MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCE

DEPARTMENT OF LOCAL GOVERNANCE

EXAMINATION OF FACTORS THAT HINDER THE EFFECTIVENESS OF THE ANTI-CORRUPTION STRATEGIES IN RURAL LOCAL AUTHORITIES. CASE OF MASVINGO RURAL DISTRICT COUNCIL

BY

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APPROVAL FORM

The undersigned certify that they have read and recommended to Midlands State University for acceptance. A dissertation entitled: "Examination of factors that hinder the effectiveness of the anti-corruption strategies for Rural Local Authorities. Case of Masvingo Rural District Council" submitted by Owen Mapuranga in partial fulfillment of the requirements for the Degree of Bachelor of Science Honours in Local Governance Studies.

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DEDICATION

This dissertation is dedicated to my sponsor Cde. Edmund Mhere, the Member of Parliament for Masvingo Central Constituency (2013-2018). I salute you for the sacrifices and unwavering support. You are my hero, may the Almighty God be with you ever. I would have never reached this tier of education without you. This dissertation is also dedicated to my mothers, fathers, nephews, friends, sisters and brothers at heart. I would have never reached this level without your warm-worth encouragement. I thank you for your support. I also wish to thank the love of my life for everything…. You were my pillars guys, I love you all!!!

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ABSTRACT

This study looks forward to examine factors that hinder the effectiveness of the anti corruption strategies for rural local authorities, case of Masvingo RDC. Corruption is affecting service delivery in various rural local authorities and Masvingo RDC was found to be one of the public organizations that are being haunted by it. Although there are anti-corruption strategies in place, their efforts are being whitewashed by the effects of corruption. Corruption still exists in Masvingo RDC and it is causing various negative impacts on rate payers due to poor service delivery. This however persuaded the researcher to examine the factors that are hindering the effectiveness of the anti-corruption strategies for Masvingo RDC and try to come up with a comprehensive tool that can effectively fight and contain corruption. With reference to material that had been read from various authors, scholars, publications and studies, the researcher has managed to identify factors that hinder the effectiveness, causes of corruption, effects of corruption and the effectiveness of the strategies in place. The mixed research design which is the combination of qualitative and quantitative techniques, was used in this study. The method was used so as to come up with balanced results as some scholars believe that qualitative and quantitative research complement each other. A sample size of 100 was used to represent the targeted population. The researcher used questionnaires to collect data in a bid to maximize use of limited time. Data was collected from council staff, councilors and the local residents. The researcher took advantage of a full council meeting where he distributed questionnaires to both council staff and councilors and later to the residents of Masvingo RDC. The researcher analyzed data gathered, making sure that it agrees with research objectives and answer the research questions. The findings of this research unearthed that corruption in form of bribes, nepotism, unnecessary travel and subsistence claims, fronting and misleading tendering is prevalent at Masvingo RDC. The research also revealed that the anti-corruption strategies for the institution are ineffective because they are reactive to challenges. The researcher further discovered that poor policy implementation, uncertainty of politics and the public's lack of political will are other factors that hinder the effectiveness of the anti-corruption strategies. The researcher recommended that a code of ethics, a well defined whistle blowing procedure and better salaries are needed to strengthen the strategies in place and to better fight, reduce and contain corruption.

ABBREVIATIONS

ADB	**: Asian Development Bank**
ERG	**: Eurasian Group**
MRDC	**: Masvingo Rural District Council**
OECD	**: Organization for Economic Co-operation and Development**
RBM	**: Results Based Management**
RDC	**: Rural District Council**
TI	**: Transparent International**
UCA	**: Urban Councils Act (Chapter 29:15)**

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CHAPTER I

1.0 Introduction

This Chapter introduces the research on the examination of factors that hinder the effectiveness of the anti-corruption architecture for rural local authorities, case of Masvingo RDC. The chapter introduces the background and rationale of the study, statement of the problem, objectives and research questions. It will also look on the limitations and delimitations of the study and definition of key concepts.

1.1 Background and rationale of the study

Masvingo RDC is a rural local authority established under the 1994 amalgamation of councils, which operates under the Rural District Councils Act chapter 29:13. It is the first schedule and section 71 of the RDC Act that gives powers, duties and authority to rural local authorities to provide public goods and services in the process of good governance. Good governance is becoming difficult to accomplish in practice at Masvingo RDC due to the effects of corruption, because both elected and appointed officials are failing to play a leading role in promoting good governance in pursuit of their personal interest. According to Mandosela (2010) Corruption and good governance sit at the opposite ends of the spectrum where good governance advocates that decisions by governments and other non-governmental entities must be aimed at promoting the common good. However corruption is prevalent among officials at Masvingo RDC. Because of corruption, service delivery is in shambles, there is poor water supply, refuse collection is rarely done and there is poor maintenance of sewer pipes and roads.

Apart from back up from the national anti-corruption and statutory instruments, Masvingo RDC has its own anti-corruption architecture composed of code of conduct, conditions of services, internal auditing, monthly reporting, asset register, outgoing register, vehicle logbook, books of accounts and a security section that operates under the human resources department to mention but a few. However despite of the anti- corruption strategies, corruption is still occurring at the institution in form of fraud, bribes, sleazing, inflating government tenders, cost overruns, ghosting, fronting, inflating allowances, misleading tender boards, forging documents and obtaining money and leaves by false pretences.

Both rural and peri-urban areas of Masvingo RDC are suffering from perennial under development since 1994 regardless of the district's strong revenue base. In the peri-urban, residential areas are developing slowly, the business enterprise is poor and business entrepreneurship is almost nil due to high costs of sales, poor infrastructure maintenance (road) and service delivery. However, no remarkable development has been made in spite of the fact that rate payers have since complied with the council by-laws. Since then, the RDC does not have a manufacturing industry, very few people have managed to purchase stands due to high cost of sales. Therefore, from the above background one can be tempted to conclude that corruption is operationally and financially mislaying the reputation of Masvingo RDC.

1.2 Statement of the problem

The anti-corruption strategies for Masvingo RDC are collapsing as evidenced by continuous occurrence of corrupt practices in the organization. Despite of the anti-corruption architecture in place, appointed and elected officials are misusing public offices to welcome bribes,

illegally sell stands, provide services on the basis of familiarity, political patronage and embezzlement of entrusted funds. The entrusted officials are now self enriching themselves by privatizing public goods. That shows that the architecture has become ineffective since the effects of corruption are overcoming its efforts to promote a corrupt free environment and good governance. This study, therefore seeks to examine factors that hinder the effectiveness of Masvingo RDC's anti-corruption strategies for Masvingo RDC.

1.3 Objectives of the study

✓ To identify the most common forms of corruption practices occurring at Masvingo RDC.

✓ To analyze the effectiveness of anti-corruption strategies for Masvingo RDC.

✓ To identify problems that hinder the effectiveness of the anti-corruption strategies for Masvingo RDC.

✓ To recommend anti-corruption strategies for Masvingo RDC that is capable of fighting and contains corruption.

1.4 Research questions

✓ What are the most common forms of corrupt practices occurring at Masvingo RDC?

✓ How effective are the anti-corruption strategies for Masvingo RDC?

✓ What are the problems that hinder the effectiveness of the anti-corruption strategies for Masvingo RDC?

✓ What nature of anti-corruption strategies can be put in place to fight and contain corruption at Masvingo RDC?

1.5 Significance of the study

A primary cause for concern regarding corruption at Masvingo RDC is that it reduces public trust and confidence in the integrity of both elected and appointed officials. Therefore, the purpose of the study is to try and create a corrupt free environment for Masvingo RDC by identifying factors that are hindering eradication of corruption within the institutions and try to make and suggest possible solutions to the factors identified, preventing the organization from completely jeopardize its reputation. Therefore, the study is going to benefit the local authority, Midlands State University and the community.

1.6 Local Authority

The research is beneficial to Masvingo RDC because from the identification of factors that cause and hinder eradication of corruption, possible solutions can be formulated.

1.7 Midlands State University

The research will assist the university in that it will add stock to the existing knowledge pertaining issues of corruption in rural local authorities.

1.8 The community

The community will greatly benefit since an improved focus on factors that hinder the effectiveness of Masvingo RDC's anti-corruption can make them aware of why service delivery is poor. That can therefore assist in the restoration of good governance.

1.9 Researcher

The study shall equip the researcher with knowledge about the factors that hinder the effectiveness of local authorities' anti-corruption strategies and gain administrative skills on how to fight and contain corruption and its effects.

1.1.1 Limitations of the study

During the research process, the researcher encountered a number of challenges which to some extent threatened the validity of the study process.

➢ Political influences and defensiveness to the status quo by officials. Officials were afraid to reveal relevant information fearing that their flaws might be exposed through the media. The researcher therefore assures and explains to officials that the information will be used for the study purpose only and no name shall be publicized or recorded as the research information.

➢ Information resource constrains, the university and other information sources have very little information sources specifically related to the research topic, so the researcher had to go an extra mile researching from the internet, carry out some observations and read from local government records in order to obtain vivid information about the subject understudy.

➢ Financial Constraints, the researcher had financial challenges to settle expenses to be incurred during the research process. Such costs include transport, typing, printing and stationery expenses. So the researcher had to cut cost by hiring the equipment needed at a reasonable cost.

➢ Limited time, time spent with the governmental officials was very limited since they were having other commitments and other pressing administrative commitments. The researcher therefore managed made special appointments with the officials.

➢ Unwillingness and fear of respondents, the researcher faced a challenge in coming up with vivid information because the members of the community were afraid to participate fearing that their names might be used. The researcher therefore explained the importance of the research to the community and assures members of the community that the research is not going to expose any confidential.

1.1.2 Delimitation of the study

The research was confined to the boundaries of Masvingo RDC. It is focused from the 1994 amalgamation council to 2014. It is centered on the examination of factors that hinder the effectiveness of the anti-corruption strategies for rural local authorities, case of Masvingo RDC. The research target population was 100 people comprised of council staff, councilors and the residents.

1.1.3 Definition of concepts terms

Corruption according to Nye (1967) is the behavior which deviates from the formal duties of a public role because of private-regarding (personal, close family, private clique) pecuniary status gains or violates rules and regulations against the exercise of certain private regarding influence.

Local authority is a subunit of local government defined by Mayor (2010) in OECD (2003) as democratic units within a democratic system which are subordinate members of the government vested with prescribed, controlled governmental powers and sources of income to

render specific local services and to control and regulate the geographic, social and economic development of an area.

Strategy, according to Ndlovu (2006) it is a method or plan chosen to bring about a desired future such as achievement of a goal or solution to a problem.

Ethics: according to Mbatha (2005) ethics refers to a system of moral principles that is based on values relating to human conduct with respect to the rightness or wrongness of certain actions and to the goodness and badness of the motives and ends of such actions.

Unethical behavior According to (Maluleke, in Mafunisa 2000) unethical behavior may be defined as deliberate or negligent conduct constituting a deviation from or breach of the guidelines designed to inform an expected pattern of behavior in a given situation.

1.1.4 Summary

This summary concludes the research on the examination of factors that hinder the effectiveness of the anti-corruption strategies for rural local authorities in Zimbabwe case of Masvingo Rural District Council. The chapter was focusing on the analysis of effectiveness of Masvingo RDC's anti-corruption architecture, identification of problems that hinder its effectiveness and the common forms of corruption. More so the research seeks to recommend a feasible anti-corruption architecture that can fight and contain the effects of corruption and enhance service delivery.

The next chapter shall be focused on the literature review of the study….

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter introduces literature review on a speculative framework of corruption and factors that hinder the effectiveness of anti-strategies for Masvingo RDC. According to Brynard and Hanekom (1997) in Phago (2010), a review assist the researcher in ensuring that the research net is cast wide in order to determine the truth about the studied phenomena. In carrying out this study, conscientious focus was put on four major objectives of the study. The objectives include a closer analysis of Masvingo RDC's anti-corruption strategies, forms of corruption affecting the organization, problems and the identification of an anti-corruption tool set that can fight and contain corruption. Throughout the study, relevant notions to the study were frequently used. The notions include the theories of corruption, ethics, values, unethical behavior, causes of corruption and other factors. The literature referred, cover a wide range of various publications on aspects such as theories, newspaper reports, books and other sources that have important information about the study.

2.1 THE CONTEXTUAL AND CONCEPTUAL FRAMEWORK OF CORRUPTION

According to Nye (1967) corruption is the behavior which deviates from the formal duties of a public role because of private-regarding (personal, close family, private clique) pecuniary status gains or violates rules and regulations against the exercise of certain private regarding influence. According to Farida et al (2006) corruption comes from a Latin word "Corrumpee" which means to break something and during the action of corruption, the law, the legal rule, a moral norm and in worse situations communities and human personalities are broken. Jain

(2001) defines corruption as an act where public office is used in a manner that contravenes the rules of the game. In other words, it is an act in which public officers breach the laid down principles of good governance in service delivery. Asian development bank (2003) alludes that corruption involves the behavior of officials in the public and private sector to improperly and unlawfully enrich themselves and or those close to them, or induce others to do so, by misusing the position for which they are placed.

2.2 Corruption

Case of South Africa

According to Disoloane (2012) Municipal functionaries and councillors of The Capricon District Municipality do not deliver effective and efficient services to the members of the society as promulgated by the Local Government Municipal Systems Act 32 of 2000. Instead, municipal functionaries and councillors tend to involve themselves in unethical conduct and in corruption as is prevalent in Limpopo Province and includes among others the theft of assets, the mismanagement of funds, unauthorized deductions, irregular appointments/promotions, the irregular awarding of tenders, maladministration, the misuse of state vehicles and petrol cards, the non- submission of leave forms, illegal occupation of Reconstruction and Development Programme houses, unauthorized private business, cheque fraud, false claims/irregular payments, unfair dismissals, and non-compliance with service delivery standards (Limpopo Provincial Government 2005, 2010).

2.3 FORMS OF CORRUPTION

Corruption occurs in various forms in both private and public sectors. It may take form of bribery, embezzlement of public funds, nepotism, patronage and conflict of interests.

According to Sebudubudu (2003), corruption comes in the form of fraud, bribes, sleaze, inflating government tenders, cost overruns, ghosting, fronting, inflating allowances, misleading tender boards, forging documents, obtaining money by false pretences, illegal sale of passports, embezzlement of trust funds, misappropriation of money, money laundering, unnecessary travels and travel claims and general unethical behavior.

Furthermore, the (Limpopo Provincial Government 2005, 2010) gave various form of corruption in public organizations including among others the theft of assets, the mismanagement of funds, unauthorized deductions, irregular appointments/promotions, the irregular awarding of tenders, maladministration, the misuse of state vehicles and petrol cards, the non- submission of leave forms, illegal occupation of RDP houses, unauthorized private business, cheque fraud, false claims/irregular payments, unfair dismissals, and non-compliance with service delivery standards

2.3.0 Bribery

Refers to offering, promising, giving, accepting or soliciting of an advantage as indicated for an action which is illegal, unethical or a breach of trust (Transparency international:2009). According to Djakov (2003) in Mbatha (2005), corruption can arise because bad policies or inefficient institutions are put in place to collect bribes from individuals seeking to get around them. In addition, Paldam (2002) in Phago (2010) posits that a skew in income distribution that discriminates against majority may increase the temptation to make illicit gains.

1.3.1 Embezzlement

Refers to a situation where by an entrusted person in an institution, organization or company dishonestly and illegally appropriates, uses or traffics the funds and goods they have been

entrusted with for personal enrichment or other activities (Transparent International:2009). According to (ERG: 2009) the expert assessment in Russia alluded that the purchasing price of public companies are about 19% above the market average. The experts went on to shade light that the total of the overall volume of public procurement at the federal, regional and municipal levels amount to more than 300 billion rubles (US$10 billion) per year due to embezzlement and misappropriation of funds.

2.3.2 Patronage

It is a form of favoritism in which a person is selected regardless of qualifications or entitlement for a job or government benefit because of political affiliations or connections (Transparency International :2009) however that has bad repercussions of selecting incompetent workers hence detriment the whole process of good governance.

2.3.4 Nepotism

 It refers to favoritism based on acquaintances and familiar relations where by someone in an official position exploits his or her own power and authority to provide a job or favor to a family member or friend, even though he or she is not qualified (Transparency International; 2009). That also jeopardizes the provision of service due to maladministration.

2.3.5 Conflict of interest

This refers to a situation whereby a public official has some private interest's apart form from being a public servant. On conflict of interest, South Africa's Local Government Municipal Structures Act 117 of 1998, Schedule 5 item 2.7.2.4 talks about Disclosure of interests, paragraph (a) which states that a councilor must disclose to the municipal council, or to any

committee of which that councilor is a member, any direct or indirect personal or private business interest that the councilor or any spouse, partner or business associate of that councilor may have in any matter before the council or the committee, and withdraw from the proceedings of the council or committee when that matter is considered by the council or committee, unless the council or committee decides that the councilor's direct or indirect interest in the matter is trivial or irrelevant so as to prevent conflict of interest. However in the Zimbabwean local government context, disclosure of interests is not part of the practice hence making it difficult to monitor illicit enrichment.

2.3.6 Misleading tender board

They usually affect the smooth running of an organization due to procurement corruption. This when the tender board inflate government tenders so that it can snitch some tenders fees. In some cases, different companies sent their tenders with money inside envelopes to bribe the officials in a bid to win the tender as it is the role of the procurement committee to purchase goods, hire services providers and workers required for the operations of that organization. That is when the misleading tender boards can overestimate the goods required with the intention of using the surplus for personal gain. When this unlawful and improper behavior is applied to the public acquisition process, it becomes public procurement corruption (Basheka and Tumutegyereize: 2012). Corruption therefore takes place once the procurement laws and regulations are broken for the benefit of an individual or group of individuals against the public interest.

2.3.7 Forging documents

This is common in rural local authorities where documents are counterfeited for the job wrongly done. This type of corruption is most common in the procurement department. They after doing the prize comparison purchase poor and substandard goods and then write and submit a fake receipt.

This study therefore seeks to identify forms of corruption that are prevalent at Masvingo RDC.

2.4 EFFECTS OF CORRUPTION

Corruption in public organization has got negative effects with severe outcomes on rate payers and the organization itself. The effects include poor service delivery, maladministration, and scarcity of financial resources due to fraud and embezzlement of funds. The outcome include outbreak of diseases due to shortage of potable water (cholera outbreak in 2008 Zimbabwe), bursting of sewer pipes and heaps of refuse all over amounting to health problems. Corruption in Africa has been blamed for the development challenges facing the continent Bashika (2009) and Thai (2008).

Amunde (1999) in Jain (2001) argued that corruption is equated to cancer which strikes almost all parts of the society, as it eats the cultural, political and economic fabric of the society and destroy the functioning of vital organs. For example an internal auditor is a most vital organ of a local authority, however if the officer assumes office through appointment by nepotism, he or she become weak in a bid to serve the interests of the appointers hence affect the organization's vital organ. According to Carino (1986) corruption has "toxic" effects on societies.

More so, Saradan (1999) quoted in Phago (2010) noted that in almost all African countries, corruption had become a common and routine element of the functioning of the administrative machinery. Sandhltz et al (2000) and Guhan et al (1997) further argued that corruption is such a pervasive and enduring fact in some societies that it has become an important aspect of the cultural norms and practices.

2.5 The instruments of corruption

Corruption in rural local authorities is perpetuated by the local residents, national and local government officials both appointed and elected. According to Zengke (2000), local corruption can be seen as a game which includes three players, they are national government and its top leaders, local government and their officials and the local people. Due to poor salaries, some employees steal money from cash takings for them to supplement their poor salaries. Poverty   and personal financial problems also lead to corruption by employees. For example employees in the tender board deliberately override resources with the intention to misuse the surplus for personal gain. On the other hand, local people bribe local officials for favors, hence promoting corruption. According to the Asian Development bank (2003), corruption involves the behavior of officials in the public and private sector to improperly and unlawfully enrich themselves and or those close to them, or induce others to do so, by misusing the position for which they are placed.

Heidenheimer (1998) categorized corruption in to three forms. Firstly, the public office centred corruption, a behavior that deviates from the formal duties of a public role due to private regarding pecuniary status gains. The second form is market corruption where a corrupt civil servant regards his or her public office as a separate business and seeks to

maximize his or her outcome. Third is the public centered corruption where its patterns can be said to exist when ever a power holder who is charged with doing certain things is by monetary or other rewards not legally provided for, induced to take actions, which favor who ever provides the rewards and thereby does damage the public interest (Heidenheimer: 1998).

2.6 ANTI-CORRUPTION STRATEGIES

According to Witgaard (2000), an anti-corruption strategy must be defined with the understanding that the specific cause, occasions and appropriate corrective measures are directly related to a country's individual circumstances. He believes that the anti-corruption strategy requires planning, thorough assessment, a strategy that focuses on corrupt systems and not just corrupt individuals and effective implementation and then tailors the anti-corruption strategies to the social environment in which corruption occurs for them to be successful.

2.6.0 Strengthen Internal and external control systems

It is one of the effective strategies that are used to reduce misappropriation of public and private funds. Frimpong (1997) asserts that though internal audits maybe carried out, some discrepancies may be missed but the bringing in of external auditors eliminates all chances of fraud going undetected. Rural District Councils Act Chapter 29:13 and the Urban Councils Act Chapter 29:15 also stipulate that there must be internal and external auditing. With reference to section 304 of the Urban Councils' Act, external auditors should be brought in at the beginning of each financial year.

2.6.1 Punishing offenders

Case of Singapore

Chingono (2010) believe that punishing offenders can be used as another strategy to fight and contain corruption. Offenders would desist from unethical behavior if they get punished. With reference to the Singaporean encounter, Chuan (2012) reveals that, investigations carried out by the Corruption Practices Investigation Bureau are habitually completed efficiently and with limited public exposure. High profile probes are rare. However, in January 2012, it emerged that two senior civil servants were arrested under graft charges. Former head of the Singapore Civil Defence Force, Peter Lim Sin Pang, was arrested on 19 December 2011, while Central Narcotics Bureau chief, Ng Boon Gay, was taken in for questioning on 4 January 2012. Both men were arrested in connection with the Prevention of Corruption Act relating to an information technology contract, although the Corruption Practices Investigation Bureau has refused to comment on the matter. In late January 2012, it was announced that both men are also facing disciplinary action by the Public Service Commission, which oversees the conduct of civil servants. They have already been interdicted, a step only taken when an individual "faces serious offences for which 'criminal proceedings or proceedings for his dismissal or reduction in rank are being contemplated'" Chuan (2012). The case has provoked comment from Prime Minister Lee Hsien Loong who has promised that if the men are guilty of any kind of misconduct, they will be punished.

2.6.2 Code of ethics

According to Goredema (2001), the code of ethics is regarded as one of the pillars supporting Anti-corruption measures. The instrument can enforce ethical behavior in employees.

According to Disoloane (2012), the development of a code of ethics can be a tangible sign that an institution is thinking about business ethics and work ethics. One of the main reasons these codes must exist is that they encourage a certain work ethic and encourage politicians and officials within government to behave in an ethical way Disoloane (2012). According to Brammer and Millington (2005), attention to ethics in a professional setting guides not only corporate leadership and management on how they should act, but also the entire staff. That is the entire operations of an organization would be guided by the values, principles and standards outlined by the code of ethics. More so code of ethics is important in the sense that it will be working as a supportive measure to enforce ethical behavior within an organization.

2.6.3 Enforcing anti-corruption legislation

Is another strategy that can be used to fight and contain the effects of corruption. According to Jonga (2009), Zimbabwe has pre-emptive and reactive legislation with a bearing on corruption. That is the legislation need to be mounted, supported, reviewed, updated and reinforced regularly to prevent corruption.

2.6.3.0 South Africa's anti-corruption legislation

With reference to the South African experience, the government had enacted various pieces of legislation in a bid to fight and contain corruption. The legislation include the following; the constitution of The Republic of South Africa Act 1996, The Prevention and Combating of Corrupt Activities Act, 2004, Protected Disclosures Act, 2000 and Promotion of Access to Information Act, 2000.

2.6.3.1 The Constitution of The Republic of South Africa Act 1996,

Chapter 10 of this Constitution sets out the basic values and principles that govern public administration in every sphere of government, organs of state, and public enterprises. The values and principles promote a public administration that is free from corruption and bad governance. The values and principles include the promotion and maintenance of a high standard of professional ethics, the efficient, economic and effective use of resources, development-oriented public administration, and impartial, fair and equitable distribution of services and the timely provision of accessible and accurate information to the public. The legislation discourages corruption as its aforementioned values and principles can improve the employees' morale standards and enhance service delivery through controlling the public officers and the electoral agency from behaving opportunistically. The legislation also upholds the principle of bureaucratic accountability in the light of social contract and provision of public goods and services in which the public officials are held to account for the outcome of their goods and services they provide to the public.

2.6.3.2 The Prevention and Combating of Corrupt Activities Act, 2004

The legislation if there happen to be any case of corruption, authorizes the National Directorate of Public Prosecutions to investigate any individual with unexplained wealth, or any property suspected to be used in the commission of a crime prior to instituting asset forfeiture or criminal proceedings. This can be linked to the investigation of Jacob Zuma's multi-million rand Nkadhla House in 2013 in which he was being suspected of misusing the public funds for self enrichment. The legislation also enforces the creation of a Register for Tender Defaulters within six months by the Minister of Finance, looking on this decree one

can assert that it consistently reduces the cases of misleading tendering and procurement procedures therefore ensuring the value for money and discourages corruption as many would be afraid of being caught and punished.

2.6.3.3 Protected Disclosures Act, 2000

According to Mandosela (2010), this enactment encourages whistle-blowing, and provides for the protection of employees in both the public and private sectors from occupational detriment by reason of having made a protected disclosures relating to unlawful or irregular conduct by an employer or employee. The legislation is apparently effective as it secure and gives confidence to the whistlers. The whistlers maybe intra, inter or outside the organization. They may be residents, employees within the organization and or employees from other organizations. This reporting system discourages corruption as the culprits may be afraid of being exposed by the anonymous person, to who, how basing on what evidence.   In the South African context, the whistler can report to bodies such as the Auditor General and or the Public protector.

2.6.3.4 Promotion of Access to Information Act, 2000

This Act promotes transparency by giving effect to the Constitutional right of access to any information held by the state, and information held by any other person that is required for the exercise or protection of any rights. The legislation is efficient as it enables the public to contact a civic audit of council or governmental financial books, programmes, systems and policies. That forces the officials to keep their books clean for fear of blame or punishment by the public. On this note, one may be tempted to comment that the law creates a balance

between public will and public policy in the light of the public's advocate for plans, policies and legislation that meet their needs.

2.6.4 Institute a whistle blower protection Act

Instituting whistle blowing in an organization is one of the strategies that can reduce corruption. According to Allen (1994), whistle blowers are employees of council or outsiders who reports or make public unethical behavior going on in a local authority. Langseth (1999) believes that the whistle blowers must be protected by the law as they can be victimized for their actions. For example South Africa had the Protected Disclosures Act 26 of 2000 that protect whistle blowers.   According to Disoloane (2012), the act makes abundantly clear that the South African government is committed to freedom of speech and its intention to create a climate of transparency in both the public and private spheres and It also makes extensive provision for procedures to enable and assist employees in making protected disclosures on the unlawful or irregular conduct of employers or employees, without the fear of victimization or reprisal, hence reducing corruption.

2.6.5 Ethics training and education

 According to Preston (1994) ethics training   are those processes and experiences which are designed to impart knowledge, understanding and skills to people in order that they might autonomously and authentically develop and maintain an ethical framework that is their own.. Mafunisa (1999) believes that the training of municipal functionaries and councilors could promote ethical and responsible conduct because functionaries could then be informed of what they should do to ensure that their conduct is ethical. Corruption could be fought and

contained since both councilors and training would be knowing what need to be done, when to do it and how to do it basing on what is expected of them.

Training programmes should include the following aspects taken from Louw (1998) in Webb (2005):

➢ Legislation, regulations and procedures which govern the actions of municipal functionaries and councilors

➢ Prohibitions in respect of the misuse of public funds and/or local government for private gain or to further self-interest

➢ Measures to prevent confidential information being made available to private individuals for the purpose of furthering their interest at the cost of others

➢ Prescriptions concerning reasonable and fair actions towards colleagues and the general public.

In addition to Louw's (1998:7) training programmes mentioned above, Preston (1994:152) argues that the training component needs to encompass the following features:

➢ The induction of individuals into the culture and ethos of an organization

➢ The introduction and exploration of the organization's formalized codes of ethics and conduct

➢ The development of dispositions appropriate to the organization's ethics

➢ The development of critical capacity to identify practices and procedures that are inimical to the task of maintaining and developing the organization's ethos

➢ The development of a critical capacity to reflect on the organization's founding principles.

2.6.6 Staff motivation

To fight and contain the effects of corruption is another important strategy, staff motivation is one of the strategies that are effective. An organization's reward system is a critical component of the ethical organization and it contributes to the alignment or misalignment of systems (Trevino & Nelson 1995). One can therefore say that, poor salaries in rural local authorities catalyze the occurrence of corruption. Werner (1983) in Ittner (2009), stated that it seems outrageous to expect a civil servant who earns only a fraction of the minimum living wage with his regular salary to abstain from taking bribes and starve instead.

More so, The Prime Minister of Singapore Loong (2013) stated that one reason we have been able to maintain a clean system is pay. That is the rewarding system inform of better salary packages can reduce corruption. According to Lindsay et al (1996) an ethics-focused reward system is a formal reward system that will promote measurement and reward the ethical behavior of municipal functionaries and councilors. According to Kreitner and Kinicki (2001), reward systems in local government are important as they provide guidance about what behaviour is expected and also reflect what is valued in public institutions.

2.6.7 Engaging the media

Zveckic (2002) believes that the media has a particular role to play in responsibly investigating, reporting and exposing corruption without undermining the credibility of the anti-corruption efforts. However, the preservation and protection of the media freedom and integrity strengthen the strategy. In South Africa, media alongside the civil society has a very big role to play in fighting corruption.

This study therefore seeks to analyze the effectiveness of the anti-corruption strategies for Masvingo RDC.

2.7 Factors that hinder the effectiveness in fighting corruption

2.7.0 Poor policy implementation:

In rural local authorities, policies are rarely met and if they are met, they are rarely implemented due to lack of leadership commitment. With corrupt leaders in place, all attempts at reforms are doomed, because they are unlikely to implement anything more effective than show-pieces or witch-hunts in their pretended 'fight' against corruption Ittner (2009). That makes fighting against corruption a complicated exercise. Loong (2013) believed that policy, ultimately, is implementation and it is what happens that counts but if it is not translated into specific programmes and well carried out, it will just remain a piece of paper.

2.7.1 The attitude of the public towards corruption

Zveckic (2001) points out that the public in general has come to accept corruption, it is tempting to say that corruption is simply a part of the human combination. For example during the economic crisis of 2001-2008 in Zimbabwe, the public have tend to accept corruption. In rural local authorities, some people don't know that corruption is not legal, but they believe it a right of officials to demand a bribe for the service they may want. Because of that, corruption has developed to become part of the social norms, values and culture of the society. According to Ittner (2009) Corruption tends to flourish in a society if it is a generally accepted mode of behavior and if the chances of being caught and severely punished are low. This makes it very difficult to fight corruption in the society that believes in it. Guhan and Paul (2004) believes that corruption is such a pervasive and enhancing fact in some societies

that it has become an important aspect of the cultural, norms and practices. Ittner (2009) also believes that corrupt practices may already been deeply rooted in the social fabric of a country and therefore hard to eliminate, at least in the short term.

2.7.2 The uncertainty of politics

Mashamba (2010) says there are some Members of Parliament, Councilors and government bureaucrats who think that they should make the most out of the present political arrangement because there is no guarantee that they will remain in office in the next election. This results in a concurrent occurrence of rapid corruption and mediocre service delivery. It is therefore difficult to nip corruption since managers would be working towards self enrichment and not for the interest of the public.

2.7.3 Leader-follower spillover effect

Leader follower spillover effect is an outcome of lack of leadership commitment. Leaders who corrupt are not punished, leaders who breach the codes of ethics are not questioned. However, that made corruption part of the organization's legal environment since sooner or later, the entire society may be tempted to do the same. Wener (1983) stated that Machiavelli had observed that "what the prince does the many will also soon do–for in their eyes the prince is ever in view." That therefore makes fighting corruption a difficult cancer tumor to cure.

2.7.4 Lack of policy review

Again, Loong (2013) believed that policy, ultimately, is implementation and it is what happens that counts but if it is not translated into specific programmes and well carried out, it will just remain a piece of paper. With reference to rural local authorities, the actors

responsible for fighting corruption like the Chief Executive Officers and heads of departments might themselves profit from corrupt practices and therefore be unlikely to implement the necessary reform measures, but rather the policy documents are left in the shelves to gather dust. That makes it difficult to fight and contain corruption.

2.7.5 Lack of motivation

Both private and public workers usually catch up the spirit of enthusiasm if they are well motivated. That is when they feel interested to work and take ownership of the outcomes of an organization. However, salaries are still poor and workers rarely enjoying fringe benefits. Poor salaries besides declining motivation and efficiency throughout the public service has also led to a loss of civic virtue and encouraged or, in the case of extremely low-paid officials, virtually forced public servants to supplement their meagre income by engaging in corrupt acts (Robbinson: 1990). That therefore hinders the effectiveness of the strategies in the fight against corruption.

2.7.6 Neopatrimonialism

Ittner (2009) blamed the expanding bureaucracy and greater role of government involvement in the economy in general as directly related to a political factor that hinders the fight against corruption. He believed that to be the anchor for 'Neopatrimonialism' which refers to a system in which powerful groups or individuals (called 'patrons'), who want to increase their status and wealth, use state resources to secure the loyalty of followers (called 'clients') in the general population. For example in rural local authorities the council staff and rate payers forms the patron-client relationship. The patron-client relationships can reach from very high up in state structures down to individuals in small villages. Due to these characteristics, neo-

patrimonialism can undermine the rule of law and official political institutions and lead to a large-scale loss of state resources through corrupt practices (Hope: 2000). The client-patron relationship usually results in the privatization of public by officials due to exclusion of voiceless clients in decision making.

2.7.7 Scarcity of resources

Economically, scarcity of resources needed leads to higher demand. With the increase in demand, unethical local officials would then misuse their offices to bidder bribes from a group of desperate clients who need stands and other services. Clients too, compete amongst themselves in bribing the officials for favor. Paldam (2002) in Phago (2010) posits that a skew in income distribution that discriminates against the majority may increase the temptation to make illicit gains. Because of that, the anti-corruption architecture become weak to detect the offenders and even educate them since all of them would believe that bribing is the last resort to get what you want.

2.7.8 Increased global activity

OCED (2006), believes that corruption is becoming difficult to fight due to increased global activities. The phenomenon is incorporated with system weakness at the country level including weak government capacity, inadequate remuneration of public officials, lack of transparency and accountability, ineffective law enforcement…has enforced the incentives for corruption. That is the situation in Zimbabwe in all political, social and economic structures of the government. Corruption itself is rocking at national level and that is the reason why it is happening unceasing at local level. One can argue that, the government is the controller and if the controller fails it means all other subunits fail. Because of increased global activities the

anti-corruption architecture for Masvingo RDC is becoming more and more weaker to address corruption at local government level.

2.7.9 Game of blame and lack of accountability

This problem is necessitated by Lack of accountability enforcing mechanisms. Game of blame usually promotes lack of accountability. For example newly elected rural local authority councils can easily blame the predecessors for the current corruption grievances in council and community, and it gets only praise for uncovering those cases of corruption (Ittner:2009). It is therefore difficult to fight corruption where there is no accountability. That means the anti-corruption is there in place but to address corruption done by anonymous man. That therefore hinders the effectiveness of the tool. The council functionaries and councilors therefore use such opportunities to indulge in corrupt practices.

2.7.10 Vested interests and conflict of interests

Another possible factor responsible for the decline in anti-corruption efforts during the reign of a government, especially in countries with an already high level of corruption, can be found in the strengthening of vested interests which benefit from corruption Ittner (2009). These vested interests for example, powerful business leaders who profit from corrupt deals with the local government have usually built strong ties to the local government over time and secretly try to disrupt any serious attempts at fight corruption. That therefore weakens policy review procedures and creates mismatches between the architecture and the current situation hence making fighting corruption a complicated exercise. As the council leaders are normally offered attractive plunders for stimulating corruption. However, although not all of them are corrupt, quite a few of them usually give way to this lure.

2.7.11 Poverty

Poverty is a social factor that hinders the effectiveness of the anti-corruption architecture. As for economic factors, the widespread poverty and low level of public sector wages in most African countries are often cited as major impediments in the fight against corruption Ittner (2009). Poverty is tempting public officials and increase the need for material inducements. Because of economic hardships often the deterring effect of laws is greatly diminished. That therefore force people prefer the risk of being punished to the prospect of dying from hunger. That challenges the effectiveness of the anti-corruption architecture.

2.7.12 The complex nature of corruption

Mills (2012) believes that, the first step to prevent something is to understand what it is and how it happens. The word "corruption" has social, moral, political, economic meanings that can all be expressed in definitions. In that sense all definitions of corruption can be regarded as working definitions since they vary according to the purpose for which they are used. For example, in order to enforce an anti-corruption law, a precise definition is needed to ensure that procedural fairness is observed in operational activities of detecting and prosecuting corruption. Consequently legal instruments for prosecution have typically defined specific conducts such as bribery or nepotism with the term corruption retaining a more general meaning.

This study therefore seeks to establish the factors that hinder the effectiveness of the anti-corruption strategies for in Masvingo RDC.

2.7.13 Summary

The chapter focused on literature review, discovering what other scholars were saying concerning corruption and the anti-corruption strategies. The focus of this study is to identify factors that hinder the effectiveness of the anti-corruption strategies for rural local authorities basing on rampant forms of corruption, strategies that can be employed to curb corruption, factors that hinder the effectiveness of the strategies and the effects of corruption on service delivery. The identification of factors that hinder corruption, forms effects and strategies gave the researcher a clear clue on what possible solutions can be put in place to fight and contain corruption in rural local authorities.

The next chapter is Chapter (iii), the research methodology which will be focusing on the techniques that will be used to gather data during field research.

CHAPTER III

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter introduces the research methods used during the study process. It explores, on methods used to gather data. According to Leedy (1997) research method refers to controlling, study, dictating the acquisition of data, arranging data in logical relationship, setting up a means of refining raw data and controlling an approach so that the meaning that lie below the surface of data become manifest. The chapter will look on the research design, population and sample size, sampling, sources of data, research instruments and data analysis and presentation. Data shall be gathered basing on the factors that challenge the effectiveness of the anti-corruption strategies of Masvingo RDC.

3.1 Research design

Kumar (2005) defines research design as a plan, structure and strategy of investigation to obtain answers to research questions. Keyton (2001) outlined the types of research designs that include experimental, quasi-experimental and descriptive research. Again, (Catherine 2002, Kothari 1985 and Ranjit 2005) defined Research design as the conceptual structure within which research would be conducted.

The researcher is going to use the descriptive design since nothing scientific is going to be done during the research process. Descriptive research includes surveys and fact-finding enquiries of different kinds. The approach gives a description of the state of affairs as it exists

at present. The methods of research utilized in descriptive research are survey methods of all kinds, including comparative and co-relational methods Keyton (2001).

Research design may take form of qualitative or quantitative method. Punch (2000) stated that neither approach between quantitative and qualitative is superior to the other, but each of the approach has its own strength and weaknesses and over reliance on one is not appropriate. The two approaches complement each other. Creswell (2003) also indicates that using mixed-methods research will assist in making better interpretations because informants will be providing information that is both measurable and analyzed through rich description. This study is going to use both qualitative and quantitative approaches in the examination of factors that hinder the effectiveness of anti-corruption strategies for Masvingo RDC.

3.1.0 Quantitative approach

Quantitative research is a scientific investigation that includes both experiments and other systematic methods that emphasize control and qualified measure of performance (Proctor and Capald: 2006). The approach is characterized by measurements and statistical data reduced from raw data. The approach can be further reduced to experimental and simulation. The approach seeks to maximize objectivity and replicability of the findings in a bid to summarize data.

3.1.1 Qualitative approach

Unlike the quantitative approach, qualitative researchers are interested in understanding exploring new ideas and discovering patterns of behavior Hoy (2010) in Annum (2014). The approach focuses on discovering and understanding the experiences, perspectives and

thoughts of participation that is qualitative research explores meaning, purpose or reality (Hiatt: 1996) in Busara (2003).

3.1.2 The mixed approach design

Busara (2003), argued that mixed method research is a methodology for conducting research that involve collecting, analyzing and integrating (or mixing) quantitative and qualitative research (and data) in a single study or longitudinal programme of inquiry. Creswell et al (2003) stated that the mixed method design is integrating qualitative and quantitative data collection analysis in a simple study or programme of inquiry.

Furthermore, Busara (2003) believes that the purpose of this form of research is that both quantitative and qualitative researches, in combination provide a better understanding of a research problem or issue than either research alone. Malterud (2001) states that, "qualitative studies can also be added to quantitative ones, to gain a better understanding of the meaning and implications of the findings". The researcher is going to use the mixed method design so as to come up with a balanced research. The mixed method is more appropriate as it encompasses both qualitative and quantitative research in which both of the techniques complement each other.

3.2 Study population and sample size

In a layman's definition, one can say that population refers to a group of classified people in which the researcher would obtain the research information. Bless (1995) defines population as all possible elements that could be included in a research that have one or more characteristics which are of interest to the researcher. Kumar (2011) believe that population refers to the class in which the researcher select a sample.

Mc Gregor (1995) highlighted that sampling is used to make references and generalizations about the large groups on the basis of information obtained by a small group. From the district's total population of 211 732 (Census 2012) the researcher is going to select study population of 100 people from 2 500 people. The respondents include council staff, councilors and the residents.

3.3 Sampling procedure.

Borg and Gall (1994) define sampling as a process for generalization about population without reading every unit in the population. White (2005) also denotes that sampling is the proportion of the elements in a population. The major issue is that of representativeness as one can say. There are two major facets of sampling that are probability and non-probability sampling. The research is going to use simple random sampling, convinient sampling and purposive sampling. The researcher decided to use sampling as it guarantee the principle of representativeness and it saves the researcher's time and prevent coming up with large amounts of data.

The table below shows a cluster of respondents, the category, target population, sample population and sampling techniques.

Table 1. Study population

Category	Population	Sample population	Sampling technique
Council officials	83	15	Purposive
Councilors	35	20	Simple Random sampling
Local residents	2 382	65	Convenient sampling
Totals	2 500	100	

Fig. 1

Source: Survey

As shown in the table above, it is impossible to involve every member of the population. Therefore, in confirmation with Borg and Gall (1994)'s dictum that sampling is a process for generalization about population without reading every unit in the population, the researcher used a proportional number of 100 people to represent other members from each category without taking every member.

3.3.1 Purposive sampling

According to Bless (1995), a purposive sample is a sample selected in a non-probability and non-random fashion to achieve a certain goal. In addition Kumar (2011) alludes that purposive sampling can be very useful for situations where one needs to reach a target quickly and where sampling for proportionality is not a primary concern. From a total of 83 members of staff, the researcher picked out 15 members of the top and middle management. The members included, The Chief Executive Officer, the District Engineer and all Heads of departments and middle managers. All other members those include the grade 1 and 2 employees were excluded. Grade 1 and 2 members included the chalet attends, security guards and contract workers. It was the concern of the research to gather data from the top and managers with diplomas, degrees and masters' degrees since they could understand the questions, analyze and give vivid information that is significant to the research.

In confirmation to Sullivan et al (2003)'s dictum that purposive or judgmental sampling excludes certain types of people because their presence might distort the final judgment, the researcher had purposively chose top management as he believed that they are the right respondents with knowledge and understanding on administrative systems of the organization

and because of that reliability the researcher believed that the organization's educated elite forms a cluster of respondents that can provide relevant information to the study. The researcher also chose top managers considering that they are the policy implementers who knew the causes of difficulties they face during policy implementation. The researcher also wanted to save time by going straight to the appropriate source of data. Furthermore the researcher had removed other members so as to prevent the problem of coming up with voluminous and dubious data which is difficult to work with.

3.3.2 Simple random sampling,

Borg and Gall (1994) highlighted that simple random sampling is a procedure in which all individuals in the defined population have an equal chance of being selected as a member of the sample. The researcher preferred the technique because it is simple in which selection can be easily done through pulling names from a hat. The researcher used this technique to select respondents from councillors. The research took a black container and put in cards coded with ward numbers from ward 1-35 of Masvingo RDC. The researcher randomly picked one card at a time in 20 counts from the container. The researcher then comes up with 20 targeted respondents from councillors.

The researcher included councilors in to the research as he believed that the research will not be balanced if not involved since councilors are also key figures with in depth knowledge about the council's administrative systems. It was also the research's over aching concern to involve the councilors since they are the policy makers who know the challenges that hinder the effectiveness of the policies they make. The researcher therefore randomly selects the respondents as he believes that all councilors are equal and that every one of them should

have a chance to be part of the sample. The researcher didn't use all 35 councilors so as to maintain a reasonable number of respondents to prevent the problem of collecting large amounts of data that maybe difficult to work with.

3.3.3 Convenient sampling

The researcher used convenient sampling defined by Hair et al (2003) as the type of sampling that can be called done opportunistically or accidentally. He went on to argue that the technique involves the sample being drawn from part of the targeted population which is close to hand, readily available, convenient and willing to participate. The technique was used to residents who were having their personal business at the council. Among the residents mate, some were paying bills and others were applying for residential and commercial stands. There researcher therefore took the opportunity to distribute the questionnaires to the residents at his disposal. The researcher managed to get 65 questionnaires returned using the technique. The researcher used a limited number of respondents in a bid to prevent voluminous data. The researcher involved the residents in to the sample since they are the respondents who are affected by policy results. The researcher therefore believes that the residents are the type of people who knew the strengths and weaknesses of the policies, causes of those weaknesses and better solutions that can be employed to strengthen the strategies.

3.4 RESEARCH INSTRUMENTS

3.4.1Sources of data

Kumar (2005) highlighted that there are two major approaches to gather information and they are categorized into primary and secondary data. The researcher used both methods because none of them provide perfect, accurate and reliable data. Primary and secondary data

complement one another such that secondary define that agenda for future research questions requiring primary collection (Stewart and Kamics: 1993).

3.4.1.1 Primary data

Primary data is data that is collected firsthand and used for the purpose for which it was collected (Yolles 2006) in Kumar (2011). The primary data collection instruments include observations, surveys, interviews and focus groups. The data would be collected through interviews and questionnaires from the councilors, council employees and the local residents.

3.4.1.2 Secondary data

According to Yolles (2006) in Kumar (2011), secondary data is the use of someone else's data. Secondary data tools are published sources and research conducted by other people. Basing on the study, secondary data can be accessed from Masvingo RDC's minute books, audit reports, newspapers and asset registers as one can say.

3.5 Data collection methods

According to leedy (1997), research instruments are the tools which are used by the researcher to collect data. The research instruments include observations, questionnaires and interviews and in this case questionnaire and interview techniques were used to identify challenges that hinder the effectiveness of the anti-corruption architecture for Masvingo RDC.

3.5.1 Questionnaire

Kumar (2011) defines questionnaire as the list of questions, to which the answers are recorded from the respondents. The researcher preferred this technique because it saves time as compared to an interview commented by Robson (1993) as a time consuming data collection

tool. Annum (2014) pointed out that it is a systematically prepared form or document with a set of questions deliberately designed to elicit responses from the respondents or research informants for the purpose of collecting data or information. There are two types of questionnaires namely structure and unstructured questionnaires. The researcher is going to use both types during the study.

With reference to the area under study, questionnaire is efficient because it contain a series of questions intended to elicit the information which will be provided insight to the nature of the problem understudy. In this case, the questionnaire will be designed for the local residents, the council staff and the councilors since they are the type of people that may exactly know factors that hinder the effectiveness of the anti-corruption strategies for rural local authorities.

3.5.1.0 Advantages of using a questionnaire

Kumar (2011) argued that the technique is advantageous the research basing on his points of argument below.

➢ Questionnaires are based on a simple model, which is easily understandable to employees at any level of an organization.

➢ The responses are gathered in a standardized way.

➢ They are relatively quick to collect the information.

➢ Potential information can be gathered from a large group.

However Kumar (2011) also give some disadvantages on questionnaires. He argued that a questionnaire like any other methods occur after the event so participants may forget important issues. He also argued that open ended questionnaire can generate a large amount of data that can take long to process and analyze.

3.6 Types of questionnaires

3.6.1 Structured questionnaire

According to Annum (2014), these are those in which some control or guidance is given for the answer. They can also be described as closed questionnaires because they are basically short, requiring the responded to provide a "yes" or "no" answer to the questions asked. The questionnaire may be multiple choice in design where the respondent can actually select the answer closer to his or her opinion (Annum 2014). However, the respondent's opinion is limited to a set of answers provided as can allude. The structured questionnaire is advantageous as it focuses and prevents the interviewer and interviewee from diverting from the requirements of the study.

3.6.2 Unstructured questionnaire

According to Annum (2014), the questionnaire type can also be termed open ended or unrestricted questionnaire as it allow for the free response in the respondent's own words. The questionnaire type is of paramount importance as the responded can frames and supplies the answer raised in the questionnaire. It also constitute questions which give the responded an opportunity to express his or her opinions from the set of options, spaces provided for responses to make their inputs.

3.7 Interview

Robson (1993) explains an interview as a kind of conversation which is initiated by interviewer for the purpose of obtaining research relevant information. According to Hancock (1998), interview can be highly structured or unstructured. He pointed out that structured

interview consist of the interviewer asking each respondent the same question in the same way. According to Annum (2014), there are four main types of interviews that are unstructured, structured, non-directive and focus interview.

3.7.1 Advantages of Interviews

Robson (1993) in Disoloane (2012) also gave the advantage of the interview technique. He stated that…

➢ The researcher gains control over the line of questioning during the session.

➢ Interviews are interactive in nature and this makes it possible to draw history from the respondents.

➢ Aker et al (1990) is also of the opinion that interview has the skill of guiding the discussion back to the topic outlined when discussions are unfruitful.

Robson (1993), went on to give disadvantages of the technique arguing that the technique is expensive as the researcher can constantly reschedule due to the unavailability of the desired respondents or if the respondent is busy. He also alluded that it is time consuming, as the researcher may be forced to wait for the respondents to be free.

3.8 Types of interviews

3.8.1 Structured interview

According to Annum (2014), structured interview refers to a formal set of questions known as interview questionnaire posted to each interviewee and the responses are recorded on standard schedule. This interview is reliable because the interview follows a set of pattern usually adhering as much as possible to the order of the questions on the interview questionnaire. That

is the interview is not likely to deviate from the focus of the study as the case might be in the non-structured interview, where the interviewer may ignore the order of the questions and or ask the questions in other words.

3.8.2 Focus interview

Just like the structured interview, the focus interview as the name suggests focus on the area of interest. According to Annum (2014) this method is used by researchers to render non-directive interview control with the use of verbal clues that serves as a stimulus to inspire respondents to volunteer more importantly on the subject. That also guides the interviewer from deviating from the study focus

3.9 Data collection procedure

The researcher asked for permission to carry out the study from Masvingo RDC by presenting a study confirmation letter from Midlands State University. After granted the permission, the researcher left questionnaires for three days so that the respondents would have enough time to read, understand and perfectly fill the questions. The research used questionnaires only to collect data the whole process through.

3.10 Summary

This chapter was discussing on the research methods that are going to be used to gather data during the study process on the examination of factors that hinder the effectiveness of anti-corruption architecture for Masvingo RDC. The research will use a mixed design where both qualitative and quantitative approaches will be used. The research will work on a target population of 400 people that include councilors, local residents and council staff. Sampling

method was used to select the respondents.   The research used interviews and questionnaires to gather data. The researcher collected data from the respondents including councilors, local residents and council staff. Telephone and questionnaire were the main instruments used to collect data.

The next chapter will be focusing on data presentation and analysis….

4.0 INTRODUCTION

This chapter focuses on the findings, presentation, interpretation and analysis of data gathered from the research through questionnaires administered to respondents. Data interpretation and analysis will be given as well in conjunction with Egger and Capri (2008)'s dictum that data analysis is sometimes interpreted as manipulation of data to achieve the desired results but in reality the goal is to make the data clear. Data was collected from a sample population that included councilors, residents and council employees using questionnaires. In this study, the researcher used frequency tables, graphs and pie-charts to present the research findings. The analysis and presentation of data shall be centered on the research objectives and questions.

4.1 Table 2: The response rate for questionnaires

Population	Questionnaires distributed	Return	Percentage
Councilors	20	16	80%
Council employees	15	10	67%
Residents	65	50	77%
Totals	**100**	**76**	**76%**

Fig 2

Source: Survey

20 questionnaires were distributed to the councilors and 16 were returned may be because the respondents have found the research topic interesting and understandable since the questions

were short and precise. As a result, the councilors had a response rate of 80%. On the other hand, 15 questionnaires were given to council employees and 10 were returned maybe it's because although the questions were clearly defined and understandable, some of the employees didn't have spare time to answer the questionnaires. 67% response rate was attained from council employees. From 65 questionnaires distributed to residents, 50 were returned and maybe it's because many residents have knowledge about the importance of the questionnaires, however other 15 were left blank may because the instruments were not written in vernacular. The response rate of residents was 77%.

As a result, the researcher has managed to get hold of 16 councilors, 10 council employees and 50 residents. The total response rate was at 76% and according to Sanders (2003), a 60% response rate is generally considered representative of the population, with a lower response considered to be biased and not full representative of the total population. As a result the researcher considered the total response rate of 76% as highly representative and reliable.

4.2 Fig 3. Common forms of corruption
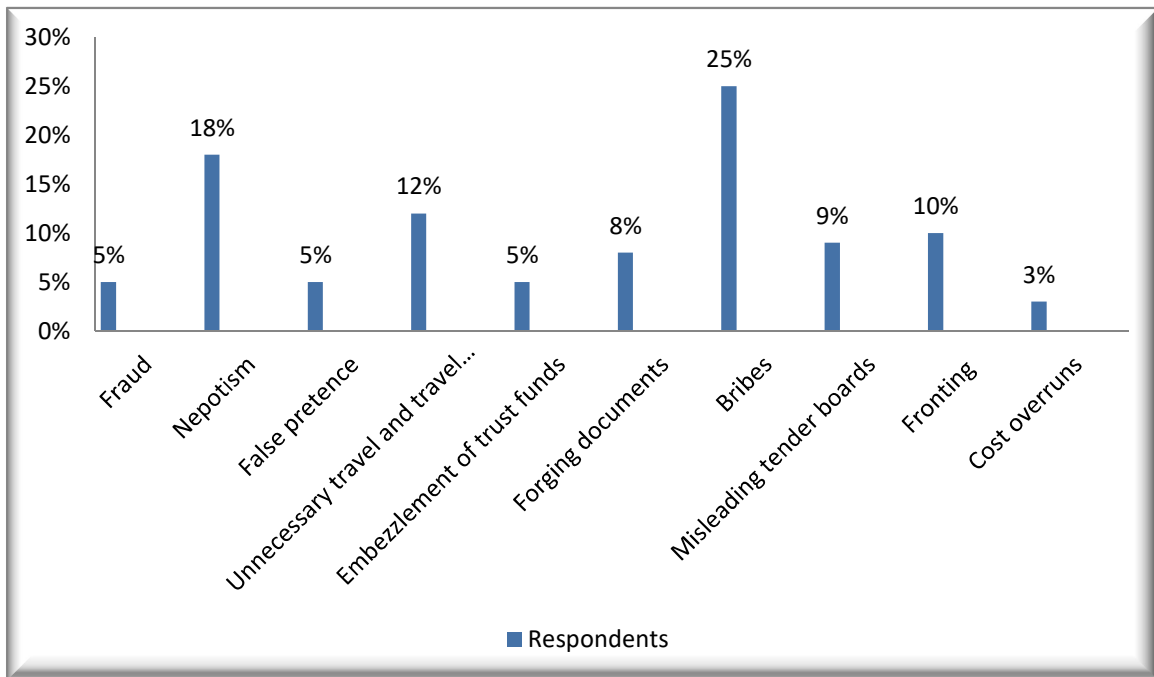
Source: Survey

As shown in the diagram above, 5% of the respondents agreed that fraud, obtaining money by false pretence and embezzlement of trust funds are prevalent forms of corruption at Masvingo RDC. 18% of the respondents alluded that nepotism is also a rampant forms of corruption at the institution. 12% responded that unnecessary travel and subsistence claims another prevalent form of corruption at the institution. Furthermore, 8% of the respondents confirmed that forging documents is another form of corruption that is prevalent at the institution. 25% of the respondents concurred that bribing is another form of corruption that is prevalent at Masvingo RDC. 9% and 10% of the total respondents agreed that misleading tendering and

fronting in their respective order are also major forms of corruption that are prevalent at institution. 3% of the respondents stated that cost overrun is also a prevalent form of corruption.

From the information above, the researcher observed that all forms of corruption mentioned above are prevalent at Masvingo RDC. However, bribing was the highest with 25% followed by Nepotism with 18% whilst fraud, false pretence, embezzlement of funds with 5% respectively and cost overruns with 3% were the lowest. That shows that the respondents were aware of forms of corruption.   This therefore concurs with Sebudubudu (2003)'s dictum that corruption in the public sector comes in the form of fraud, bribes, sleaze, inflating government tenders, cost overruns, ghosting, fronting, inflating allowances, misleading tender boards, forging documents, obtaining money by false pretences, illegal sale of passports, embezzlement of trust funds, misappropriation of money, money laundering, unnecessary travels and travel claims and general unethical behavior. The prevalence of corruption at Masvingo RDC demonstrates that the anti-corruption strategies for Masvingo RDC are not effective and competent enough to fight and contain corruption in all its forms. That also tells that the efforts of the anti-corruption strategies are being whitewashed by the effects of corruption, hence explaining why the strategies are ineffective.

4.3 Fig 4. Effectiveness of anti-corruption strategies
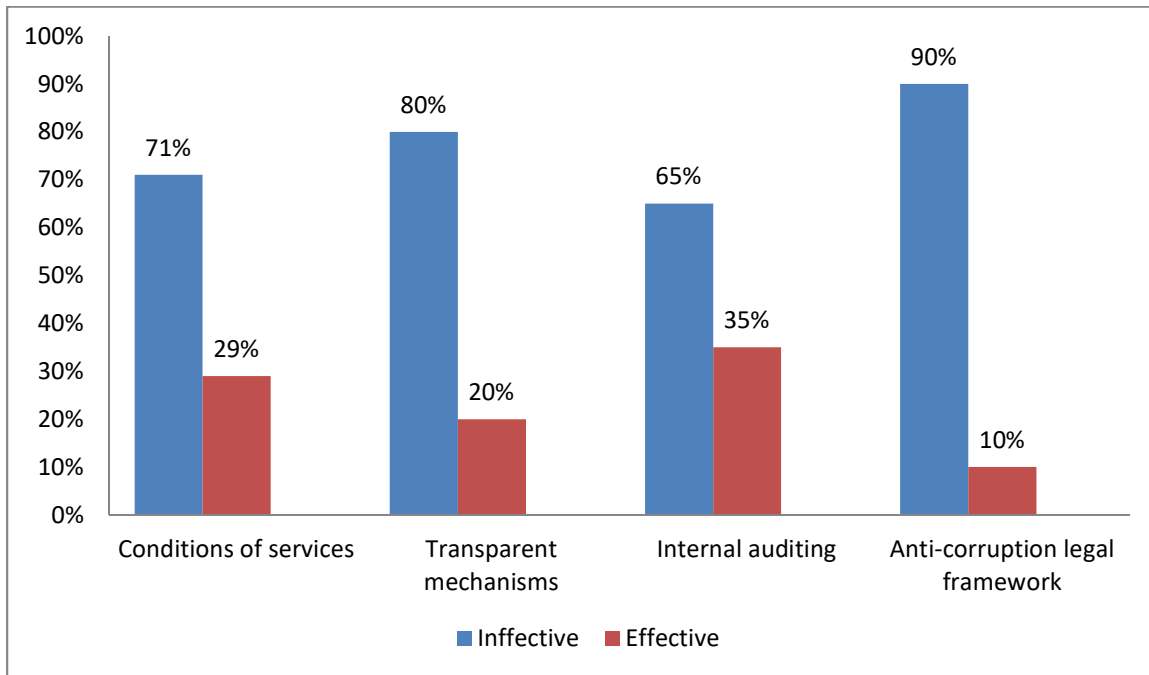
Source: survey

Fig. 3 above shows the effectiveness of the anti-corruption strategies for the institution. Through unstructured questionnaires, some of the respondents noted that the council uses code of conduct and conditions of services, budgets and financial statements, internal auditing and punishing offenders as its anti-corruption strategies.

4.3.1 Conditions of services

71% of the respondents alluded that the conditions of services are ineffective as it is silent on performance and policy review programmes, reward management and staff motivation. That is the organization need to incorporate these key concepts so as to ensure that staff would not find opportunities to corrupt and also to ensure satisfaction of staff through motivation. This

agrees with Trevino & Nelson (1995)'s dictum that an organization's reward system is a critical component of the ethical organization and it contributes to the alignment or misalignment of systems. One can therefore say corruption decreases with increase in staff morale and satisfaction. On the other hand 29% of the respondents noted that the strategies are effective.

4.3.2 Transparent mechanisms

The respondents noted that the council uses the budget and financial statements as its transparent mechanisms. Of those respondents, 80% confirmed that the strategy is ineffective whilst 20% revealed that the strategies are effective. The researcher as a result observed that the tools are ineffective basing on as the respondents went on to argue that officials are not making information available to the public, it does not work with the media and civil society. In addition to that, members alluded that the budgets, financial statements and other policies are not made open for public scrutiny. Members also noted that the public are rarely involved in decision making and they are not updated consistently on what programmes are being done, by what means, how and by who. The researcher as a result noted that the following forms of corruption are prevalent due to ineffectiveness of the organisation's transparency mechanisms; fraud, embezzlement of funds and cost overruns, bribes, misleading tendering, forging documents and nepotism. However this is against Johnston (2006)'s dictum that transparency is official business conducted in such a way that substantive and procedural information is available to, and broadly understandable by people, groups in society, subject to reasonable limits, protecting security and privacy.

4.3.3 Accountability mechanisms

As shown in fig 3 above, 65% of the respondents argued that the strategy is ineffective in fighting corruption. According to Johnson (2006) accountability mechanisms include internal auditing, rules and regulations, processes and procedures. The researcher noted that the accountability mechanisms for Masvingo RDC are ineffective as respondents acknowledged that the organization doesn't have formal checks and balances, the is lack of leadership commitment, no press to report on progress, no contracting out policies on senior officials, no sound result based management system and performance measurement techniques and other HR policies that enhance accountability. Respondents went on to note that the organization rarely engages external auditors and for that matter the audits are not up to date. On the same note, Frimpong (1997) confirmed that though internal audits maybe carried out, some discrepancies may be missed but the bringing in of external auditors eliminates all chances of fraud going undetected. That is the use of check and balances, effective Results Based Management, performance measurement techniques and consistently engage external auditors creates a necessary link to the strategy in the fight against corruption.

4.3.4 Anti-corruption legal framework

From the diagram above, 90% of the respondents responded that the strategy is ineffective in its operations whilst 10% of the respondents had found the strategy effective. Relying on the information above, the researcher noted that anti-corruption legal framework for Masvingo RDC is not an effective tool in fighting corruption as 90% respondents argued that the tool doesn't have a whistle blowing procedure, code of ethics and an anti-corruption coordinating

committee. This however concurs with Ittner (2009)'s idea that corruption tends to flourish in a society if it is a generally an accepted mode of behavior and if the chances of being caught and severely punished are low. Other respondents have contested the effectiveness of the anti-corruption legal framework as being caused by various challenges that include poor policy implementation and the attitude of the public towards corruption.

4.4 Fig 5. Problems that hinder the effectiveness of the anti corruption strategies
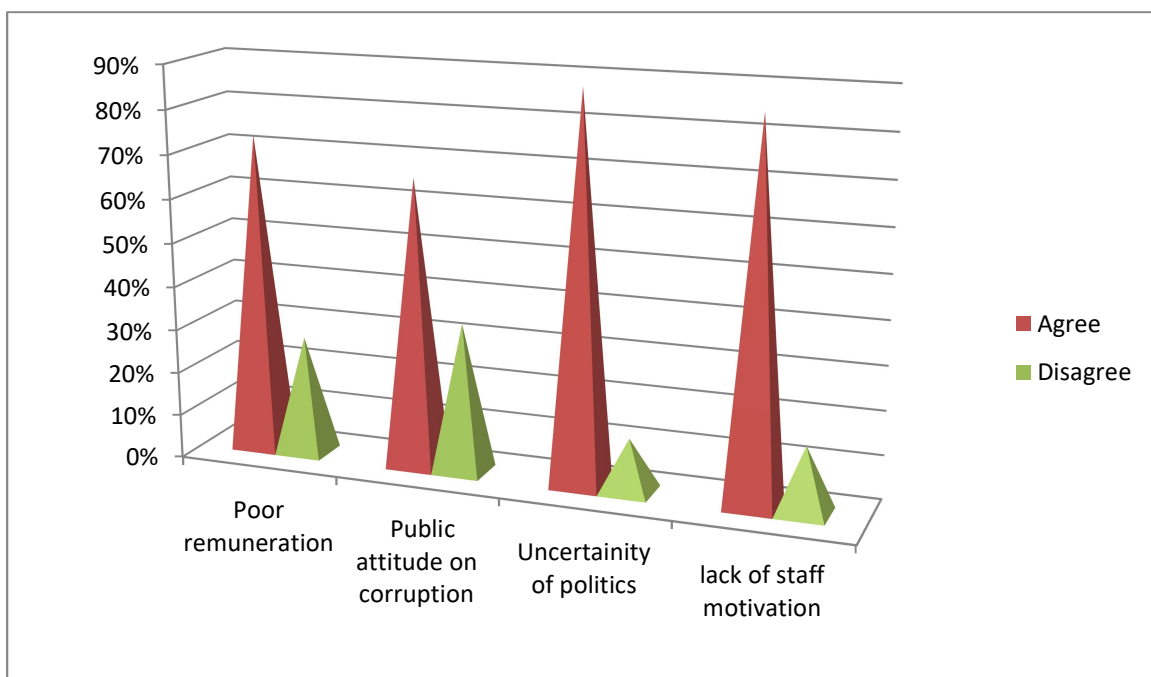
Source: Survey

4.4.1 Poor remuneration

From fig.4 above, 73% of the respondents denoted that poor remuneration is a problem that is hindering the effectiveness of the anti-corruption strategies for Masvingo RDC as the following forms of corruption are still prevalent. They engage in various forms of corruption that include illegal sale and acquisition of stands, fraud, nepotism, cost overruns,

misappropriation of funds and fronting. However basing on the information above, the researcher discovered that poor remuneration is a major challenge that is hindering the effectiveness of the anti-corruption strategies for Masvingo RDC. The respondents argued that the remuneration for council workers is below the poverty datum line. This confirms Werner (1983)'s argument that it seems outrageous to expect a civil servant who earns only a fraction of the minimum living wage with his regular salary to abstain from taking bribes and starve instead.

4.4.2 Public attitude on corruption

From the diagram above, 66% of the respondents agreed that a negative public attitude towards corruption is another stumbling block on the effectiveness of the anti-corruption strategy for Masvingo RDC. 34% of the respondents however disagreed maybe because they some of them have never heard of corruption at the institution or they lack a political will. The researcher basing on the information above observed that a negative public attitude towards corruption is another challenge that is affecting the effectiveness of the anti-corruption strategies as evidenced by the information presented above. With reference to the respondents' contributions, the researcher noted that the public have a negative attitude due to lack of political will, apathy, ineffectiveness of representative democracy and lack of transparency and accountability. That shows that to the community corruption is now a normal act. This therefore agrees with Zveckic (2001)'s idea that the public in general has come to accept corruption and it is tempting to say that corruption is simply a part of the human combination.

4.4.3 Uncertainty of politics

90% of the respondents evidenced that effectiveness of the anti-corruption strategies for Masvingo RDC is being hindered by the uncertainty of politics. Because of uncertainty of politics, councilors and contractors misuse their offices in pursuit of personal gains. This concurs with Mashamba (2010)'s belief that there are some Members of Parliament, Councilors and government bureaucrats who think that they should make the most out of the present political arrangement because there is no guarantee that they will remain in office in the next election.

4.4.4 Lack of staff motivation

From fig 4 above, 85% of the respondents agreed that lack of staff motivation is another challenge that is affecting the effectiveness of the anti-corruption strategies for Masvingo RDC. On the same note 15% of the respondents disagreed with the subject may because they are the few functionaries who are enjoying fringe benefits at the expense of the junior staff. Basing on the information above, the researcher noted that lack of staff motivation is another challenge that is weakening the effectiveness of the anti-corruption strategies. From the data collected, the researcher discovered that low revenue base, poor policy implementation and corruption are the major factors leading to lack of staff motivation and because of that many council functionaries are tempted to indulge in corrupt activities so as to supplement their insufficient net salaries. Lack of staff motivation lead to lack of leadership commitment and moral deficit amoung leaders.

This confirms Robinson (1990)'s notion that poor salaries besides declining motivation and efficiency throughout the public service has also led to a loss of civic virtue and encouraged

or, in the case of extremely low-paid officials, virtually forced public servants to supplement their meager income by engaging in corrupt acts.

The question has given the respondents the opportunity to contest the effectiveness of the accountability mechanisms in place and to make suggestions on what can be done so as to improve the effectiveness of the anti-corruption strategies for Masvingo RDC.

4.5 Fig 6 Suggestions rate
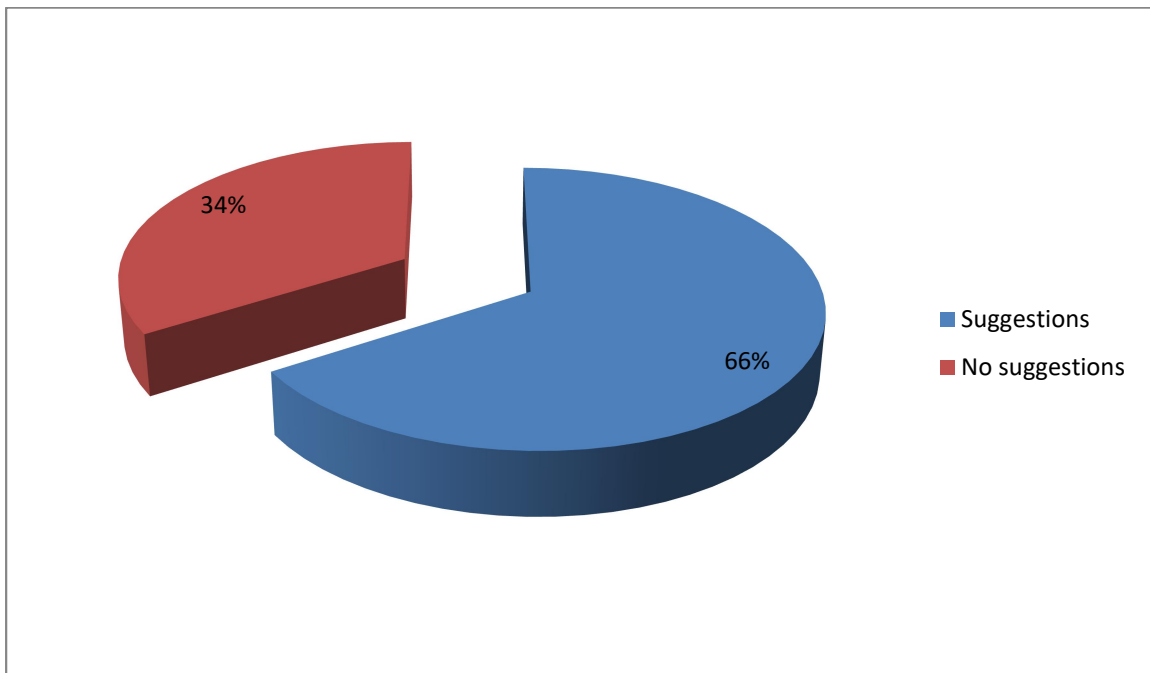
Source: survey

Fig. 5 above shows that 66% of the respondents who says they have suggestions to make on how to improve the effectiveness of the anti-corruption strategies for Masvingo RDC whilst 34% had no suggestions to make maybe because they are contented with the status quo. 66% of the respondents suggested that the anti-corruption strategies can be made effective through improved transparency and accountability, the use of code of ethics, whistle blowing

procedures, reward management system, declaration of assets on appointment and ethics training and development. This shows that there are challenges that are being faced in the fight against corruption within and outside the council premises, and better measures can be crafted as supportive measures to strengthen the existing strategies. The respondents argued that if the aforementioned counter mechanisms are put, corruption can be reduced as that can enhance pro-active planning and reduce reactive planning. This in confirmation with Jonga (2009)'s idea that, Zimbabwe has pre-emptive and reactive legislation with a bearing on corruption.

4.5.1 Fig 7. Proposed suggestions
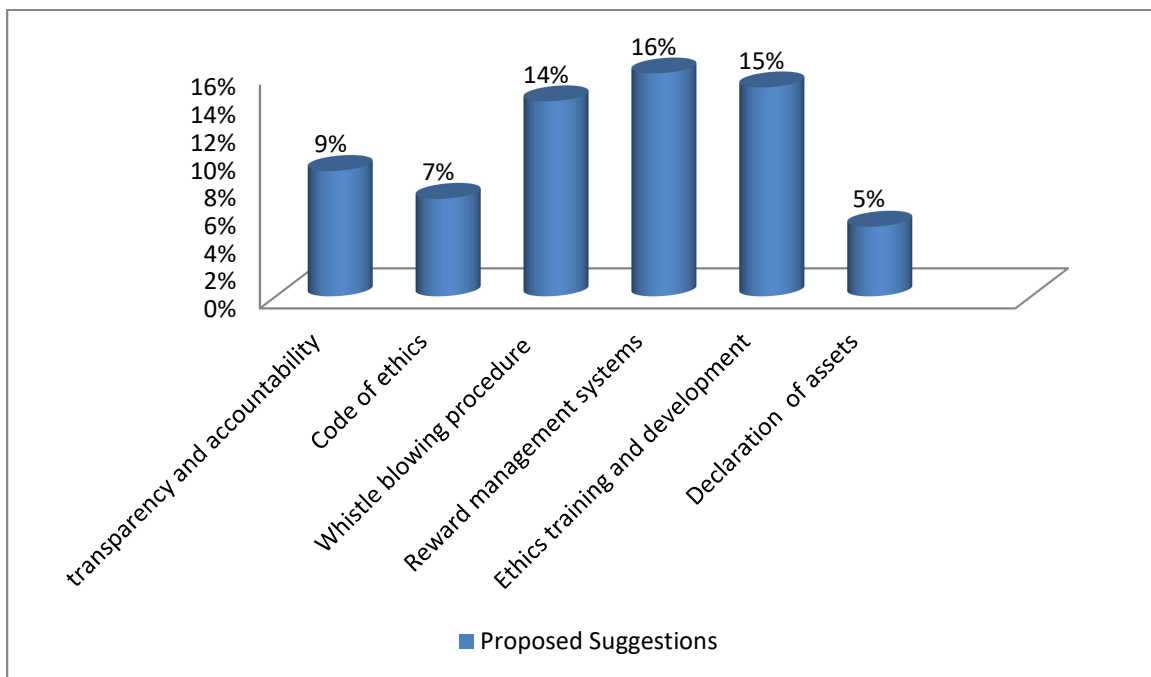
Source: Survey

Of 66% respondents who made suggestions on how to improve the effectiveness of the anti-corruption strategies, 9% called for improved transparency and accountability. They suggested that there must be more checks and balances, multiple signatories on financial

papers, regular internal and external audits and introduction of contracts on all senior members of appointed and elected staff. They argued that if the measures got implemented well, that can enhance transparency and accountability as that may foster the anti-corruption strategies by providing the public with timely, accessible and accurate information. That therefore discourages corrupt behaviors as the respondents believe that corruption decreases with the increase in transparency and accountability.

In addition, 7% of the respondents suggested that a code of ethics is also important in the enhancement of the anti-corruption strategies. The respondents believed that the must be a code of ethics over and above code of conduct and conditions of services. They argued that the instrument can enforce ethical behavior in employees and act as a supportive measure to existing strategies. This agrees with Goredema (2001)'s notion that the code of ethics is regarded as one of the pillars supporting Anti-corruption measures.

As shown in fig 5 above, 14% of the respondents proposed that the must be a whistle blowing procedure. The respondents argued that the instrument has in its operations a capacity to curb corruption as it can protect whistler from becoming victims for their actions. This is in line with Langseth's (2002)'s view that whistle blowers must be protected by the law as they can be victimized for their actions. They went on to argue that the protection of whistlers can discourage the perpetrators since they won't be aware of who will report them to who, when, how and with what evidence. The proposal had a high percentage as many respondents believe that it can effectively assist in the strengthening of the anti-corruption strategies and fighting of corruption.

16% of the respondents suggested that reward management system can also work as supportive measure in the fight against corruption. Respondents argued that the system can discourage corruption as staff will become afraid of losing their attractive benefits and salaries. At local government level the respondents suggested that fringe benefits like houses, hampers, school fees, staff development and insurances can discourage corruption hence strengthening the anti-corruption strategies for Masvingo RDC. This goes in tandem with Trevino et al (1995)'s notion that organization's reward system is a critical component of the ethical organization and it contributes to the alignment or misalignment of systems. Basing on data presented above one can agree with the notion as evidenced by its highest percentage response. It shows that of 66% many respondents proposed for rewarding systems as they can motivate the functionaries.

Of 66% respondents, 15% suggested that there must be ethics training and development programmes so as to improve the effectiveness of the anti-corruption strategies for Masvingo RDC. They believed that the employee's ethical conduct and moral values at work increases with ethics training and development programmes. They also argued that the proposed suggestion can add value to code of conduct and staff conditions of services. The initiation of ethics training and development agrees with Mafunisa (1999)'s belief that the training of municipal functionaries and councilors could promote ethical and responsible conduct because functionaries could then be informed of what they should do to ensure that their conduct is ethical. The respondents suggested that the programmes can be carried out through focus meetings and workshops, staff development and the recruitment of expert managers to work as ethics officers.

5% of the respondents suggested that there must be in place declaration of assets on appointment of both elected and appointed staff. Respondents argued that the suggestion is of value as it allows the internal auditors and other observers to monitor illicit enrichment. They alluded that the measure would discourage corruption as functionaries would be afraid of being caught during their terms of services and lose the credibility in the future election in case of councilors. In case of staff, they would behave ethically in fear of losing attractive contracts in the future if they breach any of the principles of the contract. This therefore agrees with schedule 1 and 2 of the Local Government Municipal Systems Act 32 of 2000 of South Africa that says "a councillor must disclose to the municipal council, or to any committee of which that councillor is a member, any direct or indirect personal or private business interest that the councillor or any spouse, partner or business associate of that councillor may have in any matter before the council…." That strengthens the effectiveness of the anti-corruption strategies as that discourages and closes up loopholes, chances and opportunities for corruption.

Of all the suggestions made staff motivation has the highest response with 16% followed by ethics training and development with 15% and 14 whistle blowing procedure. After whistle blowing procedure comes transparency and accountability with 9%, 7% code of ethics and the least declaration of assets on appointment ranked at 5%.

4.6 Summary

The chapter focuses on presentation and data analysis. Frequency tables, pie-charts and graphs were used to present data gathered from the research. The data presented statistically was followed with a brief description. The major findings of the research included the major forms

of corruption, effectiveness of the laws and codes, factors that hinder the effectiveness of the anti-corruption strategies and the suggestions made by some of the respondents.

The next chapter is chapter V which will be dealing with research summary, conclusion and recommendations….

CHAPTER V

RESEARCH SUMMARY

5.0 Introduction

This chapter deals with the research summary in which conclusions and recommendations are drawn from the study. The summary focuses on the background, statement of the problem, research objectives and questions. The summary also focuses on the significance, limitations, definition of terms and delimitations of the study. The literature review, research methodology and data presentation and analysis are also part of the summary focus. Recommendations on how Masvingo RDC can enhance the effectiveness of its anti-corruption strategies shall be made in this chapter.

5.1 Research Summary

The researcher used Masvingo RDC as the case study for the research on factors that hinder the effectiveness of the ant-corruption strategies for rural local authorities in Zimbabwe. The effects of corruption have been jeopardizing service delivery showing that the anti-corruption strategies for the organization are not competent enough but rather need some adjustments. The statement of the problem out lined that even though there are anti-corruption strategies, the effects of corruption are still overcoming the efforts of the strategies. Corruption still exists and that has a negative impact on service provision. Despite the stabilization of the economy in 2009, corruption in the form of bribery, forging documents, fronting, cost overruns and the misuse of council property is still prevalent at the institution. The objectives of the study are to identify the most common forms of corruption practices prevalent at Masvingo RDC, analyze the effectiveness of anti-corruption strategies, and identify problems

that hinder the effectiveness of the anti-corruption strategies and to recommend anti-corruption strategies that are capable of fighting and contain corruption. These objectives led to the rise of the following research questions. What are the most common forms of corrupt practises occurring at Masvingo RDC, how effective is the anti-corruption architecture for Masvingo RDC, what are the problems that hinder the effectiveness of the anti-corruption architecture for Masvingo RDC and what nature of an anti-corruption architecture can be put in place to fight and contain corruption at Masvingo RDC?

The literature review has covered various facets of the study that include the conceptualization and contextualization of corruption, forms of corruption, the effects of corruption, factors that hinder the effectiveness of the anti-corruption strategy and the anti-corruption strategies in general. Cases of countries that have managed to fight and contain the effects of corruption were briefly given and these countries are South Africa and Singapore.

The researcher used a mixed research design, a combination of qualitative and quantitative methods to gather data. The study used a questionnaire technique during the data collection procedure. Data was collected from council staff, councilors and residents. Purposive sampling was employed on council staff as the researcher believes that the staff is the only type of respondents with in-depth knowledge about the managerial systems of the organization. Random sampling was used to collect data from councilors as the researcher believes that all councilors are equal so they must have an equal chance to be part of the sample. Convenient sampling was used to gather data from residents. The researcher used the technique basing on the situational analysis. The researcher took advantage of residents who were closer at hand as he mate them at the council. He took the advantage to distribute the questionnaires and responses from those who were interested.

5.2 Research findings

The researcher discovered that corruption is to a greater extent prevalent at Masvingo RDC as councilors, residents and some of the staff acknowledged that suggesting with reasons why it is prevalent. The researcher also noted that the anti-corruption strategies for Masvingo RDC are ineffective as evidenced by the prevalence of corruption. Basing on the research information the researcher discovered that anti-corruption strategies in place that include code of conduct and the conditions of services are ineffective because of poor policy implementation, poor salaries and lack of staff benefits, lack of political will among the public and lack of leadership commitment. The residents acknowledged that corruption is affecting their lives as they are not being served according to the principles of statutes. They argued that the services are not effective, efficient and responsive. From the study the researcher found out that it's not only employees and councilors to fight and contain corruption but the residents too, have a crucial niche to play. The researcher observed that if the anti-corruption strategies continue to be weak, underdevelopment would result. Various suggestions on how to improve the effectiveness of the anti-corruption strategies were made by the respondents and the suggestions include the need for staff motivation, ethics training and development programmes, code of ethics and initiation and implementation of whistle blower protection procedures.

5.3 Conclusion

The researcher observed that the major factors that are affecting the effectiveness of the anti-corruption strategies for Masvingo RDC are poor policy implementation, public apathy and lack of political will, the uncertainty of politics and the leader-follower spillover effect. He

also identified that the following forms of corruption are prevalent at the rural local authority; bribery, cost overruns, forging documents, fronting, embezzlement of trust funds and nepotism. The researcher identified that the council uses anti-corruption strategies that include the code of conduct, staff condition of services, budgets and financial statements. However, the strategies in place are not competent enough to overcome the effects of corruption in the organization as evidenced by the continuous upshot of corruption. The researcher also discovered through the respondents that anti-corruption strategies for Masvingo RDC are reactive and that members who are supposed to be champions in fighting corruption are the ones who are always on the wrong side of the line. The members include councilors, council employees, some members from the business community and the residents.

The researcher observed that although corruption fighting strategies are in place, they are usually weakened by the attitude of the residents who lacks the political will. However, the public have become major plays in the game of corruption as they are no longer considering any problems in offering bribes to the officials in return of favor. One can therefore say it is therefore hard to fight and contain corruption since the people who are supposed to assist in curbing the disease are the ones that are catalyzing it.

The researcher also identified that anti-corruption strategies are becoming too weak as the rate of leaving offenders unpunished is going through the roof. The offenders are caught but they are not being punished hence creating a corrupt culture within the organization and the society at large. The continuous occurrence of such behavior is jeopardizing the reputation of the anti-corruption strategies of the organization and leading to the provision of mediocre services. The residents through unstructured questionnaires have acknowledged that they are being

affected by corruption as they are no longer enjoying high quality services.   They also alluded that the services they are receiving are not equivalent to the money they are paying.

5.4 Recommendations

5.4.1 Staff motivation

One can get tempted to argue that poorly paid public officials are more vulnerable to temptation of unethical and self enrichment as compared to those that are paid well. Werner (1983) believes that it seems outrageous to expect a civil servant who earns only a fraction of the minimum living wage with his regular salary to abstain from taking bribes and starve instead.   To fight and contain the effects of corruption, there is need for staff motivation in form of loans, cars, medical aid insurances, school fees and hampers. The Prime Minister of Singapore Loong (2013) confirmed that, " one reason we have been able to maintain a clean system is pay, we pay public servants properly in line with the quality of the officers and the value of their contributions and we will continue to maintain this policy". Therefore one can say a better salary is an incentive for good governance, a corrupt free and clean environment.

5.4.2 Reward management system

According to Trevino et al (1995) an organization's reward system is a critical component of the ethical organization and it contributes to the alignment or misalignment of systems. Poor salaries in rural local authorities catalyze the rate of corruption. That is the public employees need to be rewarded consistently so as to reduce corruption. The organization need to have a functional rewarding system measured so as to motivate staff and discourage a corrupt behavior. The staff in rural local authorities can be rewarded through, offering of free accommodation, school fees allowances, medical aid insurances and company cars.

5.4.3 Code of ethics

Apart from the institutional and other control mechanisms in place, there is a need to have an independent code of ethics. According to Desoloane (2012), the development of a code of ethics can be a tangible sign that an institution is thinking about business ethics and work ethics. Disoloane (2012) believes that one of the main reasons these codes must exist is that they encourage a certain work ethic and encourage politicians and officials within government to behave in an ethical way. That is the code of ethics is a necessary tool in the improvement of effectiveness of anti-corruption strategies and fight against corruption.

5.4.4 Whistle Blower Protection Procedure.

A whistle blower protection regulation need to be established so as to ensure the protections of the reporters. One can say that corruption is rampant in rural local authorities because eye witnesses fear victimization. Langseth (1999) is of the opinion that the whistle blowers must be protected by the law as they can be victimized for their actions. That would therefore enhance the reporting on corruption. The reporting on corruption would as a result discourage the corrupt behavior since the culprits would not know who will report them to who, how and with what evidence.

5.4.5 Ethics Training and Education For Council Staff.

Mafunisa (1999) believes that the training of municipal functionaries and councilors could promote ethical and responsible conduct because functionaries could then be informed of what they should do to ensure that their conduct is ethical. Therefore, there must be an ethics training and education department so as to facilitate the education of functionaries on how to

ethically behave during service provision. Training programmes should include the following aspects taken from Louw (1998) in Webb (2005):

➢ Legislation, regulations and procedures which govern the actions of municipal functionaries and councilors

➢ Prohibitions in respect of the misuse of public funds and/or local government for private gain or to further self-interest

➢ Measures to prevent confidential information being made available to private individuals for the purpose of furthering their interest at the cost of others

➢ Prescriptions concerning reasonable and fair actions towards colleagues and the general public.

5.4.6 Ethics officer

Masvingo RDC need to have an ethics related officer as a strategy to fight and contain corruption. According to Disoloane (2012), an ethics officer plays a pivotal role in driving the ethical environment within the organization. That is he or she would be working as a watchdog, controlling, monitoring and evaluating if the anti-corruption ethical principles are being followed. Disoloane (2012) believes that the ethics officer should not be seen as a member of the management team, but as an individual who is positioned across the municipality and who reports to the executive committee of the municipality. DiPiazza (2001) is of the opinion that   the position of an ethics officer should be independent of management and of the business operations. Therefore one can say the strategy if most feasible if the ethics officers are independent from interferences and unethical manipulations from top officials.

5.4.7 Policy review

By-laws, internal checks and balances need to be monitored unceasingly. That is the internal policies, by-laws and regulation need to be reviewed continuously so that they won't be static in time. In confirmation with Ittner (2009)'s dictum, a modification of the incentive structure through changes in existing rules is necessary to effect a change in this outcome. That would strengthen the anti-corruption strategy and improve the identification of loopholes that create opportunities.

5.4.8 Corruption awareness campaign

The public should be educated on the importance of maintaining a culture of good governance. They need to be trained on how to avoid and refuse corruption. According to Mandosela (2010), most authorities on the issue of corruption and good governance are adamant that the single most important factor is the human element. The public also need to be taught that they have the right to report any unethical practices to the local authority.

5.4.9 Streaming bureaucracy

The red tape and tall structures must be streamed off so as to remove the corruption enabling delays that are necessitated by the bureaucratic systems. A line management system must be established to promote speed in the planning and provision of services.

5.4.10 Stiffer Penalties on Offenders

Penalty for the culprits must be stiffer so as to discourage the corrupt behavior among the employees. They should stiffer since the effects of corruption can offend and affect the well-being of the society at large.

5.4.11 Engagement of the media and civil society

The media inform of the local newspaper and the civil society like the residents association play a very crucial role in the fight against corruption. Zveckic (2002) believes that the media has a particular role to play in responsibly investigating, reporting and exposing corruption without undermining the credibility of the anti-corruption efforts. That is they should be allowed to enter council meetings, ask questions and have access to council information and report any unethical issue impartially. In the process, the officials' secrecy regulations must be contemned.

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Appendix 1

My name is Owen Mapuranga. I am a final year student at Midlands State University and I am doing Honours Degree in Bachelor of Science Local Governance studies. I am carrying out a research and the research topic is "Examination of factors that hinder the effectiveness of the anti-corruption strategies for Rural Local Authorities. Case of Masvingo RDC." I am requesting for your assistance in responding to the questions below which are part of my research. I assure you that any information obtained from the question will be treated as private and confidentially and will be used for research purposes only. There researcher is therefore appealing you to answer the questionnaire below in a frank and honest manner. You are advised to answer the questions below by either ticking or short answers where applicable.

Questionnaire for Council employees, Councillors and the local residents.

1.   The following forms of corruption are prevalent at Masvingo RDC.

Fraud

☐ Agree   ☐   Disagree

Embezzlement of trust funds

☐ Agree   ☐   Disagree

Obtaining money by false pretences

☐ Agree   ☐   Disagree

Unnecessary travel and travel claims

☐ Agree   ☐   Disagree

Nepotism

☐ Agree   ☐   Disagree

Forging documents

☐ Agree   ☐   Disagree

Bribes

☐ Agree   ☐   Disagree

Misleading Tender Boards

☐ gree   ☐ Disagree

Fronting

☐ ree   ☐ Disagree

Cost overruns

☐ ree   ☐ Disagree

2.   Masvingo RDC uses codes and laws to fight corruption.

☐   ☐ No

If your answer is yes state the codes and laws.

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3.   How effective are the laws in fighting corruption?

☐ Effective   ☐ Not effective

4.   The conditions of service and HR policies for Masvingo RDC are effective in fighting corruption?

☐ Yes   ☐ No

If your answer is yes describe the conditions of service and explain how they fight and contain corruption.

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5.   Explain how managers and councilors are held accountable

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6.   Masvingo RDC has a functioning whistle blowing procedure.

☐   ☐

Agree   disagree

If your answer is yes explain the procedure.

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7.   When I notice an ethical violation within the organization.

        ☐   I report to the senior   ☐   I don't report to the senior.

        If your answer is "I report" give reasons.

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If your answer is "I don't report" give reasons.

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8.   Managers and Councilors declare their assets on appoint.

        ☐   Agree   ☐   disagree

If the answer is yes explain the procedure.

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9.   Masvingo RDC has ethics training programmes for its employees.

        ☐   Yes   ☐   No

If your answer is yes explain the ethics programme.

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10.   How do you rate the ethics architecture for Masvingo RDC in fighting and containing corruption?

☐   Effective   ☐   Not effective

If your answer is effective give explain why.

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If your answer is not effective explain why.

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