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## **CORPORATE GOVERNANCE AS A STRATEGIC TOOL TO EFFICIENT WATER SUPPLY CHAINS: A CASE OF MABVUKU-TAFARA SUBURBS OF HARARE, ZIMBABWE**

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### **ABSTRACT**

Lack of Corporate Governance in Water Supply Chain Management affect service delivery leading to sluggish societal development. Water crisis has contributed much to marginalization of the vulnerable in society and outbreak of healthy challenges such as waterborne diseases. Exploitable water sources, if properly exploited, lead to adequate water supplies for domestic consumption. The purpose of this exploratory case study was to explore if the respondents felt Corporate Governance tenets were in use and how these could embedded in the management culture to ensure seamless water supply provision. A sample size of 98, randomly selected from a targeted population of 400 subjects for representativeness from Mabvuku-Tafara Suburbs of Harare. Ninety-three questionnaires were randomly distributed and 62 responses retrieved. Researchers used a snowball-sampling technique to identify interviewees for the study. SPSS was used for data analysis and Atlasti.9 software. The study found out that water crisis was still a perennial issue. Households relied on unprotected water sources. A few respondents sourced water from private companies into the

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business of bottled water. Women and young girls were sexually abused they queued for water deep into the night. The study recommends adoption of corporate governance principles in water supply chain management to meet international best practices in water provision for the good of all citizens. Revamping the existing water infrastructure, use of e-procurement systems to eliminate unethical practices in the buying of chemicals to purify water and promotion of a culture of tolerance were some strategies that could enhance service delivery.

**Keywords:** Corporate Governance, Water Supply Chain Management Exploitable, Water sources Marginalization

## INTRODUCTION

Water politics and quality of life dimensions have been on the agenda of several countries for decades with no imminent solutions. This has threatened the possibilities of realizing the attainment of Sustainable Goal (s) 3 (Good Health and Well Being) and 6 (Clean Water and Sanitation) by 2030 taking into cognizance the fact that it is now 9 years and 8 months to that targeted period. Certain political cultures do not promote efficient and effective public sector supply chains. In that vein, this study aimed to explore how water politics dynamics were affecting quality of life of the Mabvuku-Tafara residents of Harare. Water service delivery to residents of Mabvuku-Tafara suburbs of Harare has been a topical issue for over three decades. Several scholars have written about it in vain. This study cover the background to the study, statement of the problem, research objectives and questions, related literature review, research methodology, discussions and findings and possible solutions.

### Background to the Study

Water as a resource has become a topical issue all over the world and has become an item on the global agenda. In Sub-Saharan Africa, many countries faced water supply challenges despite existence of exploitable natural water sources as contrasted to desert countries in the Gulf Region, (Al-Saidi and Saliba, 2013). The Middle East-North Africa (MENA) Region experiences severe water crisis, but thrive to ensure that all its citizens have water for domestic consumption water (Abumoghli and Goncalves, 2019). Historically, water has been a political subject were wars, tensions and conflicts raged among nations with the hope to access the drop of life. For instance,

Eritrea, Somalia, Egypt and Ethiopia had had moments of clashes over water bodies. Today, even the strategic launching of rockets to other planets, is all about finding habitable places with water for human inhabitation in the event that the current planet Earth has been subdued under water due to rising sea levels owing to climate change and global warming among other factors. Thus, the debate on water is sensitive and critical for human survival. The researchers believed that better governance system was best to ensure availability of clean water to support its population and wildlife. An investment in water extraction, provision and management is really worth it. The World Health Organization (WHO, 2019) state, “ideally every person should access between 50 and 100 liters of water per day to ensure the most basic needs are met and the outbreak of disease is prevented”. ([www.un.org/waterforlifedecade/pdf/humanright/-](http://www.un.org/waterforlifedecade/pdf/humanright/), retrieved, 18/03/2021). In contrast, Rahman and Akter (2020:3) lamented that, “sadly, clean water is still inaccessible for man and will remain that way until governments are willing to take a stand”. This indicated a need to consider water supply as a critical area for a healthy nation as it forms part of essential nutritional sources for human life, which contributed to eradication of different forms of diseases.

Manzungu, et al, (2016), Geere and Cortobius, (2017), Raymond, et al, 2016) and Makwara and Tavuyanago, (2012), pointed out that there was poor water supply and sanitation provision in Zimbabwe. Harare was not an exception. The suburbs of Mabvuku and Tafara in Harare, which are the center of an embedded case study on water provision, faced major water shortages such that residents relied on borehole water and dug-wells most of the time. The OECD (2017, p.3) stated that shortage of water “impacts on education, often to the detriment of women and girls. Where proper sanitation is lacking in schools, young girls were deterred from attending classes, stunting their education and opportunities. An estimated 500 million women and girls lack adequate facilities for menstrual hygiene management”. This explains why water management was important.

### **Statement of the Problem**

The UNDP (2013:1), explained that the “key elements of good water governance include equity, transparency, accountability, environmental and economic sustainability, stakeholder participation and empowerment, and responsiveness to socio-economic development needs”. If good water governance remains amiss in the case study area, residents remain exposed to water borne diseases and poor sanitation, which are a threat to human survival.

### **Research Objectives**

- a. Explore how water politics affect the quality of life in society.
- b. Explain the importance of good corporate governance in water supply chains.

### **Research Questions**

- a. How does water politics affect quality of life in society?
- b. Why is application of good corporate governance tenets in water supply chains important?

### **Literature Review**

The study used a weave-in approach to literature review in order to help in the synthesis and integration of views from different scholars and to give researchers a latitude to express their views (Swales and Feak, 2012; Hart, 1998). Key words from the research topic formed the specific concepts or issues for discussion in this literature review.

### **The Institutional Theory**

Guth, (2016:1) reiterated that Institutional Theory “seeks to explain the processes and reasons for organizational behavior as well the effect of organizational behavior patterns within a broader interorganizational context”. The theory is about compliance to set rules and regulations. In another study, Sheu and Lin (2012:2), pointed out that Institution theory was about how “organizations operate within a social network and their behaviors are not confined to dyadic relationship. It implies that a strong motivating force behind firm behavior is socially based and that it is embedded within institutions and interconnected organizational networks”. Dainty, et al,

(2013:7) argued that Institutional theory “considers the processes by which structures, including schemas, rules, norms and routines, become established as authoritative guidelines for social behavior. It examines how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse”. Success depended on compliance or proactive strategies (Peters, et al., 2011).

Institutional theory depends on compliance to rules, procedures and regulations. It operates better in any environment where political systems allow free expression of individuals and total tolerance of each other’s rights. Red flags may be raised against anyone who violates the rules without fear of victimization or otherwise. The Institutional theory became a topical issue when massive acts of corrupt practices were unearthed. Letza, et al (2008, p.110) that “the corporate governance malpractice such as the scandals of Enron and WorldCom and the dramatic decline of stock markets at the beginning of the new century have fuelled an age-old debate on the fundamental issues of corporate governance: for what purpose the corporation exists and whose interests it serves”. The debate on the role of boards, their independence and how members were appointed is an ongoing war to ensure they function as expected. However, Willmott (2015) argued that Institutional theory suffers a lot of domination, oppression and resistance for it assumes organizations operated like machines with each component having a defined path forgetting that they are a product of social behavior, (Hudson, Creed and Okhuysen, 2015). Lok, (2017,p.35) advocated for institutional theory in organizations as there was no institutionalization of entities without power and the fact “institutional theory’s continued dominance showed how it could be deployed to develop critical insight in boards management”. The Institutional theory remained an important tool in analyzing rules and regulations for an organization to survive. It also defined critical pathways to collaboration with other companies across the globe through institutionalization of knowledge and research.

### **Importance of Corporate Governance**

Kulkani and Balasundram (2014) defined Corporate Governance (CG) as a bridge between shareholders, stakeholders and board of directors whose main role is to restore the trust and confidence of management and the company to the shareholders in the company. In their study of Corporate Governance- Indian Perspective, they

revealed that there were two dimensions to CG: There was the Anglo-American Corporate Governance and the Continental European Corporate Governance. According to the OECD Task Force (2016:7), CG “encompassed a set of relationships between a Company’s management, its Board, its shareholders and other stakeholders and provided structure through which the objectives of the company were set, monitored and attained”. Kulkani and Balasundram (ibid) further stated that there were four influencing factors to CG practices namely ethics, internal governance, selection of auditors and the composition of the audit committee. Mostepaniuk (2017) stated that CG is an indelible force for the success of organizations operating in international environments and hence were to respect foundational CG framework to promote the rights of shareholders, transparency, accountability, and equal treatment of shareholders, rights of stakeholders, integrity and responsibility. This is indicative of how CG is important in the running of entities for sustainability and maximum value to all stakeholders, and this forms the research gap.

## **RESEARCH METHODOLOGY**

This was a case study of Mabvuku-Tafara suburbs of Harare. The study used a mixed method approach. The main research instruments used were the questionnaires, observations and interviews. The data collection methods supplemented each other creating a sound triangulation of primary data sources for validity and dependability of the data (Zohrabi, 2013). Questionnaires had both closed and open-ended questions. Qualitative instrument relied on open-ended questionnaires. The target population were two hundred residents of Mabvuku-Tafara suburbs with a sample size of ninety-eight chosen based on Raosoft Sample Size determination calculator for representativeness. Ninety-three questionnaires were randomly distributed and sixty-two retrieved. A point of saturation was on the fifth interviewee out of the scheduled five. SPSS and Atlasti.9 software were used to analyze data.

### **Response Rate:**

The Table 4.1 below shows response rate from the case study that covered residents in Mabvuku-Tafara Suburbs in Harare, Zimbabwe. There were 62 valid responses from the questionnaires, no missing response.

Table 4.1: Response rate:

|       |        | Fre-<br>quency | Percent | Valid Per-<br>cent | Cumula-<br>tive Per-<br>cent |
|-------|--------|----------------|---------|--------------------|------------------------------|
| Valid | Female | 21             | 33.9    | 33.9               | 33.9                         |
|       | Male   | 41             | 66.1    | 66.1               | 100.0                        |
|       | Total  | 62             | 100.0   | 100.0              |                              |

Three successful interviews were conducted out of the five scheduled giving a response rate of 60%.  $N=65$

### Gender Response Analysis

As a nominal variable shown in Table 5.2 below, there forty-one male respondents who took part in the survey against twenty-one females. This shows that the challenge of water shortages affects both male and female subjects. The gender item on the questionnaire in this study showed that the research was gender sensitive and views generated were likely to influence policy makers and decision makers to come up with public policies that are gender sensitive to meet the strategic genders needs across public sector supply chains.

### Gender Variable

Table 4.2: Gender Response Rate

|       |        | Frequency | Percent | Valid Per-<br>cent | Cumulative<br>Percent |
|-------|--------|-----------|---------|--------------------|-----------------------|
| Valid | Female | 21        | 33.9    | 33.9               | 33.9                  |
|       | Male   | 41        | 66.1    | 66.1               | 100.0                 |
|       | Total  | 62        | 100.0   | 100.0              |                       |

From the interviews, two were female and one was male giving an overall gender response rate of 35.38% for female and 64.62% for male.

### Educational Level

Table 4.3 below shows that there were thirty-five (56.5%) diploma holders who took part in the research, Degreed were eight (12.9%), Seventeen (27.4%) had Ordinary Level qualification and only two (3.2%) had some postgraduate qualification. This proved the assumption on the study that the respondents were able to read and write in English to be correct. It also contributed to validating that the responses given came from credible sources.

**Table 4.3 : Educational level**

|                   | Fre-<br>quency | Percent | Valid<br>cent | Per-<br>cent | Cumulative Percent |
|-------------------|----------------|---------|---------------|--------------|--------------------|
| Valid O level     | 17             | 27.4    | 27.4          |              | 27.4               |
| Diploma           | 35             | 56.5    | 56.5          |              | 83.9               |
| Degree            | 8              | 12.9    | 12.9          |              | 96.8               |
| Postgradu-<br>ate | 2              | 3.2     | 3.2           |              | 100.0              |
| Total             | 62             | 100.0   | 100.0         |              |                    |

From the interviews, three had a degree qualification.

### Transparency in Water Supply Chains (WSCs)

Table 5.7 below shows that fifty-two respondents (83.9%) who agreed that the variable on transparency as an important element in public sector governance would bring about equitable distribution of goods and services to beneficiaries. Ten respondents (16.1%) strongly agreed with the same variable.



Table 4.4: Transparency in WSCs

|       |                   | Fre-<br>quency | Percent | Valid<br>cent | Per-Cumulative<br>Percent |
|-------|-------------------|----------------|---------|---------------|---------------------------|
| Valid | Agree             | 52             | 83.9    | 83.9          | 83.9                      |
|       | Strongly<br>Agree | 10             | 16.1    | 16.1          | 100.0                     |
|       | Total             | 62             | 100.0   | 100.0         |                           |

Table 4.5 below shows the statistical analysis of the same variable or question with sixty-two valid responses and no missing value. The Mean was 1.16, The Median, 1.00, Mode, 1, Standard Deviation of .371, Variance.137 and Skewness of 1.888. There was a Standard Error of Skewness of .304. This gave a range of .789 (1.16-.371) and 1.531 (1.16+.371) which is greater than the variance of .137.

**Table 4.5: Statistics Analysis on Transparency in WSCs**

Transparency in public sector supply chains operations leads to equitable distribution of goods and services to beneficiaries:

|                        |         |       |
|------------------------|---------|-------|
| N                      | Valid   | 62    |
|                        | Missing | 0     |
| Mean                   |         | 1.16  |
| Median                 |         | 1.00  |
| Mode                   |         | 1     |
| Std. Deviation         |         | .371  |
| Variance               |         | .137  |
| Skewness               |         | 1.888 |
| Std. Error of Skewness |         | .304  |

Based on measures of central tendency, it showed that the majority were in favor of transparency as an important element in the governance of public sector supply chains. The results reflected a sign were people desired the best from those responsible in running the water supply services.

### Accountability and Ethical Procurement Practices in WSCs

The above variable sort to establish if accountability as a principle could lead to promotion of good ethics. Forty-eight respondents (77.4%) agreed, thirteen respondents (21.0%) strongly agreed and only one respondent (1.6%) differed with the rest.

Table 4.6: Response Rate for Accountability and Ethical Procurement Practices in WSCs

|                   | Fre-<br>quency | Percent | Valid<br>cent | Per-<br>cent | Cumulative Percent |
|-------------------|----------------|---------|---------------|--------------|--------------------|
| Valid Agree       | 48             | 77.4    | 77.4          | 77.4         | 77.4               |
| Strongly<br>Agree | 13             | 21.0    | 21.0          | 21.0         | 98.4               |
| Disagree          | 1              | 1.6     | 1.6           | 1.6          | 100.0              |
| Total             | 62             | 100.0   | 100.0         | 100.0        |                    |

Table 4.6 below provided the statistical analysis of the responses given by the respondents. There were sixty valid responses with no missing value. The Mean was 1.24, Median, 1.00, Mode, 1, Standard Deviation, .468, Variance.219, Skewness, 1.720 and Standard Error of Skewness.304. This gave a range of 0.772 (1.24-.468) and 1.708 (1.24+.468) which is greater than the Variance of .219. Figure 4.1 below shows the statistical analysis of responses given by the respondents.

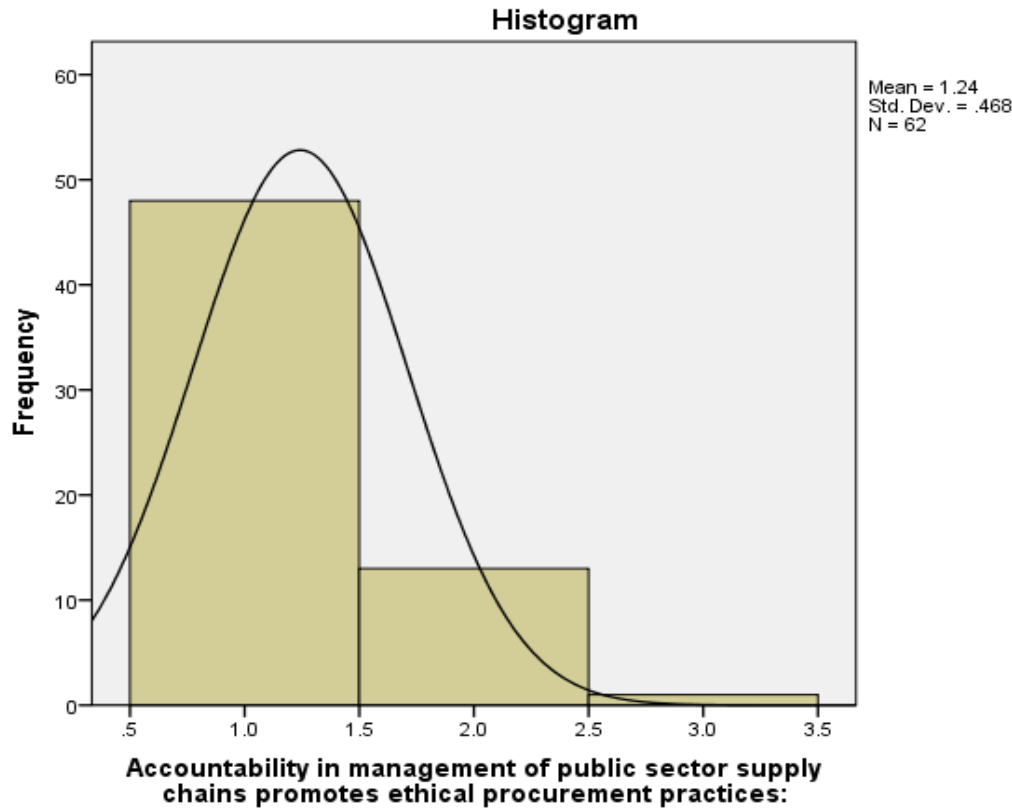


Figure 4.1 Accountability and Ethical Procurement Practices in WSCs

### **Responsibility Versus Marginalization**

The above research question sought to establish if responsibility as a principle of corporate governance would bring about reduction in marginalization. Table 4.7 below shows that thirty-five respondents (56.5%) agreed with the view that application of responsibility as a key corporate governance would result in decreased marginalization. Twenty-seven respondents (43.5%) strongly agreed with the same view. It shows that all respondents concurred with the two variables.

Table 4.7: Response Rate on Responsibility in WSCs

|                   | Fre-<br>quency | Percent | Valid<br>cent | Per-<br>Cumulative Percent |
|-------------------|----------------|---------|---------------|----------------------------|
| Valid Agree       | 35             | 56.5    | 56.5          | 56.5                       |
| Strongly<br>Agree | 27             | 43.5    | 43.5          | 100.0                      |
| Total             | 62             | 100.0   | 100.0         |                            |

Figure 4.2 below shows the statistical analysis of the variable on responsibility as a key aspect in the governance of water supply chains for the good of the citizens. There were sixty-two valid responses with no missing values. The Mean was 1.44, Median, 1.00, Mode, 1, Standard Deviation, .500, Variance, .250, Skewness, .267 and Standard Error of Skewness, .304. This gave a range of 0.94 (1.44-.500) and 1.94 (1.44+.500) which was greater than the Variance of .250.

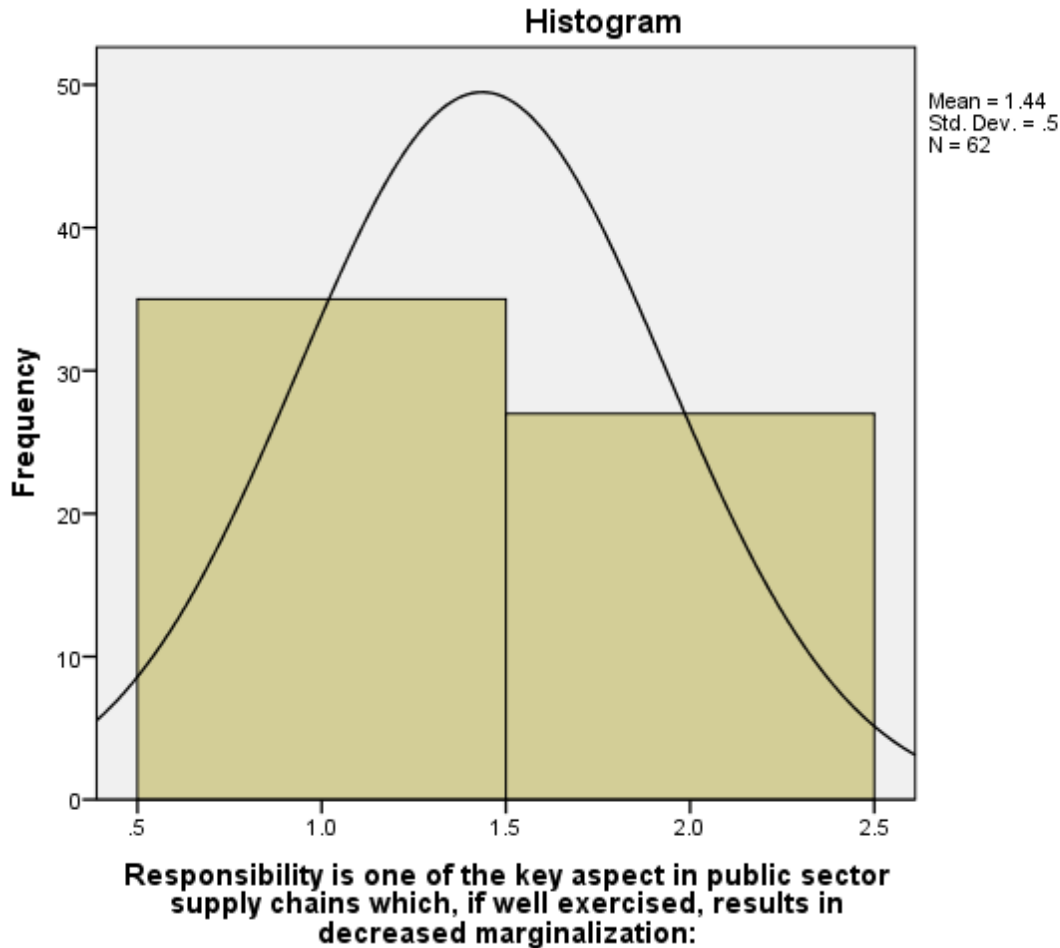


Figure 4.2: Responsibility as a key driver to reduction in marginalization

The above shows data clustered around the Mean implying that the problem of outliers was neutralized using this measure of central tendency. Since all respondents were in support of fusing responsibility into the governance of public sector supply shows a dire need for a change in the management systems of supply chains.

### **Private Water Supply as a Solution**

This variable sought to probe whether sinking of private boreholes or wells as a strategy to solve permanent water crisis was the best option. The respective responses were as shown in Table 5.31 below. Twenty-seven respondents (43.5%) indicated that sinking of boreholes on each residential stand was not the best strategy. Eight respondents (12.9%) were against private water supplies, as total quality management is important. Currently an observation made by the researcher was of loads of trucks carrying heaps of manure extracted from abandoned sewer reservoirs and

other low-lying areas. During the rain seasons leaching of toxic substances could happen thereby contaminating the water table. Eighteen respondents (29%) stated that they did not have money for such projects. Nine respondents (14.5%) indicated that it was of no use sinking private boreholes, as the City By-Laws would force everyone to pay for the water as the tariff had fixed charges.

**Table 4.8: Private Water Supply as a Solution**

|  | Fre-<br>quency | Percent | Valid<br>cent | Per-Cumulative<br>Percent |
|--|----------------|---------|---------------|---------------------------|
| Valid No capital for such projects                 | 18             | 29.0    | 29.0          | 29.0                      |
| May expose people to dirty raw water               | 8              | 12.9    | 12.9          | 41.9                      |
| City By-Laws still will force you to pay for water | 9              | 14.5    | 14.5          | 56.5                      |
| Not the best strategy as water must be purified    | 27             | 43.5    | 43.5          | 100.0                     |
| Total  | 62             | 100.0   | 100.0         |                           |

The above statistics sought to establish whether sinking of private boreholes at respondents' premises would solve the current perennial shortage of water in Mabvuku-Tafara suburbs of Harare. There were sixty-two valid responses with no missing values. The Mean was 2.7258, Median, 3.0000, Mode, 4.00. The Standard Deviation was 1.29525, with a Variance of 1.678. There was a negative Skewness of data responses by  $-.308$  and a Standard Error of Skewness of  $.304$ . This gave a range of 1.43055 ( $2.7258 - 1.29525$ ) and 4.02105 ( $2.7258 + 1.29525$ ) showing the lower limit slightly being lower than the Variance of 1.678 and upper limit being higher showing responses stretched to cover all sentiments with a higher degree of data validity. However, responses seem normal with an even distribution around the Mean.

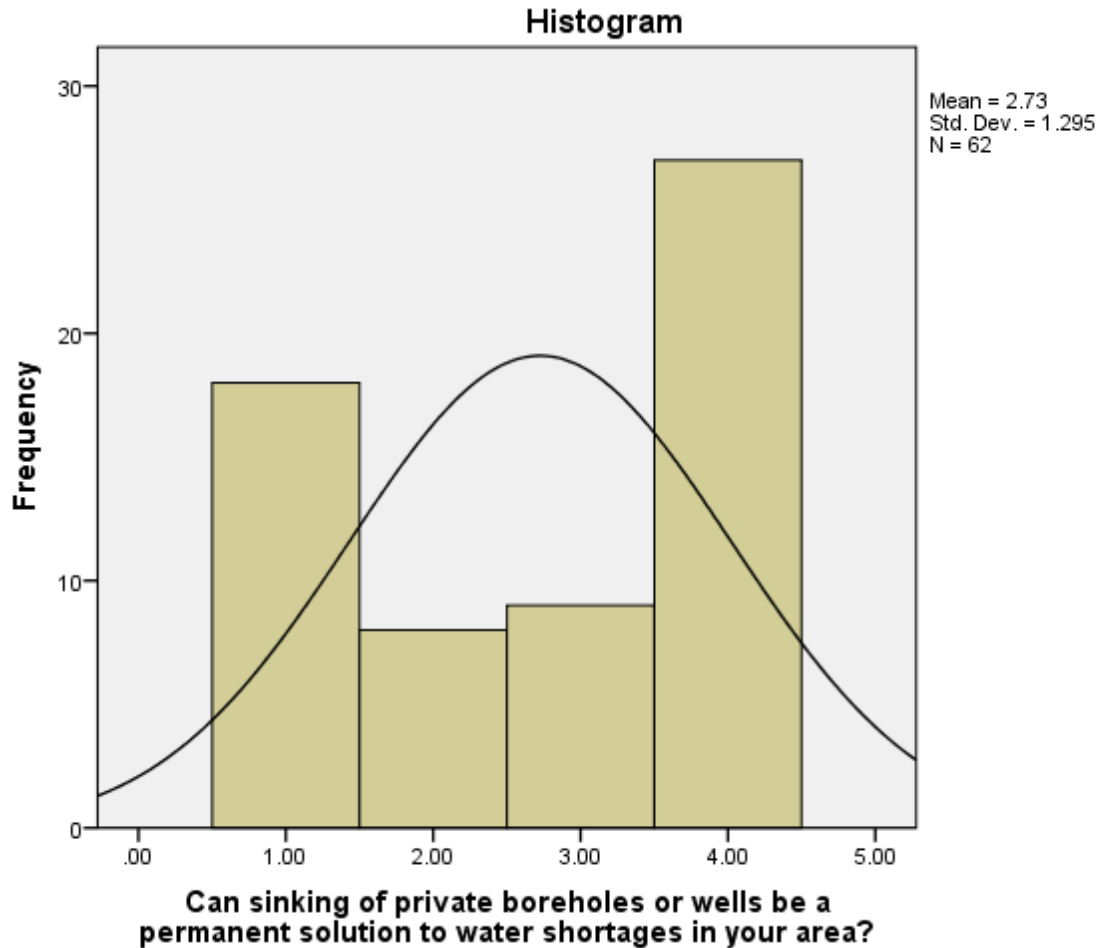


Figure 4.3: Private Water Supply as a Solution

The above Figure 4.3 shows a normal distribution histogram with views raised by respondents showing that it was not necessary to sink personal boreholes.

### **Devolution and Decentralization as Strategy to Water Supply**

The above variable sought to establish the inclination of respondents as to how devolution of powers from central government to local authorities and decentralization of procurement services could improve accountability and efficiency levels of water supply chains in Mabvuku-Tafara suburbs of Harare. Table 4.9, below presents the responses given.

Table 4.9 : Response Rate to Devolution and Decentralization as Strategy to Water Supply

|  | Fre-<br>quency | Percent | Valid<br>cent | Per-Cumulative<br>Percent |
|--|----------------|---------|---------------|---------------------------|
| Valid Provides effective su-<br>pervision from the<br>central government | 12             | 19.4    | 19.4          | 19.4                      |
| Accountability is pro-<br>moted  | 16             | 25.8    | 25.8          | 45.2                      |
| Minimizes tendencies<br>of corruption                                    | 16             | 25.8    | 25.8          | 71.0                      |
| Promotes all stake-<br>holder engagement                                 | 18             | 29.0    | 29.0          | 100.0                     |
| Total  | 62             | 100.0   | 100.0         |                           |

The above Table 4.9 above shows twelve respondents (19.4%) believed that devolution of powers from central government to local authorities and decentralization of procurement services provided for effective supervision from the central government. From literature, checks and balances improve governance systems. The same to exist in the management of water supply chains. Sixteen respondents (25.8%) were of the view that devolution and decentralization of procurement improves accountability within the system and minimized tendencies of corruption as was stated by the other sixteen respondents (25.8%). Eighteen respondents stated the same approach of devolution and decentralization promotes an all-stakeholder engagement approach to solving problems of water shortage.

Figure 4.4 below shows that there were sixty-two valid responses with no missing values. The Mean was 2.6452, Median, 3.0000 and Mode, 4.00. The Standard Deviation was 1.10285 with a Variance of 1.216 and a Skewness of -.155. This gave a range of 1.54235 (2.6452-1.10285) and 3.74805 (2.6452+1.10285) which were greater than the Variance of 1.216 thereby confirming data validity.



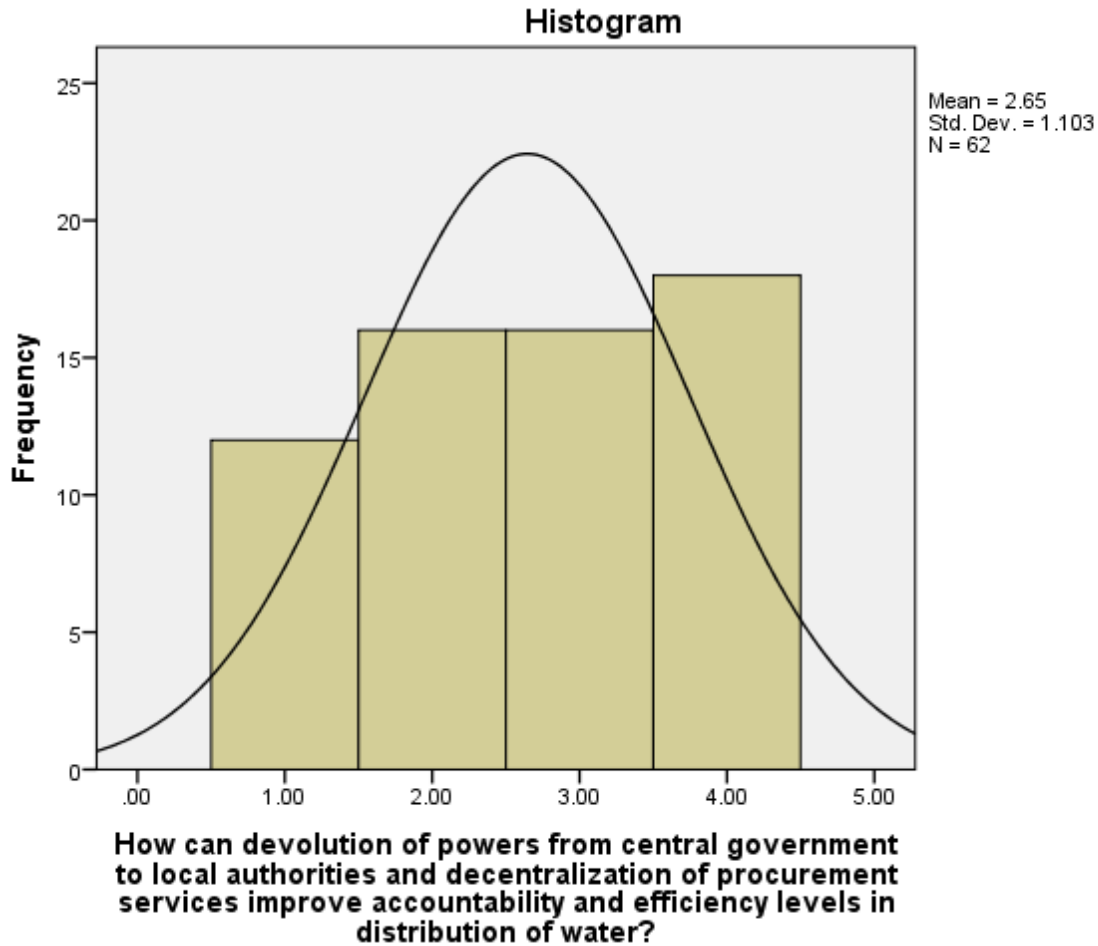


Figure 4.4: Devolution and Decentralization Strategy as a Solution to Water Supply  
The above Figure 4.4 shows a normal histogram with views raised pointing to devolution and decentralization of procurement as engines to improve accountability and efficiency levels in water supply in the case study area.

### **WSCs Performance Measurement Instruments**

The above variable sort to establish if respondents had any knowledge of existing performance measurement instruments. Responses were as shown below.

Table 4.10 Response Rate to WSCs Performance Measurement Instruments

|  | Fre-<br>quency | Percent | Valid<br>cent | Per-<br>Cumulative Percent |
|--|----------------|---------|---------------|----------------------------|
| Valid None at all                                      | 22             | 35.5    | 35.5          | 35.5                       |
| Access to clear, safe2<br>water throughout the<br>year |                | 3.2     | 3.2           | 38.7                       |
| Frequency of water8<br>supply                          |                | 12.9    | 12.9          | 51.6                       |
| Cost and Quality of30<br>water                         |                | 48.4    | 48.4          | 100.0                      |
| Total  | 62             | 100.0   | 100.0         |                            |

The Table 4.10 above shows twenty-two respondents (35.5%) indicated that there were no known performance indicators or instruments. Thirty respondents (48.4%) indicated that cost and quality of water were major barometers used to measure the efficiency of water supply chains. Eight respondents (12.9%) highlighted frequency of water supply as a good measure of water supply performances and this tallied with two respondents (3.2%) who argued that having access to clear, safe water throughout the year was the best measure to check efficiency of supply chains. No one mentioned the use of the Balanced Scorecard.

The histogram below, Figure 4.5 below shows that there were sixty-two valid responses with no missing value. The Mean was 2.7419, Median, 3.0000 and Mode 4.00. The Standard Deviation was 1.37823, with a Variance of 1.900 and Skewness of -.370 and a Standard Error of Skewness of .304. This gave a range of 1.36367 (2.7419-1.37823) and 4.12013 (2.7419+1.37823) whose lower limit fell below the Variance of 1.900 and upper limit is higher than the Variance showing an element of stretched data responses.

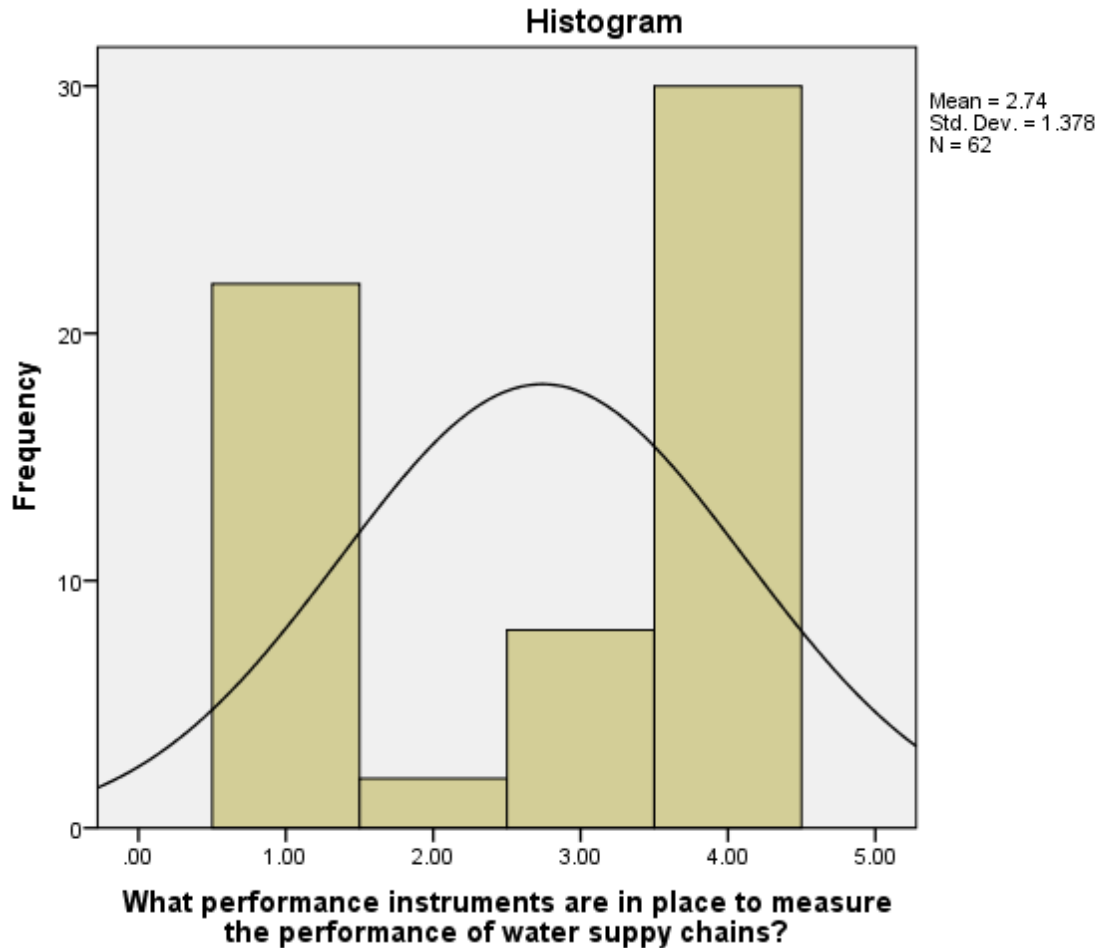


Figure 4.5: WSCs Performance Measuring Instruments

The above Figure 4.5 shows a normal histogram with spread out views on the existence and use of performance measuring instruments in water supply chains.

### **Structural Framework Rigidity and WSCs**

The above variable sought to find out whether the existing policy framework on the management of public sector entities created rigidity and bureaucracies in public sector service delivery.

Table 4.11: Response Rate to Structural Framework Rigidity and WSCs

|   | Fre-<br>quency | Percent | Valid<br>cent | Per-<br>Cumulative Percent |
|---|----------------|---------|---------------|----------------------------|
| Valid Law protects service<br>provider and not con-<br>sumers | 23             | 37.1    | 37.1          | 37.1                       |
| Centralization creates<br>bottlenecks in the sys-<br>tem      | 23             | 37.1    | 37.1          | 74.2                       |
| One cannot question<br>Authority                              | 2              | 3.2     | 3.2           | 77.4                       |
| Demands from con-<br>sumers take long to<br>be addressed      | 14             | 22.6    | 22.6          | 100.0                      |
| Total   | 62             | 100.0   | 100.0         |                            |

The above Table 4.11 shows that twenty-three respondents (37.1%) indicated that the current policy framework seem to protect service provider and not consumers. Twenty – three other respondents stated that centralization system created bottlenecks in the public sector system. Two respondents (3.2%) indicated that the main challenge was that ‘one cannot question authority’ thereby agreeing with the first lot that stated that law protects service providers and not consumers. Fourteen respondents (22.6%) complained of long lead-times.

Figure 4.6 below shows a positively skewed histogram with a view that the current policy framework stifles the performance of public sector supply chains due to rigidity by the red-tape problem in the system.

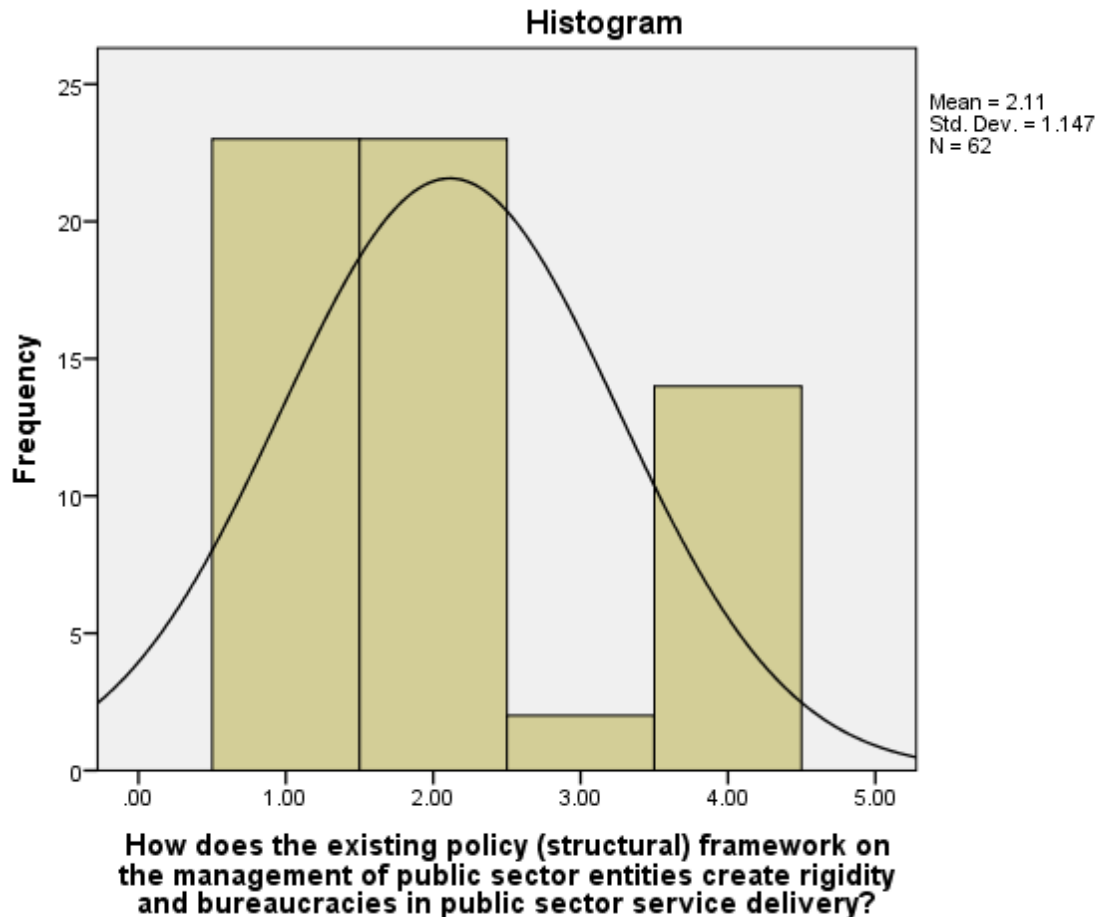


Figure 4.6: Structural Framework Rigidity and WSCs

From the qualitative analysis, Participant 3 echoed that the water distribution was subject to political scrutiny as employees working in the City Council were inclined to political party affiliations and rewarded according to contribution done for the party to survive:

*You cannot tell. At times, there is efficiency and at times, there are delays along the way. The major problem is that in Zimbabwe, all civil servants are required to be impartial or non-partisan, but here the same people hold positions from the Cell level up to the Provincial or Central Committee level. They run the show in our Wards or Communities. They are the same people employed by the Local Authorities. People*

*fear to complain at their workplaces as Council Employees because you will still salute them in the political arena.*

The above observation portrays a situation where it is difficult to request for improvements in service delivery as the same party officials run the political life of communities, which permeate, into local governance issues.

### **Reduction of Marginalization through Corporate Governance**

This variable sought to establish the views of respondents on how corporate governance reduce marginalization or deprivation in society. The responses were as per the Table 4.15 below.

Table 4.12: Response Rate CG versus Marginalization

|  | Fre-<br>quency | Percent | Valid<br>cent | Per-Cumulative<br>Percent |
|--|----------------|---------|---------------|---------------------------|
| Valid Leads to equitable<br>distribution of re-<br>sources | 27             | 43.5    | 43.5          | 43.5                      |
| Reduces incidents of<br>corruption                         | 19             | 30.6    | 30.6          | 74.2                      |
| Transparency breeds<br>goodwill                            | 12             | 19.4    | 19.4          | 93.5                      |
| No exploitation of cit-<br>izens                           | 4              | 6.5     | 6.5           | 100.0                     |
| Total  | 62             | 100.0   | 100.0         |                           |

The above Table 4.12 shows that twenty-seven respondents (43.5%) mentioned use of corporate governance in public sector supply chains leads to equitable distribution of resources thereby reducing marginalization or deprivation in society. Nineteen respondents (30.6%) stated that corporate governance reduces incidents of corruption in the public sector. Twelve respondents (19.4%) pointed out that transparency breeds goodwill from the public and thereby strengthening the system. Four respondents (6.5%) mentioned that if corporate governance were employed in the public sector supply chains, no exploitation of citizens would prevail. The views from the respondents resonate with literature review on principles of corporate governance. An

observation to note is that previously, the Mabvuku-Tafara used to be a strong hold of the ruling party. When winds of change blew, the opposition party won the member of parliamentary seat and had several councilors in the local government, a dissension and spirit of sabotage erupted where the employees, predominantly inclined to ruling party, would sabotage the service delivery. This tension has seen a sharp decline in performance of urban councils.

Figure 4.7 below shows sixty-two valid responses with no missing value. The question wanted to find out if corporate governance could be a vehicle to reduce marginalization or deprivation in society. The Mean was 1.8871, Median, 2.0000 and Mode, 1, with a Standard Deviation of .94270 and a Variance of .889. Skewness was .717 with a Standard Error of Skewness of .304. This gave a range of 0.9444 (1.8871-.94270) and 2.8298 (1.8871+.94270) which is greater than the Variance of .889 thereby validating data credibility. Figure 4.7 below shows a positively skewed histogram with respondents in agreement that corporate governance is important in reducing marginalization or deprivation in society.

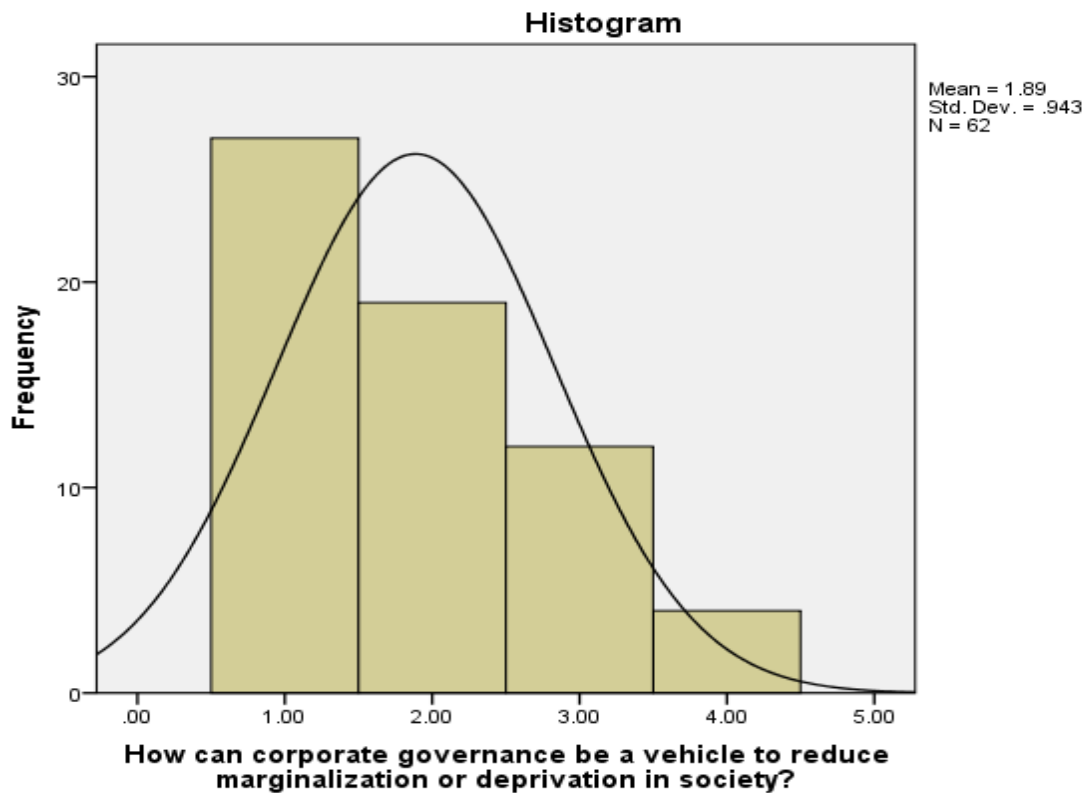


Figure 4.7: CG versus Reduction of Marginalization or Deprivation in Society

The issue of induced marginalization in order to weaken citizens to submissiveness seem to be a culture perpetuated by politicians so that they will come back later to solve the crisis and appear as saviors in return for votes. It was also a means of whipping “deviant supporters” into line by denying them safe and clean drinking water. However, this affected the social well-being of residents as noted by Participant 4 who indicated that:

*Being a woman or a girl in waterless environments is a challenging experience. You can be prone to sexual harassment or abuse from drunkards who pass through bore-hole points. At times we wait painfully in queues deep into the night and again stalkers may attack... it is always good have running water to restore the dignity of women in society..*

Lack corporate governance in the running of water supply chains has contributed much to the dilapidation of the entire infrastructure, high unethical practices in sourcing and procurement of water chemicals for purification processes. It also contributed much to deterioration of water supplies that result in women and girls suffering terrible abuses when fetching water in the vicinity. Only those with high incomes and much to spare may access services from private companies into the business of selling water. If women and girls remain subjected to such form of treatment, no meaningful development will take place.

### **Relationship between WSCs service delivery and professional ethics**

The perceived relationship would help define their perceptions of service delivery in the water supply chains or public sector supply chains in general.

Table 4.13: Response Rate to WSCs service delivery and Professional Ethics



|  | Fre-<br>quency | Percent | Valid<br>cent | Per-Cumulative<br>Percent |
|--|----------------|---------|---------------|---------------------------|
| Valid Good ethics result in<br>enhanced service de-<br>livery  | 18             | 29.0    | 29.0          | 29.0                      |
| Professionalism leads<br>to sustainable water<br>supply chains | 27             | 43.5    | 43.5          | 72.6                      |
| Closely related  | 17             | 27.4    | 27.4          | 100.0                     |
| Total  | 62             | 100.0   | 100.0         |                           |

Table 4.13 above shows that eighteen respondents (29.0%) were of the view that good ethics result in enhanced service delivery. Twenty-seven respondents (43.5%) stated that professionalism leads to sustainable water supply chains. Seventeen respondents (27.4%) stated that service delivery and professional ethics were two sides of the same coin. The two variables of service delivery and professional ethics were two sides of the same coin. However, Participant 5 retorted: *Our major challenge is that the same people we stay with are in political structures, were employed by local authorities based on their performance in working for the political party in power. It is difficult to separate the political values from the community values. The same political values prevailed at the work place and it is difficult to raise issues of poor water supply. Even members of our Residents Association are influenced by the same issue of holding offices at Ward level for example, hence cannot criticize their colleagues*

This pointed to a challenge were entitlement to political power and governance superseded the need to provide professional services. As show in the word cloud below in Figure 4.8, the spread of the words government and governance from the PUBLIC seem symbolic to the cry for improved service delivery in the suburbs. The structural framework needs to be supportive of the needs of residents for water and compliance to doing the right ought to be valued. Culture of empathy and compassion may be mission due to the socio-political dimensions of the society Management of water supply chains ought to be driven by a corporate governance culture or philosophy to enable all residents to access water as a basic human right.



infrastructure, use of e-procurement systems to eliminate unethical practices in the buying of chemicals to purify water and promotion of a culture of tolerance were some strategies that could enhance service delivery.

There is need to separate politics from the professional running of the local authorities.

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