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ENTRENCHING ETHICS IN ZIMBABWEAN RURAL LOCAL AUTHORITIES: THE CASE OF GUTU RDC

BY

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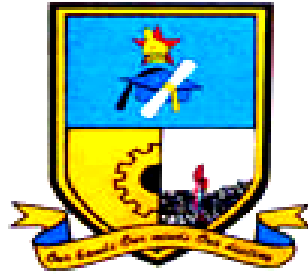
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APPROVAL FORM



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DECLARATIONS

I declare that this research study is my own original work and has not been submitted in any other university. Sources used have been acknowledged by means of complete reference.

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DEDICATIONS

This dissertation is dedicated to my family and friends who were so supportive and inspirational throughout the course of my studies.

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ABSTRACT

The research seeks to explore the aspect of entrenching ethics in Zimbabwean Rural Local Authorities. The research study was influenced by a high rise of corruption and related unethical practices within the Local Government system which are greatly militating against the provision of efficient and effective service delivery. The research sought to identify; the unethical practices prevalent at Gutu Rural District Council (GRDC), to analyse the measures put in place to enforce ethical behaviour at GRDC, to analyse accountability and transparency mechanisms in place at Gutu RDC and also analysis of how the political, social and economic environment impact on the practice of ethics at GRDC. The research used descriptive research design and employed a mixed method that is combining both qualitative and quantitative research methods. Study population was 211 and a sample size of 33 participants. Sampling techniques used were purposive/judgemental and random sampling. In purposive sampling participants were selected judgementally basing on experience and expertise in the study area and random sampling the names of the participants were shuffled and then picked randomly. Sources of data include secondary source that is desk research study, GRDC documents such as minutes of meetings, circulars. Primary data was gathered through questionnaires and interviews. Major research findings were that unethical practices prevalent at GRDC include bribery, nepotism, and embezzlement, absenteeism, late reporting for duty, conflict of interest and abuse of council resources. Measures put in place to enforce good ethical conduct include a workable code of ethics/conduct, ethics training, conducive conditions of service and Human Resource (HR) Policies, circulars and directives from the Ministry of Local Government Public Works and National Housing, monthly reports as well as accountability and transparency mechanisms. Conclusions were that unethical practices prevalent at GRDC include bribery, nepotism, embezzlement, conflict of interest, absenteeism, reporting late for duty and patronage. Measures in place to enforce ethical behaviour at GRDC include a code of ethics/conduct which is however outdated. Recommendations were that council should establish a workable code of ethics/conduct, conduct ethics training, promote anti-corruption education/campaigns, pay employees in time and ensure accountability and transparency mechanisms are upheld.

LIST OF ABBREVIATIONS

AEO	- Assistant Executive Officer
CEO	-Chief Executive Officer
CPI	-Corruption Percentage Index
DA	-District Administrator
EO	-Executive Officer
GDF	-Gutu Development Forum
GRDC	-Gutu Rural District Council
HRD	-Human Resources Development
HR	-Human Resources
HRDO	-Human Resources Development Officer
HOD	-Head of Department
MDC	-Movement for Democratic Change
OECD	-Organization for Economic Cooperation and Development
RDC	-Rural District Council
RWP	-Road Works and Planning
TIZ	-Transparency International Zimbabwe
UCA	-Urban Councils Act
UNCAC	-United Nations Convention Against Corruption
ZANU PF	-Zimbabwe African Union Patriotic Front
ZINARA	-Zimbabwe National Road Authorities

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CHAPTER I

1.0 Introduction

This chapter is going to introduce the research topic that is on entrenching ethics with specific reference to the Zimbabwean rural local authorities in a bid to stamp corruption and other related unethical practices with the ultimate aim of improving service delivery. Particular attention will be made to the background information and the statement to the problem that drove the researcher to investigate and assess the effectiveness of entrenching ethics as an anti-corruption tool. The researcher is also going to look into the research objectives, research questions, significance of the study, delimitations of the study, limitations and the definitions of key terms so as to ensure easy understanding of the research study. This chapter thus forms the basic foundation of the research study.

1.1 Background of the study

Most governments the world over strive by all means to provide efficient and effective service delivery to their citizens. The aspect of service delivery is very crucial at the grassroots level local government which is closer to the citizens. Local government is the third tier of government with decentralized powers and is seen as a very important institution and a drive to social economic and political development of any given country. However Zimbabwean economy has been on a diving mode since the year 2000 due to the restrictive measures imposed on the country and other factors. As enshrined in the Zimbabwean constitution amendment number 20 of 2013 Zimbabwean local authorities are supposed to receive government grants and loans. The challenge is that these grants have not been forthcoming and when local authorities receive them they do not receive them timeously. Local authorities have failed to pay competitive salaries to their employees and also failing to pay them in time, this had led to employees indulging in corrupt and unethical activities. Mukonza (2013) states that corruption especially that of an administrative and political nature militates against efficient allocation of resources by the state and a few with access to governmental power distort political and economic decision to satisfy their private interest at the expense of the public. This research looks at corruption in Zimbabwean local authorities and Gutu RDC in particular. Corruption and other related unethical practices have been rampant at Gutu RDC as evidenced by activities such as embezzlement of funds, nepotism, cronyism, bribes, and fraud among others. At Gutu RDC in

2010 the Chief Executive Officer was convicted of being corrupt and also in 2015 an assistant grader operator disappeared after having siphoned more than 1000 litres of fuel from Zimbabwe National Road Authority (ZINARA) meant for road maintenance and construction (Audit Report: March 2015). To deal with this scourge of corruption it is the researcher's idea that entrenching ethics can effectively work as an anti-dote to resolve the cancer of corruption and other related unethical practices.

Gutu Rural District Council is a local Authority that has evolved to be what it is today. The Council was established in 1963 during the colonial period when Local Authorities that governed communal areas were known as African Councils. Gutu African Council was made up of 9 communal centres namely Serima, Deure, Chikwanda, Nyazvidzi, Denhere, Chitsa, Chimombe, Munyikwa and Nerupiri. Between 1967 and 1975 the centres that made up Gutu African Council began to split from Gutu African Council and formed 9 independent African Councils in Gutu District, with the District Commissioner as president of Councils. The 9 Councils continued to operate separately until Independence when they amalgamated to form Gutu District Council headed by a Chief Executive Officer (CEO).

In 1990, Gutu District Council amalgamated with Chatsworth Rural Council that governed the rural areas of Gutu district. Chatsworth Rural Council operated separately before and after independence. The amalgamation resulted in the formation of Gutu Rural District Council that is currently governing the district of Gutu. Gutu District is part of Masvingo Province and has a total area of 777 762 hectares forming 13.5% of the Province. The District is divided into 41 wards, each represented by a Councillor, which are further subdivided into village development communities. This Council is made up of councillors with each ward being represented through their elected representatives. Therefore the Council is an elected body which consist of one councillor from each ward of the Council area. The Council is situated at Gutu Mpandawana which is the District Service Centre (growth point) of the District.

1.2 Statement of the problem

Unethical practices like corruption have remained a key challenge that is negatively affecting the operations of most local authorities in Zimbabwe. These unethical practices greatly militate against the provision of efficient and effective service delivery by most local authorities of which these are the institutions closer to the public or grassroots level. At Gutu RDC in 2010 the Chief

Executive Officer was convicted of corruption and in 2015 an assistant grader operator disappeared after siphoning more than 1000 litres of fuel from ZINARA meant for road construction. The research is proposing that entrenching ethics is an anti-dote to the problem of corruption and related unethical practices in Rural Local Authorities.

1.3 Research objectives

1. To identify the unethical practices prevalent at Gutu RDC.
2. To analyse the measures taken to enforce ethical behaviour at Gutu RDC.
3. To analyse the accountability and transparency mechanisms at Gutu RDC.
4. To analyse how the political, social and economic environment impact on the practice of ethics.

1.4 Research Questions

1. What are the unethical practices prevalent at Gutu RDC?
2. What are the measures taken to enforce ethical behaviour?
3. What are the mechanisms that are in place to enhance accountability and transparency?
4. How does the political, social and economic environment impact on the practice of ethics?

1.5 Significance of the study

This research study seeks to explore the effectiveness of entrenching ethical practices in fighting corruption in Zimbabwean rural local authorities. This is going to give an insight to the policy makers and council officials during policy formulation and implementation on the best practices and strategies to curb the cancer of corruption. Furthermore the study also creates and adds value to the new knowledge generation, policy and practices. The study is also going to assist researchers of governance matters who might find it valuable in the interpretation and understanding of unethical practices/corruption issues which greatly influence corporate governance.

1.6 Delimitations of the study

The study was delimited to entrenching ethics in Zimbabwean Local Authorities. The focal point of the research was Gutu RDC which is located in Masvingo Province about 225 km from Harare and 94 km from Masvingo town.

1.7 Limitations

The researcher faced the following constraints; limited time to carry out the research fully and to overcome this limitation the researcher employed telephone interviews to save time. Another limitation faced was unwillingness of respondents especially council employees and councillors to discuss sensitive issues therefore heavy reliance was placed on the internet researches and general questions were asked with inferred meaning and assumptions were made and also the researcher tried by all means to instil confidence and gave assurance to the respondents that the information will only be used for academic purposes. Lack of resources especially financial was another limitation and to overcome this researcher had to switch to telephone interviews so as to cut transport and other related costs.

1.8 Definition of terms

a) Ethics

Ghilliyer (2010) defines ethics as the field of study of how people try to live their lives according to standards of right or wrong behavior. Kristel and Maeshalk (2005) also defines ethics as a set of principles of right conduct, it is the study of general morals or specific moral choices. It is concerned with what is right or wrong, good or bad, fair or unfair, responsible or irresponsible, obligatory or permissible, praiseworthy or blameworthy.

b) Unethical behaviour

Beeman (2010) defines unethical behaviour as any action that is aimed at taking advantage of another without their knowledge or consent. This can also be defined as manipulating someone without their permission. He argues that unethical actions are not necessarily illegal.

c) Corruption

World Bank (2006) defines corruption as the abuse of public office for private gain. Implying that anything meant for public usage if it is diverted for personal gain then it means one is corrupt. Begovic (2005) also define corruption as the intentional noncompliance with the arm's length principle aimed at deriving some personal advantage or for related individuals in the process.

d) Local Authority

According to the RDC Act Chapter 29:13 (1996) Local authority means a municipal council, town council, local board, rural district council or provincial council.

e) Entrenching

Oxford dictionary defines entrenching as to establish (an attitude, habit, or belief) so firmly that change is very difficult or unlikely.

f) Accountability

Meyer (1999) defines accountability as the responsibility of government and its agents towards the public to achieve previously set objectives and to account for them in public. It is also regarded as a commitment required from public officials individually and collectively to accept public responsibility for their action and inaction.

g) Transparency

With regard to the public services, it means that holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest demands it (Chapman, 2000). Meyer (1995) also states that all draft documents, all arguments for and against a proposal, the decision about the decision making process itself, and all financial decisions are made publicly and remain publicly archived.

1.9 Chapter Summary

The first chapter serves as the introductory chapter and has managed to give an introduction of the research. It outlined the background of the study that is the basis for the research and the background of the organization was also discussed. Statement of the problem which specifies the problems identified by the researcher that is the essence of the study was also outlined as well as the research objectives, research questions, significance of the study. Moreover the delimitation of the study was outlined limitations and last but not least the researcher defined the key terms used during the research in order to ensure a clear understanding of the study. The following chapter is based on literature review that is it looks on what other scholars wrote in relation to the study topic.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter the researcher looked on the available literature that is what different scholars wrote on the aspect of ethics in local government. The main purpose of literature review is to navigate through the already existing literature on the problem to be researched. Melville and Goddard (1996) states that literature review is the process of finding about previous work from range of sources. Blaike (2003) also added that literature review involves the selection of available documents both published and unpublished on the topic which contain information, ideas, data and evidence within from a particular standpoint to fulfil certain aims or express certain views on the nature of the topic and how it is investigated. Greater emphasis will be placed on the concept of ethics, the three ethical theories that is virtue, deontology and teleological, the need for ethics in local authorities, unethical practices prevalent in local authorities, measures to enforce good ethical behaviour, mechanisms for reporting unethical behaviour, accountability and transparency mechanisms/measures and also the impact of social, political and economic environment on the practice of ethics. Where appropriate the researcher is going to give empirical evidence in order to cement the study.

2.1 The concept of ethics

The word ethics comes from a Greek word ethos which means “the character, custom or a set of moral behaviour that is accepted extensively (Deon, 2011) According to Rossouw (2010) ethics concerns itself with what is good or right in human interaction, it resolves around three central concepts, “self” ,”good” and other. He goes on to state that, ethical behaviour results when one does not merely consider what is good for oneself, but also considers what is good for others. Moreso should the concept good be neglected, the distinct nature of ethics collapses, ethics is not merely concerned with the interaction between a self and other but with the quality of interaction, it tries to highlight whether the interaction between the self and the other is good or bad for one or both of the parties. There is no universally agreed definition of the term “ethics”. According to Ghillyer (2010) ethics is the field of study of how people try to live their life

according to standards of right or wrong behaviour. It is concerned with the study of the conduct or character of people. Ghillyer divided the definition into three;

a) Ethics simply means the truth that is right or wrong, bad or good.

b) Ethics is a question of someone's personal characters his or her integrity.

c) Ethics are the rules of appropriate behaviour that is individual or community.

He goes on to state that for some, it is a conscious choice to follow a set of moral standards or ethical principles that provide guidance on how they should conduct themselves in their daily lives.

As according to Mbatha (2005), ethics can be seen as an arrangement of good rule that depends on qualities identified with human behaviour, regarding the rightness or misleading quality of specific activities and to the integrity and disagreeableness of the thought processes and ends of such action. Ethics concerns submission to the unenforceable good rule that figure out what is straightforward and reasonable, and the refinement in the middle of good and bad (Lloyd and Kidder (1997).

Ethics is an arrangement of tenets or guidelines representing the ethical behaviour of employees in an organization. Ethics manages qualities identified with human behaviour, regarding rightness or unsoundness of specific activities and to the decency or disagreeableness of the thought processes and action ends. Rightness alludes to what should be or what is affirmed and misleading quality to what should not to be or what is disliked by society (Mafunisa 2001).

Rossouw (2010) highlights that ethics concerns itself with what is good or right in human interaction. It resolves around three central concepts; "self". "good" and other. Hanekon (1984) also states that the question of ethics is one that is linked to the history of mankind, ethics deals with the character and conduct of morals of human beings, it deals with good or bad, right or wrong behaviour, it evaluates conduct against some absolute criteria and puts negative or positive values on it. Chapman (1993) also postulates that ethics are the basic principles of the right action and rules of conduct.

2.2 Ethical theories

Ethical actions are judged through the lenses of ethical theories. It has to be realized that ethical theories assist in handling ethical issues and they are the foundations of ethical analysis because they are the view points from which guidance can be obtained along the way to a decision (Deon 2011). Rossouw (2010) states that for one to make judgments on what is ethical or unethical, a standard or criterion against which specific actions can be judged is required therefore ethical theories provide standards for deciding whether a specific action is ethical or not. Ethical theories assist in handling ethical issues in organizations and they assist officials to come up with ethical and moral judgments.

Ethical theories and standards are the establishments of moral investigation in light of the fact that they are the perspectives from which direction can be got along the path to a decision. Every theory underscores distinctive focuses, for example, anticipating the result and taking after one's obligations so as to achieve a morally adjust choice (Ridley 1998; Penslar 1995 in Rainbow 2002). Notwithstanding, all together for an ethical theory to be valuable, the theory must be coordinated towards a typical arrangement of objectives (Rainbow 2002). Ethical theories and standards are the basic objectives that every theory tries to accomplish with a specific end goal to be fruitful.

Kanyane and Mutema (2015) states that if corruption and unethical practices are to be minimized, both elected officials and municipal functionaries should be able to think through the ethical implications of the decisions they make. Ethical theories assist in making a reasoned analysis of specific actions and in providing reasons for why an action may be considered to be either ethical or unethical.

Disoloane (2012) in Kanyane and Mutema (2015) propounds that ethical theories and principles are the basis of ethical analysis, because they are the viewpoints from which guidance can be obtained along the way to a decision. More so Mawere (2011) in Kanyane and Mutema (2015) in support also highlights that ethical theorizing stems from the efforts of human beings to solve the practical immediate and intense problems that stems up in everyday life, whenever one acts ,he or she either acts wrongly or rightly with rational choices of rightness over wrongness being the backbone of ethics.

In this study three influential theories will be discussed, these theories have survived through centuries and they still remain influential and relevant today. The three theories are the virtue theory of Aristotle, the deontology theory of Kant the teleological or utilitarian theory of Mill. Kanyane and Mutema (2015) also highlights that the ethics theories are three pronged: teleological ethics, deontological ethics and ethics of virtue, with the teleological being consequential, the deontological being duty bound and ethics of virtue being character based. They further presented that the three can thus be summarized as character based ethics (virtue ethics), rule based ethics (deontological ethics) and result based ethics (teleological ethics).The researcher will first look at the teleological/Consequentialist ethics.

2.2.1 Teleological/Utilitarian doctrine/Consequentialist ethics

Consequentialist ethics constructs decision making with respect to the best result for the biggest bunch and which likewise brings about the slightest harm (McGill 2010). Here the utility rule requires the decision maker to measure the conceivable outcomes of his or her activities and to choose choices that offer the best results for society. Many people concur that the outcomes of activities matter ethically however some surmise that just the results matter (Mason, 2009). According to consequentialism, individuals should do what has the best outcomes and it doesn't make a difference if that includes lying, taking, or notwithstanding slaughtering a guiltless individual. Nothing is illegal for the consequentialist; the only thing that is in any way important is the outcomes of what is finished. Could this perspective be correct? Maybe, clarifying the two sorts of consequentialism theory which are: act utilitarianism and rule utilitarianism, will help. Act utilitarianism holds fast to the meaning of utilitarianism as an ethical theory that is established on the capacity to anticipate the outcomes of an activity (Rainbow 2002).

It is known as a theory of Consequentialism, it is outcome based it is Consequentialist in orientation. Teleology is taken from a Greek word Telos which refers to an end. Which implies that one analyses a moral and ethical soundness of an action or decision on the basis of what is achieved at the end? Ghillyer (2010) states that the theory is more focused on the outcome of one's actions rather than the apparent virtue of the actions themselves that is a focus on the greatest good for the greatest number of people. This approach to ethics is also known as utilitarianism which means ethical choices that offer the greatest good for the greatest number of people. In local authorities we can use teleological ethics to make ethical decisions by evaluating consequences

that is calculate the good or best possible outcome. Rossouw (2010) highlights that the utilitarian moral theory claims that the morality of action should be judged by their consequences. The classical representative of this theory is John Stuart Mill. Mill is convinced that actions are good when they contribute towards fulfilling the ultimate goal of human beings. This ultimate goal of human life he defines as happiness. Therefore an action should be considered good when it results in happiness for the majority of those affected by the specific action. He goes on to state that the practical implication of this Greatest Happiness principle is that whenever we are in moral doubt, we should merely calculate which of our alternatives for action would result in the greatest amount of happiness for the greatest number of people. Therefore the option that promises to produce the most happiness and the least pain for the greatest number of people affected by our decision should be regarded as the most morally worthy course of action. Ghillyer (2010) highlights that the problem with this approach to ethics is the idea that the ends justify the means. If all you focus on is doing the greatest good for the greatest number of people, no one is accountable for the actions that are taken to achieve that outcome.

2.2.2 Theory of Deontology

The classical representative of this theory is the German philosopher, Immanuel Kant. The word deontology is derived from a Greek root Deon meaning duty or obligation. According to Rossouw (2010) deontological ethics insists that moral action requires conformity to rationally founded moral principles. It is a duty and rule based. Deontology affirms that duties must be obeyed and rights observed regardless of the consequences. Duty is simply doing what is morally right and avoiding what is morally wrong regardless of the outcome. Local Authorities operate under legal framework so councillors and executives should execute their duties in an ethical manner in order to provide efficient service delivery and fight corruption.

The deontology theory is a test to consequentialism distinguished in the first segment. Deontological theory expresses that individuals ought to hold fast to their commitments and obligations while dissecting an ethical dilemma (Rainbow 2002). This can imply that a council official and a councillor need to take after commitments to society on the grounds that maintaining one's obligation is what is considered morally upright (Ridley 1998, Penslar 1995). McGill (2010) avows that deontological theory is an obligation based theory, which centres the individual's moral choices on obligation to others. The leader uses conventional values, for

example, trustworthiness, decency and reliability. This theory is less adaptable in light of the fact that it bases activities on set up good objectives. Decisions are more prohibitive due to the obligation owed to others.

Amundsen and Pinto (2009) likewise highlights that deontological ethics has been termed “duty” or “obligation” based ethics. Deontologists postulates that ethical rules “bind you to your duty” and they focus at the rightness or wrongness of actions themselves. They go ahead to state that deontological ethics looks at the fidelity to principle and disregards the consequences of a certain act when scrutinizing its moral worth. Colonial governments in Africa governed using apartheid and racially discriminative laws and rules. Deontology would consider the implementation of these laws and rules ethical irrespective of the intense consequences. Kanyane and Mutema (2015) illustrate by giving a classic Zimbabwean example of the year 2005 when urban local authorities demolished all illegal structures both business and residential. Deontologists in this context would consider this action by government as ethical because the action complied with the council by laws and the Regional Town and Country Planning Act Chapter 29:12. They go on to outline that the demolitions left many urban dwellers without accommodation and this discredited the government as they face criticism both locally and internationally even though they followed the rules .By this one can note that evaluating if actions and decisions are ethical one should look through the lenses of the three theories so as to make informed decisions.

Rossouw (2010) also highlights that deontology states that people should adhere their obligations and duties when analysing ethical dilemmas. This means that a person will follow his or her obligations to another individual or society because upholding one’s duty is what is considered ethically correct. For example a deontologist will always keep his promises to a friend and will follow the law .A person who follows this theory will produce very consistent decisions since they will be based on the individuals set duties.

More so Robbins (1999) is of the opinion that the theory type states that an action is morally or ethically correct whenever it is in agreement with the rules and duties established by the Christian bible. For example killing another human is wrong simply because it violates the sixth commandment of the Mosaic Law.

2.2.3 The theory of virtue ethics

The Greek philosopher, Aristotle is the figure most closely associated with virtue theory. (Rossouw 2010) .He goes on to outline that Aristotle virtue theory begins with the assumption that morality are both necessary and vital for human beings. It is impossible to live with human dignity without being a well-developed moral being. Morality is not a luxury that one can choose to have or not to have. Ghillyer (2010) also states that virtue ethics is a concept of living your life according to a commitment to the achievement of a clear ideal. The Greek philosopher Aristotle belief in individual character and integrity established a concept of living your life according to a commitment. What sort of person would I like to become and how do I go about becoming that person?

The virtue theory judges a person by his or her character as opposed to by an activity that may veer off from his ordinary conduct (Rainbow 2002). It considers the individual's ethics, notoriety and inspiration when rating a strange and sporadic conduct that is viewed as moral. Of the three theories, virtue ethics concentrates on the singular's ethical stature as opposed to the profound quality of the demonstration itself. An ethical on-screen character will construct his or her choices in light of instilled values as opposed to outcomes or obligations (McGill, 2010). On the other hand, the individual is a group's piece and the goodness esteemed by the group influences the singular's choice making manner of thinking.

Rainbow (2002) in Kanyane and Mutema (2015) is also of the view that virtue ethics emphasizes the moral character of an individual doing the right actions. The virtue theory judges a person by his or her character rather than by an action that may deviate from his or her normal behaviour. More so proponents of virtue ethics will argue that proper cultivation of virtuous traits in elected officials and municipal functionaries involved in the governance of urban local authorities will promote ethical conduct in all business transactions of urban local authorities (Masaka, 2011 in Kanyane and Mutema, 2015). He goes on to state that virtue ethics is viewed as a panacea to rising cases of unethical behavior in Zimbabwean local authorities.

The problem with virtue ethics is that societies can place different emphasis on different virtues for example, Greek society at the time of Aristotle valued wisdom, courage and justice. By contrast Christian society value faith, hope and charity. So this implies that if the virtues you

hope to achieve are not a direct reflection of the values of the society in which you live, there is a real danger of value conflict. Moreso Preston et al (2002) in Kanyane and Mutema (2015) highlights that virtue ethics has some surely understood shortcomings in that if one has a decent character it is insufficient to settle on the privilege important choices in confused circumstances. Also the hypothesis does not highlight a reasonable bearing on what to do when one runs over moral predicaments and it additionally gives us little direction in setting down moral support.

However it has to be noted that the three ethical theories discussed have got their own shortcomings and for this study the researcher is going to employ all the three theories in promoting ethical conduct within Zimbabwean Rural Local Authorities.

2.3 The need for ethics in Local Authorities

The need for high ethical standards within Local authorities is widely viewed as one of the means of fighting against unethical practices and corruption. Kolthoff et al (2010) is of the idea that a core principle of good governance is for a local civil service that provides public services for citizens in an ethical environment that is free from unethical practices and corruption. Fox and Miller (1996) added that the common response in a traditional bureaucratic local government is a call for ethics enforced by bureaucratic authority. Fukuyama (1995) highlighted that public officials needs to adhere to the code of ethics and have a high standard of personal integrity and morality. Local government employees ought to be ethical in all circumstances .Ethical employees do far more for an organization than to keep it out of trouble.

More so Bruce (1994) states that public support is highest when employees are credible and trustworthy. There is a tremendous waste of organizational energy when an official does something unethical. Significant time is spent responding to committees and disciplinary meetings. The employee morale becomes negatively affected. He also added that the key positions the public servants in local government finds themselves in with enormous discretionary powers make the need for ethics even more important. Since public servants are accountable to the people their actions should be explainable as ethical. Hicks (2007) in Kanyane and Mutema (2015) also postulates that local governance ethics provides officials with a framework to make reasoned, informed and rational judgments and it is also a precondition for formulating excellent public policy. Kanyane and Mutema (2015) also added that the practice of good ethics guarantees that appointed and elected officials in local authorities comply with

applicable laws. Constitution of Zimbabwe Amendment No 20 (2013) section 194 (1) (a), clearly states that a high standard of professional ethics must be promoted and maintained. This is meant to ensure that the basic values and principles governing public administration are always upheld hence fighting unethical practices within the local government fraternity.

Fernando (2006) in Kanyane and Mutema (2015) also clearly postulates the need for ethics in Local government outlining that lack of ethics would result in unethical practices and corruption. Corruption and unethical practices are usually prevalent in institutions where ethics is distanced from activities and decision making structures. They go on to illustrate how corruption and unethical practices led to the fall of Enron in 2001 an American energy giant company. This was as a result of the executive and non-executive board members failing to entrench ethical principles in their business operations. Investigation conducted after the Enron scandal unearthed that there was conflict of interest and reports from whistle blowers were given a deaf ear, also insider trading was escalating, directors allowance were too high and this resulted in the company losing 63 billion United States dollars. Having looked at this one has to note the importance of entrenching ethics in all institutions be it private or public sector.

2.4 Unethical practices prevalent in local authorities

2.4.1 Corruption

In the Zimbabwean context, corruption is one of the rampant unethical practices within local authorities. Begovic (2005) defined corruption as the intentional noncompliance with the arm's length principal aimed at deriving some personal advantage or for related individuals in the process. The arm's length principle when applied to public management implies that personal relations should play no part in official decisions. There should be equal treatment for all clients by public officials. A bias toward one client means that there is a violation of the arm's length principle. By implication if there is no bias, there is no corruption. The World Bank (1997) states that corruption denoted the misuse of public office for private gain. Wafawarova (2011) highlights that in Zimbabwe local authorities have of late become notorious for poor service delivery and hyper corruption.

Transparency International Zimbabwe (TIZ) (2012) highlights that in 2011, Zimbabwe had a corruption Index (CPI) score of 2.2 and an overall rank of 154 out of 182 countries assessed. In

2012, the CPI was presented on a scale of 0 to 100, with 0 being the most corrupt and 100 being the least corrupt, Zimbabwe was one of the countries assessed and it scored 20 on the CPI score. UN Secretary General (2012) also outlined that officials in the public sector who have been seen to engage in corrupt activities are meeting their private gain at the expense of the public offices that they occupy. The cost of corruption are not measured just in the amounts of money that are squandered or the stolen government resources, but in the absence of basic services that could have been provided with that money and would have certainly benefited the lives of families and communities. According to Ssonko (2006) common forms of corruption include bribery that is taking money in order to give preferential treatment, embezzlement that is stealing money or resources that are under one's control, fraud that is making false claims for benefit, nepotism that is giving jobs or services unfairly to family members.

2.4.2 Common forms of corruption

Bribery

Is the form of corruption that receives the greatest share of reference. Cornwell University Law School (2011) defines bribery as corrupt solicitation, acceptance or transfer of value in exchange for official action. This encompasses act of giving money or gifts which changes the behavior of the receiver. Bribery is an offer of money or favours to influence a public official and can come in the form of a fixed sum, a certain percentage of contract or any other favour in money in kind, usually paid to a state official or business person who can make contracts on behalf of the state or business or otherwise distribute benefits to companies or individuals, businessmen or clients. They go on to highlight that sometimes the concept of bribery can be hidden under the guise of other terms such as kickbacks, gratuities, sweeteners, commercial arrangements, hush money, pay offs and milking.

Sithole (2013) outlines a case where Gweru City Council employees are involved in bribery activities where they are given money in exchange for illegal water reconnections by the residents. This money is supposed to go into council coffers but due to bribery funds are ending up in the wrong hands. Mukonza (2013) also highlights a case at Chitungwiza Municipality where the former Mayor Marange in 2009 was convicted of bribery after receiving money in the sum of US \$1,000 from a party supporter who wanted some favours at the council.

Nepotism

It is another form of corruption that occurs when officials favour their relatives or close friends for positions in which they hold some decision making authority. Wong and Kleiner (1994) defines nepotism as “favouritism shown to nephews and other relatives (as by giving them positions because of their relationships rather than on their merits)”. Thus nepotism refers to the hiring and advancement of unqualified or under qualified relatives simply by virtue of their relationship with an employee, officer or shareholder in the firm. Nepotism in management is a touchy issue in Local Authorities it has got negative implications. Ashor (2004) is also of the view that nepotism is a special type of favouritism involving a public official using his/her personal power or influence to obtain favours and benefits for family members. Ruwende (2011) outlined a classic example where in 2011 three(3) officials at Gweru City Council were dismissed without suspension or hearing on allegations that they were recruited improperly by the chamber secretary. The occurrence of nepotism within the Local Authorities implies that the aspect of meritocracy is not fused in during the recruitment and selection of council employees and this result in uncompetitive members being assimilated in the system who cannot fulfil the organization’s mandates and ultimately compromising the provision of efficient and effective service delivery process. It is the intention of this research study to ensure that good ethical practices are entrenched within Gutu RDC operations in order to fight corruption and other related unethical practices.

Fraud

Occurs when a person cheats another through deceit. Fraud is one of the besetting evils of our time. While no one knows the exact extend of fraud it hardly passes a day without some reference in the media to yet another fraud or alleged fraud (Vasiu et al (2003). Lanham et al (1987) states that fraud can inflict significant damage to community, organizational or individual level and the potential consequences of fraud for organizations can be strategic, financial or operational. Therefore it must be an important issue for organizations. More so Gilbert (1997) also defines fraud as an act using deceit such as intentional distortion of the truth of misrepresentation or concealment of a material fact to gain an unfair advantage over another in order to secure something of value or deprive another of a right. Fraud is grounds for setting aside a transaction at the option of the party prejudiced by it or for recovery of damages.

Embezzlement

Occurs when public officials steal money or other government property or when disloyal employees steal from their employers in the public and private sectors. The crime of embezzlement and bribery is a wide spread crime in the present day world. It impairs the property relationship protected by the law and the reputation of state organs and personnel.

Cornwell University Law School (2010) highlighted that embezzlement is the fraudulent taking of someone's property to whom it is entrusted. State Secretariat for Economic Affairs (2012) noted that embezzlement is the misappropriation of property like theft of entrusted funds. Kuvirimirwa (2013) gave a classic example of embezzling where the former town clerk of Chitungwiza Municipality siphoned council funds and bought a house in Chisipiti residential area in Harare. It has to be noted embezzlement greatly cost most organizations like Local Authorities because the money that is supposed to be directed towards service delivery will be used for personal gain and ultimately results in poor service delivery to the residents. It is the mandate of this research study to ensure that ethics is upheld and entrenched within the system of councils so as to fight corruption and other related unethical practices.

2.4.2 Related unethical practices prevalent at Gutu RDC

Related unethical practices include the following; absenteeism, conflict of interest, patronage, late payment of council employees, late reporting for duty and unauthorized early dismissal and abuse of council resources.

Absenteeism

The absence of employee at the workplace (Toit and Van Der Waldt, 1998) Odendaal and Roodt (2004) also define absenteeism as the failure of an employee to report for work as scheduled, regardless of the reason. Engelbrecht (1999) refer to absenteeism as employees taking time off that has not been scheduled.

Conflict of interest

OECD (2005) defines conflict of interest a situation that involves a friction between the public duty and the private interest of a public official, in which the official's private capacity interest could improperly influence the performance of their official duties and responsibilities. Conflicts

of interest in both public and private sectors have become a major matter of public concern worldwide.

Patronage

Chetwynd et al (2003) define patronage as the politically motivated distribution of employment and favours. This implies that the aspect of meritocracy is not put into consideration but rather recruitment and selection is based on the political party an individual supports. This is very common within the Local Government sector in particular Local Authorities in the recruitment of low grade contract workers who are brought in by councillors on the sidelines of political affiliation.

2.5 Measures to enforce good ethical behavior/anti-corruption strategies

Attempts have been made for the past years to combat unethical practices and corruption activities within local authorities. Matovu and Chihambakwe (2000) states that in Zimbabwe decentralization has opened opportunities to enhance integrity and accountability in services by municipal and local governments. Quite a number of measures have been put in place in a bid to stamp unethical practices including the implementation of a workable code of ethics/conduct, conducive conditions of services and human resources (HR) policies, accountability and transparency mechanisms, ethics training and education among others.

2.5.1 Workable code of ethics/conduct

Carrol (1999) highlights that ethical standards usually are established in the organization's code of ethics/conduct and these can vary in length, breadth and depth and often address the organization's operations. According to Ethics Resource centre in Washington organizations think they get the following benefits out of organizations ethics/conduct code; legal protection for the institution, increased organization pride and loyalty, increased public goodwill and the acid test of effective codes is that they become "living documents". Guy (1990) in support outlines that an ethical code is a statement of aspirations and a code of commitment to stakeholders. It should describe a standard of integrity and competency beyond that required by law which is the bare minimum. In addition she added that codes are intended to assist employees and councillors make ethical decisions when there are no clear cut right or wrong

answers to guide them as well as addressing the core values that is; caring, honesty, accountability, promise keeping, pursuit of excellence, loyalty among others.

A code of conduct/ethics is a statement of principles and standards about the right conduct of public officials (Chapman 1993). It normally contains only a portion of a government's rules on public service ethics. It is therefore, a more narrow term than ethical rules which include statutes, regulations and guidelines. Rosenow and Rosenthal (1993) define a code of ethics/ conduct as a set of principles that is adopted by associations or institutions to define specific principles for which the institution stands. A code of conduct makes a policy selection of the basic ethics present in general society and seeks to use them to influence a particular institution's definition of its actions and what kind of institution-oriented behavior is acceptable.

Gilman (2005) states that codes carry general obligations and admonitions but they are far more than that, they often capture a vision of excellence of what individuals and societies should be striving for and what they can achieve. He goes on to state that when applied to certain classes of people, public servant, doctors codes are the ultimate terms of reference, they are a framework upon which professions are built. Codes can clearly articulate unacceptable behaviours as well as providing a vision for which government is striving, a fundamental mechanism for ensuring professionalism is a code of ethics. Gilman (2005) also asserts that the use of code of ethics has been broadly recognized in international anti-corruption agreements. Among the first documents to recognize the value of codes was organization of American States Inter American Convention against Corruption. In 2003 UN Convention against Corruption included a public service code as an essential element in corruption prevention.

Wilson (1998) also states that codes of ethics /conduct are a necessary element of good governance. Local Authorities codes of ethics/conduct not only provide ethical guidelines for council officials but they are critical in restoring public trust in local government as well as greatly stamping corruption. According to Bates (2000) the purpose of municipal code of ethics/conduct is to establish transparent mechanisms and frameworks for government officials with respect to voting and other decision making processes. It also ensures transparency and ethical conduct by local government officials so as to restore or foster public trust and citizen confidence in the administration of government. He goes on to outline that a code of ethics/conduct serves to demonstrate a formal and codified commitment to ethical behavior and

integrity by local government officials. In light of the above as postulated by various scholars, one has to note that a code is a source of ethical guidance and it clearly defines what is right or wrong within organizations. It clearly spells out the rules and principles that define right and wrong conduct. Code of ethics should spell out the following components; conflict of interest, use of council assets, protection of confidential information, procurement, applicable laws, employment matters, fair dealing and reporting of unethical behavior, illegal dealing through whistle blowing mechanism. Another measure to curb unethical practices is conducive conditions of services and HR policies.

2.5.2 Conducive conditions of services and HR policies

Bradfordnut (2012) define conditions of service as terms on which employees are collectively employed .This greatly inco-operates aspects such as working conditions at the workplace. Other factors to be religiously looked into include commitment to effectively fulfil the psychological contract, workforce diversity, providing a healthy professional employment environment among others.

Armstrong (2006) states that HR policies are continuing guidelines on the approach the organization intents to adopt in managing its people. They define the philosophies and values of the organization on how people should be treated and from these derived are the principles upon which managers are expected to act when dealing with HR matters. These policies indicate how organization ensures that social responsibilities for their employees are fulfilled with the ultimate aim of promoting ethical practices at the work place.

Wilson (2004) also highlighted that well-articulated and fair HR policies on appropriate remuneration, training opportunities, disciplinary procedures and the like if implemented well will promote a culture of professionalism and pride.

2.5.3 Accountability and transparency mechanisms

Accountability

Accountability is widely believed to be a good thing however the concept is highly abstract and is often used in every general way. Meyer (1995) defines accountability as the responsibility of government and its agents towards the public to achieve previously set objectives and to account

for them in public. Ragah and Taylor (2006) postulates that accountability is therefore an ethical virtue, since ethics concern principles and rules that govern the moral value of peoples' behavior.

Day and Klein (1987) recognized five sorts of responsibility – political, budgetary, proficient, administrative and legal. They highlight the requirement for council officials to be responsible for reacting to the needs of the public, utilizing citizens' funds prudently, staying committed to their callings, appropriately utilizing power assigned to them for indicated errands, and maintaining the principle of law. This research study centres on three sorts of accountability mechanisms: political, administrative and public or social. Political responsibility is identified with the execution of government policies framed by political parties. The privilege to govern by representatives of the citizens in the governing body is guaranteed through democratic elections. Administrative accountability of council officials is achieved through inner instruments, both vertically inside and on a level plane crosswise over associations in the general population division. Public/social responsibility instruments consider council authorities and officials accountable to residents. This is imperative on the grounds that, in developing nations, there is continuous connection in the administrative and political on-screen a character. Such courses of action can possibly strengthen political and administrative accountability mechanisms.

Political office bearers and Local Authorities administrators in Local Government ought to be considered responsible for their conduct, for the reason that they are working for the people in general (Botes 1994). The aspect of accountability has attributed numerous and changed types of understandings and which means, most with particular setting, to suit the area under thought (Romzek and Dubnick, 1987; Dwivedi and Jabbara, 1988; Kearns, 1996; Caiden, 1988). Accountability is an imperative yet tricky idea whose meaning and attributes contrast, contingent on the connection, a thought that Kearns (1996) portrays as a moving target , an idea that has turned into a catch-all term alluding to everything from expense control to expert ethics.

As according to Dwivedi and Jabbara (1988), accountability has customarily been taken to mean answerability for one's activity or conduct, which came to imply that the activities of council officials and councillors must be defended, their reasons clarified and their deeds and offenses represented under the steady gaze of the court of public opinion. Caiden (1988) further fights that accountability requires that council officials ought to assume liability for all that is done in the general public name and be responsible to outer bodies and, all the more along these lines, be

held ethically and legitimately subject. The World Bank Institute (no date: on-line) keeps up that accountability is one of those terms that has risen as an all-inclusive property of good public administration. As normally comprehended, the word conveys a straightforward which means: those with force must response to those they serve the general public (Diale, Maserumule and Mello 2007). So characterized, accountability is a principal idea in ethics, principle of law and democracy. This perspective is further communicated by Behn (2001) that the accountability environment is a castellation of strengths legitimate, political, socio-cultural and economic, is intricate and involves responsibility for accounts, reasonableness, utilize or mishandle of force, and execution.

Accountability can't exist if responsibility is excluded in the examination. Responsibility, as per Vyas-Doorgapersad and Ababio (2006), implies the way in which an individual performs his or her assignment, the quality a man credits to the undertaking and the way in which this individual joins worth to other individuals with whom he/she comes into contact to perform an errand. It is hence obvious in some Local Authorities that this part of including worth (admiration) is deficient in their ordinary working and the execution of their duties. The responsibility of Local Authorities depends to a great extent on their ability and readiness to connect with a particular undertaking since they would prefer not to be troubled with a superfluous command (McLean 2004). In the above's setting examination, it can be reasoned that accountability is a vital aspect in the day to day operations of Local Authorities and this greatly ensures that ethics is entrenched within the system.

Sithole (2013) is also of the view that another accountability measure that can be employed is auditing as outlined in the Urban Councils Act 29:15 section 304 and the Rural District Councils Act 29:13 section 70. In light of the above discussion it is the purpose of this research study to ensure that accountability is always employed as a great mechanism in fighting unethical practices and ultimately entrenching ethics within the system of Gutu RDC.

Transparency

Ragah and Taylor (2006) states that generally, transparency implies openness, communication and accountability. It is a metaphorical extension of the meaning; a “transparent” object is one that can be seen through. Regarding the public services, it implies that public officials should be

as open as possible about all the decisions and actions they take. Chapman (2000) added that public officials should give reasons for their decisions and restrict information only when the wider public interests demands it. Ssonko (2006) is also of the view that transparency therefore promotes accountability and provide information for citizens about what their government and its agents are doing.

Fung (2014) is also of the idea that transparency describes the extent to which corporations actions are observable by the outsiders. It is one of the key steps to corporate governance and ensures that management will not engage in improper or unlawful behavior since their conduct can be and will be scrutinized. He goes on to highlight that to achieve this, an organization should adopt accurate accounting methods, make full and prompt disclosure of company information as well as disclosure of conflict of interest of the directors or controlling shareholders. In support of this Armstrong (2005) postulates that transparency refers to unfettered access by the public to timely and reliable information on decisions and performance in the public sector. He also states that transparency without accountability becomes meaningless and makes a mockery of Public Administration.

More so the Kings report (2002) defines transparency as the ease with which an outsider is able to make meaningful analysis of a company and its action. The report also states that transparency involves open governance where information concerning financial issues, the vision and mission statement, the strategic direction and the performance output of the organization is not hidden from stakeholders. To promote transparency Local Authorities should ensure that they disclose and communicate key issues about their operations to stakeholders. Minutes, reports and decisions of council should be made public and available. The Rural District Councils Act (RDC Act) Chapter 29:13 (1996) promotes transparency a principle of good governance through some of the provisions which include council meetings that are open to the public and press that is section 50(1) which states that, *“Every meeting of a council shall be open to the public unless the council has resolved itself into committee, in which event the public shall be excluded from the meeting: Provided that the council in committee may invite any person to attend any meeting of the council in committee as observers.”* It should be noted that in council meetings issues from standing committees are presented, deliberated on and resolved in council and by allowing the public and the press to attend full council meetings this presents a chance to scrutinize the

systems, processes and procedures of council and make a meaningful analysis of the Local Authority's decisions and actions. However it has been noted that though section 50(1) of the RDC Act allows for meetings open to the public and press these groups have never been party of the meetings because of apathy.

Section 88(50 of the Urban Councils Act(UCA) Chapter 29:15 also permits any person to obtain a copy or an extract of the minutes upon paying a fee as prescribed by the resolution of a council. It has to be noted that by allowing the public to inspect or have a copy of council minutes is another way of promoting transparency in Local Authorities. This is because through these minutes Local Authorities may communicate and disclose key organizational issues to the residents and various stakeholders. However the section has got its shortcomings since it leaves the conditions of access to the council's discretion, the council may deny access to information citing reasons such as the time one requests the minutes or they may use council resolution as an excuse for not providing the minutes to the public and press. Also another aspects that hinders transparency is highlighted in section 87(2) of the UCA Chapter 29:15 which states that : *....if at any meeting, a council considers that any matter to be discussed at that meeting can be conveniently and advantageously discussed in private council may resolve itself into committee and exclude the public and the press* "It can be observed that the council may abuse this section since it does not clearly highlight matters that should be deliberated in private and hence they may employ it so as to hide any unethical practices manifesting within the organization.

In Local Authorities aspects such as open meetings that are open to the public and the press as outlined in the Urban Councils Act 29:15 and Rural District Councils Act 29:13.Council minutes that are open to the public for inspection, open employees resourcing system, open recruitment and selection, open procurement system that safeguard corruption, participative budgeting as well as financial reporting and disclosure all these promote transparency within organizations and greatly stamp unethical practices and corruption. In light of the above discussion it can be observed that it is the essence of this research study to ensure that transparency mechanisms are effectively adhered to at Gutu RDC is a means to fight corruption and other related unethical practices and ultimately entrench ethics in the day to day operations.

2.5.4 Ethics training

Mafunisa (1999) postulates that the training of council officials and councillors could promote ethical and responsible conduct because councillors could then be informed of what they should do to ensure that their conduct is ethical. Peston (1994) also is of the idea that ethics training are those processes and experiences which are designed to impart knowledge, understanding and skills to people in order that they might share in the task of maintaining an organization's ethos. He goes on to assert that ethics training will involve exercise such as the dissemination of organization's code of conduct /or code of ethos. Louw (1999) in support is of the idea that in service training in ethical norms and standards must be provided if ethical actions are expected from council officials and councilors.. OECD (2013) states that ethics training for public officials is one of the instruments for building integrity in state institutions and ensuring good quality public governance. This is done at organizational level, where employees are trained at induction as well as an ongoing activity so as to raise ethical consciousness.

Carrol (1999) goes on to highlight that many companies today employ ethics training for their employees and these typically are conducted under the purview of ethics program. Some involve actual classroom time and others entail web-based instruction and simulations. He highlighted that the purpose of ethics training include the following;

- To increase the employees sensitivity to ethical facets of decision making.
- To learn about the company's code of conduct/ethics
- Some companies have developed brief guidelines and "ethics checks" that they teach their employees when faced with ethical dilemmas for example Sear, Roebuck and company an American company proposed these questions to be asked for ethical guidance:
 1. Is it legal?
 2. Is it within Sear's shared beliefs and policies?
 3. Is it right/fair/appropriate?
 4. Would I want everyone to know about this?
 5. How will I feel about myself?

In addition Carrol (1999) outlines other ethics initiatives often undertaken by ethics programs including ethics audits, discipline of ethics violators, corporate governance and corporate transparency schemes.

The UN Convention against corruption (UNCAC) requires that state parties “promote education and training programs to enable public officials meet the requirements for the correct ,honourable and proper performance of public functions and that provide them with specialized and appropriate training to enhance their awareness of the risks of corruption inherent in the performance of their functions.Moreso it is important to combine the training on ethics rules established in the legislation ,ethics codes and other regulations with training on ethical values in order to change attitudes and to strengthen participants ‘ understanding of why anti-corruption reforms are necessary and possible.

Eastern Illinois University (2015) highlights on ethics training course that has been developed in accordance with requirements of state officials and Employees Ethics Act (5 ILCS 430/5-10) and it requires university employees to complete at least annually an ethics programme conducted by their university. It also requires that new employees complete ethics training within 30 days of the commencement of employment or appointment. This training programme is intended to allow members to meet their obligations and to comply with the organizations’ ethical standards and requirements.

According to the OECD (2003) highlights empirical evidence on ethics training whereby in Estonia the programme of ethics training was launched in 2005 so as to improve ethical behavior and cement anti-corruption attitude in the public service. The ministry is also responsible for “Central ethics training” that aims at ensuring trustworthy, competent and dedicated public service. Training system is also decentralized in the public service system; each agency has the task of training its own staff.

In addition the OECD (2003) also highlights that the U.S. Executive Branch Ethics Education Program outlines that organization must have an ethics training system to teach employees about ethical laws and rules and to advise the workers where to go for ethical guidance. (There are 133 separate offices inside of the official branch.) In the U.S., all workers in the Federal Executive Branch must get initial ethics introduction so they find out about the guidelines of ethical

behavior. This preparation must be given not later than 90 days after an employee starts his/her government work. Different workers should likewise get yearly training on the norms if they are in higher level positions. By and large, these are employees who record classified or open monetary exposure reports. Altogether, around 330,000 employees document classified reports and 28,000 workers record open reports. Of the last, around 1,200 are workers who serve at the highest level of the official branch representatives who are assigned by the President and affirmed by the U.S. Senate (i.e., PAS authorities).

In light of the above one can observe that it is the mandate of his research study to ensure that ethics is entrenched at Gutu RDC through ethical training in a bid to good ethical conduct by council officials.

2.6 Impact of Economic, political and social environment on the practice of ethics in Local Authorities

Economic environment

The fact that economic crisis is the cause of ethical crisis in developing countries is still highly debatable. Jefferson (2008) is of the view that the rapid deterioration of economic conditions experienced by most African countries since the year 1980 has further encouraged public office holders that is both politicians and administrators to seek and obtain rewards in exchange for their services and weakened their aversion and moral adherence to such parties.

Political environment

Given the fact that the political environment in Africa is clouded with monolithic political party structure and centralized administrative system, ethnic divide also plays an important yet destructive role in the output factions of the bureaucracy. Mukonza (2013) outlines that there is a general animosity between the minister responsible for Local government and urban local authorities because the former belongs to ZANU PF whilst the latter are mostly controlled by the MDC. This situation prompts any form of intervention even on genuine corruption cases to be interpreted as interference meant to advance political interests of the minister's political party.

Jonga (2009) also added that the firing of elected council by the minister of Local government as a way of curbing corruption is not entirely ethical as some of these actions are politically

motivated. He argues that the minister will have the wish of furthering his party's interests and he can only do this by getting rid of opposition parties in Local councils. Such actions are not entirely anti-corruption strategies and they could lead to even more corruption thus this proves that politics can impact on ethical practices.

More so Kamete (2002) highlights that there has been a conflict of view and ideology approach between the Movement for Democratic Change (MDC) and Zimbabwe African National Union Patriotic Front (ZANU PF). As the ruling party fired the urban councils which were greatly dominated by the MDC party, there is no doubt that such is evidence of political interests subduing the cause of democratic government.

Social environment

According to Jefferson (2002) the social environment includes social factors like customs, traditions, values, beliefs, poverty, literacy, life expectancy among others. The social structure and values that a society cherishes have a considerable influence on the function of a society. Agere and Mandoza (1999) is also of the idea that the effect of ethnic diversity on the structure on functioning of the Public Service constitute a major obstacle in African countries. Ethnocracy has serious detrimental administrative effects because it harms public sector performance, increases patronage and reduces trust among individuals and between ethnic groups. Public officials in Local Authorities operate in a diverse society, their ethical convictions and accountability to the populace is bound to be tested.

Guy (2004) outlines how cultural upbringing greatly affects ethical behavior. Poor upbringing of children is one of the major causes of unethical behavior of the public sector. The psyche of the person affects ethical behavior depending on how the person was raised; their idea of ethical behavior could be different from the norm.

2.7 Chapter summary

Entrenching ethics in Local Authorities is very crucial since it greatly stamps the spread of unethical behavior and corrupt practices. The public sector, like individuals is constantly changing through new leadership environment, environmental influences and socio-political development. One measure cannot completely do away with the scourge of corruption there is a great need to employ a plethora of measures which ultimately complement each other. The

second chapter is based on literature review in which the researcher highlighted what other scholars wrote pertaining the subject matter. The concept of ethics was discussed ,ethical theories, the need for ethics in Local Authorities, measures to enforce ethical behavior such as code of ethics/conduct, oversight agencies ,ministerial intervention, conditions of services and human resources policies, accountability and transparency mechanisms, ethics training among others. The impact of economic, political and social environment on the practice of ethics was also explored. In the next chapter that is chapter three the researcher seeks to elaborate in more detail how the research was gathered, presented and analysed which is the research methodology.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

The focus of this chapter is on the research design and methods employed during the study putting into consideration the merits and demerits on the content of this study. The chapter will be looking at the research design, target population, sample size, sampling techniques, and sources of data, data gathering instruments like questionnaires and interviews, ethical considerations, data analysis, tables. The research defined the scope and limitations of the research design. Methods used are outlined and the study will also justify why the methods were the most appropriate in making sure that reliable data was gathered. Limitations to the data gathering methods and the data collected will also be outlined.

3.1 Research design

A research design ensures that the data meet the research objectives and most importantly the formal needs for decision making. Sekaram (2000) define a research design as a set of logical steps taken by the researcher to come up with a solution to the research problem. Raj (2005) defines research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design can be taken as a blue print of the research which clearly lays down what the researcher intends to do. Raj (2005) goes on to state that research design is very crucial and provided with two basic purposes of a research design:

- a) To provide answers to research questions.
- b) To control variance.

Oppenham (1998) is of the idea that research design is a basic strategy of the research and has a logical plan behind it. The plan makes the study possible and valid as to draw general and valid conclusions. It is a means by which the researcher executes the formulated research problems. He goes on to state that the objective of a research design is to plan, structure and execute the project concerned in such a way that validity of the findings is maximized. The research employed quantitative and qualitative research designs and the research will use descriptive research design.

3.2 Descriptive research design

Thakur (2009) defines descriptive research design as a type of research method that aims to gain accurate description of the community, institutions or events in a manner that involves minimum bias and is maximum reliable. James (1997) highlights that descriptive research is employed so as to get information about the current status of the phenomena to describe “what exists” with respect to variables or conditions in a situation.

Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts and describes the data collection. Descriptive research design is preferred because it uses optical aids such as graphs and charts to support the researcher in understanding the data distribution since the human mind cannot source the full import of a large mass of raw data. Descriptive statistics are very crucial in minimizing the data manageable form and thus it is often referred to as statistical research and it uses both qualitative and quantitative research designs.

Limitation of descriptive research design

Subjects that the research questions may not always be truthful instead will give answers that they feel that the researcher wants

3.3 Qualitative Research

According to De Vos et al, (2011), qualitative research is an interdisciplinary, trans-disciplinary and in some cases counter-disciplinary field. It crosscuts the humanities, the social sciences and the physical sciences. Researchers and professionals who utilize the qualitative research methodology are delicate to the estimation of this approach. These researchers are for the most part dedicated to the naturalistic point of view and to the interpretive comprehension of human experience. In the meantime, the field is inalienably political and formed by various moral and political fidelities. Denzin and Lincoln (2000) are also of the idea that qualitative research grasps two pressures in the meantime. From one viewpoint, it is attracted to an expansive, interpretive, post-trial, postmodern, women's activist and basic sensibility and on the other, it is moulded to all the more barely characterized positivist, post-positivist, humanistic and naturalistic originations of human experience and its examination.

Schurink (1998) notice that it is hard to depict qualitative research in a way which could fulfill everyone. In this research study, as in Schurink's qualitative research ought to be viewed as a multi-point of view way to deal with social collaboration meant for depicting and

comprehending, deciphering or remaking, this communication in terms of the meaning the subject attaches to it. In the qualitative research approach for this study concentrate , the methodological measurement of research is basic in delineating the research course, recognizing pertinent instruments to be utilized over the span of the research and in addition the research's objective. He goes on to state that the upside of utilizing qualitative techniques is that they produce rich, itemized information that leave the participant's viewpoint in place and give a setting to comprehension conduct.

3.4 Quantitative research

Bell (1987) highlights that quantitative methodology involves tallying and measuring of occasions and performing factual investigation of an assortment of numerical information. It is utilized to assemble information from test that is illustrative of the populace space. Leedy (1980) additionally expressed that quantitative routines give particular factual based certainties to decision makers which can without much of a stretch be utilized to make exact and informed decisions. Cresswell (2004) likewise postulates that a quantitative methodology is one in which the research essentially uses post positive cases for creating knowledge that is cause and effect thinking, lessening to particular variable and speculations and inquiries, utilization of estimation and perception, and the test of theories, utilizes systems of request, for example, tries and studies and gather information on foreordained instruments that yield statistical data.

3.5 Study Population

Table 1: Sample size

Strata	Total	Sample	Sample%	Sampling Method
Top Management	6	2	33%	Purposive
Middle Management	10	3	30%	Purposive
Councillors	41	4	10%	Purposive
District Admin Officials	10	2	20%	Purposive
Business Community	100	10	10%	Random
Other employees:	44	12	27%	Random
Total	211	33	16%	

Mumvuma (2000) defines study population as the hypothetically particular aggregation of study fundamentals from which the sample is selected. Mlobane (2005) states that population means any group of entity that has one or more characteristics in common. According to Wagenaar and Babbie (1983) research population refers to the aggregated individual units of analysis from which a survey sample will be reviewed. In this research study population consists of Gutu Rural District council employees who have a total population of 60, councillors who have a total population of 41, Business community population is 100, administration officials at District Administrators (DAs) office population of 10. The researcher due to time costs and distance come up with a sample from the targeted population defined after excluding some people through random and purposive sampling as shall be resembled on table 3 above.

3.6 Justification of the population sample

In the context of the research, the study population was driven from council employees who were divided into two segments that is management and other council employees. Top managers were selected due to the fact that they are the ones responsible for the formulation and implementation of ethical policies and practices such as codes of conduct/ethics and hence are able to furnish with adequate information on the subject matter. Other council employees were also selected due to the fact that they are the ones subjected to ethical conduct determines at the organization which is the impetus of the study hence the researcher seeks to have first-hand information from the respondents directly involved in the study problem. Councillors were also selected because their ethical conduct affects the operations of Gutu RDC.

Business Community was also selected because they work hand in hand with the council in the operation of their business hence their views on the ethical conduct of council officials is deemed vital. District Administration officials were also selected since these are the members from the Ministry responsible for the operations of Local authorities hence they have a role to play on the ethical Conduct of council officials and also they provide a neutral ground since they are the mediator between the council and the Ministry of Local Government, public works and national housing.

3.7 Sampling

Sampling is very important in research studies because in some cases it is practically impossible to study the whole population due to time and financial constraints. Mubvami (2001) defined a sample as a subject or subset of the whole population of the total population rather than itself. Sample size must be small so as to do away with the aspect of producing biased result which will affect the objective of the study. In this research stratified, purposive and random sampling will be used.

3.7.1 Sampling techniques

3.7.1.1 Stratified sampling

In order to ensure cross sectional representation in the sample the researcher used Stratified sampling method. The following groups or segments of society formed the strata-council employees, councillors, business people and District Administration officials. This was meant to ensure that every segment was given an opportunity to air their views. The sample had respondents and the distribution of the segments of the strata shall be indicated on a table.

3.7.1.2 Purposive Sampling

After coming up with 6 stratas, the researcher then used purposive sampling to come up with the sample to work with. Nachmicas (1996) defined purposive sampling as sampling in a deliberate way with some purpose or focus in mind. A purposive sample is one in which the researcher identifies certain respondents as being particularly able to provide significant data on the research subject. Saunders et al (2009) highlights that purposive sampling is select cases that will be enabling him/her to answer the research questions and to meet the research objectives. Degu and Yigzaw (2006) also in support postulates that purposive sampling is typically used when focusing on a limited number of informants whom one select strategically. So that their indepth information will give optima insights into an issue about which little is known. In this research study the researcher got information from the top and middle management of Gutu RDC, councillors and District Administration officials. These groups of participants were chosen because of their in depth knowledge in the area of study.

Merits

- i) The sample size is small and hence saves time because the members to be chosen for the research at Gutu RDC with the requisite knowledge are few.

- ii) Come up with the exactly required information this is because the focus is on the employees who are we equipped with relevant information and they are the ones who actively participate in the aspects related to ethical issues.

3.5.1.3 Random sampling

The research also employed random sampling technique Reddy (1994) defines random sampling as “Arranging of conditions in such a manner that every item of the whole universe from the sample shall have same chances of being selected.” The technique saves time as the researcher can quickly select a respondent who falls within the desired strata. The researcher employed the lottery method whereby pieces of paper where written “YES” and “NO” and put into a box for the employees and the business community. Each employee picked his or her paper and those who picked “YES” meant that they participate during the research and those who picked “NO” were left out.

Advantages

- i) The method is highly representative if all employees in the Council participate in the selection process and that awards equal opportunity for every employee to be chosen for the research.
- ii) The results may be generalized for the sample, as the sample selected will be representing the Interests of other employees from the council in issues of entrenching ethics that the study is looking at.
- iii) Provides every employee an opportunity to be picked so as to participate in the research.

Disadvantages

- i)The selected participants may be spread over a large geographical area thus it becomes costly.
- ii) Taking a simple random sample may result in inappropriate numbers of what the research Intents to achieve since there is limitation of participants from the Council.

3.6 Sources of data

The study employed both quantitative and qualitative research instruments and utilized both Secondary and Primary data sources. Quantitative instruments involved use of questionnaires whereas qualitative research involved use of interviews. Primary data was original data gathered through questionnaires and interview and secondary data was collected through desktop studies that that the organization’s documents such as council reports, minutes of meetings, circulars and the Rural District Councils Act chapter 29:15.

3.6.1 Primary Data

Primary data is data that the researcher extracts from the field in a raw state. Welman (2005) states that primary data is collected specifically for the purpose of the research. However it has to be noted that primary data is costly and time consuming. In this study the researcher employed interview has and a questionnaire as primary data research instruments/collecting tools.

3.6.1.1 Questionnaires

Gilham (2008) states that a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Foddy (1994) postulates that the aim of a questionnaire is to gather information for purposes of research for survey, analysis or even to collaborate other research findings. Standard questionnaire for the earlier mentioned respondents were designed in order to get information related to area of interest of the respondents. Gilham (2008) further highlights that standard questionnaire design is a set of questions with fixed alternatives and these could be dichotomous (having only yes/no). Smith (2001) assets that large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost effective way.

Standard questionnaire can be scrutinized more scientifically and objectively than any other forms of research. Zina (2004) highlights that questionnaires are essentially descriptive tools, generating information on what people do, their view has thought of beliefs about certain issues. Questionnaires were distributed to council, employees, councillors, residents selected through random sampling technique. All questions were written in simple English language with simple instructions to avoid ambiguity and answers provided were confidential.

Advantages of questionnaires

- i) It is a cheaper way of surveying a large cross section of people
- ii) There are high chances of obtaining credible responses as the respondents have enough time to think and provide information and also there is anonymity
- iii) Questionnaires produce a better basis for comparison and measurement since every respondent attacked the same questions
- iv) They are less time consuming a large amount of questions are administered simultaneously.

Disadvantages of using questionnaires

- i) There is no direct contact with the respondents therefore it becomes difficult to capture nonverbal responses/gestures.

3.6.1.2 Interviews/structured interviews

Van dyk et al (2004) asserts that the term structured interview refers to a situation where the interview makes use of previously compiled list of questions to obtain certain data from participants. In structured interviews the respondent is asked a series of pre-established questions with present response categories. These were used to gather data from both council officials and other respondents.

3.6.1.3 Unstructured Interviews

The researcher also employed unstructured interviews during the research. Tripathi and Shukla (2003) defined an unstructured interview as a non- standardized, opened ended and in depth interviews that is used to make an understanding of complex behavior of people without limiting them. The use of f unstructured interview enables the respondent to come through rather than their beliefs, values and behaviours to be tightly filtered and boxed. This method was used to collect data from councillors, ward coordinators and District Administration officials.

Advantages of Interviews

- i) They have a high response rate
- ii) Non-verbal aspects of responses are observed in face to face interviews
- iii) There is enough room for any clarification of points and misunderstandings
- iv) Immediate data collection
- v) Interviews allows the researcher control over the line of questioning
- vi) Provision of historical information by the respondents.

Disadvantages

- i) The presence of the researcher may result is biased response
- ii) Time consuming.

3.6.2 Secondary data

The researcher collected data from secondary sources that consisted of Council reports, minutes from meetings, circulars from MLGRUD and the Urban Council's Act Chapter 29.15. The

sources proved to be of great significance since they provided information that had some level of truth and bias was minimal.

Secondary data has its own advantage that is readily available, inexpensive to find, clarify research problems and hypothesis, and provide possible solution to a problem and also alternative to primary data collection. Gilham (2008) indicates that secondary data is data that exist within or outside the company; the data is collected and processed by others for a purpose other than the problem at hand. Wegner (1999) suggests that secondary data consists of data that has already been produced and can be contemporary or historical, qualitative and quantitative. Secondary data save time and money. They also provide information and access to historical data and may be used to offer general background information. Smith (2001) asserts that secondary data may be useful for putting the research context.

3.7 Data collection

It is imperative to note that the quality of the data is key to any given research exercise. It is in this notion that the quality in the research was ensured at all stages of the research process by putting in place appropriate quality control measures. After post checking the completed questionnaires the following mechanisms were affected; emphasizing the anonymity of the target respondents, double punching of data at the data processing stage to ensure maximum accuracy.

3.8 Administration of the instruments

3.8.1 How the questionnaires were distributed

Questionnaires distribution and administering was by hand. Brief notes explaining how respondents should answer the questions accompanied the questionnaire. The notes also explained that all the information and access to it were restricted as it will be purely for academic purpose only. Questionnaires were handed to council employees, councillors, ward coordinators and the business community.

3.8.2 How the interviews were conducted

Appointments were made with those who were to be interviewed; the responsible personnel at Gutu RDC notified of the proposed research at their organization. Responsible officials were also notified and appointments made. Each interview was timed to around ten minutes. The

researcher interviewed all the divisional heads in order to collect data. Gutu RDC management councillors and District Administration staff were also interviewed.

3.9 Ethical Considerations

As postulated by Cooper and Schinder (2003) ethics are norms or standards of behavior that guide moral choices about our behavior and relationship with others. The goal of ethics in social research is to ensure that no one is harmed or suffer adversely from the research activities. The researcher took all the possible steps to ensure that all participants were treated with care, sensitivity and respect for their status as human beings and every attempt was made to avoid belittling participants to the status of objects.

The flowing procedural principles guided this research in terms of ethics. The issue of informed consent was given prominence. This researcher placed upon the obligation to ensure that before participants agree to take part in the research they were made fully aware of the nature of the research and their role within it. He provided his prospective participants with a summary of the key aspects of the research since it was not feasible to explain all the research aspects due to time limitations. Yet another aspect that featured strongly in this research was the issue of confidentiality. This researcher assured his participants that their identity in relation to this research would remain anonymous. They are not going to be named in any way in connection with this research and the opinions they express will not be associated with them personally.

3.10 Data analysis

Data analysis is an integral part of any given research processes such that without an appropriate analytical procedure it is impossible to come up with meaningful findings. The data analysis was performed with the adoption of the statistical package for social scientists a leading desktop statistical package. The package has a very comprehensive range of data manipulation tools as it enables the researcher to deduce vital qualitative and quantitative information and this result in the generation of graphs and charts with aids in the effective analysis of the results and to have meaningful deductions. In analysing and presenting the data both quantitative and qualitative techniques were use. The gathered responses were analysed through the use of graphs, tables and pie charts. The observational results will then be used to present, describe, interpret and analyse the data.

3.10.1 Tables

According to Baxter (1996) a table is a systematic arrangement of data or information in a format that allows the reader to observe variations or trends to make comparisons. Justification of using tables is that it enabled the researcher to group similar data into one category for easy interpretation. It also helped the researcher to arrange data easily.

3.10.2 Pie charts

A pie chart is a circle divided into sections such that each section represents the percentages of total area of the circle associated with the variable. This will help in depicting proportions although there is a limit on the number of factors.

3.10.3 Bar Graphs

The researcher used bar graphs for further highlighting the result gathered from the respondents. Bar graphs gave a quick overall impression of research findings making it easy for the research to draw conclusions.

3.11 Chapter summary

The focus of this chapter was on illustrating and explaining the methods that were employed in the collection of the needed data, the merits and the demerits of using both the primary and secondary sources of data were outlined. The research methodology was discussed under a number of headings that include the research design, research instruments, data collection and presentation and data analysis techniques. The methodologies preferred were thus based on the availability of resources, and time available. This information enabled the researcher to proceed to the field to carry out her research and proceed to write the following chapter which will deal with data presentation, analysis and interpretation.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter will be looking at data presentation, analysis, and interpretation. Discussion will be based on the data gathered from the interviews and questionnaires that were distributed to the target population. The research used both qualitative and quantitative analysis of data from questionnaires and interviews. The main focus of the study is to provide answers to the research questions in chapter one as well as assessing the effectiveness of entrenching ethics in Rural local Authorities. The data will be presented in the form of graphs, tables, pie charts where necessary. The themes underpinning this chapter include the following; overall response rate, response rate for questionnaires, response rate for interviews, unethical practices prevalent at Gutu RDC, measures in place to enforce ethical behavior at Gutu RDC, measures in place to report unethical behavior, Accountability and Transparency mechanisms, impact of the economic, political and social environment and the chapter summary.

4.1 Overall response rate

The respondents are from Gutu RDC employees that is top and middle management, shop floor employees, councillors, business community, ward coordinators and Gutu District Administration officials. Target population of 56 respondents that is 46% from council employees, 18% councillors, 18% business community, 9% ward coordinators and 9% Gutu District Administration officials. Interviews were conducted with Gutu RDC top management and District Administration officials. A total of 51 questionnaires were distributed and a total of 07 interviews conducted. This is going to be presented on tables below.

4.1.1 Response rate for questionnaires

Table 2: Response rate for questionnaires

Strata	Target respondent	Actual respondent	Response percentage
Top management	2	2	100%
Middle management	3	3	100%
Council employees	18	15	83%
Councillors	4	3	75%
Business Community	10	7	70%
Total	37	30	81%

Source: Research data, 2015

Table 4.0 highlights that the overall response rate to questionnaires was very fair, 81% of the questionnaires were returned so as to analyse the sample. 37 questionnaires were distributed, 30 were returned. The top management had a response rate of 100%, middle management 100%, council employees 83%, councillors 75% and the business community 70% which was the least attributed to the busy schedules. The high percentage response rate can highlight that the researcher personally administered the questionnaires and the respondents were given more time to fill in. 7, 3% of the questionnaires not returned by some of the respondents can be attributed to the fact that some members were busy with other tasks, unwillingness to disclose information, poor cooperation by some of the respondents.

4.1.2 Response rate for Interviews

Table 3: Interviews response rate

Strata	Target respondent	Actual respondent	Response percentage
Top Managers	2	2	100%
DA Officials	2	2	100%
Total	4	4	100%

Source: Research data, 2015

Table 4.1 indicates that response during the interviews was high with an overall percentage of 100%. Interviews were held with the Top management who response of 80% and the District Administration Officials who had also response rate of 100%. The participation percentage was

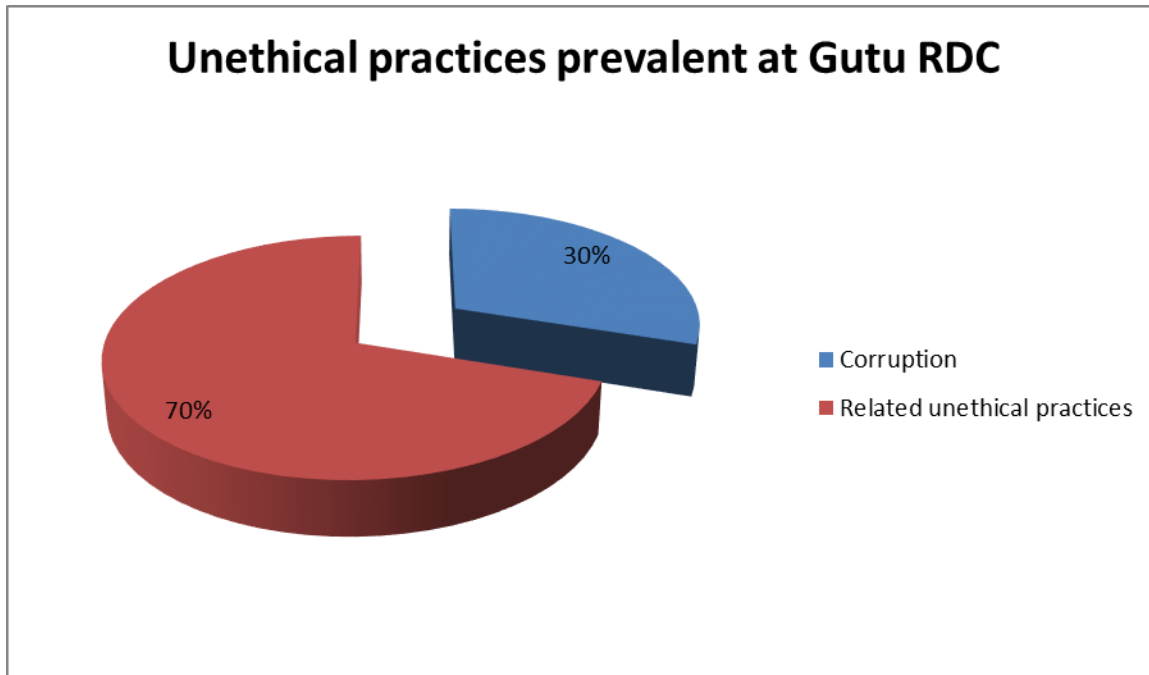
high because the researcher managed to book appointments well in time and also had also the opportunity to explain the gray areas where necessary.

4.2 Unethical practices prevalent at Gutu RDC

The researcher gathered the following data;

Figure 1 indicates the response rate to the questionnaires

Figure 1: Unethical practices prevalent at Gutu RDC

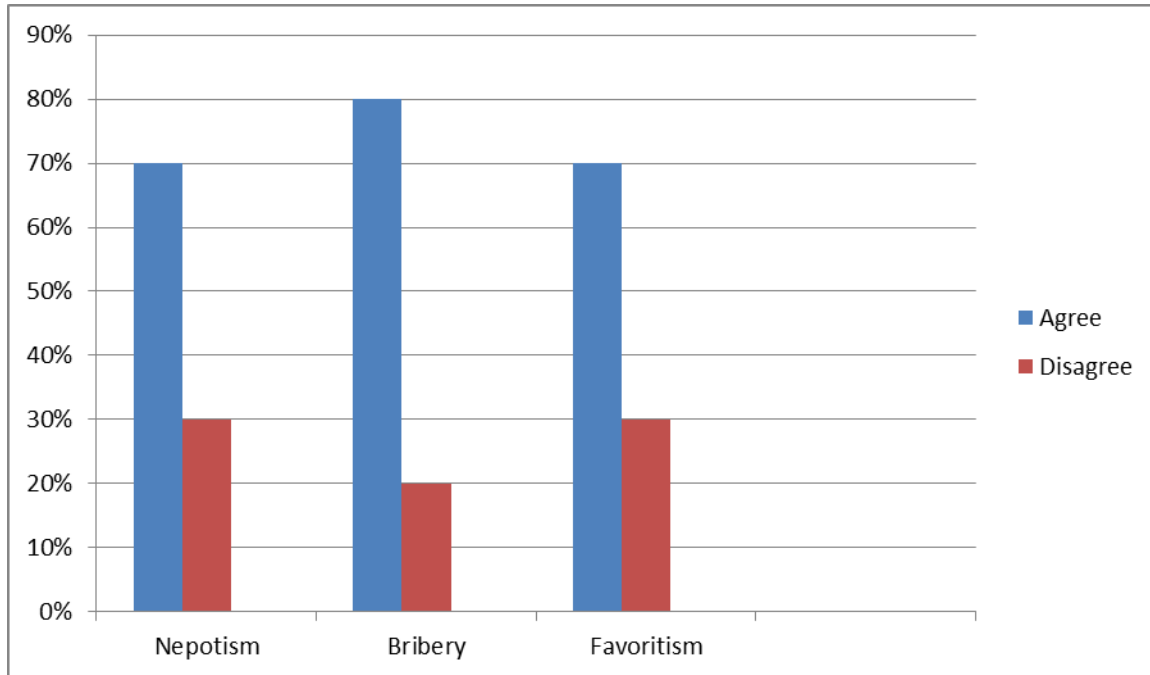


Source: Research data, 2015

Unethical practices prevalent at Gutu RDC are corruption and other related unethical practices. The researcher got the information that corruption has got 30% response rate at Gutu RDC and is in the form of nepotism, favouritism, bribery and other related unethical practices have a response rate of 70% which comprise of organization resource misuse, absenteeism, reporting late for duty, conflict of interest, patronage, late payment of employees' salaries. This is greatly supported by Ssonko (2006) who highlights the common unethical practices within the Local Authorities namely; corruption, conflict of interests, patronage among others.

4.2.1 Corrupt activities at Gutu RDC

Figure 2: Corrupt practices prevalent at Gutu RDC



Source: Research Data, 2015

Figure 2 indicates corrupt activities at Gutu RDC which are nepotism with a response rate of 70%, bribery response rate of 80% and favouritism which has a response rate of 70%. This is supported by Fillmore and Connell (1998) who postulates the forms of corruption as bribery, nepotism, organizational resource abuse among others.

Bribery

Data gathered from the research had it that bribery has an overall percentage of 80% is taking a centre stage especially in the Road works and planning department. Council officials receive money from those residents who want to be given first preference in the allocation of stands whilst their names are at the bottom on the waiting list. There are also other residents with plans for their stand which do not meet the required standards and these connive with council officials to get them approved. More so most business operators are giving bribes to council officials such that they are given licenses for the shops.

Nepotism

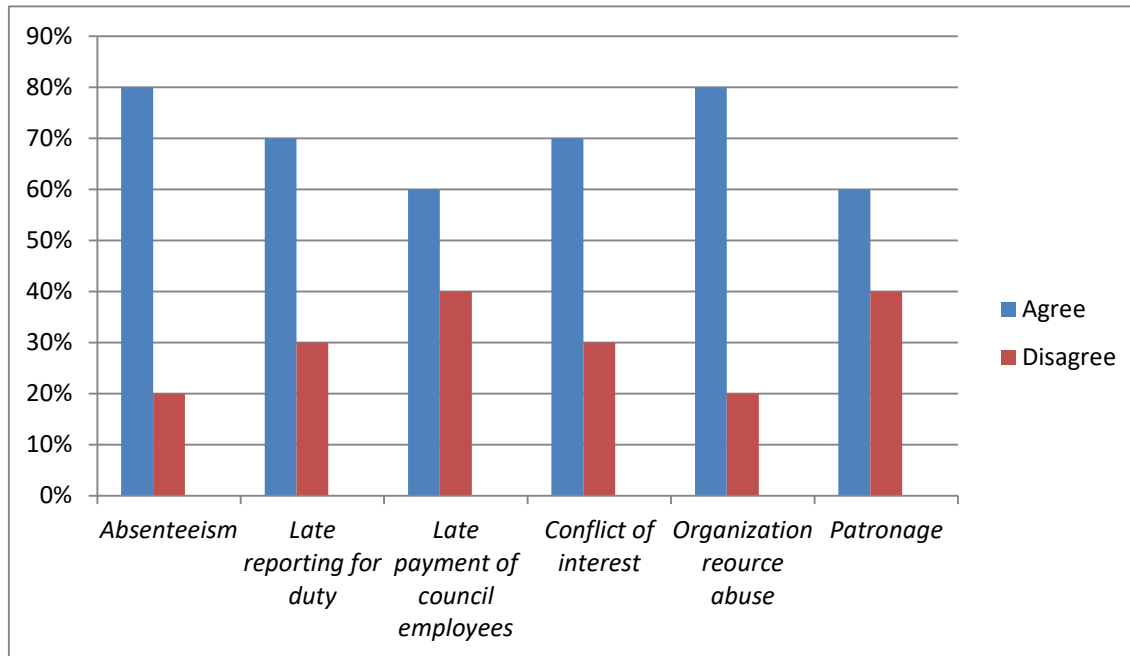
At Gutu RDC nepotism had a response rate of 70%, there is unfair recruitment and selection of the Shop floor employees. Respondents highlighted that some of council officials who have their relatives who want to be interviewed for recruitment make sure that they have access to the questions to be asked before the interview such that their relatives sail through easily. Having looked at this one can note that recruitment and selection at Gutu RDC is done on the basis of who know who and this greatly implies that there is need to entrench ethics in Zimbabwean Rural Local Authorities. This is in disagreement with Patterson (2006) who clearly highlights that, a vital principle in the recruitment and selection is that it should be based on merit and done fairly.

Favouritism

Data gathered highlighting that favouritism has 70%, it is manifesting during the allocation of residential and business stands. For one to be allocated a stand there should be a connection with one official at Gutu RDC. The waiting list is just there on paper and no longer being followed religiously. Due to favouritism some of the people end up having multiple stands. One respondent highlighted that, “we no longer dream of being allocated stands. Stands have their owners already and they get as many as they want”. This is in agreement with Agere and Mandaza (1999) who postulates that favouritism is providing services or resources unfairly to relatives and friends.

4.2.2 Related unethical practices

Figure 3: Related unethical practices



Source: Research data, 2015

Absenteeism

Data gathered had it that 80% of the respondents agreed and 20% disagreed to the existence of absenteeism as an unethical practice prevalent at Gutu RDC. The higher response rate clearly indicates that absenteeism is taking a centre stage at Gutu RDC. Employees are not reporting for duty and they do not provide tangible reasons for their absence. Response from questionnaires highlighted that most employees do not report for duty due to the fact that they would be doing their own private business in a bid to complement their salaries and this has become a culture amongst the employees. From the outlined response it can be observed that the higher percentage of absenteeism implies that only a limited number of employees are carrying out their daily duties and this greatly affect the provision of efficient and effective service delivery to the residents of Gutu.

Reporting late for duty and early dismissal

From the data gathered 70% agreed and 30% disagreed to the issue of late reporting for duty. Respondents outlined that most employees at Gutu RDC report for duty after 10.00 Hrs of which work starts at 07.30 hrs. This has become a culture amongst employees. Reasons cited by some

of the respondents are that salaries are not being paid in time so they attend to their businesses in the morning before reporting for duty. It can be observed that late reporting for duty results in clients not being attended to in time as well as long queues emerging, this leads to clients not being satisfied with the service provision. Some clients who would want to pay user charges and licenses end up returning home with their money and the council lose some of the revenue and ultimately this affects the provision of efficient and effective service delivery by the Local Authority.

Late payment of council employees' salaries

From the findings 60% agreed and 40% disagreed to the issue of late payment of council employees. Respondents highlighted that Gutu RDC is failing to pay the shop floor employees' and contract workers salaries in time. Some of the shop floor employees and contract employees are being paid after month end whilst management and the councillors are being given their monies well in time. One respondent highlighted that this is caused due to corrupt tendencies by the management and councillors who embezzle council funds. It can be observed that late payment of council employees may result in employees lacking the commitment and motivation at the workplace. This greatly affects the achievement of set objectives and goals and ultimately affecting timeous provision of efficient and effective service delivery by the Local Authority.

Conflict of interest

Figure above highlights that 70% of the respondents agreed and 30% disagreed to the existence of conflict of interest at Gutu RDC. The respondents outlined that conflict of interest is witnessed in the recruitment and selection, allocation of stands, decision making in council chambers, tendering process. Respondents also highlighted that some of the companies that were awarded tenders have got personal relationships with councilors and other senior council and local government officials. This is supported by the OECD (2003) which highlighted that conflict of interest greatly militates against the discharge of duties and responsibilities by the public officials. It has to be observed that conflict of interest greatly cost most Local Authorities since officials hinder smooth flow of operations and ultimately affecting provision of efficient service delivery.

Abuse of organizational resources

Figure 3 indicates that 80% agreed and 20% disagreed to the issue of abuse of council resources at Gutu RDC. Respondents highlighted that this is in the form of vehicle abuse the findings

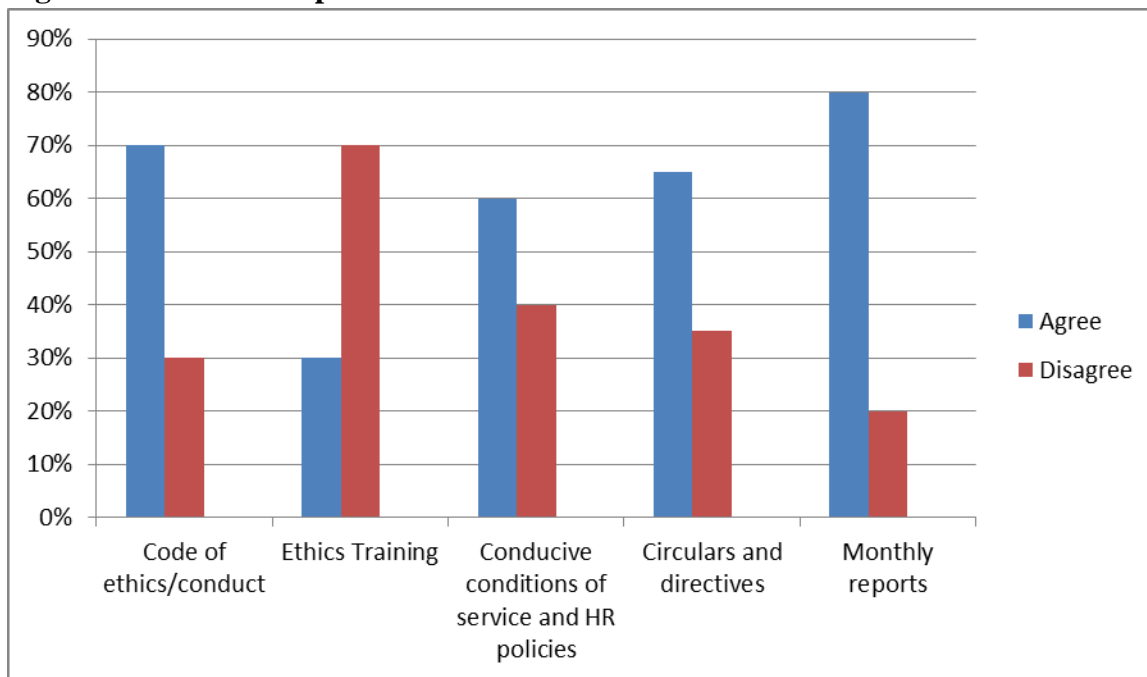
highlighted that some of the drivers and council officials use Gutu RDC vehicles for their own person business and also using council fuel. Having looked at this one can note that through abuse of council vehicles, the aspect of service provision becomes a secondary issue and few resources are channelled towards that implying poor service delivery by the council.

Patronage

From the findings gathered 60% agreed and 40% of the respondents disagreed to patronage as being common at Gutu RDC. In the recruitment and selection one respondent highlighted that recruitment and selection of officials at Gutu RDC is done along ZANU PF party lines, elected officials influence the selection of a candidate who belong to ZANU PF party and even the local Government board is convinced to select a candidate of their choice (Questionnaire 2015). The findings are in agreement with Cheyl, et al (2000) who indicates that patronage systems disregard the formal rules of a local government and use persona instead of formalized channels in order to get an advantage. It should be noted that patronage systems results in council recruiting unskilled manpower who are not competent enough to produce the required results. This implies that the council will not be able to meet the set goals and objectives and negatively affecting the provision of efficient and effective service delivery.

4.3 Measures in place to enforce ethical behavior at Gutu RDC

Figure 4: Measures in place to enforce ethical behavior at Gutu RDC



Source: Research data, 2015

Code of ethics/conduct

From the findings 70% agreed and 30% disagreed to the existence of a Code of Conduct/ethics at Gutu RDC. The Code enshrines the ethical conduct of employees at Gutu RDC. This is supported by Burke (2002) who highlights that code of conduct/ethics can be employed in an organization as a measure to adhere to the ethical standards. However research findings had it that only employees at Gutu RDC are guided by the Code of conduct, councillors who play a pivotal note are not governed by the conduct and the code is now too old can no longer address the current trends of the organization. More so other employees are not aware of the existence of a code of conduct/ethics this is supported by Bates, (2000) who states that old codes become irrelevant because of the changes in organizations. One respondent stated that even though there is a code of conduct, those who breach even go unpunished. One can observe that poor enforcement of the code of conduct/ethics results in a rise in unethical practices among council officials and ultimately negatively affecting the provision of service delivery by the Local Authority.

Ethics training

Data gathered indicated that ethics training at Gutu RDC is not being taken seriously 30% of the respondents agreed and 70% disagreed to ethics training at Gutu RDC .From the findings the majority of respondents have never been involved in ethics training and some are not even aware of the meaning of that subject. Ethics training is intended to allow members to meet their obligations and to comply with the organization's ethical standards and requirements. This is supported by the OECD (2013) which highlighted that ethics training for public officials is one of the instruments for building integrity in state institutions and ensuring quality public governance. One should note that the absence of ethics training implies virtue ethics is not being imparted within the officials and this result in unethical practices which greatly compromise the provision of efficient and effective service delivery.

Conducive Conditions of Service and HR Policies

Data gathered indicates that 60% of the respondents agreed and 40% disagreed to the aspect of conducive conditions of service and HR policies. The percentage of respondents who agreed is slightly fair indicating that the conditions of service are not satisfactory. One respondent

highlighted that salaries for the junior officials are no longer being paid at the end of the month but the top officials and councillors would have received their monies. Bradfordnut (2012) define conditions of service as terms on which employees are coactively employed and this incorporates issues like working conditions of the workplace, fulfilment of the psychological contract, providing a healthy professional employment environment. Armstrong (2006) defines HR polices as continuing guidelines on the approach the organization intends to adopt in managing its people and this in cooperates reward management systems. Recruitment and selection among others. It has to be observed that unsatisfactory conditions of service results in employees finding other survival skills which manifests in unethical behavior and ultimately negatively affecting the provision of efficient and effective service delivery.

Circulars and directives from the ministry to ensure strict adherence to the Rural District Councils Act chapter 29:13 and other legal provisions.

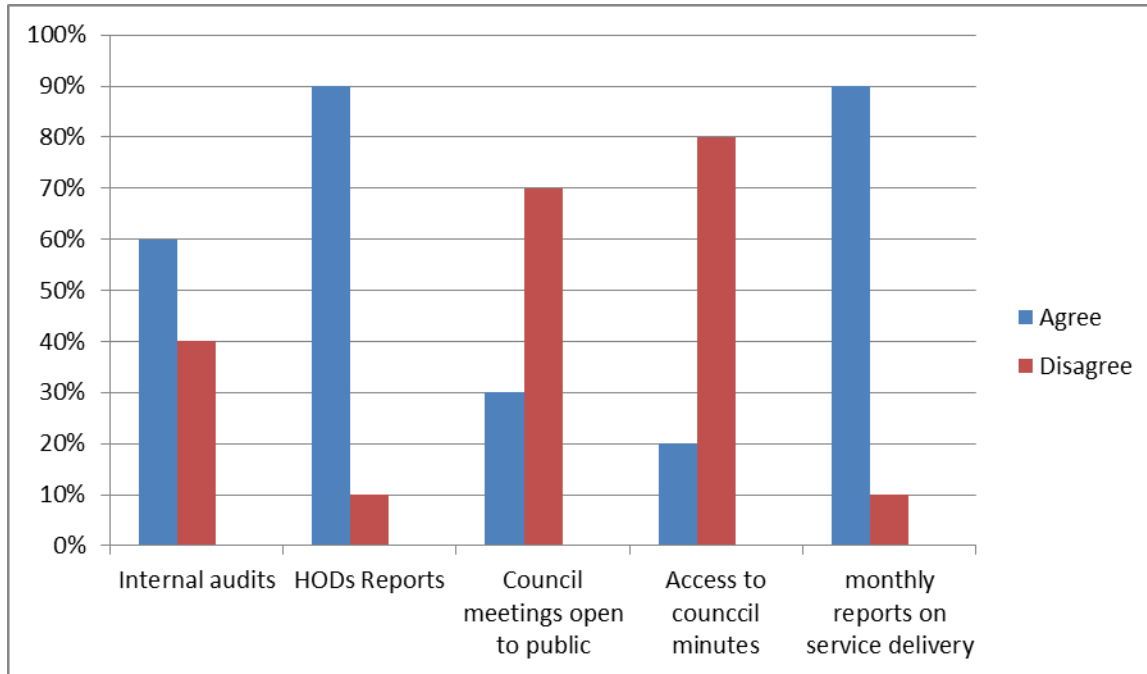
Data gathered indicate that 65% agreed and 35% disagreed to the issuance of circulars and directives so as to ensure good ethical conduct and behavior. The Ministry of Local government, public works and National Housing sometimes issue circulars and directives to Local Authorities so as to ensure that they adhere to certain Legal provisions and as well as ensuring ethical behavior and integrity in the exercise of duties officials from the District Administrators office . The Ministry responsible issued a circular that ensured adherence to the 30: 70 ratios, where 30% is to be directed to salaries for council officials and 70% towards service provision. However research, revealed that Gutu RDC is not adhering to the circular as noted by the response in poor service delivery in Hwiru, Gonville, Old location as well as the Township area that is poor road system, Poor Street lighting among others. Councillors representing residents highlighted that residents are paying bills in time. In light of the above one can deduce failure to adhere to the circulars and directives results in ultra vires conduct by the council and hence negatively affecting the proper provision of service delivery.

Monthly reports

Data gathered indicate that 90% agreed and 10% disagreed that Gutu RDC submits reports to the DAs office in which corporate issues and service delivery status are encompassed. However one respondent outlined that its monthly reports do not always give a true picture of what is transpiring on the ground. This is indicated by the service delivery reports in which the council exaggerates some of the information and failures are omitted.

4.4 Accountability and Transparency mechanism at Gutu RDC

Figure 5: Accountability and Transparency mechanism at Gutu RDC



Source: Research data, 2015

Internal audits

Data gathered indicates that 60% agreed and 40% disagreed to the issue of internal audits at Gutu RDC. Audits are carried out in various forms that is financial, assets audits some respondents highlighted that the carrying out of audits relies on the fact that who is being investigated since some of the auditors tend to overlook some of the issues due to personal relations. One respondent also outlined that if an audit is conducted and the results highlight misconduct by top officials the issue is mostly sidelined. A fair percentage of those who agreed indicate that audits at Gutu RDC are not given much attention to.

HODs reports

Research results shows that 90% agreed and 10% disagreed to the aspect of HODs reports. HODs write reports to the CEO as a measure to ensure transparency and accountability of council employees. These reports are written on a monthly basis highlighting ethical conduct of employees, projects done and other council activities.

Monthly reports on service delivery

Data gathered indicates that 90% agreed and 10% disagree on the issue of monthly reports. One respondent highlighted that the council furnishes the Ministry of Local Government Public Works and National Housing through the DAs office on a monthly basis highlighting the state of service delivery, challenges and any other vital aspects.

Council meetings open to the public and press

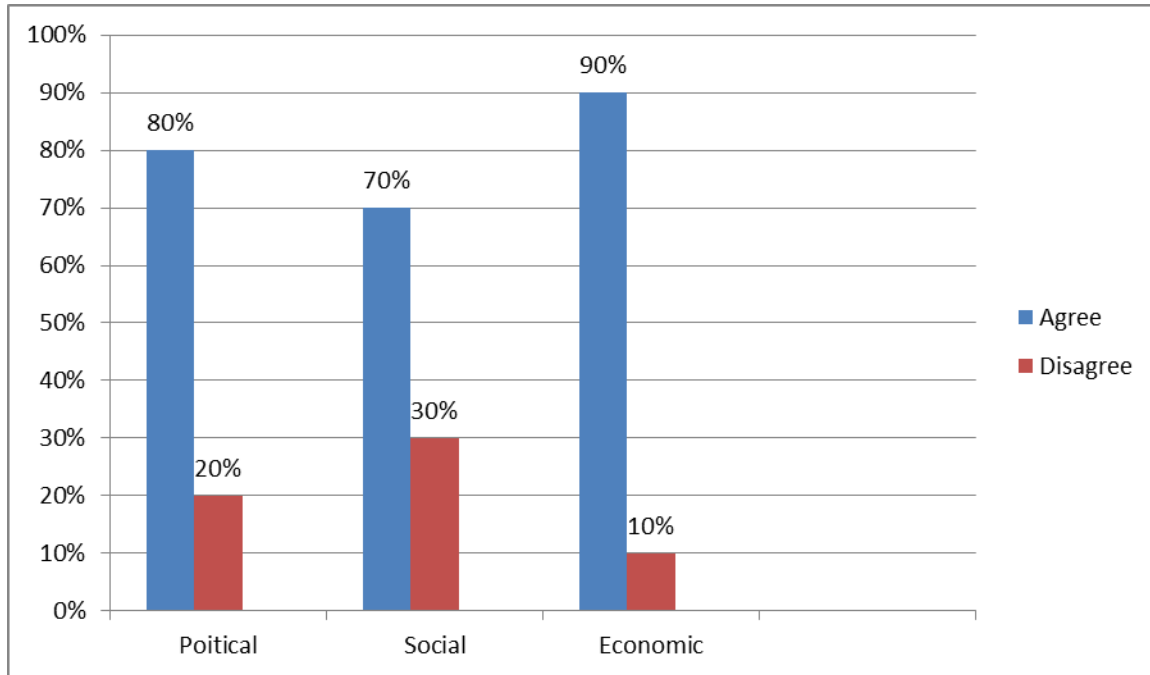
Fig above indicates that 30% agreed and 70% disagreed to the issue of council meetings open to the public and press. One respondent openly highlighted that the council conducts its meetings secretly. Another respondent highlighted that the majority of people do not see the need to attend meetings since their views are not articulated. It can be noted that a lower percentage on those who agree clearly indicates lack of transparency by the council since the public should have sit during council deliberations and scrutinize the proceedings.

Access to council minutes

Data indicate that 20% agreed and 80% disagree to the issue of access to council minutes. One respondent highlighted that if one asks for the minutes from council officials they always give excuses and uncooperative responses. Another respondent stated that council officials always cite the issue of confidentiality of council minutes therefore they are not for public consumption. It can be noted that from the response percentage the council is failing to abide to the transparency and accountability principles.

4.5 Impact of the political, social and political environment on the practice of ethics

Figure 6: Impact of the political, social and political environment on the practice of ethics



Source: Research data, 2015

Political environment

The figure above reveals that 80% agreed and 20% disagreed to the impact of politics on the practice of ethics at the council. Research results reveal that the political environment impact on the ethical conduct of council employees. One of the respondents highlighted that a councillor one is supposed to dance according to the tune of the political party that one belongs to and in most cases such individual will have to bend the ethical rules so as to further the party's interest. More so another respondent indicated that political patronage is one of the unethical practices common at the council, councillors would like to reward their supporters hence favouritism in tenders promotions and recruitment and selection. One of the respondents reiterated that the process of recruitment and selection and promotion is done along party lines. The findings are consistent with Dryden (1968) who argues that councillors are politicians who assail to power through a democratic process of election, this has seen party politics enrol in local government: the councillors are fielded by their political parties to represent party interests in the governance of local authorities. Lawrence and Rodger (2009) support this by arguing that councils are colonized by dominant party agenda. Jonga, (2009), cited that there has been a conflict of view and ideology, approach between The Movement for Democratic Change (MDC) and Zimbabwe

African National union-Patriotic Party (ZANU-PF). These are the dominant parties in the council and expected to come with resolutions together yet their ideologies differ.

Economic environment

Data revealed that 90% agreed and 10% disagreed to the economic impact on the practice of ethics at the council. One respondent highlighted that due to the hard economic scenario the council is failing to conduct ethical training programs. Another respondent reiterated that employees are sometimes not timeously paid and this expose them to embark in unethical practices in a bid to make ends meet. Moreso the findings outlined that period of 2008 which was characterized by high levels of inflation exposed council officials to unethical practices since they could not live on their salaries and up to now this has become a culture embedded in them. The research findings were in consistent with Darly (2008), who asserts that the ethical conduct of employees is affected by the economic environment they are exposed to.

Social Environment

Research findings highlight that 70% agreed and 30% disagreed to the impact of social environment on the practice of ethics at the council. One respondent clearly stated that nepotism is manifesting at the council, recruitment and selection is now being done basing on whom you know. If one does not have a relative at the council the chances of securing a job are very slim. Another respondent highlighted the issue of self-enrichment by some officials. This is supported by Kalaer (2000) who asserts that African society places a great emphasis on success and accumulation of great wealth.

4.6 Chapter summary

The chapter has managed to highlight views from respondents on entrenching ethics in Zimbabwean Rural Local Authorities. Data gathered is vital in answering the research questions and addressing the objectives highlighted in chapter one. The findings were presented in tables, graphs and pie charts. The research study has also managed to highlight that unethical practices prevalent at Gutu RDC are corruption that in cooperates bribery, favouritism and nepotism, other related unethical practices includes organizational resource abuse, conflict of interest, and patronage among others. Measures to enforce ethical behavior include a workable code of conduct/ethics, ethics training, and conducive conditions of service and HR policies, circulars and directives from the responsible Ministry. The research also outlined that Gutu RDC officials are less accountable and transparent to the people. Measures to enforce accountability and

accountability include internal audits, HODs reports, council meetings open to the public, consultative budget meetings etc. The political, economic and social environment have got greater negative impact on the practice of ethics at Gutu RDC. With the findings in place the researcher now makes recommendations and conclusions on entrenching ethics in Zimbabwe Local Authorities. Chapter 5 is going to highlight on the summary, conclusions and recommendations on the research study.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes all the chapters and it employs vital issues and findings of the research study so as to outline the summary, conclusions as well as the recommendations to the research problem.

5.1 Summary

Chapter one focuses on entrenching ethics in Zimbabwean Rural Local Authorities and Gutu RDC was used as the case study during the research. The current political, economic and social atmosphere has greatly resulted in the emergence of unethical practices that disregard the practice of good governance in the Local government fraternity. The statement of the problem highlighted that unethical practices like corruption have remained a key challenge that is negatively affecting the operations of Gutu RDC despite the measures put in place to curb unethical practices like the code of conduct/ethics, transparency and accountability mechanisms. The objectives that ignited the study include; identifying the unethical practices prevalent at Gutu RDC to analyse measures taken to enforce ethical behavior, to analyse transparency and accountability mechanisms and to assess the impact of the political, social and economic environment in the practice of ethics.

Chapter two looked into the literature review and highlighted what other scholars have propounded regarding the variables of the research study and outlined the following themes; concept of ethics, the three ethical theories that virtue ethics, deontology and teleological, the need for ethics in the Local government system, unethical practices prevalent in Local Authorities, measures to enforce ethical behaviour, accountability and transparent mechanisms as well as the impact of the political, social and economic environment on the practice of ethics in the local government area.

Chapter three outlined the research methodology, the research study employed both qualitative and quantitative descriptive research designs and questionnaires and interviews were used so as to gather data from the target population. A population study of 211 with a sample of 33 participants was used constituting Gutu RDC employees, councillors, business community as

well as officials from the DAs office. Stratified sampling was used to select a sample from the outlined population sample so as to ensure cross sectional representation, purposive and random sampling were also employed during the research study.

Chapter four looked into data presentation, analysis and interpretation, the data was presented in the form of tables, pie charts and bar graphs were necessary. The research study highlighted that prevalent unethical practices at Gutu RDC include corruption that is manifesting in the form of form of bribery, nepotism, favouritism and other related unethical practices including absenteeism, late payment of council employees, patronage, conflict of interest, organizational resource abuse among others. Measures to enforce ethical behavior were also clearly outlined including a workable code of ethics/conduct, ethics training, and conducive conditions of service and HR policies, transparency and accountability mechanisms. The impact of the political, social and economic atmosphere in the practice of ethics in Local Authorities has also been enshrined in this research study.

5.2 Conclusions

The following conclusions were made basing on the findings of the research study;

Unethical practices that are prevalent at Gutu RDC encompasses corruption that manifests in the form of bribery, nepotism, favouritism. This is accompanied by other related unethical practices include absenteeism, reporting late for duty, organizational resource abuse, conflict of interest, patronage.

The study also established that measures in place to enforce ethical behavior at Gutu RDC include a code of ethics/conduct which is however outdated and not religiously followed, circulars and directives from the Ministry of Local Government Public Works and National Housing that ensures strict adherence to the Rural District Council Act Chapter 29:13 and other related legal provisions governing operations of Local government. It was also established that transparency and accountability mechanisms at Gutu RDC are strengthened and cemented through HOD report, internal and external audits, monthly reports submitted to the DAs office on the state of service delivery, council meetings open to the public as well as the minutes available to the public for scrutiny and also the committee system that ensures accountability such as the audit committees, HRD committees among others.

The researcher also established that the political, social and economic environment has got a negative impact on the practice of ethics at Gutu RDC. The party politics affects conduct of council officials, councillors and this result in patronage tendencies. Economic atmosphere which is unstable results in self-enrichment tendencies by most council officials as well as councillors. The social environment cannot be left out since aspects of culture, family relations results in council officials not adhering to the good ethical practices end up in nepotism tendencies.

In light of the above the study then concludes that it is a noble idea to entrench ethics in the operations of Zimbabwean rural local Authorities in order to ensure that good ethical conduct is upheld and ultimately improving the provision of efficient and effective service delivery.

The researcher however managed to outline some of the recommendations that will go a long way in ensuring that ethics is established within the Local government fraternity.

5.3 Recommendations

Having looked at the conclusions ,the researcher managed to come up with recommendations in a bid to ensure ethics is entrenched in Zimbabwean Rural Local Authorities and ultimately cultivating good ethical behaviour;

Establish a workable code of ethics/conduct

There is a greater need for the Local Authority to update Gutu RDC code of conduct such that it addresses all current unethical issues. Code of ethics is the source of ethical guidance and defines what is right or wrong in an organization. The code of conduct should be religiously adhered to and as well as including the councillors since they are part and parcel of the organization and their ethical conduct greatly affects council operations.

Ethical training programs

There is need for the local authority to conduct periodic ethical training programs for the council officials, councillors and other stakeholder's in order to ensure that good ethical conduct is cultivated and ultimately stamp the occurrence of unethical practices within the organization. Employees should be trained on ethical issues at induction and as an ongoing activity so as to raise ethical consciousness, impart ethical skills and inculcate organization value system.

Anti-corruption awareness education/campaigns

People should be made to understand that corruption is detrimental and greatly affect service delivery. Organisations like the Gutu Development Forum (GDF) should be made to understand as well as the ward coordinators representing residents such that they avoid conniving with council officials and this fights bribery, favouritism and nepotism more so residents will be in a position to understand mechanisms in place to report unethical practices.

Timeous payment of employees

Council employees should be paid well in time such that the tendency of engaging in unethical practices is reduced.

5.4 Suggestions for further study

Further study on this topic should take into account other respondents including the Civil Society Organizations, Community Based Organizations and other various stakeholders affected by council operations in a bid to harness their perceptions on ethical matters.

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APPENDICES

APPENDIX 1

QUESTIONNAIRE 1

Introduction

My name is Herbson Marongere. I am a student at Midlands State University studying Local Governance Studies. I am carrying out a research on entrenching ethics in Zimbabwean Rural Local Authorities. This is in partial fulfilment of the requirements of the program and your views will not be published but treated with confidentiality.

Questionnaire details

N.B Do not write your name on the questionnaire

If yes just tick or put an **X**

Target: Top Management of council

Sex Male Female

Department.....

Position.....

PART A: UNETHICAL PRACTICES PREVALENT AT GUTU RDC.

FORMS OF UNETHICAL BEHAVIOUR	AGREE/YES	DISAGREE/NO
Bribery		
Nepotism		
Fraud		
Embezzlement		
Reporting late for duty		
Forgery		
Favouritism		

Conflict of interest		
Absenteeism		
Late payment of council employees		
Patronage		
Organizational resource abuse		

PART B: MEASURES TO ENFORCE ETHICAL BEHAVIOR.

Is there an existing Code of ethics/conduct?

Yes

No

Not sure

Were you involved in the formulation and Implementation of the code of ethics/conduct?

Yes

No

Is the code of conduct workable, if not what are the reasons?

Yes

No

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Explain how you enforce ethical behaviour in your department?

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Gutu RDC has mechanisms to report unethical behaviour, if yes what are they?

Yes

No

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Are there any mechanisms to enhance accountability and transparency in your organization, if **YES** what are they?

Yes

No

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Are you accountable to the residents? If **YES** can you explain?

Yes

No

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Does the political environment compromise the practice of ethics in your organization? If your answer is **YES** explain how?

Yes

No

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Does the social environment compromise the practice of ethics in your organization? If your answer is **YES** explain how?

Yes

No

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Does the economic environment compromise the practice of ethics in your organization? If your answer is **YES** explain how?

Yes

No

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THANK YOU

APPENDIX 2

QUESTIONNAIRE 1

Introduction

My name is Herbson Marongere. I am a student at Midlands State University studying Local Governance Studies. I am carrying out a research on entrenching ethics in Zimbabwean Rural local Authorities. This is in partial fulfillment of the requirements of the program and your views will not be published but treated with confidentiality.

Questionnaire details

N.B Do not write your name on the questionnaire

If yes just tick or put an **X**

Target: Middle management of council

Sex Male Female

Department.....

Position.....

PART A: UNETHICAL PRACTICES PREVALENT AT GUTU RDC.

FORMS OF UNETHICAL BEHAVIOUR	AGREE/YES	DISAGREE/NO
Bribery		
Nepotism		
Fraud		
Embezzlement		
Reporting late for duty		
Forgery		
Favouritism		

Conflict of interest		
Absenteeism		
Late payment of council employees		
Patronage		
Organizational resource abuse		

PART B: MEASURES TO ENFORCE ETHICAL BEHAVIOR.

Is there an existing Code of ethics/conduct?

Yes

No

Not sure

Were you involved in the formulation and Implementation of the code of ethics/conduct?

Yes

No

Is the code of conduct workable, if not what are the reasons?

Yes

No

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Explain how you enforce ethical behaviour in your department?

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Gutu RDC has mechanisms to report unethical behaviour, if yes what are they?

Yes

No

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Are there any mechanisms to enhance accountability and transparency in your organization, if **YES** what are they?

Yes

No

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Are you accountable to the residents? If **YES** can you explain?

Yes

No

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Does the political environment compromise the practice of ethics in your organization? If your answer is **YES** explain how?

Yes

No

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Does the social environment compromise the practice of ethics in your organization? If your answer is **YES** explain how?

Yes

No

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Does the economic environment compromise the practice of ethics in your organization? If your answer is **YES** explain how?

Yes

No

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THANK YOU

APPENDIX 3

QUESTIONNAIRE

Introduction

My name is Herbson Marongere, a student at Midlands State University currently studying Local Governance Studies. I am carrying out a research on entrenching ethics in Zimbabwean Local Authorities. And this is in partial fulfillment of the requirements of the programme you are well assured that your views are not for publication but will be treated with confidentiality.

Questionnaire details

N.B Do not write your name on the questionnaire

If yes just tick or put an **X**

Target: Council employees

Sex Male Female

Department.....

PART A: UNETHICAL PRACTICES PREVALENT AT GUTU RDC

FORMS OF UNETHICAL BEHAVIOUR	AGREE	DISAGREE
Bribery		
Nepotism		
Fraud		
Embezzlement		
Reporting late for duty		
Forgery		
Favoritism		
Conflict of interest		
Absenteeism		

Late payment of council employees		
Patronage		
Organizational resource abuse		

PART B: MEASURES TO ENFORCE UNETHICAL BEHAVIOR

For how long have you been working at Gutu Rural District Council?

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.....

Are you aware of the existing code of ethics/conduct?

Yes No

Were subordinate employees involved in designing a code of ethics/conduct?

Yes No

If your response is **YES**, can you explain how you were involved?

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.....

How do you see the reporting of unethical behaviour at Gutu Rural District Council?

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Can one say you are accountable and transparent to your supervisors and to the residents?

If your answer is **YES**, can you explain how?

Yes

No

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Does the social environment affect ethical issues at the work place?

Yes

No

If your answer is **YES** can you explain, how?

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Does the economic environment affect ethical issues at the work place?

Yes

No

If your answer is **YES** can you explain, how?

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Does the political environment affect ethical issues at the work place?

Yes

No

If your answer is **YES** can you explain, how?

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THANK YOU

APPENDIX 4

QUESTIONNAIRE

Introduction

My name is Herbson Marongere, a student at Midlands State University currently studying Local Governance Studies. I am carrying out a research on entrenching ethics in Zimbabwean Local Authorities. And this is in partial fulfillment of the requirements of the programme you are well assured that your views are not for publication but will be treated with confidentiality.

Questionnaire details

N.B Do not write your name on the questionnaire

If yes just tick or put an **X**

Target: Councillors

Sex Male Female

Ward.....

For how long have you been a councillor? Years

Terms of office served Terms

PART A: UNETHICAL PRACTICES PREVALENT AT GUTU RDC

FORMS OF UNETHICAL BEHAVIOUR	AGREE	DISAGREE
Bribery		
Nepotism		
Fraud		
Embezzlement		

Reporting late for duty		
Forgery		
Favoritism		
Conflict of interest		
Absenteeism		
Late payment of council employees		
Patronage		
Organizational resource abuse		

PART B: MEASURES TO ENFORCE ETHICAL BEHAVIOR

What are the measures to enforce ethical behaviour in place at Gut Rural District Council?

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Are you accountable and transparent to the residents?

Yes

No

If the answer is **YES** can you explain how?

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Does the social environment affect ethical issues at the work place?

Yes

No

If your answer is **YES** can you explain, how?

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Does the economic environment affect ethical issues at the work place?

Yes

No

If your answer is **YES** can you explain, how?

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Does the political environment affect ethical issues at the work place?

Yes

No

If your answer is **YES** can you explain, how?

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THANK YOU

APPENDIX 5

QUESTIONNAIRE

Introduction

My name is Herbson Marongere, a student at Midlands State University currently studying Local Governance Studies. I am carrying out a research on entrenching ethics in Zimbabwean Local Authorities. And this is in partial fulfillment of the requirements of the programme you are well assured that your views are not for publication but will be treated with confidentiality.

Questionnaire details

N.B Do not write your name on the questionnaire

If yes just tick or put an **X**

Target: Business Community

Sex Male Female

Ward.....

PART A: UNETHICAL PRACTICES PREVALENT AT GUTU RDC

FORMS OF UNETHICAL BEHAVIOUR	AGREE	DISAGREE
Bribery		
Nepotism		

Fraud		
Embezzlement		
Reporting late for duty		
Forgery		
Favoritism		
Conflict of interest		
Absenteeism		
Late payment of council employees		
Patronage		
Organizational resource abuse		

PART B: MEASURES TO ENFORCE ETHICAL BEHAVIOR

Are council official accountable and transparent?

YES

NO

If your answer is **NO**, can you explain your answer?

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.....

Is there fairness in the allocation of business licenses and housing stands?

Yes

No

If your answer is **NO**, can you explain your answer?

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Is the tendering procedure conducted on a fair base at Gutu Rural District Council?

Yes

No

If your answer is **NO**, can you explain your answer?

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THANK YOU

APPENDIX 6

INTERVIEW GUIDELINES

Key informant: Gutu RDC Management

1. What are the common unethical practices prevalent at Gutu Rural District Council?
2. What are the measures in place so as to enforce ethical practices/conduct?
3. What are the strategies in place so as to enhance accountability and transparent mechanisms?
4. How does the economic environment affect the practice of ethics within the organization?
5. How does the social environment affect the practice of ethics within the organization?
6. How does the political environment affect the practice of ethics within the organization?

APPENDIX 7

INTERVIEW GUIDELINES

Key Informants: District Administration Officials

1. How long have you been employed in Local government?
2. For how long have you been at that post?
3. What are the unethical practices prevalent at Gutu Rural District Council?
4. As a Ministry what measures have you put in place to ensure that accountability and transparency mechanisms are upheld?
5. What measures have you put in place to enforce ethical conduct/behavior?
6. How does the economic, political and social environment affect the practice of ethics in local government?