

**MIDLANDS STATE UNIVERSITY**

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**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**



**THE IMPACT OF PARTISAN POLITICS ON SERVICE DELIVERY IN ZIMBABWE'S  
LOCAL AUTHORITIES: THE CASE OF KADOMA CITY COUNCIL, 2000-2015.**

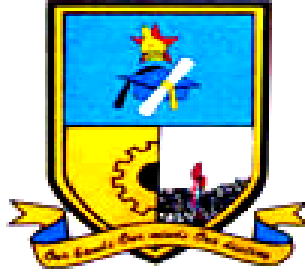
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This work is dedicated to:

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# TABLE OF CONTENTS

APPROVAL FORM .....	ii
RELEASE FORM.....	iii
ACKNOWLEDGEMENTS.....	iv
DEDICATIONS .....	v
TABLE OF CONTENTS.....	vi
ABBREVIATIONS .....	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Introduction .....	1
1.2. Background of the study .....	1
1.3. Statement of the problem .....	5
1.4. Research objectives .....	6
1.5. Research questions .....	6
1.6. Justification of the study.....	6
1.7. Delimitations.....	7
1.8. Limitations.....	7
CHAPTER TWO: LITERATURE REVIEW .....	9
2.1. Introduction .....	9
2.2. The concept of partisan politics.....	9
2.3. The role of local authorities on service delivery.....	10
2.4. Challenges faced by local authorities in providing services.....	11
2.5. Centre local relations on the running of local authority.....	14
2.6. The impact of partisan politics on service delivery.....	17
2.7. Theoretical framework .....	18
2.8. The impact of partisan politics on service delivery in other countries.....	19
2.9. Chapter summary.....	21
CHAPTER THREE: RESEARCH METHODOLOGIES .....	22
3.1. Introduction. ....	22

3.2. Research design .....	22
3.2.1. Mixed research methods .....	22
3.3. Sample selection .....	23
3.3.1. Sampling.....	23
3.3.2. Purposive/ Judgemental Sampling.....	23
3.3.3. Simple Random Sampling .....	24
3.4. Methods of data collection .....	24
3.4.1 Questionnaires .....	24
3.4.2. Interviews.....	25
3.4.3. Documentary review.....	26
Figure 1.0: methods of data collection .....	27
3.4.4. Data analysis .....	27
3.5. Ethical consideration.....	28
3.6. Chapter summary.....	28
CHAPTER FOUR: DATA ANALYSIS .....	29
4.1. Introduction .....	29
4.1.1. Research findings .....	29
4.2. Presentation of data from findings.....	30
4.2.1The role of kadoma city council .....	30
4.2.2. Causes of poor service delivery .....	30
4.2.3. Impacts of partisan politics on service delivery.....	31
4.2.4. Solutions to improve service delivery in the existence of partisan politics.....	31
4.2.5. Challenges faced by kadoma city council in delivering services .....	32
4.3. Chapter summary.....	32
CHAPTER FIVE: CONCLUSIONS AND RECCOMENDATIONS .....	33
5.1. Introduction .....	33
5.2. Summary of findings .....	33
5.3. Conclusions .....	33
5.4. Recommendations .....	34
5.4.1Residents.....	34
5.4.2. Kadoma City Council .....	34
5.5. Conclusion.....	36

Reference list .....	37
Appendices.....	41
Appendix : A. A questionnaire for services recivers (the residents).....	41
Appendix B: Interview guide.....	45



## **ABBREVIATIONS**

IDAZIM	- institute for a democratic alternative for Zimbabwe
CBD	- central business district
CHRA	- combined Harare residents association
KCC	- Kadoma City Council
MDC	- movement for democratic change
MDC-T	- movement for democratic change -Tsvangirai
MLGPWNH	- ministry of local government, public works and national housing
RF	- Rhodesian front
ZANU	- Zimbabwe African National Union
ZANU-PF	- Zimbabwe African National Union –Patriotic Front
ZESN	- Zimbabwe Election Support Network

## **ABSTRACT**

Partisan politics has become an obstacle to countries in Africa and the rest of the world. Zimbabwe, like other African countries, has implemented reforms to decentralize political authority to local government and introduce multiparty elections. This however creates opportunities for partisanship struggles to emerge in local authorities and influence service delivery. In this document it was found that partisan politics undermines service delivery in Kadoma in several ways. Many local authorities have failed to provide basic services to its residents. It is hard for local authorities to point fingers to the partisanship because the issue is very sensitive. Kadoma City Council has failed to deliver quality services to its residents and partisan politics is to blame. Resources that are meant for the smooth running of the council are being used to satisfy private needs. This research therefore aimed at examining the impact of partisan politics on service delivery in local authorities using Kadoma City Council as a case study. Overall, tackling the issue of partisan politics does not only improve service delivery but also promote cooperation, transparency and accountability in the local authorities. The researcher was driven to carry out this research because of the gap that exists in the presented literature about partisan politics and service delivery. There are some challenges that the council face in delivering services in the existence of partisan politics, they include lack of funding, too much central government interventions in local issues, recentralization through forcing local government officers to report to governors, provincial administrators and district administrators, violence during local election, abuses of political power by minister of local government who willingly or constantly has dismissed councilors and mayors.

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Introduction**

In this chapter it is the background of the study, it quickly clarifies the origins of the research incident and gives the justification why the researcher was driven to carry out the research. The chapter likewise highlights the statement of the problem which is fundamentally the focus of the research. Research objectives and research questions will channel the researcher to remain on point. The chapter also provides the justification of the study, the purpose and the significance to different researchers in the same field. Limitations and delimitations of the research were additionally addressed in this chapter.

## **1.2. Background of the study**

The local authorities in Zimbabwe has experienced changes and challenges during the colonial period and after independence( Matsika).The Urban and Rural District Council Acts have been amended many times to initiate efficiency and effectiveness in local governance (Warioba.2008). Jonga. (2014) was of the view that the focus of such changes included the need to remove racial discrimination, abolish dual systems of development emphasizing white and black areas, develop democracy, good governance, decentralization and to align local governments' institutions' politics and policies in such a way that they support national strategies and visions for development .Challenges which affected service delivery existed during and after the colonial period. Partisanship affected service delivery as there was abuse of power by those who were in the corridors of power. Jonga (2014) was of the view that varied challenges have been articulated that include lack of funding, too much central government interventions in local issues, recentralization through forcing local government officers to report to governors, provincial administrators and district administrators, violence during local election, abuses of political power by minister of local government who willingly or constantly has dismissed councilors and mayors.

Zimbabwe was a British colony and its local government system naturally reflects the colonial legacy (Machingauta 2007). The institute for a democratic alternative for Zimbabwe (IDAZIM)

(2010) states that upon achieving independence in 1980 the nation acquired a racially based model of governance that served the interest of white Europeans and segregated white from black Africans .Chigwata (2010:24) state that government in Zimbabwe was primarily based on the principle of separate development of races notably whites and blacks with the former benefitting more than the latter. To provide the function of separate development, local government was similarly divided on the basis of race. Urban councils, in diverse forms were designated by the whites, enjoyed sound autonomy, and provided sound services to the white community. Chigwata (2010:24) further argues that local government was a racist exploitative and subservient in nature. It was not only coherent but also defensible for the ZANU-PF led governments to immediately after independence 1980 introduce reforms to correct the racially based model of governance.

Local authorities are a sub tier of the government established to deliver services to communities and residents within their areas of jurisdiction guided by good governance and accountability principles and practice. The efficiency and effectiveness of service delivery is largely determined by the extent to which local authorities interact, incorporate and respond to the needs and demands of the communities and stakeholders. The existence of partisan politics is not a new development in Zimbabwe; it can be traced to the year 1980 where there was the Rhodesian Front (RF), Zimbabwe African National Union (ZANU) and Zimbabwe African People's Union (ZAPU). By then the partisanship was between the blacks and the white people but however the blacks fought against this dual system of government. In 1999 when the movement for democratic change (MDC) was formed partisanship then came into existence again. Nothing has been done so far to deal with the issue of conflicts caused by partisan politics. This has then caused poor service delivery in local authorities.

Kadoma is a mining town which was known as Gatooma until 1982 .It was founded in the 1890's it has a population of about 100 276 people. It is a local authority established in terms of Urban Councils' Act (chapter 29.15). Its mandate is "provision of services and local governance, derived from the urban council' act chapter29.15 second schedule". With the objectives "to cause hoist teamwork, respect and openness, calling to radiate commitment." Its mission statement is "to provide the community with quality social services, through sound corporate governance."

Service delivery in Kadoma has become compromised and questionable in the 21<sup>st</sup> century. This is happening despite efforts taken by central and local governments, donors, NGO's and private individuals in the provision of basic local services Kamete (2000). This has been blamed on the political and economic crisis that Zimbabwe found itself in since the year 2000(Hove 2012).Accordingly; the government of national unity in 2008 stabilized the socio-economic and political situation, and reintroduced the multi-currency regime as opposed to valueless Zimbabwean currency. With such changes at glance, people were optimistic for effective service delivery, however, not much has changed as there are potholes in the CBD. Streets and pavements in Kadoma are filthy with dirt which takes long to be cleared. In residential areas, garbage collection is not consistent posing health hazards to residents (Dewa ,Dziva and Mukwashi 2014) . When garbage goes for a long time without being disposed of, it poses serious health risks to residents who may end up contracting diseases such as cholera and malaria. Places of garbage are ideal breeding points for flies and mosquitoes, vectors of these diseases (Masocha and Tevera 2003).

Local government is the field of government closest to the people; they are designated by citizens to represent them and are responsible to ensure that services are delivered to the community (Devkota 2005). Many municipalities, however, have failed to deliver these services and they are pointing fingers at each other. The City of Kadoma, for one, has had its fair share of backdrops and setbacks due to partisan politics and because of this service delivery has been seriously compromised, Makanyeza ( 2010 ). There has been rises in user charges without any service improvement and Council authorities argue that there are no sufficient resources. Hence where is the rate payers' money going? If it is not in the Council safe then it must be in private pockets. The council officials and councilors from both parties should answer these questions.

Madzivanyika 2011 in Jonga 2014 states that basic services must be available accessible culturally acceptable and affordable of good quality and provided on a non-discriminatory basis. The formation of MDC changed in many ways the political environment, giving birth to political violence, murder, assassinations, destruction of properties, political instigated migrations locally and internationally and finally serious economic meltdown. The creation of new laws and the amendments to existing laws especially from the 1990's in many ways was part of the Zimbabwe African national union patriotic front (ZANU-PF) party seditious strategy that was hatched to

keep it in power. Legislative changes seemed to have too many political overtones to be paraded as democratic ( Makumbe 2009 ).

The deterioration of the rule of law in Zimbabwe has definitely influenced the deterioration of public institutions like urban council's whose duty is to provide public goods and services to communities in a democratic manner. In the urban areas democratically elected councilors and elected executives during the time of Government of national unity were being harassed and dismissed by the central government through the ministry of local government, public works and national housing and some of the mayors that were dismissed were Mudzuri Harare, lionel De Necker Gwanda, Matanhire,I, Bindura,Masaka I, deputy mayor Mutare, Brian James Mutare . All these mayors were replaced by pro ZANU-PF individuals Sibanda (2012). Councilors in a majority of these urban councils were also dismissed and replaced with what is called special interest councilors who are also ZANU-PF party supporters.

The local government of Zimbabwe is for ZANU PF party since it is the ruling party and the local authorities are mostly ruled by the opposition party MDC-T, due to partisanship the environment won't be conducive for proper service delivery. The parties involved should be complimenting each other and the ideas. Government and the opposition should cooperate and do what is best for the people. Partisan politics should not be self centered and narrow. Though there is favoritism shown to members of one's own party, the favor should stretch to those who provide the votes.

An urban city council in Zimbabwe is reputed for providing the broadest and widest range of services compared to many in other parts of the developing world Gambe (2007). In providing the services, the council has achieved fiscal independence and autonomy, with about 95% or more of revenues emanating from their local communities. This situation has evolved and consolidated over time especially after independence in 1980.Despite being given the mandate to raise revenue to sustain itself, however access to the quality service delivery in most towns in Zimbabwe in recent years has been deteriorating, constraining productivity and the government efforts to reduce poverty and improve service delivery and improve urban living conditions. This is caused mainly by the system of one party state. When opposition parties are present it prevents the ruling party of that time from misusing their power and the council's resources.

A lot has been said and a lot has been done about the impacts of partisan politics on service delivery in local authorities yet there is no sign of improvement. Essential wellbeing of all people is the effective service delivery of basic services such as health, education, water and sanitation. The aspects that have contributed to the poor service delivery in Kadoma city council are failures of accountability often connected with distrust, alienation from government systems, differences in knowledge beliefs and values among workers, competition for positions, power and recognition among workers (Mudevanhu 2008).

Initially partisan politics should be the best place for service delivery. This is because the parties involved if they cooperate it bring the best. This is because there is credibility because competition is healthy in ensuring better service delivery and preventing compliancy by the sitting government. Moreover when there is the presence of opposition, the party assures citizens are provided justice always. But however in reality the presence of opposition in Kadoma has led to poor service delivery. Many times people are misled by the opposition party. Also the opposition parties tends to hinder the work of the ruling party and hence we say it hinders progress of a country and service delivery.

### **1.3. Statement of the problem**

Local authorities are expected to provide services to its area of jurisdiction as outlined in the urban councils' act chapter 29.15. Partisan politics in Kadoma city council has been seen as a cause of the poor service delivery. Since there are many parties involved they should ensure and promote accountability and transparency. This is what is expected in local authorities in Zimbabwe. The local government is from the ruling party ZANU PF and the local authorities also involve MDC-T party, with this scenario service delivery is very poor since the two parties do not agree in beliefs as seen at Kadoma City Council (KCC). Cooperation is the backbone of delivering quality services and maintaining a healthy community and safe environment, however this is not what is happening in reality, there are so many hindrances to cooperation. There is misunderstanding between the parties involved that is ZANU-PF and MDC-T and they end up chasing away donors who will be helping the council.

## **1.4. Research objectives**

This study seeks to satisfy the following objectives;

- To analyse the role of local authorities in service delivery in Kadoma
- To examine the challenges faced by Kadoma City Council in providing services in Kadoma.
- To assess the impact of centre- local relations in the running of Kadoma City Council.
- To assess the utility of politics-administration dichotomy in the running of Kadoma City Council
- To explore the impact of partisan politics on service delivery
- To proffer recommendations on how to improve service delivery at Kadoma City Council

## **1.5. Research questions**

The study seeks to answer these questions;

- What is the role of local authorities in service delivery in Kadoma?
- What are the challenges faced by Kadoma City Council in providing services in Kadoma?
- How does a centre- local relation affect the running of Kadoma City Council?
- What is the utility of politics –administration dichotomy in the running of Kadoma city council?
- How does partisan politics affect service delivery?

## **1.6. Justification of the study.**

For many decades now, the thrust of many researches was on other causes of poor service delivery rather than partisan politics. This study is aimed at giving the readers the knowledge on the impacts of partisan politics on service delivery in local authorities. The research will add value to the area where the research will be conducted that is Kadoma City Council. Kadoma city council will benefit in that it also allows the city to conduct self evaluation of the quality of services they deliver to their residents. Furthermore the findings of this study will help policy



makers in responding to the needs of residents which one of the needs is good service delivery. Also the study will add some literature to the existing literature about the causes of poor service delivery. Moreover the research will provide a stepping stone for further research.

### **1.7. Delimitations**

There are so many city councils in Zimbabwe but this study focused on Kadoma City Council. Kadoma is a city situated in a vibrant mining town in Mashonaland west province in Zimbabwe. The research was carried out in different departments that is health department, social services department, town clerks' office, mayor's office, public relations office and the engineering department, The advantage the researcher has is that most of the departments are located in one building. Furthermore the researcher acquired the information required as she is well acquainted with the organization and its staff and possesses excellent communication skills.

### **1.8. Limitations**

Due to political violence that took place in most areas in Zimbabwe a few years ago the people who receive services they live in fear and they were afraid to give information to the researcher. More so, formal proceedings also hindered the researcher from accessing information. The researcher had to seek permission from the council to collect data in its area of Jurisdiction. This consumed time and did not suit with the time frame of the researcher. Securing of appointments for interviews was problematic. The council officials were busy with their day to day business to the extent that the researcher had to wait until they put her in their schedule. However despite these challenges there was generalization of findings. This was caused by fear. People are afraid of the political prevailing in Zimbabwe to the extent that they do not go deep in what they know. Problems are inevitable in the event of carrying out a research. There is a high possibility of obtaining biased information mostly from the Council management, as they want to protect the image of the organization thus distorting the original facts. The concept in question is very sensitive to some people or organizations hence some individuals did not yield to the idea of being informants on partisan politics. Employees at the lower level did not feel comfortable in

exposing or relaying such information especially in view of that they might be discredited in the workplace.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

Literature review according to Nardquist (2010:2) is reading, analyzing, evaluating and summarizing scholarly materials about a specific topic. Literature reviews some concepts, developments and findings by several authors and social researchers in relation to the impact of partisan politics on service delivery in local authorities. It also relates to a larger ongoing dialogue in the literature about the topic, filling in gaps and extending prior studies. It provides a framework for establishing the importance of the study as well as the bench mark for comparing the results of the study with other findings (Creswell, 2003). Thus literature review is where all relevant authors and literary works are scrutinized as they will form the groundwork of the research. Therefore this chapter seeks to acknowledge what other authors and researchers have gathered and presented before this study as far as partisan politics is concerned.

### **2.2. The concept of partisan politics**

Partisan politics, a partisan is committed member of a political party. In multiparty systems, the term is used for politicians who strongly support their party's policies and are reluctant to compromise with their political opponents.

Peck (2009) defines it as the favoritism shown to members of one's own party, faction or sect. Where there is strong adherence to the tenants of one's party. He says there are two pitfalls of partisan politics, one that besets those elected to public office and the other that ensnares those of us who elect them. For those elected to public office, the danger is that they will carry their party loyalties into office with them.

### **2.3. The role of local authorities on service delivery**

Local government is the field of government closest to the general population; they are assigned by residents to represent them and are responsible to ensure that services are delivered to the community. Local authorities are a sub tier of the government established to deliver services to communities and residents within their areas of jurisdiction guided by good governance and accountability principles and practice.

Warioba (2008) propounded that local authorities have the duty to provide and maintain housing in their area of jurisdiction. They assess the housing needs for the area and build, buy and lease dwellings. They also provide loans for the repair and improvement of dwellings within the area. Furthermore local authorities provide amenities, facilities and services related to artistic and cultural activities, sports and games, general recreational and leisure activities, libraries, civic improvements such as monuments, environmental and heritage protection and the public use of amenities. Your local authority is the planning authority. It decides whether to grant or refuse planning permission for building and development in your area.

More so local authorities provide essential services such as roads and bridges, fire services and ambulance. Zimbabwe water authority (ZINWA) is responsible for water. KCC buys water from ZINWA and purifies it so that it will be clean for consumption by residents. Local authorities also control dangerous places and buildings, abattoirs and knackeries and provide and maintain graveyards and burial grounds. The local authority has an imperative role in relation to contamination control and animal control. It issues licenses for waste disposal and for emissions into the air from plants. It collects or arranges for the collection of domestic and other waste and it monitors the environment for signs of pollution. It also issues licenses for keeping dogs and licenses for horses within its area. The local authority grants licenses to street traders to allow them to sell goods on the street and to casual traders to allow them to sell goods at casual trading areas designated by the city, county, town or borough council.

Zhou and Chilunjika (2013) states that local authorities are tasked with ensuring provision and maintenance of public services to confined residents through the use of funds generated from the

local communities, in addition to loans and grants from the central government and other sources (Zimbabwe Institute, 2005). A wide, secure and jaunty revenue base is critical if local authorities are to effectively execute their functions (Local Government Finance Commission of Uganda, 2003). Local authorities must also possess a bit of liberty to alter the level and composition of their revenue sources in line with the logic of fiscal decentralization. Fiscal decentralization devolves “taxing and spending powers from the control of central government authorities to government authorities at sub-national levels” (Local Governance and Decentralization, 2009, 16). This entails determining their sources of revenue, tax rates and levels of expenditure. According to Larson (2004) most local government collection systems strive to achieve three goals, namely; to accelerate the receipt of available funds, to safeguard the government’s cash and to keep banking costs to a minimum.

#### **2.4. Challenges faced by local authorities in providing services**

The new Zimbabwe constitution amendment number 20 of 2013 unlike the previous one has defined the local government system in Zimbabwe in great detail. It was unforgivable that the previous constitution deliberately did not explain the local governance giving the minister of local government advantage of creating the urban councils act and allowing him to be too powerful and inevitably abusive to local government to benefit ZANU-PF party. Zimbabwe institute (2005:15) states, local government in Zimbabwe, unlike in other modern democratic states has no constitutional backing. The constitution of Zimbabwe is silent on the establishment of local government save for section 111 of the constitution of Zimbabwe that recognizes the existence of provincial governors and chiefs as sub national levels of government yet the Zimbabwe Constitution in its preamble states that the constitution is the supreme law of Zimbabwe and any other law is inconsistent with this constitution that other law shall to the extent of the inconsistency be void.

Zimbabwean constitutional law thus regards the constitution as being supreme and superior even to the legislature in that regard the constitution the administrative and political culture in Zimbabwe highly regards those matters enshrined in the constitution which cannot be changed before careful review consultation and defensible justification .Zimbabwe institute (2005:16) further states that the constitution should establish local authorities as a free standing

level of government sub national level specifically the district and the provincial levels for Metropolitan Provinces spell out the various responsibilities and functions of different levels of governments, state the major objects and responsibilities of local governments and that it should state the revenue sharing. Therefore, if the constitution establishes the local authorities, central government will have no automatic right to suspend and dismiss local authorities and its elected representatives. Making local government a constitutional creation will also do away with the restrictive ultra vires doctrine. Separation of powers is very essential rather than to centralize power. These factors taken together shows that there is lack of separation of powers thus it is a challenge in service delivery.

Kamete (2000) alleges that by the year 2002 ZANU-PF party officials owed the City of Kadoma Z\$330 million(US\$7.3 million) in unsettled bills. Therefore in democratizing local government elections the politicians felt control of local resources by the wrong people was retarding their progress and access to coveted resources. The only way to change the situation was to overwhelm the system with popular vote. The point is legislative amendments between 1980 and 2000 could have been driven by the desire to loot and gain power rather than to benefit the majority poor. In 2002 residents who were not Zimbabweans by descent and or had dual citizenship were disenfranchised. The aspect became topical in the crafting of the new constitution because ZANU-PF party wanted to disfranchise all those taken to be rebels who supported the movement for democratic change party. Kamete 2000 claims that legislation disadvantaged a quarter of a million of registered voters. In rural areas violence, intimidation, beatings and murder are used by rogue politicians to get votes and therefore freedom, rule of law, responsibility and accountability is greatly limited. Democratic local government is thus a wish that may take years to achieve if attitudes to who is the enemy does not change.

Hove and Tirimboi (2011) in their research says despite the ministers' threats to force urban councils to deliver the city of Harare have no resources. Town clerk argues that they have failed dismally and was now appealing to the government to bail out more than \$250 million was needed to rehabilitate the city's water treatment works and delivery infrastructure but the council has no alternative means to raise such big amounts of money. This scenario also exists in

Kadoma, where the council complains of lack of resources to use. It is absurd that for political mileage the ZANU-PF party during its campaign has promised to cancel debts owed by residents for services provided. Currently local government are cancelling big figures of money they were owed by their customers .it has execrated their financial position.

Central government's silence on the qualification of councilors' and literacy rate or level of education is another challenge. Councilors as elected representative of the people in the locality are supposed to meaningfully participate in the committees and various council meetings. It is of paramount importance that councilors must have academic and professional qualifications for them to spear head development of the municipality. Malin (2007:134) has illustrated that the value may come from different facets like appropriate professional background, work experience, functional specialism and the ability to have insights into the issues discussed in the board and to ask searching questions. However, the local government is silent in as far as the minimum expected qualifications of councilors are concerned. The Act does not deter those individuals with mediocre qualifications to contest as councilors. Such a scenario greatly affects service delivery. This was supported by Mutema (2012:2087) who argues that low qualifications on the part of councilors stifle councilors' ability to meaningfully participate in council meetings. The situation results in unproductive councils that lack the capacity to adjudicate critical tactical policy issues to the detriment of service delivery. Resultantly, councils end up rubber stamping the decisions of top management and those of their respective parties without proffering informed robust discussions.

Decisions taken by public officials should be clear and open to scrutiny by citizens or their representatives for transparency to prevail (Olowu & Sako 2002). This conception should be based on free flow of information thus processes involved, institutions and enough information should be directly accessible to those concerned (Adei, 2007; UNDESA, 2007). The governors in Kadoma (municipal officials & councilors) have been accused for lack of transparency especially to the people they represent. Councilors especially, have been accused of rampant corruption and an obsession of wealth accumulation for the purposes of self-aggrandizement at the expense of residents' anguish (The Financial Gazette, 07 January, 2011; The Financial Gazette, 13 August 2010)

## **2.5. Centre local relations on the running of local authority**

Issues of good governance matters most in service delivery. In urban areas of Zimbabwe conflicts and administrative difficulties are aggravated by many situations. Many councilors are illiterate or semi literate to the extent that they depend on the employees to function in councils' duties. Some employees have worked for many years in the council and so they find it difficult or impossible to be supervised by a junior councilor. Major difficulties appear where an employee is a senior politician of a party from which a councilor is elected. The councilors find it difficult to supervise their party superiors. Sachikonye, Chawatama, Mangongera, Musekiwa and Ndoro (2007) state that in the urban councils of Zimbabwe staff appointments are made along partisan lines and the backers among the legislator are obliged to protect their employees in council making accountability of such officials to their superiors, and citizen and council as a whole night mare. Sachikonye at al (2007) further argues that where the official's are well qualified and competent they tend to intimidate and challenge the elected are made to account to the appointed.

The philosophy of creating and maintaining a country ruled ZANU-PF party has led to serious political violence that has led to the dismissal of legitimate mayors councilors and council, combined Harare residents association CHRA in Zimbabwean news paper mentions that since 2003 despite the fact that people expressed their will during polls ,the minister has on a number of countless times ,dismissed or suspended elected councilors. The approaches has earned him a pseudo title; the executive mayor of Zimbabwe. The newspaper in addition, argues that the b urban councils act have failed to put in place checks and balances on the power exercised by the centre hence ;decentralization has failed to earn its objectives with bottom operating at the mercy of the centre . Mayors, councilors and councils have constantly been dismissed. The replacement of legitimate institutions by illegitimate ones is obviously a violation of the citizens' rights like the right to elect their leaders, rule of law, transparency, and even ability to participate in decision making.

Mapuva (2011) argues that in Zimbabwe the liberation background of the country which forced it to adopt the socialist/communist stance, tend to view non-state actors and the opposition



parties and their supporters as saboteurs or enemies who should be guarded against or even avoided at all costs .consequently local governance in Zimbabwe is heavily politisized with the ruling political party calling the shots from municipal authorities.

Makumbe (2009) argues that when ZANU-PF party and government was confronted by a very strong opposition than before and since 1980 in the form of the MDC party, the ZANU-PF regime crafted draconian laws that transformed Zimbabwe into a fascists state. However the majority in Zimbabwe toady are increasingly becoming disillusioned because they do not see their vote making any positive difference to their lives. The dismissal of councilors, mayors and council officials and the reintroduction of governors, provincial administrators and district administrators, urban council's administration all have failed to improve local governance. In contrast local governance has further deteriorated because of lack of vision, leadership, financial resources, corruption and lack of stakeholder and political commitment.

Chigwata (2012) further argues that Zimbabwe has always been characterized by the responsibility of local government to the central government rather than to the people. He provided an example where Joseph Msika a former minister of local government who indicated that in Zimbabwe local government entails the division of functions and responsibility between central and local government and also that the final accountability of local councilors remains with the central government, which created the central government in the first place. Msika was of the view that local government did not mean the extension of the concept of sovereign self rule for local authorities. There is confusion in Zimbabwe around the concepts of local affairs and locally elected decision makers, on one hand and the division of functions of sovereign self rule for local authorities.

In support of Chigwata (2012) and also further elaborating on the local government system in Zimbabwe, Chatiza (2010) claims that Zimbabwe local government's dependence on central government, enshrined in the law ,is seen as weakening local governance Chatiza (2010) gave reference to De Valk and Wekwete(1990) who note that local government conditions in Zimbabwe were such that central government had a lot of powers. In their view the conditions open up the possibility that the urban councils can be used by central government institutions for

the purpose of implementing their priorities. Urban and rural district councils operating environment and relationship to central government form important constraints to exercising decentralized, authority, thereby hampering the process of participation.

The Minister who is supposed to play a strategic role in policy formulation and implementation is involved in the day to day running of the municipality leaving little room for elected councilors and residents in general to determine their own destiny. The Ministry has also been involved in routine decision making which in actual fact is a responsibility of the municipality. According to Madzivanyika (2011:33) efficient and effective provision of goods and services is compromised by a high level of central interference in the decision-making processes of local authorities. Findings indicated that the centre-local relationship that is suppose to foster independence and autonomy of the municipality in the provision of goods and services has turned into a master-servant relationship that has negatively affected service delivery in city councils.

The ministry of local government, public works and national housing (MLGPWNH) controls most important financial activities of the municipality for in Poor educational qualifications of councilors create mistrust between councilors and the Minister as the minister will tend to underrate the capacity of the academically challenged councilors to run the municipality. Resultantly, the Minister maintains a close oversight role on the operations of the municipality through directives and interventions. This results in the Minister playing an active role in the decision making process of the city council. The survey carried out supports this view. The survey revealed that the Minister plays an influential role in the decision making process followed by the town clerk and there was little demonstration that the councilors played an influential role as diagrammatically presented below.

## **2.6. The impact of partisan politics on service delivery**

Madzivanyika (2011:14) maintains: Basic services must, be available, accessible, culturally acceptable, and affordable, of good quality and provided on a non discriminatory basis.”Zimbabwe Election Support Network (ZESN) (2008:1) also explains that residents in the various local authorities in Zimbabwe have had to contend with a plethora of problems which include uncollected refuse, bursting sewers, erratic water supplies, roads filled with potholes which have become a nightmare for motorists. The Network further states that there has been general dissatisfaction among residents with the level of service delivery and these are some of the considerations that might have affected the choices of the electorate as they chose the Councilors for their respective local authorities.

Bulawayo 24 News further argues that since 2008 when the majority of current councilors were voted into office on an MDC ticket, Chombo has been destabilizing the operations of the MDC led - councils and suspending the democratically elected councilors on phony corruption charges. This aspect indicates lack of professionalism on the part of the Minister. His political banditry has left many local governments malfunctioning or bankruptcy. The interventions have left many city councils poorly providing public goods and services because politicking and the Minister’s interventions in local affairs that are done in bad faith. The citizens always suffer from these confrontations that divert the attention of councilors and employees. The political machinations of Chombo had left many city fathers and council Heads of Department unsure on how to proceed with urban council businesses.

The politicization of public administrative institutions has meant further isolation of the opposition and its supporters. Thus the administrative institutions instead of providing public Goods and services efficiently and effectively, they have been turned into agents of oppression, suppression and instruments through which institutionalized violence in perpetrated. The Institute for Democratic Alternative for Zimbabwe (IDAZIM) provides a clear example of this scenario. IDAZIM (201:4) explain that by 2008 the Movement for Democratic Change Party (MDC) was in control of all the urban councils and it was also controlling more than half of the

Rural District Councils. The IDAZIM maintains that the MDC electoral strength, especially in major cities revolutionized the political scene. This is because the ruling party controls the Ministry of Local Government and levers of the power at the national level, while the opposition controls most of the local authorities. This arrangement has created political conflicts that have led some of the MDC Party mayors to be removed from their positions even if the Ministry of Local Government claim to be acting impartially and taking such measures to promote efficiency and effective administrations in urban areas. IDAZIM(2010:16)states, “in a centralized system in which the Ministry of Local Government the “mother” ministry of all local authorities has a wealth of legal tools at its disposal to become involved, if not, in local decision making, animosity proved inevitable.”

Makumbe (2009:2) states that any force or group of citizens that attempts to demand their democratic and constitutional rights are swiftly dealt with by these personalized “state” institutions in the name of preserving peace, law and order, when in an actual fact these institutions have been reduced to mere survival instruments for dictators. The state institutions here include, the army intelligence agents, police, youth groups and other related interest and pressure groups. They no longer serve the interests of either the state or the citizens. Instead, they are now both personalized and privatized for the benefit of Mugabe, ZANU-PF mayors and illegal informal groups that are terrorizing communities in many high density residential areas (Makumbe, 2009:2).

## **2.7. Theoretical framework**

This study adopted the conflict theory propounded by Karl Marx which says that the society is in a state of perpetual conflict due to competition for limited resources. It holds that social order is

maintained by domination and power, rather than consensus and conformity. The theory argues that individuals and groups (social classes) within society have differing amounts of material and non-material resources and that the more powerful groups use their power in order to exploit groups with less power. Thus the minister of local government is ZANU PF and most of the councils are dominated by MDC-T. Conflicts will always rise between the two groups since they have different beliefs. The groups fight for the few resources and by that they compromise service delivery.

## **2.8. The impact of partisan politics on service delivery in other countries**

### **Case study of Uganda**

Uganda, like other African countries, has implemented reforms to decentralize political authority to local governments and reintroduce multiparty elections. This combination creates opportunities for national partisan struggles to emerge in local arenas and influence local service delivery. Partisan politics affects urban service delivery in Uganda through an examination of service provision by Kampala City Council and recent reforms to recentralize control over Kampala. I find that partisan politics undermines service delivery Kampala in several ways, including through financing, tax policy, and even direct interference in the policies and decisions made by the city council. The country's rapid urbanization, estimated at nearly 5 per cent annually, certainly increases the demand for services from urban councils, perpetuating the widely held perception that the country's urban governments are simply not doing enough to meet the needs of urban residents. The municipal government in Kampala, in particular, faces structural constraints given the region's geography and the large portion of the city identified as wetland. One long-time administrator in Kampala City Council (KCC) put it this way: 'Kampala attracts everyone. There is a lot of incoming migration so there's always a mismatch between service delivery and demand' (anonymous with KCC official, Finance and Planning Department, May 2011).

Lambright argue that politics definitely plays an important role in service delivery in Uganda's urban councils. The effect of politics, however, is less straightforward than might be otherwise expected. Uganda's national resistance movement (NRM) government regularly employs 'strategies of subversion' (Resnick 2011) to subvert and weaken the authority of local

governments. Unlike the situation in Senegal (Resnick 2011) and other African countries, however, the NRM government's actions undermine the work of local governments of all political leanings. Political opposition to the NRM government alone cannot explain KCC's dismal record of service delivery, while the links between the mayor and other political leaders in the Entebbe Municipal Council (EMC) and the ruling party seem equally insufficient to explain the performance of EMC. Yet, Kampala's commercial and political importance in the country, combined with its longstanding and highly visible political opposition to the central government, make it a target of such interference with negative repercussions on service delivery.

Mwanje (2012) states that central government interventions in the work of opposition-led councils take a lot of forms. In Kampala, political intervention in the work of the city government incorporates a dramatic manipulation of local political institutions, given that the central government has recently taken control of the city administration, and interference in contracts for local development projects. The recentralization of Kampala's administration exemplifies 'active obstruction' (Resnick 2011) as the NRM government adjusts the responsibilities of urban governments as part of partisan political struggles. The takeover of Kampala serves two key political purposes for the NRM: reinforces the government's ongoing narrative about the inefficiency and corruption that plagues the opposition-led city government and undermines the council's service delivery; and reflects the NRM government's strategy to protect itself from political fallout associated with public dissatisfaction and even anger with poor living conditions in the city. Generally, political interference in Uganda's local governments is associated with worse local government performance (Lambright 2011). It remains to be seen how Kampala's urban poor will fare as a result of the NRM's strategies to weaken Kampala's city government, but prior interference in city affairs by central government representatives has weakened service delivery in a number of ways.

## **2.9. Chapter summary**

This chapter focused mainly on the reviewing of related material or literature to the study. It therefore brought out the works of other scholars concerning the researcher's area of study focusing on different themes that tally with the research questions.

## **CHAPTER THREE: RESEARCH METHODOLOGIES**

### **3.1. Introduction.**

Research methodology has been defined by O’Leary (2004:85) as the framework associated with a particular set of paradigmatic assumptions that one will use to conduct the research. Generally research methodology refers to the design, tools and techniques that will be used in the research process. The purpose of this chapter is to explain the strategies or methods used by the researcher to gather data which will be subsequently processed into information in the chapter to follow. Primary data was obtained through the use of interviews and questionnaires and secondary research techniques came in handy to buttress primary data.

### **3.2. Research design**

A research design represents a structure that guides the execution of a research method and the analysis of subsequent data, (Bryman and Bell, 2011:41). According to Gray (2010:130) research design is an “overarching plan for the collection, measurement and analysis of data”. Therefore research design can be a simplified plan that will guide the study in data collection and analysis and most importantly, the obtaining of answers for the research questions. Selltiz et al (1962:50) views research design as ‘the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. A research design is a full outline of how a survey will take place. It will include how information is to be collected, what instruments will be utilized, how the instruments will be used and the intended means for analyzing data collected. Mixed research methodology was used to collect data.

#### **3.2.1. Mixed research methods**

Mixed research is a methodology for conducting research that involves collecting ,analysing and integrating quantitative( for example experiments, surveys) and qualitative (for example focus groups ,interviews) research. This approach to research is used when this integration provides a better understanding of the research problem than either of each alone. This is a combination of qualitative and quantitative research methods. O’Leary (2004) notes that qualitative and quantitative are simply adjectives for types of data and their corresponding modes of analysis. In



addition to the above, Kumar (2011) also acknowledges that there are two approaches to inquiry, the structured and unstructured. Qualitative research is when data is presented through words, pictures and icons analysis using thematic exploration O'Leary (2004). whereas quantitative research embodies data that is presented through numbers and analysed through statistics. The researcher used mixed methods because for her it provided a more complete and comprehensive understanding of the research problem. The only disadvantage it had is that it took much time and resources to plan implement this type of research.

### **3.3. Sample selection**

#### **3.3.1. Sampling**

Sampling is a sub-group of the population you are interested in (Kumar, 2011:164). A sample selection is concerned with the selection of subset of individuals from within a statistical population to estimate characteristics of the whole population. In terms of sampling, purposive sampling will be employed and it is largely geared towards targeting people who have information about the subject matter. Kumar (2011:164) also defines sampling as the process of selecting a few (a sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group. Like most methods of research, sampling has advantages and disadvantages. The most notable strength is that it is less time consuming and it is very cheap. The method is however discredited for its predictive nature; that not all element views and opinions are taken into consideration thus compromising the level of accuracy of research.

#### **3.3.2. Purposive/ Judgemental Sampling**

Kumar (2011:179) writes that purposive or judgemental sampling is the judgement of the researchers as to who can provide the best information to achieve the objectives of the study. He alludes that this type of sampling is extremely useful when one wants to construct a historical reality, describe a phenomenon or develop something about which only a little is known (Kumar, 2011:179). O'Leary (2004:110) terms this type of sampling, Handpicked sampling and says that it involves the selection of a sample with a particular purpose in mind. What is meant by the

technique above is that there is a small group of people who might have fundamental knowledge concerning the research problem. The sampling technique was used to select a representative population in selecting the respondents in this research. Through purposive sampling the researcher drew her sample from, Council employees and councillors. However purposive sampling has been discredited for its bias. The selected group with ‘expertise’ on the research problem may actually be biased thus distorting the whole research. But on the bright side, this non-probability sampling technique might assist in obtaining quality primary data.

### **3.3.3. Simple Random Sampling**

According to O’Leary (2004:106) random sampling relies on random selection, or the process by which each element in a population has an equal chance of selection and it is a process that eliminates researcher bias and allows for statistical estimates of representatives. She goes on to note that simple random sampling is the simplest type of random sampling because within a designated population all elements have an equal chance of inclusion, and this is considered fair and allows findings to be generalized (O’Leary, 2004:107). The aim of random sampling is to “keep sampling error at a minimum” (Bryman, 2001: 85). The researcher used this sampling technique in selecting respondents from the residents in order to view partisan politics from the residents’ point of view. The researcher used this technique because it is considered as a fair way of selecting a sample from a given population since every member is given equal opportunities of being selected.

## **3.4. Methods of data collection**

### **3.4.1 Questionnaires**

Kumar (2011:126) purports that a questionnaire is a written list of questions, the answers to which are recorded by respondents. In a questionnaire session, the respondent reads the questions and writes down the answers. Since there would be no one to ask the questions, the questions need to be clear and understandable for the respondent to answer. The questionnaire can surely be administered in different ways but the research demanded administration in a public place.

Kumar (2011:129) notes that a questionnaire can be administered in a public place such as a shopping mall, health centre, hospital, school or pub.

The questionnaire containing open-ended questions formed the backbone of searching and draining the respondent's knowledge and understanding of partisan politics and service delivery. The questionnaire targeted respondents above the age of 20 since they are the rate payers. The questionnaire also allowed the respondents to provide solution to the identified challenges. Data from residents will be supplemented by data obtained from key informants, that is, councillors, and council employees. Advantages of questionnaires are it is cheap and respondents are free to express their unique views. The other advantage is it compliments confidentiality and anonymity. Kumar (2011:130) notes that as there is no face-to-face interaction between respondents and interviewer, this method provides greater anonymity. This was helpful to the researcher as respondents gave their views without any fear. There are also disadvantages, the application is limited (Kumar, 2011:130). Fundamental groups of people are excluded from this study, for instance, the illiterate, though they may possess data that might be useful to the study, they were automatically sidelined. The opportunity to clarify vague questions is limited. Kumar (2011:130) argues that the response rates are low and that most people fail to return them. Those who failed to return are some of the people who were afraid of the politics that is going on.

### **3.4.2. Interviews**

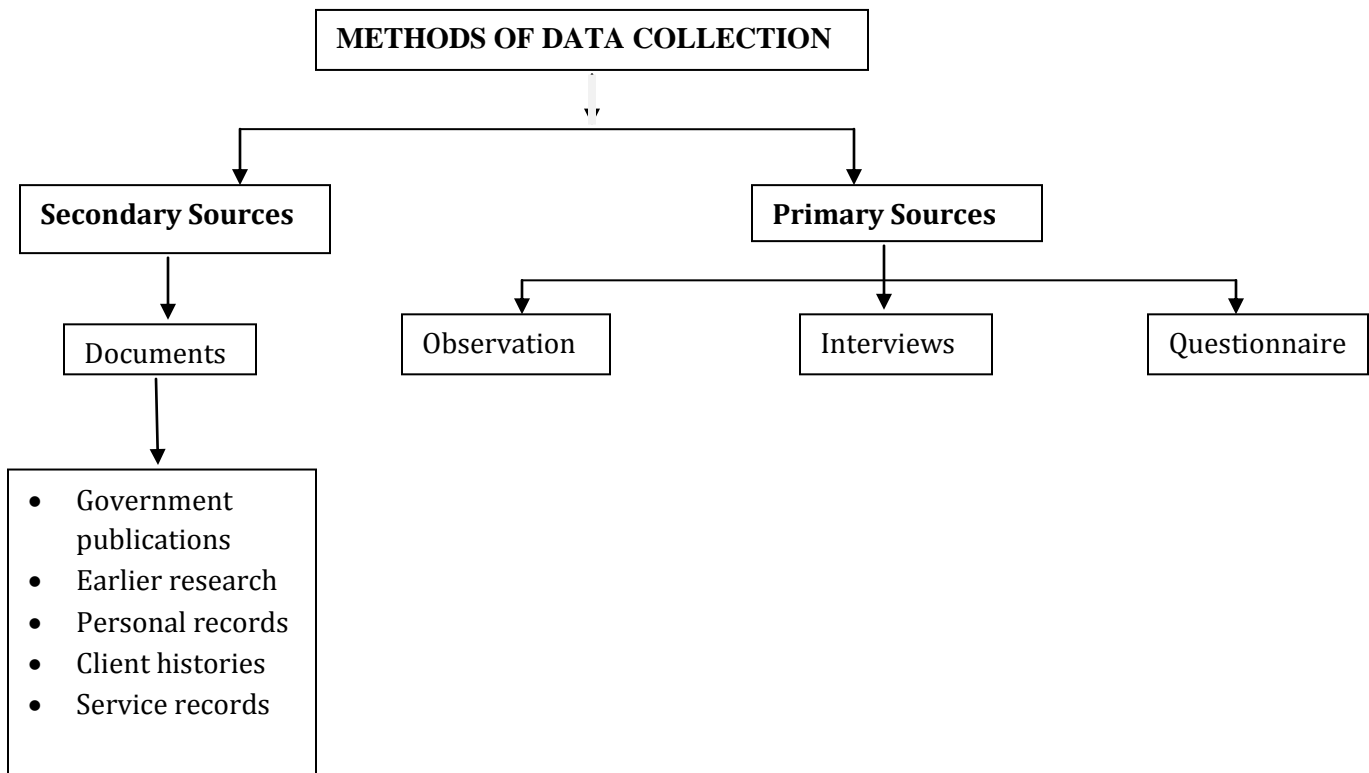
Any person-to-person interaction between two or more individuals with a specific purpose is called an interview, (Kumar 2011:123). Interviews can at times be flexible and sometimes can be rigid all depending on the type of interview preferred. Interviews are divided into two main types; the structured and unstructured interview. Structured interviews involve a premeditated set of questions, using the same wording and order of questions as specified in the interview schedule (Kumar, 2011:126). Kumar (2011:126) also notes that an interview schedule is a research tool/instrument for collecting data, whereas interviewing is a method of data collection. Unstructured interviews enjoy a great amount of flexibility because the researcher may formulate questions during the course of the interview. Such interviews will be used by the researcher to obtain information from specific individuals like councilors and council employees. Advantages, this research tool couples verbal responses with visual signs which reinforce a response. Interviews allow the researcher to be actively involved and in control of the research. For

sensitive issues , this method may be appropriate in that the researcher to first get the respondent to lighten up before getting down to business. The technique offers discretion in the ability to clarify questions thus reducing misinterpretation of questions. It is applicable to any group of people for instance the illiterate and the old to mention a few. The disadvantages are that, interviews are time consuming and expensive, the researcher had to wait until she was put in the schedules. Issue of bias may be exposed on, the interviewer and the respondents/ interviewee's part. The quality of data depends on how good the interviewer is in asking and explaining important questions that may be useful to the study.

### **3.4.3. Documentary review**

Payne and Payne (2004) describe the documentary method as the techniques used to categorise, investigate, interpret and identify the limitations of physical sources, most commonly written documents whether in the private or public domain. Bailey (1994) suggest that the use of documentary methods refers to the analysis of documents that contain information about the phenomenon we wish to study. According to Mogalakwe (2006), "There is another research method that is often marginalized or when used, it is only as a supplement to the conventional social surveys. This is the documentary research method or the use of documentary sources in social research". It is the use of outside sources, documents, to support the viewpoint or argument of an academic work. The advantage of this method is that it is just as good as other methods and sometimes it was even more cost effective than social surveys and in-depth interviews. The use of outside sources for example books or journals helped to supplement the data gained through surveys and in-depth methods in the study and also it helped to re-analyze the existing data on the impact of Partisan politics on service delivery.

**Figure 1.0: methods of data collection**



Source Kumar (2011)

#### **3.4.4. Data analysis**

Data analysis is a process of systematically applying statistical and or logical techniques to describe and illustrate, condone and recap and evaluate data. Content analysis and textual analysis will be According to Kumar (2011:118), there are two major approaches of gathering information about a situation, person, problem or phenomenon. Data collection is a quest of collecting primary and secondary data. Primary data involves first hand information, in its raw and usually undistorted form whilst secondary data is that type of data obtained from second hand sources which have been open to distortion or analysis. Kumar (2011:118) gave his interpretation of these two methods of data collection in form of the above diagram.

Primary data was obtained from key informants from Council officials to residents who had knowledge concerning the research problem through the distribution of questionnaires and conducting interviews. Council reports and minutes also acted as primary data for the research.

Secondary data was gathered from written documents and newspaper articles, in order to reinforce primary data.

### **3.5. Ethical consideration**

Ethical considerations are an accumulation of values, and principles that address questions of what is good or bad in human affairs to Resnick (2011). Ethics searches for reasons for acting or retraining from acting, for approving or not approving conduct, for believing or denying something about virtuous or a vicious conduct or good on evil rules. Ethics are norms or standards that distinguish between right and wrong. They determine the difference between acceptable and unacceptable behaviors. The researcher used confidentiality and integrity. It is important for researchers to adhere to ethical standards in order for the public to support and believe in their research. First, ethical standards prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of research. Ethical behavior is also critical for collaborative work because it encourages an environment of trust, accountability, and mutual respect among researchers. Confidentiality and privacy were used by the researcher. This was of advantage because the respondents were able to say out the exact things they wanted to say. The respondents were assured that it was for academic purposes and were comfortable in responding.

### **3.6. Chapter summary**

The chapter focused on the methodology, that is, it drew much of its focus on a body of methods used in the research to collect data. The body of methods that were used in this activity or study was both qualitative and quantitative in matters that were appropriate as the study was performed in that manner. The approaches had methods of collecting the data related to the study and in which case therefore this chapter also highlighted the different methods of data collection used and also the design to the research.

## CHAPTER FOUR: DATA ANALYSIS

### 4.1. Introduction

Data analysis is a process of assessing, cleaning, changing and displaying data with the objective of having useful information, suggesting conclusions and supporting conclusion. Holliday (2002) defines data analysis as the process of making sense of sifting, organizing and cataloguing, selecting determining themes, processing the data. The information that the researcher got was in a complex state, hence it is the task of the researcher to juggle, sort out and translate the data. Responses obtained through questionnaires and interviews will be analyzed and categorized accordingly.

#### 4.1.1. Research findings

Questionnaires

Population sample	Distributed questionnaires	Returned questionnaires	Unreturned questionnaires	Percentage response rate
Residents	30	25	5	83%
Council employees	20	17	3	85%
Total	50	42	8	84%

Source survey

The table shows how the questionnaires were distributed, the response rate was not bad for the researcher. Only eight respondents out of the expected fifty did not return the questionnaires.

## **4.2. Presentation of data from findings**

### **4.2.1 The role of Kadoma city council**

Kadoma city council should provide a number of services to its residents these include clean water, sanitation, sewer, schools, clinics, street lighting, fire rescue and ambulance services, refuse collection, roads and bridges, stands and houses. This was supported by Warioba (2008) who said that local authorities should provide housing services to its residents; the council should also provide clean water, bridges, and fire rescue services among other services. However, it seems from the survey that residents do not know what services they should receive from the city council. The researcher in her questionnaire asked the residents if they are aware of the services they should receive. The other question was to list them, among all the respondents no one wrote more than four. This implies two things, firstly that the council is failing to deliver services to its people and secondly that the residents are ignorant. The respondents want good service delivery from the city council and they complain that the services are being politicized. Anonymous one was of the view that there is nothing to compliment about Kadoma city council, they should stop politicizing services so that every resident gets enough of the services.

### **4.2.2. Causes of poor service delivery**

Residents were able to outline what they think are the causes of poor service delivery at Kadoma city council. Many issues were raised which included corruption, political interference, misuse of funds, use of unqualified personnel in the council. Anonymous one said ‘the political interference is leading to unqualified personnel manning key sectors of municipal duties.’ Corruption has also been seen as a cause of poor service delivery, “corruption within the system on awarding tenders on service delivery issues are on political affiliation. Another resident admitted that service delivery can not only be seen on the council’s side but on the residents themselves. He stated that the cause of poor service delivery is the rate payers who are unaware of what the council should do for them in terms of their rights and council accountability. Financial capacity, the council does not have enough resources that is why it is failing to provide services as expected. More so cooperation from residents is needed. Most of the council services are post paid and most residents do not comply on paying for the services provided. Political involvement in the running of council affairs is also a cause of poor service delivery.



#### **4.2.3. Impacts of partisan politics on service delivery**

The respondents showed that they are affected by partisan politics. Partisan politics is determined to proper implementation of essential program as the populace is sacrificing for policies aligned to party principles whether good or bad (anonymous). More so, according to anonymous partisan politics is negatively affecting service delivery to the extent that council resources may be used by politicians to win their hearts and minds of the electorate. Others were of the view that partisan politics affect service delivery as those who belong to the ruling party are favored as compared to the opposition. This was supported by Bulawayo 24 news which states that Chombo fired MDC-T councilors and replaced them with ZANU PF councilors. Officials in the council are appointed on political backgrounds and hence when providing services they follow what their appointers want not what the residents want. Anonymous said to a greater extend partisan politics affect service delivery at Kadoma. Every political party needs to be seen that it exists. Councilors want things to be done their way and to fulfill the needs of their parties. There are also conflicts between councilors since they belong to different parties. Resources though they are scarce they are not being distributed evenly. Madzivanyika (2011) states that the resources should be available on a non discriminatory basis, this means that he agrees with the findings of this research. It was raised that employees are employed on political basis there by compromising service delivery.

#### **4.2.4. Solutions to improve service delivery in the existence of partisan politics**

Residents suggested that service delivery can be improved though there is existence of partisan politics. It was suggested that they should be involvement of other civic organizations and rate payers associations with functional constitutions. Moreover they should be promotion of democracy so that rate payers choose their own perceived political parties, and individuals to spearhead municipal issues. Politics should not be entertained in council administration more so professionalism should be taken into consideration thus having qualified officials, councilors and mayors. Positions of councilors and mayors should be based on merits. Furthermore there is need to consider the livelihood of citizens in Kadoma taking their views into consideration. Lastly they should be co-operation between the political parties involved

#### **4.2.5. Challenges faced by Kadoma city council in delivering services**

There are a lot of challenges that the council is facing in providing services to its residents. Firstly their main challenge is they lack financial capacity. Financial capacity, the council does not have enough resources that is why it is failing to provide services as expected. More so cooperation from residents is needed. Most of the council services are post paid and most residents do not comply on paying for the services provided. The council does not have money and resources to use to provide the best services for their residents. Political involvement in the running of council affairs is also a cause of poor service delivery. Politics has been seen as a challenge in delivering of services at Kadoma city council. This was cemented by the findings of Kamete (2000) who suggested that politics should be separated from day to day running of an organization's business. There are different beliefs in each of the political parties. Politics and work should be separated so that results can be seen. Partisanship has caused setbacks in service delivery. If the opposition is not complimented for the good work they will not work hard in providing services. Lastly it was seen that residents do not cooperate with the council. There are reasons why they do not cooperate its either the councilor in power is not the one they wanted or they do not know that the services provided are for them for example street lights.

#### **4.3. Chapter summary**

This chapter focused on the presentation and analysis of research findings through the use of themes aligning with the research questions. The researcher used a table to clearly illustrate the statistical data gathered. Most of the data portrayed in this chapter was generated using the open-ended questionnaires and structured in-depth interviews as well as the use and review of secondary sources. The last part of the questionnaires and interview questions had solicited for recommendations from various respondents; these would be used in the following chapter. The respondents were asked about the way forward and the ways in which partisanship can be curtailed and managed. This together with the researcher's opinions would be discussed in the last chapter of this research to provide strategies that Council could adopt to deal with partisanship and improve service delivery.

## **CHAPTER FIVE: CONCLUSIONS AND RECCOMENDATIONS**

### **5.1. Introduction**

This is the final chapter of the research where the impact of partisan politics on service delivery in Zimbabwe's local authorities was discussed. It is an overview of the entire research and it provides the researchers conclusion, the conclusion of the entire research and the recommendations. The recommendations are given so as to give solutions to Kadoma City Council and other local authorities on how to deal with partisan politics and the improvement of service delivery.

### **5.2. Summary of findings**

Kadoma city council is a field of the government closest to the people ,they are assigned by the residents to represent them and are responsible to ensure that services are delivered to the community .However , residents complain that there is the political interference in the running of KCC has given poor service delivery .KCC has itself admitted through the interviews made that the causes of poor service delivery are firstly partisan politics , leading to use of unqualified people in the council. The issue of lack of finance they say it is caused by partisan politics. Every political party needs to be seen that it exists. Councilors want things to be done their way and to fulfill the needs of their parties. There are also conflicts between councilors since they belong to different parties. Resources though they are scarce they are not being distributed evenly. It was raised that employees are employed on political basis there by compromising service delivery.

### **5.3. Conclusions**

5.3.1. In the study it was found out that the residents do not know the services they should receive from the city council. It is so sad to note that they cannot even list more than four services they receive from the council. This gives a clear picture that services are not being provided to the residents or the residents themselves are ignorant to the services they are receiving from the council.

5.3.2. The researcher concluded that political interference in the running of KCC has contributed to poor service delivery. Most residents had suggested that politics have to be separated from work, thereby promoting the best service delivery.

5.3.3. Partisan politics has affected service delivery at KCC .resources are not being distributed evenly among the two political parties ZANU-PF AND MDC-T. Resources are being used by politicians to win their hearts and minds and forgetting those who elected them, the residents.

5.3.4. The research has seen that KCC faces challenges in delivering services. Most of the employees are employed on political basis. They follow the principles of the employer and work towards achieving their party's' interest and compromising service delivery.

## **5.4. Recommendations**

### **5.4.1 Residents**

They should cooperate with the city council in preserving the services that are provided. Residents should be taught and be able to know how to use the services effectively and not greedily so that everyone has access to them. This will make it easier to understand if the council is the problem or what.

### **5.4.2. Kadoma City Council**

5.4.2.1. It should separate politics from work. Work should be transparent and not linked to any political party. Direct political interference of political leaders causes poor service delivery.

5.4.2.2. To ensure that performance can be rated and improved, employees should be employed on academic merit. They should not be employed because they affiliate to a certain political party.

5.4.2.3. Political parties, no matter how many they are, should cooperate. Cooperation yields best service delivery. If they complement each other it means they can produce results that can be seen.

5.4.2.4. The city of Kadoma should also use the media to advertise and inform the public on its operations. It is evident that in most cases people get involved in certain unscrupulous activities not because they are ignorant but simply because they may not be aware. Hence there should be programs on all media aiming to educate the public on how best they can get certain services from the local authority. Having informed the people and taught them about the dangers of being involved in things like misuse of services, the public will approach the issue of services in a different way than they do now.

5.4.2.5. The city of Kadoma should acknowledge that they have shortcomings and help stakeholders to identify key problematic areas which needs attention so that service delivery becomes a more collective responsibility for the business world, civil society and also industry. Hence the issue of services needs not to be politicized but rather be taken as a human right that needs to be met.

## **5.5. Conclusion**

Efforts have been made to see the causes of poor service delivery. Most researches had focused on other causes but this research was mainly based on the impacts of partisan politics on service delivery. The researcher brought about the history of partisan politics, how it grew and its development at KCC. The significance of the study was also provided to show that the research is important in understanding the issue of partisan politics and how it affects society and public institutions. Like any life experience, the research faced hurdles when respondents fail to reveal all they know about such a sensitive problem. Related material from other scholars was included in the research. The impact of partisan politics on service delivery was seen in this research and answered. The researcher concluded that partisan politics has greatly affected service delivery at KCC and also in other local authorities. In the study it was found out that the residents do not know the services they should receive from the city council. It is so sad to note that they cannot even list more than four services they receive from the council. This gives a clear picture that services are not being provided to the residents or the residents themselves are ignorant to the services they are receiving from the council. The researcher concluded that political interference in the running of KCC has contributed to poor service delivery. Most residents had suggested that politics have to be separated from work, thereby promoting the best service delivery. Partisan politics has affected service delivery at KCC .resources are not being distributed evenly among the two political parties ZANU-PF and MDC-T. Resources are being used by politicians to win their hearts and minds and forgetting those who elected them, the residents. The research has seen that KCC faces challenges in delivering services. Most of the employees are employed on political basis. They follow the principles of the employer and work towards achieving their party's' interest and compromising service delivery. The residents should cooperate with the city council in preserving the services that are provided. Residents should be taught and be able to know how to use the services effectively and not greedily so that everyone has access to them. This will make it easier to understand if the council is the problem or what.

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# Appendices

## Appendix : A. A questionnaire for services receivers (the residents)

This research is part of the fulfillment for undergraduate degree at midlands state university.the research topic reads:

**The impacts of partisan politics on service delivery in local authorities. A case of kadoma city council.**

Are you aware of the services that you should receive from Kadoma city council?

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Will you be kind enough to list them?

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Can you give compliments about the services provided by the city council?

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How would you rate the quality of service delivery of Kadoma City Council?

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What do you think might be the causes of poor service delivery?

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Give your view on the impacts of partisan politics on service delivery.

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How best can the service delivery be improved though there is the existence of partisan politics.

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Does opposition control bring better service delivery and why?

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Explain what you think should be done to improve service delivery.

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**Appendix B: Interview guide**

This is an undergraduate dissertation for Majory Mleya. I'm carrying out this research as part of the fulfillment for undergraduate studies at Midlands State University. The research topic reads;

**The impacts of partisan politics on service delivery in local authorities. A case of kadoma city council.**

How do you value your services?

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How much do you value your service receivers, the residents of Kadoma city council?

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What challenges have you faced in providing services to the residents of Kadoma.

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What are the causes of poor service delivery at Kadoma city council?

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To what extent has partisan politics affected service delivery at Kadoma city council?

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What can be done to improve service delivery in the existence of partisan politics?

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What are the needs for you to have effective service delivery and meet your goals of providing quality services.

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