

**MIDLANDS STATE UNIVERSITY**  
**FACULTY OF SOCIAL SCIENCES**  
**DEPARTMENT OF LOCAL GOVERNMENT STUDIES**

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**RESULTS BASED PERSONNEL PERFORMANCE SYSTEM A KEY TOOL IN  
PERFORMANCE MANAGEMENT AND EFFECTIVE SERVICE DELIVERY BY  
ZIMBABWEAN LOCAL AUTHORITIES.THE CASE OF CHIPINGE TOWN  
COUNCIL.**

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**A dissertation submitted to the Midlands State University to the Department of Local  
Governance Studies in partial fulfilment of the Bachelor of Science Honours Degree in  
Local Governance Studies**

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## **DEDICATION**

This research is dedicated to my beloved Grandparents Mr and Mrs Nyamapfene, my lovely mother Louise Nyamapfene, my precious wife Vimbainashe Misi , my precious daughter Tawananyasha Mufukare, my brothers, sisters, my uncles and aunties who have stood by me through thick and thin throughout my entire studies. It would not have been possible without your love and inspiration. I thank you for your emotional and financial assistance towards the completion of my degree programme. I will forever be grateful to you.

## **ABSTRACT**

Zimbabwean Local Authorities have faced immense challenges in service provision during the past years due to economic challenges but however a poor performance management culture or system has been attributed to this drastic failure to provide services effectively and efficiently. The research analyses the adoption and implementation of Results Based Personnel Performance Management System and its impact on the provision of services with a special focus on Chipinge Town Council. The ZIMASSET economic blueprint of 2013 came in as a vibrant policy guiding results attainment in the public sector and saw the signing of performance agreement contracts for senior officials such as Town Clerks/Town Secretaries. The research aims at investigating the awareness of council officials and councilors to the adoption of this system so that it will be established whether the Local Authority is able to achieve the intended goals and missions. The mechanisms in place for the successful implementation of the system will also be analyzed and how they impact on higher performance that will culminate in an efficient and effective service delivery system by the Local Authority. The various challenges that hinder effective implementation were also highlighted. The impact of RBPPS on service delivery was highlighted. Various literature on RBPPS was explored and it was linked to the adoption of RBPPS at CTC and how it improves service delivery. The researcher used both qualitative and quantitative research designs to present the findings that were gathered through the research instruments which were interviews and questionnaires. The findings indicated that CTC has greatly improved on its service delivery system by prioritizing service delivery through procurement of graders, refuse truck and completing water works at Bangaazan treatment plant. This was due to the fact that the Local Authority was given targets and therefore they are committed to achieve these performance targets so that the Town Secretaries performance contract will be renewed. The research recommends strong human resources policies that are aimed at achieving a higher caliber of performing employees or staff and also engage on capacity building programmes that will help the employees to adapt to this new performance management culture so that service can be improved in the Town.

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## **ABBREVIATIONS**

MDAs	:	Ministries Departments and Agencies
CTC	:	Chipinge Town Council
LA's	:	Local Authorities
NGOs	:	Non-Governmental Organizations'
GVT	:	Government
ZIMASSET	:	Zimbabwe Agents for Sustainable Social Economic Transformation
RBPPS	:	Results Based Personnel Performance System
H.O.Ds	:	Heads of Department
NPM	:	New Public Management
MBO	:	Management by Objectives
PPBS	:	Programme Performance Budgeting System
ESAP	:	Economic Structural Adjustment Programme
RBM	:	Results Based Management

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# CHAPTER I

## INTRODUCTION

### **1.0 Introduction**

This chapter focuses on the background of the study, statement of the problem, research objectives and questions, significance of the study, delimitation of the study and limitations of the study.

### **1.1 Background of the study**

Chipinge Town Council is a Local Authority and according to Madhekeni and Zhou (2012), “in Zimbabwe, the Urban Councils Act (UCA) [Chapter 29:15] provides for the establishment of urban local authorities as well as the manner of their operation”. In line with this act it has an incumbent to provide effective and efficient services to its residents. The Local Authority provides services for its 8 wards of which ward 1-6 are in Gaza Township, ward 7 is the medium density and finally ward 8 which covers Town and Usanga low density area.

Before independence in 1980, just like in all other districts of Zimbabwe, the black population lived in communal lands and under the jurisdiction of the chief’s councils. The small scale farmers formed their area associations which governed their operations. The large scale farmers fell under what was termed rural councils during those days. Through the Rural Council Act and the District Councils Act the districts were governed by two local authorities, the Rural Councils Act and the District Councils Act. The Rural council had the mandate to govern the commercial farming area and the urban population in those areas. The District council was responsible for communal lands as well as the small scale farming area.

According to the CTC strategic plan (2012-2016) through the Rural District Councils Act, the District Councils and the Rural Councils were merged into one local authority to form the Rural

District Council which became the local authority for the whole district. In 2003 the Chipinge Town Board evolved from Chipinge Rural District Council to form Chipinge Town Council. Chipinge Town Council is located in the Chipinge town which is 188 km from Mutare and 48 km from the Mt Selinda Border post and is responsible for governing the urban area. CTC is one of the Local Authorities which fall under the Manicaland province. Various pieces of legislation such as the Urban Councils Act, Provincial Council and Administration Act, Regional Town and Country Planning Act administer development activities in this Town. Munyaradzi (2011) noted that Zimbabwe has been facing numerous challenges as characterized by hyper-inflation, acute shortage of goods and services and the deterioration of the public service delivery since 2000. This has therefore give rise to the need for Government to adopt a results oriented approach such as Results Based Management whereby one of the components is RBPPS.

Therefore the research aims at assessing the effectiveness of the adoption of RBPPS by Local authorities in improving performance management that will positively influence effective and efficient service delivery with a special focus on Chipinge Town Council. It also aims at evaluating the implementation of this system mainly focusing on performance and its impact on service delivery by the Local Authority. The benefits of adopting performance appraisals and the signing of performance contracts will also be microscopically diagnosed. A very poor or mediocre service delivery system has been experienced and it has been attributed to poor performance management systems by Local Authorities. In addition the Results Based Management System has been adopted by United Nations; therefore this has necessitated the need for all countries and their Local Authorities to implement this system for enhancing a sound service delivery system. National commitment to this system has also been vindicated by the Zim Asset, which is a result oriented national policy adopted by the Government in 2013 which

compels all parastatals to adopt this results oriented system. In addition the value of the human resources in enhancing service delivery is going to be assessed. This research paper will thus evaluate the importance of this essential system in performance management and service delivery as well as exploring the obstacles that are being encountered in its implementation.

## **1.2 Statement of the problem**

Chipinge Town Council experienced a very poor service provision delivery system and there was resentment from the residents and stakeholders as they were suffering. This culminated in the council adopting the Results Based Personnel Performance management system .In addition implementation of the ZIMASSET by Government compelled the Local Authority to effectively adopt and implement the system so as to improve service delivery in the Town. Therefore this study seeks to explore if the adoption of this system has culminated in the improvement of service delivery in the Town.

## **1.3 Research Objectives**

- To examine how Results Based Personnel Performance System (RBPPS) can culminate in the improvement of service delivery by Chipinge Town Council.
- To analyze the efforts made by Chipinge Town Council and also mechanisms which are available for successful implementation of Results Based Personnel Performance System (RBPPS).
- To investigate whether employees are aware of the Results based personnel performance management system that Chipinge Town council is implementing.
- To identify the challenges faced by the Chipinge Town Council in implementing Results Based Personnel Performance System.



- To establish the impact of RPBBS on service delivery by Chipinge Town Council.

#### **1.4 Research Questions**

1. Can service delivery improve by adopting and implementing Results Based Personnel Performance System?
2. What measures have been put in place by both National Government and Chipinge Town Council to successfully implement a Results Based performance management system to improve service delivery?
3. Are the employees aware of the system and able to implement it successfully?
4. What obstacles may hinder the effective implementation of the Results Based Personnel Performance System?
5. What impact does Results Based Management Performance System have on service delivery?

#### **1.5 Significance of the study**

##### **a) To Chipinge Town Council**

The essence of embarking on this research is to explore how poor service delivery that has been experienced by Chipinge Town Council can be addressed by introducing Results Based Personnel Performance System. The research will assess how poor performance management systems in previous years have hindered effective contributed to a poor service delivery. In addition it will also be highlighted that although financial resources are seen as a pre-requisite for an efficient service delivery, personnel performance management is also important. The efforts by National Government through the Zim Asset to manage performance in Local

Authorities further assist in the improvement of service delivery. Internal systems that have been implemented in the Council in order to effectively manage employee performance will also be analyzed. This research document will act as a guide for Local Authorities such as Chipinge Town Council as it sights how performance management can be implemented effectively, the challenges in its implementation and how they can be addressed .Therefore, in other words this research is important as it aims to address the poor service delivery system which was partly contributed to by lack of performance management systems. Accountability is also enhanced as all officials have to be accountable to their heads within the local authority itself and to the minister.

#### **b) To other Researchers**

This study will add on to the already existing literature and will enable other researchers to get guidance on RBPPS and its impact on service delivery. Loopholes will also be identified and allow the researchers to conduct further research on this topic. This research will also provide data to the University's educational research resources.

#### **c) To the Researcher**

This research will also equip the researcher with some research techniques and also gives him a full insight into the research problem under study and thus enabling him to draw valid conclusions.

### **1.6 Limitations**

The Researcher encountered the following challenges during the research process:

- There was lack of cooperation from the respondents as they were afraid of being victimized. Thus this hindered the researcher to get adequate information.

- The researcher also faced a challenge of inadequate financial resources to travel and acquire data.

In a bid to address the above problems the researcher communicated verbally and in writing to the respondents that the information they would disclose was for academic purposes and not for disclosure. The researcher minimized travelling costs by mailing questionnaires and also conducting telephone interviews.

### **1.7 Delimitation of the study**

The research has been focused on Chipinge Town Council which has 8 wards. The research aimed at examining the implementation of Results Based Personnel Performance Management System at the L.A and its impact on enhancing an effective and efficient service delivery system. The Town has about 10 000 residents and this research will focus on the eight wards of the Town. The sample size was 44 respondents and it was composed of 30 non-managerial employees, 8 councilors and 10 management officials of Chipinge Town Council.

### **1.8 Definition of Terms**

**Results Based Personnel Performance Management System-** it is defined as a human performance management tool that focuses on systematic and purposive usage of human resources to achieve desired results using availed resources and it's a component of Results Based Management (Cafrad2009).

**Service Delivery-**It refers to the provision or a system of supplying a public need. The public needs include water, housing ,roads, refuse collection among many others.

**Local Authorities-**These are statutory established bodies and they fall under a form of decentralization called devolution.

**Effective**-For the purpose of this study it is the ability to accomplish goals.

## **1.9 Summary**

This chapter focused on the background of the study, statement of the problem, objectives that the research seeks to attain, research questions that are supposed to be answered, delimitation of the study and the limitations that the researcher has encountered and ways employed to overcome them. It is apparent that from the above the research will be restricted to Chipinge Town Area. The findings will enable CTC to make certain reforms in the way they operate so as to enhance an effective and vibrant service delivery system by employing the RBPPS. The following chapter explores literature relating RPBBS and how it relates to service delivery efficiency in Local Authorities.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter explores literature on the RBPPS. It includes issues such as what is RBPPS, mechanisms that should be in place for effective implementation of the system, performance measurement techniques, challenges in implementation and effectiveness of the system on service delivery among many other issues surrounding this system. According to Tsvere (2008) literature review is a descriptive, critical analysis and evaluation. This chapter reviews literature on RBPPS with a special focus on RBPPS on Chipinge Town Council. The researcher will look at what is RBPPS, mechanisms adopted to make it a success, legal framework supporting it as well as highlighting the challenges been encountered for its successful adoption by Local Authorities.

#### **2.1 What is Results Based Personnel Performance System (RBPPS)**

Cafrad (2009) views Results Based Personnel Performance System (RBPPS) as part of the Results Based Management System which is defined as a human performance management tool that focuses on systematic and purposive usage of human resources to achieve desired results using availed resources. According to Zvavahera (2013), Bussim (2012) noted that Performance management can be defined as a continuous process of improving individuals, team and organizational performance. Musingafi (2007) believes that performance management is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Musingafi (2007) states that Bologun (2003) does not directly define the concept but says it is based on the premise that “the clarification of corporate objectives, the institution of

measures in pursuit of the objectives, and the empowerment of managers are all it takes to energize organizations and orient them towards incremental productivity, cost reduction and customer satisfaction". It is emphatic that this system aims at properly managing the human resources which are the employees and in the case of CTC the Town Secretary and his H.O.D's are responsible for managing the human resources so that they work hard so as to attain the organizational goals and targets. The aim of this system is to improve service delivery through effective application of resources both human and financial. This involves bringing about new policies and mechanisms in the organization to achieve maximum organizational performance. In January 2014 the Town Secretary signed a performance contract which can only be renewed if the goals set out in it have been achieved by the Council during the period given.

Before the Town Secretary signed the performance agreement contract, the council chairperson had signed a performance agreement contract when he was sworn into office in 2013. This shows that there is a greater level of accountability since both the elected and appointed council officials have been made to sign these contracts. Therefore maximum effort will be seen and service delivery will ultimately improve.

This system has performance measurement or appraisals which measure the progress made against the intended outcomes on the Key Results Areas (KRAs) which include water provision, housing, health, education and many other key areas for the Council. This will involve monitoring and evaluation that is aimed at ensuring that each and every individual performs to the best of their abilities so that they will achieve the desired goals. In addition employees will be asked to prepare work plans that are reviewed each and every time. Therefore this system comes with the need for leaders to be accountable if they fail to achieve the desired outcomes set in their contracts. Thus the internal control systems that were initially poor at Chipinge Town

Council have been tightened so that the Council will deliver efficient and effective services to their communities and these should also be provided on time.

## **2.2 Background of RBPPMS in Zimbabwe Local Authorities**

The RBPPS is a component of the Results Based Management System which is also an integral part of NPM. Thomas.K (2010) argues that “the RBM system can essentially be termed as a contemporary management philosophy and approach that focuses on the appropriate and timely achievement of relevant goals and objectives through strategic planning, systematic implementation and resource usage, performance monitoring, measurement and reporting as well as systematic utilisation of performance information to improve policy decision making and program performance at all levels.” Thomas.K (2010) further argues that the early works of RBM can be associated with Management by Objectives (MBO) and the Program Performance Budgeting System (PPBS) in the 1960s. These were early attempts focusing on results and objective achievement. The early systems, although focused on results, came short on the detailed processes in terms of implementation. In the 1970s, the Logical Framework approach was introduced, in an effort to better track the process. The Logical Framework was used extensively in many countries and organisations in the 1980s and the 90s in various forms as a management tool. The use of program logic in management and planning later evolved into the rudimentary versions of the RBM. RBM is a performance-based strategic planning methodology that has been used by a number of countries successfully in driving both better and more focused planning and implementation of its public sector programs.

In Zimbabwe according to Munyaradzi.R (2012) various reforms in the public sector such as the Administrative Restructuring under ESAP (1991-1995), Public Service Reform Programme (PSRP 1996-2002) were introduced. These were all aimed at improving the service delivery

system and rebuilding the public sector image that had deteriorated. The institutional Reform Study recommended adoption of the RBM system and it was adopted by the cabinet and introduced in 2005 and it was meant to address service delivery challenges in the wake of scarce resources and increasing poverty levels. Musingafi (2013) avers that this is the fourth attempt to bring some reforms to the Zimbabwean civil service since independence in 1980. This was going to culminate in realistic projects and elimination of corruption in the public sector. The system was a success as it was institutionalized in the civil service, the whole of Government including state enterprises and parastatals and Local Authorities. In addition Performance contracts were introduced for Permanent Secretaries in 2010, roll out programme for 2013 to ministers and Local Authorities in 2013 (Mayors and Chairman's) and 2014(Town Clerks/Secretaries).This system has culminated in some improvements in the service delivery system at CTC during the period of 2014 as it is guided by the implementation of the ZIMASSET which has resulted in RBPPS been a realistic concept in Local Authorities.

According to Mutahaba (2011) “It aims at improving service delivery through a results-oriented performance management framework and imbibing a culture of focusing on results rather than processes” (RBPPS).Results Based budgeting is another key component for performance management as it should be aligned to the attainment of organizational goals. Therefore Local Authority budgets are supposed to be results oriented so as to achieve the organisational goals. The budget for 2014 at CTC was formulated based on the key result areas and it is the role of the senior management to ensure that their workers in their respective departments are working towards the attainment of the budget goals.



## **2.3 Mechanisms put in place to effectively implement RBPPS**

### **2.3.1 Accountability Systems**

The world development report identified failures in service delivery squarely as failures in accountability (World Bank 2004). Thus accountability became the central theme or issue on debates or discussions concerned with service delivery. Therefore the following mechanisms are important on performance management and ultimately on an effective and vibrant service delivery system.

#### **2.3.1.1 Audit**

Jeanne-Marie et al (2006) argued that there should be accountability systems such as the office of the Auditor General who will then guide and regulate operations of public officers. This is essential in the implementation of RBPPS. This accountability issue has been further strengthened through a provision in the new constitution in chapter 17 part 5 section 309 where the Auditor General oversees the auditing of Local Authorities and all the other public offices financial accounts that would have been audited. At Chipinge Town Council UDICORP which is an auditing firm has been auditing the financial records and the reports are forwarded to the Auditor General who then evaluate and hold officials accountable if there are any irregularities in the audited financial statements. This role of the auditor general is provided in the Constitution of Zimbabwe amendment no.20 (2013) under Chapter 17 part 5 which establishes the appointment of the Auditor General responsible for auditing all financial accounts of Public Sector organizations. Therefore this ensures value for money and transparency for residents and stakeholders which are essential components in the delivery of effective and efficient services by Local Authorities.

The Local Authorities are supposed to give the District Administrators Office monthly reports which are also a form of accountability to the Minister of Local Government.

### **2.3.1.2 Procurement and Tendering Procedures**

According to Chizu.N (Newsday 25 November 2013 paradigm shift needed for zim asset) the government's 2013 economic blue-print of the Zim-Asset emphasizes accountability and responsibility of public officers to improve public service delivery. He noted Public service delivery will only be achievable with appropriate restructuring of the procurement systems in light of Zim-Asset. The public procurement systems, as a priority, must encompass procurement planning and contract management to achieve Zim-Asset objectives. Government has shown its dedication to the successful implementation of the RBPPS through various amendments in the procurement laws and tendering procedures. The Town Treasurer in a meeting at CTC noted that the SPB directed that all Local Authorities are supposed to have at least 4 quotations for all their procurement and for amounts exceeding USD10 000 they are required to have public tenders through the State Procurement Board (SPB). The UCA 29.15 provides that Local Authorities should also have a procurement committee and this enhances accountability. This has eliminated issues of corruption such as inside trading since quotations are supposed to be electronic and also the SPB will end up carrying out forensic audit on some of these quotations which are aimed at ensuring that quotations are not generated within the Council computers. The accountability system in the Local Authority is further strengthened thus enhancing maximum employee performance. This has seen some improvement in road repairs through procurement of graders and the resuscitation of water works at the Bangazaan Dam since resources are now been utilized for the intended purpose. These projects were idle for many years due to poor tendering methods

that were culminating in Council giving work to companies that did not have capacity to carry out the projects as well as embezzlement of funds in some of the departments.

### **2.3.1.3 Performance Agreement Contracts**

According to Armstrong (2006) Performance agreements form the basis for development, assessment and feedback in the performance management process. They define expectations in the form of a role profile that sets out role requirements in terms of key result areas and the competencies required for effective performance. These contracts do not only describe what individuals are expected to do, but also shows what support they will receive from the manager. He further argues that performance management is not a package solution, but something that has to be developed specifically and individually for the particular organization.

### **2.3.1.4 Performance Contracts for Mayors**

According to Newsday (2013) the Gvt with effect from January 2013, introduced a results-based management strategy which saw mayors, chairpersons of council committees and town clinics signing performance contracts. Commenting on this move in the same paper the then Bulawayo Mayor Tahaba Moyo described it as a positive move towards improving service delivery in Local Authorities. The performance appraisal through these contracts would see the mayor conducting appraisal for the Town Clerk or Town Secretary and in turn he would appraise his staff. In addition it would also stimulate competition among workers in the Council and this would finally culminate in the improvement of service delivery system. This system at CTC was applied as the Chairman signed the contract and this meant that there was now a strong political will and cooperation between the elected and appointed officials as they would be concerned with improving service delivery system of the Town. This brings about leadership and political

will of these councilors as they are held accountable if services are not provided as intended or agreed in the contract.

### **2.3.1.5 Performance Contracts for Town Clerks/Town Secretaries**

The Herald of 6 November (2013) states that the Minister of Local Government, Public Works and National Housing Minister, Ignatius Chombo said “Town Clerks and Chief Executive Officers for rural district councils would be the first to be on the performance-based contracts with effect from January 2014 and that these would cascade later to the lower tier of employees”. These performance-based contracts are part of Government measures to enhance service delivery to ratepayers and citizens. These contracts were introduced so as to revitalize public confidence in Local Authorities service delivery. At CTC the Town Secretary signed the contract in January 2014 and service delivery has improved since priority is now on providing effective and efficient supply of water and other services to the residents of Chipinge. Mutahaba (2011) noted that in Kenya “as a new Government came to power in 2003 the rot and malaise in the public sector had reached crisis proportions and needed to be seriously addressed urgently The new Government therefore committed itself within the framework of the Economic Recovery Strategy and Employment Creation (2003-2007) to introduce Performance Contracts for all public institutions (civil service, public corporations, tertiary institutions and local governments) as its management tool for generating accountability for results and transparency in the management of public resources.”

According to Zvavahera.P (2013) “it is believed that performance management is two-fold; firstly; organizations need to evaluate the performance of managers in achieving strategic goals and secondly, evaluate how employees through guidance from management help in achieving both organizational and individual needs. Establishment of clear links between organizational

development, the delivery of quality services and the development of employees at work is important....”.

### **2.3.2 Incentive Scheme**

Jeanne-Marie et al (2006) noted that incentive schemes stimulate public sector performance since employees are motivated. Boesen (2004) give an illustration that a car engine may have all the components to run smoothly, but it would still sit idle without fuel and a driver. Thus in the same way capacities may be in place, but appropriate incentives need to be present to put them in high gear and in motion toward the desired development destination. This has been seen as an effective way of motivating employees. Nevertheless at Chipinge Town Council this system of giving incentives has not yet been implemented since Chipinge Town Council has financial challenges just like all the Local Authorities in the country and demotivation of some employees has been evident since their salaries are often delayed. Thus this negatively impacts on an effective and efficient service delivery system. However at the end of the year best performers are given awards in form of money and this can be a form of incentive and it motivates employees to perform.

### **2.3.3 Legal and Policy Framework**

The issue of performance management systems has been further strengthened in the legislation of the country through the supreme law and various pieces of legislation. It must be noted that although the legal framework to some extent does not specifically mention RBPPS there are some provisions that makes it conducive for the system to be implemented effectively.

#### **2.3.3.1 Constitution of Zimbabwe Amendment (No.20) Act. 2013**

In chapter 17 part 5 section 309 (2a) the Auditor General is supposed “to audit the accounts, financial systems and financial management of all departments, institutions and agencies of

government, all provincial and metropolitan councils and all local authorities”. This enhances performance in Local Authorities as the funds will be directly utilised for the initially intended purpose.

Section 301(3) provides that not less than 5% of the national revenue should be allocated to the provinces and local authorities as their share in that year. This provision although it has not been implemented yet due to some challenges in the finances of Government, it is a major step in ensuring the improvement of performance and service provision since the challenges that have been faced by the Local Authority in financing their action plans will be addressed through this funding. Thus the inclusion of Local Government in the supreme law of the country is a major move towards improvement of performance in the Local Authorities since the sector is now able to receive funding from the national budget.

#### **2.3.3.2 Urban Councils Act Chapter 29.15**

The Act provides powers of Council in the Schedules that will enable Council to formulate budgets that are realistic as the sources of finance are provided and thus the performance of Local Authorities. The Act provides council with powers to make by laws as well as levying rates and taxes on various properties within its jurisdiction. This enables Councils to pay their employees on time thus motivating them to perform highly so as to improve the service delivery system in the Town. In addition the Act also avoids the clash of roles between elected and appointed officials and finally the issue of accountability is also highlighted which will enhance maximum performance in the Council. Therefore this piece of legislation is significant in improving Local Authorities performance.

### **2.3.3.3 Zim Asset**

The Zim-Asset is an economic blueprint which was adopted by Government in 2013 after the harmonised elections and its successful implementation is underpinned by the RBM system. The policy aims at ensuring improvement of services through human capital development. It has already started to be implemented in the Public Service and it has improved performance in Local Authorities as it is result oriented. The Social Services and Poverty Eradication Cluster aims at improving the lives of the people through effective and efficient delivery of services . In addition information communication technology infrastructure will be developed and this will improve communication and the education of employees within the Local Authorities. Therefore this policy will improve performance management in Local Authorities as there will be strict monitoring of the implementation of the RBM thus all Local Authorities including CTC have adopted the requirements of this policy to improve service delivery in the Town.

### **2.3.4 Human Capital Management/Development**

Bontiset et al (1999) defines it as follows “Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that give the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization”. According to Kiragu, (1998) poor service delivery in the civil service is caused by unskilled labour, poor compensation and poor working conditions. There has also been lack of evaluation and feedback from management. The study further cited lack of targeted training and corrupt tendencies by some senior government officials as major challenges. Patronage and corrupt tendencies were found to be some of the problems when it comes to salary increases and promotions. According to Armstrong (2006) Human

Resources Management aims at ensuring that the organisation obtains and retains the skilled, committed and well-motivated workforce it needs. This therefore means that human Resources Management as a concept can lead to effective organizational performance since the human resource is properly managed. In most Zimbabwean Local Authorities the concept of Human Resource Management is been practiced and it has led to the effectiveness of service delivery since various policies are been introduced in Local Authorities such as CTC. In addition through this human resource management system people are given learning opportunities and training in areas concerned with the organisation therefore since people are equipped with adequate skills the organisation is set to achieve higher performance levels. At CTC both senior level officials and lower level employees are given an opportunity to continue developing their skills through education and various training workshops that are aimed at improving service delivery.

### **2.3.5 Recruitment and Selection Based on merit**

Burns and Zhiren (2010) argue that in China performance has increased due to the fact that recruitment and selection has been based on merit. The RBPPS also emphasize that recruitment should be based on merit. At CTC the employees are recruited based on their qualifications unlike in the past years were recruitment was based on nepotism. This has also been evidenced by a Job evaluation exercise which was done in 2013 whereby the employees were given positions based on their educational qualifications and performance levels and since then service delivery has been improving. This ensures that posts are occupied by those who have the requisite expertise required for the jobs thus service delivery will improve.

### **2.3.6 Performance Appraisal**

According to Worcester Polytechnic Institute (2014) Performance Appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities. It is based on



results obtained by the employee in his/her job, not on the employee's personality characteristics. The appraisal measures skills and accomplishments with reasonable accuracy and uniformity. It provides a way to help identify areas for performance enhancement and to help promote professional growth. It should not, however, be considered the supervisor's only communication tool. Open lines of communication throughout the year help to make effective working relationships. Periodic reviews help supervisors gain a better understanding of each employee's abilities. The goal of the review process is to recognize achievement, to evaluate job progress, and then to design training for the further development of skills and strengths. At CTC employees have been appraised and they have been trained in their respective areas for example the revenue clerks and those in the finance department who underwent several trainings. This has therefore seen them delivering services effectively.

### **2.3.7 Rewards and Sanctions**

Mutahaba (2011) posits that in Kenya one of the critical elements in performance management system is the rewarding of good performers and sanctioning of non-performers. Mutahaba (2011) further states that “this takes various forms, with the most distinctive rewards and sanctions system being public recognition of good and poor performers through the fact that the results are announced jointly by the President and Prime Minister and the activity is broadcasted live. Other rewards include financial rewards given to best performers using a Performance Fund set up by the Ministry of Finance, trophies and decorations given to institutions that have performed well.” It should be noted that if this framework can be adopted in Zimbabwe it will greatly improve the service delivery system as most of the Local Authorities and its officials will be motivated and committed to the attainment of goals and thus an improvement in the service delivery system.

## **2.4 Performance measurement techniques**

### **2.4.1 Balanced Score card**

Jeanne-Marie et al (2006) postulated that in Thailand in order to measure performance in the public Sector they “introduced the concept of the balanced scorecard, which includes four elements: effectiveness of strategic plan implementation, efficiency of public work, quality of service delivery, and organization development as a tool.” South African Local Authorities have also adopted balance scorecards as a method of measuring performance in their respective Local Authorities in their performance management system .The scorecard methodology followed by the Municipality consists of three components, which includes an institutional/municipal scorecard ,the individual scorecards of the Directors and, also the individual scorecards of the departmental/functional managers and other staff in each directorate and finally directorate scorecards. This tool for measuring performance is essential as it helps Local Authorities to periodically review their balance score cards so that they will evaluate whether they are attaining the intended goals and in the case that they need to adjust they will do so accordingly so as to achieve the set targets. This has been evident at Chipinge Town Council where periodical meetings are held at both departmental level and committee level to evaluate whether the goals set are been attained. Thus these periodical reviews of the balance score cards will result in an efficient and effective service delivery system.

### **2.4.2 Key Indicators**

According to Swiss and Straus (2005) many Local Government institutions have adopted performance measurement tools such as key indicators. These may also be termed “Key Result Areas” which will show that the organisation is performing. For example at CTC water supply, housing, refuse collection, sewer management, solid waste management and health provision are

among its major key indicators. An improvement in the KRA's of service delivery can be used to measure the performance by the organisation.

## **2.5 Performance Improvement Model in Tanzania**

The model below shows how Results Based Personnel Performance Management can be used to achieve an effective and efficient service delivery system. This model has been implemented in the Tanzanian public sector and it has proved to be very useful in improving performance and subsequently service delivery in the country. The model has four stages which are explained as follows:

### **2.5.1 Stage 1**

Mutahaba (2011) noted that Service Delivery surveys are conducted and they aim to analyze services been offered to the residents and gives feedback on areas that need to be improved thus this will become an input in strategic planning. Strategic plans are then prepared and they are key to performance as they will be used to measure performance by the Public Management Sector. This is evident at Chipinge Town Councils as the strategic plans are formulated after consultation with the residents and stakeholders.

### **2.5.2 Stage 2**

#### **a) Client Service Charter**

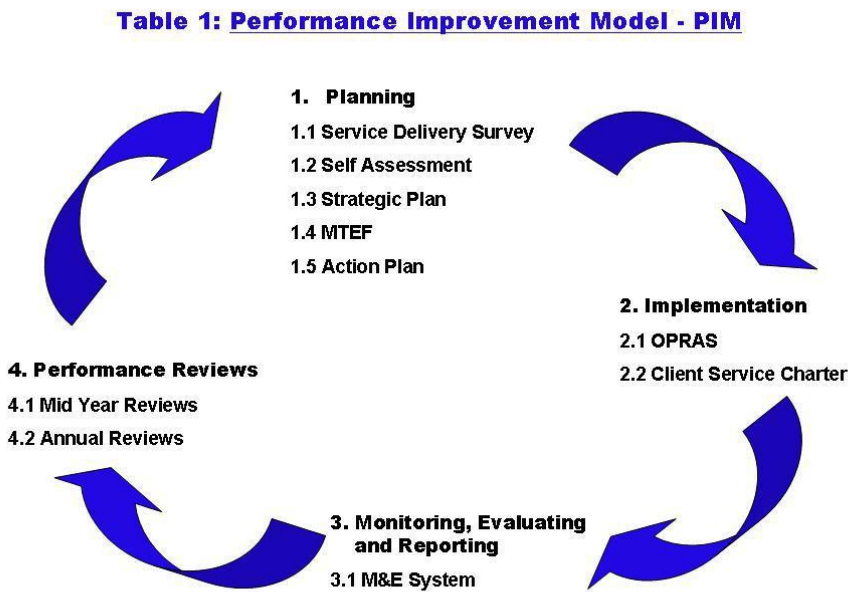
According to Mutahaba (2011) In Tanzania each MDA is required to prepare a charter that informs clients and stakeholders the type of services offered, service standards and service commitments, service delivery approach, the rights and obligations of the clients and complaints channel/mechanism in case the services offered are below the set standard. This indicates that the performance management system therefore enhances accountability as residents and stakeholders are able to evaluate the performance by Local Authority officials. Thus such systems if fully

implemented at Chipinge Town Council they can enhance accountability that leads to an effective and efficient service delivery system.

**b) Open Performance Review and Appraisal System**

Mutahaba (2011) postulates that this requires a public servant to sign an individual performance contract with his or her immediate supervisor, which sets performance targets for the year starting with the Chief Executive Officer. The performance agreement contains objectives, targets, performance criteria and resources required for implementing the performance agreement. Therefore the employees will be held accountable since they will be provided with all the resources required. In Zimbabwe performance contracts are been signed between Government and Town Clerks/Secretaries and the Mayors/Chairpersons of Councils.

**Fig1: The performance improvement model in Tanzania**



*Source: Gelase Mutahaba. (2011), Report on the adoption and use of performance management systems including measurement, monitoring and evaluation in Africa*

### **2.5.3 Stage 3**

#### **a) Monitoring and Evaluation system**

In Tanzania through the Results Based Personnel Performance System the Chief Executive Officers should establish a mechanism for tracking analyzing and gathering performance information on progress for implementing their strategic plan against predetermined indicators and evaluating whether the interventions are achieving the intended goals. At CTC work plans are a requirement for all supervisors and the Town Secretary is able to monitor progress. In addition there are reports to the Town Secretary as well as to the general committees of Council where the Councilors can also monitor performance (Mutahaba 2011).

### **2.5.4 Stage 4**

#### **a) Performance review**

Mutahaba (2011) argued that this stage involves embarking on mid and annual performance reviews using tools such as service delivery surveys and monitoring and evaluation. This performance management model is very effective and efficient if fully implemented at Chipinge Town council. The model can be very effective in enhancing performance that will lead to an improved service delivery system.

According to Madhekeni.A (2012) “the overall purpose of the RBPPSs is to measure and assess performance in order to effectively manage for results at the output, outcome and impact levels. It is aimed at producing credible, timely and relevant information that will enhance faster and well informed decision-making at all policy levels (national, sector, ministry, department and individual).” This system or model if therefore implemented at Chipinge Town Council will aid the management to effectively manage the Council to produce a vibrant service delivery system since it has been successful in Tanzania.

## **2.6 Challenges faced in the implementation of the system**

### **2.6.1 Mindset of the officials**

Madhekeni.A (2012) noted that although efforts are being made to introduce the new concept of performance management “there is still need to institute change management initiatives that will help transform the mindset of the officials so that they can begin to understand and appreciate that Government is now implementing the programme for the purpose of managing for results and improving service delivery to the public”. This has been evident at CTC whereby some of the employees continue wanting to do things the way they used to do them in the past. Hence this has been a major challenge for the successful implementation of the system and capacity building should be conducted for these employees. In addition as noted by Common, (2011) some of the public services employees in developing countries where the system is been practiced or imported from the west they have exhibited a negative attitude towards it viewing it as inapplicable.

### **2.6.2 Financial Constraints for training**

According to Madhekeni.A (2012) financial resources continue to be a major problem for the successful implementation of this system as training of the officials will not be successfully conducted. Ole (2001) consents with this argument when he noted that policy reforms are constrained by resources. Thus it should be noted that this is a major hindrance as most of the officials will not be fully capacitated to perform. At CTC some of the essential trainings to enhance performance of employees through new skills and education have been negatively impacted upon due to lack of adequate funds in the Council coffers.

It should also be noted that although the constitution provided that 5% of the national revenue should be allocated to Local Government it has not been implemented as yet as Government is

faced with financial resources shortages. This therefore means that the Local Authorities may plan and put everything in place but the implementation will still be handicapped with the lack of adequate funding to the programmes that should enable successful implementation of the system.

### **2.6.3 Incentive driven resistance**

According to Desautels (1996) and Meier (2003) the issue of incentives slowed down implementation of RBM, as the employees in the public sector are keen to know the value attached to them through implementation of RBM. In addition Buchner (2007) noted that most employees develop a negative sense towards performance management as they may feel that the system will be manipulating them without rewarding their efforts and commitment. It must be noted that these incentives are meant to motivate employees to perform and they include performance related pay (Sidique,2010) and performance bonuses(Marie et al.2006).In Zimbabwe, due to financial challenges the incentive system has continued to be a pipeline dream as it is difficult to translate it into reality due to scarcity of financial resources hence hindering effective implementation. At CTC it should be noted that although they reward worker of the year it is still difficult to reward everyone on their performance. In addition there are also delays in salary payments hence incentivizing becomes a challenge as employees' salaries are often delayed due to financial challenges and they are therefore not willing to go an extra mile. On the other hand at Chipinge Town Council bonuses are just given even though the organisation has underperformed in the given year. The employees view it as a privilege that they are entitled to get even though they might not have performed. Thus resources continue to constrain the effective adoption of the system.

#### **2.6.4 Culture driven resistance**

Furthermore, another hiccup is culture driven resistance. The Zimbabwean civil service culture has been described as “business as usual” (Madhekeni 2012) where employees are not moved by any sense of urgency, neither are they willing to change their way of operation to suit the new system. This has been the case in most Local Authorities. The National Performance Management Advisory Commission (2010) noted that when introducing a performance management system in an organization the culture should be addressed so that there will be less resistance. In as much as efforts are being done to implement this system at CTC some of the employees continue doing things the way they used to do and engage in forms of corruption such as moonlighting and bribes that negatively impact on the successful adoption and implementation of this system.

#### **2.6.5 Leadership Commitment**

Mayne (2007) acknowledges the importance of leadership in implementing RBM and without their commitment the implementation of the system will fail. Leaders have a crucial role of crafting key reference documents which are also used as referral points for performance by lower level employees (UNDP, 2004). In Zimbabwe the ministry of Local Government has shown its commitment through Performance agreements but however the Councilors who are also leaders in some instances have not been committed. Some of the councilors are concerned about personal gain hence they continue to engage in corrupt activities that negatively impact on the implementation of the system. Hence this may be a problem in implementing the system successfully.



## **2.7 Empirical Evidence**

### **2.7.1 South Africa**

According to a document prepared by Pro-active Management Services, (2008) in South Africa performance management has been seen as a very important component in implementing policies thus an improvement in the service delivery system. In almost all Local Authorities it is a mandate for them to properly manage performance of its employees so that the service delivery system will improve. Therefore from this view it can be noted that South African Local Authorities have successfully implemented the RBPPS and they reward their employees for performance.

### **2.7.2 Thailand**

Marie et al. (2006) argued that although RBM has been implemented for over 10 years in Thailand there continue to be problems in performance indicators. Therefore due to this fact it can be noted that in Thailand the RBPPS has not been successfully implemented as there are challenges in its implementation. The issues surrounding the failure of measuring performance indicators remains a critical problem for the effective implementation of this system. Hence in general it is problematic to measure how much progress has been achieved in the implementation of this system.

## **2.8 Gaps in Literature**

In countries like South Africa the RBPPS has been successfully implemented and there is enough documentation to guide its implementation .It is therefore critical in Zimbabwe to propound plausible ways to successfully implement the RBPPS given the economic problems that the country is facing. In addition the legislation of Zimbabwe should clarify that performance management should be a very critical component for all Local Authorities so that service

delivery will consequently improve. In addition there should be literature that guides Zimbabwean Local Authorities to effectively implement the system despite the prevailing economic dilemmas. Thus in essence the RBPPS of Zimbabwe should be fully developed so that the components that are within the RBPPS will be conducive for the country as it is still developing and might not have adequate capacity in some instances as developed countries might have.

## **2.9 Summary**

The chapter depicts how RBPPS is essential for service provision by Zimbabwe Local Authorities. The literature review also indicated several challenges that are faced in the implementation as well as mechanisms in place for the successful implementation of this system. The next chapter will focus on the research methodology that the researcher used to collect data from the respondents.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter focuses on elaborating how the data will be collected and gathered. It will also highlight the research design and research methodology that will determine the structure of this research. Methodology is defined as a criterion in which facts are elicited and structured in respect of possible sources in a meaningful and clear manner that will enable the researcher to achieve the goal of data analysis and eventually project compilation in an effective and efficient manner (Bell and Opie 2002). The research instruments include questioners and interviews and their advantages and flaws will also be explored. The participants in this research are CTC councilors, management and non-managerial employees. Sampling techniques will also be employed so as to identify specific respondents to be given questionnaires and interviewed. Both primary and secondary data sources will be used in the research.

#### **3.1 Research Design**

According to Marsha and Rossman (2006), a research design can be seen as the structure of research. Bogdan and Taylor (2003), argues that it is a researcher's plan of action for answering the research questions. Makore (2001:54) defines research as "a plan/ structure for an investigation", furthermore he said that the research design is a set of procedures and plans that reduce error and simultaneously help the researcher obtain empirical evidence or data about isolated variables of interest. In addition Saunders (2000) propounded that the research design provides the glue that holds the research project together, the choice of the appropriate research design depends on the objectives of the research. The study used descriptive and case study research designs.

### **3.1.1 Descriptive Research Design**

According to Donald and White (2010) a descriptive research design is a description that aims to give a detailed picture of the nature of what is being researched on. In addition Glass & Hopkins, (1984) said that a descriptive research can be either quantitative or qualitative. In relation to the research question identified, a descriptive research design is an important tool to validate the outcomes as a clear picture of what is on the ground is given. Punch (2003) propounded that to describe is to somehow draw a picture of what happened or of how things are proceeding, or what a situation or person or event is like. The rationale for choosing this design is that it gives detailed description of the responses or answers to the research questions of this study, and helps the researcher to understand what is on the ground and highlight participant's experiences and views on RBPPS and service delivery in Chipinge Town Council.

### **3.1.2 A Case Study**

A case study is an intensive investigation of the complex factors affecting a social unit such as a person, family, institution or community (Marsha and Rossman 2006). This is advantageous in the sense that it enables the researcher to focus on a specific organisation and thus the data will be easy to collect. Given the scope of the RBPPS as a new management tool there was need for the researcher to identify CTC as the specific organisation so that he will be able to evaluate the effectiveness of the approach, mechanisms adopted as well as the obstacles encountered in the endeavor to adopt it and suggest probable solutions to curb them. Chipinge Town Council is the case study in this research.

## **3.2 Research Methodology**

According to Chavhi (2008) research is an investigation or inquiry undertaken with the aid of standardized procedures in order to obtain information. He goes on to say that the procedure

involved in data collection must be orderly, systematic and repeatable to verify the information. Avison (2005) says, "Methodology is a broad and yet complex array of ideas, concept, framework and theories, which surround the use of various methods and techniques". Furthermore, Dawson (2002) says. Methodology is concerned with the detailed research methods through which data is collected and the more general philosophies upon which the collection and analysis of data is based. In simple terms research methodology relates to the methods and techniques used to collect data in a research. Therefore this research used both qualitative and quantitative techniques. Marshall and Rossman(2006) noted that the advantage of using both methods is that the limitation in one method could be compensated by the strengths of a complementary one.

### **3.2.1 Qualitative Research**

Muranda (2004) described qualitative method as involving a small sample of respondents who provide descriptive information of their feelings, thoughts and beliefs that cannot be easily projected on the whole population. Denzin and Lincoln (2005) defines qualitative research as a study of things in their settings, attempting to make sense or interpret phenomena in terms of the meanings people give to them. In essence it is empirical research where the data is not in numbers and the advantage of this method is that the research will be able to gather a deep insight into the beliefs, motives, attitudes and behavior of the target group. The researcher collected qualitative data and it was very useful on understanding how people view RBPPS and its impact on service delivery by Chipinge Town Council.

### **3.2.2 Quantitative Research**

Punch (2003) describes quantitative research as empirical research where the data numbers are used to describe the observed situation. Muranda (2004) described it as a method to whose

results are amenable to quantification. Therefore qualitative method can be used to uncover hypothesis or insights and on the other hand quantitative is there to test such hypothesis. Quantitative research involves the use of numbers and statistical analysis. It was used in this research to find out how many respondents appreciate the RBPPS.

### **3.3 Population and Sampling**

Sekeran, (2000) defined population as the totality of cases that conform to some designated specifications which define the elements of the target group and those that are to be excluded. This is the number of the people that fall under the area under the study. Due to resource constraints the researcher found it impossible to use the whole population, instead a representative sample of participants was used.

#### **3.3.1 Target Population**

Punch (2003) defines a target population as an entire group of people, items or events from which the researcher intends to collect information in conducting the research. According to Castillo it is generally a collection of individuals or objects that are the main focus of the scientific query. Given the above definitions one can deduce that target population refers to all the individuals that the researcher is interested in collecting information from and drawing conclusions. Chipinge Town Council has 104 general employees, 10 management officials and 8 democratically elected councilors which totals to 122. The residents of the Town are around 10 000.

#### **3.3.2 Sample Size**

Alliso et al (2001) defines a sample as a group of subjects from whom the researcher collected information. It involves selecting a sufficient number of elements from the population such that by studying the sample and understanding the characteristics and properties of the sample subject

it would be possible to generalize the properties and characteristics to the population. A sample must be representative enough and should provide a fair distribution of age, gender, income and skill. A sample size is a subset of the entire population under study whose characteristics are synonymous to the sample population. In conducting this study, a sample size of 59 participants was used as respondents to questionnaires and interviews. The table below will depict the composition of this sample size.

**Table 1: Sample Size**

<b>Sample Composition</b>	<b>Total Population</b>	<b>Intended Sample Size</b>	<b>Percentage</b>
CTC Management	10	10	100%
CTC employees	104	30	29%
Councilors	8	8	100%
<b>Total</b>	<b>122</b>	<b>48</b>	<b>38%</b>

*Source: Raw Data*

### **3.4 Sampling Techniques**

Summers (1995) described a sample as, “a small representative part of a population, which is used to find something about a whole population under study”. Donald and White head (2010) argued that the need to sample arises when the entire population cannot be surveyed due to some factors such as budget constraints, time constraints or when it is practically impossible. Punch (2009) said that sampling techniques relates to processes of selecting and obtaining a sample in such a way that every member of the population has an equal chance of being selected. The researcher in this study used purposive or judgmental sampling and simple random sampling methods to gather data from respondents.

### **3.4.1 Simple Random sampling**

Simple random sampling is one of the easiest methods to use. It is whereby subjects are randomly selected from the population and it can also be termed the "Blind Draw" method (Saunders et al. 2004). Black (1999) said that there are many methods to use with simple random sampling such as lottery whereby you pick numbers in a hat or computer randomly pick people from the population. In this study the hat system was used to select employees and from the 104 employees 30 were chosen. This was whereby pieces of paper with a "Yes" and "No" were picked by these employees and those who picked the "Yes" paper automatically qualified to be participants in the research. This technique was chosen by the researcher because it is one of the simplest techniques to use and it reduces bias on the part of the researcher at the sampling stage and analysis. Bias is reduced in the sense that every member of the population is given equal opportunity of being picked. According to Black (1999), an unbiased random selection and a representative sample are important in drawing conclusions from the results of a study. Thus since one of the goals of research is to draw conclusions from the results obtained from the sample population this technique was found desirable.

### **3.4.1Judgemental or purposive sampling**

The researcher selected the sample based on who was suitable for the study. The judgmental or purposive sampling method is used when there are few people with the expertise in the area under study [Punch (2003)]. In this case, RBPPS is known by few individuals in Chipinge since it is a new phenomenon. The basis for choosing purposive sampling for management, employees, and councilors was because of the nature of information that was required for the study. The researcher believed that only management, employees and councilors (representing the residents) had the required knowledge and understanding for the research study to provide useful and valid



responses. Denzin and Lincoln (2005) argued that purposive or judgmental sampling enables the researcher to pick the sample which will deliver the best information in order to satisfy the research objectives and questions. The advantage of this method of sampling was that it saved money, time and enabled the researcher to get results faster since a small number of people was involved. Nevertheless, those available may not be an actual representative of those in the population. The researcher drew samples from councilors and management. Those selected by the researcher were believed to be the ones aware of the RBPPS in Chipinge and its impact on service delivery.

The above sampling techniques were chosen by the researcher because the judgmental sampling saves money, time and enabled the researcher to get results faster since a small number of people were involved. On the other hand simple random sampling reduces bias on the part of the researcher at the sampling stage and analysis as every member of the population is given equal opportunity of being picked. Therefore given the fact that the researcher had inadequate financial resources it is apparent that these methods were economic.

### **3.5 Sources of Data**

The researcher used two main sources of data which are primary and secondary data. This was done in order to come up with unbiased information on RBPPS and its impact on service delivery in the Chipinge Town area. By using both sources of data the researcher sought to curb the challenges associated with using one source that would have affected the objectives of the study. The sources of data are discussed below.

#### **3.5.1 Primary data**

Arasli (2005) propounded that primary data is the data obtained by carrying out a research for the first time on a subject matter. Bell and Opie (2002) defines primary data as original (new) data

gathered to satisfy the purpose of the current study. In most scenarios it is gathered to answer specific topics or to prove a thesis or to solve a problem that would have been identified. Primary data in this case will be gathered through observation by the researcher, interviews and questionnaires to collect data from Chipinge Town Council management, employees and councillors. The advantage of primary data is that it is reliable. However one of the limitations was that it was expensive and time consuming. Therefore the researcher developed a time schedule to enable him to effectively utilize time during the research process.

### **3.5.2 Secondary data**

According to Blaikie (2004) secondary data is raw data that has been collected by someone else either some general information purpose or another official purpose for a specific research project. It involves data published or unpublished by other researchers and authors on the topics directly or indirectly related to the research question under study. Secondary data was collected from the CTC Strategic Plan (2012-2016) and articles retrieved from the internet on RBPPS. The researcher also used books and newspapers on the subject relating to RBPPS and service delivery. This source of data had the advantage that the researcher easily obtained information/data from readily available sources such as articles on the internet, books, bulletins etc and thus he got a direction in conducting his research. However it is important to note that secondary data in some instances may not be applicable and accurate because of the ever-changing and dynamic environment. This compromise the quality of the decisions only made on its basis, thus the need to use both primary and secondary data so that they will complement their weaknesses.

## **3.6 Research Instruments**

### **3.6.1 Questionnaires**

The researcher used questionnaires to collect data. According to Clough and Nut brown (2008) questionnaires allow researchers to survey a population of subjects with little or no personal interaction and with the aim of establishing a broad picture of their views and experiences. It contains a list of questions that the researcher intends to ask the respondents and in turn the informants will write the answers on the space provided on the questionnaire. According to Raj (2000) "a questionnaire is a pre-formulated written set of questions to which the respondents record their answers, usually from defined alternatives. A questionnaire is usually suitable when the researcher knows what is required and how to measure the variables of interest and it can be administered personally or mailed to the respondents. The researcher administered the questionnaires to eight councillors (on behalf of the residents) and thirty employees. It must be noted that since the questionnaires are designed in both open and closed forms, they allow a considerable time and well thought responses so that the data obtained can be easily interpreted and analyzed. In addition they also allow uniformity and flow of information.

The researcher came up with two sets of questionnaires and one interview guide which were used to collect data from CTC employees and councillors. The questionnaire directed to councillors was intended to gather data relating to their perception on the state of service delivery after the adoption of RBPPS by CTC from 2013 to present. It is important to find out from councillors (on behalf of residents) if the adoption of RBPPS by CTC has improved service delivery or not. The questionnaire targeted for the employees was intended to capture data on the achievements, challenges and the position of Results Based Management at CTC. Data from councillors was amplified by data from CTC employees and management.

### **Advantages of questionnaires:**

The following were the various benefits of using questionnaires:

- Since secrecy and anonymity was guaranteed a free and frank response was given.
- These questionnaires serve as permanent record of the research.
- They were less time consuming for the respondent to complete as the questions were clear and understandable.
- They allowed the researcher to guide participants on the line of thought by asking questions that would guide the responses of those participating.

### **Disadvantages of questionnaires:**

The questionnaires had the following disadvantages:

- Some of the respondents chose not to respond to the asked questions as they were afraid of been victimized, however the researcher educated respondents that the research was for academic purposes and their information would be treated confidentially and no names would be displayed to the information they provided.
- The questionnaires were not easy for illiterate people. Therefore the researcher assisted respondents in understanding the questions and all questions were clarified by the researcher before they answered the questions.

### **3.6.2 Key Informant Interviews**

The researcher also used face to face and telephone interviews for management. This was aimed at augmenting information obtained from questionnaires. Coldhor (1972) described an interview

as personal contact questions put to key respondents. Furthermore Sekaran (1994) noted that, "interviews can be structured or unstructured and can be conducted either face to face or by telephone". Structured interviews can be used when the researcher knows what information is needed and they can take the form of open-ended or focused interviews. It is important to note that open-ended interview questions refer to respondents' opinion about events. In focused interview the researcher follows certain set of questions derived from the conceptual framework of the available literature concerning RBPPS. This protects the interviewer against misinformation and misrepresentation of facts and opinions. Interviews were conducted with CTC management. Data sought from key informants was on their experiences with RBPPS, successes, challenges being faced and the way forward.

### **Advantages of Key Informant Interviews**

The advantages of using key informant interviews were as follows:

- The researcher was able to clarify on the purpose of the interview before it began.
- The researcher was able to elucidate to the interviewees when they faced challenges in answering the questions asked.
- The researcher had the opportunity to persuade the respondents to give adequate information.

### **Disadvantages of Key informant interviews**

Key informant interviews were also characterized with some flaws that are as follows:

- They were time consuming thus the researcher had to come up with a time schedule for the interviews so that they would be effective. Some of the respondents were holding some significant information as they felt that it would not be in their best interest should it be known

that they disseminated the information. Thus in order to mitigate this problem the researcher introduced the topic under discussion as intended for academic purposes and no names would be disclosed.

### **3.7 Pretesting**

The researcher conducted a pilot study or the pretesting of research instruments in order to establish the suitability, validity, and reliability of research instruments. According to Clough and Nut brown (2008) a pilot study is a brief preliminary survey conducted using a small, convenient sample carried out to test research tools and data collection methods. Two council employees, one manager and a councilor were selected to test their understanding of the questionnaires and interview guide. This was done to detect and address loopholes on the research instruments. The outcome from the pretest vindicated that management, employees and the elected councilors had knowledge on this system and service delivery had improved. From these questionnaires 80% acknowledged that there was an improvement in the service delivery system due to the adoption and implementation of RBPPS.

### **3.8 Data Presentation and Analysis Plan**

Having collected the data, the researcher manually quantified the respondents with the same views. The main tool used for data analysis and processing was the Microsoft Excel software, the results were presented in the form of tables, graphs and charts supplemented by narratives which clarified the presented quantitative data. Descriptions and explanations were made to present qualitative data obtained from the field.

### **3.9 Summary**

The chapter provided information relating to the methodology that was used during the research. It has been noted that the researcher used both qualitative and quantitative methodologies. The

research instruments used during the data collection process, sample size, the research designs used, target population and data collection procedures were highlighted. The simple random sampling method was used to select council employees whilst judgmental or purposive sampling was employed to select councillors and management. The ensuing chapter will present and analyze the outcomes or data that was obtained from the field.

## **CHAPTER IV**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.0 Introduction**

Chapter four focuses on data presentation, analysis and interpretation from the various respondents on the research problem. The main objective for this is to establish meaning as well as drawing conclusions from this data. It should be noted that two major instruments which are questionnaires and interviews were used by the researcher to collect data and this is where the data to be analyzed was gathered from. The researcher employed quantitative techniques to explain the outcomes and also qualitative descriptions in interpreting the data. The perspectives of Chipinge Town Council Councillors, management and the general employees will be discussed. Buttress subtopics have been given in order to address the objectives of the study through data presentation. Charts, graphs and tables have been used in order to present the data.

#### **4.1 Data collection responses**

##### **4.1.1 Questionnaire Response Rate**

The researcher developed two questionnaires, one for CTC employees and the other one for councillors who are also representative of the people. The table below summarizes the responses for both questionnaires.



**Table 2: Response rate for questionnaires**

<b>Strata</b>	<b>Administered Questionnaires</b>	<b>Responded</b>	<b>Not responded</b>	<b>% of the respondents</b>
C.T.C employees	30	27	3	90%
C.T.C councilors	8	7	1	88%
<b>Total</b>	<b>38</b>	<b>34</b>	<b>4</b>	<b>89%</b>

*Source: Research Data (2014)*

The above table depicts that the researcher administered 38 questionnaires. The total number of the responded questionnaires was 34 which constitute 89% and this indicates a positive response towards the questionnaires. The councillors response rate was 88% and on the other hand non managerial employee's response rate was 90%. This indicates that the overall response rate was very good and the intended respondents effectively participated. Saunders (2003) argued that a response rate of 60% is generally considered representative of the population, whilst a lower response rate is considered to be biased and not fully representative of the total population. Therefore since the overall response rate was 89% it highlights that the data collection tools were effective and easy for the respondents to answer.

Therefore since the response rate was justifiable the researcher was able to draw conclusions from this data.

#### **4.1.2 Interview Response rate**

Face to face and telephone interviews with Chipinge Town Council management were done. The interviews were mainly concerned on the mechanisms in place for the implementation of

RBPPS, challenges as well as the successes of this system in improving service delivery. Table 3 below indicates the interview response rate.

The table below shows that the researcher managed to attain a 100% response rate as the council management was available for interviews. The researcher was able to accumulate adequate knowledge as all the managers cooperated in the interviews. This augmented the data obtained from questionnaires. Hence a 100% rate was a sufficient representative of the target population.

**Table 3: Response Rate to Interviews**

<b>Category</b>	<b>Targeted No. of Respondents</b>	<b>Frequencies of Responses</b>	<b>Response Rate Percentage</b>
Management	10	10	100%
<b>Total</b>	<b>10</b>	<b>10</b>	<b>100%</b>

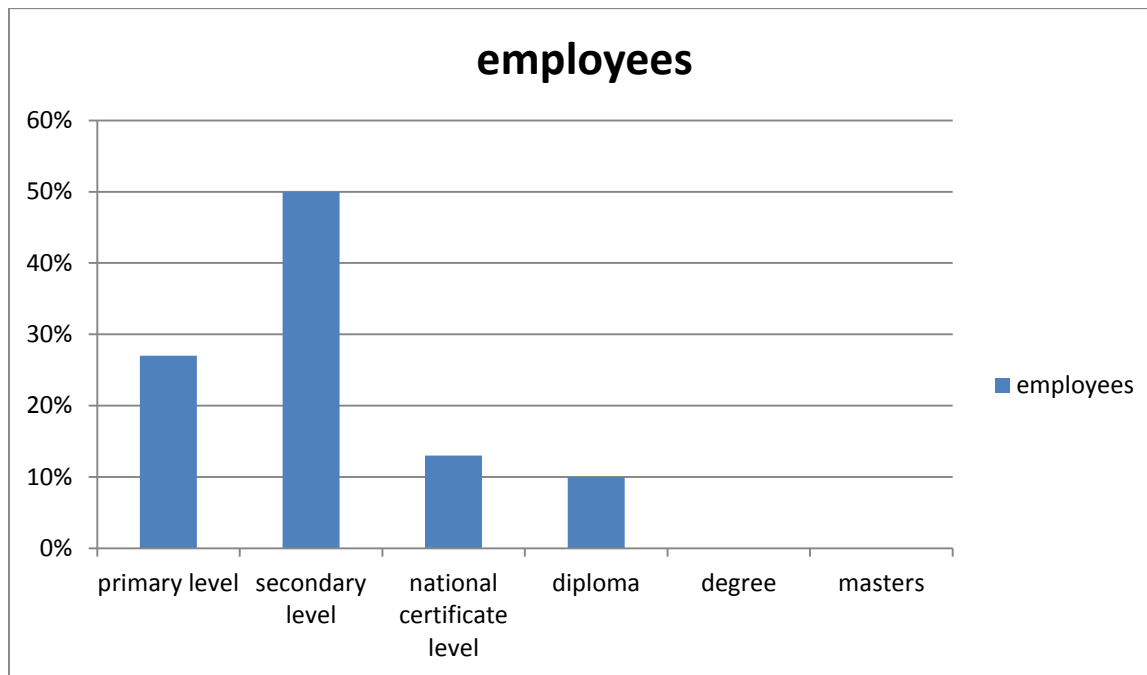
*Source: Research Data (2014)*

## 4.2 Presentation and analysis of responses from questionnaires

### 4.2.1 Education levels

#### 4.2.1.1 Chipinge Town Council non-managerial employees

**Fig 2: Chipinge Town Council non-managerial employee's education level**



*Source: Research data (2014)*

The findings indicated that most of the employees had attained secondary school as they constitute 50% which is equivalent to 15 employees. Those who attained primary levels were 8 which correspond to the 27%, 10% with diplomas and finally 13% had national certificates which are equivalent to 4 employees. The outcome indicates that Chipinge Town Council faces a challenge in terms of the levels of education for its employees and this issue should be addressed.

The fact that the employees have low levels of education indicates that Chipinge Town Council may have challenges in enhancing service delivery as most of the employees are under

capacitated. This is reinforced by Wood’s (2000) argument that inadequacy of capacity in terms of trained, competent technical and generalists’ human resources to carry out their responsibilities has been a significant contributory factor in the poor provision of public services and underdevelopment of their areas. This indicates that CTC should aim to develop its human resources so as to effectively implement Results Based Personnel Performance Management System at the Local Authority. Nevertheless it should also be noted that following a job evaluation exercise at Chipinge Town Council the employees are now developing themselves academically.

#### 4.2.1.2 Chipinge Town Council councillors education levels

**Table 4: Chipinge Town Council councillors education levels**

Education level	Number of councilors
Primary level	
Secondary level	1
National Certificate level	2
Diploma level	2
Degree level	1
Masters level	1

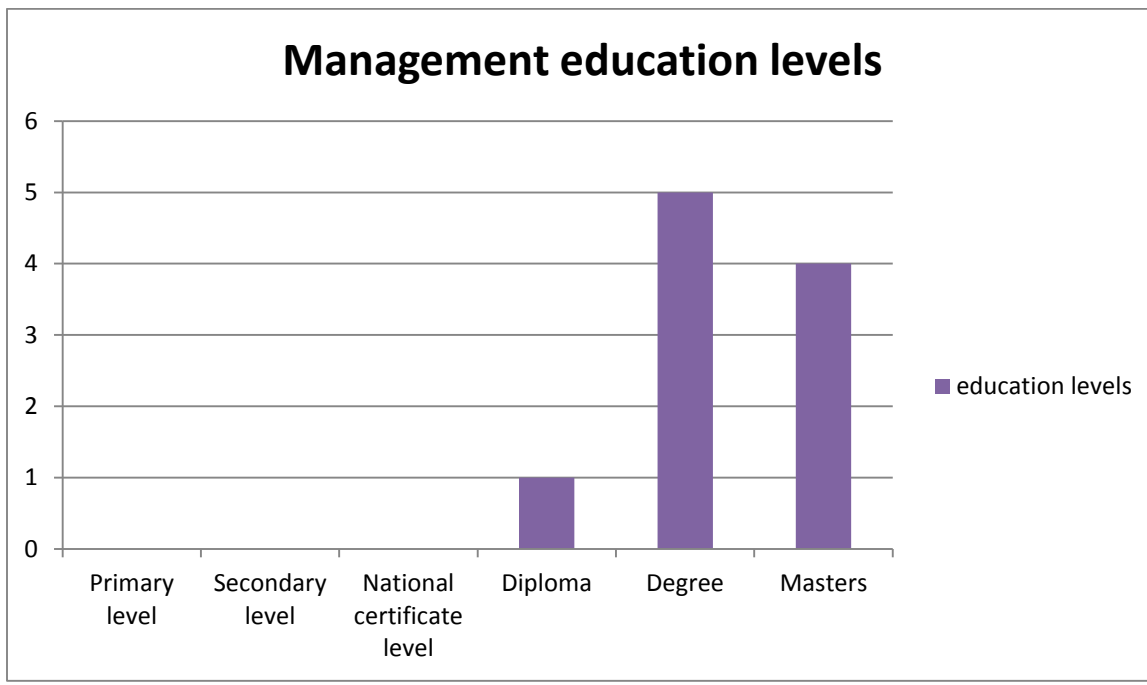
*Source: Research data (2014)*

The table above shows that the councilors at Chipinge Town Council have to some extent acquired considerable education levels since only 1 of them has secondary level education. Thus

this shows that the decisions they will make will be vibrant and also aid on higher performance levels. Therefore in comparison with the erstwhile councilors this new caliber of council has some education levels that can improve performance by CTC. The education levels show that the recommendations and resolutions they will pass in their various committees are aligned to high performance.

#### 4.2.1.3 Chipinge Town Council management education levels

**Fig 3: CTC Management education level**



*Source: Research data (2014)*

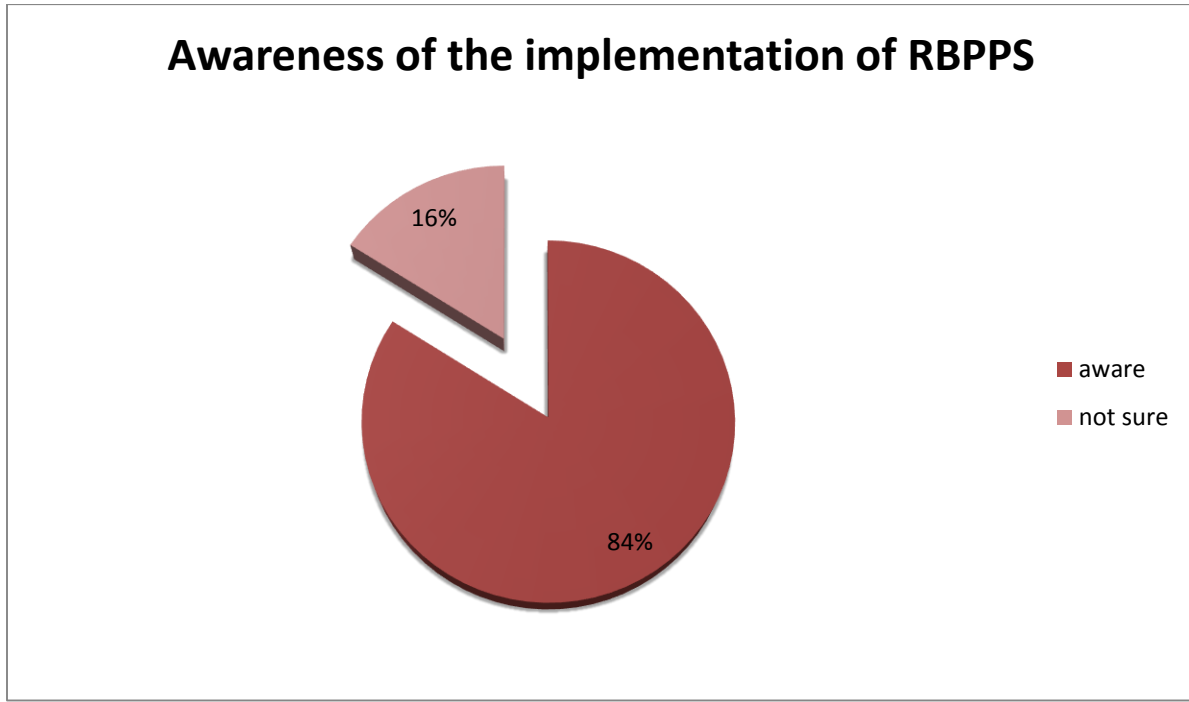
The graph above illustrates that 5 out of 10 managers at CTC are holders of an honors degree translating to 50%, 4 with a master’s degree (40%) and only one with a diploma (10%). This shows that Chipinge Town Council is rich in skills management officials are well educated and therefore since they are the ones who manage the performance of their subordinates RBPPS is guaranteed to be implemented effectively. In addition as noted by Bontiset (1999) “Human

capital represents the human factor in the organization; the combined intelligence, skills and expertise that give the organization its distinctive character. Thus since the organisation is characterized with a highly skilled management workforce the organisation is bound to have a distinctive character in their service provision.

#### **4.3 Awareness of the adoption of the Results Based Performance Personnel Management System**

The following pie chart depicts the awareness of the adoption of RBPPS in Chipinge Town Council. The pie chart shows that 37 out of 44 respondents which translate to 84% admitted were aware of the adoption of the RBPPS at CTC. On the other hand 17% of the respondents were not sure of the adoption of the system. This comprised of the data collected through both questionnaires and interviews. The findings highlight that most of the councilors, managers and non-managerial employees are aware of the system and therefore it is guaranteed to be implemented effectively if they are committed. Hence RBPPS is well known by the majority of people at CTC.

**Fig 4: Awareness of the adoption and implementation of RBPPS**



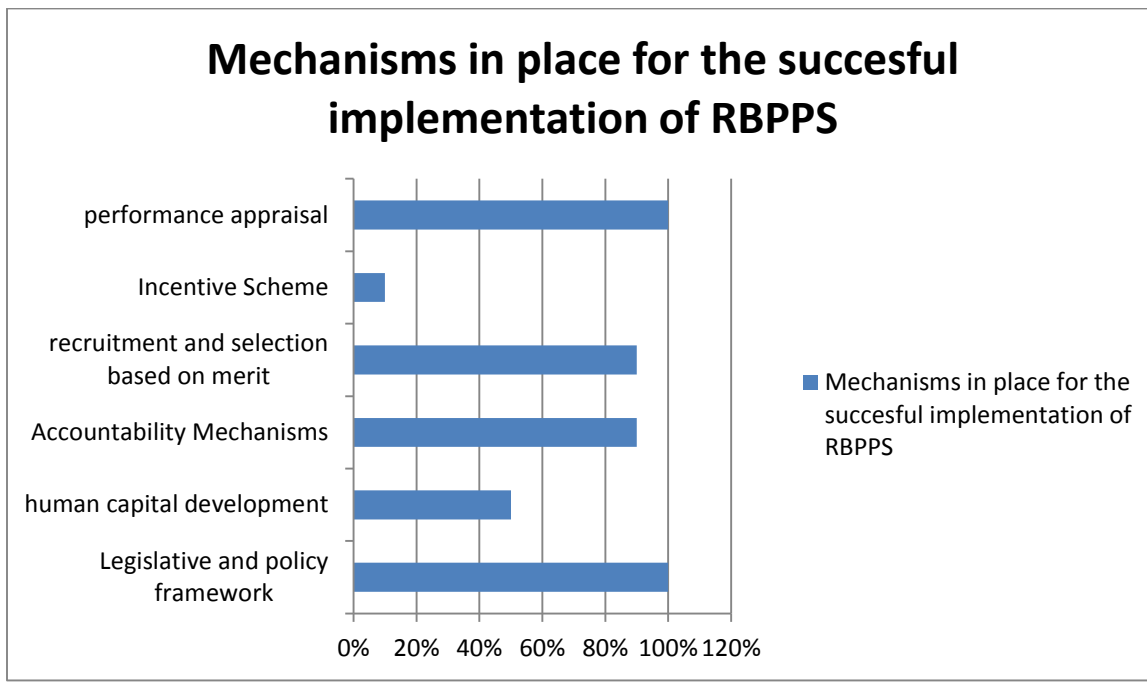
*Source: Research data (2014)*

#### **4.4 Mechanisms in place for the successful implementation of RBPPS-Interview respondents**

The following graph shows mechanisms that are in place at CTC for the successful implementation of the RBPPS. According to Worcester Polytechnic Institute (2014) the goal of the review process is to recognize achievement, to evaluate job progress, and then to design training for further development of skills and strengths. 100% of the managers confirmed that they were carrying out performance appraisals for their subordinates. This was been done through work plans for the supervisors that would be in turn be appraised if the set targets have been attained. This was a very efficient way of monitoring performance of the employees that would then see an improvement in service delivery. 1 manager out of 10 managers noted that although council was facing financial challenges employees were given a worker of the year award and this was motivating the employees to perform highly as they would receive an award

at the end of the year. Incentive schemes stimulate public sector performance since employees are motivated and this is according to Jeanne-Marie et al (2006). Hence although there are no many incentives to some extent the incentive scheme is there at Chipinge Town Council through these worker of the year awards.

**Fig 5: Mechanisms in place for successful implementation of RBPPS**



**Source: Research 2014**

In addition 90% of the respondents noted that recruitment and selection at Chipinge Town Council was based on merit and not on nepotism. Therefore since employees who are recruited have the adequate expertise performance and ultimately service delivery is guaranteed to improve and this may be strengthened by the fact that John P. Burns and Zhou Zhiren (2010) argues that in China performance has increased due to the fact that recruitment and selection has been based on merit.

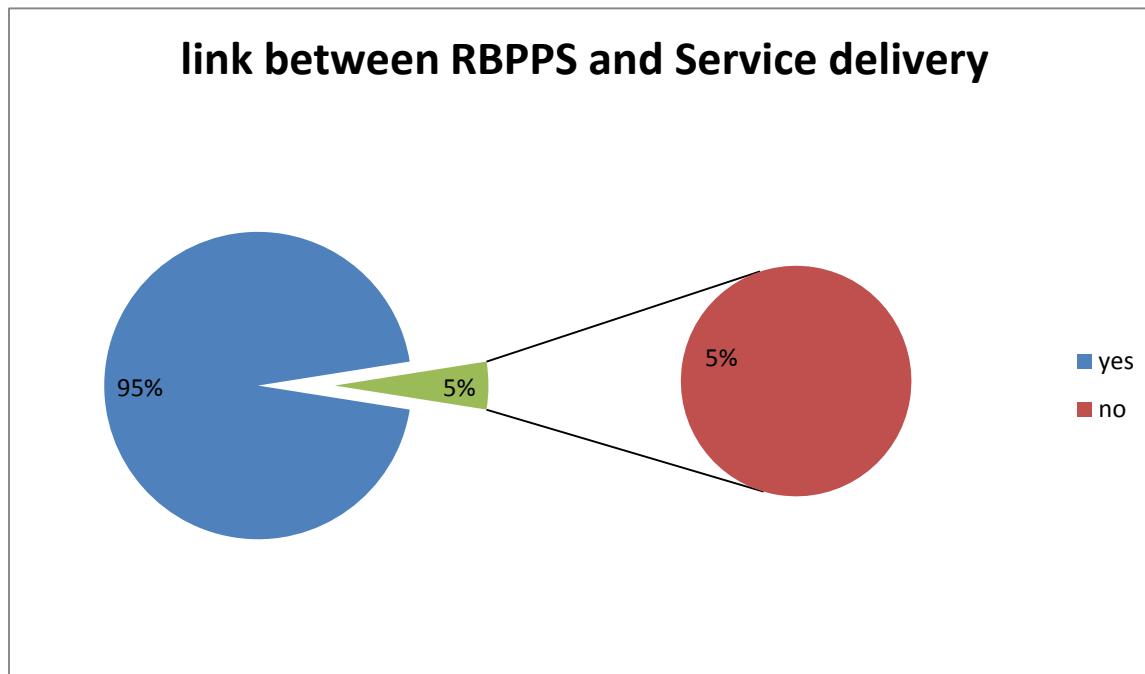


The world development report identified failures in service delivery squarely as failures in accountability (World Bank 2004).90% said that accountability mechanisms were in place in form of audits, procurement procedures as well as the performance agreement contract that had been signed by the Town Secretary that ensured that all managers are accountable for the achievement of results. 50% of the respondents noted that human capital development was in place as most of the employees were given the chance to enrich themselves academically. Nevertheless the other managers pointed out that most of the employees were restricted with financial resources as council was not giving them school fees to study hence this limited the number of people who were furthering their academic skills. However there were some trainings that were been done for the employees for example training in computer use which was essential for an efficient service delivery system.100% of the managers pointed out that on the issue of national policies the ZIMASSET economic blue print was a major policy that was guiding their performance management from the year 2013 and it was evident that employee performance had greatly improved. In addition it was their mandate to provide effective and efficient services as outlined by the Urban Councils Act and also this piece of legislation gave them power to formulate budgets that would priorities service delivery through aligning resources to all the KRA's.

#### 4.5 Has RBPPS improved service delivery?

##### 4.5.1 Link between RBPPS and Service delivery

**Fig 6: Link between RBPPS and Service delivery**



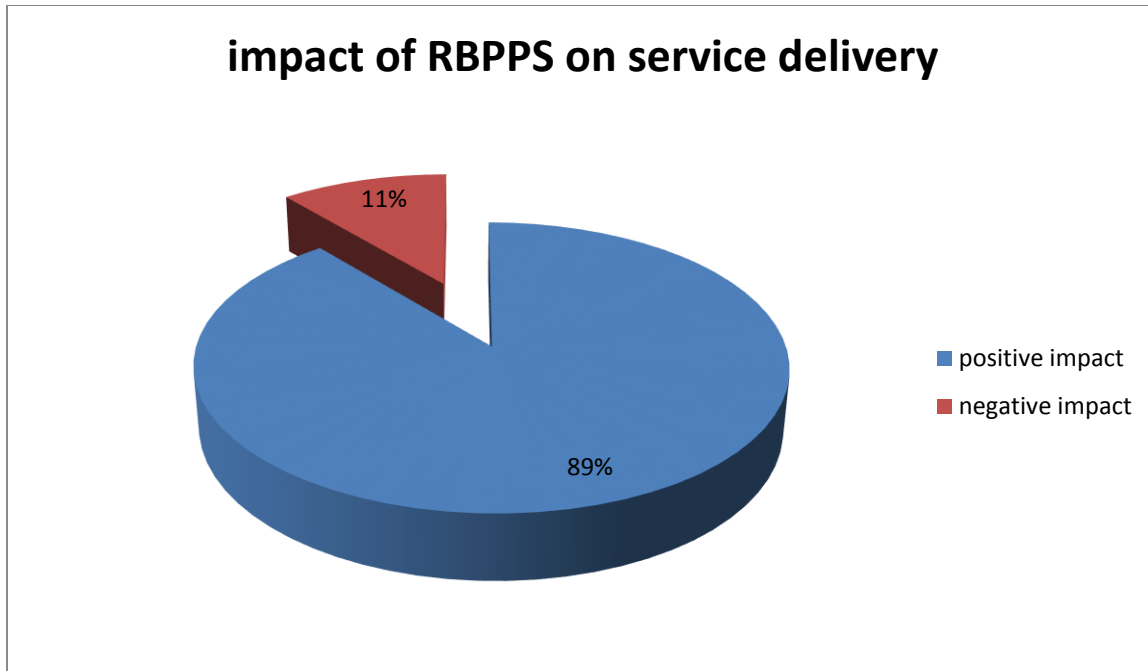
*Source: Research 2014*

42 out of 44 respondents (95%) from both the interviews and questionnaires acknowledged that there was a link between Results Based Performance Personnel System and service delivery. They pointed out the fact that since the human resource is a key factor in service delivery their performance will have an impact on service delivery. It was noted that by setting targets and ensuring that results are attained service delivery will definitely improve. Therefore one can note that service delivery at CTC can improved by properly managing the performance of council staff. Kiragu, (1998) noted that poor service delivery in the civil service is caused by unskilled labour, poor compensation and poor working conditions. According to Mutahaba (2011) RBPPS “...aims at improving service delivery through a results-oriented performance management framework and imbibing a culture of focusing on results rather than processes”

(RBPPS). Therefore it is apparent that since all these elements are been addressed by RBPPS it shows that there is a direct link between service delivery and RBPPS.

#### 4.5.2 Impact of RBPPS on service delivery

**Fig 7: Impact of RBPPS on service delivery**



*Source: Research data (2014)*

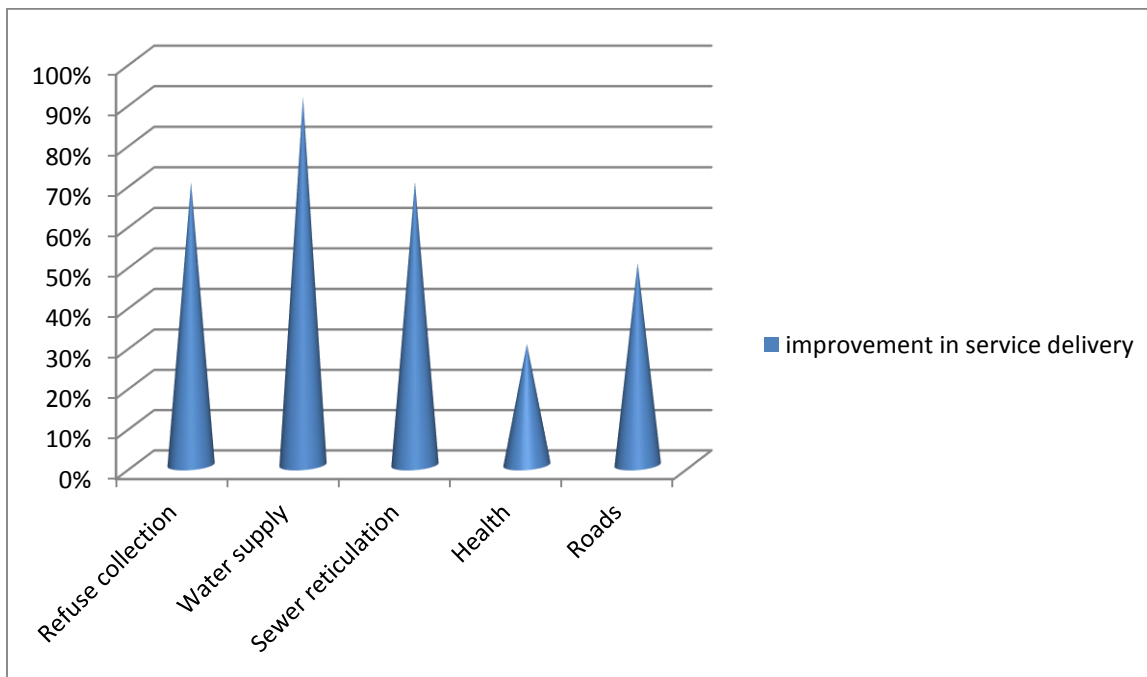
89% of the respondents cited that RBPPS had positively impacted on service delivery. They pointed out that due to this system performance targets were been set and all efforts were been done to attain the intended results and those who would have failed to meet their targets were been held accountable. These have resulted in the improvement of areas such as water supply and refuse collection.

Nevertheless 11% of the respondents were of the view that the system has negatively impacted on service delivery due to the fact that since the employees were now going an extra mile they were expecting some incentives but owing to the financial challenges the incentive scheme had

not been implemented as yet. Thus some employees were now reluctant to effectively perform their duties at the organisation as they felt that they were not being rewarded accordingly. This one may note that the majority cited that the system has improved service delivery by the organisation and other mechanisms would be put to effectively improve it so that its impact on service provision will be amplified.

#### 4.5.2 Improvement in service delivery

**Fig 8: Improvement in service delivery**



*Source: Research data (2014)*

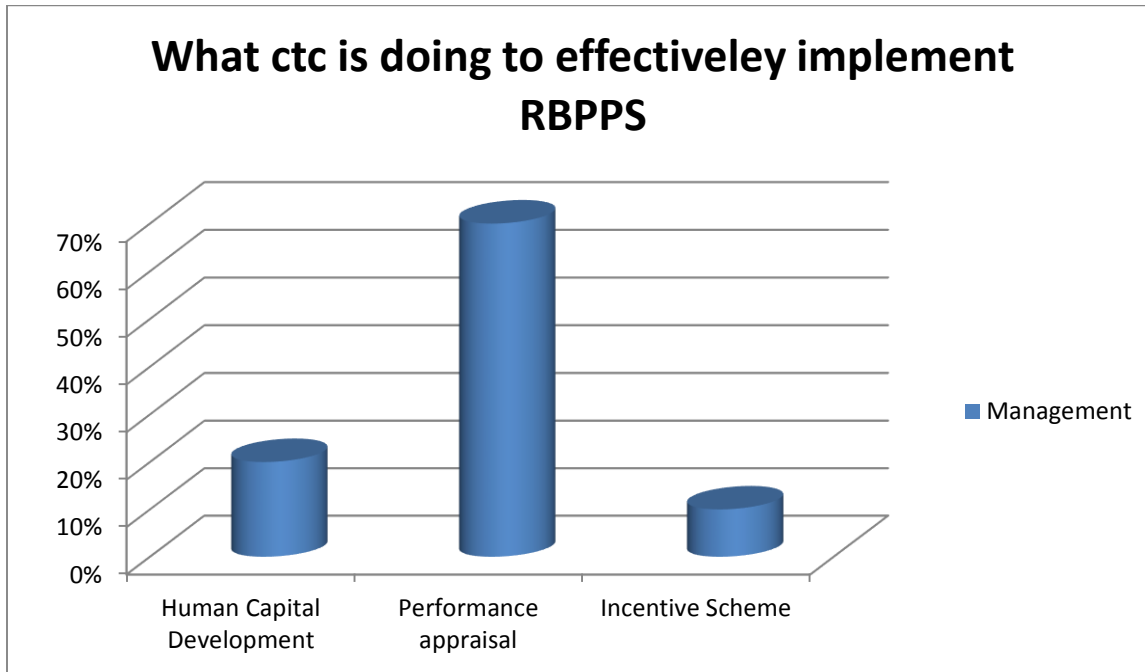
The majority of respondents acknowledged that service delivery had improved in various areas such as refuse collection, water supply, sewer reticulation and health services. According to Chizu.N (2013) the government’s 2013 economic blue-print of the Zim-Asset accentuates accountability and obligation of public officers to improve public service delivery. Thus through performance agreement contracts these public officials are held accountable and thus service

delivery is bound to improve by implementing RBPPS.91% of the respondents noted that there had been an improvement in water supply since some of the water infrastructure at Bangaazan and pipelines had been repaired .Water was now reaching most of the wards in Gaza at least thrice a week and this was due to the performance management as employees were now compelled to deliver results since both the Council Chairman and Town Secretary signed performance agreement contracts. 68% of the respondents acknowledged that refuse was been collected in all the wards as Council had made efforts of ensuring that refuse is collected regularly. It should be noted that although council does not have a refuse truck they have engaged a private company that collects refuse with a tractor and also there is now a truck that assists with the collection of refuse in the wards. In addition 70% of the respondents pointed out that sewer management had improved as the sewerage ponds were rehabilitated. Lastly 30% of the respondents said that Gaza clinic health services had slightly improved since the nurses were been given their incentives on time. Therefore it was noted that RBPPS had improved service delivery in the Town.

50% of the respondents highlighted that there was also improvement in road repairs and grading. This was due to strict supervision of the roads employees and also this was one of the main goals by CTC that the roads are trafficable. In addition due to the performance agreement contracts service delivery became priority and thus management prioritized the procurement of motorized graders to help in the construction and maintenance of roads in the Town.

#### 4.6 What CTC is doing in relation to RBPPS?

**Fig 9: Activities been done by CTC to effectively implement RBPPS**



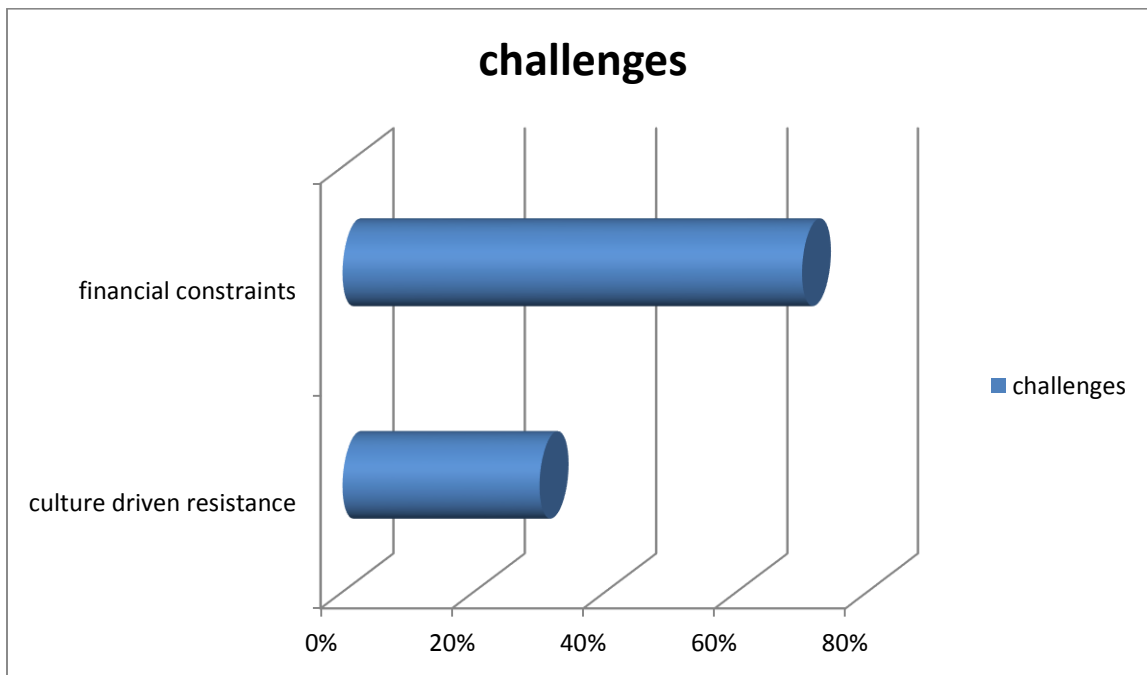
*Source: Research data (2014)*

The above graph shows that 70% of the respondents pointed out that management at CTC were carrying out performance appraisals for their subordinates. Worcester Polytechnic Institute (2014) noted that performance appraisal provides a way to help identify areas for performance enhancement and to help promote professional growth. This was been done through the Departmental work plans that are submitted to the Town Secretary and also the various supervisor's work plans that are also submitted to the HOD's and Town Secretary. It must be noted that these work plans are reviewed and if there is failure to meet the targets those in charge are supposed to be accountable. Therefore departments such as Housing and the Engineering Department have improved their performance which has culminated in the improvement of service delivery.

In addition 20% cited that employees were being given the chance to enrich themselves academically. After the job evaluation exercise that was conducted in 2013 and most of the managerial and non-managerial staff were taking interest to further their studies. In addition employees were trained on the use of the new promun system (software for billing and salaries) so that they would effectively use it. According to Armstrong (2006) Human Resources Management aims at ensuring that the organisation obtains and retains the skilled, committed and well-motivated workforce it needs. Thus it is essential for enhancing performance of the employees and consequently service delivery improvement.

#### 4.7 Challenges in implementing RBPPS

**Fig 10: Challenges faced in the implementation of RBPPS**



*Source: Research data (2014)*

The above graph shows the main challenges that were cited by management as hindering effective implementation of the RBPPS. 70% of these respondents noted that financial resources

were hindering the effective implementation. They pointed out that most of the elements of RBPPS such as human capital development, performance related pay and also incentive scheme required much financial resources thus the failure to raise those funds meant that the system would be hindered to be effectively implemented. This point can be validated by citing Madhekeni's (2012) argument that financial resources continue to be a major problem for the successful implementation of this system as training of the officials will not be successfully conducted.

30% highlighted that another stumbling block was culture driven resistance as most of the general employees were used to "business as usual" and were not willing to adapt to this performance culture. Thus it was difficult to effectively implement the system as there was resistance by these employees to fully embrace the system that was meant to improve service delivery. This is reinforced by The National Performance Management Advisory Commission (2010) when they argued that it is important to deal with organizational culture when implementing RBPPS. This thus shows that organizational culture can be a barrier in implementing RBPPS.

Thus it can be understood that given these challenges the system cannot be effectively implemented hence the need to deal with these problems so that they will not hinder effective implementation of RBPPS.

#### **4.8 Conclusion**

This chapter was concerned with the various perspectives from the respondents concerning the implementation of Results Based Personnel Performance Management System in Chipinge Town Council. The issues presented include the impact of RBPPS on service delivery, mechanisms in place for effective implementation of RBPPS and the challenges in implementing it among many



other issues. The responses have been presented in form of pie charts, tables and graphs. The findings indicated that although challenges are been faced in the implementation process the Local Authority has successfully managed to implement the RBPPS and this has culminated in an efficient service delivery system by the Local Authority. The following chapter provides a summary, conclusion and the recommendations.

## **CHAPTER V**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter summarizes the erstwhile chapters and conclusions are reached from the research findings. The researcher will also give recommendations on how Chipinge Town Council can improve the adoption and implementation of Results Based Personnel Performance System.

#### **5.1 Summary**

Using Chipinge Town Council, the research study aimed at analyzing the influence of Results Based Personnel Performance Management System on service provision. The Statement of the problem states that, Chipinge Town Council had experienced a mediocre service delivery system due to lack of a performance management system that aimed at results attainment and as a result residents had suffered. In response to this the Council through the ZIMASSET economic blue print adopted a Results Based Personnel Performance Management System to enhance performance of its staff and this was aimed at enhancing a sound and vibrant service delivery system. Thus the study aimed at assessing if the system has improved service delivery in the Town. The objectives of the study were to examine how Results Based Personnel Performance System (RBPPS) can culminate in an efficient service provision by the Town Council, analyze the efforts made by Council and also the mechanisms which are available for the successful implementation of Results Based Personnel Performance System (RBPPS), inquire whether the employees are aware of the Results based personnel performance management system that council is implementing, identify the challenges faced by the Council in implementing this key system and establish the impact of RPBBS on service delivery.

Literature on what is Results Based Personnel Performance System (RBPPS), background of RBPPMS in Zimbabwe Local Authorities, Mechanisms that should be in place to effectively implement RBPPS, and various challenges that hinder the implementation of RBPPS and also how the various elements of RBPPS link with service delivery was discussed. This system has been introduced in Local Authorities through performance agreement contracts for Town Secretaries and Council Chairpersons so as to prioritize service delivery.

The various mechanisms that should exist for effective implementation of RBPPS were highlighted. These include accountability mechanisms such as procurement procedures that are regulated by the State Procurement Board, audit that is regulated by the Auditor General that has been provided for in the Constitution of Zimbabwe (2013) and performance agreement contracts. These mechanisms ensure accountability of council officials and this leads to an improved service delivery as they are compelled to achieve the set targets and goals so that their contracts will be renewed.

It was also established that various elements of RBPPS such as the incentive scheme, performance agreement contracts among many other factors are key in improving service delivery. This is because through monitoring the employees are compelled to perform highly so that service delivery will improve.

The various challenges that hinder the implementation process were also identified. They included inadequate financial resources, mindset of the officials, culture driven resistance and many others. It was highlighted that the shortage of financial resources in local authorities makes it difficult to embark on human capital development and training in various areas. In addition other employees had a negative attitude towards adopting this system therefore it means that

during the implementation process various challenges are experienced and may have a negative impact.

Both qualitative and quantitative research designs were employed in this research. The research population consisted of CTC employees, councilors and management. Judgmental sampling was used to identify key informants whilst on the other hand simple random helped in selecting non-managerial employees that participated in the research. The researcher used both questionnaires and an interview guide to collect data from the respondents. There were various challenges in data collection such as lack of cooperation from the respondents as they were afraid of been victimized. However this challenge was overcome through enlightening the respondents that no names would be disclosed as their answers were only meant for academic purposes. The target population was 104 general employees, 10 management officials and 8 democratically elected councilors which totaled to 122. From this population the researcher managed to get a sample of 48 respondents of which 44 responded.

The findings from the data collected established that almost everyone at Chipinge Town Council was aware that they adopted RBPPS and they were using it in their operations. It was noted that most of the councilors and non-managerial employees had low educational qualifications and this had a potential to affect the effective attainment of results as they did not possess adequate skills in their areas of operation. CTC was promoting human capital development through training its employees and also giving the employees opportunities to further their academic skills by providing study leaves. In addition there is also performance appraisal, infrastructural development among many other elements that can enhance maximum performance by council staff so that service delivery will be improved in the Town. The local authority's implementation of RBPPS is mainly guided by the ZIMASSET which has instituted performance agreement

contracts for the Town Secretary and Council Chairperson so that there will be accountability on the attainment of results.

It was also noted that most of the employees and councilors acknowledged that there was a direct link between service delivery and Results Based Personnel Performance Management System. This was attributed to the fact that if clear goals are developed it is easy to measure performance in improving service delivery. In addition this new concept of performance management was seen as having a positive impact on service provision by the LA as water supply and refuse has improved since the institution of performance agreement contracts for senior officials at Chipinge Town Council.

There are various challenges that Chipinge Town Council is facing in implementing the RBPP management system. The council does not have adequate funds to train their employees, reward them according to performance and there is also culture driven resistance from the employees among many other challenges.

## **5.2 Conclusion**

The researcher noted that Chipinge Town Council by implementing Results Based Personnel Performance Management System has witnessed a considerable transformation, from mediocre service delivery system to a more sound and vibrant service delivery system. It should be noted that if effectively implemented the RBPPS will continue to improve service delivery in the Town. There are several improvements in refuse collection, water supply and roads among many other services that are delivered by the local authority.

Most of the non-managerial employees have secondary education and it is from this perspective that some would argue that most local authorities lack skilled workforce and hence service

delivery suffers. It must be noted that there is a strong need for the LA to embark on extensive human capital development so that it will develop a highly skilled workforce that will be able to perform. In addition the current councillors are better educated as compared to erstwhile councilors as a few of them have secondary education. This therefore means that they will make decisions that are well informed and will improve service delivery. On the other hand performance is guaranteed to improve sine almost everyone in management is a holder of an honors degree and others are pursuing their master's degrees. Therefore it means that since they are the major drivers of their subordinates they will ensure that set targets and objectives are attained on time. Therefore this will culminate in the improvement of service delivery.

It was noted that Chipinge Town Council was promoting human capital development for its employees and this would see the Council been characterized with a highly skilled and performing workforce. In addition the L.A is making endeavors to reward employees of the year so that the employees will be motivated to perform highly.

Nevertheless although there have been significant improvements there are some factors that continue to hinder the effective implementation of the performance management system. These challenges include culture driven resistance whereby the employees want to continue doing things the way they used to do them, lack of financial resources that negatively affect capacity building of the employees just to mention but a few. Therefore given these challenges the researcher will give recommendations that can help to overcome the various challenges that have been identified so that the Local Authority can effectively implement this system (RBPPS).

Therefore the research has found out that most of the respondents acknowledged that the Local Authority has improved its service delivery system. It should be noted that in contrast to prior

periods were the service delivery system was not conducive for the residents it has greatly improved by the institution of performance agreement contracts for the senior official who is the Town Secretary and also the Council Chairperson. Thus accountability for service delivery has been strengthened. Hence RBPPS has greatly improved service delivery in the community.

### **5.3 Recommendations**

Following these findings several plausible solutions or recommendations that would address the challenges as well as improve the implementation of the Results Based Personnel Performance Management System were proposed. These recommendations are as follows:

#### **5.3.1 Capacity building workshops for employees**

Chipinge Town Council should conduct workshops that will enable its employees to fully understand the benefits of implementing RBPPS so as to minimize resistance. It should be noted that this change process should be carefully conducted by management and the change agents so that the employees will embrace the system whole heartedly so that they will be able to develop themselves.

#### **5.3.2 Human Capital Development**

The Human Resources Department should craft a policy which gives funds for employees to develop more and adequate skills in their areas of study. It should be noted that these funds may either be given as long term loans so that all employees will be able to get a chance to develop their skills in their specific fields so that they will deliver high quality services.

#### **5.3.3 Government will**

Government should further strengthen performance management legislation or policies. It should be noted that although the Government formulated the ZIMASSET in 2013 there is need for

other specific legislations and policies that will compel all the staff of public sector organizations or Local Authorities to have performance agreement contracts that are only renewable on the basis of performance. In addition adequate funding should be provided on time for example a provision the constitution in chapter 17 section 301(3) which provides that “not less than five percent of the national revenues raised in any financial year must be allocated to the provinces and local authorities as their share in that year”. This funding should be allocated to the Local Authorities in time so that they will be able to plan with adequate resources so as to perform. Therefore there is a strong need for Government to fund these local authorities in time because although they may have performance management systems in place without resources service delivery will continue to be sub-standard.

#### **5.3.4 Political commitment**

Political leaders at both national and local level should be committed to the implementation of RBPPS. It is important to note that one of the challenges why Local authorities have a poorly skilled workforce is because these policy makers who are the councilors employ their relatives. Thus this nepotism will culminate in a poor labor force thus affecting performance and at a large scale service delivery. Thus there is need for these councilors who are political leaders to exhibit greater levels of professionalism that will culminate in a high performing local authority.

#### **5.3.5 Developing strong Human Resources Policies**

The Human Resources Department should ensure that all those who are recruited are recruited on the basis of merit so that they will be able to deliver services vibrantly. It must be noted that the Local Authorities should be zero tolerant to erstwhile nepotism in recruitment and selection and also other corrupt activities.



In addition the code of conduct should be strongly against non-performers so that every employee is compelled to meet the set targets. Failure to meet targets should be a punishable or dismissal offence.

Performance related pay should also be introduced so that those who are resisting the system will be compelled to work hard so that they will be able to earn higher salaries. Thus if the higher the performance will culminate in a higher salary it means that all employees are motivated to go an extra mile as they will be aware that they will earn higher salaries.

Thus if all the above recommendations are employed they will culminate in Chipinge Town Council experiencing a vibrant and sound service delivery system.

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**Appendices**

**Appendix A: Questionnaire 1 (Chipinge Town Council Employees)**

My name is Mr. Nyasha Keith Mufukare, an undergraduate student at Midlands State University and currently studying towards attaining a Bachelor of Science Honours Degree in Local Governance studies. In partial fulfilment of this programme, I am currently carrying out a research on **Results Based Personnel Performance System (RBPPS) as a key tool in performance management and effective service delivery by Zimbabwean Local Authorities and Chipinge Town Council is the case study in this research.** Please note that your responses will be treated confidentially and no names will be attached to any information provided. Indicate your response by inserting a tick in the respective box and also fill in the dotted lines provided. Your input will be greatly appreciated.

1. Sex?

<b>Male</b>	
<b>Female</b>	

2. What position category do you occupy in the organization?

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3. Level of education (tick in the table below)

<b>Certificate</b>		<b>Diploma</b>	
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<b>Degree</b>		<b>Masters</b>	
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4. How long have you worked for Chipinge Town Council?

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**Awareness of the implementation of the Results Based Personnel Performance Management system**

5. Are you aware that Chipinge Town Council is using Results Based Personnel Performance Management System in its operations? (Tick in the table provided)

<b>Yes</b>	<b>Not Sure</b>	<b>No</b>

6. What is Chipinge Town Council doing in relation to Results Based Personnel Management?

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 .....  
 .....

**The impact of Results Based Personnel Performance Management on service delivery**

7. Is there a link/relationship between Results Based Personnel Performance System and service delivery? (Tick in the table provided)

Yes	Not Sure	No

8. Explain your answer?

.....

.....

.....

9. Are there improvements in the following services? (Tick in the table provided)

Services	Yes	No
Refuse collection		
Water Supply		
Sewer Reticulation		
Health		
Roads		

**How realistic is Results Based Personnel Performance System.**

10. Are you able to achieve intended results by using Results Based Personnel Performance System in your Organization? (Tick in the table provided)

Yes	Not Sure	No

11. Explain your answer?

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**Challenges faced in implementing Results Based Personnel Performance System**

12. What challenges are being faced in implementing Results Based Personnel Performance System?

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13. What recommendations would you propose to make the adoption and implementation of Results Based Personnel Performance System more effective and efficient?

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**Appendix B: Questionnaire II (Chipinge Town Council Councillors)**

My name is Mr. Nyasha Keith Mufukare, an undergraduate student at Midlands State University and currently studying towards attaining a Bachelor of Science Honours Degree in Local Governance studies. In partial fulfilment of this programme, I am currently carrying out a research on **Results Based Personnel Performance System (RBPPS) as a key tool in performance management and effective service delivery by Zimbabwean Local Authorities and Chipinge Town Council is the case study in this research.** Please note that your responses will be treated confidentially and no names will be disclosed to any information provided. Indicate your response by inserting a tick in the respective box and also fill in the dotted lines provided. Your input will be greatly appreciated.

1. Sex?

<b>Male</b>	
<b>Female</b>	

2. What level of education did you attain?

<b>Certificate</b>		<b>Diploma</b>	
<b>Degree</b>		<b>Masters</b>	

3. How long have you being a Councillor for Chipinge Town Council?

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**Awareness of the adoption and implementation of Results Based Personnel Performance Management System in Chipinge Town Council.**

4. Are you aware that Chipinge Town Council is using Results Based Personnel Performance Management System in its operations?

Yes	Not Sure	No

5. What is Chipinge Town Council doing in relation to Results Based Personnel Performance Management System?

.....

.....

**The link between Results Based Personnel Performance Management System and service delivery.**

6. Is there a relationship between Results Based Personnel Performance Management System and service delivery?

Yes	Not Sure	No

7. Explain your answer?

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**The impact of Results Based Personnel Performance Management System on service delivery.**

8. What has the adoption of Results Based Management achieved in Chipinge Town

Council in terms of service delivery?

.....

.....

9. Are you able to achieve intended results by using Results Based Personnel Management System in your organization?

Yes	Not Sure	No

10. Explain your answer?

.....

.....

.....

11. Is there improvement in the following services?

<b>Services</b>	<b>Improvement</b>	<b>No Improvement</b>
Refuse collection		
Water Supply		
Sewer Reticulation		
Health		
Roads		

**Challenges in implementing the system effectively**

12. What challenges are you facing in effectively implementing the Results Based Personnel Performance Management System?

13. What recommendations would you propose to make the adoption of Results Based Personnel Performance Management System more effective and efficient?

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14. What mechanisms are in place for effective implementation of the system? (national policies, legal framework, human resource policies etc)

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## **Appendix C: Interview Guide for Chipinge Town Council Management Results Based Personnel Performance System**

My name is Mr. Nyasha K Mufukare, a final year student at the Midlands State University studying for a Bachelor of Science Honours Degree in Local Governance Studies. It is a requirement by the University that all final year students undergo research of their own choice. I am carrying out a research study on a topic entitled: **Results Based Personnel Performance System (RBPPS) as a key tool in performance management and effective service delivery by Zimbabwean Local Authorities, The case of Chipinge Town Council** in partial fulfillment of the Bsc Local Governance Studies Honours Degree. May you assist by providing information to the following questions.

Please note that your responses will be treated confidentially and no names will be attached to any information provided. Your responses are needed for academic purposes only.

### **Questions**

1. In your own words may you define Results Based Personnel Performance Management?
2. What mechanisms are in place for the successful implementation of Results Based Personnel Performance Management at Chipinge Town Council ?
3. Is there a relationship between Results Based Personnel Performance Management and service delivery?

Please explain your answer.

4. In which areas have you achieved intended results through Results Based Personnel Performance Management?

Please explain your answer.

5. What challenges are you facing in implementing Results Based Personnel Performance Management?

6. Are you aware that Chipinge Town Council is implementing Results Based Personnel Performance Management?

7. What has the local authority has done to promote Results Based Personnel Performance management or the achievement of intended results?