities of local government on service delivery. The next chapter presents research methodology, design; population, sample, and data gathering techniques.

Chapter 3

Research methodology

3.1 Introduction

The preceding chapter reviewed literature related on this study on the challenges and opportunities of local government on service delivery in Marondera Urban. This chapter describes the methodology used in this study. Research methodology is a strategy of enquiry, which moves from the underlying assumptions to research design, and data collection (Charmaz, 2014). This chapter describes the research paradigm, the research approaches, research design, the target population, the sample size and sampling techniques, the data collection strategies, pilot testing, validity, reliability and ethical considerations and data presentation, analysis and interpretation proposal. The chapter links the topic under study, the objectives and research questions, the reviewed literature. The research seeks to:

- identify the challenges of local government on service delivery in Marondera Urban.
- explore the opportunities of local government on service delivery in Marondera Urban.
- recommend possible interventions to improve the challenges and opportunities of local government on service delivery in Marondera Urban.

3.1 Research paradigm

Research paradigm is a way of observing the world. A research paradigm is a philosophical assumption, a theoretical framework, and a methodological perspective in relation to research design and inquiry (Charmaz, 2014). This study used the pragmatism paradigm. The rationale behind the choice of a paradigm is the research questions, where the use of either quantitative or qualitative approaches does not completely address the research problem, whilst a combination of approaches does (Creswell and Plano Clark, 2011). The pragmatic approach emphasizes that multiple realities exist in any given provision, and that, the researcher's choice of paradigm is dependent on the research question the study is trying to solve (Saunders, Lewis, and Thornhill, 2012). The pragmatic approach provides for the use of both qualitative and quantitative research

methodologies to collect information and make inquiry into complex phenomenon of social and natural contexts (Creswell, 2013). Therefore, the pragmatic research philosophy provides for the adoption of mixed methods as the data collection method which opens the opportunity to be objective and subjective in analyzing the points of view of the participants (Saunders *et al.*, 2012). The researcher involved participants in the designing of data collection strategies, analysis and data utility that made the paradigm participatory.

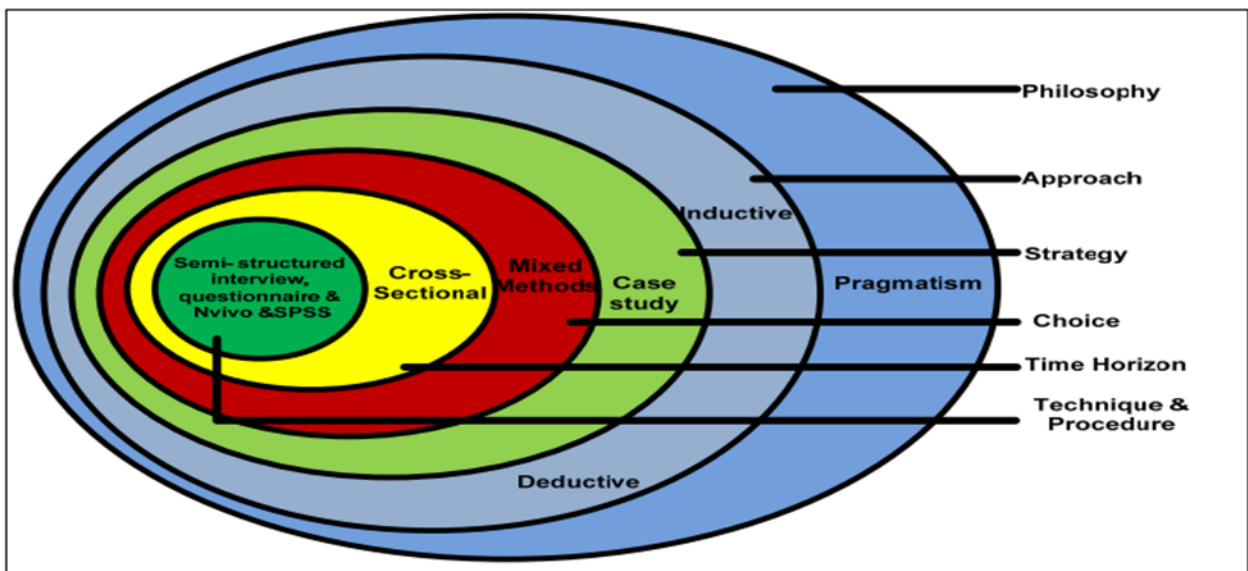


Figure 3.1: The research “onion” process: Creswell (2013:5)

The pragmatic approach helped the researcher to provide a grounding where the research avoids engaging in issues of insignificance rather than issues of truth and reality and as such is intuitively appealing. In addition, the pragmatic research approach is multi-purpose in nature; and therefore, a good tactic that allow questions to be addressed that do not sit comfortably within a wholly quantitative or qualitative approach to research design and methodology. The researcher also noted that pragmatic research approaches also perceive issues differently in different scenarios and permit different views and interpretation of the world.

3.2 Research approach

Cresswell (2007) defines research approach as an effective strategy to increase the validity of social research. Research approach ought to provide both the foundation and strategies conducting research. The researcher used a mixed methods research approach in this study.

3.2.1 Qualitative research approach

Qualitative research methodology is mainly focused on in-depth exploratory research framework (Creswell, 2013). In qualitative research the objective stance is obsolete, the researcher is the instrument, and ‘subjects’ become ‘participants’ who may contribute to data interpretation and analysis (Charmaz, (2014). In this study, qualitative research methods were used to answer questions about experience, and perspective on the opportunities and challenges of local government on all service delivery, from the standpoint of the participant. The approach also enabled the researcher to generate and analyse interviewed data. In depth interviews were used in this study to solicit qualitative data from the participants and their responses were not generalised.

3.2.2 Quantitative research approach

Quantitative research is explaining phenomena by collecting numerical data that are analysed using mathematically based methods (Charmaz, (2014). In this study the approach was generally used to collect numerical through the use of closed ended questions. The questionnaire with closed questions was used in this study to enable respondents to participate independently and their responses were generalised. The closed ended questions were used to seek objective answers on the opportunities and challenges of local government on all the provision of all service delivery in Marondera Urban.

3.2.3 Mixed methods approach

The projected research topic – Challenges and opportunities of local government on service delivery: A survey of Marondera Municipality from 2017-2019, guided the researcher to choose a mixed methods approach. Mixed methods’ approach is the latest alternative research trend which

combines qualitative and quantitative research methods, in order to provide ‘a better understanding of research problems than either approach alone’ (Creswell, 2013). In this study mixed methods enabled the researcher to collect and analyse data, and integrate the findings using both qualitative and quantitative approaches. This corroborates findings by Charmaz (2014) who postulates that both quantitative and qualitative methods are actually compatible, meaning that the two can be used within a single study. In addition the researcher enabled to use multiple ways to explore the opportunities and challenges faced by local government in the provision of all service delivery in Marondera Urban. Furthermore, the researcher used mixed method as it was easy to describe and to report and helpful in designing and validating an instrument. Therefore, the researcher believed what works best in a particular situation should always be used in that scenario regardless of any assumptions that can arise in relation to that particular situation. Figure 3.2 illustrates the seven steps to be taken when conducting a mixed methods study (Creswell, 2012). Curry *et al.* (2009) advises that, the two seemingly divergent components can be employed concurrently or sequentially, and more emphasis may be given to either method or both. It is the complementary strength of the mixed methods research that have popularised them.

The researcher employed the questionnaire, interview and observation techniques on one sample, but for different purposes. The use of multiple data generating techniques was motivated by the desire to achieve a better picture of the problem studied. The questionnaire was deployed to solicit information on the challenges, opportunities and possible recommendations. The face-to-face interviews sought the same information, on the same sample, but purposefully targeted Municipality authorities, and the residents. The observation technique was motivated by the questionnaire and interview sessions. The visibly rashness and the uneasy response, especially that witnessed on the acting town clerk and the councilor showed me that the council is struggling along service delivery lines. This observation and the intrinsic fear that my interviews with the acting town clerk and ward 10 councilor could have touched sensitive areas, commanded my conscience to engage 2 councilors of different political parties in an interview session.

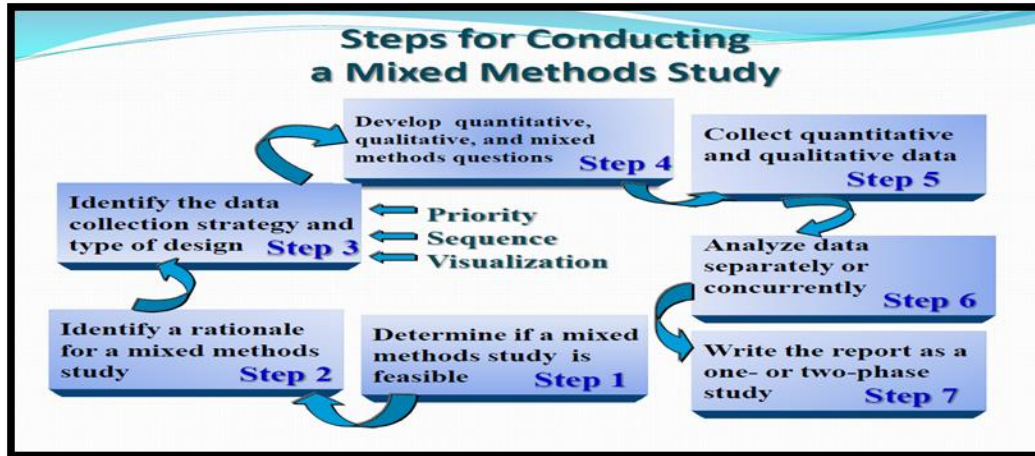


Figure 3.2 Steps for conducting a mixed methods study (Creswell 2012) Cited in Madenga (2017)

3.3 Research design

The researcher used a survey research design. Creswell and Plano Clark (2011) define a research design as “the description of procedures to be followed in testing the hypotheses”. In support, Saunders, *et al.* (2012:26) further define research design as “a plan of how to proceed in determining the nature of relationship between the variables”. Thus, the eventual research outcome is therefore a direct product of the initial research design. This guiding plan acts as the researcher’s roadmap by spelling out the basic strategies the researcher has to adopt, in order to gather evidence that is accurate and interpretable’ (Charmaz, 2014). A research design, therefore, determines the nature of the link between the research problem and the actual research processes (Creswell, 2011). This means that for a research undertaking to effectively answer research questions and fulfill the research objectives, matters concerning the research participants and data collection and analysis instruments must be carefully selected (Saunders *et al.*, 2012). A research design, therefore, maximises the validity and reliability of the findings. This research used a convergent mixed research design based on the use of both quantitative and qualitative methods. The convergent approach, as suggested by the term, collects and interprets quantitative and qualitative data separately, then converge the two, either by comparing or relating the findings (Creswell, 2013).

The quantitative and qualitative research designs such as survey and case study informed this research's mixed methods approaches, the research questions, data collection instruments, analysis, interpretation and possible actions (Creswell, 2014). An example of this research design is the survey research design which was used to reveal some information about a usually hidden phenomenon of the causes and effects of the challenges and opportunities of local government on all service delivery in Marondera Urban.

3.3.1 Survey research design

Creswell (2013) defines a survey design as it provides a quantitative or numeric description of trends, attitudes or opinions of a population by studying a sample of that population. Survey research designs are procedures in quantitative research in which the researcher administers a survey to a sample or to the entire population of people to describe the attitudes, opinions, behaviors, or characteristics of the population. The researcher administered a cross-sectional survey where data was collected at one point from the selected sample. This concurs with Creswell (2013) who notes that surveys are useful in describing the characteristics of a large population and no other research method can provide this broad capability, which ensures a more accurate sample to gather targeted results in which to draw conclusions and make important decisions. Survey enabled the researcher to describe the characteristics of the study population and ensures a more accurate sample to gather results in which to draw conclusions and make important decisions. The survey also enabled the researcher gather primary data gathered which was easy to analyse and leads to a precise measurement of the opportunities and challenges of local government in the provision of all service delivery in Marondera Urban.

3.3.2 Case study research design

Case study research 'involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence (Charmaz, 2014). Creswell and Plano Clark (2011), concurs that 'case study research is an investigative approach used to thoroughly describe complex phenomena, such as recent events, important issues or programs, in ways to

unearth new and deeper understandings of these phenomena.’ In addition, a case study research design usually involves qualitative methods, but quantitative methods are sometimes also used. The availability of diverse data sources such as interviews enhances the quality of the case study approach (Charmaz, 2014).

3.4 Target population

In this study, population is the group to whom one wants to apply the results of the study (Saunders, *et al.*, 2012). Charmaz (2014) further defines population as an entire count of people or objects with characteristics under study. The target population of this study was 162 people. This consisted of Mayor, acting town clerk, 40 ward councilors, 20 members of the resident association; 40 engineers; 40 refuse collection staff members and 20 staff members from the local government.

3.5 Sampling and sample size

According to Creswell (2014), sampling is the process of finding people or places to study, to gain access to study, and to establish a rapport so that participants provide relevant data. A research sample is a small portion of a population selected for observation and analysis, (Kothari, 2004). Charmaz (2014) also defines a sample as a group that is chosen from a population from which to collect data. In this case, sampling is a process of selecting representative subset of observations from a population to determine the characteristics of the random variable under investigation and the aim is to get a sample that is as representative as possible of the target population. Thus, once a sample has been scientifically taken the result can be generalized to the entire population. As Kothari (2004) states it is seldom necessary to sample more than 10% of the population to obtain adequate confidence in your generalization. In line with this, the researcher sampled the population and obtained a sample of 52 people consisting of the Mayor, acting town clerk, 10 councilors, 10 members of the resident association, 10 engineers, 10 refuse collection staff members and 10 staff members from the local government. However, 2 people (The acting town clerk and 1 councilor) were interviewed and the questionnaire was distributed to 80 respondents. The population-sample

ratio depends on the sample representation, which in turn determines the influence generalization (see Figure 3.3 and 3.4 below).

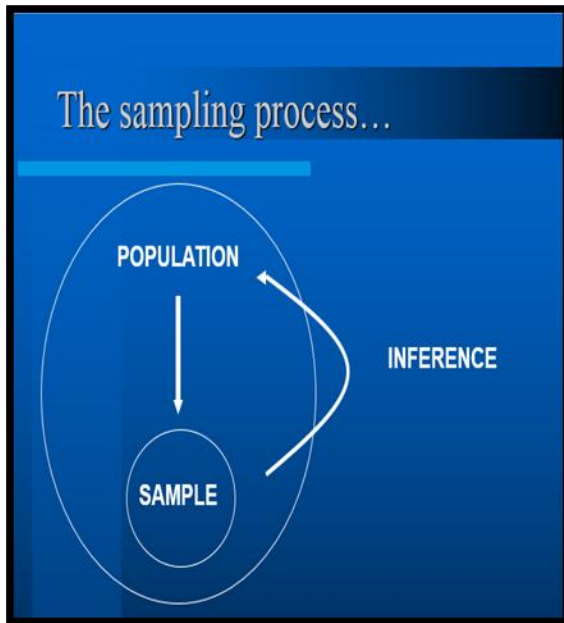


Figure 3.3 Population-sample ratio.
Adapted from Jacobs (2010)
cited in Madenga (2017)

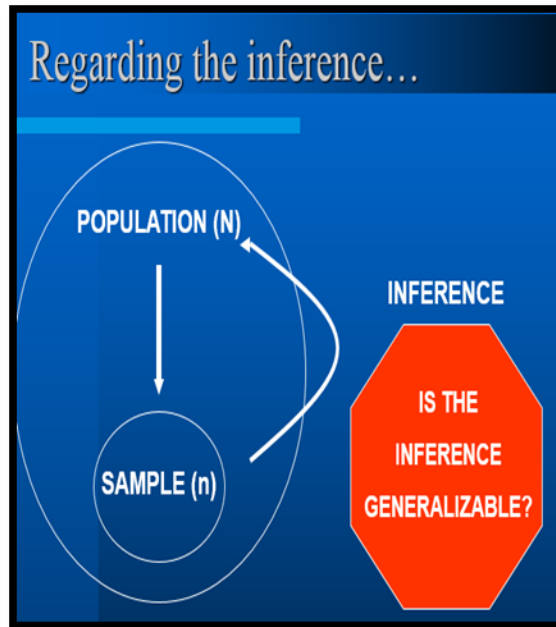


Figure 3.4 Population-sample ratio a determinant of inference generalisation. Adapted from Jacobs (2010)
cited in Madenga (2017)

3.6 Sampling procedure

Sampling is categorized into two and that is non-probabilistic and probabilistic. This mixed methods' research used both quantitative and qualitative sampling strategies in order to answer the research questions.

3.6.1 Quantitative (probability) sampling techniques

This sampling is based on mathematical chance (Saunders *et al*, 2012). Every element of the population has an equal and independent chance of being selected. Charmaz (2014) classifies

probability sampling into four classes that is systematic, stratified and cluster random sampling. For him using probability sampling is more advantageous as it makes it more explicit in identifying biases and showing how much variation is introduced instead of a population. However, it has proved to be much costly and difficult to implement. The researcher used simple stratified, simple random, systematic and cluster probability-sampling techniques.

3.6.1.1 Simple random and systematic sampling

Saunders *et al.* (2012) state that in simple random sampling, each member of the population under study has an equal chance of being selected and the probability of a member of the population being selected is unaffected by the selection of other members of the population, that is each selection is entirely independent of the next. This enhances strong reliability of the research sample. Random sampling is ‘the key component of probability sampling’ because ‘random samples are almost always more representative than non-random samples because they are based entirely on probability and chance’ (Saunders *et al.*, 2012).

Simple random sampling also controlled sampling bias since every person in Marondera Urban had an equal and independent chance of being sampled. However, the 40 out of possible 52 participants who completed the questionnaires were either randomly or systematically selected. The researcher used his counseling skills to reach the respondents. The researcher involved a University student who was on attachment at the Municipality as his research assistant. He assisted in the distribution of questionnaires and the familiarisation with the council offices. He also introduced me to the acting town clerk. Systematic sampling was often used instead of random sampling. It is also called an Nth name selection technique. After the required sample size has been calculated, every Nth record is selected from a list of population members. As long as the list does not contain any hidden order, this sampling method is as good as the random sampling method. Its only advantage over the random sampling technique is simplicity; frequently used to select a specified number of records from a computer file (Adler *et al.*, 2011)

3.6.1.2 Stratified sampling

Stratified sampling involves dividing the population into groups or strata defined by the presence of certain characteristics from each stratum (Adler *et al.*, 2011). There are several potential benefits to stratified sampling that divides the population into distinct, independent strata. They can also enable researchers to draw inferences about specific subgroups that may be lost in a more generalized random sample, utilizes a stratified sampling method that can lead to more efficient statistical estimates. This technique guided the researcher to purposively divide the study population into Marondera Urban. The assumption was that each stratum has different experiences and perceptions about the challenges and opportunities on service delivery in Marondera Urban. Within these strata, the researcher strategically selected participants from each subgroup.

3.6.2 Qualitative (non-probability) sampling technique

Non-probability sampling represents a group of sampling techniques that help researchers to select units from a population that they are interested in studying (Creswell, 2013). A core characteristic of non-probability sampling techniques is that samples are selected based on the subjective judgment of the researcher, rather than random such as probabilistic methods, which is the cornerstone of probability sampling techniques. Non-probability sampling is often used because the procedures used to select units for inclusion in a sample were much easier, quicker and cheaper when compared with probability sampling. This is especially the case for convenience sampling. Furthermore, non- probability sampling was not costly and time-effective, easy to use. Charmaz (2014) classified non probability sampling into three types namely convenience sampling, quota sampling and judgmental sampling.

3.6.2.1 Quota sampling

Quota sampling is a method of non-probability sampling when the samples are selected based on the probability proportionate to the distribution of a variable in the population (Creswell, 2013).

The sampling techniques allow the researcher to divide the population into segments and a quota of observation is collected from each segment. In this case, the main issue is to attempt to get the strategy to obtain representatives of various elements of a population, usually in relative proportions in which they occur in the population. It ensures some degree of representativeness of all the strata in the population. However, quota sampling is much quicker and easier to carry out because it does not require a sampling frame and the strict use of random sampling techniques. The researcher had divided the sample population into subgroups and selected the appropriate sample size and then finally conducted surveys according to the quotas defined.

3.6.2.2 Judgmental sampling

Judgment sampling also referred to as judgmental sampling or authoritative sampling is a non-probability sampling technique where the researcher selects units to be sampled based on his own existing knowledge, or his professional judgment (Creswell, 2013). In judgmental sampling sample elements are chosen to enable the researcher to answer his or her research questions and satisfy his or her objectives. It can be further noted that judgmental sampling techniques is suitable for small samples as in case study and selecting informative cases. Judgment sampling is less time consuming than other sampling techniques. When using judgment sampling, researchers can conduct interviews and other more hands-on data collection techniques such as holding focus groups due to the lower volume of subjects.

3.6.2.3 Convenience sampling

Convenience sampling is a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Creswell, 2013). In support, Collins (2010) adds that convenience samples are sometimes regarded as ‘accidental samples’ because elements may be selected in the sample simply as they just happen to be situated, spatially or administratively, near to where the researcher is conducting the data collection. However, besides the criticism of convenience sampling such as

biased and the problem of outliers, the researcher believes that convenience sampling is affordable, easy and the subjects are readily available. In this case, convenience sampling allowed the researcher to collect information from participants who were easily accessible to the researcher at a relative cost and time in comparison to probability sampling techniques. Convenience sampling is also gender-sensitive; the researcher was able to make sure that both men and women were fairly well-thought-out. However, the researcher was cognisant of the fact that while it was convenient to access focus group participants, the outcome cannot be generalised since the full population does not have an equal unforeseen of being part of the convenient samples. Thus, this enabled the researcher to achieve the sample size in a relatively fast and inexpensive way. Furthermore, the convenience sample helped the researcher to gather useful data and information that would not have been possible using probability sampling techniques, which require more formal access to lists of populations.

The technique was mostly less expensive and it allowed the researcher to select knowledgeable respondents who expressed their opinions on the issues raised without any difficulty. As the study is giving its much focus on the opportunities and challenges faced by local authority in the provision of service delivery in Marondera Urban, the researcher lacked information on the total number of residents in the area of study thereby making non probability sampling a much convenient sampling technique in selecting the respondents. . Convenience sampling is also gender-sensitive; the researcher was able to make sure that both men and women were fairly considered. However, he was cognisant of the fact that while it was convenient to access focus group participants, the outcome cannot be generalised since the entire population does not have an equal chance of being part of the convenient samples.

3.7 Data collection methods

Data collection methods can be defined as ways used in the measurement or observation procedures when researching a phenomena (Collins, 2010). Creswell (2013) also defines research methods as ways used to collect data from the research respondents or subjects. These can be further classified as quantitative and qualitative methods.

3.7.2 Qualitative data collection methods

Three qualitative data gathering instruments were used. These are: focus group discussions, in-depth interviews, and participant observation. Mertens (2015) regards the researcher as a qualitative research instrument because he/she personally generates data by interviewing, examining documents and observing focus group discussions and phenomena in the research setting.

3.7.2.1 In-depth interviews

The interviews were carried out to solicit data from the Town Mayor, and Town Clerk. Personal interviews were conducted as a follow up to the questionnaires. Saunders *et al.*, (2012) define personal interview as face-to-face semi structured interviews that are used as a second tool to get deeper understanding of the study and supplement the main data gathering technique. The researcher found that the interview method yielded a great deal of useful information and allowed the researcher to use verbal and non-verbal cues, to clarify doubts and ensured that the interviewee's responses were clearly understood by repeating or rephrasing their answers to questions. Thus, it enabled the researcher to have access to "what a person thinks" (attitudes and beliefs).

Creswell (2013) argues that there are two major types of interview formats: structured and unstructured. Saunders *et al.*, (2012) assert that the structured or formal interview is when set questions are asked by the interviewer and answers from the respondents are recorded in a standardized form. The unstructured or informal interview is used for discovering or exploring issues of interest to the researcher (Collins, 2010).

Subsequently, the questionnaire survey was modified and used as a semi-structured guide. The bulk of the respondents who were selected for the interview also participated in the questionnaire survey. The main advantage of the interview was that the researcher managed to have face-to-face interaction with the respondents. In depth interviews enabled the researcher to capture a lot of meaning and depth from both the spoken word and bodily expressions which revealed hidden convictions.

The interview questions were based on the challenges and opportunities faced in service delivery and possible solutions. The researcher made appointments with the acting Town Clerk and Ward 10 Councilor in advance and conducted the interviews according to the agreed schedules. Both questioning and listening skills were very critical in the interviewing processes. The researcher listened more; talked less in order to allow the responses to come naturally. As noted above, listening is a skill, which comes through training because ‘most people never listen.’ To minimise this paucity, Mertens (2015), advises that it is the voice of the respondent that should dominate, as the researcher only expedites the interviewing process and listens thoughtfully. Therefore, to precisely capture and record what the informant is saying, there is a need to listen closely and wholeheartedly. The researcher was cautious not to let the interview degenerate into a dialogue; he only probed where necessary. As shown on the attached interview guide, all the questions were open-ended. This enabled the researcher to seek respondents’ perceptions on Marondera Municipality’s challenges and opportunities on all service delivery options. Given the limited time of interviews, the researcher simply took notes.

Saunders *et al.*, (2012) noted that with “interview”, respondents seem reluctant to turn down an interviewer standing on their doorsteps than to throw away a mailed questionnaire. In this study, the presence of the interviewer reduced the number of don’t knows or no answer at all. However, the greatest strength of an interview was that it probed further than what the respondent would have given and unclear questions were clarified.

The face-to-face interview processes enabled researcher to unlock new horizons and experiences. As advised by Strauss and Corbin (1990) in Madenga (2017), the researcher asked carefully prepared open-ended (structured) questions drawn from the research questions and listened to and observed responses. In fact, after the preliminary formalities, the researcher allowed interviews to run naturally. This allowed the researcher a rare opportunity to get even sensitive information directly from informants. While questionnaires gave wide responses, interviews gave in-depth answers based on their experiences. Their body language and voice also enabled researcher to read respondents’ inner feelings. These face-to-face interviews enriched suggestions since the voice and the body language have a co-relation on the message and the subject under dialogue.

Interviews were expensive to conduct and were time consuming to the researcher. The researcher noted that the presence of the interviewer introduced bias because the participants had to please

the researcher. The researcher also noted that the interviews were not suitable for busy respondents, for example the acting town clerk and the councilor. However, most of the purposively sampled participants gave the researcher their audience. He promised to share the research findings.

3.7.2.2 Focus group discussions

According to Collins (2010), a focus group is a form of qualitative approach in which a group of people are asked about their perceptions, opinions, beliefs, and attitudes towards a product, service, concept, advertisement, idea, or packaging. Sharing the same view, Creswell (2013) also define a focus group as a data collection method which is more than the conversation that occurs when a group of community members and leaders get together to discuss a project, the search for funding, or randomly emerging topics. Therefore, a focus group is a qualitative method of data collection, meaning that the data is descriptive and cannot be measured numerically.

Instead of using the strict question-answer approach, the researcher presumed the role of the facilitator, in order to monitor the discussion. The goal was to use the strength of discussions, to draw deep opinions and insights from participants on the challenges and opportunities of local government on service delivery.

3.7.2.3 Participant observations

One of the most common methods for qualitative data collection, participant observation is also one of the most demanding. It requires that the researcher become a participant in the culture or context being observed. The literature on participant observation discusses how to enter the context, the role of the researcher as a participant, the collection and storage of field notes, and the analysis of field data. Participant observation often requires months or years of intensive work because the researcher needs to become accepted as a natural part of the culture in order to assure that the observations are of the natural phenomenon. Participatory observation enabled me to empathise with respondents experiences. The researcher was particular about the way the participants interacted during the council budget meeting. The researcher observed participants' verbal and non-verbal empathy. The observation technique is continuous in monitoring and

evaluation process. As a participant of the residence association WhatsApp group platform, the researcher continues to observe how members relate.

3.7.2.4 Document study

Document study is a qualitative research approach in which primary and secondary documents and monuments are analysed in order to acquire deeper understanding and possibly new interpretations (Madenga, 2017). Documents supplement and complement the limitations of other sources through cross validation (Dhingra and Dhingra, 2012) in (Madenga, 2017). Document study provided the researcher with an entry point as well as guidelines in his chosen topic. This heightened the validity and reliability of the research discoveries. The researcher studied both written and pictorial documents (in libraries and archives) as well as monuments and symbols related to governance in Zimbabwe.

3.7.3 Quantitative data collection methods

This research used a structured questionnaire quantitative data collection method.

3.7.3.1 Structured questionnaire

Collins (2010) defines a questionnaire as a pre-formulated written set of questions to which respondents record their answers. Creswell, (2013) defines questionnaires as forms with questions related to a particular topic of interest to the researcher. Thus a questionnaire is an efficient data collection tool when the researcher knows exactly what is required and how to measure the variables of interest.

Collins (2010) defines a questionnaire as a written list of questions, the answers which are recorded by the respondents. It is a medium of communication between the researcher and the respondent. The distinctive feature of a questionnaire is that it is answered without assistance. The researcher also took cognisance of the advantages of using the questionnaire such as its usefulness. The researcher used simple language and made the instrument simple. Confidentiality was guaranteed through ensuring anonymity. In this research, the name of the respondent was not required.

Creswell (2013) argues that questionnaires are the only and easiest way of getting information from a large set of people. Creswell (2013) asserts that a questionnaire is very important as it is able to reach a large population. Thus, it was easy to collect information from scattered respondents including those beyond the physical reach of the researcher at a relatively low cost. The researcher also noted that questionnaires allowed anonymity which tends to encourage honest responses where sensitive areas are involved. Furthermore, questionnaires were more objective and convenient as respondents completed at their own time and pace. The researcher also noted that the questionnaire reduced bias because there was less interaction between the respondents and the researcher.

The researcher came across challenges in using questionnaires. There were inadequate opportunities to build rapport with respondents. Saunders *et al.*, (2012) noted that this makes it difficult to follow up non- return omissions and inadequate answers. Further probing of answers to questions or clarifications of unclear questions was not possible when using questionnaires. Thus, the questionnaire made it difficult for the researcher to judge how serious the respondents were in the research exercise. The researcher's undeviating participation in the management of the questionnaires improved convenience and respondents' impartiality. Of the 80 questionnaires deployed, 60 (75%) were recovered.

3.7.4 Pilot testing

One of the fundamental stages of a research is pilot testing. Creswell (2013) suggests that every researcher should at least give the questionnaire to half a dozen of his friends and work mates. This was done to test whether there were any items that may have difficulty in understanding and knowing clearly what the researcher was seeking to find out. The questionnaire and the structured interview schedules were pilot tested to 5 local government workers who also happen to be development practitioners. They were also given to the supervisor who also had knowledge on peace and governance. They made valuable observations, which assisted the researcher to simplify the wording on the data collection tools.

Through pre-testing, the researcher was able to make the necessary adjustments on both the population and samples as well as data collection instruments. The pilot input was duly

implemented; modifications were made to the wording/language and structuring of both the questionnaires and interview questions. The researcher either personally administered the pilot tests. The motive was to simulate and rehearse the actual data collection processes (Creswell, 2013). This rehearsal stage informed the need to engage a research assistant in the urban sample.

3.8 Validity and reliability

Two important characteristics of research instruments are validity and reliability. Validity and reliability can be conceptualised as ‘trustworthiness, rigor and quality’ in research (Creswell, 2003). According to Charmaz (2014), validity and reliability are inter-related constructs in that the latter reinforces the former, thereby making their pursuit a precondition in all authentic research. Therefore, the deliberate pursuit of the two constructs boosted the quality of this research.

3.8.1 Validity

Validity of research instrument is whether the instrument measures what it purports to measure (Collins, 2010). The researcher used valid data collection instrument that contains relevant information to the study. Pre testing will be conducted and the responses to the research questions will help the researcher to identify items characterized by difficulties and ambiguity. These will be corrected hence the quality of research instrument will be improved. Integrity of the data will be adhered to through the quality control that ensures highest possible level of data integrity together with findings that are totally relevant to the research project objectives and will be actionable.

For example, if the questionnaire is valid it should measure what it is supposed to measure. In this case the instrument is pronounced valid if it serves its purpose. The researcher sought to maximise validity of the research instruments by: avoiding the use of technical terms that may confuse the respondents; ensuring that questions provided alternative answers to avoid mental strain; avoiding unsuitable questions for the desired outcome and phrasing questions which are ambiguous and arrange them from simple to complex. Thus, results of this study can be generalised to all Municipalities in Zimbabwe.

3.8.2 Reliability

Reliability is the consistency of measurement over time that provides the same results on repeated trails. Reliability of instruments refers to the extent to which the same results are obtained when responses are measured at different times (Charmaz, 2014). Saunders *et al.*, (2012) define reliability as the extent to which the same test would give the same results if it could be taken by the same respondents under the same conditions. To obtain this, a pilot study was undertaken. Charmaz (2014) suggests that every researcher should at least give the questionnaire to half a dozen of his friends and work mates. This was done to test whether there are any items that may have difficulty in understanding and knowing clearly what the researcher sought to find out. The questionnaire and the interview schedules were pilot tested to 7 workmates who also happen to be development practitioners. They made valuable observations, which assisted the researcher to simplify the wording on the data collection instruments and data collected will be used to compute the reliability. Data was coded and analyzed by research assistants that are knowledgeable with the topic of research. None responses were be assigned an input code to ensure reliability.

In this regard reliability of dependent variables will be established by determining the consistency with which the responses will be made on the dependent variables. In this research, respondents will complete the questionnaires. Furthermore, the reliability of the instruments, such as questionnaires will be enhanced through subjecting the instruments to rigorous scrutiny. For example, a pilot study will be carried out to pre-test the instruments before the final data gathering process.

3.8.3 Credibility and trustworthiness

In qualitative research, credibility, trustworthiness, rigor and quality enhance reliability and validity. Saunders *et al.*, (2012) define trustworthiness as it refers to the demonstration that the evidence for the results reported is sound and when the argument made based on the results is strong. Trustworthiness has become an important concept because it allows researchers to describe the virtues of qualitative terms outside of the parameters that are typically applied in quantitative research. In order to maintain high credibility and trustworthiness in this study, the researcher followed the laid down criteria in-order to ensure valid interpretation of data:

- truth value
- applicability
- consistency
- neutrality

However, the true value was measured by credibility: having an adequate engagement in the research setting so recurrent patterns in data can be properly identified and verified. Thus, trustworthiness was achieved by maintaining high credibility and objectivity. Through data triangulation, the study endeavors to establish trustworthiness ‘by addressing the credibility, transferability, dependability and conformability of the study findings’ (Saunders, 2012).

Guided by Collins (2010), the researcher heightened the credibility of the qualitative research findings by extending and varying information-gathering techniques. The transformative research design demanded vigorous engagement with participants in search for answers to the research questions. In addition to the design validity, the researcher also used the analytical and inferential validity testing measures

3.9 Ethical considerations

Ethics is concerned with the creation of a trusting relationship between those who are researched and the researcher (Kothari, 2004). To ensure that trust is established it is essential that communication is carefully planned and managed, that risks are minimised and benefits are maximised. Research that involves human subjects or participants raises unique and complex ethical, legal, social and political issues. They help to determine the difference between acceptable and unacceptable behaviors on the part of the researcher. The readers and the public want to be assured that researchers followed the appropriate guidelines for issues such as human rights, animal welfare, compliance with the law, conflicts of interest, safety, health standards and so on. The handling of these ethical issues greatly impact the integrity of the research project (Creswell, 2013). Therefore, the researcher respected the following ethical issues:

3.9.1 Informed consent

Creswell, (2013) posits that it is mandatory for researchers to work within a framework of acceptable practices. This view is also supported by Charmaz (2014) who notes that for the researchers to work within a framework of acceptable practices, they should guarantee their subjects protection from physical, psychological, social, economic or legal harm. In addition, Kothari (2004) adds that it is the duty of the researcher to provide the potential participant with information on the nature and purpose of the research to be undertaken. In this study, the researcher promoted informed consent through informed refusal. In this case, the researcher explained the purpose, condition of the research and requested their consent. Thus, the researcher made sure that participants are not coerced to participate in this study without their consent.

3.9.2 Confidentiality

The second ethical issue to be considered is of confidentiality. The researcher made sure that the rights of the research subjects were protected (Charmaz, 2014). The researcher kept faith with the participants who participated in this study. To gain confidence from the participants the researcher made the position clear to the subjects. Thus, the researcher kept the promises that enabled the research subjects to disclose relevant information without fear.

3.9.3 Deception

Deception means not telling people that they are being researched, not telling the truth, telling lies, or compromising the truth (Collins, 2010). It may also lie in using people in a degrading or dehumanizing way (Creswell, 2013). The researcher informed the subjects and not exposed them to unduly painful, stressful or embarrassing experiences without their knowledge. Thus, the researcher avoided deception by telling the whole truth.

Furthermore, in taking the research ethics into account, the researcher also introduced himself with the aid of a student card, introductory letter from the Bindura University and permission letter to

carry out this study from the Bindura University. The researcher also promised respondents that their responses would not be used against them nor used to discredit them or their business.

3.9.4 Respect for privacy

An invasion of privacy happens when private information such as beliefs, attitudes, opinions and records, is shared with others, without the individual's knowledge or consent (Collins, 2010). A researcher cannot decide on behalf of other persons on those delicate issues. All aims, instruments and methodology must be discussed with the prospective subject and the research workers prior to the investigation (Charmaz, 2014).

Creswell (2013) states that whenever subjects refuse to report personal information as they regard it an invasion of privacy, the researcher ought to respect their views. This may even apply to report of age, income, marital status, and other details that the subject may regard intimate. They also imply that privacy can be invaded when researchers study certain groups without their knowledge and without identifying themselves. Clearly, the researcher considered the setting in which the data collected to avoid undue invasion of privacy. For example, data concerning sexual preference was avoided.

3.10 Data presentation and analysis and interpretation procedures

Data presentation and analysis is a practice in which raw data is ordered and organised in order to draw meaningful conclusions from it (Mertens, 2015). From the questionnaire data which were collected from the closed sections were analyzed quantitatively and data from the open ended questions and from in depth interviews were analyzed qualitatively through direct quotes. The researcher also examined the quantitative raw data using Microsoft and descriptive statistics. It was categorized and presented in tables, pie charts and graphs and narrations to address the purpose of the research study. Percentages were used to summarise responses from the study. Microsoft excel offered an easy graphic user interface that make coding of data very simple. Qualitative data was grouped according to research questions/objectives. The emerging patterns enabled the researcher to draw up themes

3.11 Chapter summary

This chapter described the research philosophy, approach and research design used. The target population, sample and sampling technique and the sample size were also discussed. Data collection methods were well stated and the justification for the use of questionnaires and in depth interviews. The chapter also sought the validity and reliability of the study by the pilot study undertaken and data collected to compute the reliability. Ethical issues were considered, confidentiality of information adhered to and data analysis and presentation in relation to research questions and objectives stated. The next chapter 4 presents data analysis and discusses the findings.

Chapter 4

Data presentation, analysis and interpretation

4.1 Introduction

The previous chapter looked at the research methodology employed in this study. This chapter focuses on data presentation and analysis and interpretations. The quantitative and qualitative data

was organized as suggested in the research methodology. The intention is to guarantee validity and reliability of the research findings through constant data triangulation. The findings will be presented under themes derived from the research objectives and questions. As recommended by Charmaz (2006), the researcher combined structured questions from both the quantitative and qualitative research instruments with common themes. The chapter links the research topic, the objectives, the reviewed literature, the sampling techniques and the data collection tools.

The research findings were presented and analysed under themes derived from the research objectives namely:

- challenges of local government on all service delivery in Marondera Urban.
- opportunities of local government on all service delivery in Marondera Urban.
- recommendations on possible interventions to improve the challenges and opportunities of local government on service delivery in Marondera Urban.

4.1 Demographic characteristics of respondents

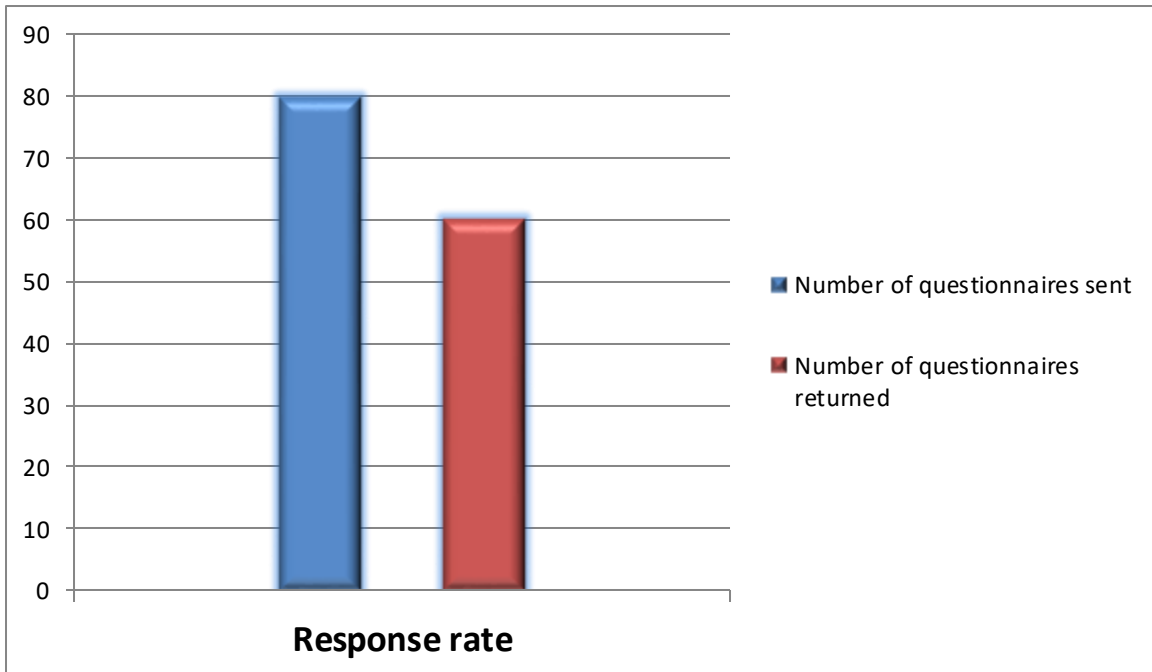


Figure 4.1: Questionnaire response rate

Figure 4.1 above represents the summary of the questionnaire response rate. This response rate was calculated by comparing the number of questionnaires distributed to the respondents with the number of questionnaires returned. In this case, 80 (100%) questionnaires were distributed but sixty 60 (75%) were returned giving a response rate of 75%. It remains, that the overall response rate of 75% was not disappointing. The reason for high response rate is attributed to fact that data was collected during working days.

4.1.1 Challenges of local government on all service delivery in Marondera Urban

Question 1: *What are the challenges of local government on service delivery in Marondera Urban?*

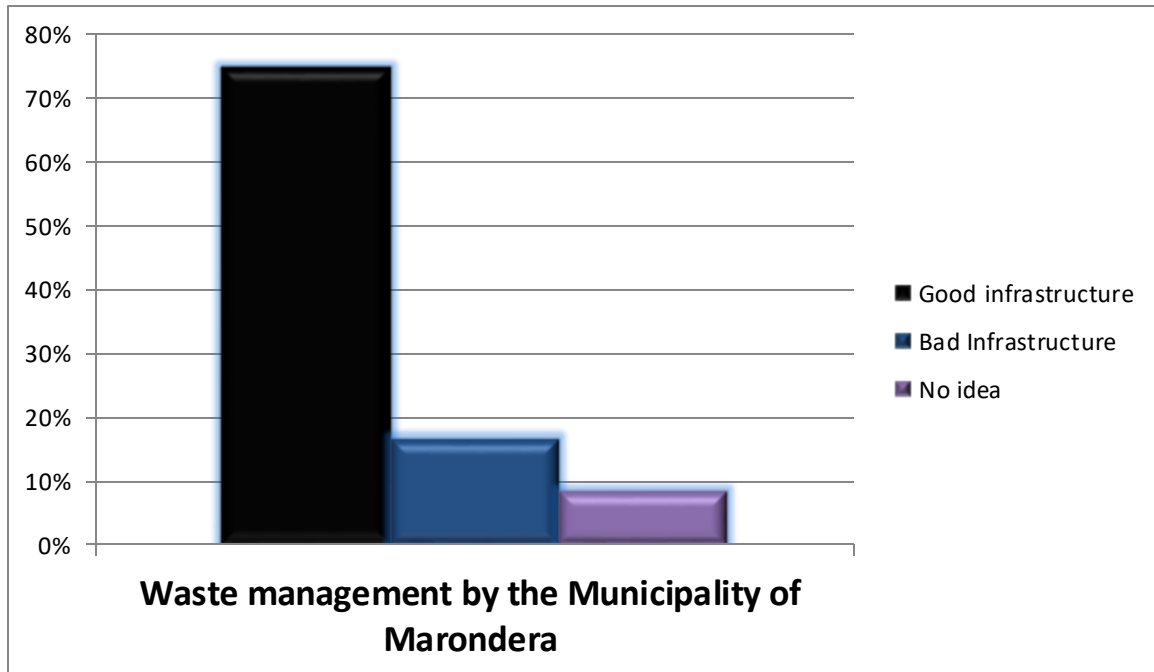


Figure 4.2: Waste management by the Municipality of Marondera

Figure 4.2 above shows how waste management is characterised in Marondera Municipality. The presentation shows the percentage of respondents who were asked about the challenges of local government in Marondera Urban. Eight percent (8%) of the respondents said they have no idea, followed by 17% who said good infrastructure and the majority 75% said the waste management was characterised by bad infrastructure that hamper service delivery in the whole urban area. This has resulted in illegal dumping sites are now common in some areas such as Rujeko and Dombotombo that are becoming breeding areas of mosquitoes. This concurs with waste management such as refuse collection is erratic; most residents have adopted alternative means of dealing with garbage as a result of lack of spare parts and tools to maintain vehicles, which meant that vehicles are working below their capacity (Sikander *et al*, 2015). Also the issue of corruption within the council has contributed to the challenges faced by local government.

The respondents were asked a question “How adequately resourced is your local council in terms of number of sources of water?” Majority of the interviewed echoed the following response:

The Municipality of Marondera was not adequately resourced. There are no adequate supplies of clean water. Some dams such as Rufaro Dam were condemned by the environmental agency as not proper to provide clean water for the residents. This clearly shows that Marondera Municipality

is experiencing water supply challenges. The findings corroborate that of Hove, (2012) who argues that the water service delivery has been deteriorating from the late 1990s up to the present day in most urban councils in Zimbabwe.

On the question “What do you think is the effect of urbanization on service delivery in Marondera Urban?” The interviewed participants concurred that:

There is high rural-urban migration to Marondera Urban and this causing growth in urban population. The majority of us move from the rural areas in search for employment. Some of us who are unemployed end up living with relatives and this affect the city’s ability to meet service delivery.

The response of the participants concur with those findings by Van der, (2007) who argue that rapid urbanisation is one of the major challenges facing urban councils. Others survive through engagement in the informal economy.

4.1.2 Opportunities of local government on service delivery in Marondera Urban

Question 2: What are the opportunities of local government on all service delivery in Marondera Urban?

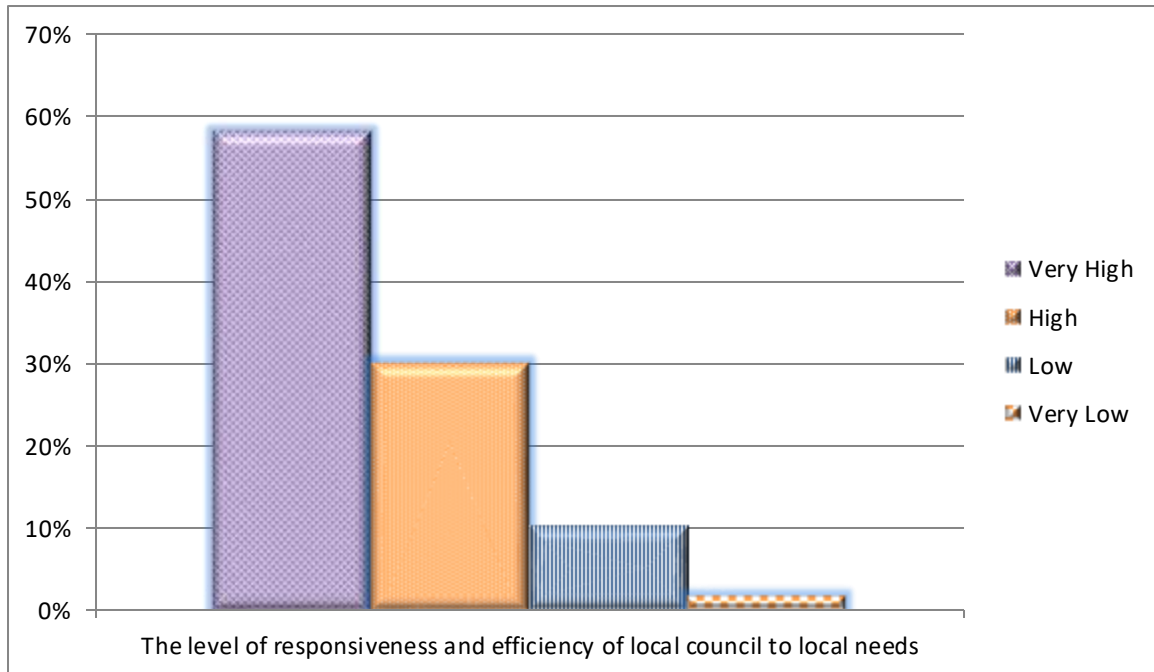


Figure 4.3: The level of responsiveness and efficiency of local council to local needs

Source: Field data (questionnaire)

Data on the level of responsiveness and efficiency of local council to local needs is presented in Table 4.2 above. The respondents were asked “How do you rate the level of efficiency and responsiveness of your local government on attending local emergencies?” Where 2% said the level is very low, 10% said the level is low, 30% said the level is high and the majority 58.3% said the level of responsiveness and efficiency of local council to local emergencies is very high. This suggests that local councils provide an opportunity to increase efficiency and responsiveness of government. This corroborates findings by Sikander (2015), who argues that responsiveness of governance is improved because local representatives are best placed to know the exact nature of local needs and how they can be met in a cost-effective way.

Table 4.1: *Quality of the services provided by the Municipality of Marondera*

Category	Frequency	Percentage
Satisfactory	20	33.33
Unsatisfactory	35	58.33
No idea	5	8.33
Total	60	100

Table 4.1 above, shows the quality of services provided by the Municipality of Marondera. The presentation shows that 5 (8.33%) said they had no idea, followed by 20 (33.33%) said the quality of services provided by the Municipality of Marondera was satisfactory and the majority 35 (58.33%) said the quality of services provided by the Municipality of Marondera is not satisfactory. This clearly suggests that the municipality of Marondera was facing some challenges in the provision of services to the residents.

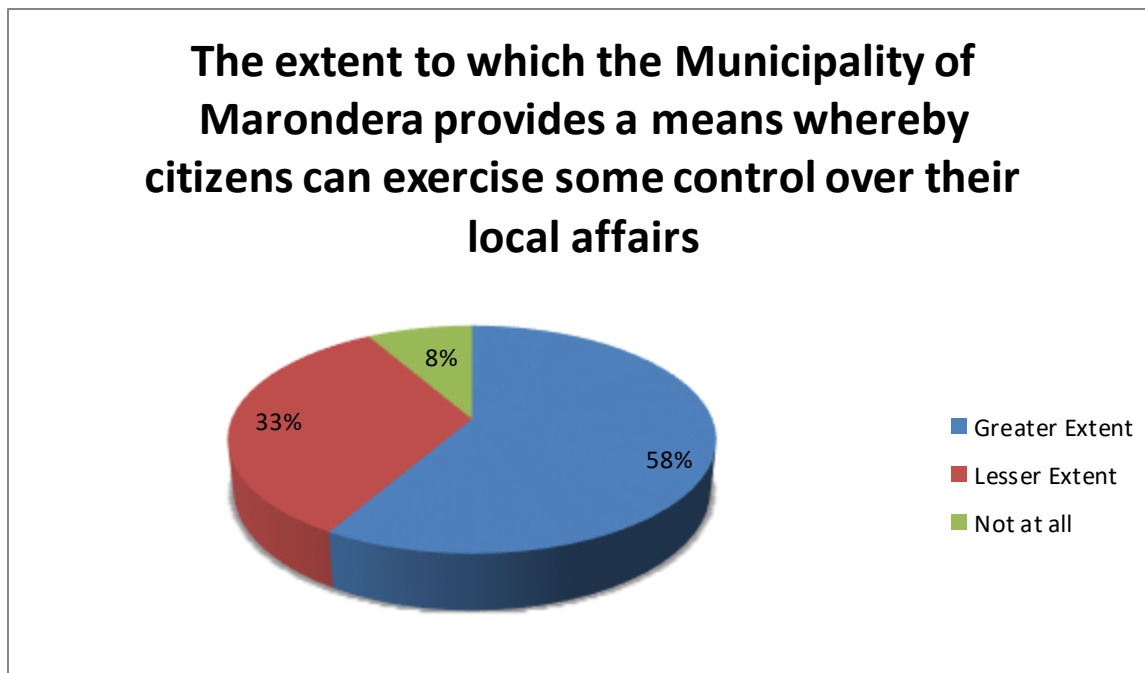


Figure 4.4: The extent to which the Municipality of Marondera provides a means whereby citizens can exercise some control over their local affairs

Source: Field data

Data on the extent to which the Municipality of Marondera provides a means to exercise some control over local affairs is presented in Figure 4.4 above. The presentation shows that 5 (8%) said not at all, followed by 20 (33%) who said to a less extent and the majority 35 (58.33%) said the Municipality of Marondera provides a means to exercise some control over local affairs to a greater extent. This allows effective participation and involvement of the local people in the development of the local areas. This concurs findings by Bachmann and MacCleery, (2006) and Turner and Hulme, (1997) who argue that democracy can be established in the country if the local government institutions are strengthened.

Table 4.2: *The level of citizen participation provided by the Municipality of Marondera.*

Category	Frequency	Percentage
None of the above	5	8.3
Not satisfied	19	31.7
Satisfied	36	60
Total	60	100

Table 4.2 above, shows the level of citizen participation provided by the Municipality of Marondera. The presentation shows that 19 (31.7%) said they were not satisfied, 5 (8.3%) said none of the above, followed by 36 (60%) who also said they were satisfied. This corroborates those findings by Sikander, (2015) who argues that local government provides a platform for genuine participation of the people at the grass-roots level in the government affairs.

4.1.3 Possible interventions to improve challenges and opportunities on all service delivery in Marondera Urban

Question 3: *How can the challenges and opportunities of local government on service delivery in Marondera Urban be improved?*

One of the participants said:

Decentralizing governance by the central government is enabling people to participate more directly in governance processes and can empower people previously excluded from decision making, Thus, decentralization of power is enabling more responses to people's needs and priorities and makes development more sustainable through genuine ownership.

This corroborates the findings by Msandu-Nyamayaro, (1991) that decentralisation through devolution, improves service delivery, resourcing and decision-making in local councils.

The participants were asked a question “*how do you think public participation can improve service delivery?*” The majority of the participants with a total number of 2 which is 100% argued that:

Encouraging public participation will promote inclusive participation and actively incorporate public inputs on vital governance issues thereby enhancing service delivery to the residents. It is important that community awareness of rights and obligations should be enhanced so that citizens can play an intrinsic role in local matters.

The findings further prove that public participation remains a core objective in improving service provision. This also corroborates those by Reddy, (2003) who argues that it is essential for local government to function to its fullest capabilities and this relies not only on availability of skilled work force and financial resources but also on the role played by stakeholders and communities in the structures.

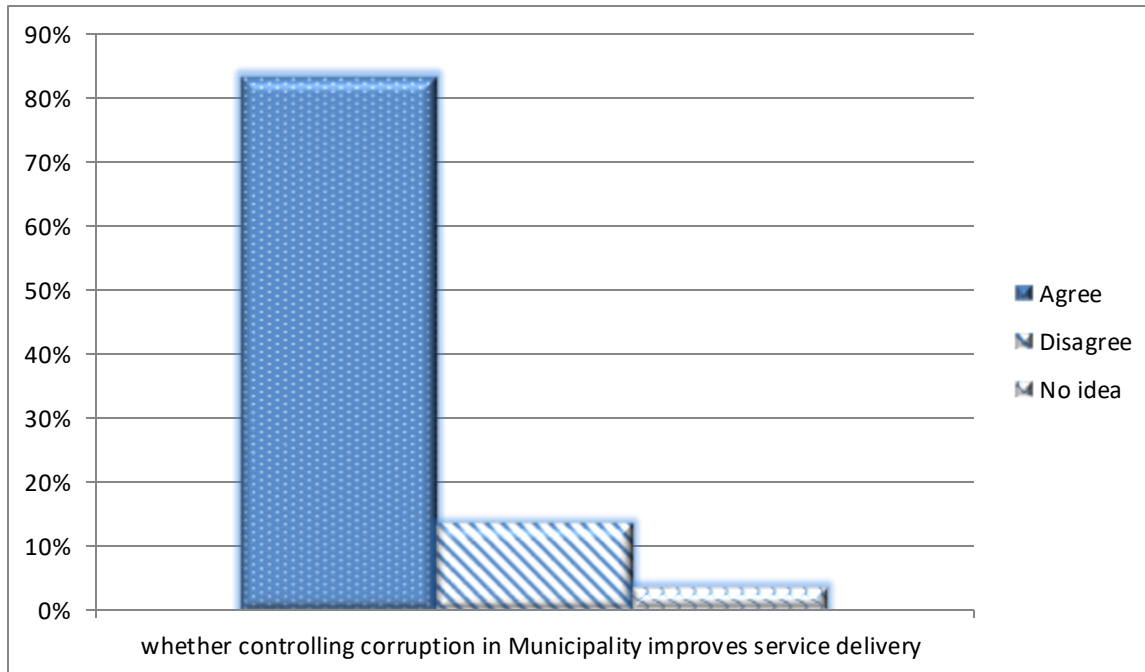


Figure 4.5 whether controlling corruption in Municipality improves service delivery (N=60)

Source: Field data

Data on whether controlling corruption in Marondera Municipality improves service delivery shows that 2(3%) said not at all, followed by 8(13.3%) who said they disagree and the majority 50(83%) said they agree that controlling corruption in the Municipality of Marondera has a big impact in improving service delivery. This suggests that there is a positive relationship between corruption and service deliver. The findings corroborate Mafunisa (2008), who argued that there is a grave need for new innovative ways in controlling corruption within the councils.

Table 4.3: The level to which Private Public Partnerships improves service delivery provided by the Marondera Municipality (N=50).

Category	Frequency	Percentage
To a larger extent	40	66.7
To a smaller extent	15	25

Not at all	5	8.3
Total	50	100

Data on to what extent do private- public- partnerships (PPPs) improves service delivery in the Marondera Municipality shows that 5 (8.3%) said not at all, followed by 15 (25%) who said to a low extend and the majority 40 (66.7%) said to a larger extend. This clearly shows that there is a positive relationship between PPPs and service delivery. The findings concur with Mafunisa, (2008) and Reddy, (2003) who argue that PPPs have become an important means of delivering public services in many countries and various PPP management strategies are taken note of and these include franchising or concession, contracting, afterimage, leasing, management contract, build own and operate, build operate and transfer, management buyout and cooperatives

4.2 Discussion of findings

The research findings presented above were analysed and interpreted. The analysis and interpretation were based on themes derived from the research objectives summarized as: the challenges, opportunities and ways to improve all service delivery in Marondera Urban.

4.2.1 Challenges of local government on service delivery in Marondera Urban

Discussion on how waste management is characterised in Marondera Municipality by bad infrastructure is affecting service delivery in the whole urban area. This has resulted in illegal dumping sites which are now common in some areas such as Rujeko and Dombotombo that are becoming breeding areas of mosquitoes. This concurs with Sikander, (2015) and Chakaipa (2010) who note that waste management such as refuse collection is erratic; most residents have adopted alternative means of dealing with garbage as a result a lack of spare parts and tools to maintain vehicles, which meant that vehicles are working below their capacity. I remember interviewing one of the participants who said: “sewage disposal has become unbearable in Dombotombo flats”. This shows that the council had failed to service or replacing the old sewer pipes.



Source: Interview Session, Councilor Munjaranji, Marondera Water Treatment Plant

A reflection on the effect of urbanization on service delivery in Marondera Urban shows that there was high rural-urban migration causing growth in population hence affecting the city's ability to meet service delivery. This concurs with Van der (2007), who argues that rapid urbanisation is one of the major challenges facing urban councils. Others survive through engagement in the informal economy

It was also notable that Municipality of Marondera was not adequately resourced in terms of water supply sources. This was caused by banning of Rufaro Dam by the Environmental Management Agency (EMA) as not proper to provide clean water for the residents. Thus, Marondera Municipality is experiencing water supply challenges. This corroborates with Hove (2012), that the water service delivery has been deteriorating from the late 1990s up to the present day in most urban councils in Zimbabwe. The issue of service delivery such as waste management and serving of residential stands is prevalent in Marondera, as it has been in other towns such as Gweru and Chitungwiza, just to mention a few. It was heart-breaking to hear one of the participants commending that: "corruption has contributed to the challenges of service delivery". The researcher, therefore recommend that residents and other community associations must team up and make complaints to the city Fathers.

4.2.2 Opportunities of local government on service delivery in Marondera Urban

This theme focuses on the opportunities of local government on all service delivery in Marondera Urban. Discussion on the level of responsiveness and efficiency of local council to local needs was high. This suggests that local councils provide an opportunity to increase efficiency and responsiveness of government.

On the extent to which the Municipality of Marondera provides a means to exercise some control over local affairs was to a greater extent. This also provides an opportunity to the local people for effective participation and involvement in the development of the local areas. Thus, local government provides a platform for genuine participation of the people at the grass-roots level in the government affairs. The finding concurs with that of Bachmann and MacCleery, (2006) and Turner and Hulme, (1997) who argue that democracy can be established in the country if the local government institutions are strengthened.



Source: Interview session July 2020, Marondera Municipality Head Office.

This provides an opportunity to provide quality of services to the residents of Marondera Urban. This corroborates findings by Sikander, (2015) who argues that responsiveness of governance is improved because local representatives are best placed to know the exact nature of local needs and how they can be met in a cost-effective way.

4.2.3 Possible interventions of improving the challenges and opportunities of local government on service delivery in Marondera Urban

Discussion on how the challenges and opportunities of local government on service delivery in Marondera Urban can be improved shows that there is need to decentralize governance to enable local people to participate more directly in governance processes and empower people previously excluded from decision making. This is also supported by Msandu-Nyamayaro, (1991) who notes that decentralisation through devolution, improves service delivery, resourcing and decision-making in local councils.

The appropriate PPPs also improve service delivery in the Marondera Municipality. The findings concur with Mafunisa, (2008) and Reddy, (2003) who argue that PPPs have become an important means of delivering public services in many countries and various PPP management strategies are taken note of and these include franchising or concession, contracting, afterimage, leasing, management contract, build own and operate, build operate and transfer, management buyout and cooperatives.

It was also notable that there was need to promote inclusive participation and actively incorporate public inputs on vital governance issues which go a long way in enhancing service delivery to the residents. Thus, public participation remains a core objective in improving service provision. This is also supported by Reddy (2003) who argues that it is essential for local government to function to its fullest capabilities and this relies not only on availability of skilled work force and financial resources but also on the role played by stakeholders and communities in the structures. Furthermore, there was need to control or fight to eradicate corruption in all council activities and promote service delivery. This is also supported by Mafunisa (2008) who argues that there is a grave need for new innovative ways in controlling corruption within the councils.

4.3 Chapter summary

The chapter presented and analysed the research data collected from respondents. Data was collected using data collection tools such as questionnaires and interviews. Pie charts, tables, bar graphs and diagrams were used to present the data. The researcher found it vital to sensitise the

residents on the merits of public-participation and involvement in the service delivery issues. The next chapter presents discussion, summary, conclusions and recommendations.

Chapter 5

Summary, conclusions and recommendations

5.0 Introduction

The previous chapter presented data presentation, analysis and interpretation of the research findings on the challenges and opportunities of local government on all service delivery with specific reference to Marondera Municipality. This chapter gives the research summary, conclusions, and recommendations of the study.

5.1 Summary

The study focused on the challenges and opportunities of local government on all service delivery with specific reference to Marondera Municipality.

5.1.1 Chapter 1

Chapter 1 outlines the research problem and its setting. It gave the problem and its setting, introduction to the study, the background to the study, the statement of the problem as well as the research objectives, and research questions guiding the study. In addition, it also looked at the significance of the study, limitations and delimitations as well as definitions of key operational terms of the study.

5.1.2 Chapter 2

Chapter two reviews the related literature on challenges and opportunities of local government on all service delivery. The conceptual framework and theoretical framework was highlighted as well as the previous related studies. The variables conceptualised were local government and service delivery while decentralisation service delivery theory guided the study.

5.1.3 Chapter 3

This chapter presents the research methodology. It discussed the pragmatism paradigm, mixed approach and survey research design. The convenience sampling was used to sample research subjects. The research instruments used in this study were: questionnaires and in structured interviews. Research ethics such as informed consent, privacy, deception and confidentiality were also discussed in this study. Data presentation and analysis procedures were also discussed.

5.1.4 Chapter 4

Chapter 4 presents analyses and interprets the research findings. Data was collected using the questionnaires and interviews, analyses and interprets the research findings on the challenges and opportunities of local government on all service delivery with specific reference to Marondera Municipality. Data was presented in tables, pie charts and narrations.

5.1.5 Chapter 5

This chapter presents a summary of the research, conclusions and gives recommendations to all stakeholders such as the Municipality of Marondera, local government and the residents association.

5.3 Conclusions

5.3.1 Objective 1

The first objective aimed to identify the challenges of local government on service delivery in Marondera Urban. It can be concluded that bad waste management infrastructure; lack of supply of water and were the challenges affecting service delivery in Marondera Urban. This concurs with Van der, (2007) who argue that rapid urbanisation is one of the major challenges facing urban councils. Others survive through engagement in the informal economy.

5.3.2 Objective 2

The second objective aimed to find the opportunities of local government on service delivery in Marondera urban. It can be concluded that the opportunities of local government on service

delivery in Marondera Municipality are responsiveness and efficiency; citizen participation; promoting democracy and dispersing power. This corroborates findings by Sikander, (2015) who argues that responsiveness of governance is improved because local representatives are best placed to know the exact nature of local needs and how they can be met in a cost-effective way.

5.3.3 Objective 3

The third objective sought to find ways on how the challenges and opportunities of local government on service delivery in Marondera urban can be improved. It can be concluded that there is need to decentralize governance to enable local people to participate more directly in governance processes and empower people previously excluded from decision making; promote inclusive participation and fight to eradicate corruption and a need for Private Public Partnerships (PPPs) were the best ways found to be important for improving service delivery in Marondera Municipality. Mafunisa, (2008) and Reddy, (2003) who argue that PPPs have become an important means of delivering public services in many countries and various PPP management strategies are taken note of and these include franchising or concession, contracting, afterimage, leasing, management contract, build own and operate, build operate and transfer, management buyout and cooperatives.

5.3.4 Objective 4

The fourth objective aimed at whether the research objectives were achieved. The study achieved the research objectives where the challenges were identified as bad waste management infrastructure; lack of supply of water. Opportunities were also identified as responsiveness and efficiency, citizen participation, promoting democracy and dispersing power. The ways to address the challenges were to decentralize governance to enable local people to participate more directly in governance processes and empower people previously excluded from decision making, promote inclusive participation and fight to eradicate corruption and a need for Private Public Partnerships (PPPs).

5.4 Recommendations

5.4.1 The research shows that there is need for the Municipality of Marondera to promote community participation in order to give locals the opportunity to participate in decision making processes. This gives the public more opportunities to be part of the decision making process regarding the management and development of their respective council area.

5.4.2 As the result of high rate of rural-urban migration it has been difficult for Marondera Municipality to provide adequate local service provision. Partnership with private sectors such as NGOs, corporations, civil society and so forth is required. This would give leeway to new technology, strategies and innovations of the private sector into local service delivery and increase the efficiency and effectiveness of Municipality of Marondera.

5.4.3 Awareness campaigns must be in place to fight corruption for example, there is need to for council to hold workshops to educate people on the effects of corruption on service delivery.

5.4.4 There is also a need for the Marondera City Council to prioritize service delivery by purchasing trucks for refuse collection rather than purchasing luxury cars for the executives.

5.5 Further research studies

The researcher recommends further research on the following:

1. Challenges of waste management in Marondera urban
2. The effectiveness of the waste management systems being used in Marondera urban
3. Challenges and opportunities of devolution in service delivery in Marondera urban

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APPENDIX A: QUESTIONNAIRE FOR COUNCILLORS, RESIDENTS ASSOCIATION MEMBERS AND COUNCIL AND LOCAL GOVERNMENT EMPLOYEES.

Dear Respondent,

You are being invited to participate in a research study with an objective to examine the challenges and opportunities of local government on service delivery in Marondera urban from 2017-2019. Participation in this study will take approximately 5 minutes of your time. I do not anticipate you experience any discomfort or other negative feelings when responding to items in this study.

Please answer the questions below by writing or ticking in the appropriate boxes. Do not write your name or sign on the questionnaire for confidentiality purpose. The questionnaire is for research purposes only, therefore feel free to express your opinion and be as sincere as you can be.

EMPIRICAL DATA

(i) Identify the opportunities of local government on service delivery in Marondera urban.

3. How do you rate the level of efficiency and responsiveness of your local government to emergencies

High Low Very High Very Low

4. How would you describe the quality of the services provided by the Marondera Council?

Satisfactory Poor Good Better

5. To what extend do you think that local council provides a means whereby citizens can exercise some control over their local affairs in Marondera urban?

To a less extend To a lager extend

Not at all

6. Are you satisfied with the level of citizen participation provided by the local council in Marondera urban?

Satisfied Not satisfied None of the above

(ii) Identify the challenges of local government on service delivery in Marondera urban.

7. How do you explain the waste management of your local council?

Poor [] Good [] Bad [] Satisfactory [] No idea []

8. How adequately resourced is your local council in terms of number of sources of water?

(iii) To recommend ways on how the challenges and opportunities of local government on service delivery in Marondera urban be improved.

9. To what level do you think Private Public Partnerships improves service delivery provided by the Marondera Municipality?

Low extend [] large extend [] Not at all []

10. Do you agree that controlling corruption improves service delivery at Marondera Municipality?

Agree [] Disagree [] No idea []

THE END

APPENDIX A: INTERVIEW SCRIPT FOR COUNCILLOR AND TOWN CLERK

1. What do you think are the opportunities brought by local government on service delivery in Marondera urban?

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2. What do you think is the effect of urbanization on service delivery in Marondera urban?

.....

3. Can you explain how decentralization of power by the central government to your local councils improved service delivery in Marondera urban?

.....

4. In what way do you think promoting public participation can improve service delivery in Marondera urban?

.....