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TOPIC

*An analysis on conflict management between politicians and public managers
in public sector Zimbabwe, The case of Masvingo City Council: 2008 to 2014*

DEDICATION:

My special dedication to the almighty God in his trinity who is the author and finisher of my faith, in him and with him have sailed this far. My little brothers, Misheck and Mike together with my beloved little sister Tsungie all of you are special people to me your presence speaks volumes to my vision. To Rumbie mandeya I say welcome to the family and I love you.

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Abstract

Conflict is inevitable at any given organisation, society, community, groupings, and associations even among family members. The inevitability of conflict is not worthy to be ignored but worthy to be given much attention to be managed. Trying to ignore and deny the existential of conflict within organisations or among individuals will be like ignoring a drop of acid on your own body. Management of conflict is a necessity especially in the public sector. The public sector in Zimbabwe is prone to a vast outbreak of conflict and the worst negativity of them can be witnessed if there be any deficiency of proper conflict management. The existential of conflict within public sector between politicians and public managers is of no question. This is due to various causes which are outlined in this research such as power struggle, political parties, government system, media and pressure groups. With proper management positive results can be confidently yield and that's the main thrust of this research to examine and analyse the conflict management process in the public sector between politicians and public managers from 2008 to 2014. The paper aimed at knowing the strategies utilised in conflict management and at the same time proffer the possible solutions to challenges thereon.

ACRONYMS

| | |
|---------------------|---|
| AIPA | ACCESS TO INFORMATION |
| CIO | CENTRAL INTELLIGENCE ORGANISATION |
| COM | CITY OF MASVINGO |
| GNU | GOVERNMENT OF NATIONAL UNITY |
| LOMA | LAW AND ORDER MAINTANANCE ACT |
| MDC | MOVEMENT FOR DEMOCRATIC CHANGE |
| MLGPW&NH | MINISTRY OF LOCAL GOVERNMENT PUBLIC WORKS AND NATIONAL HOUSING |
| MURRA | MASVINGO UNITED RESIDENTS RATEPAYERS ASSOCIATION |
| NGOS | NON GOVERNMENTAL ORGANISATION |
| NPM | NEW PUBLIC MANAGEMENT |
| POSA | PUBLIC ORDER AND SECURITY ACT |
| RDCA | RURAL DISTRICT COUNCIL ACT |
| TC | TOWN CLERCK |
| UCA | URBAN COUNCIL ACT |
| UDI | UNILATERAL DECLARATION OF INDEPENDENCE |
| ZANU PF | ZIMBABWE AFRICAN NATIONAL UNITY PATRIOTIC FRONT |
| ZCTU | ZIMBABWE CONGRESS OF TRADE UNIONS |
| ZTV | ZIMBABWE TELEVISION |

APPROVAL FORM



Midlands State University

The undersigned certify that they have supervised the student Chitsika Lorraine dissertation entitled **“The Performance of Non-Governmental Organisations in a Government of National Unity Political Environment Zimbabwe:2008-2013** submitted in the partial fulfilment of the requirements of Bachelor of Science Honours Degree in Politics and Public Management at the Midlands State University

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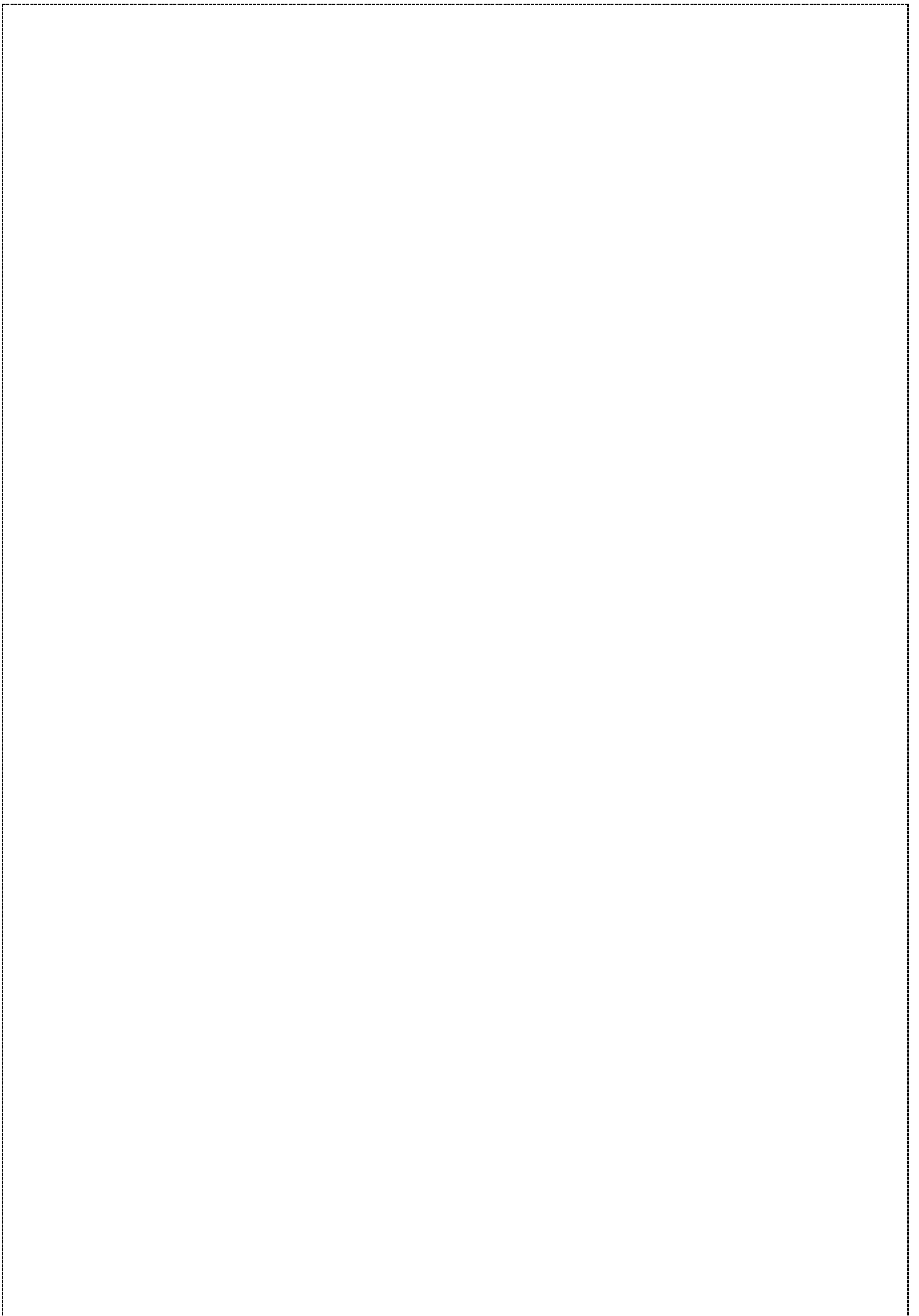
Table of Contents

| | |
|--|-------------------------------------|
| CHAPTER ONE: INTRODUCTION..... | 7 |
| 1.0 Introduction..... | 10 |
| 1.1 Background of the problem..... | Error! Bookmark not defined. |
| 1.2 Theoretical framework..... | Error! Bookmark not defined. |
| 1.3 Objectives | 15 |
| 1.4 Research questions..... | Error! Bookmark not defined. |
| 1.6 Statement of problem..... | 18 |
| 1.7 Justification and significance of study | 18 |
| 1.8 Ethical considerations | 18 |
| 1.9(a) Limitations of study..... | 19 |
| 1.10 Research methodology..... | 19 |
| 1.12 Contributing to Literature | 21 |
| 1.13 Literature Review..... | 21 |
| 2. CHAPTER TWO: POLITICS AND PUBLIC SECTOR IN ZIMBABWE..... | 25 |
| 2.0 Origin of Conflict between Politicians and Public managers in Zimbabwe. | 25 |
| 2.1 Relationship between Politicians and Public Managers in Zimbabwe | 26 |
| 2.2 Nature of public sector in Zimbabwe..... | 29 |
| CHAPTERS THREE | 33 |
| 3.0 Power as a resource..... | 33 |
| 3.1 Government system | 34 |
| 3.2 Citizens and Pressure group..... | 38 |
| 3.3 Political parties..... | 40 |
| 3.4 Media | 41 |
| 4.0 CHAPTER FOUR DATA PRESENTATION AND ANALYSIS..... | 47 |
| 4.1 Politicians and Public Management within Public Sector Zimbabwe..... | 49 |
| 4.2 Findings on Masvingo City Council..... | 51 |
| 4.3 Town Clerk and the Board of Directors..... | 52 |
| 5. CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND REFERENCES | 54 |
| 5.1 Introduction..... | 54 |
| 5.2 Conclusion | 54 |
| 5.2 Recommendations..... | 55 |

List of Tables

Table 1:questionnaires47

Table 2:interviews.....48



CHAPTER ONE: INTRODUCTION

1.0 Introduction

The research focuses on giving a scrutiny evaluation on the antagonistic relationship between politicians (democratically elected representatives) and the public managers. The writer's focal point will be on the City of Masvingo as a case study. However other relevant ministries, institutions, civil societies and pressure groups shall be considered. The politicians usually do have pressure of fulfilling the promises and declarations they would have made to voters (public or citizens), however the conflict arose on the clash of interests between the two, resources (power, finances, properties and equipment) being the major causes. The public managers will be following the stipulated procedures and statutory instruments within the public sector. These include the Constitution of Zimbabwe, the Urban Council Act Chapter 29:15 and the Urban Council Amendment Act among others. Exposing the causes of conflict and possible solutions to the avoidance or limiting this level of the strained relations is what will be discussed in the research.

1.1 Background of Problem

The current challenges can be best interpreted historically. Zimbabwe is recovering from a colonial drawl. During the colonial error the Zimbabwean citizens were deprived of their employee rights. In 1965, the white minority released a Universal Declaration of Independence (UDI) that severed what was then the former colony of Southern Rhodesia from Britain. The white-minority Government of Rhodesia then governed for the next 15 years, a time characterized by an intense armed conflict for control of the country. The Zimbabwe African National Union-Patriotic Front (ZANU-PF) led by Robert Mugabe, finally gained power in 1980 and has governed the country ever since with the inherited negotiated Lancaster House constitution of 1979.

The government embarked on policy implementation to correct the historical imbalances. Policies in the first decade include the reconciliation policy, education policy, health and agriculture policy. Generally the first decade policies were socially focused with education for all and healthy for all. The second decade after is commonly known of the (ESAP) Economic Structural Adjustment Programme of 1992. This policy crippled the already exploited economy of Zimbabwe. The third phase consists of fast track land reform which was accelerated by the rise of (MDC) in 1999, Indigenous and Economic Empowerment Act, Access to Information to and Protection of Privacy Act (AIPPA). (POSA) Public Order and Security Act criticised as the resurrection of the (LOMA) in the colonial era.

The economic dilapidation eroded the citizen's trust in the government and its officials. Socrates as a philosopher once argued that corruption can simply be defined as the greediness of the upper class. The sudden and drastic change of people's life's who were associated and who were in politics created a scramble for opportunities to be in public management and also in positions of influence politically. The political field was seen as a fertile ground to access resources. The interconnectedness of politicians and public managers created an inevitable conflict especially of resource distribution and power. Thus the researcher identified the vitality of conflict management between politicians and public managers which is the main thrust for this research.

The attainment of independence in 1980 by the black majority under the leadership of Comrade Robert Gabriel Mugabe marked the bumpy drive to the correction of these historical imbalances in the public sector that were promulgated by the colonial masters. However the fear of losing power forced the government to inherit some colonial practices within the public sector. The formation of Zimbabwe Congress of Trade Union and the appointment of Mr. Albert Mugabe as its president were all efforts of leaving no loophole for

emergence of opposition parties. In 1980 the creation of Employment Act and Minimum Wage Act was to counter the Industrial Conciliation Act of 1959. The workers day celebrations on 1May to announce minimum wages. In 1985 the Labour Act was introduced though with some criticisms, these efforts made by the government are worthy to be appreciated.

Allegations on both printed and non printed media of government appointing party based individuals strategically, in governmental organisations have been echoed around the world. The intertwining of the government and ruling party has given a challenge to distinguish politicians and public managers. This has been also worsened by the linkage between two, they all serve citizens or public as well as all operate under government. The conflict might arise on trying to impress the citizens using the very scarce resources emanating from the same employer (the government). They are allegations of vote buying, corruption, nepotism and personalisation of public property among others being the major causes of tension.

Most southern countries faced some challenges to ensure economic and efficient management of public agencies. Flynn 2002 postulates that in public management three challenges can be efficiency of public servants work, the standard of public work and also corruption. As such Borins (1995) supported the idea highlighting that the challenge with developing countries is that their public sectors are too large and expensive. Furthermore the Adoption o ESAP in 1991 by the government which were neo-colonialism capitalistic strategies for siphoning of resources by World Bank and International Monetary Fund had negative impact on Zimbabwe's economy. The situation was worsened by the 1992 drought and many employees were retrenched, many companies closed down leading to the rise of unemployment rate. Thus the government tend to interfere in all aspects and funds were diverted for political purposes rather than development.

The Amnesty Report of February to June 2004 argued that the DRC war intervention and the unbudgeted pensions fund for the War Veterans exacerbated the economy that was crippled already. This created a very good opportunity for the rise of major opposition of ZANU PF since 1980 which emanated from the Zimbabwe Congress of Trade Unions spearheaded by the former executive Secretary Morgan Tsvangirai. The employer employee relationship continued to be strained due to scarcity of resources. Lack of motivation through low wages, unattended grievances, of social, political and economic rights are and have been manifested in conflicting relationships between politicians and public managers which shall be discussed in this research. Political positions are now utilised as doorways for personal property accumulation. The focus on service delivery has been diluted with the game of maximising the gains and minimising the losses.

The city of Masvingo was known as Fort Victoria and it is the oldest city which was established by the pioneer column on their way to Salisbury. The city is at a very strategic position with good road network that links it with various towns like Beitbridge, Bulawayo, Mutare, Gweru and Harare. It takes 292 km moving to the south from Harare to reach the town. The karanga people dominate the group with the oldest and most populous density which is Rujeko and Mucheke. Currently the city is under the leadership of the Town Clerk Mr. A. Gusha and his worship the mayor Mr. H. Fidze. The city is also divided into ten wards of which the elected councillors are the city fathers who will sit for a full council meeting monthly to pass resolutions and to discuss matters thereon. Zimbabwe is a democratic country which allows multiparty democracy, ten councillors at city of Masvingo are a mixed group, some belong to ZANU PF and others to MDC yet they all have veto powers on resolution making. The board of directors who are expertise in various fields are also responsible for advising and making some recommendations to the city fathers. The elected councillors do have pressure of fulfilling what they have promised the citizens, at the

same time the board of directors and the Town Clerk will be trying to work in professionalism without creating tension with both public/citizens and the councillors.

1.2 Theoretical Framework

The researcher will give much attention to New Public Management Theory and the realist's theory. The two theories will help in explaining and justifying the conflicting relationship between politicians and public managers. **New public management** replaced the bureaucratic structures that were in the public sector. Pollitt 1994 regarded it as entrepreneurial government. This is a concept or ideology that stresses on economic values, use of market techniques with the aim to improve performance of public sector. The following features are a package of the NPM practices, performance management, e governance, contracting out, accountability, transparency, integrity, honesty and delegation among others. Performance management as define by Hood and Schuppest 1988.5 saying that unlike the hierarchical procedures. The NPM concept allows managers to responsible for their actions, aiming at efficiency and effectiveness. Flexibility should be given to managers who are creative. Though introduction of it Zimbabwe in early 90s was a failure due poor communication and resistance to change it is a workable option.

The NPM calls for competition, which is high quality of products and extensive choice on a particular product. This can be done through tendering process and also outsourcing suppliers for public goods and services in a transparent manner. However tender processing might be costly in some cases. Accountability is one of the fundamental principles of NPM and public managers and politicians would be responsible for their actions. It is more of result based, performance will be judged based on results, and the method will be the devices and tactics of the public manager. The widest flexibility to utilise resource will be thrown to creative managers. Day and Klein postulates that accountability involves political justification in

decisions and actions made and being responsible for the implementation of agreed tasks efficiently and effectively. NPM also advocates for privatisation, contracting out which is outsourcing goods and services from external sources instead of providing such goods inhouse (Walsh 1995). This can be done between public organisations or between a private organisation and a public sector. Some of the features include transparency, delegation, and decentralisation among others.

The realists such as David Franklin, Hans Morgenthau, Thomas Hobbes and Machiavelli all postulate that man by nature is greedy and is always aiming at dominating and subduing others. Thus these realists show that conflict is normal and actually expected relationship upon human beings. The main resource being struggled is all about power. Since with power one can ascend to unlimited levels and also access to all other resources. The theory argued that any action by human being is as a result of calculated results to dominate a certain individual. This has led realists to believe that there is morality without personal interest attached to it. All actions of morality according to realists are simply a cover in the pursuit of personal interests. Human beings are naturally selfish, mistrust, wars, quarrels and conflicts are all manifestations of the selfishness of man. The realists theory agree that the relationship of man is always antagonistic in nature, only things that refrain human beings from power and greediness is only fear and death. Thus the politicians and the public managers if the realist theory has to be applied always struggle over power. Power is a resource and also a means to control and access other resources.

1.3 Objectives

- The research seeks to recognise the causes of conflict between politicians and public managers

- To know the strategies used by public managers resolve conflicts that might arise between the two.
- To understand the role played by the government and political parties if there be, on accelerating the strained relations.
- The research seeks to clarify the differences on defining a politician and a public manager.
- To be well acquainted on the actors in conflict management within the public sector.

1.4 Research Questions

- What are the causes of conflict between politician and a public manager in Zimbabwe?
- Are there any strategies public managers utilise on conflict management in public sector?
- Do political parties and government contribute in any way to the seemingly strained relationship?
- Are there any differences between a politician and a public manager in public sector Zimbabwe

1.5 Definition of key terms

This section shall comprise the definition of key terms in relation to this particular research.

Conflict

There is no broad accord on the real meaning of contention. Divider and Calister (1995) characterized it as a procedure in which one gathering sees that its advantage are being contradicted or adversely influenced by the other party. Rahim (1992. P. 16) characterized it as the intuitive procedure showed in contrarily, contradictions or disharmony inside or between social elements. The above definitions demonstrate that there will be a hostile

relationship between people, associations, gatherings or gatherings. The unavailability of contention is because of contrasts in intrigues, convictions, points, objectives and qualities. This can happen inside of relatives, classrooms, and group, national and worldwide coliseum.

Conflict Management

Since struggle can't be annihilated or totally maintained a strategic distance from it must be overseen. The procedure restricting the pessimism's force of contention is alluded to as conflict management. This helps in diminishing the chances of non beneficial acceleration. In this manner Rahim (2002: p. 208) characterized it as a procedure of constraining the negative parts of contention while expanding the positive part of it. Legitimately oversee clashes can yield the best quality results and enhance execution of people and the association overall.

Politician

As indicated by oxford word reference a politician is a man who is professionally included in governmental issues particularly as a holder of a chose office. Others contend that a politician is a seeker or holder of open office who is more worried about winning support and holding force than looking after standards. The term can likewise allude to a politician as somebody gifted in political government or organization or statesman however with feedback on statesmanship. The British word reference characterized politician as an individual from government or a law making association. The Macmillan word reference characterized politician as somebody who has work in governmental issues or somebody who is great at utilizing individuals or circumstances further bolstering their own good fortune. In this manner in easiest structure legislators are chosen and delegated authorities inside of open division or even outside.

Public Manager

In broader terms a public manager is referred to as someone who plans, control, direct, organise and lead people professionally on programs that serves the public. Thus a public manager occupies positions of leadership at central, provincial, local spheres of government, parastatals, local authorities and related institutions. (Feldman and khademian 2002) postulated that some manage cities, some focus on health, some on education, and some on security issues and on industries. Public management is then the performance of certain tasks related to policy implementation in publicly supported programmes.

1.6 Statement of Problem

The research seeks to examine the seemingly antagonistic relationship existential between the senior management in the public sector and the democratically elected officials who are the public voices the politicians the case study being of Masvingo City Council.

1.7 Justification and Significance of Study

The research seeks to correct the conflicting relationship between the public managers and the elected and appointed officials who are politicians within the public sector giving recommendations that prevent an antagonistic correspondence especially with the new public management practices in the conflict management.

1.8 Ethical considerations

The researcher keeps all the confidential information if any. All information shall be accessed on authorisation. More so researcher shall consider the views and suggestions of the involved individuals. The information shall be recorded with no biasness shall be compelled to give information. The reputation of both Midlands State University and City Of Masvingo shall be jealously maintained and protected.

1.9(a) Limitations of study

Limited literature on the subject matter, previous scholars have failed to vividly define politician and a public manager. People generally are not willing to be researched on directly. Politics in Zimbabwe is viewed as a dangerous and fierce game so people are afraid of being involved in researches related to that. There is no generally agreeable definition of a politician and a public manager. The scarcity of resources is another major limitation.

(b) Delimitations of study

The area used as a case study is an affordable distance. Availability of information and technology give access to information. The researcher is doing politics and public management which is an advantage to the understanding of some words.

1.10 Research methodology

The research method shall be to a greater extent qualitative. Borrego et al (2009) proposes that qualitative research includes the cautious arranging of examination outline that take in every one of the study's parts, from inquiries of exploration to inspecting, from testing to information gathering and investigation. Qualitative research is portrayed by investigation of literary information (meetings, center gatherings and so on). In accordance with the contention Lyngberg and Douglas (2008) said qualitative research is simpler and less thorough than quantitative, since includes its own particular arrangement of information gathering and investigation strategies that guarantee the reliability of discoveries. Koerber and McMichael (2008), highlighted that subjective exploration set objectives that minimize inclination and expanding all inclusive statement continues as before.

1.11 Collection of Data

The primary source provided valuable data that was needed on conflict management between politicians and public managers. The relevant technique of siphoning data from individuals or groups affected, the researcher as a prerequisite has compared the available methods. Authorisation was sought from the City of Masvingo responsible authorities and also the District Administration's office. The researcher managed to have appropriate appointment times with official and the highest level of punctuality was exercised by the researcher to avoid respondents' frustrations. The departments targeted include the Chamber Secretary department, the Treasury department, health department, the engineering and the housing department.

(b) Questionnaire

A questionnaire is an exploration instrument which includes an arrangement of inquiries used for information gathering from the focused on populace or respondents (Gilbert 2002). The strategy is more worthwhile that it can permit the accumulation of information past the physical response of the analyst. Polls can be organized or not organized contingent upon the examination that is being embraced. This exploration should be a mix of both shut and open finished inquiries. Open finished permitting the respondents to talk and remark the way they view peace promotion in the middle of politicians and public managers. Shut be useful on keeping the analyst and the respondents on track, it will give restricted answers which respondents will be picking on replying on specific inquiries. The surveys shall be replied by workers at City of Masvingo and the District Administrator or representatives.

(b) Interview

As indicated by (Kumar: 2005) underlined that interviews are an adaptable system which specialists can use since it permits questioner to make inquiries that come at the top of the

priority list and which are pertinent to the point. It is more appealing for its open finished answers and the adaptability of changing of parts in the middle of questioner and respondent. The intuitive environment permits understanding of signals and outward appearances. Top to bottom data may be gotten to through examining and there is space for rehashing and clearing up the inquiries. However the analyst likewise considered the technique's disservices that it is inclined to biasness, it is additionally connected with expenses of preparing the questioners and it requests additional time. The unstructured inquiries may be hard to abridge furthermore is connected with voyaging. The meetings might target few administration people and a few lawmakers. The specialist may likewise draw in the MURRA on meetings for an augmented examination.

1.12 Contributing to Literature

The research output is fully packed information on the relationship between politicians and public managers which shows variations in terms of the relationship of the two. The exposed knowledge would benefit the actor to get the gist on the vitality of maintenance of smooth relations and management of conflicts that might arise between the elected individuals and the employed public managers of the state. This will be of more importance on warning how a public manager should act within a political environment internally and externally.

1.13 Literature Review

The researcher seeks to feel the gap on clearly defining the terms, politicians and public managers and as well as vividly expose the possible causes of conflicts between the two. Theorists of public administration define bureaucrats as politicians or civil servants giving confusion on separating the politicians and public managers, and this was a missing gap to be filled. However it should also be clear that man is political animal so it might be difficult to

separate the two. Kelly G attempts to look the hot tension between democratically elected officials and bureaucracy. He further elaborated that the great challenge is on defining and separating the role of politicians and public managers. This seems to be a challenge even in public sector Zimbabwe. The order of the hierarchy of command seems to be ambiguous and mysterious. This is clarified and recommended in this research, especially basing on conflicts that are prone to arise on undefined parameters like these.

Stroker argues that there is now lack of clarity about where responsibility lies and consequently a major accountability deficit. According to him the development now runs alongside claims that civil society is itself in decline and that certain resources to build bottom-up networks of government may no longer be available. Kelly etal postulated that best structures of accountability that are shaped to support the creation of public value. They identified five key relationships which are relationship with democratically elected leaders, with tax payers, with service users, staff and management colleagues.

Dr Murisa's report contended that Zimbabwe was a three dimensional interrelated type of breakdown which incorporates political emergency fixated on expanded inclinations of tyranny on part on a piece of state and supporting structures. At freedom the administration acquired the pilgrim arrangements and adjusted them to be satisfactory to the general public. Lynn (2006) proposes that, open administration likewise saw as enveloping hierarchical structures, administrative practices, standardized qualities. Couple of academics like Pollit and Bouckaett (2000) contend that public management and public administration are the same. At that point considering two the same will then overlook the multi-dimensional parts of public management. Public management needs to lessen, part, degree and size of the legislature for a viable administration conveyance framework for its nationals as customers. It

is an extensive arrangement of administration which can be built up through deregulation, decentralization, privatization, scaling back of the organization, and presentation of association in the middle of state and common society in this way change of the relationship in the middle of natives and state. Ott and Dicke (2001) propounded that cutting back, regressing, administering engage both representatives and beneficiaries of administrative administrations are significant worries of public management.

This research will be a vehicle to our understanding of the following, how political competition affects politicians' decisions about their interactions with the bureaucracy along two key margins: which bureaucrats a politician delegates to, and the informal incentives that politicians provide them; and the corollary of these choices in terms of the delivery of public projects. The key constriction to empirical progress on these issues has been a lack of adequate data. Usually it is rarely observed whether the bureaucracy delivers what was intended, in terms of the technical specifications of a project, but rather what they did deliver. This is a first-order constraint on the empirical study of public sector productivity. A second binding constraint is that academics have almost never directly measure the personal interactions of politicians with bureaucrats, which is the mechanism of informal incentive provision that one study (Banerjee et al, 2007).

A vital area to give attention to is to map out other margins of politicians' preferences that would lead to decisions that improve the public sector's productivity, for instance aspects of politicians' relationships to their political parties, for example, that will influence their interactions within the public sector. Weighing up politicians 'interaction with public managers, allows us to better understand the environment under which public managers' work. Allegations of political interference in the public sector have been echoed for so many

years. Some even argues that politicians personally engage themselves in manager's public projects as a strategy to of vote buying. This provides us with novel detail on the informal, motivations under which public manager's work. There is substantial scope for more clearly outlining the nature and intensity of politicians' interactions with the public managers. The length which margins do these interactions have significant impacts on government output, or this paper, more limited impacts. That question can partly be addressed by identifying the features of organizations within the public sector that manage the relationship between politicians and bureaucrats. Political competition in itself may be a necessary, but not sufficient, condition for improved public project delivery. The availability of effective public organizations for politicians to delegate to is an important determinant of the responsiveness of politicians to political competition.

The above arguments reflect that most writers centred their argument on decentralisation, devolution and delegation as means to good governance. Others major on public participation, through civil societies and pressure groups emphasising on fundamental principles of democracy such as freedom of expression and right to liberty as the doorways to problem solving in the public sector. However little attention has been given to address the conflict between the politicians and public managers and yet the two work frequently together providing services to the same recipients (citizens). Thus the researcher major concern is to identify the basis of convergence relations between politicians and public managers then obviously try to proffer the possible solution to that.

2. CHAPTER TWO: POLITICS AND PUBLIC SECTOR IN ZIMBABWE

2.0 Origin of Conflict between Politicians and Public managers in Zimbabwe.

The management of public sector doesn't happen in a closed separated entity system or vacuum but in a political environment. The public, political leaders, civil servants and the government are closely tied together through political interaction. Generally the whole business in the public sector is somehow immersed in politics. Thus the efficacy of a public administrator is predicted on both an understanding of politics, political processes, and an ability to manage public programmes in a political context". (Frederickson, 1989:12).

The introduction of independence in 1980 presented the government of Zimbabwe with a number of challenges. From a public administration standpoint transformation of the public service delivery system from a settler colonial government that favoured a white minority to one that accommodates the majority black population was a priority (Chimhowu, 2010: 111). Jenkins (1997:581) argues the main challenge was to get skilled and professional officials from a population that has been segregated for more than a decade. The black ministers who were appointed were unwilling to work with the white top officials after such a long period of brutal ill-treatment. There was serious suspicion and mistrust among the official the greatest fear being that the white officials might sabotage the system of government that had been introduced just like what happened in Mozambique.

Havenga (2002, 160) proposes that reasons for struggle at the association's level could likewise incorporate asset accessibility; governmental policy regarding minorities in society programs; the extension and substance of workload; the presentation of new administration strategies; and contrasts of a social and racial nature. A typology that further arranges wellsprings of contention is offered by Nelson and Quick (2001, 424–8) who separate between auxiliary elements (causes) i. e. those that create from inside of the association and

start from the way in which work is sorted out, and also, individual variables, which rise as an after effect of individual contrasts among representatives. In spite of the fact that the potential wellsprings of contention apparently multiply, the essential part of correspondence as a potential wellspring of contention gives off an impression of being downplayed. With a couple of special cases (Ritzer 1972; Robbins 1998; Vecchio 2000) correspondence is occasionally considered as a wellspring of contentio

Though the conflict appears and seemingly emanated from a historical perspective it should be noted that the dominance of ZANU PF since independence and some of the policies which crippled the economy created some loopholes for corruption as ways and means of survival. This has created and corrupted the citizens outside the system of government to just think that getting a public official position is only a way to escape poverty that is jeopardising the lives of those outside the government's system. The situation was accelerated by the rise of MDC in 1999, the old horses were already afraid of losing power and benefits. The mountainous salary packages associated with high government officials and lack of transparency and accountability have led to unfair distribution national cake. Those who should advocate for transparency are those who are leading in corruption creating state of nature, it is now survival of the fittest.

2.1 Relationship between Politicians and Public Managers in Zimbabwe

Zimbabwe since the rise of MDC is now a multiparty democratic country though it's prone to criticism since some say its Presidential democracy in practice and some argue that it's dictatorial in nature. The urban areas in Zimbabwe are dominated by opposition party MDC and the rural areas are ZANU PF dominated; this environment is conducive for potential conflict within and outside. In Zimbabwe the permanent secretaries, as postulated in Public Finance Management Act chapter 22:19 the document refer them accounting officers. This

mixture of elected and appointed officials confuse to a certain extent on who to hearken to and take orders. The appointed are usually alienated to be ZANU PF affiliated and it is very difficult to separate the government from ZANU PF. The party has been dominating ever since the gaining of independence.

The literature consulted has shown that in all modern democracies, the politician's capacity to secure special favours has diminished as public services have been flushed out of patronage and nepotism and as the spheres of administrative uniformity and of professional discretion have been steadily expanded. The rudimentary form of political discrimination consist of the procurement of jobs, business concessions, welfare payments or other special services for supporters in exchange for their votes or for bribes.

Another dimension of conflict is the political control versus administrative delegation according to Self 1972. Politicians are the ultimate controllers of administrative procedures and systems and one of their chief troubles is to maintain and lay bare the reality of their control, for example, holding the reins of office that the verdicts of administrators can always be over-ruled or modified or establishing an environment in which administrators will recurrently be aware of political guidelines and restrictions (Self 1972:161). The political concern or obsession, with issues of control conflicts with the administrator's interest in effective delegation of discretionary authority. Thus the relationship between is based on partisanship and affiliation. The historical experiences of political violence and organised political brutal punishments targeting opposition party have created fear among citizens. The creation of the GNU in 2009 seems to be a calculated strategy that was going to bring the enemy close for easy massacre. The M.D.C T, President Mr. Morgan Tsvangirai was then appointed the Prime Minister of Zimbabwe. However this was a cosmetic position though significant changes were noticed like the dollarization .the military and all uniformed forces remained under ZANU PF ruler ship. Washington Jonga in 2013 argued the Minister of

Local Government is actually a liability in the administration of local authorities due to quiet a number of factors which he highlighted emphasising that the system was made to benefit ZANU.PF.

Mark Moore cited in how politics works by Francesca and Grains Stroker (2008) argued that it is equally of paramount vitality for public managers to devote time and attention to understanding the political environment in which they are operating as that will have a major impact on their achievement of public related agendas and objectives. Moore's conception on politics seem to be more realistic, he postulated that the success of any manager or organisation is measured by standardised profitability or rate of return. Political environment might and is usually a threat which needs to be managed also. This is because political mandates, rules and regulations can be vacillating, unclear and mysterious. Thus it is the duty of the public manager to make sure and be it a clear point that they won't collide or go against certain political agendas and objectives. This might be misinterpreted and be termed rebellion especially in Zimbabwe where the issue of partisanship can cost or benefit an individual. Any clash against the ZANU PF officials might be interpreted as selling out the government. Political allegations are usually difficult to erase and justify against. It will be too late to dust off the accumulated dust on the accused personnel.

Moore also propounded that a smart manager is the one who can out bamboozle the foxes and keep politicians off their tail so that they can get on and do their job. The even smarter manager is the one who has politicians eating at his or her hand. He believed those public managers are the leaders of the whole political process in the public sector. The public sector in Zimbabwe is more political and politics in practise is mucky, short sighted and not so clear to be admired but public managers have to live with politics. In the hands of public managers politics is one of the apparatus to discover, identify, recognise and define societal problems and goals. Public value set up politics at the centre stage, this paradigm politics becomes the

processing that breathe life into the whole system. This conception of politics within public sector is broader than party politics.

It is difficult to give a conclusion on the actual relationship existential between politicians and public managers in Zimbabwe, however the hegemonic dominance of ZANU PF in the field of politics have led the public sector to be politicised. Currently there is suspiciousness, dishonesty, mistrust and dubiousness amongst opposition. There is much pointing of fingers towards each other about the squandering, wastefulness and misuse of public funds. Politicians are accusing the public managers and public managers are accusing the politicians. However it should be noted that the relationship is not always antagonistic but at times might be smooth due to behind calculations on a realism perspective of approach in politics as a game.

2.2 Nature of public sector in Zimbabwe.




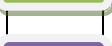

Sikhungo Dube and Daniela Danescu argued in supplementary guidance public sector definition in 2014 that in general terms the public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. It is not; however, always clear whether any particular organization should be included under this umbrella. Nature in this context refers to the mechanism, features and characteristics. The operations of public sector are guided by the constitution, legal frameworks and institutional frameworks amongst others. Public officials are generally expected to do more and more with less and less.

Figure 2.1 Simplifies the Nature of Public Sector

The core environment consists of the governing body with defined territorial boundaries under its authority. All the departments, ministries fall under this structure and they report directly to the central authority, legislature and executive.



KEY

-  Core environment
-  Agencies
-  Public Enterprises
-  Gray or boundary zone
-  State businesses or public contractors

Agencies comprise public organisations that are completely part of government and they deliver public goods and services. Usually they enjoy a certain degree of independence though to a greater extent are centrally controlled for instances local authorities and parastals. Appointees or directors usually manage such organisations. Public enterprises are agencies that deliver public programs, goods, or services, but operate autonomously of government and often have their own sources of income in addition to straight public funding. They also may compete in private markets and may make profits. However, in most cases the government is the major shareholder, and these enterprises partly follow the acts and regulations that govern the core government.

Outside the public sector there exist the grey zone which comprises the state businesses and public contractors. State business is government controlled businesses and can compete in the private market. Though goods and services delivered might not be public oriented the source of funding determine its classification. Lastly the public contractors are completely separate entities who deliver public goods and services on contract basis.

Thornhil and Hanekon 1995:2 postulates that the major challenge affecting the public sector is an antagonistic relationship between public servants and politicians specifically the minister should be a motivator, leader, guider, facilitator then managers act as advisors to hi, since they are on the ground. However the situation and environment become tense when politicians just interfere within the public managers' parameters. The nature of the public sector in Zimbabwe seem to best understood on partisanship, nepotism and appointment. This has exacerbated and instilled fear in the citizens since each and everyone is suspecting that around him is someone to report him somewhere.

The existence of CIO according to the Human Rights Watch Report has no legislative framework guiding its institutional framework and its operation. Though its president's office it has been widely reported to be ZANU PF aligned. It showed that department is networked everywhere covering the entire country even in the rural areas and also abroad. This has been worsened by the appointment of judges who are ZANU PF aligned and interpret the law according to partisanship. In 2014 Freedom House noted that pressure from the executive has substantially eroded judicial independence. Allegations of judges appointed without consultation of the Prime Minister of that time Tsvangirayi of MDC have been echoed around the world. The fact that was closely tied with ZANU PF and the President has made them to receive rewards such farm land, houses and cars.

CONCLUSION

Chapter two focused on the politics within the public sector Zimbabwe which can be best interpreted historically. The politics centralised system of government with too much control from the centre has created loopholes for corrupt practices, monopolisation of power and abuse of it by the few elites. With the rise of MDC in 1999 gave a new approach in ZANU PF policies and strategies and the emergence of appointees diluted the system within the public sector. The chapter also discussed the nature of public sector in Zimbabwe which is dominated by rule of man instead of rule of law.

CHAPTERS THREE: Causes of Conflicts and Strategies in Conflict Management within the Public Sector Zimbabwe

Causes of Conflicts in Public Sector in Zimbabwe

3.0 Power as a resource

The field of politics is all about power struggle. Power as postulated by R. Dahl highlighted that power is someone's ability to influence or induce the next person to do things that are in line with his preferences or interests when actually the next person doesn't want to act upon that. It's that capability of bringing out the desired results through whatever means possible. Power also maybe associated with ability to reward, punish, threaten or bring to close manipulation. Monsoor postulates that power is the fuel to politics. David Easton cited by Monsoor propounded that there are sources of power which include force, rewards and legitimacy or authority. The use of force might refer to physical violence or threat or anything related to that, in politics this is the stick method. The rewarding system as a source of power is the carrot method which is the luring one, so persuasive and enticing. This involves giving certain gifts or rewarding for certain defined good behaviour in the context of the one who rewards. The legitimacy is concerned on establishment of moral standards that the followers need to follow. This one is associated with moral right to rule and moral obligation to follow the stipulated rules and regulations.

Monsoor mentioned the types of power which include political, economic and military power. These interact in many ways, a question usually posed by political scientists whether politics and economics should be separated or not. The decisions and policies made by politicians can have an impact on the economic side for instance the adoption of ESAP in 1991 and the implementation of fast track land reform programme in Zimbabwe. These had an economic implication to the state. Thus politics and economics work hand in glove. Due to

the scarcity of resources power is the only way and the easiest way of accessing those very limited resources. Lasswellian definition of politics is who gets what when and how. It is authoritative allocation of scarce values.

The current system in the public sector is all about survival of the fittest. The Marxist theory can rightly and best describe the status quo. Those in power are the richest people in Zimbabwe and the poor people are continuing sinking in the pool of poverty. Power is giving people accessibility to resources available. Machiavellism's central theme on political ideas is power. He highlighted power as a crucial component of politics. He viewed men to be an amalgam of weaknesses, ungrateful, fear, and lust for power and he assumed that all men are bad. By nature every human being is ambitious and remains unsatisfied, no one is content with his position, he is always after domination and all the enmities and wars are the results and reflections of his desires. Human nature is selfish, power hungry, quarrelsome and is guided by materialistic considerations. Thus if Machiavelli's definition of power in his book the *Prince* is compacted in the public sector, conflict between politicians and public managers will be inevitable, unstoppable and unavoidable. This is due to the nature of man which always after domination, subduing others as postulated by Thomas Hobbes. Politics is a constant struggle for power, all politics is power politics.

3.1 Government System

The Ministry of Local Government, Public Works and National Housing (MLGPW&NH) coordinates the local government units. Zimbabwe is divided into 10 provinces according to the Zimbabwe Institute of local government policy review (June 2005). The 10 provinces are administrative rather political, these local authorities are legally guided by what can best interpreted as three institutions the Urban Council Act, Rural District Council Act and the Centre. The primary role of the ministry is to provide a legal framework and policies which

will define the parameters in which the local authorities should operate in. In general it is suppose to be overall supervisor, monitor and facilitator of all the local authorities. The system allows the decentralisation of power to the local authorities who are closer to the citizens. Like what Rudo Gaidzanwa (2000) postulates that citizens are part of the problems hence they should also participate giving sound solutions on policy formulation.

The democratic principles are reflected on the election of officials from local officials to Members of Parliament by the citizens or the general public. The citizens are given a platform to elect the representatives of their choice. Thus the election of councillors and various members of parliament reflect the generally expected standards of democratic country. However elections only are not enough to give a stamp on whether the government or state is democratic or not, there are a number of factors which interplay to make up democracy as a whole. Mawnhood 1983 Shamar 1995 postulates that decentralisation should not be viewed as an end but as means of creating a more open, responsive and effective local government. This is done to enhance representational systems of community-level decision making (Government of Zimbabwe 2004). Soon after independence the government system of Zimbabwe was considered one of the best worldwide.

Politics in general is healthy to the society and can be means of competition for political space. Mugabe (UNDP 2000:86) defined local governance as a process of involving people in the making of decisions which affect their livelihood in a transparent and accountable manner. He further highlighted the issue of training of elected and permanent officers of urban councils as a good recipe of good governance. The attainment of good governance is the solution to eliminate the corruption, wastefulness, dubious practices and nepotism which has hampered the proper management of public resources. The rise of the opposition party has exerted much pressure on the revolutionary party ZANU PF. Though ever since 1980 the

party had been centralising and consolidating power the rise of MDC introduced a new phase in the government system.

The Zimbabwe government system have been criticised as dictatorial and autocratic both on local and at national level. The has been worsened by the Central government's intervention through the ministry of Local government attacking politicians and decisions that contradict the ZANU PF policies. The full council meetings have been politicised diverting the agendas and focus on political differences rather than the core business of service delivery. The cases of June 2006 in Mutare, Chitungwiza, Victoria Falls and Harare are pure reflections of partisanship domination and political hegemony. The ambiguity of the powers of the minister and the presidential powers in the constitution leave a lot to be desired and have created much confusion and conflict within the public sector.

Badhananda in Goel (2007) argued that when a character lacks in a general public there will be more squabble and battle, agitation and turbulence, debasement and nepotism than peace and agreement, control and bliss. He emphasised that public managers ought to be made of good character and that will make up a mix that will construct a decent government framework with great government rehearses. The same was bolstered by Geol (2007) who said that advancement of good administration will keep up those plainly characterized gauges that will likewise be received by common hirelings and politicians. Moral and moral conduct is vital for supportability of element connections shaped amid the administration's behaviour. In this way in as long these misty parameters of mediations still exists inside of the administration, the conflict will remain mounting between the politicians and public managers.

The 2014 World Report Human Rights Watch reported that the security forces have a long history of partisanship on behalf of the President Robert Mugabe and the ruling party ZANU

PF. Their biasness especially the top officials who are usually appointees have been reportedly abusers of the opposition supporters M.D.C and other civil societies. The constitution obligates the security forces to be impartial however it seems that it is only a theoretical framework of it, the implementation part is still a challenge. The Machiavelli's approach have been introduced in Zimbabwe especially in the 2008 rerun elections, reportedly in many rural areas soldiers were deployed intimidating and threatening the innocent citizens not to vote against ZANU PF. Machiavelli in his book the *prince* was advising the king to be feared and respected since fear was a great weapon to suppress the selfishness of human beings.

It should be noted that even though the constitutional framework of Zimbabwe do provide all the three arms of the government as advocated by the democratic philosophers like John Locke. The checks and balance between the executive, judiciary and legislature are not witnessed, reason being the excessive power of the executive and the presidential powers which can nullify whatever decision that is against them. Centralisation can be an incubator of conflict since there will a lot of suspiciousness to those people outside the centre. Critiques usually argued that the worse highest level of corruption is found in autocratic, dictatorial and monopolised government systems. This is due to less accountability and transparency, they are answerable to themselves and they are above law always dictating what should be done and what not to be done and even the way things should be done.

In summation the government of Zimbabwe is more centralised than decentralised and allegations of corruption by top officials have been published on both printed and electronic sources. The appointees, ministerial powers, presidential powers and rule of man make up the simple definition of government system of Zimbabwe. However there are slight changes witnessed due to the rise of opposition party MDC in 1999.

3.2 Citizens and Pressure groups

The citizens and the government are the stakeholders and employers in the public sector. At times an individual opinion might be too low for public officials to stoop down town to it. The citizens arrange themselves into interests groups and pressure groups as a way of advocating for their grievances to the public officials that is public managers and politicians. Both public managers and politicians deliver goods and services to the same recipients who are the citizens or the public in this case. Control- orientation has been common in public sector management in many developing countries especially soon after independence. Government officials could determine the rules, regulations and order of the state. Majority of people due to low level of literacy were unaware of their rights as citizens.

It was through globalisation and social policies embarked on by the governments for instance the education for all in Zimbabwe. This boosted the literacy percentage which became a threat later on. These socialisation institutes were backed up with globalisation, which allowed accessibility of electronic information from other countries and also the revolutions that are happening in some countries. This widely enlightened the citizens of their rights. The pressure and empowerment given to the elected officials by their voters who are citizens cause them to be citizen grievance focused during their early stages in offices. Some of the promises they would have made are beyond realities of their capacities. Citizens think their elected representatives can and must do anything for them. The conflict of interest only manifest when public managers tries to convince the elected officials with points and realities that contradicts their promises in their constituencies.

The situation is also worsened by some notorious citizens who are unwilling to pay their user charge fees. This might be as a result of a vicarious experience of unfulfilled promises and propaganda which smashed the level of trust to a level beyond recovery. This has planted a

seed of mistrust in public officials and that degree of integrity has been lost and it needs a quick recovery. Thus discovering a source of conflict usually helps in finding strategies to solve it, good service delivery, transparency and accountability with citizen incorporation will sweep away mistrust and bring back integrity. This can be done through civil society partnership, considering and weighing peoples view and prioritising service delivery most than personal or partisan interests.

The (MURRA) Masvingo United Residents and Ratepayers Association is the strongest pressure group to the city fathers in Masvingo. It is a non profit making and non partisan social movement which was registered on 17th of august 2004 as a trust. The core business of having clean smooth relations in as much as possible with the municipal official but the current relations seem to be antagonistic between (MURRA) and the City of Masvingo officials. The association should be a forum of information dissemination to the citizens not to be a facilitator of strained relations between the council and citizens. Allegations have been propounded especially on budget consultation forums of (MURRA) members mobilising people not to attend and on those who attend representatives will be send not with constructive suggestions but with prestigious points hammering the officials to gain political mileage.

The association is contributing much in creating tension between citizens and public officials and also smear campaigns on the management which will cause elected officials to come into positions thinking that in every managerial role everything need to be corrected. The idea is somehow good but the association should not be centred and focused on faulty finding there should be also appreciation making loud noise to the citizens where the officials would have done better. The association also should be the one educating citizen on the benefits of timely paying the user charge fees, mobilising citizens and encouraging them to attend their focused meetings like budget consultation forums.

The researcher on his attachment witnessed a second quarter budget consultation meetings in ten wards that comprise the whole city of Masvingo. The turn up or attendance was never impressing on all the ten wards with the worst scenarios in wards 7, 8 and 10 that people didn't came completely. Surprisingly the MURRA representatives could be found in all these entire wards seeming to be the hunter and the hunted relationship. However this platform is very crucial since even the voiceless are represented and their grievances are channelled to the right destiny. It is vital to note that their existence also exert certain fear in public official which will compel them to maintain integrity and professionalism being afraid to be exposed.

3.3 Political Parties

The gaining of independence in 1980 after a long struggle of nationalist movement of ZANU and ZIPRA forces later combined to become (ZANU PF) Zimbabwe African Union Patriotic Front. The inherited hegemonic practices from colonial rule shaped a one party state in Zimbabwe glorifying their party leaders through slogans. The general citizens were expecting a radical change, shift and transformation from the discriminatory colonial practices. However though ZANU PF was a better devil, it expected to correct some historical imbalances especially the first decade. The policies embarked on were socially oriented, these policies include free medication for all, primary education for all and adult education. Alexander, Macreger and Ranger (2000 308-312) postulate that the new leadership of Zimbabwe had to strike a balance between its interests and those of the people. People expected a radical societal reform programme with the aim of raising the standards of living of the African population as well as an equally radical transformation of the colonially inherited structures of the economy.

The political dominance of ZANU PF have fostered policies that are party beneficial than public sector oriented for instance the POSA and AIPPA, the fast track land reborn

programme. This was a result of the rise of MDC in 1999 which is west funded emanating from a labour party. The opposition party was gaining political mileage pointing at the dilapidated economy under ZANU PF ruler ship. The situation was so easy to hammer upon pointing fingers to those who were in power. Those who were at work and many urban areas were all encroached into MDC ideology. This marked a serious conflict between politicians and public managers. The grounded senior civil servants and public officials were now experiencing the new era especially with the introduction of the GNU in 2009.

This GNU diffused the powers of ZANU PF since it was only part known since the gaining of independence. Power struggle and strategies to outweigh each other and to dominate one another encroached even in the public sector. This was manifested through some clash of interests between the two opposite parties. Appointments were made to parastatals managers and political interference hammered many especially in the local authorities. The orientation given to elected politicians empower them to pursue party interests rather than to represent people who elected them to power. Such practices will result in raising conflict between the politician and public manager if it so happens that they are from these two antagonistic parties. Political parties need a certain level of political maturity to prioritise the public than self interests and political hegemony and partisan policies. The (us and them relation impede cooperation and complementation amongst the public managers and politicians continuing straining relations cultivating a conducive environment for an intense conflict.

3.4 Media

Media can be defined as means of communication radio, newspapers and magazines that reach and influence people widely. Richard Huggins postulated that politics formed by media would have profound consequences for characteristics, organisation and goals of political process actors and institutions. Craig Gieoffrey argued that media plays a central role in a

functional democratic society and public life is essential and mediated. Citizens are now lacking direct says of their public officials they only receive media perception which is at times partisan or biased to a certain party. The Broadcasting Act and AIPPA continue to streamline the independence of the media in Zimbabwe depriving them of their freedom of expression. Media's lack of independence has exacerbated the conflict between the politician and managers. They are no longer impartial but they are expressing the views of their masters. For instances it's reportedly said that Herald Zimbabwe is pro ZANU PF whilst independent and daily news are pro MDC. These relations have created a tension within the public sector. Some of the magnified corruption and unethical behaviours it's because of the media effort to smear campaign politicians or certain officials from their opposition. If you not of us you are against us that's the scenario in the media scenario.

Media in as much as it expresses the freedom of expression that is existential per given government system. The idea of human nature and it being politicised have whipped away the level of trust and created some divisions among the general citizens. The bias writings have widened the tension between the politicians and public managers especially since the rise of M.D.C in 1999. There began media contest and smear campaigns towards one another with an idea of faulty exposition from potential candidates. Professional journalists have been reportedly bribed and some have been threatened to write what the parties would be dictating to them. The ruling party have monopolised the ZTV channel and fully packed it with ZANU PF ideology and programmes indoctrinating people through media. Some of the tensions are more accelerated as a result of media views not individual's perception and views. The individual judgement has been diluted with media view and people clash each other quoting the media sources.

Strategies in Conflict Management

Liddell Hart looks at wars and fights from the antiquated's season Greeks through World War II. He reasons that Clausewitz' meaning of strategy as "the job's craft of fights as a way to pick up the object of war" is genuinely defective in that this perspective of technique encroaches upon strategy and makes fight the main method for accomplishing key closures. Liddell Hart watches that Clausewitz later recognized these blemishes and after that indicates what he sees as a smarter meaning of system put forward by Moltke: "the commonsense adjustment of the methods put at a general's transfer to the object's fulfillment in perspective." In Moltke's plan, military methodology is obviously a way to political finishes.

Technique is all these—it is viewpoint, position, plan, and example. Procedure is the scaffold between strategy or high-arrange objectives from one viewpoint and strategies or solid activities on the other. Procedure and strategies together straddle the hole in the middle of finishes and means. To put it plainly, strategy is a term that alludes to a perplexing web of musings, thoughts, and bits of knowledge, encounters, objectives, skill, recollections, discernments, and desires that gives general direction to particular activities in quest for specific closures. Strategy is on the double the course we outline, the voyage we envision and, in the meantime, it is the course we control, the outing we really make. Notwithstanding when we are leaving on a voyage of revelation, in light of no specific destination, the voyage has a reason, a result, and conclusion to be kept in perspective.

Procedure, then, has no presence separated from the closures looked for. It is a general structure that gives direction to moves to be made and, in the meantime, is formed by the moves made. This implies that the important precondition for planning system is a reasonable and far reaching comprehension of the closures to be gotten. Without these finishes in perspective, activity is simply strategic and can rapidly deteriorate into just a thrashing about. In this way it is vital for open chiefs to dependably be arranged to leave on certain procedure

or strategy to oversee strife. The methodology to be left ought to be after money saving advantage investigation and the power, criticality of a conflict will focus a decision to be taken. There is need of taking after modes, procedures, ways, methodologies and systems in which open chiefs ought to be all around familiar with and these incorporates keeping away from, settlement, trading off, rivalry, joint effort and encounter. These ought not to be taken in any case but rather ought to be after a well cost and advantage investigation premise.

Competition

This is done through defending one's position and standing your ground. On this mode rank influence and position might be of great influence. The debating is done to open the views of meetings are a good platform for competition. Less cooperation is expected with this mode and high emotional control to clearly convince others. This is a win or lose situation, it can be equated to the game theory in politics.

Avoidance

This is the best method to embark on when the issues on conflict or results are of low vitality and when there is need for maintenance of good relations for certain specific future purposes. Avoidance can be also a tactic if there is an intense and conflict. Delaying meeting might be a diplomatic strategy to cool tempers of counterpart. Public managers can also use this mode of approach to conflict management on critical issues that might be conflicts of partisanship.

Accommodating

Accommodation calls for suppression of self interests and it requires individual to develop the highest level of ability of listening skill backed with certain degree of selfless. This strategy is done to keep and maintain peace, create goodwill and to show reasonableness. The

public sector demand integrity so much and respect of public officials so at times accommodating is so much helpful.

Collaboration

It has been defined by others as putting an idea on top of the other idea with the aim of gaining and achieving the best results or solution to a conflict. Collaboration calls for cooperation and combined efforts from both parts. However it is usually less prioritised due to its demand on time and energy. This can be best for an integrative solution to conflict patience will remain a virtue.

Compromising

This refers to the sacrificial or giving up a certain level of expectations. Though it can be a winning situation on both parties, usually it is suitable mode when issues are of moderate significance, with limited time to devote to conflict. There is need to possess better foresight and common ground with sharpened negotiation skills.

Confrontation

In confrontation a conflict is treated as a problem to be solved by evaluation of alternatives. There is need for an open dialogue, less emotional involvement for better fact presentation weighing the costs to be incurred by ignoring the conflict.

Conclusion

This chapter highlights some of the strategies that are used by public managers to manage conflict between them and politicians or elected official. The inevitability of conflict is not a justification for it to be ignored, ignoring it might be so fatal on its consequences. In all the

strategies there are interpersonal skills that are expected which include effective communication skills, good listening skills and a better evaluative mind.

4.0 CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

Figure 4.0: Questionnaires

Table 1: questionnaires

| Section | People targeted | Participated | Not participated | % Participant |
|---------------------------------|-----------------|--------------|------------------|---------------|
| Town Clerk | 1 | 1 | 0 | 100% |
| Masvingo city council directors | 5 | 5 | 0 | 100% |
| Councillors | 10 | 7 | 3 | 70% |
| District Administrator | 1 | 1 | | 100% |
| Other employees | 13 | 11 | 2 | 84.6% |
| Students on attachment | 15 | 13 | 2 | 86.6% |
| Total | 45 | 37 | 8 | 82.2% |

Raw data: The table above shows and reflects the targeted population on questionnaires distributed by the researcher and the respondents' results in percentages. The Town clerk who was targeted is one who happens to be Mr Adolf Gusha and he responded which was a 100%, following were the directors at the city of Masvingo which include the Housing director, Chief Health Officer, City Engineer, the City Treasurer and the Chamber Secretary. All of them respondent and it was a 100%. Of the 10 councillors targeted 7 responded giving 70%

and the DA responded resulting in a 100%. The researcher also targeted 13 employees at Masvingo City council of which 11 responded resulting in 84.6 % and lastly the researcher targeted students attached at Masvingo City Council of which out of 15, 13 responded giving 86.6%. All in all the targeted population amounted to 45 and 37 responded resulting in 82.2%.

4.1 Interviews

Table 2: interviews

| Stratum | Total interviewees | Interviewees participated | Interviewees not participated | %Participant |
|-----------------------|---------------------------|----------------------------------|--------------------------------------|---------------------|
| MURRA representatives | 5 | 5 | 0 | 100% |
| Citizens | 50 | 50 | 0 | 100% |
| NGOs | 3 | 3 | 0 | 100% |
| Stakeholders | 2 | 2 | 0 | 100% |
| Total | 10 | 10 | 0 | 100% |

The table above shows statistical data collected from various sections as indicated. Interviews seem to be more accommodative with the interactive nature of them. The participants were expressing their views more confidently unlike on questionnaires. All the targeted people responded though some challenges met on others delaying on agreed on agreed appointments. There was commitment participation in all sectors resulting in a 100%.

Zimbabwean citizens have developed an attitude towards issues that involve politics. This is due to the spread and fear of spies especially from the CIO department. Serious fear has been instilled in people and this even forces people to respond in a bias manner in fear of being

victimised. The employees especially in the public sector are afraid of commenting negatively against the government. The fear of being victimised with issues related to opposition of and criticising the revolutionary party or the existing leadership is seriously felt and experienced when researching on topics related to this.

The field need to be approached with caution and proper selection of terminology matters most when dealing and researching on such topics. Some of the allegations echoed within the public sector Zimbabwe are exaggerated. This is due to some externalities that are interested in removing the ruling regimes especially from the West. This has been the stepping stone for opposition parties within Zimbabwe. Resource deficiency is one of the critical problems which public managers are facing within the public sector. Public managers are always expected to produce more with less they have. Failure to do that has always been accused of corruption and incompetence. Pressure groups like MURRA in Masvingo are always on an antagonistic relationship with the municipal managers accusing them of being irresponsible for the poor service delivery within the City. The public managers are always on the defending side justifying their position with economic hardships faced even at national level.

4.1 Politicians and Public Management within Public Sector Zimbabwe

The field findings showed that the public sector management is interwoven and clothed within politics. The demarcation between the government and the ruling party ZANU PF is very slim. The responds of all the board of directors showed an in depth partisanship position and understanding of the good part of ZANU PF as a good ruling party. The forms and dimensions of corruption are only felt and better defined with those that are outside the system or those that feel to be outside the system. The management within the public sector are networked from the bottom to the top. The economic hardships in the public sector have created a fear syndrome of losing a job due to political related issues.

Even if the management are pro MDC they hide their faces behind the ZANU PF party in fear as of being victimised as sell-outs. The management within the public sector are employed by the government and they have to abide within the government principles which are dominated again by ZANU PF party. However most urban areas seem to be MDC dominated and this have manifested in the diffusion of ZANU PF power within some political elected positions in this case councillors.

The elected officials who are the politicians have got a limited time in offices which will be result based. In Zimbabwe it's a democratic country and usually after every five years the voters decide whom to represent their grievances to the government through elections. This pressure on the politicians usually forces them to be on dilemma trying to impress the voters within that specified time for them to be voted again into offices. However due to the economic hardships money and benefits seem to be the key issues within the public sector. Attention has shifted from service delivery to monopolisation of power and strategies to dominate others. The game of pointing fingers to one another is one of the critical issues between the politicians and public managers.

The rise of MDC has diffused the public sector and conflict now is amongst the politicians as well as between the politicians and the public managers. There is need for public managers to exercise highest level of political maturity and professionalism. Public managers need not to major on the political differences between them and politicians but to focus on managing the consequences of those very conflicts to reduce the propensity of it. Focusing on political differences will compromise service delivery within the public sector. Poor service delivery be it at local level will paint black the whole public sector and the government. The highest challenge the public managers do have is that they do have an image and a status to maintain even if things are not well. Even in critical positions of lacking resources from human,

financial just to mention a few, they are expected to produce better and expected results always.

4.2 Findings on Masvingo City Council

MURRA representative who refused to unveil his name for security reasons was fuming with the acts of the local authority management. He commented that the rejuvenation of ZANU PF from the GNU resulted in exposition of more corrupt practices. As said by the former controversial party minister of Information and Technology Jonathan Moyo. The first corruption scandals had been mentioned by the war veterans in 1990s. MURRA representative highlighted that the citizens are suffering not because the public sector have no resources but because the national cake is in the hands of few individuals.

He went on giving examples of the Chief Executive of the Public Service Medical Society who was earning US\$230.00 per month while middle managers were earning between US\$15000 to US\$ 30000 per month. The same stealing strategy was happening to the Zimbabwe Broadcasting Corporation whose chief executive was earning US\$40 000 per month with unlimited benefits while other employees would go for about six months without any salaries. His argument showed that he strongly believed the same was happening at City of Masvingo mentioning the hiring of vehicles every month at a price which could buy more than five cars.

Thus if the politicians are to represent the consent and grievances of their citizens there has to be a conflict between them and the public managers, a harmony and smooth flow of relations will raise questions from the public whether the politicians are still pursuing their obligated duties or have been manipulated into the corruptive circles. The politicians some of them have developed a habit of thinking that opposing the management is actually what they should always do. This has been due to pressure from citizens as well as the pressure groups.

Almost everyone will be channelling his/her grievances through these politicians since they are closer to people and as well part of the community. At any platform they are invited and grievances will be channelled either formally or informally.

The Councillors at Masvingo City council are dominated by the opposition party. The Town Clerk and the board of directors play around with all the conflict management practices and tactics to keep the city intact. In the full council meetings, all the committee meetings and all the board of directors meetings need to be chaired with necessary tools that prevent the cultivation of conflict. Though conflicts are inevitable credit can be given on Masvingo city council since they are managing to work together with their differences on partisanship. Thus the public sector now demands a certain level of professionalism that set aside the partisanship syndrome and focuses on service delivery.

4.3 Town Clerk and the Board of Directors

Their responds showed that the public sector field is with inevitable conflicts between them and the politicians. What keeps the public sector intact is the centralism system of governance that have been introduced by ZANU PF. Decisions are made and are taken as orders even the is multiparty democracy theoretically, practically it shows that someone between the two has power. Many at times the politicians complain in the full council meetings of their resolutions not be implemented or being delayed to be acted upon.

The results showed that delaying is one of the tactics that is used in the public sector on issues of criticalities. Some of the delays are unintentional, some are intentional. Since all the paper work is done in the offices by the public managers, delaying tactics are used on approvals accusing the hierarchies that need to be taken to the central government or to the ministry. At times it is the duty of directors to professionally present facts according to their specialities or areas of specialisation before a resolution is passed and an informed decision

will then be taken from there. Personal interests are also major causes of conflict and if not managed can result in the worst part of it.

4.4 Councillors

Even though they are working together the internal division based on the political parties is there. This has been manifested when travelling and the caucus meetings that are manifested in the full council meetings usually those who belong to the same party are always supporting each other. The councillors from the opposition party are always suspecting a foul play from the ZANU PF councillors in conjunction with the management. Due to limited time in office and the unpredictability of their return in offices since the political environment is always mysterious. Politicians are forced to prioritise their interests trying to make hay while the sun is still shining. This very pressure has always led to serious head on conflict with public managers and great caution will be the best in approaching such incidents.

Conclusion

The chapter presents the findings in the field, though challenges on acquiring and accessing information due to the sensitivity of the topic and also the general fear that has been instilled in citizens due to organised violence, intimidation and threats from political parties. The researcher found that the conflicts between politicians and public managers are existential. The main centre of conflict is on resources. This explains the whole subject of politics that is all about power struggle as postulated by the realist theory. With the rise of MDC some are now labelled the rebels to the government hence worsening the environments for conflicts manifestation. It is all about smooth and good management of these very conflicts that keeps the public sector intact.

5. CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND REFERENCES

5.1 Introduction

This chapter focuses on concluding the research and giving the recommendations basing on the findings presented in the above chapters. The recommendations are based on the challenges faced in researching process. This shall be solutions and also a reference r

5.2 Conclusion

The research can be concluded a success, with the findings gathered through all the highlighted methodologies in the above chapters. The general public are aware of the conflict between the politicians and the public managers. Zimbabwean politics have become a fierce field to be engaged in; some people are emotional when it comes to the discussion of politics in Zimbabwe. This has been due to vicarious experiences that claimed the lives of their beloved ones and close relatives through political violence. The monopolisation of power by ZANU PF regime has encroached into the public sector compromised the integrity, professionalism, ethical standards, honesty, transparency and accountability.

The role of professionals is now the same as of the politicians, the economic meltdown led to the Marxist ideal type of economy in Zimbabwe. Those in power are always accumulating their own self properties at the expense of the voters or the general public. The politicians come into power with the mentality of correcting the corrupt practices of the public managers hence creating some conflicts between the two. The first days of election into power are more of antagonistic relations which will smoothen as the politicians get immersed into the system. The ambiguous positions and diffusions of powers within the public sector between the employees who are permanently civil servants and the elected officials has always been a road map to conflict. The situation has been exacerbated by the appointees and the rise of opposition party which scooped some parliamentary seats and critical political positions mostly in towns.

Conflicts cannot be eradicated due to personal differences, the nature of man, differences in perceptions, political party ideologies and above all the human nature of power hungry, selfishness and aiming at dominating and subduing others. However the most important thing is the ability to manage the conflicts so as to reduce the consequences and propensity of it. Though some allegations on malpractices and poor management widely reported conflict management is daily practiced whether formally or informally. This is one dimension of politics of day to day life in the public sector.

5.2 Recommendations

The researcher basing with the evidences highlighted in the above paragraphs has to recommend the following. There is need to separate political party affiliation with professionalism. Public sector need maintenance of integrity, honesty, transparency and accountability since this is a sensitive field that involve public funds. Appointments in the public sector based on partisanship should be stopped and recruit people according to qualifications. Qualified personnel will be expected to deliver services in line with their areas of specialisation which will definitely improve service delivery. Political maturity is needed whereby people with different political ideologies are not viewed as enemies but people with just a different perception.

Conflict management training with professionals should be conducted within public sector. The trainings should be affordable and so motivational for everyone to attend. The government should also give some local authorities and reduce the hierarchical structures that delay decision making on the ground. The stipulated rules and regulations that govern the public sector should be implemented and rule by man should be avoided at all costs. Public managers are difficult to separate from politicians especially in Zimbabwe with the environment they are operating in.

The national cake should be equitably distributed to the citizens in a way that limit conflict amongst those who are in power. Good governance practices which include transparency, accountability, rule of law, integrity, honest and respect for individual rights should be upheld not only on paper but in practice. The opposition party emanate from the workers union representation so they usually focus on blaming the performance of the government instead of coming up with solutions.

The pressure groups should not be biased but to focus on their initial mandated objectives not to be fuels of conflict between the elected officials and public managers. They should educate citizens practically the importance of participation since it's their right to participate within public sector policies. Elected officials should be oriented on maintenance of pressure from citizen, media and pressure groups. They should be able to present whatever their grievances in a professional manner not basing on emotions and rumours from media and pressure groups. The research has revealed that there is mutual relationship between politicians and public managers though to some extent it's due to fear that has been instilled by the policies of ZANU PF especially during elections.

Political Parties

The researcher recommends the following basing on findings in the research. Political are expected to be moulders and groomers of the real public sector employees with patriotic heart. Political antagonism and hatred should be replaced and embark on professional approach of politics. Intimidation and violence within public sector should on drastically. Conflict management workshops and trainings should be conducted within political parties. Differences in ideologies and perceptions should be separated from hatred and the threatening names like rebels and sell-outs. The political parties should clearly distinguish politics and obligations of service delivery to the citizens within the public sector.

Political parties should be oriented not to view public sector as a boxing ring or battle field for political parties. Within the public sector political differences should be eliminated then focus on policies that pursue service delivery other than personal interests and political party interests. Thus issues of political differences should not be entertained within public sector, strong codes of conduct should be in place which emphasise and uphold the apolitical position of a public manager or administrator.

Government System

The government system of Zimbabwe is too centralised and power has been monopolised in the hands of few who have politicised the public sector. Partisanship now speaks volume and louder than professional qualifications and this has increased chances of tensions within the public sector especially due to the rise of MDC. The system limits the independence of some local board authorities and parastatals which are leading to interference and head on collisions between politicians and public managers. The statutory instruments within public sector should be well defined and also be more flexible to the line managers. The minister's intrusion should be limited by whatever means possible and the executive powers and presidential powers should be limited. Professional managers should be given time and freedom to exercise their areas of specialities without being disturbed and being dictated by the centre.

Centralism creates a more hierarchical way of communication which is a little bit ancient to the demands and pressures of today's generation. Some decisions need to be instantly taken to cater for fast moving economy and opportunities that will be demanding a quick response and attention. These delaying have created much conflict amongst politicians and public managers seemingly to be a way of communication pertaining a certain resolution or proposal. Many at times the hierarchies seem to be having only one line of communication which is the top down approach and this will be done through public managers, politicians

waiting for response only. The researcher therefore recommends the government system to decentralised and delegated.

Decentralisation is a system whereby power is delegated to other parts giving them liberty to be innovative and a degree of independence that makes them more responsible and accountable to their actions. This is one of the many characteristics of good governance, decentralisation if rightly implemented allow citizen participation and quick decision making which will fasten on good service delivery. This can be the best way to bring back to life the integrity, professionalism, dishonesty and all forms and dimensions of fraudulence practices that are sources of conflict amongst the politicians and public managers within the public sector Zimbabwe. Thus decentralisation brings the government closer to people and at the same time incorporating them hence fighting and preventing conflicts that might arise due to accusations emanating from not knowing the realities.

Public Managers

The highest level of professionalism should be found in the public sector especially within the management. These should be pacesetters in how to professionally tackle certain tensional issues or related ones. Partisanship should not be an identification which a public manager has to be recognised with. Otherwise though not denying the fact that man is a political animal by nature, public managers should perform their roles and serve all citizens without segregating anyone basing on partisanship conflicts. The researcher recommends that public managers be given responsibility according to professional qualifications and competence other than nepotism, bribery and partisanship bases. Stipulated rules and regulations should apply to everyone not to be loosened when applied to high profiled figures even if they miss the mark.

A serious orientation and continuous training workshops should be conducted within the public sector indoctrinating public managers how to manage conflict and limit the negativity

part of it and try to make it as beneficial as they can. These workshops should be in a two way communication which allows sharing of experiences among the participants. Rightful strategies should be selected based on informed background and good timing should be a skill that needs training amongst public managers in the public sector. Conflict with proper management of it will be turned into a very fruitful and positive result. Character should also be considered when employing public sector managers, individuals who carry themselves with integrity and also ability to control themselves even in tempting situation and scenarios. Elected officials should also be informed on pursuing service delivery within public sector expectations than pursuing personal and political party's interests. Suppression of personal interests and focusing on service delivery will limit the chances of conflicts in any way.

Media

media should be apolitical and be platform to disseminate undiluted information without showing any biasness. The current media is monopolised by political parties and it is now a platform of exchange of words amongst political party's presidents and leaders. This has created an attitude within the citizens and all recipients. Instead of media genuinely reporting the events and keep people up to date, they are busy now smear campaigning each other and advertising and indoctrinating people with certain political ideologies for a certain party. The same tension if not managed will also manifest when people are having meetings or working at same branch and expected to deliver services and not political ideologies. This media need a special attention not to write anything everywhere. Some are exaggerations based on bribery with intentions of outweighing each other.

Pressure Groups

The existential of pressure groups at any given locality should be beneficial to responsible authorities in that particular area. Citizens must be brought in harmony with public managers due to pressure groups. Their missions and visions mostly are so much attractive to donor

funding. However little is seemingly to be done on the ground , there is need for these pressure groups to inform and educate people of their rights and encourage them to participate especially on things that affect their day to day living. The researcher recommends that there be good relations between politicians, public managers and pressure groups . if possible once in a while having some round table discussions that will allow all the three to be present.

Citizens

The citizens should be well educated of their rights and as well the hierarchies and operations within public sector should be very open and transparent. Information pertaining any civil right or service should be accessed whenever needed with no hierarchical procedures and protocols that will reduce and discourage certain impatient individuals. The citizens should also be acquainted with knowledge of the capacity and capabilities of their elected officials so that they won't give them unnecessary pressure and unrealistic suggestions that will or might emanate from a pool of ignorance.

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