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The impact of revenue generating systems on local authority performance:

A case for Harare City council

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"A DISSERTATION SUBMITTED BY B202086B IN FULFILMENT OF THE REQUIREMENTS FOR THE BACHELOR OF ACCOUNTING (HONOURS) DEGREE IN ACCOUNTING OF BINDURA UNIVERSITY OF SCIENCE EDUCATION (BUSE)

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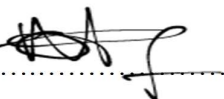**Student**   **Date**

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DEDICATION

This work is dedicated to my family, friends, and the Almighty God who has so kindly given me health, strength, and other resources to successfully complete this research in the face of other pressing obligations.

ABSTRACT

Zimbabwe's capital city, Harare, has had major operational and financial difficulties in recent years, which has made it more difficult for it to support local economic growth and provide necessary public services. The Harare City Council has looked into a number of revenue-generating strategies in response to these difficulties in an effort to strengthen its financial position and enhance overall performance. The purpose of this dissertation is to examine how revenue-generating mechanisms affect the Harare City Council's effectiveness. It specifically looks at how the council performs in areas like service delivery, infrastructure development, and financial sustainability in relation to the adoption of revenue-generating strategies like property taxes, user fees, and commercial activities. The study uses a mixed-methods research approach, combining qualitative interviews with important stakeholders, such as council members, local companies, and community representatives, with quantitative analysis of financial and operational data from the Harare City Council. There was use of SPSS v20 in the analysation of data. A thorough grasp of the opportunities, difficulties, and unexpected consequences connected to the adoption of revenue-generating systems in the Harare setting is made possible by the research design. The study's conclusions show that while revenue-generating systems have given the Harare City Council vital financial resources, their effects on overall performance have been uneven. The study emphasizes how crucial it is to match these systems with the council's strategic priorities, guarantee fair access to public services, and strike a balance between community needs and financial sustainability. The dissertation ends with suggestions for the successful development and application of revenue-generating strategies for the Harare City Council and other local authorities in Zimbabwe. These observations can support continued initiatives to strengthen local governments' operational and financial resilience, which will ultimately strengthen their capacity to promote inclusive and sustainable development in their local communities. According to the study Local authorities are urged to be transparent and consistent so that revenue is monitored.

ACKNOWLEGEMENTS

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(*CHAPTER I*)

INTRODUCTION

1.0 Introduction

The goal of the study is to find out how local government's performance is affected by the revenue generating systems The introduction of this chapter includes a summary of the research background, problem statement, problem statement, purpose and aims, research questions, significance, assumptions, to clearly explain the limits of the research, definition of terms and concluding remarks. The intrinsic characteristics of Zimbabwe's local government, which give birth to sub-national governance conflicts and innovations, have been commended since both before and after independence. Despite being given federal funding, local governments continue to face financial challenges as propounded by Jacobson, W. S., & Sowa, J. E. (2015). This research tries to introduce the research problem by stressing the research history, the problem statement, the goals of research, and the hypothesis.

1.1 Background to the study

Municipalities were tasked with representing and managing the people of Zimbabwe under the 2013 constitution (Chigwata T and Jaap V, 2015). By generating jobs and giving the local communities essential services, they boost the economy. According to Wellington Jonga, local governments have established themselves as being very significant to the communities since they were able to construct roads, schools, and medical facilities. One of the numerous fundamental administrative problems facing councils today is their inability to effectively collect the money owed to them as reiterated by Jardine, Andrew KS, and Albert HC Tsang, 2021. The majority of municipalities have significant inconsistency between reported and budgeted income. The 2013 Zimbabwean constitution so established that the provinces and

local authorities shall get their share of the national revenue collected in each fiscal year, not to exceed five percent of that amount.

As Zimbabwe obtained independence, a racially politically charged structure remained in place. as alluded to by Ndlovu-Gatsheni, S. J. (2015). They served the preferences of white Europeans by separating whites and blacks in the past (Chigwata, 2010). White voters supported metropolitan councils that provided the white community with appropriate services. Blacks had limitations in their living situations. The Tribal Trust, formerly known as "reserves," was first referred to as "district councils" by white people, Thebe, V. (2012). District councils did not have access to roads, schools, and hospitals, in contrast to the land owned by white people. Tsetse flies were also known to have been a problem in these places. The only time black people were in town was when they were required as laborers. The ruling party (ZANU PF) made changes in 1980 after independence to tackle the discriminatory political structure. Eventually the dual systems were eliminated using various techniques.

The Zambian government claims to have shifted its focus away from Covid 19 containment to activities like capital development (Mulenga C and Mulenga J 2021). Similar to this, the regional government had to concentrate on administrative problems. The gap between revenue and expenses expanded as a result. as stressed by Sosina, V. E., & Weathers, E. S. (2019). Furthermore, in accordance with South Africa, the collection of rates and taxes is unsustainable since residents are not making their payments, which makes it difficult for municipalities to keep their costs under control.

Zimbabwe's track record when it comes to revenue is generally bad. The average amount of income collected and uncollected in Zimbabwe is 52% and 35%, respectively, according to Cornelius D (2019). Due to this, the primary source of income is more dependent on user fees. This has a significant impact on both the capability and desire to pay. Since Zambia and South Africa are developing nations and Zimbabwe is underdeveloped, which makes comparing the above is difficult.

1.2 Statement of the problem

The issues this study aims to solve is how Municipalities were allowed to have many systems of producing revenue but are failing to generate and meet their responsibilities. Local authorities depend on rent and rate collection as their main source of income-generating systems Zhou, G., & Madhekeni, A. (2013).

Studies show that most local governments become overly dependent on remittances from their respective federal governments as a result of their inability to generate financial via property taxes, service charges as well as rates collection. Chisango S, Manuere F, and Muranda Z (2022), explains on how council is owed a lot of money by ratepayers in debt. Despite having other generating systems local authorities find it difficult to sustain themselves and the community. Keith Tashu and Msuthukazi Makiva explained on how finance officers in local authorities may be corrupt and dishonest when handling municipal revenues. If local authorities aren't utilizing the revenue that is being generated it can lead to issues that not only affects the community but the Municipality itself. They may fail to upgrade their systems to keep up with the technology providing poor services. This research is mainly for finding out why local authorities are unable to fund themselves despite all the revenue-generating systems in place.

1.3 Purpose of the Study

The goal of researching how revenue generating systems affect local authority performance is to obtain an accurate understanding of the ways in which different revenue generation strategies affect the effectiveness and productivity of local government operations, (Hangoma & Kabwe, 2022). This study looks into the relationships between local government revenue sources such as taxes, fees, grants, and other sources of income and the provision of public services, the growth of infrastructure, and general governance. Through an examination of this correlation, the research aims to pinpoint optimal methodologies, obstacles, and prospects for strengthening revenue generation tactics to enhance the effectiveness and long-lasting nature of local

governments. In the end, the research findings are intended to educate stakeholders, practitioners, and policymakers about efficient ways to maximize revenue-generating systems for improved local governance and service provision.

1.4 Research questions

Main Research question

What effects does Harare City Council's poor revenue generation have?

Sub Research questions

How do revenue sources affect local authority financial stability and sustainability?

How do changes in revenue generation, like tax reforms, impact local government efficiency and service delivery?

Is there an alternative source of income for Harare City Council?

What can be done in order to improve revenue generation?

1.5 Research Objectives

Main Research objective

Determination of impact of revenue generating systems on Harare City Council Performance

Sub Research Objectives

1. To research income-generating systems.

2. To determine effects of revenue generation on Municipalities.

3. Examine the impact of income generation on provision of service.

4. Identify issues affecting by local authorities in generating revenue.

5. Assess on how income generation can be improved.

The study will test the following using research objectives above:

1.What revenue-generating systems are?

2. Has the revenue generation affected cash flow in local authorities?

3. Has revenue-generating systems positively affected service delivery in local authorities

 4. What are the possible solutions to the revenue generation challenges in Zimbabwe?

1.6 Statement of Hypothesis

It is thought that local authorities operate better when their revenue is diversified and comes from a variety of sources, including grants, taxes, user fees, and other sources, (A.J Meltsner in the politics of City revenue. This research seeks to verify this theory.

H0: Revenue diversification has no appreciable impact on infrastructure or service quality in local authorities.

H1: The performance of local authorities is positively impacted by revenue diversification, which improves sustainability, efficiency, and financial stability.

According to the theory, local governments can more effectively manage risks, keep stable budgets, and continuously provide high-quality services if they have a variety of revenue streams. To support this hypothesis, the study will examine operational metrics, financial data, and community outcomes from various perspectives.

The results may be used to inform choices about tax breaks, financing plans, and revenue-raising tactics to assist efficient local government.

1.7 Significance of the Study (local authorities)

How local authorities cover their costs has a big impact on revenue creation. The level of income being generated determines the delivery of community services.

If the income-generating processes are insufficiently successful to draw investment, the Gross Domestic Product will be impacted. The results of this study will be very helpful systems cause and how to fix them so that they can offer better services and raise living standards.

Moreover, this study will help the financial analyst in the local authorities to make strategic decisions when implementing revenue-generating systems. The quality of decisions being made will be improved since challenges are taken into account.

1.7.2 Significance of the Study (to BUSE)

The institution will learn a great deal about the influence of revenue generation on local authorities and the role that they play in it. As a result, the institution has a chance to evaluate the student's understanding and application of the concept covered in the modules during the programme.

The study can be used by the organisation as a source for literature reviews for upcoming studies and as library content.

1.7.3 Significance of the Study (to the researcher)

The researcher will benefit from the study since it will enhance their abilities and understanding of the revenue production method used by local authorities, As a result the researcher will profit from the comprehensive understanding of the topic under investigation that was obtained during the research it will give the student a useful understanding of how local authorities generate revenue.

Lastly the research findings might create a database that other academics are interested in learning about budgeting process can access.

1.8 definition of terms

- A **local authority** is an organisation that formally oversees all public amenities and services in a certain area. They use regional celebrations and events to further their social and commercial objectives (Wood, E.H. 2005). Basic public services are provided in large part by local governments.
- **Revenue** is income from business activities and net income remaining after expenses are subtracted from earnings is referred to as profit, (Boyte White, Claire 2023).
- **Impact,** to have an effect be it positive or negative on communal and cultural economic as well as other aspects on individual's and social lives (Barnes 2015)

1.9 Research Delimitation

Researcher will mainly focus on the issues affecting the urban local authorities. This will not apply to rural councils, and issues affecting urban councils may not be the same as those affecting rural councils. Local authorities are not the only governmental organizations facing revenue-generating system issues. The research is being undertaken on a period with higher inflation rates, the figures generated will tend to fluctuate over time.

1.9.1 Research Limitations

- Time Limit- Research was done whilst attending to other scholarly responsibilities which can limit the time devoted to the research work.
- Financial constraint- lack of funds limits researcher's efficiency in accessing relevant materials, literature, and information. Tully, S.M., Hershfield, H.E. and Meyvis, T., 2015.
- Essential information to the research proposal was not easily accessible because it will be considered highly internal and sensitive.

Summary

This chapter started with a discussion of the problem's background and the problem statement. Research objectives were formulated, together with research questions emanating from the objectives. The study's conclusion, as derived from its goals and research questions about the impact of revenue-generating technologies on local governments. The beneficiaries to which the study was of value are discussed, and the limitations and delimitations of the study. The next chapter reviews the relative literature being used in this

(*CHAPTER II*)

LITERATURE REVIEW

2.1 Introduction

This chapter aims to review the literature on effects of revenue-generation systems on local authorities in Zimbabwe and beyond the country's geographical confinements in relation to how they have impacted the revenue inflow and outflow. It gives the theoretical background of the great materialist philosophy of revenue generation.

S Chisango, F Manuere and Z Muranda (2022) carried out a research on collection of revenue in Zimbabwe Municipalities, indicated that majority of local authorities attempts to gather revenue in developing countries is unsuccessful. Based on research findings, the majority of local authorities become significantly dependent on transfers from their respective central governments due to their inability to generate revenue via property taxes, service charges, and rates collection.

Chanyau T. (2014) indicated in his research on generating systems that Local authorities' projects face competition from private business that are modernised. He goes on to explain how in order to maximize revenue generation, local government trading enterprises must adopt current standards to attract more clients. This leads to very poor revenue generation, with employee salaries keeping expenses high.

Just like any other organisation Local authorities need to have funds set aside or insurance to cater for the unknown. However, the majority of authorities already had issues with providing these services before COVID-19 entered the scene, says S Chisango, F Manuere and Z Muranda, (2023).Mironga A, Mironga M (2022), indicated that Zimbabwe has been

hyperinflated for more than thirty-one years and public services has not been properly financed. All of this took place before the Covid-19 pandemic had hit Zimbabwe.

Job opportunities for residents are limited due to poor service delivery that makes it difficult to attract business to their areas explains, Murimoga R, Musingafi C.C.M, (2014). This means that if the municipality is failing to generate enough revenue leading to poor service delivery it is likely to cause further damage by making it difficult to attract investment. Both Masvingo and Harare's governance and service delivery fall short of expectations, according to the Local Governance and Service Delivery in Zimbabwean Local Authorities research

Local authorities used to depend on governmental grants, not much was derived from taxes and rates. Due to the evolvement of the economy local authorities are forced to generate their own revenue. Careful analysis in the Strengthening Capacity for Local Governance and Service Delivery in Zimbabwe Project indicates that the gap between revenue and expenses for local authorities continues to widen.

Revenue systems can be there but the community can still face poor or no service delivery. This is due to the inefficient revenue systems, (Makunde G,Chirisa I, Mazorodze C, et al (2018) The Zimbabwean system has worsened to the extent that critical services like water and waste disposal are poor. Leading to the rise of illnesses Like cholera in towns like Glen Norah. The council has failed the people in Harare, "The welfarist approach to service provision has led to the decline in service delivery councils cannot meet the costs of providing a local service", Mkunde G et al (2018). Revenue generating systems are finding it hard to produce adequate revenue to enhance delivery of service.

H Mtapuri argues that performance of urban councils is mainly affected by the effectiveness of revenue collection systems. He later found out that councils with the most effective revenue collection systems are the ones that are financially performing well. Billing is the process whereby institution set up a method on how each individual is charged, this can be done by sending out invoices of services and goods provided. Harare City Council uses two types of

billings, individual and bulk billing. Bulk billing used for rates and taxes whereas individual billing is done on water consumption based on meter readings. Use of bulk billing means that some people are undercharged, they are paying less when they are able to pay more. The method of bulk billing is less effective as not much revenue is generated from it.

L Mlambo (2016), researched on the effectiveness of revenue collection systems of urban councils in Zimbabwe. The study revealed that even though different collection methods for revenue are used some proved to be more effective. The main concern according to Mlambo was that some ratepayers were failing to pay their debts. In Zimbabwe there are protocols to be followed when trying tom recover debt. The process involves sending warnings and cutting water supply, but all this takes time the debt would be pilling by the time they reach the final stage. Debt collection process itself is complicated making it more difficult to recover revenue.

2.1 Theoretical Framework

Theories of revenue generation by the local authority

The fiscal federation theory implies that local government units should be empowered to produce income and make choices on their own according to, Ortiz-Rodríguez, D, F.J., Navarro-Galera, A. and Alcaraz-Quiles., 2015. Though local authorities have fiscal autonomy in Zimbabwe they still rely heavily on governmental funds. Each local government are granted the "right to rule their region and all the tools required to do so, including delegated authority. Constitution makes sure the local authorities have the ability to self-govern so that benefits of decentralization are realized. However, it's possible that this Constitution leaves several questions unanswered about the degree of autonomy given to municipal governments, especially when considering constitutional law. This article assesses the level of local autonomy that the 2013 Constitution ensures.

According to public choice theory, public servants have the same self-interest as people in a market economy. The spending and tax policies by the local authorities may be based on the public choice theory.

Variables

Conceptual framework was defined by B. Swaen and T. George in (2022) as an example of the anticipated relationship between your variables. It outlines the necessary goals for your investigation and shows how they connect to produce logical conclusions. In this research independent variables are made up of taxes, User fees, rent and rates, grants investment income and so on. Local authority performance is our dependent variable, as it dependent on revenue generation.

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┌─────────────────────┐                      ┌─────────────────────┐
│    Independent       │ ───────────────────> │     Dependent       │
│    Variables         │                      │     Variable        │
│                      │                      │                     │
│  Rents and rates     │                      │   Local authority   │
│  Grants              │                      │   Performance       │
│  Investments         │                      │                     │
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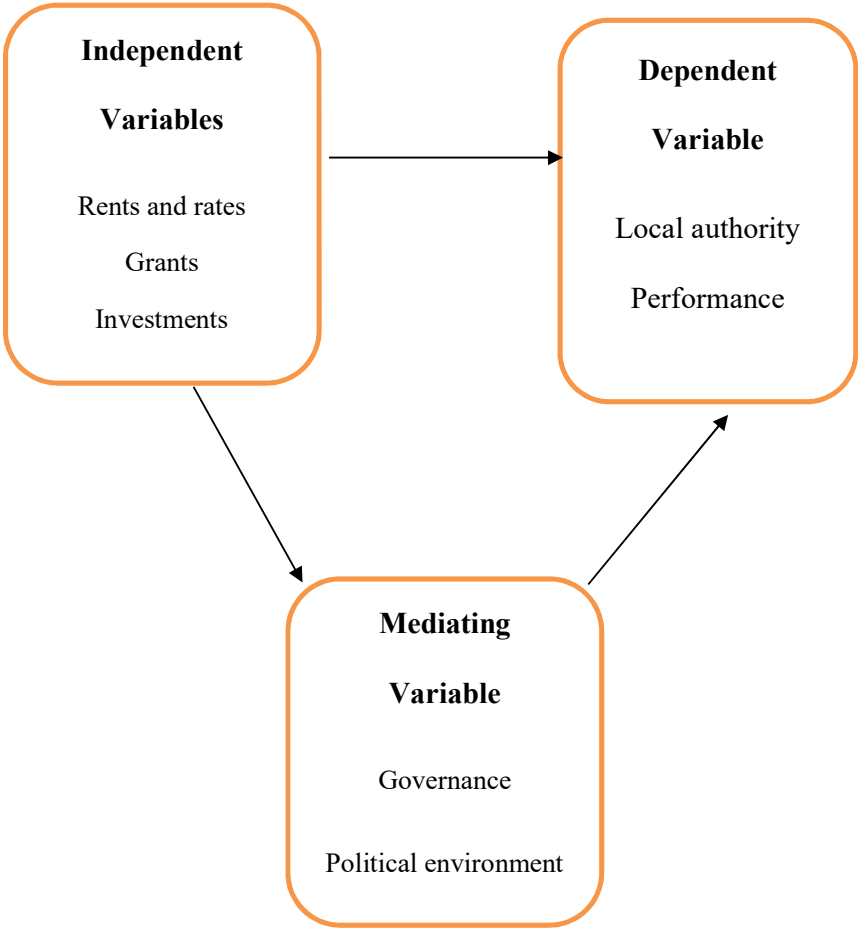
Source: Primary (2024)

Income sources such as grants, investments, and rents/rates are independent variables that impact results when evaluating the performance of local authorities. The way in which these revenue sources affect performance is shaped by mediating variables such as institutional

capacity, political climate, and governance. Income is generated by investments, grants are higher level government subsidies, and rents and rates are local tax revenues. The relationship between these revenue sources and local authority performance is mediated by institutional capacity, political stability, and governance quality, which has an impact on policy implementation and revenue management.The dependent variable, local authority performance, includes citizen satisfaction, financial sustainability, and service delivery. Comprehending these dynamics facilitates the identification of opportunities to improve local governance and revenue management tactics.

2.2 Evaluation of local authority revenue sources and their impact on revenue generation

 The study draws, mainly from Cornelius Dube an economist and social science researcher who did research on the local authority. He managed to come up with revenue-generating systems and their impact on local authorities' performance. User fees, license fees, revenue-generating initiatives, intergovernmental transfers, borrowing, and international development aid are all elements that affect the authority for revenue creation in accordance with Cornelius Dube. In Zambia V Hangoma and M Kabwe (2022), state that, depending on the type of government in each country, local government administrations around the world vary in size, structure, and operating procedures. The local authorities in Zambia have multiple responsibilities, including but not limited to supporting the socioeconomic needs of the communities they serve, promoting democracy, grooming the next generation of national leaders, and serving as a conduit for information between the general public and higher echelons of the government.
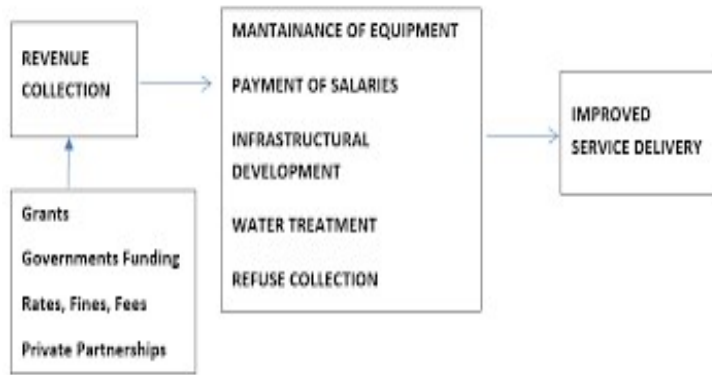
Fig 2.2 Movement of funds from revenue generated and that received to expenses incurred and finally to the quality of services delivered

User fees

Local authorities are permitted to charge citizens for services rendered by local authorities under Section 219 of the Urban Councils Act. One of the important sources of income for local authorities is the use fee, G Zhou and A Chilunjika (2018). Though residents are obligated to be paying user fees some of them are failing to do so. Those that are paying their bills may be demotivated since the non-payers are still getting services, they paid for. They are not for capital financing. Fees such as vehicle registration, business licenses, parking, and marriage license fees are all assessed in accordance with the amount of output that is consumed. The following services are subject to user fees: water, health care, and education. For the purpose of covering the cost of monitoring, the aforementioned fees must be used. C Dube claims that roughly 7% of the overall revenue received by local authorities comes from license fees. The difficulties that local authorities primarily experience can be explained by an overreliance on user fees.

Intergovernmental transfers

To handle key infrastructure projects, local authorities rely heavily on government funding. In Zimbabwe, the government established a fund that will serve as the primary source of funding for all infrastructure projects. Due to the economic state in Zimbabwe Government may fail to fund local authorities as promised. Roads, water, and communications are just a few of the

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fundamental utilities that are made possible thanks to PISP. Several of the projects were put into action by organizations like ZINWA and ZINARA to aid in service delivery. The provinces and local authorities will receive a share of any financial year's revenues as propounded by Krueathep, W., 2004. Intergovernmental transfers will be carried out as part of devolution following the constitution's adoption in 2013.

Income generating projects

To generate cash, local governments were given the go-ahead to start their own commercial initiatives. Section 221 of the Urban Councils Act permits local authorities to work on profitable projects, but they must first consult with the Minister of Local Governance and come to an agreement on the terms and conditions. Results reveal that local authorities do not make a sizable amount of money despite being given the go-ahead to work on their own initiatives. This may be due to the fact that councils have so many responsibilities that include managing their day to day expenses, Funds from projects may be unable to help improve standards of living because they are already failing to sustain the local authorities themselves. You may find that buildings in local authority's offices have poor the waste disposal, clean water and so on. This proves that revenue generating systems are there but there are overwhelmed with responsibilities.

Borrowing

Borrowing is used by local governments to increase their ability to generate income. The Urban Councils Act's Section 291 permits councils to get short-term loans from banks. However, such borrowing should only be done for short-term financial relief, and the total amount borrowed should not be greater than the local authority's total annual income. Pension funds and insurance firms are the primary sources of borrowed money. Additionally, borrowing cannot be used to finance capital expenditures unless a borrowing power has been secured for the specific transaction, Josifov, G., Pamfil, C., & Comsa, R. (2011). In order to obtain borrowing authority, they must also go via citizens. Borrowing makes it difficult for the municipality to

be productive, responsibilities of local authorities cannot rely on borrowing rather it creates more problems as they will be required to pay back with interest. The issue at hand is local authorities failing to generate adequate revenue how can they repay back with interest if they are already suffering financially.

Overseas development assistance

Overseas Development Assistance funding has assisted local governments in Zimbabwe (ODA). The ODA only steps in to offer support following natural disasters, particularly cholera and typhoid outbreaks. The Zimbabwe Multi-Donor Trust Fund gives improvements in water, sanitation, and energy top priority as alluded to by Muchadenyika, D. (2016).

2.3 Factors influencing revenue generation in local authorities

Nkomo D. (2017) brought attention to the difficulties local governments confront in generating revenue and providing services. These include securitization of local governance, inadequate management of revenue-generating projects, the politicization of development mechanisms, dual governance, narrow revenue bases, and centralization.

Central government

Central government tends to interfere in the governing of local authorities on issues such as appointing key officials and budget ratification. The basic issue with local government that is decentralized in emerging nations is apprehension toward national leaders. Local governors (who may also be politically involved in an opposition party) are playing a zero-sum game with the transfer of power. Given how highly individualized politics are, especially in many African nations, this could be a serious issue. Furthermore, the opposition tends to gain ground in large cities, particularly capital cities. More often than not, municipalities face challenges as residents are failing to pay for water bills, this will go a long way in affecting the progress of water pipes and sewer pipes. Citizens are finding it hard to trust the local authorities due to corruption by the officials. At times communities face a challenge of having to go for weeks

without water and garbage not being disposed. Citizens are forced to drill boreholes and wells as a measure to sustain themselves as proposed by Masvaure, S. (2016). Failure to dispose garbage and provide clean water can lead to the rise of diseases such as cholera and malaria.

Politicization of development mechanisms

In 2009 local authorities were ordered to write off debts following the upcoming elections. This was done before the Constitution was amended. In compliance with Chapter 29;15 of the Urban Councils Act, Section 303, according to Minister Chombo, councils are required to erase debts related to rents, unit taxes, development levies, trash charging, and water and sewer costs. Mr. Chombo threatened to fire any local authority employees who disobeyed the order to write off debts in the Chronicle article. This kind of participation jeopardizes the procedures used by local authorities to generate money. Jonga (2014) indicates that Bills for providing services including waste removal, water, and sewage facilities were not being paid by Ministries to local authorities. Therefore, Ministries are depriving local governments of vital assets that are necessary to support the delivery of services in other sectors. Provincial government offices are denying local authorities' revenues that are important to finance service provision by non-payment of bills, Jonga (2014). Financial Constraints prevents local authorities from operating at full capacity.

Dual governance

As a result, according to Zimbabwean constitutional law, the Constitution overrides the Legislature. Zimbabwe's political and administrative culture fiercely upholds constitutional provisions that cannot be changed without a comprehensive review, consultation, and sufficient justification. The country's political structure is not often referred to as "dual governance" in Zimbabwe.

Lack of control by the local authorities

Widespread resource theft and ineffectiveness in Zimbabwean local government are both results of rampant corruption. This self-serving method of conducting business has become a destructive in the Harare City Council's administration. As a result, it should be mentioned that the corrupt nature of politicians who serve as local government officials presents a problem for local authorities. The use of vehicles, stands, and other resources at a discount from their actual costs is allegedly made possible by corrupt council members. They have occasionally disregarded tender procedures to purchase automobiles in order to further their own interests. This ultimately leads to poor service management, which results in inadequate service delivery and provision to the local population. In this context, it should be mentioned that Zimbabwe's economic situation complicates the work of the local government, which breeds extensive corruption.

 The economic unrest in Zimbabwe has made it difficult to provide services in Harare City and other places. Due to inconsistent weekly garbage collection in high-density suburbs like Mbare, Budiriro, and Mufakose, dumping sites have appeared in such areas. This is an obvious example of inadequate service delivery brought on by financial limitations brought on by the nation's weak and worn-out economic foundation. Because the centre is failing to give local authorities financial aid, this issue has been generally acknowledged by all local authorities in Zimbabwe. Dodo and Mateura, (2011) affirms, uncertainty can lead to an increase in corruption and conflict because people may be tempted to take advantage of the situation and become defensive when they don't know what to expect. Infrastructure is old and poor which burdens the local authority with repairs. Sewer systems and roads were installed during the 80s and the 90s and are in need of repairs which requires funds. Local authorities are expected to cater for current affairs but are being haunted by old infrastructure.

Poor working skills

Due to a lack of competition in their operations, local authorities must contend with issues of inefficiency. According to Jonga (2011), education is not a requirement for one to be elected to be a councillor in Zimbabwe. It is very rare to find graduates amongst councillors, this poses a questionable competency as they may fail to understand the constituency basic laws like the Urban Councils Act [Chapter 29:15], the Regional, Town and the Country Planning Act [Chapter 29:12]. Unqualified council workers fail to understand how the day to day operation of the council work which can pose as a threat to efficiency in local government. Poor management can be caused by enrolling semi and unskilled personnel, this also affect how funds are generated and how they are used posing a great risk. Local authorities may fail to fulfil their mandate on effective service delivery.

Narrow revenue bases

The National Audit Office (NAO) mentions in a press release in 2019 that, local governments have encountered major difficulties since 2010 because funding has decreased while service demand has increased. In actual terms, their purchasing power has decreased by 29%, for instance, and the number of children in care has increased by 15%. The chance that authorities won't be able to maintain their financial viability and provide services is increased by these constraints, which highlights how crucial having sound governance procedures are. Limited access to finance being caused by residents failing to pay their bills due the volatile situation economic situation caused by high unemployment level. Zimbabwe's economic situation, the city council has inadequate resources available to meet people's requirements and meet their needs. Unfortunately, during the past few years, the city has seen a significant increase in population, which has led to a greater demand for resources and services. Due to excessive density and delayed acquisition of resources like water and painting chemicals, water shortages in Harare's low-income residential areas last for days. Financial issues posing as the main challenge in local authorities as it is causing service delivery to be poor.

2.4 Empirical evidence

Edogbanya, Adejoh & Mr. Ja'afaru G. Sule, (2013): It's Impact on Government Developmental Effort (A Study of Selected Local Council in Kogi East Senatorial District)

Obtaining sufficient funding from the federal, state, and municipal governments is a challenge that local governments face. These issues are crucial to the efficient operation of local government operations. Therefore, assessing the degree to which revenue creation had impacted the growth of the chosen local governments was the aim of the study. To get the necessary data, the researcher collected data using primary and secondary methodologies. Simple least square regression analysis was used to examine the data acquired from secondary sources (spss version 17). Among the conclusions were the following: there is a strong correlation between government development efforts and revenue generated; areas are not developing well; rural residents lack access to basic social amenities; and there is not enough money to maintain the infrastructure that is already in place. As a result, the study suggested that the local government offer first-rate amenities. By doing this, the public's interest would be focused on supporting the local government to the fullest extent possible, which would promote the growth of the rural area.

Amin Amin, (2018): Impact of Internally Generated Revenue on Community Development: A Case Study of Asa Local Government Area, Kwara State

Asa Local Government receives funding from both internally generated sources and the required Federal Allocation, yet the Local Government is nevertheless plagued with insufficient development initiatives. The local administration is dealing with issues like stunted growth, underdevelopment, and irregular personnel wage payments. This study looked at the sources of income, Asa Local Government's ability to raise funds for programs that promote development, and the degree to which funds have been allocated to community development within Asa Local Government. The research employed primary and secondary data sources. Software known as the Statistical Package for Social Sciences (SPSS) was used to analyse 218 questionnaires that were received. According to the study's findings, the local government generates revenue from both internal and external sources. External sources include, for

example, funds borrowed from state governments and statutory allocations from federal accounts. Land and establishment permit, market prices, and levies brought in enormous sums of money for the local government. Most participants believed that tax enforcement is ineffectual and that local government representatives are more effective than consultants. While most respondents agreed that internally generated cash helps maintain the supply of well and borehole water, they denied the claim that roads are graded every three months. Apart from their strong disagreement with the assertions that Asa builds modern marketplaces and retail malls with its own funds and that it provides basic amenities ahead of other local governments, most respondents also refuted the idea that the extent of development has motivated people to pay taxes. Better autonomy, motivation, and training for revenue collectors could help them work more effectively, and making appropriate use of the money collected could motivate taxpayers to file their taxes on time.

SO Uhunmwuangho and S Aibieyi, (2014): Problems of Revenue Generation in Local Government Administration in Nigeria

Every local government has distinct physical, social, and economic traits as well as a rich history that its citizens are better able to understand. Because of their distance from the local populations, the Federal and State Governments find it difficult to deliver some services, hence Local Government Areas are established to handle them. Bringing governance closer to the people at the grassroots level is the goal of local government in order to meet the socioeconomic and development needs of the local population. Many rural-urban migration patterns and excessive traffic have been noted over time as factors that are making city life more uncomfortable. There are many who argue that local governments should be more aggressive in collecting money to supplement their monthly allocations from the federation account. Others, however, blamed the low level of money generated by local governments on the dishonesty of council revenue collectors, who typically embezzle funds collected on the council's behalf. It is now necessary to look into the reasons behind the nation's local governments' inadequate attempts at generating revenue in light. The document also makes other recommendations, including that council employees be encouraged to collect taxes and that they cease employing agents who are not council employees. It further suggests that any official found to have transferred local government cash to their personal bank account should

face legal repercussions. The article concludes that sufficient funding is definitely required for Local Governments to be able to carry out these functions creditably.

Eteng, F. O., Agbor, U. I. ., & Agbor , U. I. . (2021). The Challenges of Internal Revenue Generation and Inclusive Development of Local Government Areas in Cross River State, Nigeria

The general public believes that inclusive development, an indicator of sound governance, will facilitate residents' access to "welfare programs" such as security, health, education, and portable water. Development cannot be discussed in situations where this is not the case. LGAs in Cross River State have struggled to carry out this goal over the years because of a lack of funding, particularly from internal sources. The focus of this study was to determine what causes this scarcity. The study uses secondary sources for data sourcing in addition to participant observation. Among other things, the state government's appropriation of local government revenue points, the corrupt behaviour of council members, and tax evasion as a form of protest against the mishandling of public funds by government employees are some of the claims made in the paper regarding the reasons behind the poor internal revenue generation by local governments. Based on this, the study suggests, among other things, that the state government transfer revenue sources to local governments and allocate council funds to actual profitable endeavours in order to generate sustainable internal revenue.

Torome, P K, (2013): Relationship Between Revenue Mobilization and Performance of Local Authorities in Kenya

Local revenues are the sum of all categories obtained from different sources, including market dues, fines and penalties, and parking fees. Tax revenue and non-tax revenue, which includes property taxes among other things, make up the revenue receipts. Income from regular operations for a certain corporation, firm, partnership, or sole proprietorship is referred to as business revenue. In addition to accounting for the public monies entrusted to them and evaluating their legal standing as service providers, the public sector organizations, such as county governments, also seek to raise a sizable sum from private sources to aid in the provision of public services. Determining the connection between income mobilization and service delivery in Kenyan local government was the study's main goal. This investigation employed a descriptive research design. 175 local authorities were the study's target population.

Purposive sampling was used to pick 35 local authorities, which made up the study's sample size. Secondary data on local government income collection and service delivery served as the study's foundation. To ascertain the relationship between revenue mobilization and performance, various regression and correlation analyses using inferential statistics were conducted. The analysis proved that municipal governments had increased their income mobilization. Local administrations perform better when there is a higher level of revenue mobilized. Additionally, it was found that local governments with low levels of revenue mobilization were performing horribly. The study comes to the conclusion that budgeting by local governments has a big impact on revenue mobilization. One of the most important aspects of management would be the use of the budget to keep an eye on local authorities' spending and prevent excessive or insufficient spending. The study came to the conclusion that more central government transfer funds, such LATF, from the central government boosted service delivery efficiency. Considering the results and the requirement for local income collection to fund services in local authorities, because central government payments were limited to bolstering local government budgets to facilitate effective public service delivery.

Jonas Ayaribilla Akudugu, (2012): Accountability in local government revenue management: who does what?

The bulk of research on financial responsibility in local government administration has historically concentrated on preparing annual financial statements or reports, interpreting auditor findings, and complying to financial legislation. This study's point of view usually focuses on the acts in the financial management process rather than the individuals. The primary focus of this article is the ¨who¨´ component of financial accountability in local government administration, as it stems from the actions of actors. The study used the idea of financial responsibility charting to assess how well Assembly members and core staff members understood the basic financial roles and responsibilities of those involved in local government financial administration in Ghana. According to the study, some of the Asante Akim South District Assembly's core employees are unaware of every particular financial duty and task that each of their co-workers has along the financial management chain. The research additionally demonstrated that Assembly members' incapacity to hold Assembly officials accountable is impacted by their ignorance of the primary stakeholders' roles and duties in the financial management process.The article concludes that the ideal of transparency and accountability in

local government financial management will remain a pipe dream unless efforts are made to encourage people, especially Assembly members, to follow financial responsibility charts.

Mazibuko, Gezani Phineas, (2014): The Impact of The Municipal Billing System on Revenue Collection in Selected South African Cities

Inaccurate and imprecise municipal billing system is a problem in South Africa's local government system. The erroneous and imprecise municipal invoices that were being produced infuriated the residents within the various towns. As a result, there was a decline in community willingness to pay the invoices that were sent, which led to an accumulation of debt that the towns were unable to collect. Therefore, the study issue is whether or not money was lost due to improper or inaccurate municipal bills that were given to clients. The people's lack of trust in the municipal billing system resulted in towns refusing to pay for incomplete or inaccurate bills. Academic research on the fundamental problem as reported in newspapers, public spaces, and local areas has not been done in a scientific manner. Regarding the present situation of municipal billing systems, debt, and revenue management issues, this information is being distributed both domestically and worldwide. The results demonstrate the need for decentralized billing and collection strategies that are consumer-accessible, consistent with their revenue cycle, and compatible with their ability to make payments in order to increase the effectiveness of service charge collection. The research looks at the billing and revenue collection systems in the City of Johannesburg Metropolitan Municipality, Nelson Mandela Bay Metropolitan Municipality, and Ekurhuleni Metropolitan Municipality. It also offers suggestions for projects aimed at financial sustainability in each of the three cities. The report specifically indicates that a dependable municipal billing and collection system is necessary for the tax levies and collections of major metropolitan municipalities. An efficient municipal billing system that is configured with a fast response time for demand notices and individual customer debt collection is essential for the successful recycling of cash. Municipal taxes and customer collection of those taxes depend on an effective billing system.

Bright Mupedzi, Magret Olarewaju And Masibulele PHESA, (2023): Improving Municipal Billing System and Revenue Generating Strategy: Chivi Rural District Council Case Study

Generally speaking, municipalities struggle to make ends meet. However, rural district councils are especially impacted by this problem because of their frequently lower income bases, a culture of non-payment on the part of ratepayers, inadequate service delivery, ineffective billing systems, poor planning, and inadequate debtor management. As a result, financial challenges are causing rural district councils in Zimbabwe, such as the Chivi Rural District Council (CRDC), to worry about their ability to continue operating. Research provides copious evidence in favour of the idea that well-designed billing systems boost municipalities' ability to generate income. Poorly thought out billing systems, however, will cause problems with money. A method for case studies is created. In addition to main data, secondary data was gathered by means of questionnaires distributed to ratepayers and CRDC staff. Through the necessary Acts of Parliament, official reports and papers, and the already-existing CRDC, secondary data was gathered. Customers' opinions of the certainty, dependability, empathy, and tangibles subconstructs of service quality were found to be neutral at the CRDC.

Komba,, Osmund Joseph (2018) Assessment of Factors Affecting Revenue Generation in Local Government Authorities: A Case Study of Babati Town Council. The Open University of Tanzania

Tanzanian local government councils have sufficient sources of funding, but their collection tactics fall short of what is needed to bring in enough money. The main objective of the study is to assess the factors that affect the capacity of local government authorities to produce income. The study's scope was restricted to assessing how the Council's financial assistance affected revenue creation, how inefficient oversight affected revenue collection, how politics affected revenue sources, and how stakeholders and council members understood revenue collection and budget execution. Babati Town Council conducted a cross-sectional descriptive study with 100 revenue collection workers. Tables were used to display the data after it was analysed using descriptive statistics and SPSS version 16 software. Political meddling and financial assistance from the council were assessed by respondents as having a significant influence. These had the biggest impact on revenue generation. The influence of Councillors'

and Stakeholders' lack of training was rated as low, while management support was rated as moderate. The study found that less of an impact on revenue collection was caused by management support and councillors' and other stakeholders' lack of training. According to the study's findings, LGAs in Tanzania have difficulties earning money from both internal sources and from grants obtained from the central government. This causes a discrepancy between the projected budget and the actual revenue.

Zara Sarzin, (2007): Local Government Revenue Policies and Their Impacts: A Model for Tanzania And Uganda

Sustaining local governments and the calibre of services they offer depends on having sufficient and steady local funding streams. Nonetheless, there's a common misconception that strong local tax receipts have to conflict with either economic growth or the reduction of poverty. This essay will make the case that a well-constructed municipal taxation system may balance the interests of many stakeholder groups, such as businesses, citizens, and local government. Furthermore, that it is feasible to create a municipal tax structure that benefits everyone equally, is sustainable, and does not penalize the underprivileged or smaller companies. To do this, local tax instruments must be selected with consideration for how they would affect various income levels. A number of local taxes have been abolished in Tanzania and Uganda due to worries about the equitable effects of local revenue schemes. Due to these modifications, municipal revenue collections have drastically decreased, and their significance within the intergovernmental fiscal system has been diminished. In both nations, there is a great deal of room to grow municipal tax collections in a way that benefits the underprivileged and encourages business. Local taxes should, in general, be commensurate with the ability of taxpayers to pay; that is, those with higher incomes or more assets should be responsible for a larger portion of the tax burden. The main goals of this research are to promote evidence-based policy decisions on local revenue policies and to stimulate discussion regarding novel sources of local income. One of the main results of this research is a basic model of local tax incidence that can be used to calculate the relative effects of various revenue strategies on various income levels. A multitude of factors, including revenue yield, economic efficiency, administrative effectiveness, and the effects of various local tax options on equity, must be taken into account by policymakers when determining local revenue policies.

2.5 Gap analysis

The empirical assessment will focus on studies relating to local authorities' revenue-generating systems and their impact on performance. The studies converge on the idea that local authorities have been conducting revenue-generating systems that have impacted revenue generation. However, some of the studies that will be used in this research will be from partly developed and developed countries. The technological advances and personnel from these countries can make it difficult to compare them to Zimbabwe which is still in a developing stage. A few specialized studies concentrate on revenue-generating systems and how they affect local authorities' performance. Therefore, this research seeks to narrow the a by focusing on the impact of revenue generation in local authority in developing country the urban area (Harare). In particular, the current study adopts a quantitative research approach in order to ascertain whether revenue generating systems may revenue generation and performance of local authorities in particular.

Summary

This chapter examined the research on income generation and its effects. Cornelius Dube's study on local authorities inspired this research. Drawing from the major components of this study, the conceptual framework was developed on the study variables. The research approach used for data collecting and analysis is presented in the next chapter.

(CHAPTER III)

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the study's research methodology. The population, tools, study approach, philosophy, and data analysis methods are all highlighted.

Methodological framework

3.1 Recapitulation

This research was inspired by the day to day experiences of people in Harare. Despite being the largest city and the city where most of business activities take place, Harare is facing challenges of deteriorated living standards because the Harare Municipality ids failing to deliver. Revenue generating systems could be one of the main reasons for poor service delivery. Therefore, this study aims to investigate on the impact revenues generating systems of local authorities have on its performance. There hasn't been much literature coverage of the impact of revenue creation on local authority performance, despite other

study being done in this area. In order to better prepare for the capital city's future, this research attempts to look at difficulties from the past as well as the present.

The study asserts that a key factor influencing municipal performance is the way in which revenue-generating systems are implemented. While local governments are expected to provide high-quality services, they are not permitted to enact measures aimed at collecting revenue. Due to Zimbabwe's multi-currency economy, local currency has a lower value and is probably losing value on a weekly or monthly basis. As a result, residents' debts may become worthless before they are paid.

3.2 Research methods

According to the Onion model developed by (Saunders et al. 2016), researchers can select from the mono, mixed, or multimethod. Researchers who choose the mono technique might only be able to conduct qualitative or quantitative studies, whereas those who choose the mixed approach to try to integrate the best aspects of both qualitative and quantitative research.

Both quantitative and qualitative methods were used in this research. The researcher then triangulated data from multiple sources to make sure that the quantitative data obtained from questionnaires was complemented by the qualitative data obtained through semi-structured group interviews. Additionally, data collection and combining for the past and present using graphs, tables, and charts is made easier by employing the descriptive method design. For results to be more valid data needs to be adequate enough to provide statistical analysis review.

3.3 Research Philosophy

Research philosophy is related to study design, knowledge, and assumptions. It addresses a certain method of knowledge development. Philosophy enables us to comprehend the varying

assumptions that researchers hold about the nature of knowledge and truth, so this issue needs to be addressed. Research that examines and offers deeper understandings of issues facing the real world is known as qualitative research S Tenny; J M. Brannan; G.D. Brannan (2022). Understanding is challenging for the researcher because it requires putting themselves in the shoes of the research subjects. The Diagram below shows how qualitative data is extracted by the researcher.

Diagram by **P. Pedamkar**

Researcher studies human behaviour by interacting with research subjects. These subjects offer their perspectives and experiences in relation to the problem in question.

3.3.1 Research design

Research design can be defined as the glue that hold components of research together. It is not linked to any specific type of study rather. Outlining the type of evidence needed to properly address the research topic it necessary during the process of designing a research the kind of evidence required to properly address the research topic is vital while designing research. Thakur (2021) defines the approach you select as a way of combining the various elements of

the study in a sensible and transparent manner, ensuring the issues being researched can be solved. It also acts as a guide on data gathering, measurement and analysis.

This research was conducted using a case study since it is relatable and reliable evidence. The researcher employed a case study research design because it presents the research's findings and establishes enforceable and trustworthy evidence for the investigation process.

3.3.2 Descriptive design

Descriptive design refers to a blueprint or strategy that is specifically designed to address research questions and manage variation. Researcher used this type of design as away of releasing buried ideas. It helps express feelings and attitudes of people towards the research in question. For cross-sectional analyses, which gather data from a sample or population at one specific moment in time, descriptive research is an ideal fit. This makes it possible for researchers to look at how variables relate to one another right now. Descriptive design makes use of both qualitative and quantitative method of research, G. Kelkar (2024). Researcher will apply both methods of research.

3.4 Population and Sample

Target Population

The population that this research is targeting are both young and old residents. The target area is Harare which is the capital City of Zimbabwe. Municipality staff will also be interviewed on the impact of revenue generating systems to local authorities. The targeted number of subjects are 15 employees from those working in the accounting department to the general hands. 5 more residents will be questioned on the impact of revenue generating system and how they have seen the quality of services provided if their improving or deteriorating.

3.4.1 Sample size and techniques used for sampling

To ensure that each population subgroup was represented and to produce more accurate estimators with less variation, the researcher used judgmental samples. The Town Engineer, Housing Director, Human Resource Manager, Finance Director, and Town Secretary were among the management team members. It was assumed that the Directors, who are in charge of the council's operations, would supply the essential, superior data. In addition, directors possess a thorough comprehension of the council's achievements in past and present times, along with the elements that have influenced that accomplishment.

Table 3.4.1 Sample size

Position in council	Population	Sample Size	Percentage%
Management	5	5	100
Non-Management employees	115	37	32
Ward Councillors	8	8	100
Total	**127**	**50**	**38**

Table 3.41 represents sample size

Key performance indicators that are presented are the number of members on the council, the overall population for every group, the size of the survey sample, and the proportion of the population that the sample represents.The three main groups are Management, Non-Management employees, and Ward Councillors, as can be seen by looking at the "Position in Council" column.

This implies that the organization is hierarchical, with these distinct roles and staff categories. The entire number of people in each group is displayed in the "Population" column. The Non-Management Employees group has 115 members, the Ward Councillors group has eight members, and the Management group has five members. This implies that the organization's roles and personnel categories are organized hierarchically within the organization.

The total population of each group is displayed in the "Population" column. There are five members in the Management group, 115 in the Non-Management employees' group, and 8 in the Ward Councillors group. This suggests that the majority of the workforce is made up of non-management employees. The number of people from each group who were surveyed or included in the data collection procedure is shown in the "Sample Size" column. The sample size for the Management and Ward Councillors groups is the same as the overall population, meaning that 100% of the participants have participated. On the other hand, the sample size for the group of non-management employees is 37, which is smaller than the total population of 115.

Lastly, the percentage of the entire population that each sample represents is computed in the "Percentage%" column. Within the Management and Ward Councillor groups, all members of the population are included in the sample.

3.5 Approaches to Research

The term "research approach" refers to a general strategy and method for carrying out the investigation. There are two major categories of research approaches which include deductive and inductive. In order to determine the best technique to take, the research questions must be addressed. An approach to investigation that uses past information researched, existing theories that relate to the topic in search and testing the hypothesis emerging from those theories.

When conducting research, the inductive approach, sometimes referred to as inductive reasoning, begins with observations and ends with the proposal of theories based on those findings, Goddard, W. & Melville, S. (2004). The search for patterns from observation and the development of explanations, theories for those patterns through series of hypotheses is what is meant to be understood by inductive inquiry, Bernard, H.R. (2011). Inductive research processes do not start with any theories or assumptions, and the researcher is free to change the course of the study once it has begun.

It is essential to emphasize that the inductive approach does not entail the rejection of theories in the process of developing research questions and objectives. Emphasizing that the inductive approach does not imply rejecting theories when developing research questions is crucial. Thornhill, A., Saunders, M., and Lewis, P. (2012). Experience is the foundation of inductive reasoning. Drawing conclusions (or developing a theory) requires looking for trends, connections, and regularities in experience (premises).
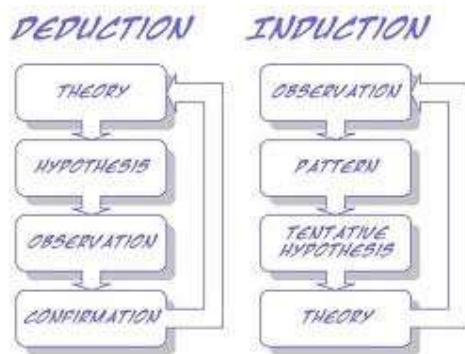
Figure3.1 comparison of deduction and induction

By Daniel Miessle (2020)

The above diagram clearly illustrates the differences between deduction and induction. Each method showing stages to be taken to conduct research to build a theory. The primary distinction between the two is that induction entails drawing more general conclusions from particular observations and data, whereas deduction depends on logical reasoning from general principles to particular instances. Both strategies are necessary for the scientific method as well as the entire process of acquiring information and developing theories.

3.6 Research Ethical Issues

Research ethics concerns are the moral considerations and guidelines that govern the use of human subjects or environmental research subjects. These problems result from the necessity

to safeguard people's rights, welfare, and dignity as well as the honesty, integrity, and openness of the research process. Informed consent, privacy and confidentiality, and research misconduct are some common ethical issues in research. To guarantee openness and comprehension, the research in the current study is explained in great detail.

3.7 Sources of data

Research from primary and secondary sources comprise the two key data sources. This research project will make use of bot sources of data on assessing the local authority revenue generating systems.

3.7.1 Primary Data

The process of gathering data directly from the source itself is called primary data collection. Observation, focus groups, interviews, surveys are examples of methods. By efficiently removing irrelevant information, primary data help the researcher collect the right information. Self-completed survey forms, in-person interviews, and a pocket notebook are used to gather this information.

3.7.2 Secondary Data

The researcher will gather information from books produced by various writers as well as financial reports, journals, financial reports, and the internet. The previously published books, magazines, journals, and others as well as unpublished autobiographies and biographies, and so forth are the sources of secondary data. Therefore, gathering data is essential to completing the research process, making it the primary research instrument Mazhar SA, Anjum R, Anwar AI, Khan AA (2021). The researcher's use of secondary data will help locate more revenue-generating methods in other local administrations. In order to overcome any biases from main data sources, secondary data is quite helpful. Reviewing and analysing secondary data is necessary in order to use it in relation to the research project.

There are benefits to using secondary data, including affordability, ease of access, and clarity in the research question—especially if the data is not classified. It does, however, have certain shortcomings, such as information that may be outdated and insufficient to answer the research question. It is possible to circumvent these shortcomings by contrasting the data with that obtained through interviews and questionnaires. This supports the validity and reliability of the research.

3.8 Research instruments

In order to gather data for the study, semi-structured interviews, direct observation, and standardized institutional questionnaires were used. As and when the need arose, these instruments were utilized to help with the data collection procedure. To make sure that the phenomenon under inquiry was fully assessed and understood, several tools were used.

3.8.1 Questionnaires

According to Adi Bhat, a questionnaire is one kind of research instrument that is used to collect data from participants is a questionnaire. It consists of a sequence of inquiries or other kinds of cues. Research questionnaires usually include both closed-ended and open-ended questions. It was therefore best suitable for gathering opinions about the income generation mechanism and the performance of the Harare City Council.

In addition, a questionnaire can generate responses from participants that the researcher may never have the opportunity to speak with directly. This is why the questionnaire was selected, as it would have required more time for the researcher to contact every respondent in the targeted samples. Furthermore, especially when discussing delicate subjects, the anonymity provided by questionnaires can be a huge benefit. When responses are not directly associated with their identities, respondents may feel more inclined to be honest and candid, which lowers the possibility of biased or socially desirable responses.

The standardized nature of the questionnaires made it difficult to clarify certain aspects that participants might misunderstand. Additionally, because the questions were based on past

occurrences that contributed to current knowledge, individuals might have forgotten crucial information.

Likert scale was used were answers ranged from strongly agree to strongly disagree, with several points in between representing degree of agreement and satisfaction

3.8.2 Interviews

In qualitative research, conducting interviews is one method of obtaining primary data. This involves obtaining feedback from one or more individuals regarding a company, a product, or an issue. Through the use of this procedure, researchers can obtain extensive data that may not be achievable through other study techniques.

Interviews can be time-consuming and resource-intensive, and they may be biased by the interviewer or by social desirability bias. The manner in which the interviewer communicates may also have an impact on the willingness of participants to share their experiences or opinions.

3.9 Data collection procedures

By word of mouth, the researcher was able to make an appointment with a community members and council staff who had been chosen through interviews. Telephone calls were made, e-mails were sent out and texts to administer and collect data. To guarantee uniformity in the questions asked of research participants, a pilot study comprising five participants was carried out. The interviews and questions were designed to be short and precise. The researcher gave the council members and staff questionnaires in person. The respondents were assured that the information they shared will remain anonymous and private. A period of 1 week was given to participants to ensure the respondents had time to reflect and answer without being pressured. The researched aimed to attain relevant detailed information by using this approach. Some responses were collected in person other were mailed back to the researcher.

3.9.1 Data Validity

The research data should be valid and accurate. As a gauge of how well data can be depended upon to be accurate and consistent across time and sources, data reliability refers to the completeness and accuracy of the data. Others with expertise were also invited by the researcher to verify subject agreement (also known as face or content validity). The measure's construct validity and association with other examined variables were examined. Additionally, the researcher made sure the correct respondent completed the questionnaire. The budget cannot be restricted and the measurement must be economical. More closed-ended questions will be added to the questionnaire to facilitate easy response and cut down on interview time in an effort to achieve a good balance between validity, reliability, and financial constraints. The interview questions filled in the blanks on the questions that the questionnaires did not provide an answer for. The directions and questions were made simple to understand.

3.9.2 Data presentation and analysis

In order to facilitate comprehension of the research, descriptive statistical methods were employed to analyse the data through the creation of tables, percentages, graphs, charts, and statistical parameters. The presentation style selected aimed to make the data easily readable and understandable for the reader/user, while also highlighting the relationships between the data. The theory as stated in the literature review will occasionally be compared to the actual data acquired.

Summary
The above chosen methodology made it easier to focus on the core purpose of the study, so that only relevant information was extracted. The sample population's information was sufficiently obtained by the questionnaire method, interviews, and observation.

(CHAPTER IV)

DATA, PRESENTATION, ANALYSIS AND DISCUSSIONS

4.0 Introduction

In order to carry out the research, questionnaires and interviews were conducted. This chapter included additional analysis of the fieldwork's raw data. The questions were aligned with the research objectives. Interviews and questionnaires with important stakeholders were used to carry out the qualitative investigations. With these techniques, one can gain a thorough grasp of the best practices, obstacles, and contextual elements related to local government revenue-generating systems. Results from this study will add to our understanding of public finance and local governance. Policymakers, administrators of local authorities, researchers, and practitioners working in public administration, finance, and urban development will find them useful.

4.1 Data presentation process

The key message in the data was highlighted through the use of tables, charts, and graphs, which made interpretation easier.

Response rate

	Target respondents	Successful	Success Rate

Questionnaires	**45**	**40**	**88.8%**
Interviews	**5**	**5**	**100%**
Total	**50**	**45**	**90%**

Source: primary data (2024)

Descriptive statistical methods were used to analyse the data and create tables, percentages, graphs, charts, and statistical parameters in order to make the research easier to understand. The chosen sample was able to provide an accurate assessment of the Harare City Council's performance and revenue-generating mechanisms. Questionnaires that are mailed out are only helpful to literate respondents; interviews yield a more thorough response, (B.Earl, 2020). Direct and comprehensive information about a topic or circumstance can be obtained by asking specific queries allows for the freedom to employ various methods to obtain the needed data. The interviews yielded a greater response rate, allowing the research to maintain some degree of control over the data collection procedure.

Additionally, the research was able to compile more comprehensive data regarding local government performance and income generation systems based on the interviews.

4.2 Demographic data

4.2.1 Gender

When the researcher inquired about the respondents' gender status, he received the following answers:

Gender	Frequency	Percentage (%)
Male	20	50
Female	20	50
Total	40	100

According to the responses, 20 out of 40 respondents were female, and 20 out of 40 respondents were male. Given that both sexes were nearly equally represented, this demonstrated that the study's conclusions were impartial toward gender
. It also suggested that there is no gender bias in the workforce of the local authorities. Men and women, however, perceive things differently, which gave the study more validity, credibility, and accuracy.

4.2.2   Working experience of respondents.

Level of experience	Frequency	Percentages (%)
Less than a year	6	15
1-5 years	10	25
6-10 years	16	40
10+ years	8	20
Total	40	100

Source: Primary Data (2024)

The data provided provides an understanding of the sample's work experience. The majority of the sample (40%) is made up of professionals with moderate experience, as indicated by the fact that the largest group has 6–10 years of experience. With 1–5 years of experience, the next largest group (25%) shows a notable presence of people in the early stages of their careers. Furthermore, 15% have less than a year's experience, offering new perspectives, and 20% have more than ten years of experience, potentially offering valuable expertise. Overall, the sample shows a distribution of experience levels that is well-balanced, which can aid in developing a thorough grasp of the study's subject.

Table 4.3: displaying the respondent's level of education

level of education	Frequency	Percentages (%)
ordinary level	4	10
advanced level	14	35
Diploma	12	30
degree and above	10	25
Total	40	100

Source: Primary data (2024)

The highest level of education attained by respondents was advanced level 37% and above and the lowest being ordinary level 15% Diploma. Most certificate holders, O-level holders, and A-level holders revealed that the qualifications of Harare Town Council employees are not very strong, meaning that the organization lacks qualified personnel required to establish efficient financial and budgetary management systems.

4.4 Position of the respondents
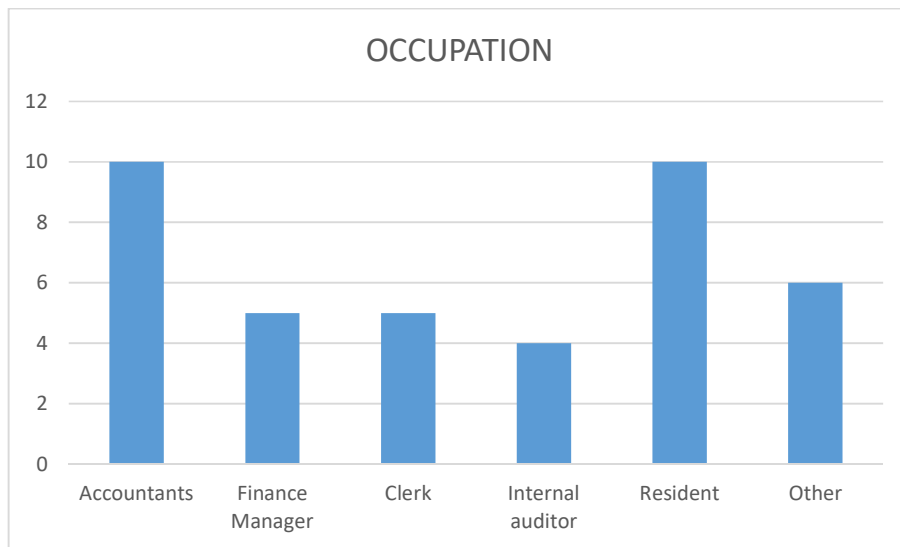
Source: Primary Data (2024)

The information looks at the roles played by participants in a study on how revenue-generating systems affect the operation of local authorities. Accountants (25%) and residents (25%) make up the largest groups, indicating that the research was aimed at financial professionals and community stakeholders. Internal auditors (10%), clerks (13%), and finance managers (12%) offer administrative and operational viewpoints, while a variety of roles fall into the "other" category (15%). The participants' balanced representation suggests a thorough understanding of the difficult connection between local government performance and revenue systems**.**

4.5 Reliability of data collected

The Cronbach's Alpha test was the reliability statistic used to assess the accuracy of the demographic data that was gathered. Five items comprised the demographic data that was gathered: age, gender, academic background, years in occupation, and occupation. The test's primary purpose is to evaluate each item's internal consistency and dependability for the purpose of gathering data. The range of values for Cronbach's Alpha measurement is 0 to 1,

with values closer to 1 indicating higher reliability across all data collection items. A value closer to zero denotes a low degree of data collection reliability. Values that are recommended should be at least 0.700. Based on demographic information gathered from 40 questionnaires, the following table displays the Cronbach's Alpha:

Reliability Statistics FOR DEMOGRAPHIC

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.910	5

Source: SPSS Calculations 2024

The demographic data collected had a Cronbach's Alpha of 0.814, which is significantly higher than the suggested 0.700 threshold. The higher the Cronbach's Alpha score, the more reliable and consistent the data becomes (Field, 2013).

4.6 Reliability test of research questions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.973	16

SPSS Calculations (2024)

Alpha Cronbach's: 0.955, this represents the total Cronbach's Alpha coefficient for the 16 variables or items that are being assessed. A Cronbach's Alpha of 0.955 denotes very good data reliability and internal consistency.

Based on Standardized Items, Cronbach's Alpha is 0.973. Instead of using the raw item scores, the Cronbach's Alpha was computed using the standardized (z-scored) items. The items appear to have comparable variances, as indicated by the standardized alpha, which is marginally higher than the standard Cronbach's Alpha.

The regular (0.955) and standardized (0.973) Cronbach's Alpha values, which are high, suggest that the 16 items in this measurement scale have a strong correlation with one another and consistently measure the same underlying construct says, (Tavakol, M., & Dennick, R 2011). Values greater than 0.9 are regarded as exceptional, indicating that the information gathered using this 16-item scale is exceptionally.

4.7 Descriptive statistics

Every variable or item in the dataset is usually included in the descriptive statistics table. In

order to comprehend the distribution and central tendency of the variables, it offers a summary of the fundamental features of the data. In addition, data analysis and interpretation can be influenced by this information.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
FAMILIARITY	2	1	4	2.33	1.109	.365	.448	-1.162	.872
DO YOU BELIEVE THAT OVER THE PAST FEW YEARS THE LOCAL GOVERNMENT HAS BEEN OFFERING HIGH QUALITY SERVICES	40	1	5	3.00	1.441	-.167	.448	-1.156	.872
ARE THERE ANY SPECIFIC INITIATIVES OR STRATEGIES THAT YOUR LOCAL AUTHORITY IMPLEMENTED TO ENHANCE REVENUE GENERATION AND PERFOMANCE OVERAL	40	1	2	1.48	.509	.079	.448	-2.160	.872
ACTIONS SHOULD BE TAKEN TO PROMOTE FINANCIAL RESPONSIBILITY CHARTS ACCOUNTABILITY AND TRANSPARENCY AMONG THE PUBLIC ESP ASSEMBLY MEMBERS	40	1	3	1.41	.797	1.557	.448	.566	.872

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness Statistic	Skewness Std. Error	Kurtosis Statistic	Kurtosis Std. Error
EFFECTIVE BILLING SYSTEMS IMPROVE PERFOMANCE OF MUNICIPALITY	40	1	3	1.70	.823	.623	.448	-1.227	.872
LOCAL TAX INSTRUMENTS MUST BE SELECTED WITH CONSIDERATION	40	1	4	2.04	1.285	.748	.448	-1.233	.872
HOW FAR DO YOU THINK LOCAL AUTHORITY WAS INFLUENCED BY REVENUE GENERATING SYSTEMS	40	1	2	1.63	.492	-.569	.448	-1.817	.872
DO YOU THINK IN THE NEXT FIVE YEARS LOCAL AUTHORITY PERFOMANCE WILL IMPROVE	40	1	3	1.89	.698	.154	.448	-.804	.872
DO YOU BELIEVE THAT ON OF THE MAIN REASONS PERFOMANCE IS DECLINING IN LOCAL GOVERNMENT IS DUE TO REVENUE	40	1	2	1.44	.506	.237	.448	-2.106	.872
DO YOU THINK COUNCIL ACT CAN PROMOTE HOW REVENUE GENERATION TAKES PLACE	40	1	2	1.19	.396	1.718	.448	1.021	.872
Valid N (listwise)	40								

Source: SPSS data Calculation (2024)

The given descriptive statistics present an overview of the important variables in the dataset. With the purpose of characterizing the data's distributional shapes, dispersions, and central tendencies, these measures offer insightful information that can be used in subsequent analysis and interpretation.

The average familiarity score of 2.33 indicates a moderate level, but the comparatively high 1.109 standard deviation indicates significant variation in each respondent's response. A distribution with a longer tail extending towards higher familiarity levels is implied by the slightly positive skewness (0.365), while a flatter distribution relative to a normal curve is indicated by the negative kurtosis (-1.162).

I. **Quality of Services**

With regard to the variable that measures "Perceptions of local government service quality," the statistical significance of the larger sample size of N=40 is enhanced. A significant standard deviation of 3.00 denotes generally neutral or mixed perceptions.

From the data presented above, respondents pointed out on how the services provided by Local authorities are of poor quality.People tend to measure So, it is a vital for service provision to be improved to enhance living standards of residents.

II. **Strategies Implemented to improve performance**

At a mean of 1.48 and a moderate standard deviation of 0.509, the descriptive statistics for "Initiatives to enhance revenue generation and performance" show that the number of such initiatives is relatively low. The extremely flat kurtosis (-2.160) and nearly symmetric distribution (skewness of 0.079) support the sample's overall low level of initiatives.

According to the findings on the table above respondents agreed that local authorities have not implemented strategies to cater for improvement revenue generation.

III.   Actions to be taken to improve revenue generation

In a similar vein, the variable representing "Actions to promote accountability and transparency" has a low mean (1.41), suggesting that there aren't many activities in this area. In contrast to the preceding variable, the standard deviation of 0.797 indicates greater variability in the responses. A distribution with a longer tail toward higher values is indicated by the positive skewness of 1.557, and a distribution that is slightly more peaked is indicated by the kurtosis of 0.566.

IV.   Accountability and Transparency

Respondents agreed that local authorities should be transparent and accountable for what they do financially. So that there is no room for errors and data is not tempered with. According to, J. A. Akudugu, (2012) transparency and accountability remain the main government management goal. If this can be achieved it can reduce issues in relation to revenue generation and sustaining.

V.   Performance improvement

The performance and statistical characteristics of the regression model are succinctly summarized in the Model Summary table. It draws attention to a single, simple model that shows a high level of correlation (R = 0.903) between the independent and dependent variables. With an explanatory power of high, the model explains an astounding 81.6% of the variation in the dependent variable (R-squared = 0.816). Furthermore, the small standard error (0.631) suggests accurate predictions. Interestingly, there is no indication of autocorrelation in the model (Durbin-Watson = 0.715). All things considered, these results point to a solid and trustworthy model, providing a solid framework for additional research and interpretation.

VI.   Billing system

The researcher derived information on how respondents agreed that billing system need to be upgraded in order to allocate debts according and restore trust from the

community. Mazibuko, Gezani Phineas, (2014), their results demonstrate the need for decentralized billing and collection strategies that are consumer-accessible, consistent with their revenue cycle, and compatible with their ability to make payments in order to increase the effectiveness of service charge collection.

4.7.1 Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.903ᵃ	.816	.809	.631	.816	110.816	1	25	.000	.715

Source: SPSS Data

a. Predictors: (Constant), INDEPENDENT_VARIABLE.

b. Dependent Variable: DEPENDENT_VARIABLE

The performance and statistical characteristics of the regression model are succinctly summarized in the Model Summary table. It draws attention to a single, simple model that shows a high level of correlation (R = 0.903) between the independent and dependent variables. With an explanatory power of high, the model explains an astounding 81.6% of the variation in the dependent variable (R-squared = 0.816). Furthermore, the small standard error (0.631) suggests accurate predictions. Interestingly, there is no indication of

autocorrelation in the model (Durbin-Watson = 0.715). All things considered, these results point to a solid and trustworthy model, providing a solid framework for additional research and interpretation.

4.7.2 Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	44.060	1	44.060	110.816	.000[b]
1	Residual	9.940	25	.398		
	Total	54.000	26			

a. Dependent Variable: DEPENDENT_VARIABLE

b. Predictors: (Constant), INDEPENDENT_VARIABLE

The fit and significance of the regression model are assessed in the ANOVA table. The three primary sections of it are Total, Residual, and Regression. A sizable amount of variation (Sum of Squares = 44.060) is explained by the model, according to the Regression section. The high significance of the model is confirmed by the F-statistic (110.816, $p < 0.001$). Unaccounted-for variation is highlighted in the Residual section (Sum of Squares = 9.940). All things considered, the ANOVA table points to a solid model that can accurately and statistically significantly predict the dependent variable.

4.8 Interview Responses
Question1: What variables affect the generating of revenue?

The researcher's goal in asking these questions was to find out whether the respondents knew what factors affected Harare City Council's ability to generate revenue. When asked about factors influencing revenue generation at the organization, the interviewees provided their

51

responses. The incapacity of the council to collect all appropriated funds, its lack of bylaw-making authority, political meddling, central meddling, and the poor management of revenue-generating projects are among the factors that are highlighted.

Interviewees express concern about the organization's incapacity to create bylaws, stating that because the bylaws must wait for approval from the local government minister, (Smith 2023). They cannot be implemented in time to address citizen demands. According to those surveyed, the organization might lose money as a result of the bylaw's delayed implementation.

The organization's income-generating system is being impeded by political interference, according to three out of five interviewees. B. Mupedzi, M. Olarewaju And M. Phesa, (2023), indicated that in their findings respondents and data collected pointed out how political meddling has affected how local authorities are being ran. According to the responders, 48 political meddling is even having an impact on local government hiring practices, which results in the hiring of less qualified employees, (Smith et al 2022). The organization's council members choose employees instead of using the official interview process.

Question 2: What are Harare City Council's sources of funding?

The purpose of this question was for the researcher to ascertain the organization's revenue-generating sources. According to the respondents' responses, they are aware of the following revenue sources: government grants, development levies, rates, and user fees, borrowing policies, and revenue-generating initiatives. However, the remaining three out of the five respondents contended that there are anomalies and issues with how government transfers are distributed. Additionally, two out of five contend that the council was depending on grants from the government to develop capital projects. According to Forsyth and Martinez (2020), "overdependence on government grants can lead to financial

vulnerability, reduced autonomy, dissatisfaction and suppressed innovation within organizations or communities"

Question 3: Which Strategies can be used to improve effectiveness of revenue generating systems in Harare City Council

In their interview response to this issue, the management of Harare City Council agreed that IGP should be modernized, noting that the council-owned beer bars' poor outlook, restrooms, and cold rooms are keeping customers from coming in and increasing sales. This goes for council owned projects that are failing to lure customers due to poor service delivery and lack of modernised equipment. There is need for council to sacrifice in maintaining and running their projects to attract not only customers but investors also.

Interviewees pointed out how council bars used to be the talk of the town, where people would go after work and have a good time. Back then it had a reputation that not only attracted customers but created a good name for the council. According to a study conducted by Al-hassan (2013), In order for the respondents to demonstrate the accrued revenue, they stated that the project costs needed to be as low as possible i.e. a project must be able to sustain on its own." Information and communication technology (ICT) were identified as a strategy targeted at enhancing the organization's revenue generation systems during the five interviews with the management of Harare City Council.

The people who were interviewed stated that by informing ratepayers of the advantages of both paying and not paying rates, public education regarding levies and rates aids in council revenue generation. However, management also raised the prospect that the procedure might be costly for the company due to instructor allowances. He went on to say that these rate payers should receive education regarding rate payment in order to improve revenue generation.

4.8.1 Questionnaire Responses

Sources of revenue at Harare City council
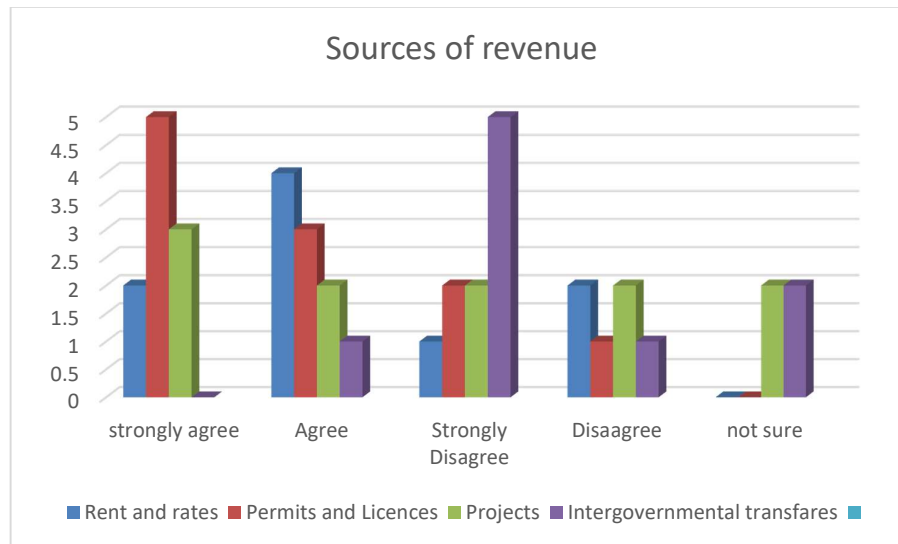
The accompanying chart provides insightful information about how the general public feels about different municipal laws and ordinances. We can better understand community sentiments and identify areas that policymakers should give more attention to by looking at the degrees of agreement and disagreement across various categories.

The comparatively high degree of agreement with the rent and rate policies is one of the more encouraging findings. According to the chart, most respondents "strongly agree" or "agree" with the strategies used in this domain. This indicates that the community has responded favourably to and generally views the local government's rent and rate strategies as appropriate and effective. A. Amin, (2018) indicated in his findings that local authority gets revenue from both internal and external sources. One of the internal sources being rent and rates.

The laws pertaining to licenses and permits, however, appear to be more contested. According to the chart, a sizable percentage of respondents "strongly disagree" or "disagree" with the methods being used in this field. S. Uhunmwuangho and S Aibieyi, (2014), made a

recommendation on how council members should collect revenue from taxes not agents, to prevent fraud and theft.

This could mean that the public believes there are problems or difficulties with the licensing and permitting procedures, which could have a bad effect on neighborhood companies, developers, or citizens looking to engage in different kinds of activities.By addressing these issues, the community's general satisfaction and adherence to the applicable laws may both increase. The survey results pertaining to projects are especially noteworthy, as a significant proportion of participants expressed "strong disagreement" with the policies within this field.

The municipality could find areas for improvement and better align its project-related policies and practices with community expectations by looking into the specific issues or grievances that underlie this sentiment. Eteng, F. O., Agbor, U. I., & Agbor, U. I. (2021), suggested that among other things, that the state government transfer revenue sources to local governments and allocate council funds to actual profitable endeavours in order to generate sustainable internal revenue. This will help fund projects that can help local authorities to sustain themselves.

Lastly, there is a more even distribution of agreement, disagreement, and uncertainty in the responses concerning intergovernmental transfers, painting a more nuanced picture. This could be a sign of a genuine difference in opinion regarding the efficacy and equity of these policies, or it could point to a lack of clarity or understanding among the public regarding the reasoning behind and effects of such transfers. Improving the level of communication and transparency surrounding intergovernmental transfers may assist in clearing up any misunderstandings or worries and promote more informed and involved citizens.

To sum up, the diagram offers an insightful overview of the community's viewpoints regarding different city laws and ordinances.Policymakers and local government representatives can pinpoint issues that need more discussion, attention, or possible policy changes to better suit the interests and preferences of the people they serve by closely examining the patterns of agreement and disagreement.

Summary

The primary focus of this chapter was the analysis and presentation of the data that had been gathered. For greater meaning, the results were tabulated and presented graphically. The responses provided by the respondents, who were selected from the target population, yielded findings. Interviews and questionnaires were used to collect the data. The following chapter concentrated on a summary of the key findings, recommendations, and conclusions.

(CHAPTER V)

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

The study's overall summary of results, conclusions, and recommendations are contained in this chapter. It aims to provide an overview of the conclusions, recommendations, and summary of the findings pertaining to the Harare City Council's revenue generation systems.

5.1 SUMMARY

The purpose of this research was to investigate the impact of revenue generating systems on local authority.

On chapter one the researcher focused on the background of local authority before independence till now. An explanation on how the local authorities is depending mainly on government help, since its failing to collect all its rates and taxes. Though local authorities were granted the ability to engage in revenue generating systems they are failing to sustain themselves and the community.

Chapter two literature was reviewed, revenue sources were evaluated and factors influencing revenues generation. The research highlights that the primary reasons for low revenue

generation in local authorities include political influence, inadequate project management, insufficient legal protection, central interference in council functions, and the council's incapacity to collect all outstanding debts.

Finally, the researcher concludes the chapter by outlining alternate sources of revenue that the council can use in addition to some tactics to improve the effectiveness and efficiency of the revenue-generating mechanisms already in place.

In Chapter 3, subjects covered were population and sample size, data sources, research instruments, validity and reliability of those instruments, and research design. To gather the necessary quantity of data from the target population, a descriptive research design was employed in conjunction with the questionnaire method, interviews, and observation. The researcher used information from both primary and secondary sources.

Chapter four focused on analysation of data collected using both quantitative and qualitative methods. The findings were displayed through the use of graphs and pie charts. The target population's responses to five interviews and forty questionnaires were used to derive the findings. The results of extensive research revealed the challenges the Harare City Council faces in generating revenue, as well as the sources, alternatives, and turnaround tactics for successful revenue generation.

5.2 Main Findings

1. Revenue generating systems are poor hence performance of Harare City council is compromised
2. Poor methods of revenue collection
3. Political interference is one of the main challenges faced in local government
4. In addition, the government does not always give local governments grants. The private businesses in the vicinity are not contributing to the financial difficulties faced by the council.

5. The local authority's low revenue generation is a result of its inability to meet modern customer needs.

5.3 RECOMMENDATIONS

After research find from both primary and secondary sources, the researcher managed to come up with some recommendations that can be considered by local authorities can take into consideration. The researcher recommended that:

1. Consider engaging in other revenue sources apart from existing ones
2. Can partner with private entities to improve efficiency in revenue generation whilst avoiding public exploitation
3. Train or hire skilled labour in order to improve the quality of work. Use of seminars to existing employees so that they are able to learn Morden ways of revenue generation.
4. There should also be a clear separation of responsibilities between urban councils and central roles. The purpose of the legislative framework ought to be to specify which regulations fall under the purview of the central government, and the local government minister ought to assume a regulatory rather than a managerial role.
5. Recapitalisation and Renovation of local authority projects like their bottle stores and beer halls. This will help meet customer need and raise more income.
6. Improve Data Analytics and Forecasting: Make investments in data management and analytical skills to gain a deeper understanding of revenue patterns, spot unrealized potential, and make more educated choices regarding revenue-generating tactics.

5.2 CONCLUSION

The performance and sustainability of local authorities can be improved through efficient revenue systems, as this study highlights. Better services, more strategic investments, and financial stability are all correlated with diverse revenue streams. It is evident from analysing

different strategies—such as partnerships and property tax optimization—that a multifaceted approach that is customized to the needs of each community is necessary. Making decisions based on data is essential because it helps authorities recognize opportunities, comprehend revenue, and allocate resources sensibly. Local leaders can uplift the standard of living for citizens, promote economic growth, and improve public services by adopting strategic revenue management. Therefore, in order for local authorities and their management to fulfil their obligations under the Zimbabwean Constitution and the Urban Council's Act, it is advised that they strategically plan on appropriate measures to generate revenue.

Summary

This chapter has examined the research project summary, the study's conclusions, and the researcher's recommendations.

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. **QUESTIONNAIRE**

<u>IMPACT OF REVENUE GENERATING SYSTEMS ON LOCAL AUTHORITY</u>

<u>PERFOMANCE</u>

<u>**Required**</u>

- **Respond to all questions**

- **Highlight by ticking applicable in question where responses are provided and**

- **briefly explain on spaces provided**

Section A

Demographic Profile

1. **Age**

below 30years	30-39years	40-49years	50-59years

2. **Education**

Ordinary level	Advanced level	Diploma	Degree or above

3. **Level Of Experience**

Less than a year	1-5years	6-10 years	10+ years

4. **Familiarity with revenue generating systems in local authorities**

familiar	Very familiar	Not familiar	Neutral

5. Occupation

Accountant	Finance manager	Clerk	Internal auditor	Resident	Other

5. **Do you think that the revenue-**

generating mechanisms of a local authority are vital to their efficiency

6.

In your opinion how does Harare City council generate its revenue.

Variable	Strongly agree	Agree	Strongly disagree	Disagree	Not sure
Rent and rates					
Licence fees					
projects					
Transfers from the government					

<u>Section B</u>

7. **Do you believe that over the past few years, the local government has been offering higher-quality services?**

yes	No

8. from your experience what do

   you think

Challenges that have been faced	Agree	Strongly agree	Disagree	Strongly disagree	Neither	Neither agree nor disagree
Do you encounter any challenges when it comes to revenue collection?						
Are there any specific initiatives or strategies your local authority has implemented						

9. Measures to improve revenue generating systems and the quality of services provided

   by local authority

Do you think it is possible to improve revenue generation in local authorities? If

YES Explain how

10. How effective do you think the following measures can improve the impact revenue generating systems have on local 3authorities' performance

	Somewhat effective	Very ineffective	Somewhat ineffective	Very effective	Neither effective nor ineffective
accountability, and transparency among the public, especially Assembly members.					
Effective billing systems improve the performance of municipalities					
local tax instruments must be selected with consideration					
Local authority operations should not be politicized					

11. What measures do you think should be taken into considerations to improve local authority performance

Section D

Implications of the revenue generating systems on local authority performance

12. How far do you think local authority performance was influenced by revenue generating systems?

likely	Most likely	Less likely	Not at all likely

13. Do you in the next 5 years local authority performance will improve

yes	no	maybe

14. In your experience what are the possible implications does revenue generating systems have on local authority performance

15. Do you believe that one of the main reasons' performance is declining in the local gover nment is due to revenue?

Agree	Strongly agree	Disagree	Strongly disagree	Neither Agree nor disagree

Section E

16. **Can you give an example where local authorities performance was influenced by revenue generating systems?**

    ☐

17. **How can local governments strike a balance between increasing revenue collection and not taking advantage of the public?**

    ☐

18.

    Do you think council Act can promote how revenue generation takes place?

yes	no