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GOVERNANCE ISSUES MILITATING PERFORMANCE OF URBAN LOCAL AUTHORITIES: A CASE STUDY FOR NORTON TOWN COUNCIL

BY

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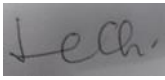
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DECLARATION

I, **Munyaradzi Zvaraya** hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the acknowledgements and references and by acknowledged sources in the body of the report, and that it has not been submitted in part or full for any other degree to any other University or College.

_____   _____

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DEDICATION

This dissertation is dedicated in loving memory to my dear father, who passed away on the 6th of April 2022. To the one who nurtured my dreams, supported my aspirations, and encouraged my growth, this achievement is a testament to your unwavering love and guidance. Although you are no longer physically present, your spirit continues to inspire and motivate me every step of the way. You were my rock, my biggest fan and my confidant. Your wisdom, patience and strength shaped the person I am today. Your belief in me fuelled my determination when times were tough and your unconditional love gave me the courage to pursue my passions fearlessly. It is with a heavy heart that I complete this dissertation without your physical presence, as I know how much you would have rejoiced in this moment. However, I take solace in the knowledge that you are watching over me, guiding me from above, and celebrating this milestone alongside me. I will forever cherish the memories we shared, the lessons you taught me and the love we had. Your legacy lives on through me and all that I accomplish. This dissertation is not only a tribute to my hard work but also a reflection of the lasting impact you had on my life. In honour of your memory, I dedicate this dissertation to you, my beloved father. Thank you for being my source of strength, inspiration and unconditional love. Though you may be physically gone, your spirit lives on within me, guiding me towards success. Rest in peace, knowing that you will forever be cherished and loved.

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ABSTRACT

The study aims to determine governance issues militating performance of urban Local Authorities in Zimbabwe by using the Norton Town Council as a case study. The research was motivated by the continued and plethora of poor service delivery by local authorities in Zimbabwe. As such the objectives of the study were to ascertain corporate governance challenges faced by local authorities in undertaking efficient service delivery, to investigate the extent of compliance to the dictates the Public Entities Corporate Governance Act, to assess the extent to which local authorities engages the residents in service delivery improvement strategies and to recommend corporate governance strategies to improve service delivery by local authorities issues around many Local Authorities in Zimbabwe. The study adopted a pragmatism research philosophy and a mixed research approach. A descriptive survey design was used. The research used simple random sampling for quantitative data whilst purposive sampling was used for the collection of qualitative data. Structured questionnaires and interview guide were the two major instruments that were used. A sample size of 155 was drawn from Norton Town Council Employees from grades 1-16 from the five departments Central Administration, Treasury, Housing, Engineering and Health Services. The sample size was arrived at using a simplified formula by Krejcie and Morgan determination scale. The sample size for qualitative data was not predetermined but was arrived at using the saturation principle. In the analysis of quantitative data, tables, descriptive statistics and inferential statistics were produced using Statistical Package for the Social Sciences (SPSS) version 23 with Amos. The presentation of qualitative data followed a thematic approach in which responses were shown using word cloud analysis. Study revealed that that the main challenges faced by local authorities in undertaking efficient service delivery include limited transparency, absence of board committees and poorly composed boards. It also confirmed that there is limited compliance with certain provisions of the Public Entities Corporate Governance Act that includes Drafting of Strategic Plans, compliance with 10-year CEO Tenure and ensuring that Board committees exist. The research results also confirmed that Norton Town Council engages the residents in service delivery improvement strategies such as meetings for water rationing, and being invited to house and town planning decisions. Through the findings it can be noted that the transparent appointment of boards, Board Committees and Compliance with CEO Tenure are the various strategies that can be used to improve service delivery by local authorities. Chi-square tests confirmed that There is a positive relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities and also there is an association between performance contracts and enhanced service delivery by local authorities. It was recommended that the Norton Town Council engages the office of the President corporate governance unit in conducting more trainings on corporate governance so as to improve on service delivery. It was also recommended that when appointing board members for local authorities Norton Town council must do this transparently by engaging the board database at the corporate governance unit housed in the office of the president and cabinet.

Key words: Service Delivery, Corporate Governance, Local Authorities, CEO Tenure, Governance Act

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Corporate governance by local authorities and other State-Owned Enterprises (SOEs), particularly in developing and less developed countries, has received a lot of attention recently, and many academics see it as a key factor in helping countries become more sustainable and competitive globally (Tiron-Tudor, 2020). This chapter seeks to give an introduction on governance issues militating local authorities in Zimbabwe that has caused poor service delivery. In the present chapter, the researcher presents major aspects such as background of the study, statement of the problem, research objectives, research questions, hypotheses, and the scope of the study among other issues. The Chapter ends with a chapter summary.

1.1 Background of the Study

At global level, according to Tortajada (2016), Singapore had one of the world's top urban water supply and sanitation management systems. Due to a lack of water, the nation imported water through long-term agreements inked in 1961 and 1962 when Singapore was still a self-governing British colony with the adjoining Malaysian state of Johor. Until 2011 and 2012, respectively, these two accords gave Singapore permission to transfer water from Johor (Tortajada, 2016). A major lack of infrastructure, terrible living conditions, and city overcrowding plagued Singapore more than 40 years ago (Lim, 2018). Singapore, however, became a prosperous city and a global commercial hub with a very high standard of living in a clean and green environment through proactive and long-term planning. Government organisations created and devoted to that goal supervised and drove Singapore's infrastructure development. The initial concept plan for Singapore's government was created in 1971. The 'ring idea' of urban planning was chosen by the government, in which high density outlying towns were connected to the CBD by motorways and a train system.

Cities in both developed and developing countries worldwide had the greatest challenge in providing services due to rapid population increase (OECD, 2020). Khalid (2010), who noted that Malaysian local authorities continue to face pressure to enhance service delivery, backed this viewpoint. In Malaysia, local governments were in charge of sewage services up until 1994, when the federal government took over administration of all sewerage assets as a result of inconsistent service delivery and inability to satisfy predetermined requirements (Chan, 2019). The federal government engaged the private company Indah Water Konsortium to run, maintain, and develop sewerage infrastructure for a 28-year concession period after privatising the provision of sanitation services. To oversee and control the sewerage services given to Indah Water Konsortium, the federal government formed the Sewerage Service Department. Except for the states of Johor, Kelantan, Sabah, and Sarawak, which continued to be under the control of their respective local governments for the provision of sewage services, the concession granted to Indah Water Konsortium covered the entire nation.

Andole (2016) noted that increased urbanisation, rural-to-urban migration, and natural population expansion in the Kenyan city of Nairobi resulted in a rise in solid waste creation but not an equal increase in ability to treat the garbage generated. This led to issues with municipal solid waste management, like illegally dumped trash. The implementation of service delivery alternatives targeted at upgrading current structures in the field of local government presented major obstacles to municipalities in South Africa close to home (Makanyeza et al., 2013). In South Africa, municipalities also had to contend with an ageing water supply and sanitation system, rising operating and maintenance costs for urban systems that provide free access to domestic supplies to a sizable number of eligible low-income people in accordance with the Free Basic Water Policy of 2002, which mandated that the low-income category receive 25 litres per capita per day for free; and a lack of critical skills at the artisanal, technical, and professional levels. Having briefly placed the study in a global, continental and regional context, the remainder of this section sought to place the study in a local context.

Since council staff were chosen based on their qualifications and effective systems were in place for both their professional growth and that of the council staff, Norton Town Council (NTC) was one of the best-run urban councils in Zimbabwe (Poperwi, 2018). In 2012, considerable water loss of 91 856 965 cubic metres was noted in the Report of the Auditor General (2016), indicating a loss of potential revenue as well as a waste of chemicals used to clean the water. In particular, the report noted that records from Norton Town Council Water's production department showed that the amount of water supplied during the year ended 31 December, 2012, was 130 497 365 cubic metres, while records from NTC offices' billing section showed that the amount of water billed during the year ended 31 December, 2012, was 71 640 400 cubic metres. This shows that Norton town council Council lacks an efficient water management system. This points to weak water management and poor infrastructure.

The Second Schedule of the Urban Councils Act (Chapter 29: 15) specifies the kinds of services and products that urban local authorities provide, including the disposal of effluent and waste, the leasing of land and buildings, and the provision of maternity and child welfare services (Chakaipa, 2010). The background above bears evidence that local authorities in general have, however, been criticized for poor service delivery because of governance issues that has been perceived as falling short of the needs and expectations of their residents. Urban local authorities provide a variety of services, including construction of roads and maintenance, garbage disposal, health and hygiene, and primary healthcare. In many ways, service delivery serves as the benchmark for judging the performance of a local authority. However, a lot of local authorities fail to provide these services, which begs the question of whether they should surrender their right to existence. Infrequent water delivery, burst water and sewer pipes, faecal contamination of important water sources, deterioration in road networks, malfunctioning traffic lights, non-collection of refuse, unfinished capital projects, and service delivery protests are just a few examples of how Zimbabwe's urban areas struggle to provide services. The Auditor General's Report (2019) on local authorities, which was delivered to the Parliament of Zimbabwe for the fiscal year that concluded on December 31, 2018,

paints a sombre picture of the country's poor corporate governance resulting in insufficient service delivery.

It depicts a pitiful picture of service delivery characterized by, among other things, paralysis, massive strain, poor and non-existent water provision, intermittent refuse collection and dilapidated service delivery infrastructure. It is against this backdrop that the proposed study is going to look at the governance issues militating performance of urban Local Authorities.

1.2 Statement of the Problem

Urban local authorities in Zimbabwe and world over were created to provide services such as water and water reticulation, sewer and sewerage treatment, health services, provision of education, construction and maintenance of street lights, roads, public lanes and street walls, disposal of immovable property, provision of fire brigade and estate development, provision of housing and development controls, provision of licences to business operating in town area, health inspectorate services and creation as well as maintenance of community facilities. Despite the importance of urban local authorities in promoting sustainable development, they continue to face numerous challenges that hinder their performance. These challenges are attributed in governance issues, such as corruption and weak institutional structures. The failure to address these issues has significant implications for achievement of sustainable development in urban areas. Therefore, there is a need to explore the governance issues affecting urban local authorities and their impact on service delivery in urban areas.

1.3 Main research Objective

The main objective of the study is to determine governance issues militating performance of urban Local Authorities.

1.3.1 Sub research objectives

1. To ascertain corporate governance challenges faced by local authorities in undertaking efficient service delivery
2. To investigate the extent of compliance to the dictates the Public Entities Corporate Governance Act by local authorities in Zimbabwe.

3. To assess the extent to which local authorities engages the residents in service delivery improvement strategies

4. To recommend corporate governance strategies to improve service delivery by local authorities.

1.4 Main research question

The main research question of the study is what corporate governance issues are militating performance of urban Local Authorities?

1.4.1 Sub research questions

1. What are corporate governance challenges faced by local authorities in undertaking efficient service delivery?

2. To what extent has local authorities in Zimbabwe complied to the dictates of the Public Entities Corporate Governance Act?

3. How have local authorities engaged the residents in coming out with efficient service delivery improvement strategies?

4. What corporate governance strategies may be adopted to improve service delivery by local authorities?

1.5 Research Hypothesis

H1: There is a positive relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities

H2: There is an association between performance contracts and enhanced service delivery by local authorities

1.6 Significance of the Study

The study will offer the following significances to different domains:

1.6.1 Theoretical contributions

First, the research will contribute to the discourse on corporate governance and service delivery in local authorities and in the process, adds value to the existing framework of corporate governance in Zimbabwean Local authorities

1.6.2 Policy significance

The study will inform local government policy makers and practitioners as they develop policies, guidelines, systems and interventions pertaining to governance issues militating local authorities hence helps in service delivery enhancement in urban local councils.

1.6.3 The researcher

Upon successful completion of the research, researcher gains some research skills, which are necessary to pursue for doctoral studies.

1.7 Study delimitations

The study on the Governance issues militating performance of urban Local Authorities will fall within the following delimitations:

1.7.1 Time delimitations

The study will run for six months that is from July 2023 to December 2023

1.7.2 Theoretical delimitations

study was guided by the Human capital theory, resource dependence theory and stakeholder theory

1.7.3 Geographical delimitations

The study will be conducted in Zimbabwe in the confines of the Norton Town Council, Mashonaland West Province

1.8 Limitations of the study

The study will likely face the following limitations:

1.8.1 Politics and local authorities

Managers and leaders in local authorities' work in a highly politicised environment, making them more inclined to be wary of any researcher they come across. When this occurs, it is possible that the participants will not supply crucial information. In order to

mitigate this, the researcher will adopt an apolitical stance and persuade the various participants that this is actually an academic study.

Respondents will be assured that no one will be victimised for supplying authentic information and that privacy and confidentiality of the participants would be respected in line with professional research ethics. This will enable the researcher to overcome this obstacle.

1.8.2 Methodological problems

When using the mixed method strategy, the researcher is likely to experience the difficulty of integrating the findings of two analyses arising from using different outputs (Creswell, 2009) especially if the findings are divergent. The researcher dealt with this limitation by treating the qualitative and quantitative findings as complementary.

1.9 Organisation of the Study

The study will be organised in the following structure:

1.9.1 Chapter 1: Introduction

This chapter presents the introductory aspects of the study by denoting the background of the study, statement of the problem as well as the objectives of the study. The chapter also presents the research questions, which will be addressed in this study as well as the significance of the study. Also covered by the chapter are the delimitations and limitations of the study.

1.9.2 Chapter 2: Literature Review

This chapter focuses on a review of related literature. The literature review takes two forms that is, theoretical and empirical literature review.

1.9.3 Chapter 3: Research Methodology

In this chapter, focus is on the research methodology to be employed for the study. In particular, the chapter covers the research philosophy, research design, target population, sample size, sampling method, research instruments, data collection procedures, data

presentation and analysis methods, reliability and validity as well as ethical considerations.

1.9.4 Chapter 4: Results and Discussion

The chapter looks at data analysis and discusses the findings. The findings from the study are discussed in this chapter. Within this chapter, the research questions posed in chapter 1 will be answered. Research findings are presented in this chapter. The results in this chapter are reported in a factual objective style with no discussion.

1.9.5 Summary, Conclusions and Recommendations

This chapter will incorporate the conclusions and recommendations based on the findings of the study. This chapter draws all the discussion together around the purpose of the investigation considering findings from the literature and other secondary research.

1.10 Chapter summary

The current chapter was an introductory chapter on governance issues militating performance of urban Local Authorities. A case of Norton Town Council. Accordingly, in the present chapter, the researcher presented on the aspects that included background of the study, statement of the problem, research objectives, research questions, hypotheses, limitations of the study and delimitations of study among other issues. The next chapter will focus on the review of literature in the area of study, both globally, regionally and locally. The literature to be reviewed will be guided by the research objectives and the review covers both theoretical and empirical literature

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Local Authorities play a significant role in spurring sustainable economic growth and development (Layton, 2021). Such local Authorities provide and maintain infrastructure for water and sanitation housing, waste disposal, road rehabilitation, public lighting and services such as basic health and education which are all critical in the promotion of economic and social well-being (Government of Zimbabwe and World Bank 2017 and Urban Council Act 29:15). In order to perform these functions adequately, local authorities also rely on central government to provide complementary infrastructure in areas that are beyond the jurisdiction of Local Authorities. This implies that Local Authorities can only function effectively if the general state of infrastructure at the national level is in good state (Layton, 2021). As the current chapter seeks to unpack corporate governance issues militating Zimbabwean local authorities, the previous chapter, presented the background of the study, statement of the problem, research objectives, research questions, hypotheses, and the scope of the study among other issues. Chapter two focuses on the review of related literature in the area of study, both globally, regionally and locally. The literature that will reviewed was guided by the research objectives.

2.1 Theoretical framework

According to Trochim and William (2006) a theoretical framework consists of concepts, definitions and existing theories that underpins a particular study. In this view, Trochim and Wiliam (2006) assert that a theoretical framework must demonstrate an understanding of theories and concepts that are relevant to the topic of a research and relate to a broader field of knowledge. Therefore, selection of a theory depends on its appropriateness, ease of application and its explanatory power. Having a theoretical framework helps in strengthening a study in the sense that it permits the researcher to evaluate research variables critically, connects the researcher to existing knowledge. Being guided by a relevant theory, researcher is given a basis for the hypotheses and choice of research methods.

Also, a theoretical framework specifies which key variables influence a phenomenon of interest (Trochim and Wiliam, 2006). In light of this, the current research is hinged on the following theories:

2.1.1 Human Capital Theory

According to Marginson (2019), the human capital theory focuses on personality attributes, competences, and knowledge incorporated in laborers ability to produce gains that are of economic value for the individual and for the business. Founded by Schultz (1961), the theory holds that the concept of human capital shows an investment in people through training and education which raise their future income by increasing their lifetime earnings. Schultz (1961) argues that the acquisition of knowledge and skills enhances the means of production. As such, the theory is important to the present study since the investment in human knowledge may be used to enhance service delivery.

2.1.2 Resource dependency theory

Resource dependence theory explains how the external resources of organizations affect the behavior of the organization. The procurement of external resources is an important tenet of both the strategic and tactical management of any company. Nevertheless, a theory of the consequences of this importance was not formalized until the 1970s, with the publication of *The* External Control of Organizations: A Resource Dependence Perspective (Pfeffer and Salancik 1978). Resource dependence theory has implications regarding the optimal divisional structure of organizations, recruitment of board members and employees, production strategies, contract structure, external organizational links, and many other aspects of organizational strategy. Thus, the theory is important to the study as it explains that external resources such as employee qualifications which can also affects service delivery.

2.1.3 Stakeholders' theory

There is now a general acceptance of a stakeholder theory of the modern organization (Ndebele, 2017). Such a theory implies that managers have a duty to stakeholders. Stakeholders are defined as those groups who have a stake in or claim on the firm. Translated to the corporate governance, different stakeholders for local authorities' Act as a means to some end and should therefore participate in determining the future direction of local authorities' activities within the organization. The evolution of corporate governance concept has also highlighted the need for the application of a stakeholder theory within local authorities' organization. Commentators such as Sparrow and Pettigrew (2017) and Harrison (2019) emphasize the need to engage stakeholders and residents as part of an overall service delivery strategy and ensure its alignment with the local authority's mission and strategic goals.

2.2 Conceptual Framework

According to Kazandzhieva and Santana (2019), a conceptual framework is a network or a plane of interrelated ideas that collectively provide a comprehensive understanding of a phenomenon. The concepts of a conceptual framework reinforce one another, articulate their respective phenomena, and construct a framework-specific philosophy (Kazandzhieva and Santana, 2019). A conceptual framework is a group of related notions that, when combined, offer a thorough understanding of an event (Samuel 2014). A conceptual framework's concepts support one another, explain its associated phenomena, and create a philosophy that is unique to that framework (Samuel 2014). This current investigation is guided by the conceptual framework below, which illustrates dependent and independent variables.
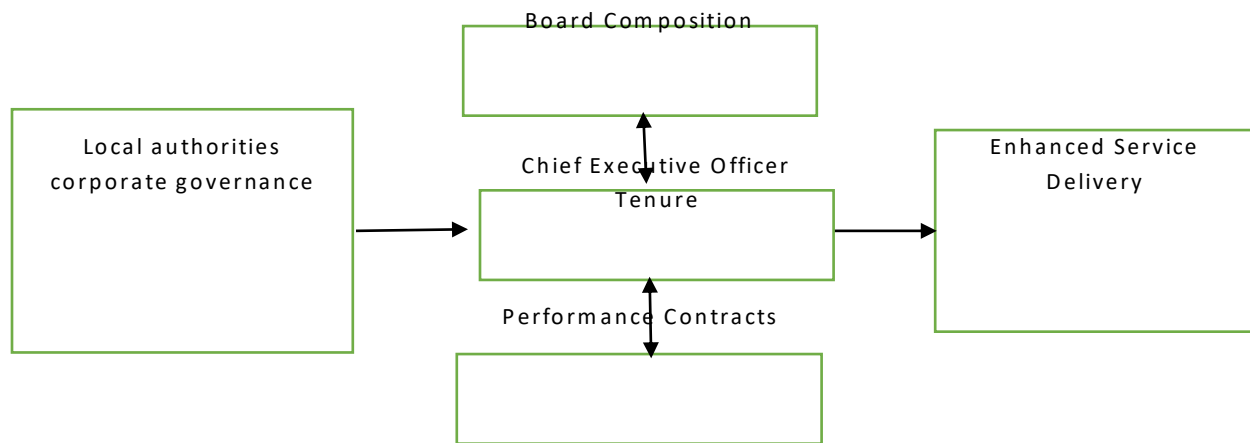
Figure 2.1: Conceptual framework

Source: Researcher (2023)

Figure 2.1 conceptualizes that corporate governance is important in enhancing service delivery by local authorities (Scott 2017). In this view, board composition and CEO Tenure and performance contracts are critical ingredients to enhance service delivery of local authorities.

2.3 Corporate governance Legislations for local authorities in Zimbabwe

Corporate governance in Zimbabwe is a mirror of what is being practiced in South Africa which thus is a replica of what is being practiced the UK (Chigudu, 2020). In an attempt to review literature on governance issues militating local authorities in Zimbabwe various legislative frameworks and codes such as the Manual of Best Practices, Companies Act no the Companies and other Business Entities Act, the Public Finance Management Act, National Code of Corporate Governance (ZIMCODE), the Corporate Governance framework for State enterprises and public entities as well as the Public Entities Corporate Governance Act Chapter 10.31 will be discussed.

2.3.1 Zimbabwean Constitution

An overview is made in what the constitution dictates about administration of local authorities which falls in the bracket of State-Owned Enterprises. The constitution is the supreme law of the country hence reference will therefore be made to Chapter 9 of the constitution which enshrines the principles of public administration and leadership. The principles highlighted in this section of the study which are according to Chapter 9 Section 194 of the Constitution of Zimbabwe Amendment (No.20) Act, 2013 shapes and give guidance in the administration of all public entities that includes local authorities. These founding principles according to the constitution are listed in the table below.

Table 2.1 Founding principles of Zimbabwean Constitution in managing public entities

• that a high standard of professional ethics must be promoted and maintained
• an efficient and economical use of resources must be promoted
• public administration must be development oriented
• services must be provided impartially, fairly, equitably and without bias
• people's needs must be responded to within a reasonable time
• the public must be encouraged to participate in policy making
• public administration must be accountable to parliament and to the people
• institutions and agencies of government at all levels must cooperate with each other,
• transparency must be fostered by providing the public with timely, accessible and accurate information
• good human resource management and career-development practices
• public administration must be broadly representative of the diverse communities of Zimbabwe
• employment, training and advancement practices must be based on merit, ability, objectivity, fairness
• equality of men and women and the inclusion of persons with disabilities in boards

Furthermore, section 195 of the constitution explicitly speaks about State controlled commercial entities which in this study are being referred to as urban local authorities. According to the Constitution, companies and other commercial entities owned or wholly controlled by the state must, in addition to complying with the principles in the above paragraphs conduct their operations so as to maintain commercial viability and abide by generally accepted standards of good corporate governance. This section hence shows that the constitution put it as a mandate to local authorities that they should abide to corporate governance principles which are stated in the PECG Act chapter 10.31.   In addition, the constitution mentions that Companies and other commercial entities referred to must establish transparent, open and competitive procurement systems. Transparency is a pillar in corporate governance hence any mis governance in local authorities means divergence from this important pillar to corporate governance.

2.3.2 The Public Entities Corporate Governance Act Chapter 10.31

The Act was enacted in November 2018 and seeks to provide for the governance of public entities in compliance with Chapter 9 of the Zimbabwean Constitution (Moyo and Chigudu, 2023). It provides for a uniform mechanism for regulating the conditions of service for members of public entities and their senior employees. The Act which came into effect in 2018 was formed within the dictates of Constitution carries some provisions which if adhered to brings shape to manner how SOEs are managed and run. It was solely enacted to provide governance of the Public Entities in compliance with Chapter 9 of the constitution which seeks to provide a uniform mechanism for regulating the conditions of service of members of public entities and their senior employees and other incidental matters. PECG Act also seeks to outline term into office for CEOs for such public entities. This is also supported by section 197 of the constitution of Zimbabwe which permits an Act of Parliament to limit the terms of office of chief executive officers or heads of government-controlled entities and public enterprises. The Act provides measures and standards of good corporate governance to be observed by government-controlled entities and other commercial entities owned or wholly controlled by the state.

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The Act highlights some of the functions of the corporate governance unit that includes providing an advisory and centralized support mechanism for line ministries to ensure strict compliance by all public entities with the applicable provisions of the Act. The unit also advises line ministries with regard to the regular evaluation of the performance of public entities and their boards and employees. Section 11 of the Act deals with appointment of boards of public whereby it requires that no person shall be appointed as a member of the board of a public entity for a term longer than four years to which the appointment may be renewed for only one further such term. This helps bring efficiency and effectiveness on execution of duties by board members who sometimes sleep on duty thus leading SOEs into making losses. Furthermore, PECG Act stipulates that no person shall be reappointed to a board if he or she has already served on that board for one or more periods, whether consecutive or not, amounting in the aggregate to eight years. This again helps in ensuring effectiveness of board members who through such conditions are motivated to work hard so that they may have their term extended maybe for further than one such term. In addition, the Act further points out that no person shall be appointed to the board of a public entity if he or she is a member of two other such boards. This helps in not compromising decision making by members of such entities hence quality decisions may be reached

 The Act also sets out provisions that deal with remuneration of non-executive members of public entities which is supposed to be fair and appropriate that is reached regarding members' qualifications and experience. This provision goes a long way in rescuing SOEs by employing well deserving and qualified personnel that directs companies to their success. In setting out the remuneration the responsible minister shall do so in consultation with the Minister responsible for finance who then determines capacity of the ministry to pay. The issue of remuneration has been at the center of recent scandals especially for the executive members who had rewarded themselves higher salaries and allowances which left some of the SOEs incapacitated. In this respect the Act plays a pivotal role in safeguarding governance issues militating local authorities.

2.4 Corporate governance -principles and practices by local authorities

Corporate governance may be defined and described in many ways. It may be regarded as the system by which businesses are directed and controlled (Cadbury, 2000). Corporate governance may also be seen as a set of mechanisms that affect how a corporation is operated and that it deals with the welfare and goals of all the stakeholders, including shareholders, management, board of directors, lenders, regulators, and the society (Sami, Wang and Zhou 2017) In the context of this study, researcher adopts the Cadbury(2000) definition to corporate governance which says corporate governance is a system by which businesses are directed and controlled. In this view, corporate governance is integral to the overall performance of business (Chigudu, 2020). There is wide recognition that corporate governance can contribute to the economic success of corporations, their long-term sustainability, improve investor confidence and is a deterrent to corruption and unethical business practices that scar Africa's business image (Armstrong, 2013). Good corporate governance can enhance corporate responsibility and improve the reputation of companies, which in turn can attract local and foreign investors. There are many barriers in Africa that frustrate the quest for good governance (Rossouw, 2015). Corporate Governance bears some certain principles that must be adhered to also by local authorities. The principles include but not limited to accountability, Monitoring and Evaluation, Transparency and responsibility

2.4.1 Transparency

This is a huge task that SOEs must bear since these represent the government's delivering arm. This implies that government officials must act to the best interest by abiding t the relevant legislative framework such as PECG Act. (Seketo & Straaten, 2019) elucidates that if SOEs abides to transparency it fosters a customer oriented by putting citizens where they contribute to the improvement of service delivery. This enables citizens to assess SOEs.

2.3.2 Monitoring and evaluation

There is need by the government during and after a policy to monitor and evaluate an overall performance of its policy to have an appreciation of efficiency and effectiveness

of such policies (Ton, 2017). The process of monitoring and evaluation helps bring an understanding of what has been attained as well as the shortcomings of the policy.

2.4.3 Accountability

McGee (2022) alludes that accountability is a measure to align the principal's expectations and agent's delivery. McGee holds the view that accountability consists of developing suitable systems that allow for decision making in a way that promotes honesty and productivity.

2.4.4 Responsibility

Gildenhuys, (2023) holds the view that a person who bears a public office is expected to exhibit a sense of responsibility in the execution of official duties and display irreproachable ethical behaviour. It the kind of standing that needs to be adopted by those at the helm of local authorities to minimize occurrence of conduct such as criminal abuse of office.

2.5 Corporate governance challenges in local authorities

Highly publicized scandals in Zimbabwe that have shaken state-owned enterprises and local authorities have been ascribed to deficits in corporate governance. While reporting on State Enterprises and Parastatals (SEPs) to Parliament in 2016, the Auditor-General agreed that challenges afflicting local authorities in the main are corporate governance in nature (OAGZ, 2016).

2.5.1 Poorly composed boards

The chosen board should have the right number of members and the required abilities and experience in order to review and monitor management's performance effectively (Sifile et al., 2014). Additionally, it must be of an adequate scale and possess the proper degree of autonomy and dedication (Huang & Chen, 2019). The King III report recommends that in addition to a balance between executive and non-executive directors, there should also be a demographic equilibrium. Non-executive directors have a balancing effect, lessen the possibility of conflicts of interest, bring expertise and knowledge from outside the company that executive directors lack, provide a broader perspective, and make third parties feel more at ease. The disadvantages include the

potential for them to favour the best-run businesses, lack independence, struggle to push their opinions on management, and have a finite amount of time to be effective in their responsibilities (Gardner et al., 2019).

2.5.2 Hefty salaries for directors

The remuneration offered to both board members and administrative personnel is one of the issues that leads to conflict between the board and the state (Yehualashet & Germinah, 2022). Governments frequently impose limits on the amount of remuneration that SOE boards and administrators may receive. The government's involvement in the salary debate is to level the playing field so that everyone has an equal opportunity (Gualandris et al., 2021). When determining executive compensation, Gardner et al. (2019) state that two variables must be considered: first, if the pay levels are sufficient to draw in the required talent, and second, whether they are sufficient to encourage the appropriate level of performance. According to Matenga (2014) of the Newsday, the Zimbabwean Town Clerk in Harare and his bloated 18 management staff at Town House were reportedly chowing down on a stunning US$ 500,000 in monthly salaries and allowances.

2.5.3 Political interference

One of the most serious issues is political intervention (Rowoldt & Starke, 2016). Almost all municipal governments in developing nations, including Zimbabwe, have this problem (Maune, 2015). Obert et al. (2014), on the other hand, argue that excessive government intervention by the ruling parties and bureaucracy is to blame for the problem with the local authority rather than a disagreement over ownership. Additionally, they contend that while being under state authority, local authorities can still be successfully managed to deliver high levels of performance. Gulbrandsen, (2012) concluded that this viewpoint is correct after researching three Indonesian SOEs. Gulbrandsen (2012) argued for the corporate governance code to incorporate concepts that purposefully insulate local authorities from political interests in addition to rules and regulations. In order to avoid conflicts of interest, this was done.

2.5.4 Lack of transparency and disclosure

Disclosure and openness Organisations under the jurisdiction of the state must adhere to strict standards of transparency. This usually refers to relevant financial information about the business as well as other relevant issues (Usai, 2019). Local governments should be held to the same high standards for accounting, disclosure, compliance, and auditing as publicly traded enterprises. High standards of transparency should be upheld by state-owned businesses as well (Sifile et al., 2018). Local authorities are obligated to adhere to these standards when disclosing information, both material and non-material, in areas of substantial concern to the general public as well as the state in its capacity as an owner. The information that should be disclosed includes (a) a clear statement to the public of enterprise objectives and their fulfilment, (b) enterprise financial and operating results, (c) the remuneration of board members and key executives and (d) board member qualifications, selection process, roles on other company boards and whether they are considered as independent by the local authorities' board. Local authorities should also provide information on key issues that are pertinent to employees and other stakeholders. However, as a result of corruption, political involvement, transparency has been lacking in local authorities (Moyo, 2017)

2.6 Local authorities' compliance with the Public Entities Corporate Governance Act

Sifile et.al, (2014) posits governance compliance and board of directors is the epitome of corporate governance hence survival of local authorities' hinges on an effective board with effective and controlling functions. It is therefore crucial to consider some of the important factors when appointing board members of local authorities as prescribed by the Public Entities Corporate Governance Act Chapter 10.31. That may include but not limited to gender, age, educational qualifications, experience and financial expertise as enshrined by the Act.

2.6.1 Appointments in local authorities

PECG Act looks at the appointment of boards of public entities which if carefully observed and followed brings efficiency in the manner local authorities are run and managed in Zimbabwe. The Act makes the provision that no person shall be appointed as a member of the board for a public entity for a term longer than four years where appointment may only be renewed for only one further such term one. This ensures that no member comfortably sits inactive with the intention to have a further term renewed hence efficiency. The Act also spells out that a person shall not be appointed to a board if he or she has already served on that board for one or more periods whether consecutive or not amounting in the aggregate of eight years. Furthermore, a person shall not be appointed to the board of a public entity if he or she is a member of two other such boards.

2.6.2 Structure and composition boards of local authorities

State Owned Entities have been in endless troubles and scandals which at times has rendered them inefficient in fulfilling their constitutional mandate. Is it because those in the structures and composed as Board members do not hold right qualifications and experience? (Fredrick, 2011) holds the view that types of board members sought after have experience of industry and financial expertise. This therefore means that the calibre of people that makes up board determines their effectiveness. Independence of these board members needs also to be carefully considered. In this aspect, in their composition boards should involve executive and non-executive directors as this fosters independence when it comes to decisions. The provisions regarding board composition are highlighted in the following paragraphs that carry major highlights to the PECG Act.

In addition, the appropriateness of board governance model adopted by SOEs also determines its performance (Wei, 2003). Models that may be adopted when coming out with Boards for State Owned Entities includes the Anglo-Saxon Model which is based on Unitarian view for boards of SEs. The second model is the continental model which base on two tier boards governance system. Unitary Boards by the Anglo-Saxon model seem to be the most appropriate in local authorities as it offers a positive interaction and a diverse of views of Board members.

However as argued by (Spisto, 2015) single tier Board is required to fulfil two incompatible corporate functions which are shareholders and employees. Unitary board system has also failed to amicably solve principal agency problem and as such promulgation of challenges between boards and management in SOEs. However, two tier board system which is mainly practiced in German and has succeeded may not be totally ignored. The two-tier Board system breeds some benefits in terms of quality of decisions due to diversity.

2.7 Local authorities' involvement of residents in service delivery strategies

According to Devas and Grant (2017), resident involvement is the process by which people exercise influence and control over decisions that have an impact on them. Citizens can express their preferences either directly, where members actively participate in decision-making on issues that directly affect them, either individually or through various forms of self-organization, or indirectly, where members do so through their elected local representatives. However, this method of participation may be less successful when the councillor's performance is poor or when relations between the governments are tense. Residents' involvement influences critical service delivery metrics, such as equitable distribution of resources, accountability, and elimination of corruption (Muriu, 2014). Allocative efficiency measures how well services are matched to customer choices and how happy customers are with the services they receive. Accountability is the degree to which local government representatives are required to inform the public about the resources at their disposal and how they have been applied to the provision of services. The degree to which exploitation and misuse of public resources for personal benefit have been minimised and controlled is known as the reduction of corruption. It is believed that it should be able to eliminate corruption by putting in place efficient accountability measures. Equity is the degree to which the opinions and desires of those who are marginalised are considered when making decisions. It suggests that while resources are distributed based on need, contributions are made in accordance with capacity (Muriu, 2014).

It is vital to note that voting and speaking are two types of citizen participation methods (Muriu, 2014). For instance, voting is used by citizens to choose their local representative. Voting has the drawback of confining participation to elections, which are only held once every five years in Zimbabwe unless there is a ward by-election. Citizens have the chance to influence the formulation, execution, monitoring, and assessment of choices that have an impact on their socio-politico economic well-being and to demand accountability from the local government through participation in terms of voice (Kauzya, 2017). Two key takeaways from this study are that informed participation led households to be willing to pay for more expensive technologies than the leaders would have chosen for them and that services are only likely to match users' preferences when users are directly involved in service design and selection. Another study done in Colombia found that community involvement enhanced the need for efficient local governance and created opportunities for residents to develop their skills (Muriu, 2017). Chatiza (2017) notes and laments the lack of strong legal protections for public involvement in local government affairs, citing the High Court case Gwanda Rural District Council versus Gwanda Residents in which the residents objected to the proposed levy for the 2005 budget cycle. This is despite the many advantages that come from increased public participation. The court determined that section 76 of the Rural District Councils Act only creates a platform for residents to lobby council, not a need, for resident consultations.

In contrast to highly standardised services, the residence-cantered governance approach places an emphasis on the quality of the relationship between the public and the government as well as on services that are tailored to the requirements of the individual (Mulgan, 2017). By providing consumers more power, including the ability to leave, the culture of public services can be profoundly changed (Mulgan, 2017).

2.8 Governance strategies to improve service delivery by local authorities
Any local government that offers local services should make decisions at three different levels (Hinds, 2017). The local governing body must first decide whether or not to offer a particular service. If the local authority is required to offer the service, a decision must be taken regarding the level at which it will be supplied. Third, decision-makers must choose

the most appropriate method for providing the service to the inhabitants. The budget of the local government is impacted by decisions made at these three levels.

The local government should be guided by the knowledge that while operating responsibility may be assigned, ultimate responsibility cannot and must never be delegated (Marume, 2016) when making the aforementioned policy decisions. This means that even if a local government decides to privatize the delivery of a particular service, it still retains ultimate responsibility for that service's provision, so it should put in place procedures to guarantee that the citizens are happy with the service's delivery. Local governments have a number of additional service delivery methods and options at their disposal. However, direct service delivery by the local government itself, privatization, and public-private partnerships, or PPPs, are the most often used choices for service delivery in local governments (MLGU, 2018). The conventional method of service supply is called "direct service delivery," in which the local government assumes responsibility for providing services directly to the community. Accordingly, the local authority designs, executes, oversees, and assesses the service (MLGU, 2018). This method of providing services has a variety of drawbacks, including a lack of transparency and accountability, corruption, ineffectiveness, excessive red tape, and low task completion rates. Privatization refers to the transfer of governmental functions to the private sector. It entails the selling of public assets, often known as divestment, the funding of public infrastructure by the private sector, as well as the private supply of services, typically through contracts, franchises, or vouchers. Various services, including garbage collection, street lighting, car towing, animal control, tree pruning, data processing, library management, planning, police, and fire protection, are available for municipalities to contract out (Hinds, 2017).

Privatization has a number of advantages, including lower costs, better and/or expanded services, avoidance of start-up costs, increased flexibility due to less rigid labour and equipment, increased responsiveness to consumer demand, and use of managerial techniques common to the private sector (Hinds, 2017). However, privatization has

drawbacks, which Hemson (2020) refers to as negative spin-offs from privatization (Hinds, 2017).

These include the inability to track contract performance, loss of control over services, lack of qualified bidders, higher user fees, anti-union policies, widespread layoffs, potential for corruption in the contracting process due to political influence, and lastly, the possibility that private companies will use outdated or used equipment to provide services while neglecting to address environmental concerns. These include the inability to track contract performance, loss of control over services, lack of qualified bidders, higher user fees, anti-union policies, widespread layoffs, potential for corruption in the contracting process due to political influence, and lastly, the possibility that private companies will use outdated or used equipment to provide services while neglecting to address environmental concerns. In the PPP approach great emphasis is placed on the private component with the private contractor being responsible for carrying out feasibility studies, project financing, project construction, operations and management and ownership. Examples of cases where PPP is involved is in the construction of toll roads, water infrastructure and high-density housing projects. PPP initiatives could be based on the build-operate-transfer (BOT) or build-own-operate-transfer (BOOT) principles, among a host of others (Hemson, 2017).

2.9 Empirical review

Joseph et al (2019) in Malaysia carried out a research with objective to examine the extent of integrity framework information disclosure on Malaysian and Indonesian local authorities' websites using the coercive isomorphism tenet. The data collected in this study were based on a content analysis of inclusion or exclusion of integrity framework information disclosed on 51 Malaysian and 34 Indonesian local authorities' websites. The research was based on the website disclosures, the 34 Indonesian local authorities or provinces outperformed Malaysia's 51 city and municipal councils' disclosures. The average website disclosure for Indonesia was 29 items out of 47 items under study as compared to just four items disclosed in Malaysia. Indonesian local authorities are more proactive in the integrity initiative implementation, which is translated into reporting as

influenced by the external coercive forces: legitimacy, public visibility, public sector reform and institutional support structures.

The findings would assist in helping regulatory authorities and policy makers to strengthen their mechanisms in upholding integrity. This research considered the institutional theory of isomorphism mechanism, namely, coercive that enhances the understanding of integrity framework disclosure and adds to the pool of literature. As such the present study is conducted in the confines of the stakeholder theory, resource dependency theory and human capital theory.

Zulfikar et al (2020) conducted a study in Indonesia that sought to supply empirical evidence for how board characteristics influence corporate governance compliance in the Indonesian banking industry. In their view, corporate governance compliance level represents a company's actions to fulfil regulatory obligations that aim to protect the public from potential investment losses in the banking industry. This research was conducted by analysing the influence of board characteristics, specifically how a board of commissioners' institutions and their instruments affect corporate governance compliance. The entire banking industry, which was listed on the Indonesia Stock Exchange from 2010 to 2015, was employed as the population for this research. Purposive sampling was used as the sampling technique, resulting in 195 observations. To test this study's hypotheses, multiple regression was applied as the data analysis method. The results revealed that the size of the board of commissioners, the proportion of independent commissioners, the experience of commissioners, and the size of the audit committee were factors that encouraged management in the banking industry to improve their firms' corporate governance compliance. This indicates that monitoring from the board acts as an effective mechanism for reducing information asymmetry. This research also proves that open innovation following regulations can increase compliance with laws. Although this study was conducted in the confines of corporate governance, it was conducted outside the parameters of local authorities thus leaving a research gap in Zimbabwean local authorities.

The research by Mbecke (2014) in South Africa reviews the King III and literature to ascertain the lack of research on corporate governance in local governments in South Africa. Considering the particular set-up of local governments, the research doubts the successful application of King III in local governments. Through critical research theory, the current service delivery crisis in local governments in South Africa was described. The research argued that success of corporate governance systems in the United Kingdom and Australian local governments justify the need for a separate corporate municipal governance system as a solution to the crisis. The research made with secondary review of literature found that a specific change of legislation and corporate governance guidelines is necessary to address the uniqueness of local governments. Hence, research recommended that corporate municipal governance should be compulsory and based on ten standardised good governance principles via a code of corporate governance and a corporate governance framework responding to specific prerequisites for success.

Masegare and Ngoepe, (2018) in their study titled a framework for incorporating implementation indicators of corporate governance for municipalities in South Africa. The aim was to develop a framework for incorporating implementation indicators of corporate governance for municipalities in South Africa. The study observed that poor corporate governance implementation in municipalities led to several issues such as loss of credibility for local government, little interests from investors to invest in municipalities, service delivery protests from communities, maladministration and unexpected change of leadership in municipalities without succession planning in South Africa.

Mthombeni et al (2021) conducted a study sought to investigate the effectiveness of the implementation of corporate governance legislation with specific focus being on the Public Entities Corporate Governance (PECG) Act (Chapter 10:31) of May 2018 by State Owned Enterprises in Zimbabwe. The research was inspired by the continued and endless occurrence of a plethora of corporate scandals in State Owned Entities. The objectives of the research were to investigate the implementation status of the PECG Act that is measuring the extent of compliance by SOEs to the provisions of this corporate governance legislation.

The study also sought to establish if the PECG Act is a "one size fits all" kind of legislation given the fact that such SOEs are found in different categories like banking, agriculture, education, social services, engineering and energy. The study adopted mainly a qualitative research approach with questionnaires and interviews being used as data collection instruments. Data for analysis was collected from the management and board members of various categories of SOEs. The population of the study was 107 and the sample was 82. 70 responded to the questionnaire making an 85% response rate while 25 key informants were interviewed. Research findings showed that the presence of corporate governance scandals in SOEs affected the way these organizations operate. The study concluded that PECG Act is a one size fits all kind of legislation although there is a great disconnection between provisions of PECG Act and practice. The study recommends that more corporate governance workshops be done and provisions of an adequate remuneration for executives and non- executive directors of SOEs to match their qualifications and expertise. Board independence should be maintained and transparent appointment of members into public offices as well as the privatization of less performing non-essential SOEs. In this view, the current study is centred on local authorities and not general branches of State-Owned Enterprises.

Nyamudzodza et al (2021) carried out a research that focused on challenges currently being faced by Rural District Councils (RDCs) in Zimbabwe of corporate governance nature. Their argument was performance of Rural District Councils (RDCs) in most parts of the country is being affected by council members who are advancing their interests at the expense of the community. The authors reviewed the literature on corporate governance challenges impeding the functionality of local authorities in Zimbabwe. The authors also looked at how the pillars of corporate governance are being violated by council members at the expense of service delivery in communities. Rural communities are characterized by poor roads and bridges, refuse collection, shortage of water and sanitation facilities, shortage of schools, poor entertainment centres, and under-equipped clinics amongst other determinants. The authors recommended the implementation of proper corporate governance frameworks in Rural District Councils (RDCs) to improve service delivery in communities under their jurisdiction.

Results from rural district councils may not be generalised to urban councils. As such in the present study on governance issues mutilating urban local municipalities focuses on urban areas.

In another study carried out in Zimbabwe, Mthombeni et al (2021) centred their study on the corporate governance reform strategies for SOEs with a primary focus on Zimbabwean SOEs. The main objective of the study was to consider ways to enhance corporate governance practices by SOEs and corporate governance reform strategies adopted by SOEs. The primary goal of identifying main strategies that may be used to reform SOEs that includes developing relevant corporate governance legislation. The study reveals that corporate governance reform is necessary to rescue troubled SOEs which have been found under different situations of corporate governance malpractices. It was recommended that in Zimbabwe there is a need for more SOEs corporate governance workshops. Researcher also laid out that there is a need to carry out a further study on the effectiveness of corporate governance reform strategies being adopted by Zimbabwean SOEs that include the implementation of the PECG Act amongst other Acts of parliament that are meant to provide corporate governance of SOEs. Authors recommended that further studies on the corporate governance of SOEs would be most desirable as a way of addressing the pertinent problems currently bedevilling such SOEs in Zimbabwe.

2.10 Research gap

The empirical review above indicates that most of the studies were either adopting a qualitative or quantitative approach (Chigudu 2020, Aslam and Haron 2020). This leaves a methodological gap hence the present study aims to be collaborative in approach by adopting a mixed methodology. Empirical review above also indicated death in literature on corporate governance and service delivery in the context of Zimbabwean Local Authorities. Most of the studies looked at private firms as the case of Sifile *et.al*, (2014) and not local authorities. Additionally, studies done in Zimbabwe by Chigudu 2018, Manuere et.al 2018 has not considered corporate governance and service delivery thus posing a knowledge gap.

The present study looks at corporate governance and service delivery by applying the human capital theory, resource dependency and stakeholder theory. This means that there is gap in theories that explains study on corporate governance and service delivery in local authorities in Zimbabwe. Similarly, findings from studies conducted outside Zimbabwe may not be generalised to Zimbabwe whose political landscape and legislative landscape is different.

2. 11 Chapter Summary

The foregoing chapter reviewed literature related to the study of corporate governance and service delivery. It also outlined the. Empirical literature was reviewed in a funnelled approach and a research gaps to be filled by this study were identified. In the following chapter, researcher discusses research methodology adopted for the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In the previous chapter, the researcher reviewed literature that was related to governance issues militating performance of urban Local Authorities. and as such this chapter dwells on the research methodology that the study engaged. The chapter discusses the research paradigm, the research method and the research design adopted for the study. The chapter also defines the target population, the sampling method and the instruments that were used to gather data. The chapter also makes a discussion on the ethical considerations that were taken care of during the pursuit of the entire study.

3.1 Research paradigms

According to Zikmund *et al.* (2011), research philosophy refers to the different ways of seeking knowledge and regards reality as classified to be true or false. Goundar (2012) defines philosophy as the approaches about the way in which data about a phenomenon should be gathered, analysed and used. Saunders *et al.* (2012) revealed that the importance of research philosophy is the way it influences the researcher's thinking about the research process. These philosophies include positivism, post positivism, phenomenology (sometimes loosely equated to interpretivism) and pragmatism.

3.1.3 The pragmatism paradigm

Pragmatism posits that concepts are deemed pertinent when they support action (Kelemen and Rumens, 2008). It seeks to settle objectivism and subjectivism, various facts and standards, thorough knowledge and various contextualized experiences.

Pragmatism does not support contentious metaphysical concepts which include truth and reality rather it is centred on the idea that they may be single or numerous truths open to experiential enquiries (Cresswell and Clark, 2011). The research philosophy takes into consideration theories, concepts, views, study hypotheses and outcomes which are not in abstract manner but in accordance to the roles they play as mechanisms encompassing thought and actions also taking into account practical consequences.

The major assumption underpinning the pragmatism approach is that knowledge and various beliefs are social constructs found in certain beliefs and habits of people living in different communities (Stuhr, 2015). The view was supported by Parvaiz et al., (2016) who advanced that knowledge world over is socially constructed but some versions of the social constructs match experience of other persons more than others. Epistemologically pragmatism as a research philosophy is built on the thrust that researches should promote metaphysical debates on the nature of truth and reality and put emphasis of instilling practical understanding of real word matters and enhance quality of knowledge (Patton, 2005). The approach is similar in temperament with qualitative-dominant interpretivist taking on socially constructed reality, its emphasis of on questioning the value and meaning perceived by thoroughly investigating on practical consequences (Morgan, 2014). Reality cannot be determined at once (Pansiri, 2005) rather its normative concept which varies with time maintaining what works best at the current time (Baker and Schaltegger, 2015).

3.2 Justification for pragmatism in present study

The above paragraphs gave an elucidation of the main research paradigm which researchers may adopt. Therefore, this section now explains which paradigm was adopted for the current study and the justifications. Critical in the consideration of which research paradigm that should form the basis of the research study is the need to make an assessment to the suitability and relevance of such paradigm. The relevance and suitability is done in terms of how such a chosen paradigm makes towards understanding the research problem as well as answering research questions in the study. In this current study, researcher adopted the pragmatism philosophy that uses mixed methods research. The mixed methods make use of both the positivism as well as interpretivism paradigms. The argument by pragmatic proponents is that there can be no single philosophical approach which can fully give complete picture and that there may be multiple realities (Saunders et al., 2012). Therefore, in this study, pragmatism paradigm was adopted as it encompasses all elements of the positivism and interpretivism philosophies.

In addition, the pragmatism philosophical approach was adopted in this research due to the fact that it acts as an alternative theory of knowledge as it concerns itself with applications as such it proves working in real life as solutions to problems (Creswell, 2009). Contrastingly, the positivist concerns itself with theory testing. In this regard, the pragmatic approach finds strength in that its major focus is on solving problems and applies all at hand approaches in empirically deriving knowledge (Kock *et. al.*, 2017).

Furthermore, it is from this description of the strengths of the pragmatism that the present research used mixed methods. It means that this research on governance issues militating performance of urban Local Authorities falls in between the qualitative and quantitative space. As such, researcher incorporated both elements from the qualitative as well as the quantitative research methods. It is from this perspective of the pragmatism that the current research used combined quantitative and qualitative data techniques which therefore irons out differences in terms of addressing the research questions raised in Chapter One of the present research. The reason of adopting the pragmatism as espoused by Johnson and Onwuegbuzie (2004) is not to make a replacement to the qualitative and quantitative research design however allows researcher to tap to tap from the strengths of both thereby reduces their weaknesses in one research and across studies.

3.3 Research design

Research design is a master plan that stipulates measures and methods used in collection of data and it includes; case study, experiments and survey (Bloomfield, & Fisher, (2019). They further describe research design as a general plan that avails a framework directing procedures which must be followed during data collection for a particular study. Bloomfield, & Fisher, (2019) further identified five main research designs namely cross-sectional survey, experiment, case study, comparative and longitudinal design. Research problem largely influences research design to be adopted (Kumar & Ali, 2011; Saunders et al., 2009). Creswell (2014) propounds that research design is mostly concerned with the purpose, aims, intentions, uses and plans within the practical constraint of the study location, time, money as well as the researcher's availability.

Almalki (2016) endorsed that, as part of research design, the researcher must question himself about the theoretical perspectives and knowledge claims being brought into the study, how data is collected and analysed and also reflect upon intended strategies to be used in the study. Vogt et al. (2012 concurs with the perception of Almalki (2016) and further suggest that this is carried out so as to allow the researcher to be cognisant with any bias which might creep into the study, choice of approach to be adopted and tools to be used in the study.

In view of the nature of the study problem already delineated earlier in this study, the present study adopted the descriptive survey design. Descriptive survey research is an approach of descriptive research that blends quantitative and qualitative data to provide you with relevant and accurate information. The researcher opted for a descriptive survey design considering that it provides; precise results, good statistical significance, high representativeness, convenient data gathering and little observer subjectivity. Cross sectional surveys have also been adopted by studies of this nature (Kumar and Ali, 2011). Saunders et al. (2009) posits that a cross sectional survey allows for examination of relationships between variables which this study seeks to achieve. Pentz (2011) recommended cross sectional survey design as it allows the employment of huge samples and investigation of various cases at the same time. It is further stated that the variation may be in the form of organisations, families, people and so forth. More so, cross sectional survey calls for the use of a variety of questions in a structured questionnaire (Zikmund, 2009). Saunders et al. (2009) noted that cross sectional survey permits only the investigation of relationships between variables since no time is available data for ordering between the variables as data gathering is done more or less concurrently. Data collection in this study which is mainly quantitative is in conformity with recommendations by Saunders et al (2009). In addition, cross sectional survey is time conscious and cheaper which allows completion of the study within agreed time limit (Bryman, 2008; Westland, 2010).

3.4 Target population

Saunders et al. (2012) defined population as people with common characteristics that make up well defined group from which the researcher can gather data. In their definition, Saunders et al (2009) described population as units of the study from which the researcher intends to make detailed analysis and conclusions. Target population must be defined as soon as the sampling decision is made. Rahi (2017) assert that proper sources from which data may be collected from can also be determined by proper definition of population (Saunders & Rojon, 2014). The population for this study was made up of Norton Town Council all Employees from grades 1-16 from the five departments Central Administration, Treasury, Housing, Engineering and Health Services. All grades have been considered and various departments so as to have an unbiased view by respondents that comes with gender, grade and departments.

Table 3.2 Target population

Job Grade	Male	Female
1	7	5
3	25	9
4	5	8
6	98	19
7	13	2
8	15	8
9	10	4
10	4	3
11	4	0
12	8	4
13	4	0
14	3	0
15	3	1
16	1	0
Total	200	63

3.5 Sample Size -Krejcie and Morgan's sample size determination

Sample size refers to the number of study participants in a sample. Although there is no established and rigid rule to the size of the sample, to estimate the sample size in this study, Krejcie and Morgan (1970) Model and Table was used. Krejcie and Morgan (1970) use the following formula to determine sampling size:

$$s = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

$$s = \frac{1.96^2 * 263 * 0.5(1-0.5)}{0.05^2(263-1) + 1.96^2 * 0.5(1-0.5)}$$

$$s = 155.238493$$

$$s = 155$$

Where:

S = required sample size

X^2= the table value of chi-square for one degree of freedom at the desired

Confidence level (0.05=3.841).

N = the population size (263 in this case)

P = the population proportion (assumed to be .50 since this would Provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (.05)

From a target population of 50000 artisanal and small-scale gold mines, the sample size for this study was approximately $s = 155$ using Krejcie and Morgan Model.

Table 3.3 is used to determine the sample size and was put forward by Krejcie and Morgan (1970) where N stands for population size and S stands for sample size. From the Krejcie and Morgan (1970) Table, if N, number of people is 263 then S, the sample size will be 155.

Table 3. 3: Krejcie and Morgan Table (1970)

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie and Morgan (1970)

3.6 Sampling

Bryman and Bell (2011) defined sampling as the process of surveying only few and selected elements to make inferences about a population. Sampling is a procedure of choosing models from a collection or population to become the basis for approximating and forecasting the result of the populace as well as to spot the unknown portion of information (Field, 2013). A sample is a subset of individuals selected to represent total population (Bailey, 2007; Saunders et al., 2007). When carrying out a research, it is not feasible to study the entire population due to cost and time constraints (Creswell, 2014; Zimkund & Babin, 2008). Aaker, Kumar and Day (2007) posit that a researcher may only use a part of the total population when making inferences about the populace.

Brewer and Rojas (2008) further conclude that the researcher may conclude basing on estimation of the true picture of the population drawn from a small portion of the total population. The idea behind sampling is that it may not be possible to access all elements of the population due to time constraint (Zimkund & Babin, 2008). For the mixed research where both qualitative and quantitative data was collected, the following sampling methods were used.

3.6.1 Simple random sampling

Random sampling is the purest form of probability sampling. Each member of the population has an equal and known chance of being selected. Where there are very large population, it is often difficult or impossible to identify every member of the population, so the pool of available subjects becomes biased. Considering that there are over 200 employees at Norton Town Council, clearly it was difficult to collect data from all employees, taking into consideration also the limited resources available for the researcher, especially the time resource (Blumberg *et al.,* 2008). Therefore, the researcher deployed a random sampling method. This is the purest form of probability sampling since it gives every participant of the target group a fair opportunity of being included. Random sampling approach was used in this study because the findings from this research in the areas that were chosen could be generalized to other Local Authorities and municipalities in the country.

3.7 Data collection instruments

According to Babbie and Mouton (2001) validity of data depends on the manner in which data was collected to solve a problem and achieve research objectives. Data was collected using instruments structured questionnaire and interview guide.

3.7.1 Questionnaire

Most research often relies on questionnaires as the main data collection instrument. Cohen *et al.* (2011) defines a questionnaire as an instrument in which the respondent responds in writing to preconceived printed questions on a document. In conducting the survey on governance issues militating local authorities, the researcher used structured questionnaires to gather information from employees at Norton Town Council. It contained questions and other types of items designed to solicit information appropriate for analysis (Babbie, 2011). These questions have to be formulated in the format that makes then simple to understand while enabling important issues to be captured. The questionnaire was a five point Likert scale with Strong Agree to Strongly Disagree. Questionnaires were circulated to employees of Norton Town Council by the researcher using internet (emails), hand delivery and by post depending on the available infrastructure surrounding the respondents. To encourage complete response, the researcher designed a short questionnaire. This assertion is supported by a study in the cabinet-making industry by Galesik and Bosnjak (2009) who found that the longer the stated length, the fewer respondents started and completed the questionnaire. According to Adams and Cox (2008), people's attention spans mean that long questionnaires completed less accurately as people rush to finish them. Adams and Cox (2008) explain that long questions make respondents avoid reading the questions thoroughly and, as a result, the tendency to give inaccurate responses is high. In making the questions for the questionnaire items in this study, the researcher deliberately avoided setting questions that would be unnecessarily long, and the questionnaire itself was short.

3.7.2 Interview guide

The researcher used semi structured questions during interviews. This allowed the researcher the opportunity to probe and expand the interviewee's responses (Fox, 2009). This is an effective and efficient method of data collection since it reduced the chances of failing to get an answer at all as may occur when using questionnaires. The interview is a method for discovering facts and opinions held by potential users of the system being designed (Gervasi et al., 2017). Matthews and Ross (2010) state that there are three broad characteristics or structures of interviews, namely: standardised structure, semi-structured and unstructured interviews. This study used unstructured interviews. Semi-structured interviews are used to collect data in a wide variety of research designs, and are mostly associated with the collection of qualitative social data when the researcher is interested in people's experiences, behaviours and understandings and how and why they experience and understand the social world in this way (Matthews & Ross, 2010). The study followed a sequence of issues that were raised in each and every chapter in drafting interview questions. This permitted the respondents to respond to the interview enquiries by making use of their experiences. The research generated interview questions on governance issues militating local authorities.

Ruslin et al., (2022) said that in an interview, questionnaire questions will generally be far more specific and diverse than the broad, general research questions that define what you seek to understand in conducting the study. Adams and Cox (2008) revealed the following problems of using interviews: bias, poor or inaccurate articulation, and poor recall. However, in controlling researcher bias, face-to-face interviews helped because they allowed the researcher to get responses to specific questions, rather than trying to speculate on the possible explanations for certain phenomena (Adams and Cox, 2008).

3.8 Validity and reliability

The ability of a survey instrument to report consistently across time and for repeated testing of a subject is known as reliability. A low-reliability instrument has measurement mistakes, which show up as an assessment that is unrelated to the person or reveals that the person answered questions differently on various tests. The reliability coefficient, also referred to as reliabilities, measures an instrument's internal consistency.

Amirrudin, Nasution, & Supahar (2021) suggested using a dependability index. The Cronbach alpha () has now emerged as the most favoured and frequently employed reliability metric. In this study, the reliability and validity of the data instruments were evaluated using Cronbach's alpha. Regarding the degree to which the data gathered is an accurate reflection of what is being researched, validity and reliability are two key components in the evaluation of a measurement instrument (Miles, Huberman, and Saldana, 2011). Validity is the capacity of an instrument to measure what it is intended to measure, according to Collis & Hussey (2012). Validity, according to Collins and Hussey (2012), guarantees that a scale can accurately measure the target notion. When a measurement accurately reflects its goal, it is regarded as legitimate. Asiaei and Jusoh (2014) alluded that validity is the property of conclusions, interpretations or inferences that we draw from the assessment instruments and procedures, not the instruments and procedures themselves. In this study, reliability was evaluated using Cronbach's Alpha. Cronbach's alpha shows degree of internal consistency (Hajjar, 2018). A value of Cronbach's alpha between 0.6 and 0.8 is acceptable (Wim *et al*, 2008). Therefore, items that had alpha of less than 0.5 were eliminated in this study, Bryman and Bell (2011) revealed that a good scale has alpha greater or equal to 0.70. Reliability regarding quantitative research is designed according to: the degree to which a measurement, given repeatedly, remains the same, the stability of a measurement over time and the similarity of measurements within a given time period (Neuman, 2003). More importantly, the researcher conducted a pilot study to ensure validity and reliability on data gathering instruments. Therefore, a set of rules might be created that instruct the interviewer to read the questions verbatim, repeat them if necessary, accept the respondent's reluctance to answer a question without showing signs of annoyance, and probe in a non-directive manner. As a result, this generally improved the validity and reliability of interviews as a research tool for data collection.

3.9 Data collection procedures

Alam, (2021) alludes that validity of data depends on the manner in which data was collected to solve a problem and achieve research objectives. Data collection is the systematic process of gathering, measuring and recording data for research analysis. It involves various collection methods from primary to secondary data. Primary data collection is the process of collecting data directly from first hand source. In this research the researcher used primary data sources such as structured questionnaires and in-depth Interviews were conducted, usually with a single participant, with questions unstructured so that they are asked the same way every time to allow the conversation to range more widely around the topic of governance issues militating local authorities. Unstructured interviews consisted of more open-ended questions. The structured questionnaires and unstructured interview guide were used in acquiring quantitative and qualitative data respectively. A design and test sample was conducted before being rolled out. Free text boxes were not added to questionnaires since these were included in interviews that helped overcome weaknesses of questionnaires

3.10 Data presentation and analysis

According to McKenzie and Brennan (2019) the purpose of analysis of data is to organize, provide structure and to elicit meaning of data. The term data analysis also refers to the process of cleansing, transforming, and analysing raw data with the goal of focusing on the most critical information (McKenzie and Brennan ,2019). This stage of research allowed researcher to deduce some meaning from the data. In this study an attempt was made to establish a pattern to responses that would have been made from questionnaires and interviews.

 The Statistical Package for the Social Sciences, IBM SPSS Version 24, was used to analyse the data. By using SPSS software, the researcher was able to minimize human error that might have occurred during manual data analysis and also allowing time management. Nonetheless, before the analysis, the data were cleaned, with outliers and questionnaires with significantly different results being excluded from the final study (Folley, 2018).

The data was presented in the form of tables and figures, as well as descriptive statistics using SPSS and items evaluated according to their mean values. In this view, Statistical Package for the Social Sciences (SPSS) was chosen because of its versatility as a package that allows many different types of analyses, data transformations and forms of output. Then NVivo 11 was used to produce themes in the analysis of qualitative data.

3.11 Ethical Considerations

Research ethics are the set of ethics that govern how scientific and other research is performed at research institutions such as universities, and how it is disseminated (David & Resnick, 2020). Cohen *et al.* (2011) revealed that ethical issues are crucial and must not be overlooked when it comes to gathering data through questionnaires, since they involve an invasion into the privacy and life of respondents. Ethical issues are crucial in any research, because researchers need to protect their research participants; develop trust with them; promote the integrity of research; guard against misconduct and impropriety that might reflect on their organisations or institutions; and cope with new challenging problems (Israel & Hay, 2006). Ethical issues considered in research include; voluntary participation, privacy, confidentiality, consent, the way the researcher gathers data, the researcher's objectivity and behaviour of the researcher, and general administration of collected data (Saunders et al., 2009). Considering this, the researcher used a clearance letter from Great Zimbabwe University to seek access and introduce himself to employees at Norton Town Council. The respondents were not forced or coerced to take part in the study. In carrying out this research, the researcher first obtained respondents' informed consent. The researcher respected all the rights of the participants. These rights include: withdrawal from participation at any point during the research, the respondents' preference to be part of the research or not, whether to complete the whole questionnaire or refusal to answer certain questions. A consent form was provided that was signed by both researcher and respondents

There was voluntary participation throughout the study and participants were allowed to withdraw at any stage during the study. The researcher was responsible for observing respectful rights for all participants during the study and these included the right to anonymity, honest about purpose of the study. In an effort to ensure confidentiality, respondents were asked not to include their names on any party of the questionnaire. After the study, the researcher ensured that information gathered was used for academic purposes only.

3.12 Chapter Summary

This chapter gave a detailed discussion on the research methodology that was adopted in pursuing this study. It was from this chapter that the researcher explained the research paradigm applied. The study adopted the pragmatic approach which used mixed methods. The chapter also explained research design which the researcher saw as an architectural design of the study. Target population was also chosen that included different grades of employees at the Norton Town Council. The researcher also discussed the sampling techniques applied together with instruments for data collection used in this study. Issues of validity and reliability of the instruments were also discussed in detail. The chapter ended by giving an elaboration of the ethical considerations that were made during the course of the study. The succeeding chapter focuses on data presentation, analysis and discussion of the major findings of the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The previous chapter looked at the research methodology adopted by this study. This chapter concentrates on data analysis and presentation of the results attained in the study. The study sought to ascertain corporate governance challenges faced by local authorities in undertaking efficient service delivery, to investigate the extent of compliance to the dictates of the Public Entities Corporate Governance Act by local authorities in Zimbabwe and to assess the extent to which local authorities engages the residents in service delivery improvement strategies This chapter mainly focuses on analysing response rate, respondents' socio-demographic profile, reliability and validity, descriptive statistics, hypotheses testing and also providing qualitative data analysis.

4.2 Response rate

The paragraphs below elaborates the response rates for quantitative and qualitative data

4.2.1 For quantitative data

Respondents in the survey included 155 participants from the different departments and levels of NTC. According to the study, 155 participants were reached, and 125 of them completed and returned usable questionnaires, generating an 80.55 % response rate. According to Hundall (2015), a response rate of 60% to 85% is appropriate for quantitative

research, therefore the response rate supports the validity and dependability of the findings.

Table 4.1: Response rate

Number of Distributed	Returned and usable	Response Rate
155	**125**	**80.55%**

Source: Primary data (2023)

4.2.2 For qualitative data

In this study, 6 interviews were conducted with key informants from the different departments of the NTC. Interviewing was stopped as information reached saturation to avoid informational redundancy.

4.3 Socio -Demographic data

In this section of the study, the researcher gives data on respondents' demographic information which includes gender, of service of service or experience at NTC, departments and educational level of the respondents.

Table 4.2: Respondents socio demographic data

Socio-demographic aspect	Frequency	Percentage
Gender		
Male	69	55%
Female	56	45%
Total	125	100%
Respondents' Department		
Treasury	25	20
Administration	19	15
Housing	37.5	30
Engineering	19	15
Health Sciences	25	20
Total	125	100
Respondents Work Experience		
Below 5 years	14	11%
5-10 years	20	16%
11-20 years	64	51%
Above 20 years	27	22%
Total	125	100
Respondents Level of education		
Secondary school	29	10%
Diploma	44	15%
Bachelors Degree	154	53%
Masters Degree	49	17%
PhD	14	5%
Total	290	100

Source: Primary data 2023

According to the results, 55% of the participants were male and 45% were female, as shown in Figure 4.2. This shows that all genders were equally represented in the research. According to Hampell (2017), gender equality allows for a variety of perspectives on the study variables and problem at hand. As shown in the table labelled figure 4.2, the study was conducted among respondents with varying lengths of service who could offer a variety of viewpoints on study aspects on the corporate governance issues militating local Authorities. In this view, 11% of the participants had served below 5 years, 16% had served beyond 5-10 years, and 51% had served between 11 and 20 years, according to this survey. According to McDonalds et al (2021), experience and length of service in a research allow for the formation of a diversity of views. As demonstrated in table 4.2, the study participants possessed either secondary education, diploma, bachelor's degree, master's degree or PhD as shown in Table 4.2. Zimbabwe's literacy rate, according to the Zimbabwe Statistics Agency (2022), is extraordinarily high, topping 90%. This level of literacy contributes to the results' consistency and reliability.

4.4 Sampling Adequacy

Before performing exploratory factor analysis, the sustainability of data for factor analysis was evaluated using Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity using SPSS Version 20. A KMO measure of sampling adequacy was used to determine the adequacy of the sample. The KMO statistic ranges between 0 and 1; with 0 signifying absolute inadequacy of the sample and 1 representing absolute adequacy of the sample. Kaiser commended a measurement of 0.5 as the simple minimum for the sample to be adequate. The Bartlett's Test of Sphericity was applied in order to determine whether the data indeed allowed factor analysis to be performed. Field (2009) recommended that the Bartlett's test of Sphericity should be significant at $p < 0.05$ for factor analysis to be performed. Table 4.3 presents results obtained (KMO = .948, Approx. Chi-square = 20385.878, Degrees of freedom [DF] = 595; p<0.001) and indicated that the sample was suitable and allowed performing of exploratory factor analysis as recommended by Field (2009). The aim of carrying out exploratory factor analysis was to refine and reduce the number of related variables to a

relevant and manageable size before using them in future analyses. Factor rotation method was used to simplify factor results for a better interpretation.

Analysis of factors was simplified using the Varimax method as it maximises the total sum of variables of the squared loadings, i.e. squared correlations between variables and factors (Zikmund & Babin, 2016).

Table 4.3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.948
Bartlett's Test of Sphericity	Approx. Chi-Square	20385.878
	Df	595
	Sig.	.000

Source: Primary data (2023)

4.5 Reliability analysis

Reliability is the degree to which results attained by a measurement procedure may be replicated and produce similar results on repetitive trials (Cooper & Schindler, 2011; Hair, et al., 2013; Wong et al., 2012). Similarly, Bolarinwa (2015) describes reliability as the extent to which variables in a study are consistent with what they are supposed to measure. Thus, reliability has much to do with replicability of results after several attempts. The instrument must be reliable so that results are consistent (Henseler et al., 2014). Reliability is regarded as an important measurement scale in quantitative research. Internal consistency of a construct determines reliability as it stipulates the standardisation of items of a measurement scale (Field, 2010). Internal consistency of constructs was measured using the Cronbach's Alpha (α). Reliabilities of the study's constructs are represented in Table 4.4.

Table 4.4 : Construct, number of items and Cronbach's (α)

Construct	Number of Items	Cronbach's alpha (α)
Corporate governance challenge	4	0.859
Compliance with PECG Act	4	0.875
Residence engagement	4	0.863
Governance strategies	4	0.841

Source: Primary data(2023)

Table 4.4 shows all constructs that had Cronbach's alpha (α)'s reliability with a cut-off point of more than 0.6 as recommended by Bagozzi and Yi (1988).

4.6 Descriptive statistics

Descriptive statistics results on constructs corporate governance challenges, compliance with corporate governance Act, residents' engagement in service delivery and governance strategies in improving service delivery underpinning this study are presented in this section. The descriptive statistics include the standard deviation (SD) and the arithmetic means (M). The standard deviation explains how responses in the study are distributed around the mean. The use of both the mean and standard deviation improves understanding of the data. The structured questionnaire used in the study needed respondents to indicate the following: 1 – Strongly Agree 2 – Agree 3 - Neutral, 4 – Disagree and 5 -Strongly Disagree

4.6.1 Descriptive statistics for ascertain corporate governance challenges faced by local authorities in undertaking efficient service delivery

Corporate governance was measured using three dimensions namely; Limited transparency, Absence of board committees and Poorly composed boards. Figures presented in Table 4.5 show mean scores and standard deviation of items used to ascertain corporate governance challenges faced by local authorities in undertaking efficient service delivery.

Table 4.5: Descriptive statistics for corporate governance challenges faced by Local Authorities

Item Code	Item Description	Mean score	Mean response	SD
CH1	Limited Transparency	3.70	Agree	1.079
CH2	Absence of Board Committees	3.66	Agree	1.085
CH3	Poorly composed Boards	3.93	Agree	.800
	Overall	3.80	Agree	.956

Source: Primary data (2023)

Table 4.5 indicates a mean response between 3.66, standard deviation = 1.085 (Item CH2) and 3.93, standard deviation 0.800 (CH3). Calculation of mean score show an overall mean score of 3.80 and standard deviation was 0.956. The results imply that Limited Transparency, Absence of board committees and poorly composed boards are challenges faced by local authorities in undertaking efficient service delivery. Results also agreed that these three challenges are causing poor service delivery at the NTC.

4.6.2 Descriptive statistics for the extent of compliance to the dictates the Public Entities Corporate Governance Act by local authorities in Zimbabwe

Table 4.6: Descriptive statistics for the extent of compliance to the dictates the Public Entities Corporate Governance Act by local authorities in Zimbabwe.

Item Code	Item Description	Mean score	Mean response	SD
EX1	Drafting of Strategic Plans	4.15	Agree	.793
EX2	Enforcement of 10 year CEO Tenure	4.28	Agree	.711
EX3	Ensuring Board committees exist	4.37	Agree	.704
	Overall	4.31	Agree	.741

Source: Primary data (2023)

The results shown in Table 4.6 show a mean score range between 4.28 to 7.11, standard deviation (EX2) and 4.37, standard deviation 0.704 (Item EX3). Calculations show an overall mean score of 4.31 and 0.741 for standard deviation meaning to say they agreed that there is compliance to the dictate of drafting strategic plans, enforcement of 10year CEO tenure and ensuring board committees exist. The results imply that the NTC is compliant to the implementation of the PECG Act chapter 1031 which requires for the drafting strategic plans, enforcement of 10year CEO tenure and ensuring board committees. These results are consistent with Manuere, Marima, & Muzviyo (2019) who when developed a framework for corporate governance in Local authorities found that Local Authorities although are faced with different challenges, they have exhibited a level of compliance to corporate governance practices. This is also supported by results of the Auditor General Zimbabwe, (2023).

4.6.3 Descriptive statistics for extent to which local authorities engages the residents in service delivery improvement strategies

Table 4.7: Descriptive statistics for extent to which local authorities engages the residents in service delivery improvement strategies

Item Code	Item Description	Mean score	Mean response	SD
EN1	Water supply rationing	3.81	Agree	.918
EN2	Residents invited in key meetings	3.89	Agree	.764
EN3	Housing and town developments decisions	3.90	Agree	.780
	Overall	3.88	Agree	.806

Source: Primary data (2023)

The results in Table 4.7 show a mean score ranging from 3.81 standard deviation = .918 (Item EN1) to 3.90, standard deviation 0.780 (Item EN3). The overall mean score was 3.88 and standard deviation of 0.806 suggesting that the respondents confirmed that NTC engages the residents in service delivery improvement strategies. Marumahoko, Afolabi, Sadie, & Nhede (2020) supported this idea by postulating that to improve on service delivery local authorities require to inspire confidence by key stakeholders such as the local residents.

4.6.4 Descriptive statistics for corporate governance strategies to improve service delivery by local authorities

Table 4.8 shows mean scores and standard deviation of items used recommend corporate governance strategies to improve service delivery by local authorities

Table 4.8: Descriptive statistics for corporate governance strategies to improve service delivery by local authorities

Item Code	Item Description	Mean score	Mean response	SD
RE1	Compliance with CEO Tenure	3.92	Agree	.762
RE2	Board Committees	3.53	Agree	1.076
RE3	Transparent appointment of Boards	3.60	Agree	1.009
	Overall	3.74	Agree	.898

Source: Primary data (2023)

Results presented in Table 4.8 show mean scores ranging from 3.53, Standard deviation 1.076 (Item RE2) to 3.92, standard deviation 0.762 (Item RE1). Computed results indicated an overall mean score of 3.74 and a standard deviation of 0.898 implying that compliance with CEO tenure, Board Committees, Transparent appointment of Boards leads to improvement of service delivery by local authorities. Congruent to these results were the findings by Munyede, (2021) in his study titled Capping the tenure of CEOs as a good corporate governance strategy. His findings were that capping CEO tenure promotes good governance and reinforces corporate governance practices by local authorities.

4.7 Testing research hypotheses

To this point, researcher has done and presented descriptive statistics. The next step is carrying out cross tabulations and analytical statistics so as to determine existing if any relationships and statistically significant differences between variables. To do this researcher conducted hypotheses testing. This was done to either accept or reject the claims of statements or associations between the study constructs (Mishra Alok, 2017).To test the hypothesis, researcher conducted Chi square tests using SPSS version 23.

In this manner, the following hypotheses were stated in Chapter One of this study:

H1: There is a positive relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities

H2: There is an association between use of board committees and enhanced service delivery by local authorities

H3 There is a positive relationship between use of adhering to CEO tenure and enhanced service delivery by local authorities

H4 Engaging residents in council decisions results in improved service delivery

Table 4.9 Relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities - Chi Square

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.986[a]	4	.001
Likelihood Ratio	6.422	4	.170
Linear-by-Linear Association	3.542	1	.060
N of Valid Cases	125		

a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .05.

Results presented in Table 4.9 above show a Pearson Chi-Square value of 0.001 which is statistically significant as it is less than 0.05. There is therefore rejection of the H_0 hypothesis at 5% level of significance which leads to the conclusion that there is a positive relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities

Table 4. 10 Association between use of board committees and enhanced service delivery by local authorities -Chi Square Test

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.397[a]	6	.037
Likelihood Ratio	16.453	6	.012
Linear-by-Linear Association	5.180	1	.023
N of Valid Cases	125		

a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .22.

Results presented in Table 4.10 above shows a Pearson Chi-Square value of 0.001 which is statistically significant as it is less than 0.05. There is therefore rejection of H_0 at 5% level of significance which leads to the conclusion that there is a positive association between use of board committees and enhanced service delivery by local authorities

Table 4. 11 Relationship between use of adhering to CEO tenure and enhanced service delivery by local authorities Chi-Square Test

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.397[a]	6	.037
Likelihood Ratio	16.453	6	.012
Linear-by-Linear Association	5.180	1	.023
N of Valid Cases	125		

a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .22.

Results presented in Table 4.11 above shows a Pearson Chi-Square value of 0.001 which is statistically significant as it is less than 0.05. There is therefore rejection of H_0 at 5% level of significance which leads to the conclusion that there there is a positive relationship between use of adhering to CEO tenure and enhanced service delivery by local authorities

Table 4. 12 Engaging residents in council decisions results in improved service delivery Chi-Square Test

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.397[a]	6	.037
Likelihood Ratio	16.453	6	.012
Linear-by-Linear Association	5.180	1	.023
N of Valid Cases	125		

a. 9 cells (75.0%) have expected count less than 5. The minimum expected count is .22.

Results presented in Table 4.12 above shows a Pearson Chi-Square value of 0.001 which is statistically significant as it is less than 0.05. There is therefore rejection of H_0 at 5% level of significance which leads to the conclusion that engaging residents in council decisions results in improved service delivery

Table 4.13: Summary results of Hypotheses testing (H_1, H_2, H_3, H_4,)

Hypotheses	Hypothesised Relationship	SRW	CR	Remark
H_1	Corporate governance practices $\rightarrow$ Improved service delivery	.829	19.056***	Supported
H_2	Board committees $\rightarrow$ Improved service delivery	.177	2.685***	Supported
H_3	CEO Tenure $\rightarrow$ Enhanced service delivery	.227	3.959***	Supported
H_4	Engaging residents$\rightarrow$ Service delivery improvement	.629	10.739***	Supported

Notes: SRW standardized regression weight, CR critical ratio, ** significant at $p < 0.05$, *** significant at $p < 0.001$, ns not significant

Source: Primary data (2023)

Table 4.13 presents results that H_1, H_2, H_3 and H_4, were supported as seen in the above chi square tests conducted earlier on. This imply the following;

H_1: There is a positive relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities

H_2: There is an association between use of board committees and enhanced service delivery by local authorities

H$_3$ There is a positive relationship between use of adhering to CEO tenure and enhanced service delivery by local authorities

H$_4$ Engaging residents in council decisions results in improved service delivery

4.8 Qualitative Data Analysis

The preceding paragraphs discussed the descriptive statistics. In this view, the following paragraphs discusses qualitative results guided by the research objectives

4.8.1 Corporate governance challenges faced by local authorities in undertaking efficient service delivery

Figure 4.1: Corporate governance challenges

Source: Primary data (2023)

From the word cloud in figure 4.1, limited transparency given its huge font size and centralization in the word cloud was popular among respondents. Unbalanced committees follow limited transparency as its font size is slightly smaller than that of limited transparency. The least popular sub theme was absence of board committees as reflected by their small font sizes which implies that they were least popular.

i) Limited transparency

When asked about Corporate governance challenges faced by local authorities in undertaking efficient service delivery interviewee N1 had this to say:

"Councils are not transparent, there is imposition of decisions. You would notice that poor service delivery is prevalent as the imposed personnel were appointed without transparency".

, Interviewee N2 supported what was said by Interviewee N1 when he said:

"Due to lack of transparency the Council is found to be poorly performing. The appointed people are corrupt and only think of themselves.".

In support of this, interviewee N5 opined that.

"The lack of transparency has been the major impediment to the growth of the council and effective service delivery. See the juniors are the most educated but are not being given the opportunity to exhibit their knowledge".

ii) Unbalanced committees

Interviewee N3 had this to say:

"The effective service delivery at the council has been affected by the not existing risk committees, where such exist you would find risk and remuneration committee is combined".

Interviewee N4 supported the view expressed by interviewee N3 by saying that:

"For a long period now, risk committees have not been in place this seriously affect service delivery as the council fall prey to corruption and limited transparency".

Also, Interviewee N1 supported the view by the first 2 respondents by saying:

"The dictates of the Act are not being followed, there is serious imbalance in boards in terms of gender and regional representation. Also there is imbalance in terms of qualifications held".

(iii) Absence of board committees

N1 had to say:

"Service delivery is being affected by the non- existence of board committees. This allows the board to sleep on duty as their oversight role is not being effectively challenged thus affecting service delivery".

Interviewee N4 had a different view He said:

"The issue of boards that are existing without board committees is seriously affecting the fiduciary duties of boards. They are not executing their mandates due to limited monitoring by board committees. At the end the day council succumbs to poor service delivery".

Interviewee N5 shared the same view the respondent N1 as he had to say:

"I would want to say where are the board committees? Their absence has affected service delivery.".

4.8.2 The extent of compliance to the dictates the Public Entities Corporate Governance Act by local authorities in Zimbabwe.

Figure 4.2 illustrates main emerging themes from respondents on the effectiveness of environmental regulators in crafting and monitoring policies in the mining sector.

Figure 4.2: Compliance with the Act

Source: Primary data (2023)

i) Strategic Plans

Interviewee N1 opined that:

"*The council has been complying with the dictates of the Corporate Governance Act that requires them to craft strategic plans. However, sticking to these strategic plans is a big problem*".

Interviewee N3 was of the same view with the respondent N1 when he stated that:

"*Strategic plans are being prepared, what I am not so sure of is the adherence to these palns. It seems this is affecting to service delivery as what is in the plans is different from what is happening on the ground*".

Interviewee N7 shared the same view with respondent 1 and 3 She had to say:

"*The idea of having strategic plans be compulsory is being followed. Yes, there is a strategic plans document. Check on council website it is publicized*".

ii)Board Committees

Interviewee N1 had to say:

"*There are no board committees. Those that have existed are not well constituted and this is affecting service delivery at the council*".

Interviewee N6 had to say:

"*Board committee's absence has seriously posed a threat on governance issues ta the council*".

iii) CEO Tenure
. Interviewee N3 had to say:

"*The tenure of CEOs but be strictly adhered to. This is issue of political meddling is problematic*".

Interviewee N7 supported the notion as he said:

"*Sometimes term into office for CEOs is a political matter. It must be strictly followed as contained in the Act*".

4.8.3 The extent to which local authorities engages the residents in service delivery improvement strategies

Figure 4.3: Engaging local residents

Source: Primary data (2023)

i) Water rationing

interviewee 1 had to say:

"*Of course residents are being engaged in key issues especially water challenges which has seen water being rationed between different residential areas*".

i) Key meetings

interviewee N5 had to say:

"*The invitation of residence to council meetings is a positive step as residents are a key stakeholder who also need to participate in council decisions*".

4.8.4 To recommend corporate governance strategies to improve service delivery by local authorities

Figure 4.4: Corporate governance strategies

Source: Primary data (2023)

i) CEO Tenure

interviewee N4 had to say:

"*There should be strict adherence to the laid down tenure of CEOs to 10 years as contained in the Act to corporate governance in Zimbabwe".*

ii) Board Committees

interviewee N4 had to say:

"The best way to solve some of the challenges we are facing at the councils in terms of service delivery, there should must be a board of committees in place".

4.8.5 Chapter Summary

Results in Chapter Five focused on the analysis of socio-demographic characteristics of the respondents, validity and reliability analysis, descriptive statistics, hypotheses testing. Chapter 5 focuses on the conclusions and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

The preceding chapter presented findings of the study in which data collected was presented, interpreted and analyzed. This chapter covers the summary of the whole study, conclusions drawn as well as recommendations made. In making the conclusions and recommendations, researcher will be guided by research questions and findings of the study.

5.2   Summary of the research

This study looked at governance issues militating performance of urban local authorities a case study for Norton Town Council The main objective of the study is to determine governance issues militating performance of urban Local Authorities. As such, the following objectives guided the study were:

To ascertain corporate governance challenges faced by local authorities in undertaking efficient service delivery

To investigate the extent of compliance to the dictates the Public Entities Corporate Governance Act by local authorities in Zimbabwe

To assess the extent to which local authorities engages the residents in service delivery improvement strategies and

To recommend corporate governance strategies to improve service delivery by local authorities.

In view of this, the research questions were:

What are corporate governance challenges faced by local authorities in undertaking efficient service delivery?

To what extent has local authorities in Zimbabwe complied to the dictates of the Public Entities Corporate Governance Act?

How has local authorities engaged the residents in coming out with efficient service delivery improvement strategies?
What corporate governance strategies may be adopted to improve service delivery by local authorities?

Additionally, in Chapter 1 researcher stated hypothesis that:
H1: There is a positive relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities
H2: There is an association between performance contracts and enhanced service delivery by local authorities

The researcher adopted a mixed methodological approach. Both qualitative and quantitative techniques were used in support of Farghaly (2018) who posited that the assumption that quantitative and qualitative research approaches are two poles which cannot be compromised changed with the realization that the two approaches can be complimentary for better results. The target population were employees of Norton Town Council . A sample of 155 employees was drawn using a simplified formular by Krejicie and Morgan in which 125 employees responded. Since a mixed methodology was adopted, the researcher used simple random sampling and purposive sampling for qualitative data. Structured Questionnaires and interview guides were used to collect data.

The researcher made the following findings as guided by the research aims and objectives which were stated in chapter 1 of the study:

Firstly **,** the research found out that the main challenges faced by local authorities in undertaking efficient service delivery include limited transparency, absence of board committees and poorly composed boards. Literature reviewed in Chapter 2 shows that boards for SOEs that includes Local Authorities do not have the right number of members

of board members and lacks the required abilities and experience in order to review and monitor management's performance effectively (Sifile et al., 2014). In support of these findings literature pointed out that boards do not have an adequate degree of autonomy which affects transparency (Huang & Chen, 2019). Boards of SOEs are said to be poorly composed as they lack balance between executive and non-executive directors. This further affects transparency and independence as Non-executive directors have no balancing effect, increases the possibility of conflicts of interest(Manuere, 2019).

Also, the study confirmed that there is compliance with certain provisions of the Public Entities Corporate Governance Act that includes Drafting of Strategic Plans, compliance with 10 year CEO Tenure and ensuring that Board committees exist. Similar findings were coined by Mthombeni et al., 2022 who coined out that there has been to a greater extent been compliance with PECG Act which governs the appointment of boards of public entities . Dandaratsi et al.,2022 also reiterates that if the dicates of the Act are carefully observed and followed brings efficiency in the manner local authorities are run and managed in Zimbabwe. Results have been found to be in compliance with the dicates of the Act that provisions that no person shall be appointed as a member of the board for a public entity for a term longer than four years where appointment may only be renewed for only one further such term one(Sifile et al 2023).

Additionally, the study confirmed that NTC engages the residents in service delivery improvement strategies such as meetings for water rationing, and being invited to house and town planning decisions. Literature by Devas and Grant (2017) posits that resident involvement allows people to exercise influence and control over decisions that have an impact on them. As such at the Norton Town Council residents can express their preferences either directly, where members actively participate in decision-making on issues that directly affect them, either individually or through various forms of self-organization, or indirectly, where members do so through their elected local representatives. The other finding in line with the fourth objective of the study on corporate governance strategies to improve service delivery by local authorities. Through the

findings it can be noted that the transparent appointment of boards, Board Committees and Compliance with CEO Tenure are the various strategies that can be used to improve service delivery by local authorities. These findings are in sync to the findings by Mthombeni et al (2021) who centred their study on the corporate governance reform strategies for SOEs with a primary focus on Zimbabwean SOEs and found that privatisation and CEO term ceiling may help improve service delivery by SOEs in Zimbabwe.

5.3 Conclusions

Basing on the findings of this study, the researcher concludes that:

Conclusions based on literature review and results , the governance issues militating Local Authorities have resulted inadequate urban service delivery in Zimbabwe . The governance challenges are largely political. The first general explanation appears to attribute urban service delivery failure to the actions and policies of the national government. The second explanation seemingly points to the inefficiencies, inadequacies and insufficiencies of the processes of local public service delivery. As a conclusion, one major governance issue blamed for inadequate service delivery is the abuse of political powers and abuse of Urban Councils Act (Chapter 29:15) to undermine service delivery in opposition controlled cities and towns. In this regard, politics interfere with local urban processes, including those which are the outcome of exhaustive public consultation. There is political squabbling between the Ministry of Local Government and urban local authorities. There is also infighting between elected political authorities (councilors) and administrative authorities (the bureaucracy) within urban local authorities. Summarily, it may be concluded that Local authorities in Zimbabwe are faced with severe service delivery challenges such as inadequate potable water, healthcare, education, roads, and sanitation. Although local authorities annually develop strategic plans, there is no indication that this influences the improvement of service delivery. Failing to implement formulated strategic plans effectively is the governance issue militating Local Authorities that has caused failure to meet the expectations of residents in terms of better service delivery.

The tests of hypothesis lead to the view that there is a positive relationship between adoption of best corporate governance practices and efficient service delivery by urban local authorities. There is an association between performance contracts and enhanced service delivery by local authorities. In conclusion, the main causes of poor service delivery are non-adherence to all the dictates of good corporate governance is shown by above results.

5.4.0 Recommendations

5.4.1 Recommendations to Norton Town Council

It is recommended that Policy makers and the Ministry of local governance engages the office of the President corporate governance unit in conducting more trainings on corporate governance so as to improve on service delivery. The Policy makers may ensure that risk and audit committees may be combined if manpower is a challenge rather than not having such committees at all. It is recommended that when appointing board members for local authorities Norton Town council must do this transparently by engaging the board database at the corporate governance unit housed in the office of the president and cabinet. Also, there must be ongoing tendency toward improving board size and composition within local authorities that should be in sync with the PECG Act which is the main corporate governance legislation governing all public entities including municipalities.

The local government ought to establish settings that foster more trust among staff members and other stakeholders. This can be accomplished by talking with rate payers, staff, and citizens' associations on budgetary issues as well as by incorporating them in the planning and formulation of strategies. Technological improvements should be further leveraged by local authorities so that they can bill and collect taxes and rates from residents.

Transparency has been severely hampered by the degree of autonomy enjoyed by local administrations in Zimbabwe. They are expected to meet the needs of their different

stakeholders, nevertheless. To establish accountability, local administrations should answer to the public as well as the government. Laws should give residents' associations the authority to hold local government officials accountable.

5.4.2 Recommendations to the Ministry of Local Government

Furthermore, it is recommended that the Parliamentary Portfolio Committee on Public Accounts take a more proactive stance in guaranteeing that local authorities fulfil their accountability to the government and the public, as well as in adhering to the proper administration of public finances as outlined in bylaws that align with the policies of both Parliament and provincial legislatures.

Zimbabwe's democratic system dictates how local governments are governed politically. Thus, political parties have an impact on municipal elections as well as the political structure of local government. Because council members are chosen for their positions based on their political connections, national political parties frequently have an impact on the discussion of important topics that affect councils. National political parties will inevitably advocate for their agendas and programs. In certain cases, a ruling party may insist that a council that is controlled by the opposition carry out its ideas, which could lead to major issues with governance. Significant issues could also arise from the distinctions between technocrats and elected council members in Zimbabwean councils technocrats sometimes lack specialized knowledge. Therefore, it is necessary to distinguish between the roles and obligations of politicians and council administrative experts in terms of policy. Politicians holding elected office should delegate management of the local government's activities to qualified, long-term civil officials.

5.5 Areas of further research

There is need for further research on the board interlocks and CEO duality in local municipalities can be an area of inquiry. Other areas of inquiries can include the effect of CEO tenure capping on the financial performance of Local municipalities.

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Dear Valuable Respondent

The researcher **Munyaradzi Zvaraya**, **(Student No. 213612)** is a final year Masters of Business Administration student at Great Zimbabwe University. In partial fulfillment of the requirements of the Masters of Business Administration, the researcher is required to undertake a research project. Accordingly, the researcher's area of study is to understand **Governance Issues Militating Performance Of Urban Local Authorities: A Case Study For Norton Town Council.** As part of this study, you have been selected to take part in the research. The questionnaire will take about 10 minutes. Participation in this study is voluntary and you are allowed to withdraw at any stage without any consequence. All the answers you give will be treated in strict confidence, highly valuable and will be used for academic purposes only. With your permission, the researcher hereby asks you to objectively complete the questionnaire.

Thank You in advance for your participation.

Munyaradzi Zvaraya

Contact: +263 777176155

Instructions to the Questionnaire

Questionnaire contains **Five sections**. A box represents an option, please tick (√) the most appropriate answer where applicable.

SECTION A:	SOCIO-DEMOGRAPHIC CHARACTERISTICS	
Item No.	**Item**	**Coding Category**
01	Gender	1. Male ☐ 2. Female ☐
02	Department	1. Treasury ☐ 2. Administration ☐ 3. Housing ☐ 4. Engineering ☐ 5. Health Services ☐
03	Work experience at Norton Town Council in years	1. Below 5 ☐ 2. 5- 10 ☐ 3. 11-20 ☐ 4. Above 20 ☐
04	Highest Level of Education	1. Secondary School Level ☐ 2. Diploma ☐ 3. Bachelor's Degree ☐ 4. Master's Degree ☐ 5. PhD ☐

SECTION B: CORPORATE GOVERNANCE CHALLENGES FACED BY LOCAL AUTHORITIES IN UNDERTAKING EFFICIENT SERVICE DELIVERY

Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (√) the appropriate box.

Key : SA=Strongly Agree, **A**=Agree, **N**= Neutral , **D**=Disagree, **SD**=Strongly Disagree

		SA 1	A 2	N 3	D 4	SD 5
01	**Does the following Corporate governance challenges exist at Norton Town Council**					
	a. Limited transparency	☐	☐	☐	☐	☐
	b. Absence of board committees	☐	☐	☐	☐	☐
	d. Poorly composed boards	☐	☐	☐	☐	☐
02	**SECTION C: LOCAL AUTHORITIES COMPLIANCE TO THE DICTATES OF THE PUBLIC ENTITIES CORPORATE GOVERNANCE ACT**					

Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (√) the appropriate box.

Key : SA=Strongly Agree**, A**=Agree**, N**= Neutral **, D**=Disagree**, SD**=Strongly Disagree

Has Norton Town Council been in Compliance to the following prescriptions of the PECG Act?	**SA** 1	**A** 2	**N** 3	**D** 4	**SD** 5
a. Drafting of Strategic Plans	☐	☐	☐	☐	☐
b. Enforcement of 10 year CEO Tenure	☐	☐	☐	☐	☐
c. Ensuring Board committees exist	☐	☐	☐	☐	☐

SECTION D: LOCAL AUTHORITIES ENGAGEMENT OF RESIDENTS IN COMING OUT WITH EFFICIENT SERVICE DELIVERY IMPROVEMENT STRATEGIES

Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (√) the appropriate box

Key : SA=Strongly Agree**, A**=Agree**, N**= Neutral **, D**=Disagree**, SD**=Strongly Disagree

01		**SA** 1	**A** 2	**N** 3	**D** 4	**SD** 5
	Do Norton Town Council Engage residents to improve in the following town development activities?					
	a. Water supply rationing	☐	☐	☐	☐	☐
	b. Residents invited in key meetings	☐	☐	☐	☐	☐
	c. Housing and town developments decisions	☐	☐	☐	☐	☐

SECTION E: GOVERNANCE STRATEGIES MAY BE ADOPTED TO IMPROVE SERVICE DELIVERY BY LOCAL AUTHORITIES

Indicate level of agreement with each of the following statements. Indicate your best opinion by ticking (√) the appropriate box

Key : SA=Strongly Agree**, A**=Agree**, N**= Neutral **, D**=Disagree**, SD**=Strongly Disagree

01		**SA** 1	**A** 2	**N** 3	**D** 4	**SD** 5
	Are the following Governance strategies useful in improving service delivery by Norton Town Council?					
	d. Compliance with CEO Tenure	☐	☐	☐	☐	☐
	e. Board Committees	☐	☐	☐	☐	☐

	f. Transparent appointment of Boards	☐		☐	☐	☐	☐
Thank you for participating in this study.							
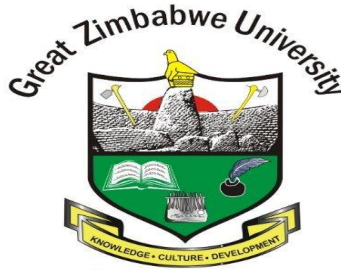
Interview Guide

The researcher **Munyaradzi Zvaraya**, **(Student No. 213612)** is a final year Masters of Business Administration student at Great Zimbabwe University. In partial fulfillment of the requirements of the Masters of Business Administration, the researcher is required to undertake a research project. Accordingly, the researcher's area of study is to understand **Governance Issues Militating Performance Of Urban Local Authorities: A Case Study For Norton Town Council.** As part of this study, you have been selected to take part in the research. The interview will take about 10 minutes. Participation in this study is voluntary and you are allowed to withdraw at any stage without any consequence. All the answers you give will be treated in strict confidence, highly valuable and will be used for academic purposes only. With your permission, the researcher hereby asks you to objectively answer the interview questions.

1. What are the signs of limited transparency at Norton Town Council?
2. What are the accountability issues affecting service delivery at Norton Town Council?
3. Does Norton Town Council have strategic plan documents?
4. Is the enforcement of CEO 10 year tenure being implemented at Norton Town Council?
5. Are Norton Residents invited to council key meetings?
6. Does Norton Town Council engage its residents on town developmental issues?

7. Is there transparent appointment of boards at Norton Town Council?
8. Does Norton town council have board sufficient committees?

Thank You in advance for your participation.

Munyaradzi Zvaraya

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