

**BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
DEPARTMENT OF ACCOUNTANCY**

**THE IMPACT OF GOOD GOVERNANCE PRACTICES ON ENHANCING
SERVICE DELIVERY ON LOCAL AUTHORITIES. A CASE STUDY OF
CHITUNGWIZA MUNICIPALITY**

B1543777

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF ACCOUNTANCY (HONORS)
DEGREE OF BINDURA UNIVERSITY OF SCIENCE EDUCATION. FACULTY
OF COMMERCE.**

DEC 2020

Approved form

1. TO BE COMPLETED BY THE STUDENT

I certify that this dissertation meets the preparation guidelines as presented in the Faculty guide and instruction for presentation dissertation.

.....

(Signature of student)

.....

(date)

2. TO BE COMPLETED BY THE SUPERVISOR

This dissertation is suitable for submission to the faculty. It has been checked for conformity with the Faculty guidelines.

.....

(Signature of supervisor)

.....

(date)

3. TO BE COMPLETED BY THE CHAIRMAN OF THE DEPARTMENT

I certify, to the best of my knowledge that the required procedures have been followed and the preparation criteria has been met for this dissertation.

.....

(signature of chairman)

.....

(date)

Release form

Author :B1543777
Title : The impact of good governance practices on
enhancing
Service delivery in local authorities. A case of CM
Programme : Bachelor of Accountancy Honours Degree (BACC)
Year of completion : 2020

Permission is hereby granted to the bindura University of Science Education library to produce copies of this dissertation and to sell or lend such copies for private, scolarly or scientific research only. The author does not reserve other publication rights on the dissertation and may extensive extracts from it be printed or otherwise produced without the author's written permission.

Signed :

Date:

Permanent Address: 24219 Unit O Extension Seke

Dedication

I dedicate this dissertation to my family and . This dissertation is the fruit of their sacrifice and dedication in supporting my studies and career.

ACKNOWLEDGEMENT

My sincere gratitude goes to Almighty God for providing me the strength, determination and courage I needed to conduct this study. My appreciation also goes to my adorable parents whose moral and material support enabled me to successfully conduct and complete this study. I also extend gratitude to my wonderfully made aunt Katsere for all your warm support. Last but not least I appreciate my husband Farai Chitekwe and my daughter Loyal Chitekwe for their support and love.

My other appreciation goes to my Supervisor, Mr Masinire intellectual guidance and academic support enabled me to bring this dissertation to the required level.

Last but not least, I would like to extend my gratitude to staff and customers of CM as well as those at the Head Quarters for providing me with all the information I used as data for the present study.

Abstract

This study aimed at finding out the impact of good governance practices in enhancing service delivery in local authorities using Chitungwiza Municipal as a case study. Local authorities are facing challenges in delivering services to its society. Chitungwiza has been known with so much scandals in year 2020 such as the dismissal of the town clerk and news of management misusing funds. The main objective of this study was to assess the impact of good governance practices in enhancing service delivery in local authorities in Zimbabwe. The methodology used to conduct this study was qualitative research design where random sampling method was employed to select respondents. Questionnaires were made use of to gather raw data from the respondents. Secondary data was also used.

The data was analysed using Microsoft excel package and presented using tables and demographics. The study found that good governance practices are not adhered to at CM. It was also revealed that good governance contribute to quality service delivery at CM . The study further found that good governance practices at CM are hindered by various factors such as bureaucracy, corruption and delays. The study lastly concluded the existence of a relationship between good governance and service delivery. The study recommended that, to improve service delivery at CM, the management of CM should ensure that all CM staff are aware of the principles of good governance and adhere to them in their day to day activities. It was suggested, CM, to pay attention to staff and human resources development strategies with appropriate training packages to enhance knowledge of good governance.

TABLE OF CONTENTS

TITLE PAGE	i
APPROVAL FORM.....	ii
RELEASE FORM	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
ABSTRACT	vi
TABLE OF CONTENTS	vii
FIGURES AND TABLES	viii
LIST OF APPENDICES	ix
LIST OF ABBREVIATIONS	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Objective of the Study	4
1.3.1 General Objective of the Study	4
1.4 Research Questions	5
1.4.1 General Research Question	5
1.4.2 Specific Research Questions	5

1.5 The Significance of the Study	5
1.6 Delimitation.....	6
1.7 limitations.....	6
1.8 Assumptions.....	7
Chapter summary.....	7.
CHAPTER TWO	8
2.0 introduction.....	8
2.1 LITERATURE REVIEW	8
2.2 Definition of the Key Terms	9
2.2. The concept of governance	9
2.2.2 Good Governance	10
2.2.3 Local government in Zimbabwe	11
2.2.4 Local authorities and service provided	12
2.3 Theoretical Literature Review.....	13
2.3.1 Intuitive Theory	14
2.3.2 SERVQUAL Theory of Customer Satisfaction	14
2.3.3 The traditional view of governance.....	16
2.3.4 The contemporary view of governance.....	16
2.4 Conceptual model.....	17
2.4.1 Description of the model.....	18
2.5 Empirical Literature Review	19
2.5.1 Good governance in local government.....	19
2.5.2 Good governance versus service delivery.....	21
2.6 Knowledge Gap	27
CHAPTER THREE	28

3.0 Introduction	28
3.1 Research methodology.....	28
3.2 Research Design	28
3.1.3 Qualitative research.....	29
3.2 Target Population	29
3.3.0 Sampling	30
3.3.1 Benefits of sampling	30
3.3.2 disadvantages of sampling.....	30
3.3.3 Sampling techniques.....	31
3.3.3.1 Probability sampling.....	31
3.3.3.2 non probability sampling.....	31
3.3.3.3 Purposive sampling.....	31
3.3.3.4 Simple Random Sampling.....	32
3.4 Methods of Data Collection	33
3.4.1 Primary Data	33
3.4.2 Secondary Data	34
3.4.3 Questionnaires	35
3.5 Ethical Consideration.....	35
3.6 Methods of Data Analysis	35
3.6 Validity and Reliability of the Research Instrument	35
3.6.1 reliability.....	35
3.6.2 validity	36
3.7 Pre testing.....	36
3.7.1 Data presentation and analysis.....	36
3.8 chapter summary.....	37
CHAPTER FOUR	38

DATA PRESENTATION AND ANALYSIS	38
4.0 Introduction	38
4.1 Questionnaire respondents rate.....	38
4.1.1 Profile of the Respondents	38
4.2.1 Gender of the Respondents	38
4.2.2 Demographic information.....	39
4.2.2.2 Age of Respondents	39
4.2.2.3 Level of Education of Respondents	40
4.2.2.4 Experience of Respondents in using CM Services	41
4.3 Knowledge of Good Governance Practices, Perception and Service Delivery by CM.....	41
4.3.1 Awareness of Respondents on Good Governance Practices	41
4.3.2 The Perception of Respondents on the Quality of CM Services (Only 51 Respondents who were Customers Of CM)	42
4.3.3 Experience with Service Delivery Problems with CM	43
4.3.4 Service Delivery Problems Encountered by Respondents (51 Respondents who were Customers)	43
4.4 The Extent to which Good Governance Practices are Adhered to at CM	44
4.4.1 Transparency in Service Delivery at CM	44
4.4.2 Accountability in Service Delivery at CM	45
4.4.3 Participation in Service Delivery at CM	46
4.4.4 Responsiveness in Service Delivery at CM	46
4.4.5 Rule of Law in Service Delivery at CM	47
4.4.6 Equity in Service Delivery at CM	47

4.4.7 Effectiveness in Service Delivery at CM.....	48
4.4.8 Efficiency in Service Delivery at CM	49
4.5 The contribution of Good Governance to Service Delivery at CM ...	49
4.5.1 Good Governance enhances Service Accessibility at CM.....	49
4.5.2 Good Governance Enhances Service Reliability at CM	50
4.5.3 Good Governance enhancing Service Affordability at CM	50
4.5.4 Good Governance Enhancing Service Responsiveness at CM	51
4.5.5 Good Governance Enhances Service Courtesy at CM	52
4.5.6 Good Governance Enhances Service Credibility at CM	52
4.5.7 Good Governance Enhances Service Competence at CM	53
4.6 Challenges Hindering Good Governance at CM	54
4.7 The Relationship between Good Governance and Service Delivery	55
4.8 Findings on CM obligations being not met.....	56
CHAPTER FIVE	61
SUMMARY, CONCLUSION AND RECOMMENDATIONS	61
5.0 Introduction	61
5.1 Summary of Findings	61
5.2 Conclusion	64
5.3 Recommendations	64
REFERENCES	65
APPENDICES	70

LIST OF TABLES AND FIGURES

Table 3.1 sample size for staff.....	33
Table 3.2 sample size for customers.....	34
Table 4.1: Respondents rate	39
Figure 4.2 response gender.....	40
Table 4.3: Age of Respondent	41
Table 4.4: Level of Education of Respondents	41
Table 4.5: Experience of Respondents in using CM Services	42
Table 4.6: Awareness of Respondents on Good Governance Practices	42
Table 4.7: The Perception of Respondents on the Quality of CM Services (51 Respondents who were Customers of CM)	43
Table 4.8 Experience with Service Delivery Problems among Respondents	44
Table 4.9 Service Delivery Problems Encountered by Respondents	44
Table 4.10: There is Transparency in Service Delivery at	46
Table 4. 11: There is Accountability in Service Delivery at CM	46
Table 4. 12: There is Participation in Service Delivery at CM	47
Table 4. 13: There is Responsiveness in Service Delivery at CM.....	47
Table 4.14 : There is Rule of Law in Service Delivery at CM	48
Table 4.15: There is Equity in Service Delivery at CM	48
Table 4. 16; There is Effectiveness in Service Delivery at CM	48
Table 4. 17: There is Efficiency in Service Delivery at CM.....	50
Table 4.18: Good Governance Enhances Service Accessibility at CM	49
Table 4.19: Good Governance Enhances Service Reliability at CM	51
Table 4.20 : Good Governance Enhances Service Affordability at CM.....	52

Table 4.21: Good Governance Enhances Service Responsiveness at TANESCO ... 51

Table 4. 22: Good Governance Enhances Service Courtesy at CM..... 53

Table 4.23: Good Governance Enhances Service Credibility at CM..... 523

Table 4.24: Good Governance Enhances Service Capability at CM..... 54

Table 4.25: Challenges Hindering Good Governance at CM 55

Table 4.26: Relationship between Good Governance and Service Delivery 56

Table 4.27: obligations not met by the Sewerage blockages and burst

LIST OF APPENDIX

Appendix 1: introductory letter.....70

Appendix 1: Questionnaire for CM Customers 71

Appendix 2: Questionnaire for CM Staff 76

LIST OF ABBREVIATIONS

L.A- Local Authority

CM- Chitungwiza Municipality

UCA- Urban Council Act

CHAPTER 1:

1.0 Introduction

This study assessed the impact of governance practices on service delivery in a local authority of Municipality of Chitungwiza as a case study in Zimbabwe. This chapter outlines the background of the study, statement of the problem, research questions, research objectives, assumptions, significant of the study, limitations and delimitations of the study.

1.1 Background of the study

Municipality of Chitungwiza is a local authority Board under the Ministry of Local Government. It is a non profit making organization which basically focuses on the provision of water, sewerage disposal, fire, ambulance, clinics, road maintenance, water and sewerage connections, parks and gardens, beerhalls, refuse collection. All these services are provided to the community as a whole at a fair charge. Over the past 3 years Chitungwiza Municipality has been facing challenges in providing the above services abundantly especially water has been a crucial service to be received by residents as well as commercials.

Chitungwiza was established in January 1978 as an Urban Council when four distinct arears were joined to form one entity, the new town. The area board that were amalgamated were St marys Seke and Zengeza residential areas, while the forth was the industrial complex. St Mary's and Zengeza were administered by the Harare city council while Seke fall under an arm of the Ministry of internal affairs the District Development Fund (DDF). Chitungwiza gained full municipal status in 1995 and it constructed a major state of art sporting facility, the aquatic complex and it did put Chitungwiza on the world map. The municipality runs four clinics and these clinics has been servicing the whole of Chitungwiza community. The council also runs 9 primary schools and it has a vocational training school.

Currently the Municipality is emerging and thriving as a dynamic local authority or municipality dedicated to supply quality services and products which are environmentally

In this century, good governance has brought public awareness on the operation of local authorities as well as other public institutions. It has also become an important encouragement in concern of a nation's ability to adhere to universally acceptable democratic standards (Bratton and Rothchild, 2012). It ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (World Bank, 2003).

The aim of good governance in local authorities' attempt to boost better service delivery and upgraded accountability by establishing a standard for good governance in the public institutions. (IFA, 2013). Effective governance in the public sector as well as local government encourages better decision making, efficient use of resources and strengthens accountability for the stewardship of resources (Mutahaba, 2012).

High quality of services can be effectively provided if the principles of good governance are adhered to efficiently, such as participation, rule of law, transparency, accountability, fairness and efficiency enable employees to be more effective and transparent in providing high quality services. It also protects them from the tendency towards misconduct (Alaaraj, 2014). On the other hand, weak governance compromises service delivery and tends to benefit a selected elite.

There is worldwide dissatisfaction with the quality of service offered in local authorities. Many people complain about the quality of customer service representatives, facilities, procedure/policies and the general atmosphere of public institutions. It was reported by Ara the delivery of service by public sector is also not properly tailored to customer needs. Major setbacks to the efficient running of the public organization system include lack of employee motivation, poor accountability and accumulated debts due to unethical and inadequate formulation and implementation of policies governing these organizations (Lubuva, 2008). and Rahman, (2006) that in Bangladesh poor quality customer service in the public sector is due to lack of well-organized management and accountability on the part of public servants.

The issue of poor governance in local government has also been well documented in other studies in the field of public management. Considering the fragile nature of

governance policies in African public institutions, Timothy and Maitreesh (2005) pointed out that public services delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favouritism that tend to benefit the privileged few at the expense of the disadvantaged many. And this has the effect of undermining the quality of service offered by these institutions.

In Zimbabwe, public service delivery faces numerous challenges including public money wastage, low revenue collections, low paid and unmotivated public servants, poor accountability, and, generally poor performance on service delivery (Issa, 2010 and Magayane, 2013).

Poor governance at Chitungwiza municipality is evidently through lots of scandals such as the dismissal of the town clerk, the top management were giving themselves rampant salaries whilst other servants were struggling. The issue of fairness, transparent, were misused

Statement of the problem

Corrupt cases looming in most urban local authorities in Zimbabwe such as the misappropriation of funds to purchase expensive executive vehicles by Chitungwiza Municipality in 2010 (The Herald 2010) and scandals where the Mayor and 24 Councillors allegedly allocate themselves tracts of land worth \$7 million USD are a result of an ineffective ethics architecture in urban local authorities (The herald 2017). Thus according to Kasukuwere (2017) the management of Chitungwiza municipality needs an overhaul as the local authority have crumbled due to corruption and maladministration. Early this year there were also scandals that happened at Chitungwiza municipality that result in the dismissal of the town clerk and also in Chitungwiza there is dissatisfaction of quality services such as supply of water since it does not have its source of water, collection of refuse, public lights, roads. The scandals automatically show bad governance. This gives the writer to assess the impact of good governance on service delivery, many people complain about the quality of customer service representatives, facilities, procedure/policies and the general atmosphere of the municipals.

In addition, the delivery of service at Chitungwiza municipality is also not properly tailored to customer needs. Therefore, the local authorities face numerous challenges including public money wastage, low revenue collections, low paid and unmotivated public servants, poor accountability and generally poor performance on service delivery (Issa, 2010 and Magayane, 2013).

Local authorities are supposed to function effectively given that they are given grants every time there is an issue arise and make policies that suits their operations. The concept of good governance has become a global phenomenon as local authorities are encouraged to ensure quality of services delivery. However local authorities in Zimbabwe are characterized by poor governance which is affecting effective service delivery and this is attributed to weak control systems that govern the institutions. Local authorities are entrusted with public resources and as such there should be mechanisms that ensure that there accountable and effective use of those resources. It is against this context that the study was conducted to examine the impact of good governance on enhancing service delivery.

1.3 Objective of the Study

The objectives of the study were divided in to two categories namely, general and specific objectives.

1.3.1 General Objective of the Study

The main objective of the study was to assess the impact of good governance practices in enhancing service delivery in local authorities in Zimbabwe

1.3.2 Specific Objective of the Study

The specific objectives of the study were:

- (i) To examine the extent of adherence to good governance practices in local authorities.
- (ii) To determine the contribution of good governance to service delivery in local authorities.
- (iii) To analyse challenges facing good governance in local authorities.
- (iv) To determine the relationship between good governance and service delivery in local authorities.

1.4 Research Questions

The study was guided by the following research questions;

1.4.1 General Research Question

The main question of the proposed study was: What is the impact of good governance in enhancing service delivery in local authorities.

1.4.2 Specific Research Questions

The specific research questions of the study were:

- (i) What is the extent that local authorities adhere to good governance practices?
- (ii) Does good governance have any contribution to the quality of public service delivery in local authorities?
- (iii) What are the challenges facing good governance in local authorities?
- (iv) What is the relationship between good governance and service delivery in local authorities?

1.5 The Significance of the Study

To the researcher

This research is carried out in partial fulfilment of Bachelor of Commerce (Honor's) Accounting Degree as well as equipping the writer with different research skills.

To Chitungwiza Municipality

Management

The impact of good governance will improve productivity and work output. The

organizational long term strategic goals are archived within specified time as good governance is the order of the day.

Employees

The general welfare of workers is taken care of. Their salaries and benefits will be paid in time due to effective good governance

Councilors (Policy makers)

They will benefit from empirical evidence on how they should govern and how stakeholders perceive their efforts in executing their mandatory duties.

Rates payers/other stakeholders

Benefit from the best quality of service delivery provided by Municipality of Chitungwiza.

Delimitation /Scope

The research will focus on Chitungwiza Municipality which is located in Chitungwiza

The research covers the period Jan 2019- Nov 2020

This study will focus on the impact of good governance practices on enhancing service delivery.

This study will involve a lot of people, the society, management, employees, mayor and also the town clerk.

Limitations

- ★ Time period constrain

-The research period might be short but the researcher will make use of emails, internet, telephone in conducting the research.

- ★ Electronic gadgets constraints

-The research has a problem of laptops but had to use cellphones to type.

★ Confidentiality of information.

- Access to information may be limited since management considers some information confidential. However, the researcher was given a letter from school to ensure management that information disclosed will only be for academic purposes.

★ Power for charging

-The researcher also faces power challenges since there was online education and the researcher has to find electricity from other households since the researchers home does not have electricity.

★ Financial constraints

-The researcher has financial constraints for data bouquets.

Assumptions

The research is following the assumption

★ Chitungwiza Municipality is following the Urban councils act on application of governance.

Abbreviations

L.A- Local Authority

CM- Chitungwiza Municipality

UCA- Urban Council Act

Chapter Summary

This chapter covered introduction, background of the study, statement of the problem, main research topic, research objectives, sub research questions, delimitation of the study, limitation of the study, assumptions, acronyms and chapter

summary. The next chapter will focus on literature review.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

the previous chapter exposes the background of the study, statement of the problem, justification of the study, research questions, research hypothesis, objectives, assumptions, significant of the study, limitations and delimitations of the study ad abbreviations. This chapter will focus on the definition of key terms, theoretical literature review and empirical literature review, the literature gaps and the conceptual framework. The reviews of literature led to draw significant conclusion and served as a guide for the study.

2.1 Literature review

Literature review is the process of investigating, analysing and scrutinising data and information which is related to the topic under review .According to Robertson (2008) literature review is aimed at establishing a comprehensive idea or study through the use of secondary and published data or using different ideas from already established body of research. It is important to research in that it provides the researcher with the ability to identify relevant information to the study.

2.2 Definition of terms

2.2.1 THE CONCEPT OF GOVERNANCE

overnance is defined as the formal and informal arrangements that determine how decisions are made and how actions are carried out in a business in public institutions from the perspective of maintaining a country's constitutional values (United Nations, 2007). According to [Smith 2007] governance is referred to as a network of private non governmental bodies that have a role to play in the formulation and implementation of public policy and the delivery of public services. Governance is government plus the private and third (not for profit) sectors (Smith, 2007).

According to Musingafi (2012), there is disagreement on the definition and understanding of governance among academics, theorists, politicians, development practitioners and other interested parties. Consequently, it is challenging to come up with a detailed and commonly acknowledged definition of governance. Different people use the notion inversely, relating it to diverse cultural contexts. The World Water Assessment Programme (WWAP/ UNESCO, 2003) debated that some may see governance as essentially preoccupied with questions of financial accountability and administrative efficiency. Others may focus on broader political concerns related to democracy, human rights and participatory processes. There are those who look at governance with a focus on the association between the political administrative and the ecological systems. Other approaches see governance entirely in terms of management and the operation and maintenance of infrastructure and service.

Kasambira and Nyamuda (2001) see the effort of governance as bountiful path to the organisation; determining how the organisation will be managed; holding the final authority and responsibility for the organisation; planning on how to access and locate scarce resources; and acting as the last court of appeal or decision making body when management reaches a deadlock. These are broad functions that require a wide understanding of governance. According to Mäki (2008) governance deals with the practices and structures by which an organisation or society operates. The United Nations Development Programme (UNDP), as captured by the World Water Assessment Programme (WWAP/ UNESCO, 2003) is more detailed in that it sees governance as the exercise of economic, political and administrative authority to

manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.

Bruhn (2009) thinks that governance focuses on how decisions which are important to a society or an organisation are made or taken. It helps define who should have power and why, who should have voice in decision making, and how account should be rendered. This definition covers both the two main schools of thought on governance, namely the traditional and the contemporary views, and therefore incorporates all the controversies referred to above.

Stoker (1998:17) asserts that good governance "is ultimately concerned with creating the conditions for ordered rule and collective action." In addition, Chotary and Stoker (2009:3) emphasize that governance is about the rules of collective decision making in settings with a plurality of actors or organizations and where no formal control system can dictate the terms of the relationship between these actors and organizations. Ikome, (2007:147) defines governance as a style that promotes the creation of strong, open, equal and free economic and political institutions. The definition that suits the writers study was of the united nations of

2.2.2 Good Governance

Good governance is therefore defined by the [United Nations 2007][as the exercise of authority through political and institutional processes that are transparency and accountable and encourage public participation. Un [5 bid] moreover emphasises that good governance makes institution to be democratic making create avenues for the public to participate in the policy via formal or informal consultation. It also establishes mechanisms for the inclusion of multiple social groups in decision-making processes, especially on a local level. According to [OECD ,2013], good governance can further be explained as participation, transparency, and accountability, effective, equity promoting rule of law. the writer used the the definition of good governance proposed by UN 2007 . With regard to good governance, the World Bank (2003) stressed that good governance in institutions is the key to successful and satisfactory efficiency and should thus be initiated and practiced within institutions in order to achieve better performance.

Additionally, Bond (2006) views good governance as clear and responsible management of human, natural, economic and financial resources of a country in the drive towards equitable and maintainable development. Good governance normally implies a number of institutions, which normalize the behaviour of public bodies, arouse citizens' contribution in government and control public-private relations (Villadsen, 1999).

2.2.3 LOCAL GOVERNMENT IN ZIMBABWE

Chakaipa (2010) defines local government as 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. As observed by Chakaipa (Ibid), the theoretical and conceptual argument for local government is that, as the level closest to the people, it is able to better articulate and respond to local needs. Local government is also better placed to harness both local knowledge and effort in the execution of its mandates. 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. 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. Thus the *raison d'être* for the establishment of local government by many governments is:

- 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
- to regulate the conduct of individuals and organizations in areas under their jurisdiction (Chakaipa, 2010).

Musingafi (2012) defines local government as 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. Local

government is viewed as the establishment of a lower sphere of governance for the purpose of executing functions that central government is too far removed to carry out effectively. Local government being the level closest to the people is able to better articulate and respond to local needs. It is also better placed to harness both local knowledge and effort in the execution of its mandates. The competencies assigned to local government in Zimbabwe are not only local in nature but have a direct bearing on the day to day lives of local communities.

Local government in Zimbabwe refers to corporate bodies that may sue or be sued in their own right. Sections 227 to 232 of the Urban Councils Act [Chapter 29:15] and Part xv of the Rural District Councils Act [Chapter 29:13] provide for councils to make by-laws, regulations and resolutions to deal with a wide range of local planning, development, and control concerns of the area under their jurisdiction. Other than parliament, councils are the other institutions which can make laws binding on local residents. These laws have to be adopted within the national legislative framework.

The heading to section 314 of the Urban Councils Act [Chapter 29:15] states that, the minister may reverse, suspend, rescind resolutions, decisions, and so forth, of councils. For example, the minister exercised such powers in the instance when the City of Harare was under a commission. The minister issued a circular reversing the Harare City Council's decision to reinstate the director of housing, director of engineering, and city treasurer. This directive, however, proved to be costly as a lot of revenue was wasted paying suspended staff. It has been argued that for governance function to be effectively fulfilled, local authorities should be seen as a sphere of government (see (Chakaipa, 2010; Musingafi, 2012)). The provision of local government as a distinct sphere of government will elevate councils amongst the family of public institutions. Once this has been done, central government can neither unilaterally abolish local authorities nor change the nature of a particular local authority.

2.2.4 Local authorities and services provided

A local authority is a Board under the Ministry of Local Government. Public services include water, wastewater, solid waste, heating, transport and other related services that are provided by national and local governments to residents in their areas of jurisdiction. According to Bachmann and MacCleery (2006), the ideal situation requires that authorities should ensure adequate provision of these services. Nonetheless, many national and sub-national governments are found lacking in as far as provision of these services is concerned. Local authorities should therefore make sure that people in their areas have at least the basic services they need, some of which outlined above. These services have a direct and immediate effect on the quality of the lives of the people in that community. For example, if the water that is provided is of a poor quality or refuse is not collected regularly, it will contribute to the creation of unhealthy and unsafe living environments. Poor services can also make it difficult to attract business or industry to an area and will limit job opportunities for residents. Therefore, there is need for good governance so as to enhance service delivery. Basically, a local authority is a non profit making organization which basically focuses on the provision of water, sewerage disposal, fire, ambulance, clinics, road maintenance, water and sewerage connections, parks and gardens, beerhalls, refuse collection health and education services. All these services are provided to the community as a whole at a fair charge.

2.3 Theoretical Literature Review

This subdivision summarizes the theoretical literature review of the study. Intuitive theory and SERVQUAL Theory of Customer Satisfaction were discussed. The traditional and counterpenory view of governance is also discussed.

2.3.1 Intuitive Theory

This is the model which was developed from the philosophy of intuitionism defined by Fox and Meyer (1995) as the viewpoint, which shapes that moral and applied dilemmas can be elucidated by means of intuitions or the basic truths which tend to be instinctively known. The intuitive theory was developed in reaction to the theory of rationalism.

According to intuitionism, one ensures that there is not need to go through any kind of rational or practical processes to realize what is true or mistaken since every person has been born with certain simple understanding ethical truths. According to this viewpoint, one's native intuition is capable of notifying him immediately when something is mistaken as the result of being transparent to our natural moral laws that are influenced by outside factors such as a healthy environment, sound political institutions, good economic situation, adequate education and religious belief as the fruits of one's intuitive inner powers. A good code of ethics may be of great importance in instructing the codes of good governance such as transparency and accountability. Consequently, a code of conduct is expressively advantageous as enabling local authorities to regain their correct intuitive powers and become transparent, responsible and accountable in their services to the community (Bauer, 1997). The theory enabled the study to comprehend how local authorities are supposed to act when supplying services to the community, where they are directed by a code of ethics in employing policies that will contribute to the social and economic development of the nation.

2.3.2 SERVQUAL Theory of Customer Satisfaction

Parasuraman et al. (1985) introduced an investigation stream that various consider to be the most inclusive research into service quality, just over a decade ago, According to Parasuraman et al. (1985), suggested service superiority to be a function of pre-purchase customer hopes, perceived process quality and perceived output quality. They defined service quality as the gap between customers' expectations of service and their perceptions of the service experience, ultimately deriving the now-standard

SERVQUAL multiple-item survey instrument (Parasuraman et al., 1988).

The SERVQUAL scale is a major instrument in assessing service quality. This instrument has been widely utilized by both manager and academics (Babakus and Boller 1992; Somchai 2013) to assess customer perceptions of service quality for a variety o services. Based on Parasuraman et al.'s (1988) conceptualization of service quality (noted above), the original SERVQUAL tool included items labelled to measure (a) customers' (service receivers) expectations for various aspects of service quality, and (b) customers' perceptions of the service they actually received from the service organization.

The SERVQUAL instrument is based on the gap theory and good governance that a customers' perception of service quality is a function of the difference between his/ her expectations about the performance of a general class of service providers and his / her assessment of the actual performance of a specific organisation/ institution within that class (Cronin and Taylor, 1992). The outcome of the initial printed application of the SERVQUAL tool indicated that five measurements of service quality emerged across a variety of services.

These dimensions include tangibility, reliability, responsiveness, assurance and empathy (Parasuraman et al., 1999). Tangibles are the physical indication of the service (e.g. physical facilities, the appearance of personnel, or tools or equipment used to provide the service), reliability involves uniformity of performance and reliability (i.e. whether the organization/institution performs the service right and honors its promises) and responsiveness concerns the willingness or readiness of service providers or employees to provide service (e.g. timeliness of service), assurance agrees to the knowledge and courtesy of service providers/employees and their ability to inspire trust and confidence and finally, empathy pertains to caring, individualized attention that an organization provides to its customers.

According to this theory the study assumed, what consumers/community members expect in terms of quality of the service provided by Chitungwiza Municipal. Therefore, it provides a benchmark on what customer should get determining good governance practices applied at Chitungwiza Municipal. Thus for customers to be satisfied with the services, organizations/institutions should provide services that observe a high degree of tangibility, reliability, credibility, responsiveness and assurance.

2.3.3 The Traditional View of Governance

According to Musingafi (2012), the traditional view of governance is set in such a way that the masses carry the weight of whatever decision made by those at the top of the hierarchy. Rather than governing common pool resources, it is the masses that are governed. They may be involved in choosing the government through elections but this does not mean they are directly involved in policy formulation and public decision making. In most cases their views on common pool resources are disregarded. The attitude is that government knows better than anyone else what the masses need.

According to Assaduzzaman (2009) the situation outlined above leads to excessive political influence and bureaucratic control over local governance. This scenario has been blamed for conditions of massive poverty, corruption, and economic stagnation, lack of political stability, confused priorities and violation of human rights especially in third world countries (Jreisat, 2004). Werlinas captured by Jreisat (2004) notes that the primary reason for the wealth or poverty of a nation is in its governance not its natural resources. In fact resistance by most developing countries to adapt to contemporary practice has worsened the sorry state in these economies.

2.3.4 The Contemporary View of Governance

The philosophy behind the contemporary thinking on governance is summarized by the ancient Greek philosopher Aristotle when he argued that if liberty and equality as is thought by some are chiefly to be found in democracy, they will be best attained when all persons alike share in the government to the utmost (Anon, 2000). Thus despite the recently expressed interest in the new governance concept, neither the term nor the concept is new.

Stoker (1998) asserts that although there is still diversity on what governance means, 'there is a baseline agreement that governance refers to the development of the governing styles in which the boundaries between and within public and private sectors have become blurred'. Stoker (Ibid) discussed the theory of governance under the following five propositions:

- governance refers to a set of institutions and actors that are drawn from but also beyond government;
- governance identifies the blurring of boundaries and responsibilities for tackling social and economic issues;
- governance identifies the power dependence involved in the relationships between institutions involved in collective action;
- governance is about autonomous self-governing networks of actors; and
- governance recognizes the capacity to get things done which does not rest on the power of government to command or use its authority.

Peters (2001) as captured in Assaduzzaman (2009), came up with four models of contemporary governance: the market model which claims that the private sector can provide better services than the traditional public sector; the participatory state model which emphasizes on greater individual and collective participation by segments of government organizations that have been commonly excluded from decision making; the flexible government model which argues that the government should be contextual and flexible and finally the deregulated government model which emphasizes that the government should focus on less bureaucratic control, more managerial freedom and recommendations based on societal needs and collective decision making.

2.4 Conceptual Model

The conceptual framework is a structure that shows the relationship between the main constructs in the study as suggested by Kothari (2004). The approach that shows the important variables to be studied in the research either in graphical or narrative form as given by Fellows and Liu (2003). According to Kenneth (2005), conceptual framework is structured from a set of broad ideas and theories that help a researcher to properly identify variables that he/she is looking at, frame his/her questions and identify the relevant literature. A conceptual framework helps the researcher to clarify his research question and aims. In this study the, conceptual framework wa was developed as shown in Figure 1.1.

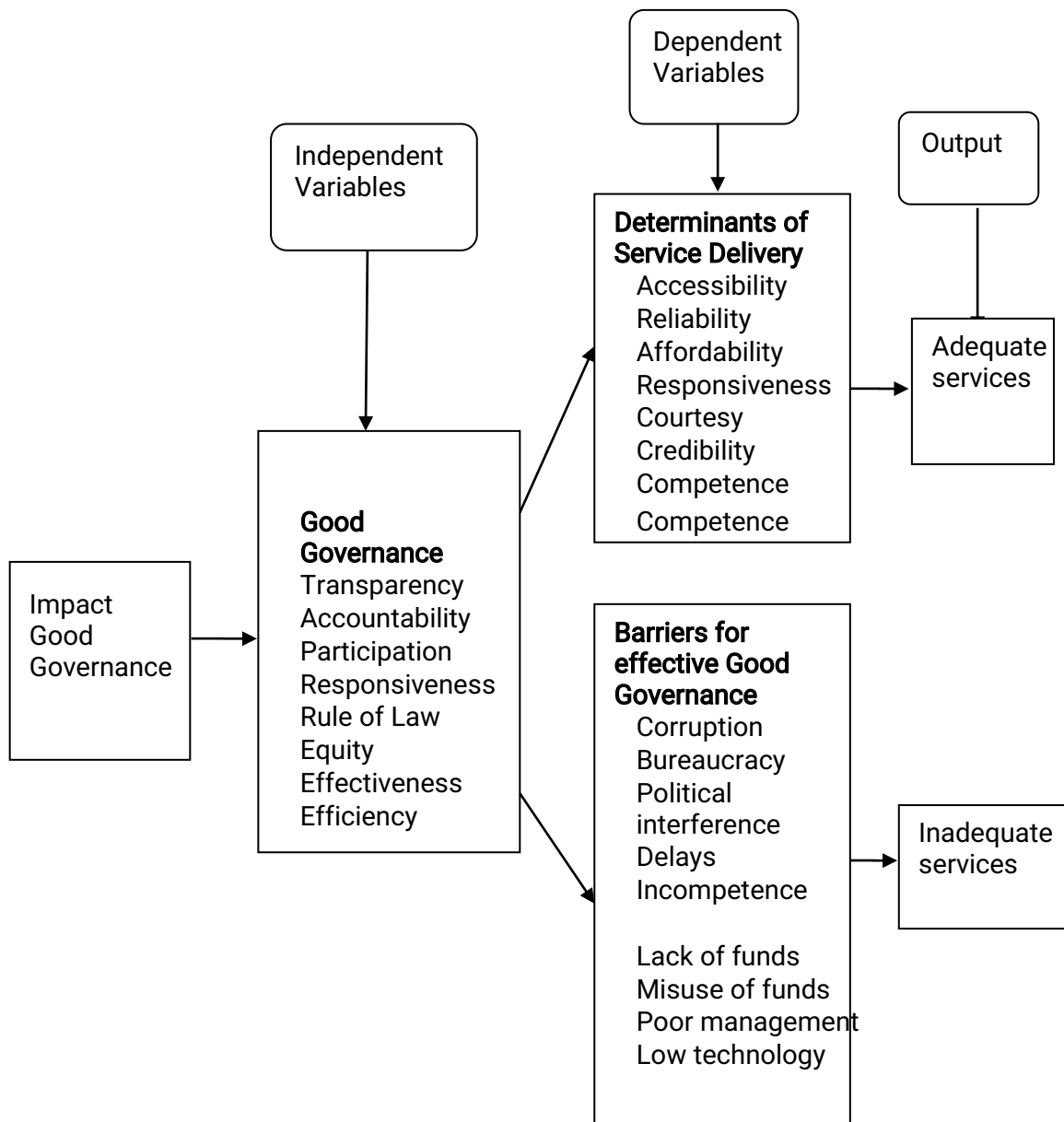


Figure 2.1: Conceptual Framework of the Study

Source: Researcher (2020)

2.4.1 Description of the Model

The model above was established by the researcher based on the literature reviewed. The diagram above shows that the quality of the services delivered by local authorities to the community depend on the existence of good governance in that local authority. Independent variables were measured on the basis of the pillars of good governance namely; transparency in service delivery such provision of water,

proper accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency in the management and delivery of the services.

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

In the study, other dependent variables (limitation factors for good governance in local authorities) include; corruption, bureaucracy, political interference, delays, incompetence, nepotism, lack of funds, misuse of funds poor management and poor technology. All these variables were analysed in the context of factors obstructing good governance in the local government.

2.5 Empirical Literature Review

In this unit, the studies that has been done by other others concerning the impact of good governance in enhancing service delivery in local government and other public institutions is discussed.

2.5.1 Good Governance in local government/ public institutions

The Government of Malawi (2005) conducted a study on Governance and Corruption Baseline Survey to identify the locus and extent of corruption in the country. The survey indicated that: Nine out of ten Malawians perceived corruption to be a serious problem which destroys people's confidence in public institutions. Sixty percent believed that it is common to bribe public officials in order to be served. It was

further pointed out that money received was portioned out between superiors (26.9%), colleagues in the organization (21%), politicians or political parties (24.6%) and the recipient.

A study conducted by Tikue (2014), on the role of good governance in local development. This study aimed to examine the performance of good governance in Tigray Regional State. It assesses the performance of good governance in land administration. More specifically, the study assessed the performance of good governance in terms of transparency, accountability and responsiveness. The study was conducted using 182 household heads selected via convenience sampling. Additionally, focused group discussion, interview and secondary data were engaged to collect relevant data. The research established, that local governments that attained better transparency, accountability and responsiveness are more probable about development than their counterparts.

The study outcome also shows that the performance of land administration pertaining to transparency is still at its infancy. With regard to accountability, land administration has installed accountability mechanisms where administrative accountability could be ensured. In spite of that, the practicability of these accountability mechanisms and tools in the land administration is in its early stage. The study also established that there is a dearth of downward accountability.

Similarly, the performance of responsiveness was also found unsatisfactory. Finally, despite the prioritization of the agenda of good governance, the overall performance was found still to remain low, which makes it difficult to conclude that there is significant change.

The research also establishes that the prime issues that inhibit the performance of good governance in the land administration include; corruption, poor public education, weak monitoring and evaluation system, low implementation capacity, low participation and low coordination among stake holders and low incentives among government employees. Thus, if good land governance is to be safeguarded, the study endorses that the government should concentrate on overcoming the above blockages by setting out clear guidelines and service standards, employing civic engagement on observing and assessing service delivery process, providing

adequate incentives to land committees and local councils and setting up a code of conduct for land administrators.

Siswana (2012) conducted a study to find the relationship between leadership and governance in the South African public service. Specifically, the study aimed to examine how good governance practices increase public finance management systems. The findings of the study show that good governance has resulted in the improvement of public finance management systems by improving accountability and transparency.

2.5.2 Good Governance versus public Service Delivery

Rashid (2008) conducted a survey of the quality of customer service provided by public agencies in Malaysia, focusing on the road transport department. A sample of 100 respondents recruited through convenience sampling technique was used to gather reliable data for the study. The method used for data collection was online questionnaires. Data was examined by CSV format for statistical analysis. The study found that most of the respondents were unsatisfied with the quality of customer service representatives, facilities, procedure for receiving service and the general atmosphere of the department itself. It was recommended that employees in the studied department should be sent for training in customer care related courses.

Egwaikhide and Udon (2012) conducted a study on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. Specifically, the study aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum sector. The findings of the study show that lack of good governance practices in the petroleum sector in Nigeria has led to rampant tax evasion and corruption which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. This points to a direct link between good governance and service delivery.

Dash (2012) conducted a study on the impact of good governance on service delivery by focusing on the power sector reforms in Orissa, India. Specifically, the study aimed at exploring the reforms initiated in the Orissa power sector and its impact on service delivery, equity and efficiency. The main research problems were

whether these objectives are achieved or not. If not, for what reasons. Is there any study exploring these questions? What are the causes of the poor functioning of the power sector? Has the status of the service delivery improved? How can the electricity service be equitably distributed?

O'Neal and Cammack (2012) conducted a study on good governance and service delivery in Malawi. This study is based on case studies of two districts (Dedza and Rumphi) and one city (Blantyre) and three services – health, education and water and sanitation. Data was collected through interviews with key informants from central and local government, civil society and local communities. The findings of the study show that many local government employees and service providers are doing good work and some remarkable success is achieved with little money or support. Boreholes are dug, schools built, babies delivered, children taught, health campaigns conducted and security ensured. While national social indicators are generally low, some show rapid improvement.

The study also found that Malawi's health and education sectors face well-known, long-standing problems. For instance, the government has completely failed to guarantee adequate infrastructure, availability of essential materials (e.g. drugs, textbooks) and trained staff to meet the needs of most Malawians. Such shortcomings in the delivery of quality services are caused by lack of good governance practices. The study concluded that dysfunctional institutions at all levels of government directly affect local service delivery because they mean that goods and services (medicine, water, doctors, mechanics to fix pumps) are not produced or do not reach those who are targeted and poor Malawians who will afford to opt out of the public system pay the price.

Bjerkili (2014) conducted a study on solid waste management in Addis Ababa with the objective of finding out the reasons behind the poor solid waste management situation in that city. The study used an ethnographic approach to explore the subjective perspectives of the actors involved in solid waste management in Addis Ababa. The main method used was semi-structured interviews, which were designed to collect the subjective views of the participants involved and identify conflicting interests. In addition, personal observation, documents and newspaper reviews were used. The methods were used to compare the subjective views and official norms

with my own observations made in the field.

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

Mughal (2005) examined the level of good governance and role of the government in the provision of sustainable public housing development in Malawi. Data was collected by interviewing district government officials, administrators, and politicians, planning organizations and by consulting professionals. The study highlighted the existence of poor governance practice in public organizations and recommended the establishment of dynamic vibrant institutions which would ensure the presence of participatory principle, consensus orientation, strategic vision, effectiveness and efficiency, transparency and the rule of law in all administrative and political institutions. This study was done on the provision of sustainable housing while our study focuses on the provision of electricity services.

Tadesse (2013) conducted a study aimed at assessing the service delivery and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Specifically, the study examined the capacity and role of different actors and the good governance system in the public road service delivery in the regional state. The research revealed that, while private firms play a leading role among the nonstate actors, the role of the public still remains negligible. The designing of platforms in different good governance programs that involved the public is still inadequate. The level of transparency is higher in the road agencies at higher level than those at lower administrative levels. The road agencies in the region are less responsive to public needs. The main reasons for this problem are, limited human resource capacity and political interference. The absence of appropriate voicing mechanisms and media coverage has adversely affected public responsiveness. On the other hand, there is no direct mechanism to make the road agencies accountable to the road users. The major problems are, staff incompetence within the regional road agencies and lack of qualifications on their part for position they hold and lastly the existing imbalance in budgetary allocation between, say the maintenance and construction work or between higher and lower level agencies. These in turn, negatively affected the level of transparency, responsiveness, voicing and accountability. However, to improve performance in the road agencies, capacity building alone will not suffice. There is need to formulate policies for empowering the public to enable them to raise their voice and to hold the service providers accountable in order to make the service a demand driven one.

2.4.3 Challenges facing Good Governance in Public Institutions

The World Bank (2004) conducted a National Governance Baseline Survey in Zambia to identify the governance challenges facing the government. The interview method was used for data collection. It was found that Zambia government institutions faced a number of governance challenges which can only be addressed through the application of a series of institutional reforms in key areas to improve transparency and accountability.

It was further discovered that corruption was a very serious problem affecting public sectors within the country, leading to poor governance and impeding development. Again, the delivery of some public services was found to be poor and uneven across the country. Lastly, the study saw that public officials are rarely recruited on the

basis of quality and transparency. It was recommended that the Public Service Reform Program (PRSP) be implemented to improve governance within the public sector.

Waheduzzaman (2010) examined the precise situations at the local level and the barriers to the process of people's participation in local government bodies. Both qualitative and quantitative approaches were used. Data was collected using the interview and questionnaire method. The findings revealed that there were various hindrances to effective participation by the people. Firstly, there is lack of awareness by government officials of the value of people's participation. Secondly, the mechanisms for direct people's participation through different management committees were found to be flawed.

Finally, the local people's lack of confidence in their elected leaders hindered effective people's participation through their elected leaders. It has recommended that a new system be devised to overcome existing barriers to serious people's participation in local development programs. The author concluded that laws and rules were required to make the new people's participation system legally binding and to build trust among different actors by clarifying their roles in the system.

Hessen (2011) conducted a study on governance and good governance related issues and sustainable development in Bangladesh. An explanatory design was used as well as extensive literature review and secondary sources. It was discovered that democracy and governance in both public and private institutions in Bangladesh is still plagued with violence, corruption, outdated policies, human rights abuse, absence of rule of law, non-accountability and heavy politicization of all government institutions including the judiciary. It was recommended that a strong political leadership with commitment to fight against deep rooted corruption, non-accountability, non-transparency and inefficiency is imperative for establishing good governance and for ensuring the sustainable development of both public and private sectors.

Asiimwe and Steyn (2013) assessed factors hindering the effective governance of public universities in Uganda. Qualitative and quantitative approaches were used and

data was collected using interviews, questionnaire and the focus group discussions method. Data was coded and analyzed by statistical package of social science. The study revealed that the key obstacles to public university governance in Uganda were internal politics, lack of commitment, bureaucracy in management, conflicting values and cultures in the institution, centralization of authority and decision-making, inadequate funding, insufficient remuneration and the effect of globalization. It recommended that lack of commitment, bureaucracy in management, conflicting values in the institution, centralization of authority and decision-making, insufficient financing, financing higher education and insufficient remuneration should be reduced by maximizing delegation and decision-making, increasing governance financing and balancing bureaucracy in management.

Dayanandan (2013) wrote a dissertation assessing the governance practice and its impact on the performance of the community organizations (cooperatives) in Ethiopia. A sample of 125 members from eight primary cooperatives was obtained using the random sampling technique. Data was collected by a semi structured questionnaire and analyzed using SPSS (version 20) and simple statistics such as mean, percentages and chi-square test was used. A binary logistic regression model was also used. It is revealed that inadequate business participation, poor responsiveness, lack of awareness about the management, lack of democracy, corruption, a poor sense of ownership, double responsibility and lack of member awareness were found to be the reasons for weak performance. The binary logistic regression model results show that four predictor variables such as participation, accountability, transparency and rule of law are found to be significant on the impact of cooperative performance which calls for proper attention on the part of the stakeholders concerned in maintaining good governance practice.

Uddin (2010) conducted a study on the impact of good governance on development in Bangladesh. Explicitly, the study aimed to establish how the absence of good governance practices hinders development in the country. The study found that good governance is more effective where it can overcome different forms of discrimination. Both genders should enjoy equal rights to render good governance more effective. The study also found that equality in development cannot be achieved without good governance. The study also discovered a direct link between accountability and good governance.

The study concluded that good governance in Bangladesh is rare in practice because both the public officials are not accountable and the decision-making process is far from transparent. The study further concluded that corruption is a major obstacle to good governance in Bangladesh. To ensure good governance the principal prerequisite is the minimization of corruption. Bangladesh is a least developed country with abysmally low literacy rate. Bangladesh would do well to take its cue from developed countries in the matter of good governance.

Ntalaja (2011) conducted a study on the role of good governance in improving revenue collections and the delivery of public services in South Africa. The study found that public service delivery in Africa is hindered by various factors such as corruption, staff incompetence, absence of good governance structures and lack of more transparent revenue collection systems.

2.6 Knowledge Gap

The established literature review in this study mainly focuses on the investigation of good governance and service delivery in public institutions. In this study there was found out there is little research on the link between good governance and service delivery in local government in the municipals. The present research therefore aims to fill this gap as well as to provide material for further research and reference.

Chapter 3 CHAPTER III
RESEARCH METHODOLOGY

3.0 Introduction

This chapter will focus on the research design and the research instruments that used to collect data. Consequently, for the purpose of collecting relevant data there is need to analyse research components so that one can arrive at reliable and offer valid data for a research hence this chapter aims in giving an in depth analysis on research methodology. This chapter also examines and discusses methods and procedures of data collection as well as the instruments that were used in the collection of data. The instruments that were used in the collection of data were questionnaires focus group discussions, primary data secondary data. The population size and the composition is identified, more so the concept of research method such as research design and the ethical consideration.

3.1 Research Methodology

According to Mugure (2007) research methodology is a systematic process of formulating corporate decisions through the collection of relevant information and data. It encompasses many aspects such as the research instruments, research techniques, and public research. Raine (2010) argued that research methodology is the scientific way used to show the direction of the study and in solving problems. Essentially, the procedures by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology (Raiseker et al 2017)

Munuire (2009) propounded that research methodology is important in that it creates the knowledge base and training in the selection of the materials, instruments, research tools necessary for solving the problem at hand.

3.1.2 Research Design

The research design focuses on how the researcher will address the problem at hand hence there is need to find more complete strategy which is cemented with other components of the study(university of Southern California 2017). According to Trochim (2005) research designed provides the foundation that forms the base of the study that is, it institutes components that binds the research intact. Thus it is important to note that the research design provides the bases on how different components and tools of the study are concreted together in addressing the problem at hand. Thornhill et al (2012) opines that the research design gives the direction how one intends to respond to the research question. Thus for the purpose of assessing the impact of good governance on enhancing service delivery, the researcher used qualitative research approach so to evaluate the expression, emotions and perception of the targeted population. Furthermore, Shuttleworth (2008) states that a qualitative design provides more realistic responses than a purely statistical survey.

3.1.3 Qualitative research design

According to Borrego et al (2009) viewed qualitative research as a process of planning the research by integrating all the components of the study that is the techniques, research instruments and research analysis. More so, qualitative research design involves the process of collecting, interpreting and analysing data extracted from questionnaires and interviews that were used in conducting a research. According to Tewksbury (2008) qualitative research design gives a deep appreciation of the problem at hand basing on the responses from the data gathered thus using research instruments the research had a better understanding on the relationship between the impact of good governance and on enhancing service delivery. .

3.2 Target Population

According to Avwokeni (2006:92) the population is the member of respondents that suit the purposes of the study that is the population that can give relevant information to the problem at hand. Japheth (2012) conceptualised population as to the total number of items and people that are strategically located in the jurisdiction

where the researcher intends to carry out the research and identify the problem. That is in general the whole participants of a study. Chitungwiza Municipality consist of 100 employees which includes management, technicians, clerks, general employees and general hands employees however it is difficult to attain information from all the employees hence a sample of 48 council staff who falls within the administration of chitungwiza municipal that is from the five main departments namely human resource management, Finance, Planning, Engineering and Audit .The respondents targeted comprised of management, technicians, clerks and other officials of council.

3.3 Sampling

According to Jacobs (2008), the purposes of carrying feasible and more reliable research there is need to have a manageable group or population with same attributes or characteristics .Furthermore it can be a small proportional of the population whom the researcher intends to use to provide reliable information of the study (Awoniyi et al 2011). Field (2007) argued that a sample is a representation of the total population that is selecting a fraction of the population to estimate or assume the characteristics of the whole population. The research used two sampling techniques used which were probability and non-probability are sampling.

3.3.1 Benefits of sampling

Sidhu (2003) suggested that the advantage of sampling is that it is easy to nullify when dealing a very large sample which in fact holds a very significant knowledge on the subject matter. It also serves a considerable amount of time in the research period as compared to using the whole population.

Disadvages of sampling

According to Jacobs (2008), sampling is an expensive exercise altogether to adopt and the collection process of sample even more costly since it is a fraction of the population. When there is high probability of bias the sampling became costlier.

3.3.2 Sampling techniques

3.3.2.1 Probability sampling

Trochim (2008) is of the view that probability sampling is a process of selecting respondents in a haphazard or random way. Furthermore, he argued that there is need to create a systematic way where all the respondents have the same relative advantage or probability of being selected. Probability sampling ensures that all the respondents have a relative advantage of being chosen. The researcher opted for a random sampling method as a form of probability sampling as the all the targeted population had a relative advantage of being selected.

3.3.2.2 Non probability sampling

On the other hand Jacobs (2009) defines non-probability sample as a method where the researcher deliberately favours or select a certain fraction of the populations for specific reasons or in order to accurately respond to certain problem. On probability sampling can also be referred to purposive sampling where for instance in order to understand reliable financial problems one would select members from the finance departments who understand financial management better than the other departments.

3.3.2.3 Purposive sampling

According to Blaide (2009) purposive sample uses the concepts of non-probability sample method where the population is selected basing on their qualities and characteristics and are selected on the basis of meeting a specific research objective. Crossman (2017) argued that purposive sampling can be applied in situations where you have limited time and resources or when you want to address the situation quickly.

In addition, purposive sampling can be used basing on the judgement of the researcher to select the population that suits the specific area of study that is being able analyse the characteristics of the population before selecting them (Blaide, 2009). In this context the research focused on all officials with higher grades and

qualifications and with the assumption that they provide adequate and reliable information and they best understand the good governance practices of the organisation. However, this method is based on assumptions and sometimes might fail to reach to a convincing strategy to apply to the problem at hand in that some of the members are left out and have higher chances of have biases

3.3.2.4 Simple Random sampling

Frerichs (2008) argued that unlike purposive sampling where the people have a lower probability of being selected, simple random sampling offers a more systematic way where all the targeted population under study have a relatively same advantage or probability of being selected. This however reduces sampling errors and bias. The researcher used the simple random sampling so that all members of departments that is the Planning and department, human and resources, Finance Department, Engineering department as well as the Audit Department have a relative advantage of being selected since they were all equipped with the understanding of good governance practices in their execution of duties and understanding the systems and procedures of the organisation.

Sample size measures the total number of population selected for questionnaires. The sample size helps in establishing reliability and accuracy of data (Zamboni, 2017).

Table3.1 Sample size for staff

Category	Population	Population sample	Sampling method
Management	8	4	Purposive sampling
Technicians	8	4	Purposive sampling
Clerks	10	4	Simple random sampling
Employees	74	36	Random sampling

Total	100	48	
--------------	------------	-----------	--

Source: Research data 2020

Sample size for customers

Since the residence of Chitungwiza municipal are many , the research targeted 100 customers however the application of simple random sampling and purposive sampling techniques in the study managed to select 52 respondents for the questionnaire using simple random sampling.

Population	sample	rate
100	52	52%

3.4 Methods of Data Collection

Based on the work of Van-Zyl (2005) the data collection method is described as the specific approach used to gather information and the choice of methods depends on research objectives and questions to be addressed. The data collected for the study comprised of both primary and secondary data. Data collected from Chitungwiza Municipality customers was used to measure the level of their satisfaction with the quality of the services they do receive from the municipal identifying areas of satisfaction and dissatisfaction.

3.4.1 Primary Data

Primary data can be defined as the fresh information gathered for the first time and

happens to be original in character. Kothari, (2006) described primary data as the original work of research or raw data without interpretation or pronouncements presented in official opinion or position. According to the nature of the study structured questionnaires were used as the tool for collecting primary data used in the study.

3.4.1.1

Advantages of primary data

- It gave first-hand information, which is clear and straight forward

3.4.2 Questionnaires

According to Kothari (2006), a questionnaire is a set of questions which are usually sent to selected respondents to answer at their own convenient time and subsequently return them to the investigator. Close ended questionnaires were employed in the study as they are easier and more convenient to be filled by respondent. The questionnaires were completed by respondents, asking the respondents to rate the role of good governance practices in enhancing service delivery in public institutions.

3.2.3 Secondary Data

Secondary data are those data obtained from a literature source. These are the ones that have already been collected by the other people for some other purposes. These are the second hand information and include published ones (Sunders et al, 2007). The most important source of literature on the field of good governance and service delivery in public institutions as an aid to gain a better understanding of good governance over service delivery included; relevant books concerning the role of good governance in the delivery of services offered by public institutions, published and unpublished dissertations, articles from journal and newspaper reports. The annual reports of chitungwiza municipality and other various reports related to governance were also reviewed.

3.7 Ethical Considerations

According to Kumar (2011:217) ethical considerations in a research is a process where professional ethical values guide the conduct of a research. Accordingly ethics can be defined as performing or acting according certain standards or principles. Thus when conducting a research there is need to abide to certain obligations and principles. Devlin (2006:155) argued that it is important to adhere to what you promised to deliver in the research. According to Davies (2006) there is need to establish a psychological contract or agreement between the researcher and respondents thus during the research process the researcher promised to treat the information with confidentiality and maintain the anonymity of the respondents. Furthermore the researcher considered the ethical dilemma that may rise due to infringing some individual or organisational privacy thus there was need to seek authority to conduct the research from the Chief Executive Officer of MRDC. The fundamental rights of the respondents will be protected and the researcher will abide to the agreements

3.8 Reliability and validity

3.8.1 Reliability

Joppe (2000) argued that results need to be consistent and accurately presented in

a similar fashion and in that it can be reproduced using the same research methodology so as to gain reliability of the study. Thus collection and presentation of data should present reputable results over time. According to Nunnally (2007) in order for measurements to be reliable they should be repeated at any given time despite the circumstances. Nolan (2008) argued that accuracy of a research instrument determines reliability thus for instance collecting data through same methodology should produce the same results.

3.8.2 Validity

Monreal (2007) states that validity is the degree to which the research instrument is supposed to measure. Thus in validity the instrument to highlight what is going to be measured. Furthermore he argued that the researcher should consider the effectiveness of a research instrument in measuring the respondents under study.

3.9 Pre testing

According to Brighton (2008) pre-testing involves a process of testing the variables or data instruments before the final research, to check whether the respondents will be able to effectively respond to the proposed questions. Pre-testing normally involves carrying a feasibility study of the topic under review to check how the respondents will respond or understand the topic. The researcher pretested the questionnaire choosing a few respondents from the District Administrator's office. However some of the respondents failed to understand the questions. The pre-test was successful due to the willingness of the respondents.

3.9.1 Data presentation and analysis

The findings obtained in the research was presented using tables and graphs. Conclusions were made basing on the percentage and figures that were obtained in the study. Graphical presentations was vital in highlighting the responses of the respondents. The findings were critically analysed so as to arrive at conclusions of the study. The findings were presented and analysed in a systematic way that was responding to the research objectives. The research used more of a qualitative approach than quantitative in analysing and presentation of data.

3.9.2 Chapter Summary

The objectivity of this chapter was aimed at identifying some of the important aspects of the research methodology in trying to find results regarding the impact of good governance on enhancing service delivery. Furthermore, the chapter discussed the research methodology and design as the fundamental steps in a research. Data collection instruments which were questionnaires, focus group discussions, and interviews were introduced and assessed on their contribution towards a successful collection of data and introduced the instruments used in data collection. The writer used purposive and random sampling techniques. Having assessed the data collection instruments, the researcher will focus on 30 employees on the criteria of experience and positions and 5 Heads of Departments: Engineering, Planning, Finance, Administration, and Social Services and Audit. The concept of ethics was considered in the study so as to abide by the rules and obligations guiding the research. A pre-test was done so as to determine the feasibility of the study and gauge whether they will understand and be able to respond to what is required from them. The chapter concluded by addressing the presentation of data and how it was analysed. In this context, the next chapter will analyse and present the extracted data through graphs, tables, and pie charts.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the findings of the study on the impact of good governance on enhancing service delivery in a local authority. It focuses on the analysis presentation and discussions of data collected from staff and customers of the municipal. Analysis of data is a very important part of any research. The quality of data collected matters but what matters more is the interpretation of that data. Data of all the respondents to the questionnaires were compared to provide a better understanding of the situation. This comparison was used to achieve the objectives of the study.

4.2 Questionnaire response rate

Table 4.1 : Response rate

Respondent	Questionnaire administered	Questionnaire completed	Response rate
staff	48	44	91.7%
customers	52	51	98.1%
total	100	95	95%

4.2.1 Profile of the Respondents

This subdivision aims at chatting the respondents' profile to aid the study to launch the extent of judgment one might have in the area of the study. The investigated respondents' characteristic comprised of level of education' sex, age, and experience in using chitungwiza municipal services. According to Perry (2000), personal attributes like gender, age, education and experience had a significant effect on understanding governance practices.

4.2.2 Demographic information

This section covers the demographic characteristics of the respondents. These includes the respondents gender, level of education age and work position.

4.2.2.1 Respondents Gender

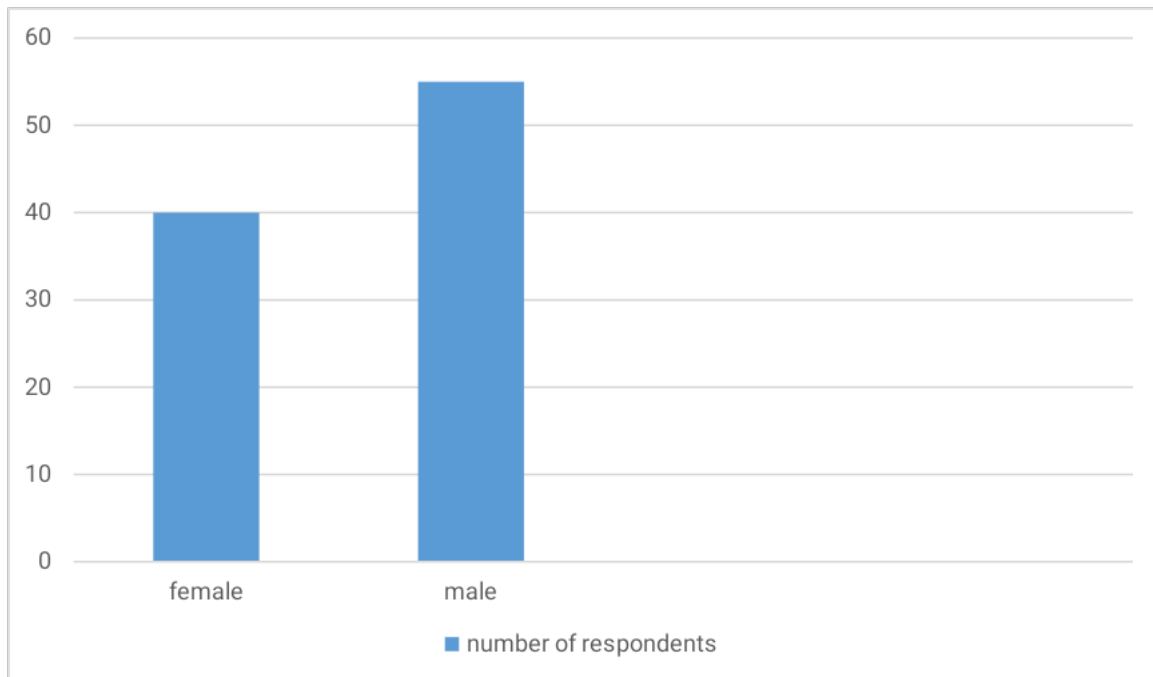


Figure 2: Respondents gender

Source: Primary data

The characteristic of the municipal staff and customers according to gender it shows that there are more males than females. Male sums to 57.9% where as women sums to 42.1%. it also shows that the impact of good governance on enhancing service delivery was represented by both genders.

4.2.2.2 Age of respondents

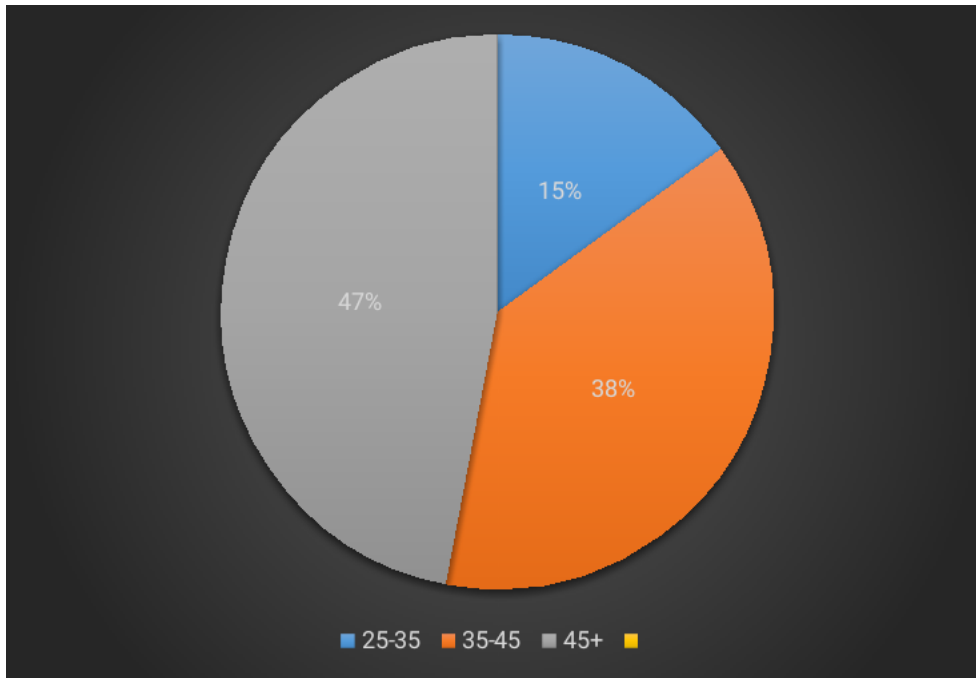


Figure 3: Respondents age

Source: Primary data 2020

The findings above indicate that the majority of the respondents that is 47 % were aged between 45 and above, followed by those above 35 and 25-35 being the least. This shows that those with knowledge of good governance are those who a bit old .

4.2.2.3 Educational level of respondents

Figure 4: respondents of educational level

Qualification	frequency	Percentage
Post graduates	32	33.7%
Undergraduates	37	38.9%
Diploma	22	23.2%
A level	4	4.2%

Source: primary data 2020

The investigation shows that 38.9% have a degree and 33.7% are post graduates. this shows that the majority of respondents consulted by the writer had gone to

tertiary education thus having the knowledge of good governance. The study had an interest of educational level of respondents because employing a low level educated employee is irrelevant in understanding good governance. This is asserted by Kearney (1997), who studied management and found out that those people with low education brought no change towards understanding management practices.

4.2.2.4 Experience of respondents using Chitungwiza municipal services.

Figure4.5: Experience of respondents in using the municipal services.

Experience in years	No of respondents	Percentage
0-10	12	23.5%
10-20	15	29.4%
Above 20	24	47.1%
	51 being the only sample of the customers completed a questionnaire	100%

Source: Primary data (2020)

The finding above shows that 12 out of 51, 23.1 % have 0-10 experience of using the municipal services. 15 out of 52, 28.8% have 10-20 experience and 25, 48.1% respondents have above 20 years' experience of using Chitungwiza municipal services. This data confirmed that respondents understood the nature of chitungwiza municipality services well.

4.3 Knowledge of good governance practices, Perception and Service delivery by chitungwiza municipal.

4.3.1 Figure 4.6 : Awareness of respondents on good governance

variable	No of respondents	Percentage
Totally aware	31	32.6%

Aware	38	40%
Partially aware	25	26.3%
Not aware	1	1.1%
	95	100%

Source: Primary data (2020)

Figure 4.6 shows that 40 % of respondents were aware of good governance practices, 32.6% of respondents are totally aware of good governance practices, 26.3 % of respondents are partially aware of good governance practices and 1.1% of respondents are not aware of good governance practices . These findings show that the majority of respondents are either aware or totally aware of good governance practices and enabled us to get the correct information on the issue at hand.

4 .3.2 The perception of respondents on the quality of Chitungwiza municipality services.

Figure 4.7: The perception of respondents on the quality of chitungwiza municipal services.

	No of respondents	Percentage
Excellent	0	0
Good	18	35.3%
Poor	28	54.9%
Very poor	5	9.8%
Total	51 respondents who completed questionnaire customers	100%

Source : Primary data (2020)

The study analysed the feedback from respondents on their perception as to the quality of services offered by Chitungwiza municipal. The feedback was documented

as shown in figure 4.7. The findings in figure 4.7 show that 0 % of respondents perceive the quality of Chitungwiza municipality services to be excellent, 35.3% perceive the quality of services to good, 54.9 % of respondents perceive the quality of services of the municipal to be poor and 9.8 % of respondents perceive quality of services to be very poor. Largely, 64.7% of respondents perceive the quality of services to be either poor or very poor.

4.3.3 Experience with service delivery Problems with Chitungwiza Municipal.

Figure 8: Experience with service delivery Problems among Respondents

Variable	No o respondents	Percentage
Have experienced problems with service delivery with the municipal	51	100%
Have not experienced problems with service delivery with the municipal	0	0%
Total	51	100%

Source: Primary data

Figure 7 above shows the experience of customers using chitungwiza municipal services. The above table indicated 100% of respondents experiencing service delivery problems while there is nill respondents that had not experienced service delivery at chitungwiza municipality . These findings indicate the existence of service delivery problems encountered by chitungwiza municipality customers and these problems undermined the quality of services offered by chitungwiza municipal, hence the need to improve the quality of services.

4.3.4 Service delivery problems Encountered by Chitungwiza Residents. (51 Respondents who were sampled Customers)

Figure 4.9: Service Delivery Problems Encountered by Respondents

Problems encountered with chitungwiza municipal residents	No of respondents
Sewer blurst	49
Uncollected refuse	36
Poor or no roads	49
No Street lights	38
Poor Safe water	42
Poor provisions of housing	48
Poor Health services	18
Poor Educational services	36

Figure 4.9 indicates analysis of the feedback from the 51 respondents regarding service delivery problems encountered as customers of Chitungwiza Municipality. Respondents were asked to choose among 8 possible service delivery problems namely; poor educational services, poor health services, sewerage blast, poor safe water, street lighting, poor or no roads, uncollected refuse and poor provision of housing. Respondents were asked to choose as many problems as suitable and the problem most frequently mentioned was considered to be the most prominent. In the circumstances poor or no roads and sewerage blast was found to be the most serious problem encountered (mentioned by 49 respondents).

The findings in Table 4.9 further show that other service delivery problems encountered by respondents with Chitungwiza municipality were uncollected refuse, (mentioned by 36 of respondents), no street lighting (mentioned by 38 respondents), poor provision of housing (mentioned by 48 respondents), poor educational services (mentioned by 36 respondents), poor health services (mentioned by 18 respondents).

4.4 The extent to which Good governance are adhered to at Chitungwiza municipality

4.4.1 Transparency in service delivery at Chitungwiza municipality

	Strongly agree	Agree	disagree	Strongly disagree
No of respondents	18	17	22	38
Percentage	18.8%	17.9%	23.2%	40%

Source: Primary data (2020)

To establish whether good governance practices are adhered to at Chitungwiza municipality, the study analysed data on whether there is transparency in service delivery at Chitungwiza municipality. The feedback is shown in figure 4.10

Table 4.10 revealed that 18.8% of respondents strongly agree that there is transparency in service delivery at chitungwiza municipal, 17.9% of respondents agree, 23.2% of respondents disagree and 40% of respondents strongly disagree. Overall, 63.2% of respondents either strongly disagree or disagree that there is transparency in service delivery at Chitungwiza municipality.

4.4.2 Accountability in service delivery at chitungwiza municipality.

Statistics was analysed on whether there is accountability in service delivery at Chitungwiza municipality. The feedback from respondents was documented in the following table.

Figure4.11: There is accountability in service delivery at CM

	Strongly agree	Agree	Disagree	Strongly disagree
No of respondents	25	16	32	22
Percentage	26.3%	16.8%	33.7%	23.2%

Source: Primary data (2020)

Table 4.11 shows that 33.7% of respondents strongly disagree that there is accountability in service delivery at Chitungwiza municipal, 23.2% of respondents disagree, 26.3% of respondents agree while 16.8% of respondents strongly disagree. Overall, 56.9% of respondents either strongly disagree or disagree that there is accountability in service delivery at Chitungwiza municipal.

4.4.3 Participation in service delivery at Chitungwiza municipality

	Strongly agree	Agree	disagree	Strongly disagree
No of respondents	14	28	36	17
Percentage	14.7%	29.4	37.9%	17.9%

Source: Primary data (2020)

The study analysed data on whether there is participation in service delivery at Chitungwiza municipality. The feedback is shown in figure 4.12

Table 4.12 revealed that 37.9% of respondents strongly disagree that there is participation in service delivery at Chitungwiza municipal, 17.9% of respondents disagree, 14.7% of respondents strongly disagree and 29.4% of respondents strongly disagree. Overall, 86% of respondents either strongly disagree or disagree that 55.8% there is participation in service delivery at Chitungwiza Municipality.

4.4.4 Responsiveness in service delivery at Chitungwiza Municipality

	Strongly agree	Agree	disagree	Strongly disagree
No of respondents	12	13	25	45
Percentage	12.6%	13.7%	26.3%	47.4%

Source: Primary data (2020)

To establish whether good governance practices are adhered to at Chitungwiza municipality, the study analysed data on whether there is responsiveness in service delivery at Chitungwiza municipality. The feedback is shown in figure 4.13

Table 4.13 revealed that 26.3% of respondents strongly disagree that there is responsiveness in service delivery at Chitungwiza municipal, 47.4% of respondents disagree, 12.6% of respondents agree and 13.7% of respondents strongly agree. Overall, 73.7% of respondents either strongly disagree or disagree that there is responsiveness in service delivery at chitungwiza municipality.

4.4.5 Rule of law in service delivery at chitungwiza municipality

	Strongly agree	Agree	disagree	Strongly disagree
No of respondents	19	15	24	37
Percentage	20%	15.8%	25.3%	38.9%

Source: Primary data (2020)

To establish whether good governance practices are adhered to at Chitungwiza municipality, the study analysed data on whether there is rule of law in service delivery at Chitungwiza municipality. The feedback is shown in figure 4.14

Table 4.14 revealed that 25.3% of respondents strongly disagree that there is rule of law in service delivery at chitungwiza municipal, 38.9% of respondents agree, 20% of respondents disagree and 15.8% of respondents strongly agree. Overall, 64.2% of respondents either strongly disagree or disagree that there is rule of law in service delivery at chitungwiza municipality.

4.4.6 Equity in service delivery at Chitungwiza municipality

The study analysed data on whether there is equity in service delivery at Chitungwiza municipality. The feedback is shown in figure 4.15

Table 4.15: There is Equity in Service Delivery at chitungwiza municipality

	Strongly	Agree	disagree	Strongly

	agree			disagree
No of respondents	15	18	28	34
Percentage	15.8%	18.9%	29.5%	35.8%

Source: Primary data (2020)

Table 4.11 revealed that 29.5% of respondents strongly disagree that there is equity in service delivery at Chitungwiza municipal, 35.8% of respondents disagree, 15.8% of respondents disagree and 18.9% of respondents strongly disagree. Overall, 65.3% of respondents either strongly agree or agree that there is equity in service delivery at chitungwiza municipality.

4.4.7 Effectiveness in service delivery at chitungwiza municipality

The study analysed data on whether there is effectiveness in service delivery at Chitungwiza municipality. The feedback is shown in figure 4.16

Table 4.16: There is effectiveness in Service Delivery at chitungwiza municipality

	Strongly agree	Agree	disagree	Strongly disagree
No of respondents	13	16	23	43
Percentage	13.7%	16.8%	24.2%	45.3%

Source: Primary data (2020)

Table 4.16 revealed that 24.2% of respondents strongly disagree that there is effectiveness in service delivery at chitungwiza municipal, 45.3% of respondents disagree, 16.8% of respondents agree and 13.7% of respondents strongly agree. Overall, 69.5% of respondents either strongly agree or agree that there is effectiveness in service delivery at chitungwiza municipality.

4.4.8 Efficiency in service delivery at chitungwiza municipality

The study analysed data on whether there is efficiency in service delivery at Chitungwiza municipality. The feedback is shown in figure 4.17

Table 4.17: There is efficiency in Service Delivery at chitungwiza municipality

	Strongly agree	Agree	disagree	Strongly disagree
No of respondents	8	12	17	58
Percentage	8.4%	12.6%	17.9%	61.1%

Source: Primary data (2020)

Table 4.17 revealed that 61.1% of respondents strongly disagree that there is efficiency in service delivery at chitungwiza municipal, 17.9% of respondents disagree, 12.6% of respondents agree and 8.4% of respondents strongly agree. Overall, 79% of respondents either strongly disagree or disagree that there is efficiency in service delivery at chitungwiza municipality.

4.5 The contribution of good governance to service delivery at chitungwiza municipality.

4.5.1 Good governance enhances service delivery at chitungwiza municipality.

To explore the contribution of good governance to service delivery at chitungwiza municipality, the research analysed data on good governance enhancing service delivery accessibility at

Chitungwiza municipal. The feedback from respondents is summarized in Table 4.18 below:

Figure 18: Good Governance Enhances Service Accessibility at Chitungwiza Municipal.

	Strongly agree	Agree	Disagree	Strongly disagree
--	----------------	-------	----------	-------------------

No of respondents	46	39	7	3
Percentage	48.4%	41.1%	7.4%	3.1%

Source: Primary data (2020)

The findings in Table 4.18 show that 48.4% of respondents strongly agree that good governance enhances service accessibility at chitungwiza municipality, while 41.1% of respondents agree, 7.4% of respondents disagree and 3.1% of respondents strongly disagree. Overall, 89.5% of respondents either strongly agree or agree that good governance enhances service accessibility at chitungwiza municipality.

4.5.2 Good governance enhances service reliability at chitungwiza municipality.

The research analysed data on good governance enhancing service delivery reliability at Chitungwiza municipal. The feedback from respondents is summarized in Table 4.19 below:

Figure 19: Good Governance Enhances Service Reliability at Chitungwiza Municipal.

	Strongly agree	Agree	Disagree	Strongly disagree
No of respondents	44	41	6	4
Percentage	46.3%	43.2%	6.3%	4.2%

Source: Primary data (2020)

The findings in Table 4.19 above show that 46.3% of respondents strongly agree that good governance enhances service reliability at chitungwiza municipality, 43.2% of respondents agree, 6.3% of respondents disagree while 4.2% of respondents strongly disagree. Overall, 89.5% of respondents either strongly agree or agree that good governance enhances service reliability at CM

4.5.3 Good Governnce enhancing service affordability at chitungwiza municipal

Data was analysed whether good governance enhancing service affordability at Chitungwiza municipality. The feedback from respondents is summarized in Table 4.20.

Figure 20: Good Governance Enhances Service affordability at Chitungwiza Municipal.

	Strongly agree	Agree	Disagree	Strongly disagree
No of respondents	38	37	15	5
Percentage	40%	38.9%	15.8%	5.3%

Source: Primary data (2020)

The findings in Table 4.20 above show that 40% of respondents strongly agree that good governance enhances service affordability at chitungwiza municipality, 38.8% of respondents agree, 15.8% of respondents disagree while 5.3% of respondents strongly disagree. Overall, 78.8% of respondents either strongly agree or agree that good governance enhances service affordability at chitungwiza municipality

4.5.4 Good Governnce enhancing service responsiveness at chitungwiza municipal

Data was analyzed whether good governance enhancing service responsiveness at Chitungwiza municipality. The feedback from respondents is summarized in Table 4.21

Figure 21: Good Governance Enhances Service responsiveness at Chitungwiza Municipal.

	Strongly agree	Agree	Disagree	Strongly disagree
No of respondents	43	45	5	2
percentage	45.3%	47.4%	5.3%	2.1%

Source: Primary data (2020)

The findings in Table 4.21 above show that 45.3% of respondents strongly agree that

good governance enhances service responsiveness at chitungwiza municipality, 47.4% of respondents agree, 5.3% of respondents disagree while 2.1% of respondents strongly disagree. Overall, 92.7 of respondents either strongly agree or agree that good governance enhances service responsiveness at chitungwiza

4.5.5 Good Governance enhancing service credibility at chitungwiza municipal

Data was analyzed whether good governance enhancing service credibility at Chitungwiza municipality. The feedback from respondents is summarized in Table 4.22

Figure 22: Good Governance Enhances Service credibility at Chitungwiza Municipal.

	Strongly agree	Agree	Disagree	Strongly disagree
No of respondents	43	45	5	2
percentage	45.3%	47.4%	5.3%	2.1%

Source: Primary data (2020)

The findings in Table 4.22 above show that 45.3% of respondents strongly agree that good governance enhances service credibility at chitungwiza municipality, 47.4% of respondents agree, 5.3% of respondents disagree while 2.1% of respondents strongly disagree. Overall, 92.7% of respondents either strongly agree or agree that good governance enhances service credibility at chitungwiza

4.5.6 Good Governance enhancing service courtesy at chitungwiza municipal

Data was analyzed whether good governance enhancing service courtesy at Chitungwiza municipality. The feedback from respondents is summarized in Table 4.21

Figure 23: Good Governance Enhances Service courtesy at Chitungwiza Municipal.

	Strongly agree	Agree	Disagree	Strongly disagree
No of	32	53	8	2

respondents				
percentage	33.7%	55.8%	8.4%	2.1%

Source: Primary data (2020)

The findings in Table 4.23 above show that 33.7% of respondents strongly agree that good governance enhances service courtesy at chitungwiza municipality, 55.8% of respondents agree, 8.4% respondents disagree while 2.1%of respondents strongly disagree. Overall, 89.5% of respondents either strongly agree or agree that good governance

4.5.7 Good Governance enhancing service capability at chitungwiza municipal

Data was analyzed whether good governance enhancing service capability at Chitungwiza municipality. The feedback from respondents is summarized in Table 4.24

Figure 24: Good Governance Enhances Service capability at Chitungwiza Municipal.

	Strongly agree	Agree	Disagree	Strongly disagree
No of respondents	31	48	12	5
percentage	32.6%	50.5%	12.6%	5.3%

Source: Primary data (2020)

The findings in Table 4.24 above show that 32.6% of respondents strongly agree that good governance enhances service capability at chitungwiza municipality, 50.5% of respondents agree, 12.6% of respondents disagree while 5.3% of respondents strongly disagree. Overall, 83.1% of respondents either strongly agree or agree that good governance enhances service capability at chitungwiza municipality.

4.6 Challenges Hindering Good Good Govrnance at Chitungwiza Municipality

The study was also conducted so as to explore the challenges hindering good governance practices at chitungwiza municipality. Respondents were asked to choose among 10 challenges that may be hindering good governance practices at chitungwiza municipility namely; corruption, bureaucracy, political interference, delays, incompetence, lack of funds, misuse of funds, poor management and low technology. Respondents were asked to choose as many challenges as suitable and the challenge which is mentioned most frequently is considered to be the most prominent challenge. The findings of the analysis were summarized in Table 4.25

Table 4.25: Challenges Hindering Good Governance at Chitungwiza municipality

Challenges	No. of Respondents
Corruption	93
Bureaucracy	78
Political interference	54
Delays	72
Incompetence	64

Lack of funds	61
Misuse of funds	68
Poor management	71
Low technology	73

Source: Researcher (2020)

The findings in Table 4.25 show that the most prominent challenges which hinder good governance practices at CM are (bureaucracy (mentioned by 78 respondents), corruption (mentioned by 93 respondents), delays (mentioned by 72 respondents), poor management (mentioned by 71 respondents), low technology (mentioned by 73 respondents), misuse of funds (mentioned by 68 respondents), political interference (mentioned by 54 respondents), incompetence (mentioned by 64 respondents and lack of funds (mentioned by 61 respondents).

. 4.7 The Relationship between Good Governance and Service Delivery

Table 4.26: Relationship between Good Governance and Service Delivery

Relationship	No of respondents	Percentage
To greater extent	48	50.5%
Greater extent	27	28.4%
Average	12	12.6%
Poor	8	8.4%
Total	95	100%

Source: Primary data (2020)

Table 4.27 shows that 50.5% of respondents agree to a greater extent that there is a

relationship between good governance and service delivery, 28.4% observed a greater extent relationship, 12.6% observed average relationship while 8.4% observed poor association. These results suggest that a relationship exists between good governance and service delivery which is unfortunately constrained by many challenges.

As per municipal obligations to its residents is to offer services abundantly but, the researchers observed that refuse bins are scarce. There are no refuse bins in most public places like shopping centres, sports grounds and other recreational centres, bus termini, among many others. The researchers also noted that toilets are inadequate, dirty or not found at these public places. Also very few residents have bins at their houses. This situation results in illegal dumping sites. Residents simply take their solid waste to nearby open spaces (see Figure 29)



Source : Reseacher (2020)

Figure 29

In Chitungwiza sewer pipes burst and blockage sometimes go for months and even years without anyone attending to them. This might end up in poor hygiene. Figure 30 shows sewer blast at unit o ext. figures



Source: Reseacher (2020)

Figure 30: sewer burst and blockages



Source : Researcher(2020)

Figure 31

The picture above also shows that the municipality is facing challenges in delivering services such as provision of water. Residents are opting for their own source of water such as boreholes , wells.



Source: Researcher (2020)

Figure32

Poor or no roads in Chitungwiza municipality as indicated in the picture above. The municipality is facing challenges in providing roads to the community.

Chapter 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the findings of the study, the conclusion and the recommendations. The main objective of the study was to assess the impact of good governance practices in enhancing delivery of service in local authorities in Zimbabwe. A case of Chitungwiza Municipality.

5.1 Summary of the findings

The specific objectives of the study was to assess the extent of adherence to good governance practices in local authorities a case of CM, to determine the contribution of good governance to service delivery in L.A, to analyse the challenges facing good governance practices in L.A and to determine the relationship between good governance practices and service delivery in L.A.

The study findings shows that 40 % of respondents were aware of good governance practices, 32.6% of respondents are totally aware of good governance practices, 26.3 % of respondents are partially aware of good governance practices and 1.1% of respondents are not aware of good governance practices . These findings show that the majority of respondents are either aware or totally aware of good governance practices.

On the extent of adherence to good governance practices at CM , 62.2% of respondents either strongly disagree or disagree that there is transparency in service delivery at C.M, 56.9% of respondents either strongly disagree or disagree that there is accountability in service delivery at CM while 55.8% of respondents either strongly disagree or disagree that there is participation in service delivery at CM.

Similarly, 73.7% of respondents either strongly disagree or disagree that there is responsiveness in service delivery at CM, 64.2% of respondents either strongly disagree or disagree that there is the rule of law in service delivery at CM, 65.3% of respondents either strongly disagree or disagree that there is equity in service delivery at CM. Last but not least, 69.5% of respondents either strongly disagree or disagree that there is effectiveness and 69.5% respondents either strongly disagree or disagree that efficiency in service delivery at CM. These findings show that to a large extent, good governance practices are not adhered to at CM.

On the issue of whether good governance has any contribution to the quality of public service delivery at CM, 89.5 of respondents either strongly agree or agree that good governance enhances service accessibility at CM, while also 89.5% of respondents either strongly agree or agree that good governance enhances service reliability at CM. Also, 78.8% of respondents either strongly agree or agree that good governance enhances service affordability at CM, 92.7% of respondents either strongly agree or agree that good governance enhances service responsiveness at CM while 89.5% of respondents either strongly agree or agree that good governance enhances service courtesy at CM.

Similarly, 92.7% of respondents either strongly agree or agree that good governance enhances service credibility at CM and 83.1% of respondents either strongly agree or agree that good governance enhances service capability at CM. These findings point to a strong contribution of good governance to the quality of public service delivery. Although the study

found that good governance enhances service delivery at CM, there were serious service delivery problems encountered by respondents with CM which included bureaucracy, corruption, delays, poor management, low tThe study further found that most serious service delivery problems encountered by respondents with TANESCO are unscheduled power cuts, power tariff hikes, late restoration of power, billing problems, bribes, low network when purchasing electricity through mobile, tariff variances between different consumers, late installation of meters and frequent power cuts and long queues at points of sale.

The study found that CM does not abide by its obligation as a local authority such as sewerages are bursting and blockages and no action is put in place to overcome or to reduce those problems. Connection, the pictures evidently shows the challenges of CM. there is no provision of safe water though few boreholes were constructed but benefiting the few. Residents are opting for their own source of water which is not even safe due to the sewerage which always burst. There is poor or no roads also streets lights are not found at CM whilst it is its obligation to offer those services.

Further the study revealed that there is a relationship between good governance and service delivery with 50.5% of respondents agree to a greater extent that there is a relationship between good governance and service delivery, 28.4% observed a greater extent relationship, 12.6% observed average relationship while 8.4% observed poor association. These results suggest that a relationship exists between good governance and service delivery which is unfortunately constrained by many challenges.

5.3 Conclusion

The study concluded that people are aware of governance practices and aware that they enhance service delivery. Despite this knowledge of the importance of good governance practices, good governance may be hindered by various challenges leading to poor service delivery. People associate good governance practices with enhanced service delivery hence the perception that poor service delivery is due to poor governance. The conclusion was also arrived that good governance contribute to quality service delivery. Main challenges hindering good governance at CM are bureaucracy, corruption and delays. It was also concluded that CM adheres to the principles of good governance practices but it does not abide to its obligation.

5.4 Recommendations

Based on the findings, there are several recommendations that have been made which would, it is believed, if not abolish the problem, ameliorate it significantly.

- (i) The study recommends the management of CM should ensure that all CM staff are aware of the principles of good governance and adhere to them in their day to day activities.
- (ii) The study believes that CM to should pay attention to staff and human resources development strategies with appropriate training packages to enhance knowledge of good governance.
- (iii) The study wishes to request CM to put a formal policy in place to reward staff who provide exemplary service to customers and to pay overtime hours to staff so as to motivate them to do their work transparently.
- (iv) Lastly it was suggested that the management of CM should minimize bureaucracy in delivery of its services, misuse of funds.

(v) In allocation of stands it should be done with courtesy at CM.

REFERENCES

- Alaaraj, H. (2015). The influence of E - government practices on good governance from perspective of public in lebanon. Beirut, Lebanon.
- Alaaraj, H., & Ibrahim, F. W. (2014). The Influence of E - government Practices on good governance from the perspective of Public in Lebanon. *Journal of Public Administration and Governance*, 4(3), 171-185.
- Ara, F., & Rahman, K. (2005). Good governance Bangladesh perspective. Department of public administration. Rajshahi University, Dhaka, Bangladesh.
- Asiime, S. (2015). Obstacles Hindering the effective governance of banking sector paper presented at Arusha, Tanzania. Retrieved on 20th September 2016 from <http://www.ifac.org/system/files/publications/files/Good-Governance-in-the-Public-Sector.pdf>
- Bjerkli, C. L. (2015). *Urban services and governance*. Oslo: Norwegian University of Science and technology.
- Bloom, D. E. (2004). The effect of health on economic growth: a production function approach. *World development Journal*, 2(1), 56 – 71.
- Bratton, M., and Rothchild, D. (1992). *"The Institutional Bases of Governance in Africa"*, in Hyden, G and Bratton, M (eds), *Governance and Politics in Africa*, London: Lynne Rienner Publishers.
- Dash, B. C. (2012). Governance and Service Delivery: A Study of Power Sector Reforms in

Orissa. A thesis Submitted to the University of Mysore through the Institute for Social and Economic Change, Bangalore, for the Award of

the Degree of Doctor of Philosophy in Political Science. Cape Town, South Africa.

Dayanandan, R. (2013). Good Governance Practice for Better Performance of Community Organizations. Myth and realistic *Journal of power, politics and governance, 1(1)*, 25 – 40.

Egwaikhide, F. O. (2012). The Roles of Service Delivery and Good Governance in Institutionalization of Taxation in Nigeria: An Analytical Perspective. *Global Journal of management and business reasearch, 12(5)*, 45 – 71.

Hossen, M. M. (2011). *Problems and Possibilities of Good Governance in Bangladesh*. Dhaka: Comilla University.

IFAC, (2013). *Good Governance in the Public Sector - Consultation Draft for an International Framework: Consultation Draft. International Federation of Accountants (IFAC)*. (Publication). New York: IFAC.

Ikome, F. N. (2007). *The political economy of African regional initiatives Midrand: Institute for Global Dialogue*. Johnson, I. 1997. Redefining the concept of good governance. Ontario: Canadian Development Agency.

Kabendera, E., & Anderson, M. (2014, December 24). Tanzania energy scandal ousts senior politicians. *The Guardian*. Retrieved January 5, 2017, from <https://www.theguardian.com/global-development/2014/dec/24/tanzaniaenergy-scandal-ousts-senior-politicians>

Kothari, C. (2006). *Research Methodology, Methods and Techniques*. New York: Willey Eastern Ltd.

Kothari, C. R. (1985). *Research Methodology- Methods and Techniques*. New Delhi:

Willey Eastern Ltd.

Leedy, P. A. (2001). *Practices Research Planning and Design. (7th Edition)*. New Jersey: Prantice hall.

Leni W., Victoria C., Maia K., and Dan H., (2012). Common constraints and incentive problems in service delivery. Overseas Development Institute. 111 Westminster Bridge Road London SE1 7JD. UK. Retrieved on 2nd January, 2016 from: www.odi.org.uk.

Leni, W. E. (2012). *Common Constraints and Incentive Problems in Service Delivery*. London: Free Press.

Lubuva, K. (2008). The Effect of Motivation on the Performance of Public and Private Universities in Uganda. Kampala, Uganda.

Magayane, A. R. (2008). *Assessment of the Recruitment Procedures and Job*. Dar es Slaam, Mkuki na Nyota Publishers

Magayane, A., & Mahobe, F. (2013). Artisanal and small scale mining in Tanzania. Ulaanbaatar, Mongolia: SAM/SDC. Retrieved 5th January 2013, from <http://www.eisourcebook.org/cms/End%20June%202013/Tanzania%20ASM%20Sector.pdf>.

Mardiano, V. (2007). Good Governance Implementation and International. Brisbane Australia. Retrieved 5th January 2013, from <http://www.eisourcebook.org/cms/End%20June%202013/Tanzania%20ASM%20Sector.pdf>.

Mtui, E. G. (2011). Assessment of Customer Service Quality and Customer Satisfaction in Recruitments Procedures and Job Satisfaction in the Police Force. Dar es Salaam, Tanzania.

Mughal, M. S. (2005). Good Governance for the Sustainable Public Housing

- Development. Karachi, Pakistan.
- Mutahaba, G. (2012). Achieving good governance and development in Tanzania: Is leadership the missing link? *ESRF Policy Brief, 8(2)*, 21 – 42.
- North, D. (2008). Governance, Growth, and Development Decision-making. pp 26.
- Ntalaja, N. G. (2011). Good Governance of Public Services. Paper prepared for .
State Institute in Rabat, Morocco.
- O'Neal, T. A. (2012). *Good Governance and Local Service Delivery in Malawi*. Lilongwe: Free Press.
- OECD. (2013). Government at a Glance 2013. OECD. Retrieved on 10th January, 2014 from:
doi:10.1787/gov_glance-2013-en
- Okekeocha, C. (2013). A Case Study of Corruption and Public Accountability in.
Kennesaw State university. Lagos, Nigeria.
- Owino, G. C. (2011). Role of Institutional Managers in Quality Assurance:
Reflections on Kenya's University Education. Nairobi Kenya.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of
Service Quality and Its Implications for Future Research. *Journal of Marketing, 49(4)*,
41-50.
- Patrick, H. J. (2007). *A Concise Introduction to Logic*. Boston: Cengage Learning
Press.
- Rashid, M. H. (2008). Measuring and Achieving Quality Customer Service: A Study on Public
Sector in Malaysia, *World Development. 22(12)*, 1895-1907.
- Saunders, M. L. (2007). *Research methods for business student*. New York: Prentice
Hall.
- Siswana, B. (2012). Leadership and governance in the South African Public Service:
An overview of the public finance management system. Submitted in partial

- fulfillment of the requirements for the degree Doctor of Philosophy in Public Affairs.
University of Pretoria, South Africa.
- Speer, J. (2011). *Participatory Governance, Accountability, and Responsiveness*. Berlin:
University of Berlin.
- Stoker, G. (1998). Governance as theory: five propositions. *International Social
Science Journal*, 50(155), 17-28.
- Tadesse, T. F. (2013). Public Roads Service Delivery and Governance: The Case of the
BenishangulGumuz Regional State Rural Roads Authority, Ethiopia. A Research Paper
Presented in partial fulfillment of the requirements for obtaining the degree of Master
of Arts in Development. The Hague, Netherland.
- TANESCO, (2014). TANESCO Annual Report 2014 (Rep.). Dar es Salaam:
Tanzania.
- Tikue, M. A. (2015). Good Governance in Land Administration at Local Level: The Case of
Naeder AdetWoreda, Tigray Region, Ethiopia. A Thesis Submitted to the Department
of Management in Partial Fulfillment of the Requirement for the award of Masters of
Arts Degree in Development. Makelele University Kampala, Uganda.
- Timoth, B. A. (2005). *Reforming Public Service Delivery*, London: Cambridge
University Press.
- Uddin, S. M. (2010). Impact of Good Governance on Development in Bangladesh: A
Roskilde University Denmark.
- United Nations. (2007). Public Governance Indicators: A Literature Review.
Retrieved January 18, 2012, from [https://publicadministration.un.org/
publications/content/PDFs/E-Library%20Archives/2007%20Public%20
Governance%20Indicators_a%20Literature%20Review.pdf](https://publicadministration.un.org/publications/content/PDFs/E-Library%20Archives/2007%20Public%20Governance%20Indicators_a%20Literature%20Review.pdf)
- Waheduzzaman, H. (2010). People's Participation for Good Governance. Victoria University.

World Bank, (2003). The World Bank Annual Report 2003: Volume 1. Year in Review.

Washington, DC. World Bank. Retrieved January 18, 2015, from

<https://openknowledge.worldbank.org/handle/10986/13929>.

Yirga, K. (2010). Assessment of the Prevalence of Good Governance in the Public .

Makelele University, Kampala Uganda.

APPENDICES

Appendix 2

Questionnaire for CM Customers

This survey is purposely designed to collect data for the following topic THE IMPACT OF GOOD GOVERNANCE PRACTICES IN ENHANCING SERVICE DELIVERY IN LOCAL AUTHORITIES; *The Case of CHITUNGWIZA MUNICIPALITY (CM)*. Information provided is purely for academic purposes and would not be published in any form without your consent.

PLEASE FILL IN THE SPACES PROVIDED WITH A TICK OR AN X IN THE APPROPRIATE BOX.

SECTION A: Background information

1. What is your gender?

Male	Female

2. Select your age group.

25-35years	35-45 years	45+ years

3. Select your highest academic qualification?

A Level	Diploma Level	University Degree	Post Graduate

SECTION B: First Objective

4. Select your experience in using CM services?

0-10 years	10-20 years	10+ years

- 4 What is your awareness on good governance practices?

Totally aware	Aware	Partially aware	Not aware

6. What is your perception on the quality of CM service?

Maximum	Average	Minimum	None

7. Do the following factors undermine the quality of service delivery by CM?

		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Uncollected refuse				
ii	Poor provision of housing				
iii	Poor or no roads				
iv	Poor or no street lights				
v	Poor health service				
vi	Poor educational services				
vii	Poor or no provision of safe water				
viii	Sewerage blockages and burst				

8. To what extent are the following good governance practices adhered to at CM?

		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Transparency				
ii	Accountability				
iii	Participation				
iv	Responsiveness				
v	Rule of Law				
vi	Equity				
vii	Effectiveness				
viii	Efficiency				

Section C: Second objective

9. Is there any relationship between good governance and the following determinants of service delivery at CM?

		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Accessibility				
ii	Reliability				

iii	Affordability				
iv	Responsiveness				
v	Courtesy				
vi	Credibility				
vii	Competence				

Section D: Third objective

10. Which of the following challenges hinder the implementation of good governance at CM?

		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Corruption				
ii	Bureaucracy				
iii	Political interference				
iv	Delays				
v	Incompetence				
vi	Lack of funds				
Vii	Misuse of funds				

Viii	Poor management				
ix	Low technology				

Section E: Fourth objective

11. What is the extent of relationship of good governance and service quality?

Relationship	No. of Respondents	Percentage
Very High		
High		
Medium		
Small		

THANK YOU FOR YOUR TIME AND RESPONSE

Appendix 3: Questionnaire for CM Staff

This survey is purposely designed to collect data for the following topic THE IMPACT OF GOOD GOVERNANCE PRACTICES IN ENHANCING SERVICE DELIVERY OF LOCAL AUTHORITIES: The *Case of CHITUNGWIZA MUNICIPALITY*. Information provided is purely for academic purposes and would not be published in any form without your consent.

PLEASE FILL IN THE SPACES PROVIDED WITH A TICK OR X IN THE APPROPRIATE BOX.

SECTION A: Background Information

1. What is your gender?

Male	Female
<input type="checkbox"/>	<input type="checkbox"/>

2. Select your age group.

25-35 years	35- 45years	45+ years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Select your highest academic qualification?

A Level	Diploma Level	University Degree	Post Graduate
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION B: First Objective

4. What is your awareness on good governance practices?

Totally aware	Aware	Partially aware	Not aware

5. To what extent are the following good governance practices are adhered to at CM?

		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Transparency				
ii	Accountability				
iii	Participation				
iv	Responsiveness				
v	Rule of Law				
vi	Equity				
vii	Effectiveness				
viii	Efficiency				

Section C: Second objective

6. Is there any relationship between good governance and the following determinants of service delivery at CM?

		Strongly Disagree	Disagree	Agree	Strongly Agree

i	Accessibility				
ii	Reliability				
iii	Affordability				
iv	Responsiveness				
v	Courtesy				
vi	Credibility				
vii	Competence				

Section D: Third objective

7. Which of the following challenges hinder the implementation of good governance at CM?

		Strongly Disagree	Disagree	Agree	Strongly Agree
i	Uncollected refuse				
ii	Poor provision of housing				
iii	Poor or no roads				
iv	Poor or no street lights				
v	Poor health service				
vi	Poor educational services				

vii	Poor or no provision of safe water				
viii	Sewerage blockages and burst				

Section E: Fourth objective

8. What is the extent of relationship of good governance and service quality?

Relationship	No. of Respondents	Percentage
Very High		
High		
Medium		
Small		

THANK YOU FOR YOUR TIME AND RESPONSE

