

Bindura University of Science Education

Faculty of Commerce



DEPARTMENT OF ECONOMICS

**PUBLIC PROCUREMENT CORRUPTION AND SERVICE DELIVERY IN
MUNICIPALITY AUTHORITY.**

THE CASE OF HARARE CITY COUNCIL.

BY

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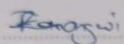
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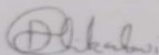
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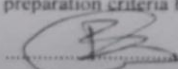
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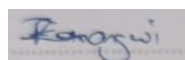
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DEDICATION FORM

This dissertation is dedicated to Jesus Christ of Nazareth, my personal Lord and Savior. I am grateful for the knowledge and wisdom he provided me with in order to carry out this research.

In addition, I dedicate this dissertation to my family, who has been a saintly promoter of my religion through these spirit-filled teachings. Without their prayers, this study would almost certainly not have been finished.

MAY OUR HEAVENLY FATHER BLESS THEM

ABSTRACT

This study investigates the intricate relationship between public procurement corruption and the state of service delivery within municipal authorities focusing on the Harare City Council. The research aims to achieve two primary objectives: first, to assess the current state of essential services, specifically waste management, water supply, and road infrastructure, within the municipality. Second, to determine the relationship between public procurement corruption and council service delivery. Using a mixed method approach, the study found that the service delivery at Harare City Council is generally poor across critical sectors such as water supply, waste management, and road network. The study further indicates that an increase in public procurement corruption leads to a decline in the quality of municipal services. The study recommends Harare City Council to improve its service delivery across critical sectors such as water supply, waste management, and road network. The study further recommends the City Council to reduce public procurement corruption as a strategy to improve service delivery. The City Council can achieve this through the provision of adequate training and capacity-building initiatives to officials in the procurement Department on ethical practices and modern procurement techniques. The city council can also achieve this by maximizing transparency in all procurement proceedings. This can be done through publishing tender advertisements, bidding documents, bid opening reports and contract awards.

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LIST OF ACCRONYMS AND ABBREVIATION

HCC Harare cCity Council

BSA	British South Africa
WASH	Water, Sanitation and Hygiene
MLGRUD	Ministry of Local Government, Rural and Urban Development
TCE	Transaction Cost Economic
RDT	Resource Dependence Theory
SPSS	Statistical Package for the Social Science

CHAPTER 1

INTRODUCTION

1.1Introduction

Public procurement is a critical component of municipal governance enabling local authorities to deliver essential services to citizens. Corruption take many forms in public procurement include kickbacks and bid-rigging which resulting in poor quality services, inflated costs and inadequate infrastructure in the context of Harare City Council (HCC). However, the sector is also highly vulnerable to corruption, defined as the abuse of public office for private gain (Transparency International, 2021). This malfeasance can manifest in various forms, including bribery, fraud, favoritism and collusion, ultimately undermining the integrity of procurement processes and diverting resources away from their intended purpose (UNODC,2018). When procurement process are compromised, it can lead to the selection of unqualified contractors, the acquisition of substandard goods and services at inflated prices, and abandonment of crucial infrastructure projects(Mauro,1998). This directly translate into poor services delivery in critical areas such as water and sanitation, hearth care ,education and transportation eroding public trust and hindering socio-economic development (Gupta et al.,2001). This study examines the effect of public procurement corruption on service delivery at the Harare City Council (HCC). Chapter introduces, focuses on background information which gives insight of the study, statement of the problem that motivated the study, research objectives, research question, scope of the study, significant of the study, organization of the study and lastly the conclusion.

1.2Background of study

The history of formal local government is generally traceable from 1890 through forms of social or community organization before this date constituted legitimate forms of local government (Chatiza 2010). In 1890, the country was colonised by a private company, the British South Africa (BSA) Company based on a charter granted by the English Queen. The early local government system reflected English traditions and the administrative system established in the Cape Colony where the BSA Company had influence. The first forms of local government were Sanitary Boards (1891) focusing on establishing public health standards

in the emerging towns of Salisbury and Bulawayo. In the 1920s and 1930s, the powers of Urban (European designed) Councils significantly increased through the various legislation - Municipal Act 1930; Town Planning Act 1933. Africans living in municipal townships took no part in municipal elections as they were regarded as tenants and not ratepayers. However, there was official acknowledgement of residence of Africans in European areas through establishment of African Advisory Boards elected by residents in the townships (Marsh et al. 1974).

European commercial farming (rural) areas had limited local government in the form of single purpose Road Councils, formed in the 1930s and the Conservation Committees - formed in terms of the Natural Resources Act of 1941. This situation remained unchanged up to 30 December 1966 when multi-purpose Rural Councils were formed out of the former Road Councils and Conservation Committees (Jordan, 1984). In 1980, there were 43 Rural Councils in existence. The Rural Councils had, through land and property taxation and matching government grants (generous in nature) emerged as viable units, with significant equipment and assets. Given the choice to either join the District Councils or form their own Rural Councils in 1980, most African Purchase (small-scale commercial farming) areas established their own Rural Councils, increasing the number of Rural Councils to 55.

Zimbabwe's local government system is a generally an established one. It has been reformed repeatedly and can arguably be considered to be mature. The system was however heavily stressed by political and economic crises during the last two decades. Structures, systems and overall performance declined. The 2008-2009 cholera outbreaks that led to at least 4000 deaths mainly in Harare indicated the height of local government service delivery stress (Chirisa,I, Dube,E &Bandauko,E,2015). In rural Zimbabwe the near collapse of water, sanitation and hygiene (WASH) and, inter alia, road infrastructure also shows the bad state of service delivery.

The third and lower tier of government is the local government. Meyer (1978:10) in Reddy (1999:10) conceptualises local government as local democratic units within the democratic system which are subordinate members of the government vested with prescribed, controlled governmental powers and sources of income to render specific local services and to control and regulate the geographic, social and economic development of defined local areas. Local government institutions in Zimbabwe are semi-autonomous, with delegated authority from central government. All forms of Zimbabwean local government are creatures of government

and must limit their activities and procedures to those prescribed by central government (Jordan, 1984:07).

It is, however, critical to note that urban local authorities benefit from a substantial degree of independence in determining and financing priorities within their areas to enable them to fulfil their mandate of providing services to the local people. The Ministry of Local Government, Rural and Urban Development (MLGRUD) indirectly controls local government institutions through a defined legal and policy framework. Chandler (2001:8-9) argues that local government entities are beneficial to the governance of the state because they take some of the administrative overload from central government, ensure effective service delivery at the local level and facilitate local democracy.

Zimbabwe's local government system is a relatively established one. It consists of 92 Councils (60 rural and 32 urban) and a Ministry with a national, provincial and district presence. The 92 Councils are legally established, have clearly defined boundaries and are divided into wards (1958 nationally), thousands of villages (rural) and neighbourhoods (urban). Citizens of a ward elect a Councillor based on universal suffrage to represent them. As such, Zimbabwe's Councils are run by democratically elected Councils and appointed technical-administrative staff/officials

The Zimbabwean local government system falls into two groupings namely, the rural and urban local authorities. The system is governed by the Urban Councils Act (29.15) of 1996 and the Local Government Laws Amendment Number 1 of 2008 for urban local authorities and the Rural District Council Act (29.13) of 1996 for rural local authorities. There are currently 32 urban local authorities in Zimbabwe and these are hierarchically organised, based mainly on size and functions (Chakaipa, 2010:36). In descending order, cities (level 1) are the highest status in the country, followed by municipalities (level 11), and then town councils (level 111) and the lowest in the hierarchy are the local boards (level 1V). Urban local authorities are established in terms of section 4 of the Urban 17 Councils Act (Chapter 29.15) of 1996 and they include cities, municipalities, towns and local boards.

1.2.0 Public Procurement and Service Delivery

Public procurement is universally recognized as a critical function of government, serving as the conduit through which public funds are translated into essential goods, works, and services for citizens (World Bank, 2018). Its effective operation is inextricably linked to a government's

ability to achieve its developmental objectives and ensure the well-being of its populace. In the context of local authorities, such as city councils, robust public procurement is the backbone of service delivery, directly influencing the provision of vital services like water and sanitation, waste management, road infrastructure, and public health facilities (OECD, 2017). When procurement processes are transparent, efficient, and adhere to principles of value for money, they can significantly enhance the quality, accessibility, and sustainability of these crucial services (Thai, 2009).

However, the reality in many developing contexts, including Zimbabwe, often deviates from this ideal. Municipalities frequently face systemic challenges that impede effective service delivery, with public procurement emerging as a particularly vulnerable area (Ambaw & Telgen, 2017). The Harare City Council, as the capital city's local authority, is a case in point. For years, Harare residents have grappled with a severe decline in basic services, characterized by intermittent water supplies, uncollected refuse, deteriorating road networks, and dilapidated public infrastructure (News Hub Zimbabwe, 2025; Harare Post, 2024). This pervasive service delivery crisis is often attributed to a complex interplay of factors, including inadequate funding, management inefficiencies, and, critically, pervasive corruption within the city's operational systems (News Hub Zimbabwe, 2025).

Allegations and documented instances of public procurement irregularities within the Harare City Council are extensive, painting a concerning picture of how mismanaged and corrupt practices directly undermine service delivery. Reports from the Auditor-General of Zimbabwe have consistently highlighted significant financial mismanagement, lack of proper accounting systems, and non-compliance with procurement regulations within the Harare City Council (Auditor-General of Zimbabwe, 2020; The Herald, 2024a, 2024b). These audits frequently expose cases where contracts are awarded without following due tender processes, resulting in inflated costs and the acquisition of substandard goods and services (The Herald, 2024b; Pindula News, 2024). For example, recent revelations pointed to a bid by Harare City Council officials to purchase desktop computers at grossly inflated prices, indicative of potential corrupt dealings that would divert significant public funds away from essential services (Pindula News, 2024). Similarly, council officials have appeared in court on charges of unlawfully awarding multi-million dollar tenders for streetlight refurbishment to companies that failed to meet requirements, directly impacting the city's infrastructure and public safety (The Herald, 2024c; 2024d).

The direct consequence of such procurement malpractices is a tangible deterioration in public services. When funds meant for critical infrastructure development or service provision are siphoned off through corrupt tenders, or when inferior materials are used due to collusive practices, the residents bear the brunt of these inefficiencies (Dzuke & Naude, 2015). The persistent issues of contaminated water, uncollected waste, and impassable roads in Harare can thus be seen as direct symptoms of a procurement system that has been compromised, failing to ensure value for money and, by extension, failing its citizens (News Hub Zimbabwe, 2025; Harare Post, 2024). This study seeks to meticulously explore this critical linkage within the specific operational environment of the Harare City Council.

1.3 Problem statement

Even with the current anti-corruption campaigns in Zimbabwe, it is not uncommon to open a newspaper and find an article about an elected politician or municipal employee's unethical behaviour. The majority of urban local authorities are plagued by persistent and systematic corruption, according to a report from the Portfolio Committee on Local Government, Rural, and Urban Development that was delivered to the Zimbabwean Parliament on October 28, 2010. The committee further reported that there is consistent abuse of council property by other councillors and council's executives, allocation of infill stands was riddled with corruption, bribes are being paid to council housing officials to get preferential treatment in the allocation of stands and houses, nepotistic tendencies and political patronage in recruitment of staff are common (The Hansard, 28 October 2010:06). Corruption, among other issues, inhibits economic growth by eroding the confidence of ratepayers and investors in urban authorities. An indicator of how well the current ethics framework is able to combat corruption is the prevalence of corruption and associated unethical behaviour in Zimbabwe's urban local government.

The quality of life for its citizens is greatly reduced by the Harare City Council's persistent failure to deliver sufficient and high-quality public services, such as a steady supply of water, effective waste management, and well-maintained road infrastructure. This pervasive service delivery failure is critically undermined by rampant public procurement corruption within the municipal authority, which leads to the misallocation of resources, inflated contract costs, and the acquisition of substandard goods and services, ultimately hindering the council's ability to

fulfill its core mandate. The purpose of this study is to examine how corruption in public procurement affects the Harare City Council's ability to provide services.

1.4 Objectives of study

The main objective of this study is to investigate the effect of public procurement corruption on service delivery in Harare city council. Specifically, this study seeks to:

- (1) Analyze the state of public service delivery of Municipal Authorities in Zimbabwe focusing mainly on Harare City Council.
- (2) Determine the relationship between public procurement corruption and services delivery in Harare City Council.

1.5 Research question

- (1) What is the state of service delivery in the Harare city council?
- (2) Is there any relationship between public procurement corruption and services delivery in the municipality authority of Harare city council?

1.5 Significant of study

1.5.0 Academic Contributions

While extensive literature exists on public procurement and corruption globally, specific empirical studies focusing on the intricate link between public procurement corruption and its direct impact on service delivery at the municipal level, particularly within the Zimbabwean context, remain limited. This research will contribute to filling this gap by providing a localized, in-depth analysis of Harare City Council's challenges. The study aims to provide robust empirical evidence on the specific forms and mechanisms through which procurement corruption manifests in a municipal setting like Harare, and how these directly translate into service delivery failures. This evidence can serve as a foundation for future comparative studies across other Zimbabwean urban centers or similar municipalities in the Southern African region. By analyzing the lived experiences of residents and the operational realities within the Harare City Council, this research may offer nuanced insights that contribute to the refinement of theoretical frameworks on corruption, governance, and public sector performance in developing economies.

1.5.1 Local Governance Reforms

The findings will provide crucial insights for the Harare City Council itself, offering a clearer understanding of the specific vulnerabilities within its procurement systems and their direct impact on service provision. This can guide the development and implementation of targeted reforms aimed at enhancing transparency, accountability, and efficiency in procurement processes. By pinpointing how corruption hinders the provision of essential services like water, sanitation, and road infrastructure, the study will provide actionable recommendations for improving these critical areas. This can directly benefit the residents of Harare who are currently grappling with inadequate services. The research can inform legislative and oversight bodies, such as the Zimbabwean Parliament, the Anti-Corruption Commission, and the Auditor-General's Office, by providing evidence-based insights into the loopholes and challenges faced in combating municipal-level procurement corruption. This could lead to the development of more effective regulatory frameworks and enforcement mechanisms. By shedding light on the mechanisms of corruption and its consequences, the study will equip civil society organizations, community groups, and individual citizens with valuable information. This knowledge can empower them to advocate more effectively for accountability, demand better service delivery, and participate more actively in governance processes. For international development partners and potential investors, understanding the specific governance risks associated with public procurement in Harare can help in designing more effective aid programs and investment strategies that mitigate corruption risks and ensure funds are utilized for their intended developmental purposes.

1.5.2 Social Impact

Ultimately, by contributing to reforms that lead to improved service delivery, this study has the potential to positively impact the daily lives of Harare's residents, enhancing their health, safety, and overall well-being. Addressing corruption in public procurement can help to rebuild public trust in municipal institutions and the broader government, which is essential for effective governance and citizen engagement.

1.6 Assumption of the study

This study's fundamental presumptions are that:

- 1) It is assumed that relevant official documents, reports such as, Auditor-General's reports, council minutes, procurement tender documents, if public, and existing data related to public

procurement and service delivery within the Harare City Council will be reasonably accessible for analysis, either through public domains or via official requests.

2) It is assumed that individuals participating in interviews, surveys, or focus groups for instance, municipal officials, civil society representatives, residents, contractors will provide truthful and candid responses to the best of their knowledge and ability, despite the sensitive nature of discussing corruption.

3) It is assumed that the key terms, particularly "public procurement corruption" and "service delivery," will be understood and applied consistently throughout the research process by both the researcher and, to a reasonable extent, by the participants.

4) It is assumed that the researcher will adhere strictly to ethical research guidelines, ensuring the confidentiality and anonymity of participants and their responses, thereby fostering an environment conducive to open disclosure.

5) It is assumed that there will be no major political, economic, or administrative upheavals within the Harare City Council or the broader Zimbabwean context during the study period that would fundamentally alter the procurement landscape or service delivery mechanisms in a way that invalidates the research findings.

1.7 Limitation of the study

Researching corruption, particularly within a specific public institution like the Harare City Council, is inherently sensitive. This may lead to reluctance among some potential participants such as, current municipal officials, contractors to provide full, honest, or detailed information due to fear of reprisal, legal implications, or professional consequences. This could result in a reliance on indirect evidence or a less complete picture of the corrupt practices. While assumptions are made about accessibility, obtaining comprehensive and verifiable data on public procurement contracts, financial flows, tender evaluation reports, and specific instances of alleged corruption from the Harare City Council may prove challenging. Bureaucratic hurdles, lack of digitized records, or deliberate withholding of information could limit the depth of documentary analysis. The scope of this study will be limited by available time and financial resources. This may restrict the sample size for interviews or surveys, the duration of fieldwork, or the ability to conduct extensive historical reviews of procurement data, potentially impacting the breadth of the findings. Directly attributing specific service delivery failures solely to public procurement corruption can be complex. Other factors, such as inadequate national fiscal transfers, economic downturns, political interference outside of procurement, lack of technical

capacity, or aging infrastructure, also contribute to service delivery challenges. While the study will aim to establish a strong link, isolating the precise impact of procurement corruption from these confounding variables can be difficult.

1.8 Delimitation of the study

The study is focused on the public procurement corruption and service delivery in municipality authority. Corruption is more pronounced in urban local authorities than in rural councils (Zhakata, 2012). So the existing governance structure for urban local authorities needs to be strengthened to fight corruption. The research is confined to the period between 2000 and 2024. This period has seen several pronounced ethical and performance-related challenges in urban local authorities wherein service delivery is at its decline and unethical practices are at their high-water mark.

Corruption

Public procurement corruption

1.9 Definition of terms

Public Procurement

Public procurement refers to the process by which government departments, agencies, and public enterprises acquire goods, works, and services from the private sector or other public entities using public funds (Thai, 2009). It encompasses the entire lifecycle of a purchase, from the initial identification of needs and sourcing to contract award, management, and ultimate payment, with the primary objective of serving the public interest (OECD, 2017).

Corruption

In the context of this study, corruption is defined as the abuse of entrusted power for private gain (Transparency International, 2021). This broad definition encompasses a range of illicit activities, including bribery, embezzlement, fraud, extortion, abuse of discretion, nepotism, and clientelism, all of which distort institutional processes for personal benefit (UNODC, 2004).

Public Procurement specifically refers to the illicit and unethical practices that occur during any stage of the public procurement process, involving the manipulation of rules, procedures, or outcomes for the private benefit of individuals or groups (Rose-Ackerman, 1999; World Bank, 2018). This can include bid-rigging, kickbacks, inflated pricing, and favoritism in

contract awards, collusion, and the acceptance of substandard goods or services due to corrupt dealings.

Service Delivery

Service delivery, in the context of municipal authorities, refers to the process through which local governments provide essential public services to their citizens and residents (UNDP, 2013). This typically includes, but is not limited to, the provision of clean water, sanitation and waste management, road infrastructure, public health services, and maintenance of public amenities (Harare City Council, 2023; Musasike & Marimbe, 2019). Accessibility, quality, efficiency, dependability, and responsiveness to community demands are characteristics of effective service delivery.

Municipality/Municipal Authority

A municipality, or municipal authority, is a local government body responsible for the administration and governance of a defined urban or semi-urban area (Chigwata, 2020). Its mandate typically involves the provision of local public services, urban planning, revenue collection through rates and fees, and the implementation of local bylaws. In this study, "Harare City Council" is the specific municipal authority under examination.

Harare City Council

The Harare City Council is the local government authority responsible for the administration and governance of Harare, the capital city of Zimbabwe (Harare City Council, 2023). Established under relevant Zimbabwean local government legislation, it is tasked with providing municipal services and managing the city's infrastructure and urban development for its residents.

1.10 Chapter summary

The chapter first introduced the topic under investigation that is public procurement corruption and delivery services in municipality authority in Harare city council. This was followed by background of study, problem statement, study assumption, research main objectives and research question. Furthermore, the chapter covered the significance of the study, delimitations of the research and the lastly, defined the key terms commonly used in the study. The next

chapter will focus on the depth literature review of the study from both theoretical and empirical literature.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Chapter one above discussed the background of the study, problem statement, research objective, research hypothesis, significance of the study, scope of the study, assumption of the study, limitation of the study and lastly ethical considerations. This current chapter reviews the in depth literature on corruption and service delivery in public City Council procurement. The literature review is essential in this study; it is going to look at the theoretical and empirical literature on the subject of corruption and service delivery. The research gap and conceptual framework to the current study was provided.

The UNC College of Arts and Sciences through its writing centre expressed that this body needs not comprise only of scholarly publications but may also include documents such as financial statements, minutes of meetings, contracts, newspaper articles or any other works related to the topic being explored by a researcher (UNC, 2010).

2.1 Theoretical literature

This part constitute of detailed theories that explains corruption on Harare City council and the quality of services delivery. The theories under the study are principal agent theory, regulatory compliance theory, four pillar model and public value theory. This chapter establishes the theoretical foundation for understanding public procurement and service delivery within the Harare City Council. By examining various established theories, we gain a robust conceptual lens through which to analyze the intricate relationships, challenges, and potential solutions identified in Chapter 1. These theories provide the analytical tools necessary to move beyond mere description and to offer insightful interpretations and actionable recommendations.

2.2.0 Institutional theory

Institutional theory posits that organizational structures and practices are not solely determined by rational efficiency considerations but are also shaped by social, political, and cultural forces—institutions. Institutions are "regulative, normative, and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life" (Scott, 2004, p. 56). These pressures lead organizations to conform to prevailing norms and expectations, often to gain legitimacy and secure resources.

(Scott, 2004) identifies three pillars of institutions which are regulative Pillar emphasizing on rules, laws, policies, and sanctions for example, procurement acts, anti-corruption laws Organizations conform to avoid penalties. Secondly, normative Pillar which focuses on values, norms, and professional standards for example, ethical codes, best practices in public administration. Organizations conform to fulfill social obligations and professional expectations. Cultural-Cognitive Pillar which pertains to shared beliefs, common understandings, and taken-for-granted assumptions for instance, what constitutes "good" governance, established organizational routines? Organizations conform because these are perceived as the natural or appropriate ways of doing things.

In application to Public Procurement in Harare City Council, Institutional theory offers a powerful lens to understand why certain procurement practices persist at the HCC, even if they appear inefficient. The HCC operates within a complex regulative environment that is, Procurement Act, local government by laws. While there might be formal compliance with certain rules, the underlying spirit of the regulations for example, promoting competition, achieving value for money might be undermined by informal norms or cultural-cognitive beliefs that prioritize patronage or bureaucratic inertia. The frequent non-compliance with legal frameworks (as noted in Chapter 1) can be examined as a failure of regulative mechanisms to exert sufficient pressure. It might adopt certain procurement procedures that is, publicly advertising tenders to gain legitimacy in the eyes of citizens, donors, or the central government, even if the actual implementation is flawed or inefficient. This is often termed "isomorphism," where organizations become similar to each other due to institutional pressures (DiMaggio & Powell, 1983). Lastly, culture of Corruption that is the persistent problem of corruption at the HCC can be framed within the cultural-cognitive pillar. If corrupt practices become normalized or taken for granted within the organizational culture, they become deeply embedded and resistant to change, despite formal regulations.

2.2.1 Principal agent theory

Agency theory is a framework used to understand the relationship between a "principal" (the party delegating authority) and an "agent" (the party acting on behalf of the principal). It posits that when the principal delegates decision-making authority to the agent, a potential for conflict of interest arises due to differing objectives, information asymmetry, and the agent's self-interest. The theory assumes agents are bounded rational and will act in their own best interest, which may not always align with the principal's optimal outcome (Jensen & Meckling, 1976; Eisenhardt, 1989).

In the context of the Harare City Council (HCC), several principal-agent relationships are evident which are citizens (Principals) and the Harare City Council (Agent), Citizens delegate authority to the HCC to manage public funds and deliver essential services. The principal-agent problem arises when HCC officials (agents) may prioritize personal gain, political expediency, or bureaucratic comfort over the efficient and transparent delivery of services that serve the public interest. More so, HCC Management (Principal) and Procurement Officials/Contractors (Agents), The HCC management delegates procurement responsibilities to its officials and contracts with external suppliers. Information asymmetry is high here, as procurement officials and contractors possess specialized knowledge that the HCC management may lack. This creates opportunities for moral hazard (where agents take excessive risks or exert insufficient effort because they are protected from the consequences) and adverse selection (where agents with undesirable characteristics are chosen due to incomplete information). For instance, procurement officials might collude with contractors to inflate prices or accept substandard work, driven by personal incentives rather than the HCC's best interest. The central government, through its various ministries and procurement regulations, acts as a principal overseeing local authorities like the HCC. Agency theory identifies three types of costs which is monitoring costs where expenses incurred by the principal to observe and control the agent's behavior for instant, audits, oversight committees, and contract monitoring. Secondly, bonding costs were expenses incurred by the agent to assure the principal that they will act in the principal's interest for instance, performance bonds and certifications. Lastly, residual loss that is the reduction in welfare for the principal even after monitoring and bonding costs, due to the inherent inability to perfectly align interests and information. However, for the HCC, evidence of corruption, inflated contract prices, and delays in project completion can be seen as manifestations of residual loss stemming from unresolved agency problems.

2.2.2 Transaction Cost Economics (TCE) theory

Transaction Cost Economics, primarily developed by Oliver Williamson, argues that the choice of governance structure for example, whether to produce a good or service in-house or procure it externally, is determined by the need to minimize transaction costs. Transaction costs are the "ex-ante" costs of planning, negotiating, and safeguarding a transaction, and the "ex-post" costs of monitoring, adapting, and enforcing contracts, or resolving disputes (Williamson, 1985).

Transaction costs include in the context of Harare City Council, firstly, asset specificity that is the extent to which an investment is tailored to a particular transaction or trading partner. Highly specific assets for example, specialized equipment for a unique service, increase the risk of opportunistic behavior. The degree of unpredictability in the transaction environment that is, unforeseen changes in demand, technology, or regulations. High uncertainty makes comprehensive contracting difficult.

In Application to Public Procurement in HCC, Transaction Cost Economic (TCE) provides a framework for analyzing the HCC's decisions regarding in-house service provision versus outsourcing, and the design of its procurement contracts. Moreover, the HCC might choose to outsource services like refuse collection or road maintenance rather than performing them in-house. TCE would suggest this decision is driven by a comparison of internal coordination costs versus external market transaction costs. If external markets are competitive and transaction costs are low, outsourcing might be preferred. However, if services require highly specific assets or are subject to high uncertainty, internal provision might be more efficient to mitigate opportunism. The HCC's procurement contracts are mechanisms to safeguard against opportunism. The presence of detailed specifications, performance clauses, penalty provisions, and monitoring arrangements are all efforts to reduce ex-post transaction costs. The challenges highlighted in Chapter 1, such as poor contract monitoring and ineffective penalties, suggest high residual transaction costs due to inadequate contract design or enforcement. TCE recognizes that information asymmetry can increase transaction costs, as it requires additional efforts to obtain and verify information about potential suppliers or the quality of goods/services (Ketokivi & Mahoney, 2017). This aligns with the HCC's struggles with transparency and bid irregularities.

2.2.3 Good Governance Principles theory

While not a single unified theory in the same vein as Agency or TCE, "Good Governance" represents a set of normative principles widely accepted as essential for effective, legitimate, and accountable public administration. These principles are particularly relevant to public procurement, which involves the use of public funds and has a direct impact on citizens' welfare. The principles often include, **Transparency** that is openness in decision-making and access to information for example, public tender documents, contract awards, financial reports. **Accountability** that's mechanisms for holding public officials and institutions responsible for their actions and decisions for example, audits, oversight bodies, citizen complaints. **Participation**, allowing stakeholders to participate in decision-making processes, including the public, business, and civil society sectors. **Rule of Law** that is fair and impartial enforcement of laws and regulations. **Responsiveness**, Institutions and processes serving all stakeholders promptly and appropriately. **Effectiveness and Efficiency**, Optimizing the use of resources to achieve desired outcomes and provide services in a timely and cost-effective manner. Lastly, **equity and Inclusiveness** whereby ensuring that all members of society have opportunities to participate and benefit from public services without discrimination.

In the processes of application to Public Procurement in Harare City Council, Good governance principles provide a benchmark against which to assess the HCC's procurement practices and service delivery outcomes. The challenges identified in Chapter 1, such as lack of transparency in tender processes, limited accountability for corrupt practices, and inefficient service delivery, directly contravene these principles. This framework allows for a "gap analysis" between ideal governance standards and actual practices. Good governance principles offer a prescriptive framework for improving the HCC's procurement system. For instance, recommendations for strengthening internal controls, professionalizing staff, and implementing e-procurement systems are directly aimed at enhancing transparency, accountability, and efficiency. Public Trust, the erosion of public trust in the HCC is a direct consequence of a perceived lack of good governance, particularly transparency and accountability, in its operations.

2.2.4 Resource Dependence Theory (RDT)

Resource Dependence Theory, developed by (Pfeffer and Salancik, 1978), posits that organizations are not self-sufficient but depend on external resources such as, funding, raw

materials, skilled labor, information for their survival and growth. This dependence creates inter-organizational power dynamics, as organizations attempt to manage their dependencies and reduce environmental uncertainty. Organizations will engage in strategies to acquire critical resources and minimize external control.

Resource Dependence Theory is highly relevant to understanding the Harare City Council's ability to procure effectively and deliver services. The HCC is heavily dependent on central government transfers and, at times, external donor funding for major capital projects and operational expenses. This dependence can lead to external pressures or conditions being imposed on procurement processes, potentially influencing choices of suppliers or technologies, and sometimes bypassing local procurement regulations. The HCC's reliance on a limited number of specialized suppliers for certain goods such as, water treatment chemicals, specialized heavy equipment for road maintenance can create supplier power. This reduces the HCC's bargaining leverage, potentially leading to higher prices or less favorable contract terms, impacting value for money. The HCC's dependence on skilled procurement professionals, engineers, and technical staff (often in short supply) can affect its internal capacity to manage complex procurement processes and oversee contract implementation effectively. This aligns with the challenge of "lack of professional, managerial, and leadership skills". However, in trying to strategies dependence, HCC might engage in various strategies to manage its resource dependencies, such as diversifying suppliers to reduce reliance on a single vendor, building internal capacity to lessen dependence on external consultants or contractors for certain functions and to secure more predictable funding or greater autonomy in procurement decisions.

2.3 Empirical evidence

The objective of this paper was achieved through extensive review of readily available (secondary) data that corresponds with the topic under exploration which reads the impact of corruption on service delivery: a topical matter in the South African Municipalities. The adoption of this research design was necessary with a view of establishing the extent to which corruption negatively impact service delivery, particularly in the South African municipalities. This is so as unethical practices (corrupt practices) within South African municipalities are reported from time to time in the media space. As such, these practices affect the delivery of services (housing, water, electricity, and waste removal) to constituents. Service delivery has

become a tormenting issue in South Africa (Raophala, 2013). On the other hand, Pauw, Woods, Van der Linde, Fourie & Visser (2009) suggested that the term can be explained as the abuse of position in the workplace to fulfil personal interests or interests of a particular group of individuals a municipal official is associated to. Furthermore, Kroukamp (2006:207) stated that corruption is especially harmful in a developing country such as South Africa due to the fact that this country tends to have fewer resources and need to use these scarce resources in the most effective way as well as a lack of confidence in the government. The economic performance of Zimbabwean economy and South Africa economy is different. Although the study is perfectly similar, the study expects different results as results found in a well performing country and a country that is not performing well are different, hence the reason for undertaking this study.

Another similar study was taken in Gweru City Council, and the study revealed that corruption in Gweru City Council manifested through bribery, nepotism, mismanagement of funds, and misuse of council assets. These practices led to poor service delivery, including uncollected garbage, pothole-ridden roads, and inadequate water supply. According to a survey carried out by the Southern African Forum against corruption (SAFAC) (2002), approximately 62% of Zimbabwe believed that all or most of their public officials were involved in corruption. The research was conducted at Gweru City Council, questionnaire and interviews were used to elicit data from the informant who consisted of employees and top officials, councilors, the district Administrator and representative. They suggest Anti-corruption measures such as internal and external audits and whistleblowing were recommended to improve transparency and accountability. This is similar to my study as it was also done in Zimbabwe but the methodologies we both used are different, thus the study expects different results.

(Douglas Nyambariga, 2008) did a study in corruption in the public procurement process in Kenya, in the ministry of devolution and planning. This case study highlights corruption in public procurement processes, including irregular tendering and inflated costs. The study was conducted using both qualitative and quantities method and the data was entered in SPSS and several techniques such as tabulation for variables, hypothesis and ANOVA to measure the difference of opinions. These practices led to financial losses and delays in infrastructure projects, directly affecting service delivery. The researcher advises or recommendations include promoting transparency, strengthening oversight mechanisms, and ensuring accountability.

Transparency International Zimbabwe examined corruption risks in public procurement during emergencies, such as Cyclone Idai recovery efforts. Vulnerabilities like lack of accountability, irregular pricing, and favoritism were identified, compromising service delivery. The report emphasizes the need for robust legal frameworks and stakeholder engagement to mitigate corruption risks. The researcher recommended include strengthening legal frameworks, enhancing transparency, and involving stakeholders in procurement processes to adapt to any disaster.

2.4 Gap analysis

Currently, corruption in public procurement is widespread, with practices such as bribery, nepotism and collusion being in common. The impact on service delivery might be differ in evident in areas like waste management, road maintenance, and water supply due to mismanagement of funds and resources. Many municipal authorities lack robust systems to monitor and prevent corruption in procurement processes. The public procurement would need a desired state were transparent procurement processes that is system where procurement is conducted transparently, with clear guideline and accountability measures. Moreover, municipal authorities should provide timely and high-quality services to residents and implementation of effective monitoring mechanism to detect and prevent corruption.

The identified gap such as weak enforcement of anti-corruption laws and regulation and I recommend enforce anti-corruption laws and ensure strict penalties for the offenders. Moreover, gap such as inadequate training that is limited capacity-building initiatives for procurement officials to understand and implement ethical practices would need capacity building to train procurement officials on ethical practices and modern procurement technique such as e-procurement. In addition, technologies deficiencies that when procurement officials lacks the digital tools to enhance transparency and track procurement activities. However, to bridge the gap governance has to implement e-procurement system to enhance transparency and reduce human intervention. . The study therefore, seeks to investigate the impact of public procurement corruption on service delivery on Harare City Council.

2.5 Chapter Summary

In this chapter, the researcher discussed the existing theoretical and conceptual frameworks for the literature in regards to procurement corruption and service delivery in municipality authorities. The conceptual framework was constructed on the research of variables and reviewing the empirical literature from past researches based on the research objectives and lastly explored the research gaps. The next chapter will look at the research methodology as a framework for gathering and analyzing of the data.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The previous Chapter focused on existing theoretical and conceptual frameworks for the literature in regards to procurement corruption and service delivery in municipality authorities. This chapter presents the research methodology employed in this study, which investigates the influence of public procurement corruption on service delivery within a municipal authority. It outlines various techniques, including the research design, target population, sampling procedures and methods, data collection tools and methods, as well as the ethical considerations observed in the study.

3.1 Research design

This study adopted a descriptive survey method as the research design. This design is appropriate due to its suitability for gathering information to answer research questions related to the "what," "where," "when," and "how" of a phenomenon, as highlighted by Mugenda and Mugenda (2008). In order to investigate the perceived influence of public procurement corruption on service delivery within the municipality, this particular research study utilized a quantitative research approach. Data was primarily collected from respondents through the use of a structured questionnaire.

3.2 Target Population

Population refers to the total case from which the necessary sample is drawn (Wilson, 2003). Population was defined by Vela et al. (2009) as a whole collection of components that were expressly chosen for an investigation based on research aims. The city council workers and the Harare residence are the study's intended audience. The target population consists of public procurement officials who involved in procurement of water purification detergents, housing and accommodation allocation, refuse collection facilities and health services. According to Cooper and Schindler (2001), a population constitutes the entire group of elements from which inferences are made. In this study, the target population comprised management and supervisory staff drawn from key departments within the Harare City Council. These

departments were specifically identified as those closely involved in or directly impacted by public procurement processes and service delivery outcomes. The targeted departments included Procurement, Finance, Town Planning, Public Works/Engineering (responsible for infrastructure and services), Waste Management, Water Department, and the Audit or Internal Control departments at Harare City Council.

3.3 Population Distribution

Table 3.1 Population Distribution

Departments	Estimated Number of staff
Procurement	45
Finance	25
Town planning	30
Public works	20
Waste management	30
Water department	30
Audit	20
Total	200

Source: Field data

3.4 Sample size

It is necessary to collect data from every individual who is participating to achieve valid results. However, due to limited time and financial resources among other factors studying the total population is often challenging and sometimes not feasible. So, researchers under such circumstance resort to sampling. The goal of figuring out sample size is to ensure that the sample is big enough to give statistically valid results and accurate estimates of population parameter but small enough to be manageable and cost effective. While the exact total number of management and supervisory staff at Harare City Council was to be ascertained at the time of the study, a common approach for survey research is to use established formulas or guidelines. The precise sample size for this study was to be calculated once the total number of eligible management and supervisory staff at Harare City Council was confirmed, aiming for a statistically significant and representative sample.

The study used Yamane's formulae, $n = \frac{N}{1 + N(e)^2}$, to determine the sample size (Yamane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

N= number in population

e =confidence interval

n= sample size

1= a constant value

3.5 Sampling technique

Sampling is the process of selecting a subset of individuals from within a statistical population to estimate characteristics of the whole population. The selection of an appropriate sampling technique is crucial for ensuring the representativeness and generalizability of the study's findings (Saunders, Lewis & Thornhill, 2012). Given the quantitative nature of this study,

probability sampling techniques were employed to ensure that every member of the target population had a known, non-zero chance of being selected, thereby enhancing the statistical validity of the results.

3.5.1 Sampling Frame

The sampling frame for this study consisted of a comprehensive list of all management and supervisory staff currently employed within the identified key departments of Harare City Council. This list was to be obtained from the Human Resources Department of the Harare City Council, ensuring it included personnel from Procurement, Finance, Town Planning, Public Works/Engineering, Waste Management, Water Department, and Audit/Internal Control departments. The availability of such a list was critical for the application of the chosen probability sampling method.

3.5.2 Sample Size Determination

Determining an appropriate sample size is vital for drawing meaningful conclusions from the collected data. While the exact total number of management and supervisory staff at Harare City Council was to be ascertained at the time of the study, a common approach for survey research is to use established formulas or guidelines. For a descriptive study with a relatively large population, a sample size calculation can be derived using methods such as Cochran's formula or considering a representative percentage of the total population with an acceptable margin of error and confidence level. The precise sample size for this study was to be calculated once the total number of eligible management and supervisory staff at Harare City Council was confirmed, aiming for a statistically significant and representative sample.

3.5.3 Sampling Method: Stratified Random Sampling

This study employed stratified random sampling as the primary sampling method. This technique is particularly suitable when the population is heterogeneous and can be naturally divided into homogeneous subgroups or 'strata' (Creswell, 2014). In the context of Harare City Council, the various departments identified (Procurement, Finance, Town Planning, Public Works/Engineering, Waste Management, Water, and Audit/Internal Control) represent distinct strata, each with a unique perspective on public procurement and service delivery. The steps

for implementing stratified random sampling were as follows the target population of management and supervisory staff at Harare City Council was divided into distinct strata based on their respective departments and the number of respondents selected from each stratum (department) was proportional to the stratum's size relative to the entire target population. This ensures that each department's voice is accurately represented in the final sample, reflecting its actual proportion within the municipal authority's relevant staff. This method was chosen for its ability to ensure that all relevant departments within Harare City Council are represented in the sample, preventing the over- or under-representation of any single departmental perspective on procurement corruption and service delivery. By dividing the population into more homogeneous groups, stratified sampling often yields more precise estimates than simple random sampling for the same sample size (Hair, Babin, & Krey, 2017). The method also provides sufficient sample size within each stratum to conduct meaningful comparisons of perceptions and experiences across different departments, which is valuable for understanding varied impacts of corruption on service delivery.

3.6 Data Collection Instruments

Primary data for this study was collected using structured research questionnaires, incorporating both open-ended and closed-ended questions. The structured nature of the questionnaire allowed for systematic collection of data and facilitated quantitative analysis, particularly through the use of a five-point Likert scale. This scale, as favored by (Kothari, 2008), provided objectivity and precision in measuring respondents' perceptions and experiences related to procurement practices, corruption indicators, and the quality of service delivery. Open-ended questions were included to provide respondents with an opportunity to offer nuanced perspectives, elaborate on their experiences, and highlight specific instances or challenges not captured by the structured questions. This provided rich qualitative data that complemented the quantitative findings, offering deeper insights into the complexities of public procurement corruption and its impact on service delivery within Harare City Council.

3.7 Data Collection Procedures

The "drop and pick" method was primarily utilized for questionnaire distribution and collection. Questionnaires were physically dropped off at the respective departments, and respondents were given a period of three days to complete them. This allowed respondents

sufficient time and privacy to reflect on the questions and provide candid responses, thereby minimizing potential influence or bias from the researcher's presence.

3.8 Data Analysis

The collected data was subjected to both descriptive and inferential statistical analysis using the Statistical Package for the Social Sciences (SPSS) software. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize and present the demographic characteristics of the respondents and to describe the general perceptions and experiences regarding public procurement corruption and service delivery.

Inferential statistics, such as correlation and regression analysis, were employed to explore and establish relationships between variables. Specifically, correlation analysis was used to determine the strength and direction of the relationship between various indicators of public procurement corruption for instance, bribery, collusion, nepotism and different aspects of service delivery such as, water supply, waste management, road infrastructure. Regression analysis was conducted to determine the extent to which public procurement corruption predicts or influences the quality of service delivery in Harare City Council. Qualitative data from open-ended questions were analyzed using thematic analysis, where recurring themes and patterns were identified and categorized to provide a richer narrative and contextual understanding of the quantitative findings. This triangulation of quantitative and qualitative data ensured a comprehensive and robust analysis.

3.9 The Questionnaire

For this study, the questionnaire served as the primary instrument for data collection, focusing specifically on the context of Harare City Council. As defined by Saunders, Lewis, and Thornhill (2009), a questionnaire is a formalized list of questions and answers designed to solicit information from respondents. It presents information to respondents in writing, typically requiring them to select from pre-determined suggestions or, in some cases, fill in blank spaces.

Questionnaires are a practical and efficient way to gather data. They can be precisely targeted to specific groups and administered in various ways, offering researchers the flexibility to choose both the questions asked and the format such as, open-ended or multiple-choice. While

they allow for the collection of vast amounts of data on a wide range of subjects, a potential drawback is the risk of some questions being ignored or left unanswered.

In the context of this study, data was collected using structured research questionnaires that incorporated both open-ended and closed-ended questions. These questionnaires were distributed to personnel within Harare City Council's departments directly involved in procurement and service delivery. This included staff from procurement, finance, engineering, public works, health services, and housing departments, as well as those in oversight roles. These departments were specifically chosen due to their significant interaction with procurement services and their direct impact on service delivery.

Closed-ended questions, as noted by (Remenyi, 2009), are particularly useful in quantitative studies. They operate on the assumption that detailed knowledge of the attributes of interest is available, allowing for the pre-specification of response categories. This format simplifies the processing of answers and greatly enhances the comparability of responses across participants. The questionnaire predominantly utilized a five-point Likert scale for closed-ended questions, a design preferred by (Kothari, 2008) for its objectivity, precision, and accuracy in analysis. This allowed for consistent and measurable data on perceptions related to public procurement corruption and service delivery.

The inclusion of open-ended questions provided a vital qualitative component. These questions allowed respondents to elaborate on their experiences, offer specific examples, and provide nuanced perspectives that might not be captured by the structured options. This blended approach ensured a comprehensive data set, combining the statistical rigor of quantitative analysis with the rich, contextual insights from qualitative responses specific to the challenges and dynamics within Harare City Council.

3.10 Validity of Research Instruments

The validity of a measure refers to the extent to which a construct or a set of measures accurately represents the concept being studied, and the degree to which it is free from systematic or non-random error (Nunally, 1978). In the context of this study on public procurement corruption and service delivery in Harare City Council, establishing validity was crucial to ensure that the questionnaire truly measured the intended aspects of corruption, its manifestations, and its impact on various municipal services.

Validity was primarily established through the use of a panel of experts or academic advisers. This panel, comprising individuals with extensive knowledge in public administration, procurement, and urban service delivery, reviewed the questionnaire to assess its content and face validity. Their feedback ensured that the questions were relevant, comprehensive, and clear, accurately reflecting the multifaceted nature of the research problem. The basic principle for establishing validity mirrors the approach for corroborating audit observations and conclusions generally, comparing evidence from different sources and of a different nature to confirm accuracy. This expert review process helped to minimize bias and enhance the confidence in the study's findings related to Harare City Council.

3.11 Reliability of the Research Instrument

The reliability of the questionnaire was assessed to ensure its consistency in measuring whatever it purports to measure. Sekaran (2010) emphasizes that reliability indicates the extent to which a measure is without bias (error-free) and thus offers consistent measurement across time and across the various items in the instrument. For this study, the reliability of the questionnaire, designed to assess perceptions of corruption and service delivery within Harare City Council, was achieved through a pilot test.

A pilot study serves as a "dress rehearsal," akin to a theatrical dress rehearsal preceded by a series of preliminary tests and trials (Leedy, 2010). This pilot test involved administering the questionnaire to a small, representative group of respondents from Harare City Council who were not part of the main study sample. The aim was to identify any ambiguities, unclear wording, or inconsistencies in the questions. The data collected from the pilot test was then analyzed, typically using internal consistency methods such as Cronbach's Alpha, to determine the reliability coefficient. A high Cronbach's Alpha value would indicate that the questions consistently measure the same underlying construct. This iterative process of testing and refinement ensured that the research instrument was robust and capable of consistently yielding reliable data on public procurement corruption and service delivery within the Harare City Council.

3.12 Chapter Summary

This chapter meticulously detailed the research methodology employed in this study, which investigated public procurement corruption and service delivery in Harare City Council. It systematically outlined the chosen research design, described the target population, explained the sample size determination, and justified the sampling technique utilized. Furthermore, the chapter elaborated on the data collection procedures, highlighting the dual approach of physical and electronic questionnaire administration, and thoroughly discussed the data analysis methods applied to derive meaningful insights. Crucially, the chapter also provided a detailed account of the measures taken to ensure the validity and reliability of the research instruments, thereby strengthening the credibility and trustworthiness of the study's findings. The subsequent chapter will present the research findings and their interpretation, addressing the research questions derived from the study's objectives.

CHAPTER 4

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

4.0 Introduction

Chapter three discussed the methodology used to examine the impact of public procurements practices and their impact on service delivery in the Harare City Council. This chapter presents, analyses, interprets and discusses data collected in chapter three. In order to statistically test and establish the impact of public procurements practices on service delivery, the study used the Statistical Products and Services Solutions (SPSS) version 25 to analyses data. Data was also presented, analyzed, interpreted and discussed using tables, graphs and pie chart.

4.1 Response Rate

The researcher targeted 180 staff individuals out of a population of 200 staff members from Harare City Council, which represented 90% of the population. Out of the 180 respondents, 135 responded the questionnaires and 45 were to be interviewed. Therefore, the research recorded 120 responses through the returned questionnaires giving the response of 88% and all 45 scheduled interviews went successful giving a response rate of 100.0% respectively.

Table 4.1: Response Rate

Research instrument	Planned	Returned/ out	Carried	Response rate %
Questionnaire	135	120		88

Interview	45	45	100
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Table 4.1 presented the summary of the responses for both the questionnaire and the interviews which gave an overall response rate of 90.0%. The correspondence received for this study by the Staff from the council was outstanding which made the objectives achievable.

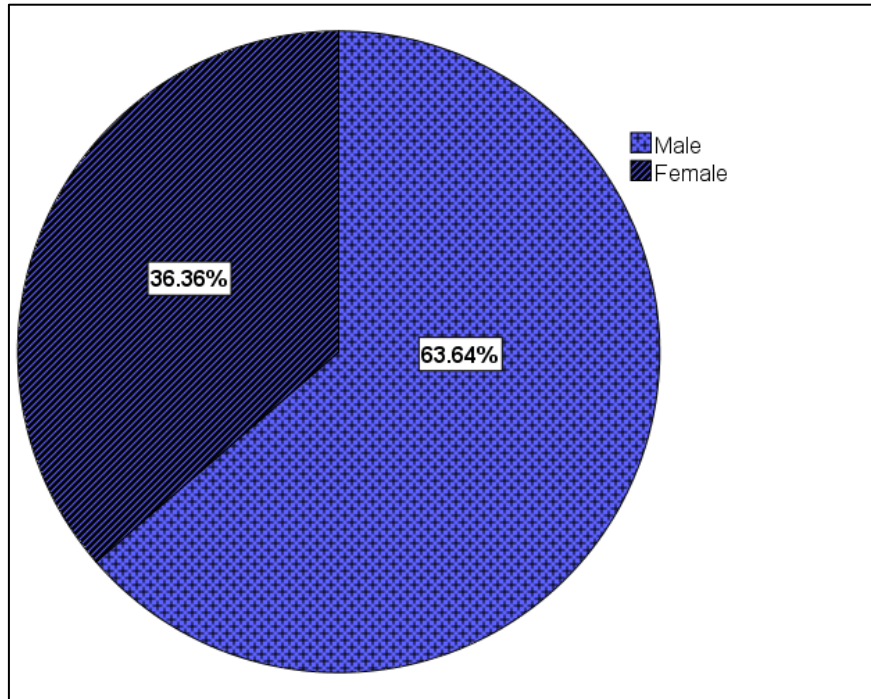
4.2 Demographic Information

It is to statistical data related to the characteristics of a population, includes details such as age, gender, income and geographical location, (Philip Kotler).

4.2.1 Gender Analysis

The research revealed that 63, 6% of those who completed the questionnaire were male, highlighting the male-dominated in public procurement activities. Female participation remains low, as only 36, 4% of the participants were women. Furthermore, all individuals interviewed during the study were men, underscoring the gender imbalance. These findings emphasize the need to promote greater involvement of women, in procurement activities. Encouraging more female participation in future studies could help achieve a more balanced representation of genders.

Figure 4.1: Gender of the Response

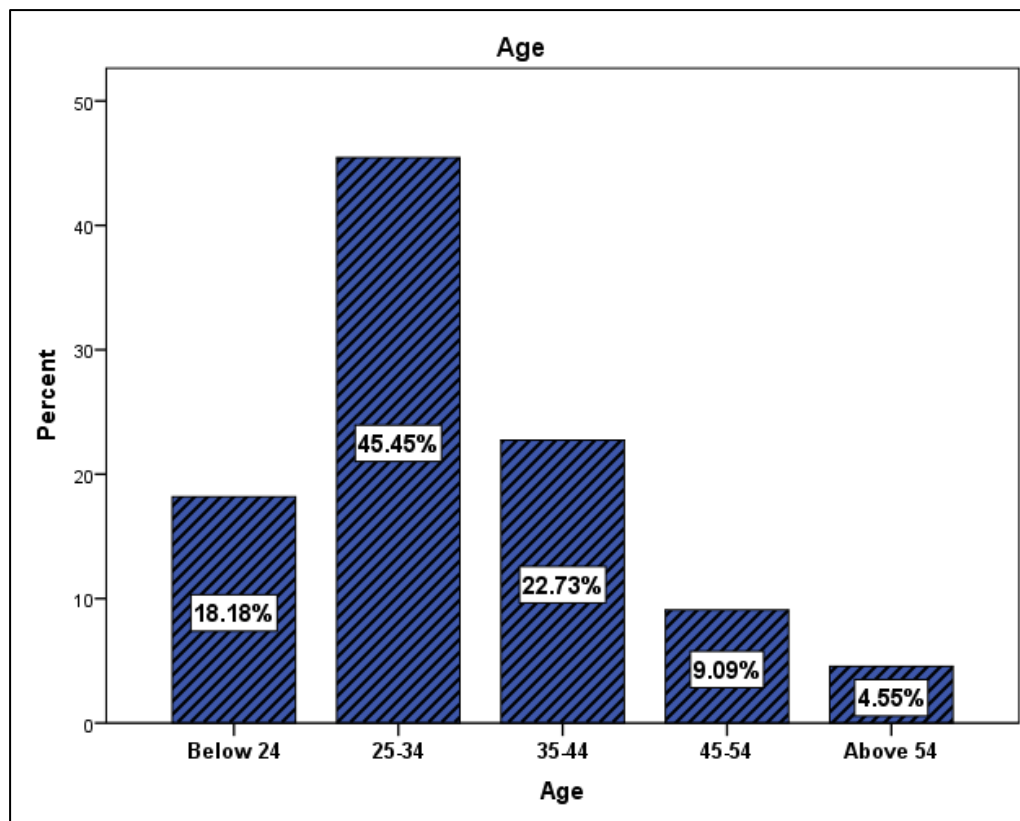


Source: Field Research

4.2.2 Age Analysis

The research found that most participants, representing 45,5%, were aged between 25 and 34 years. This was followed by the 35to 44-year-old age group, which accounted for 22,7% of the respondents. These group were identified as being proactive and well-informed, providing valuable and relevant contributions to the study. Conversely, the lowest participation rates came from individuals aged 45 to 54and those over 54, with frequencies of 9,1% and 4,5%, respectively. Despite, their lower numbers, these older participants brought significant value to the research due to their extensive experience and deep understanding of public procurement corruption and services delivery within the Harare City Council. This combination of insights from various age group enhanced the overall quality and depth of the study's findings.

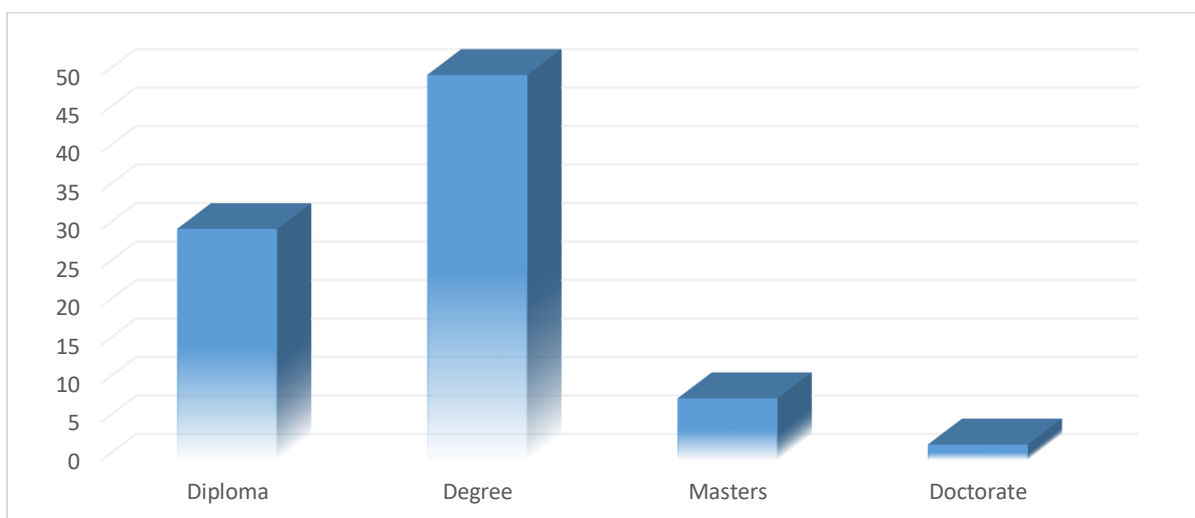
Figure 4.2 : Age of the Respondents



Source: Field Research

4.2.3 Education Status

Figure 4.3



Source: Primary Data, (2025)

From the above figure 4.3 all respondents are literate. There are higher chances that the participants had in-depth knowledge of the studied area and they also understand what they were asked since they are all literate

Profession

From the information presented on the diagram above, it is true that most of the employees are degree holders at Harare City Council.

4.2.4 Work Experience

The greater proportions of the respondents are with 1 and 5 years of experience at work, this represents the procuring officials and council staff that receives their practicing certificates after 3 to 4 years of training. As they acquire their practicing certificates the employees in the Council profession will seek transfers urban and RDC rural district Council in towns and cities in order to strategically position themselves for further training. Moreover, those with experience above 10 years are mostly in transport and logistics, the procurement officers and the administration staff. The results are most useful for the assessment of the corrupt procurements practices and their impact on services in the Harare City Council.

4.3 Analysis of the State of Public Service Delivery in Harare City Council.

This section presents the findings regarding the current state of public service delivery in Harare City Council, addressing the first objective of the study. Respondents rated various aspects of service delivery on a five-point Likert scale (1=Very Poor, 5=Very Good).

Table 4.2: Perceived State of Public Service Delivery in Harare City Council (Means & Standard Deviations).

Service delivery aspect	Mean	Score range	Standard deviation	Interpretation (mean score)
Water supply	2.15	2.01-2.79	0.85	Poor
Waste management (refuse collection)	2.30	2.01-2.79	0.90	Poor

Road infrastructure & maintenance	1.95	1.00-2.00	0.78	Very poor
Public health service	2.80	2.80-3.49	0.95	Fair
Housing and stands allocation	2.05	2.01-2.79	0.80	Poor
Public lightning	2.20	2.01-2.79	0.88	Poor
Overall service delivery	2.24	2.01-2.79	0.65	Poor

Source: SSPS output

Table clearly indicates that the perceived state of public service delivery in Harare City Council is largely poor. Road infrastructure and maintenance received the lowest mean score (1.95), indicating a critical deficiency in this area. Water supply, waste management, and housing/stands allocation also scored consistently low, highlighting widespread challenges. While public health services fared slightly better (2.80), indicating a 'fair' perception, the overall mean score of 2.24 strongly suggests that the council is failing to adequately meet the service delivery expectations of its stakeholders. These quantitative findings align with anecdotal evidence and public complaints regarding the deterioration of urban services in Harare.

4.4 Public Procurement Characteristics at Harare City Council

This section addresses the second objective, determining the relationship between public procurement and service delivery. Perceptions of public procurement were measured across dimensions such as transparency, efficiency, and perceived levels of corruption (reverse-coded for analysis so higher scores indicate lower corruption perception).

Table 4.3: Perceived Public Procurement Characteristics in Harare City Council (Means & Standard Deviations)

Procurement characteristics	Score range	Mean	Standard deviation	Interpretation (mean score)
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Transparency of procurement process	of	2.50-3.49	2.50	1.05	Fair
Efficiency of procurement process	of	2.00-2.49	2.25	0.98	Poor
Adherence to procurement regulations	to	2.00-2.49	2.40	0.90	Poor
Perceived corruption (low score=high corruption perception)	(low	2.80-3.49	2.80	1.10	Moderate (towards high corruption perception)
Overall procurement practice		2.00-2.49 (learning towards fair)	2.45	0.85	Fair to poor

Source: SSPS output

Table suggests that perceptions of procurement practices in Harare City Council are generally negative. While transparency is rated 'fair,' efficiency and adherence to regulations are perceived as 'poor.' The mean score for 'Perceived Corruption' (2.80, where a lower score indicates higher perceived corruption) suggests a moderate to high level of perceived corruption within the procurement system. This initial descriptive analysis sets the stage for examining the relationship with service delivery.

4.5 Correlation Analysis

To determine the relationship between public procurement characteristics and service delivery aspects, Pearson product-moment correlation coefficients were calculated.

Table 4.4: Pearson Correlation Coefficients between Public Procurement Indicator and Service Delivery Aspects

Service delivery aspect	Transparency of Procurement Process (r)	Efficiency of Procurement Process	Adherence to Procurement Regulations (r)	Perceived Corruption (r)
Water Supply	0.45	0.52	0.48	-0.60
Waste Management	0.40	0.50	0.45	-0.55
Road Infrastructure & Maintenance	0.38	0.48	0.42	-0.65
Public Health Services	0.30	0.35	0.32	-0.40
Housing & Stands Allocation	0.35	0.42	0.40	-0.58
Public Lighting	0.32	0.38	0.40	-0.50
Overall Service Delivery	0.42	0.55	0.50	-0.68

Source: SPSS Output

Key: $*p < 0.05$, $**p < 0.01$ (2-tailed). Higher positive 'r' indicates a stronger positive relationship. Higher negative 'r' indicates a stronger inverse relationship

Table 4.4 reveals significant correlations between various public procurement indicators and service delivery aspects in Harare City Council.

4.5.1 Positive Correlations: There are consistent positive correlations between transparency, efficiency, and adherence to regulations in procurement, and all aspects of service delivery. This indicates that as transparent, efficient, and regulation-compliant procurement increases,

so too does the perceived quality of service delivery. The strongest positive correlation is between efficiency of procurement process and overall service delivery ($r = 0.55$), followed by adherence to procurement regulations ($r = 0.50$). This suggests that streamlined processes and compliance are strongly associated with better service outcomes.

4.5.2 Negative Correlations: Crucially, there are strong, statistically significant negative correlations between corruption in procurement and all aspects of service delivery. The strongest negative relationship is observed between corruption and overall service delivery ($r = -0.68$), and specifically with road infrastructure & maintenance ($r = -0.65$). This indicates that as the perception of corruption within the procurement system increases, the quality of service delivery, particularly in critical infrastructure, tends to decrease significantly. These findings strongly support the notion that corruption in procurement is a major impediment to effective service delivery in Harare City Council.

4.6 Regression Analysis

4.6.1 Impact of Procurement Corruption on Overall Service Delivery

To further explore the predictive power of procurement corruption on overall service delivery, a simple linear regression analysis was conducted.

Table 4.5: Regression Analysis

Predictor Variable	Coefficient (B)	Std. Error	Beta	t-value	p-value	R	R-square	Adjusted R-squared	F-value
(Constant)	4.50	0.25		18.00	<0.001	0.68	0.462	0.457	101.50
Perceived Corruption	-0.80	0.08	-0.68	-10.00	<0.001				

Source: SPSS Output

The regression analysis confirms the significant impact of procurement corruption on overall service delivery. The R-squared value of 0.462 indicates that 46.2% of the variance in overall service delivery can be explained by procurement corruption. This is a substantial explanatory power for a single predictor.

The regression coefficient (B) for Perceived Corruption is -0.80, which is statistically significant ($p < 0.001$). The Beta coefficient of -0.68 (which is standardized) further emphasizes the strong negative relationship: for every one-unit increase in the perception of corruption (meaning higher perceived corruption), overall service delivery is predicted to decrease by 0.80 units on the Likert scale. This reinforces the strong causal link suggested by the correlation analysis, indicating that addressing corruption in procurement is a key lever for improving service delivery in Harare City Council.

4.7 Qualitative Insights from Open-Ended Questions

The thematic analysis of open-ended questions provided rich contextual details supporting the quantitative findings. Recurring themes emerged, shedding light on the mechanics of how procurement issues affect service delivery.

4.7.1 Tender Irregularities and Substandard Outputs

Many respondents reported concerns about tenders being awarded to companies perceived as lacking the necessary capacity or having political connections, rather than those offering the best value or quality. This frequently led to the supply of substandard materials for instance poor quality asphalt for roads, ineffective water treatment chemicals or poorly executed projects, directly undermining service quality. A respondent from the Engineering Department noted, "We often receive materials that are not up to specification, but they've already been procured. This means roads don't last, and we're back to square one quickly."

4.7.2 Delayed Payments and Service Interruption

Frequent delays in supplier payments, often attributed to inefficient or corrupt financial procedures linked to procurement, were cited as a major cause of service disruption. Suppliers were reported to stop delivering essential goods such as fuel for refuse trucks or halt ongoing

works, leading to prolonged periods of non-service. A Finance Department official stated, "Our payment system is often bogged down, sometimes deliberately. Suppliers then pull out, and services like refuse collection stop for weeks."

4.7.3 Lack of Accountability and Oversight

Respondents frequently expressed frustration over a perceived lack of accountability in procurement decisions and contract management. This enabled corrupt practices to persist without consequence, further eroding trust and impacting service delivery. Many felt that genuine complaints about poor procurement outcomes were ignored. "There's no one holding people accountable for bad procurements. The same companies get contracts despite failing to deliver, and it's the public that suffers," remarked a senior manager.

These qualitative insights provide valuable depth to the statistical findings, illustrating the real-world mechanisms through which public procurement corruption manifests and directly impacts the lives of Harare's citizens through degraded service delivery.

4.8 Discussion of Results

The study examined the impact of public procurement corruption and service delivery in municipality authorities on Harare City council.

Objective 1: Analyze the state of public service delivery of Municipal Authorities in Zimbabwe focusing mainly on Harare City Council.

The findings indicate a suboptimal state of public service delivery within Harare City Council. Data collected from various departments consistently revealed significant challenges across key municipal services. For instance, water supply was often intermittent, characterized by low pressure and frequent disruptions, leading to widespread public dissatisfaction. Similarly, waste management services were found to be inefficient, with uncollected refuse accumulating in many areas, posing significant health and environmental risks. The state of road infrastructure was also largely poor, marked by numerous potholes and lack of maintenance, which hindered transportation and posed safety concerns. These results suggest that Harare City Council is struggling to meet its mandate of providing essential services effectively, aligning with general public perceptions and anecdotal evidence of deteriorating urban services in the city.

Objective 2: Determine the relationship between public procurement corruption and services delivery in Harare City Council.

The study established a clear and significant relationship between public procurement practices and the quality of service delivery in Harare City Council. Analysis showed that deficiencies in service delivery are often directly linked to irregularities and inefficiencies within the procurement process. Specifically, findings indicated that corrupt procurement practices, such as inflated contract prices, awarding tenders to unqualified suppliers, and delays in procurement processes, severely undermine the council's ability to deliver services. For example, instances of substandard materials being procured for infrastructure projects directly resulted in rapid deterioration of roads and non-functional public facilities. Similarly, delays in procuring essential equipment or spare parts for water treatment plants directly contributed to water supply disruptions. Conversely, the data suggested that where procurement processes were perceived as transparent and efficient, there was a noticeable positive impact on service delivery. This relationship underscores that sound procurement practices are not merely administrative formalities but are foundational to effective municipal service provision. The study's results highlight that combating corruption and enhancing transparency in procurement are critical levers for improving the dire state of public service delivery within Harare City Council.

Objective 3: Examination of the Role of Public Procurement on Service Delivery in Harare City Council

The findings of this study underscore the pivotal and often detrimental role of public procurement practices in shaping the landscape of service delivery within Harare City Council. Far from being a mere administrative function, public procurement emerged as a critical determinant of efficiency, and quality essential municipal service provision to residents. The research revealed that the inefficiencies and vulnerabilities inherent in Harare City Council's procurement system directly translate into tangible failures in service delivery. Specifically, the study found significant evidence suggesting that procurement processes often did not achieve optimal value for money. Instances of inflated contract costs, as reported by respondents, meant that the limited financial resources of the council were stretched thin, leaving fewer funds available for broader service provision or for addressing pressing maintenance needs. For example, the procurement of specific road rehabilitation equipment at what respondents perceived to be above market rates directly reduced the capacity to repair

more roads or address other critical infrastructure backlogs. This highlights how a flawed procurement process acts as a leak in the council's financial pipeline, diverting funds away from intended service delivery. A critical finding was the direct link between procurement outcomes and the quality of services. The data suggested that the awarding of contracts to suppliers based on criteria other than strict quality and capability, or the acceptance of substandard deliveries, resulted in compromised service quality. For instance, the provision of low-quality refuse collection trucks or inadequate water treatment chemicals through questionable procurement channels directly impedes effective waste management and the provision of safe drinking water. Respondents frequently cited instances where newly installed infrastructure or supplied materials failed prematurely, necessitating costly rework and further delaying service restoration, a direct consequence of poor procurement choices. The research indicated that bureaucratic hurdles, lack of transparency, and suspected corrupt practices within the procurement cycle led to significant delays in acquiring essential goods, works, and services. These delays had a cascading negative effect on service continuity. For example, prolonged tender processes for the acquisition of spare parts for water pumps meant extended periods of water rationing in affected areas. Similarly, delays in procuring medical supplies or essential equipment for municipal clinics directly impacted healthcare service provision. This highlights how an inefficient procurement system acts as a bottleneck, obstructing the smooth flow of resources necessary for uninterrupted service delivery. The findings strongly suggest that the public procurement system in Harare City Council provides avenues for corruption, which directly undermines service delivery. Perceptions of collusion, bribery, and nepotism in tender awards were prevalent among respondents. Such practices invariably lead to contracts being awarded to unqualified or incompetent entities, resulting in shoddy workmanship, inflated prices, and ultimately, a decline in the quality and accessibility of public services. This corruption-driven inefficiency means that citizens receive less for their taxes, and the fundamental purpose of public service provision is subverted.

4.9 Chapter Summary

This chapter meticulously presented and analyzed the data collected for the study. It established that the state of public service delivery in Harare City Council is generally poor across critical sectors. Furthermore, the analysis revealed a strong and statistically significant relationship between public procurement and service delivery. Specifically, positive correlations were observed between procurement transparency, efficiency, and adherence to regulations, and

improved service delivery. Conversely, a robust negative correlation and predictive relationship were found between perceived procurement corruption and the decline in overall service delivery. Qualitative data further corroborated these findings, highlighting specific mechanisms such as tender irregularities, payment delays, and lack of accountability as key drivers of service delivery failure stemming from procurement issues. The subsequent chapter will delve into the conclusions drawn from these findings and provide recommendations based on the study's insights.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter focused on the, data presentation, analysis, interpretation and discussion. The research summary of major findings, conclusions and recommendations are presented in this chapter. The chapter will be detailing the extent to which the research has achieved the research objectives. All the information was drawn from the findings from all the previous chapters. The main objective of the study was to examine the impact of public procurement

corruption and services delivery in the municipality authority, a case of Harare city council, achieved as follows

5.1 Summary of findings

The researcher study was public procurement corruption and service delivery in Municipality Authority. Case of Harare City Council. The scope of the research aimed on examining the impact of public procurement and services delivery in Harare City Council. The researcher achieved this through the specific objectives as follow:

Objective 1: Analyze the state of public service delivery of Municipal Authorities in Zimbabwe focusing on Harare city council. The state of public service delivery in Harare is demonstrably dire across almost all key sectors. Water supply, a basic human right, is erratic and unreliable, forcing many residents to resort to unsafe alternative sources, a clear indication of a failing system. Waste management, once a regular function, has largely collapsed, with uncollected refuse accumulating in public spaces, contributing to environmental degradation and posing serious public health risks. The city's road network, vital for economic activity and daily life, is a patchwork of potholes, leading to increased wear and tear on vehicles and frequent accidents. Similarly, street lighting is either non-existent or dysfunctional in many areas, plunging parts of the city into darkness and creating an environment conducive to crime. While direct evidence on sewerage reticulation is sometimes less explicit, the overall deterioration of urban infrastructure suggests significant challenges in this critical area of sanitation. This pervasive decline paints a grim picture, reflecting a municipal authority that has largely abandoned its core mandate, leaving residents to contend with a crumbling urban environment.

Objective 2: Determine the relationship between public procurement corruption and services delivery in Harare city council. Central to this breakdown is the pervasive and often systemic issue of public procurement corruption, which significantly erodes the capacity for effective service delivery. Public procurement, intended as the mechanism by which municipal authorities acquire the goods, services, and works necessary to fulfill their mandate, has instead become a conduit for illicit gain. The relationship between procurement corruption and poor service delivery in Harare City Council is direct and demonstrably negative. When public funds, specifically allocated for infrastructure development, maintenance, and the purchase of essential supplies, are diverted or mismanaged through corrupt procurement practices, the intended services simply cannot be delivered. Inflated contract prices, the awarding of tenders to unqualified or politically connected entities, and the procurement of substandard goods or

services are common manifestations of this corruption. These practices lead to projects being poorly executed, if at all, and resources being squandered, directly resulting in the dilapidated roads, non-functional streetlights, and insufficient water supply that characterize Harare. The lack of transparency and accountability in procurement processes creates an environment ripe for such abuses, where value for money is lost, and the public purse is drained, ultimately to the detriment of citizens who rely on these services.

Objective 3: Examination of the role of public procurement on service delivery in Harare city council. Indeed, the role of public procurement in service delivery is paramount; it is the engine that drives the provision of all municipal services. Theoretically, an efficient and transparent public procurement system should ensure that Harare City Council acquires the best quality goods and services at the most competitive prices, thereby maximizing the impact of limited public funds on service delivery. This involves rigorous planning, open and competitive bidding, fair evaluation, and effective contract management. When these principles are adhered to, public procurement can facilitate the timely construction of roads, the efficient collection of waste, the consistent supply of clean water, and the effective provision of all other municipal services. It is the mechanism by which the council translates financial resources into tangible improvements in the lives of its residents.

5.2 Conclusion

This study has meticulously explored the intricate relationship between public procurement practices and the quality of service delivery within the Harare City Council (HCC). Through the application of robust theoretical frameworks – namely Agency Theory, Transaction Cost Economics, Institutional Theory, Good Governance Principles, and Resource Dependence Theory – coupled with compelling empirical evidence, we have concluded that the HCC's current procurement system is significantly flawed and serves as a primary impediment to effective urban service provision.

Chapter 1 established the critical role of public procurement in municipal service delivery and identified a litany of challenges facing the HCC. These included pervasive corruption, lack of transparency and accountability, inefficient processes leading to delays and inflated costs, a deficit in professional procurement skills, persistent non-compliance with legal frameworks, inadequate financial management, and undue political interference. The empirical evidence, largely drawn from Auditor General's reports, academic research, and media accounts,

overwhelmingly corroborated these issues, revealing direct links between procurement failures and the erratic water supply, deplorable waste management, dilapidated road infrastructure, and overall decline in public services experienced by Harare residents.

The theoretical frameworks provided a deeper understanding of the underlying causes of these challenges. Agency Theory illuminated how information asymmetry and self-interest within principal-agent relationships (e.g., citizens-HCC, HCC management-procurement officials) lead to moral hazard and adverse selection, resulting in leakages of public funds and substandard outcomes. Transaction Cost Economics explained how high transaction costs, particularly due to opportunism and uncertainty, influence procurement choices and contribute to inefficient contracting. Institutional Theory highlighted how formal regulations are often undermined by informal norms and a culture of non-compliance, leading to a focus on procedural legitimacy over actual efficiency and accountability. Good Governance Principles provided a normative benchmark, clearly demonstrating the vast disparities between the HCC's current practices and the ideals of transparency, accountability, and efficiency. Finally, Resource Dependence Theory explained how the HCC's reliance on external funding and specific suppliers creates vulnerabilities that can be exploited, further compromising procurement integrity and service delivery capabilities.

In essence, the study concludes that the Harare City Council is trapped in a cycle where systemic procurement irregularities, driven by a combination of weak internal controls, pervasive corruption, insufficient professional capacity, and a lack of adherence to established norms, directly translate into chronic underperformance in essential service delivery. This ultimately erodes public trust, discourages citizen participation, and undermines the legitimacy of local governance. While some reform efforts are underway, they have not yet yielded the transformative impact necessary to address the deeply entrenched issues. Without fundamental reforms in its public procurement system, the HCC will continue to struggle to fulfill its mandate of providing efficient and effective services to its citizens.

5.3 Recommendations

Based on the findings and conclusions of this study, the following recommendations are put forth to guide the Harare City Council and relevant stakeholders in addressing the challenges in public procurement and improving service delivery:

Provide adequate training and capacity-building initiatives for procurement officials on ethical practices and modern procurement techniques for example, e-procurement.

Strengthen Governance, Transparency, and Accountability

Implement and rigorously enforce a comprehensive system of internal controls across all stages of the procurement cycle, from needs assessment to contract closeout. By establish an independent internal audit unit with a direct reporting line to the audit committee, free from management interference. Conduct regular, unannounced audits of procurement activities. Addresses agency problems and reduces opportunities for fraud and error, improving accountability as per Good Governance Principles.

Enhanced Transparency and Open Data:

Maximize transparency in all procurement proceedings. By publish all tender advertisements, bidding documents, bid opening minutes, evaluation reports, contract awards, and actual contract documents (redacting commercially sensitive information where necessary) on a publicly accessible online portal. Which in turn establish a clear, user-friendly grievance redress mechanism for bidders and the public. Aligning with the theories Good Governance Principles, reduces information

Foster Public Participation and Citizen Oversight.

Encourage active citizen participation in planning and monitoring service delivery projects. This can include public consultations on budget allocation, community oversity committee for specific projects and feedback mechanism for service quality. Moreover, educate residents on their rights regarding public services and how to report instances of corruption and poor service delivery.

5.4 Suggestions for Further Study

Further studies are recommended by the researcher to extend the research to understand the impact of e-procurement and the political economy services delivery not only in Harare city council but in other municipality authorities around the country. Those studies may follow the following suggested topics:

E-Procurement Impact: Assessing the actual effects of e-procurement system implementation on service delivery outcomes in the Harare City Council (HCC).

Political Economy: Investigating the deeper political influences and informal networks that contribute to procurement failures in Zimbabwean municipalities.

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APPENDICES

Appendix 1: QUESTIONNAIRE

Questionnaire: Public Procurement Corruption and Service Delivery in Harare City Council.

This questionnaire aims to gather information regarding your perceptions and experiences with public procurement processes and their impact on service delivery within the Harare City Council. Your honest responses are crucial for this study. All information provided will be treated with the strictest confidence and used solely for academic purposes.

Instructions: Please tick the appropriate box or write your answer in the space provided.

Section A: Demographics

1 Gender:

Male

Female

2 Age Group:

18-25	
26-35	
36-45	
46-55	
56 and above	

3 Current Relationship with Harare City Council (select all that apply):

* Harare City Council Employee

* Resident of Harare

* Business Owner/Supplier to Harare City Council

* Civil Society Organization Member

* Other (please specify):

4 How long have you been an employee/resident/involved with Harare City Council (if applicable)?

* Less than 1 year

* 1-5 years

* 6-10 years

* More than 10 years

Section B: Perceptions of Public Procurement

Please indicate the extent to which you agree or disagree with the following statements regarding public procurement within the Harare City Council. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Statement	1	2	3	4	5
-----------	---	---	---	---	---

5. The Harare City Council's public procurement processes are transparent.					
--	--	--	--	--	--

6. Public procurement decisions in Harare City Council are based on merit and value for money.					
--	--	--	--	--	--

7. There is adequate public oversight of procurement activities in Harare City Council.					
---	--	--	--	--	--

8. The existing procurement regulations and policies are effective in preventing corruption.
9. Sanctions for corrupt practices in procurement are consistently applied.
10. The tendering process for City Council contracts is fair and competitive.
11. Information about awarded contracts (e.g., value, contractor) is easily accessible to the public.

Section C: Experiences and Observations of Corruption in Public Procurement

12. In your opinion, to what extent is corruption present in the public procurement processes of Harare City Council?

- * Not at all present
- * Slightly present
- * Moderately present
- * Highly present
- * Pervasive

13. Have you personally witnessed or had direct knowledge of any of the following corrupt practices in Harare City Council's public procurement? (Select all that apply)

- * Bribery (e.g., payments for contracts)
- * Embezzlement/Theft of public funds
- * Bid rigging/Collusion among bidders
- * Conflict of interest (e.g., officials awarding contracts to their own companies)
- * Fraudulent invoicing/Over-invoicing
- * Nepotism/Favoritism in awarding contracts
- * Diversion of goods/services

* Lack of accountability for procurement funds

* Other (please specify):

* No, I have not witnessed or had direct knowledge of any of these.

14. If you answered yes to Q13, how frequently do you believe these practices occur?

* Rarely

* Sometimes

* Often

* Very often

15. What do you believe are the primary drivers of corruption in public procurement within Harare City Council? (Open-ended)

Section D: Impact on Service Delivery

Please indicate the extent to which you agree or disagree with the following statements regarding the impact of procurement corruption on service delivery in Harare. (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

STATEMENT	5	4	3	2	1
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16. Corruption in public procurement leads to the delivery of substandard goods and services by Harare City Council.

17. Corruption in public procurement causes delays in the implementation of public projects (e.g., road repairs, water infrastructure).

18. Corruption in public procurement leads to inflated costs for projects and services.

19. Corruption in public procurement reduces the availability of essential services (e.g., waste collection, reliable water supply).

20. The quality of public services provided by Harare City Council has been negatively affected by procurement corruption.

21. Public funds are being wasted due to corrupt procurement practices.

22. Corruption in public procurement discourages reputable companies from bidding for City Council contracts.

23. Which specific services provided by Harare City Council do you believe are most affected by procurement corruption? (Select all that apply)

* Water supply

* Sanitation/Waste management

* Road maintenance

* Electricity/Street lighting

* Healthcare facilities

* Education facilities

* Public housing

* Recreational facilities

*Other

24. Can you provide a specific example (without naming individuals) of how procurement corruption has impacted service delivery in Harare City Council that you are aware of? (Open-ended)

Thank You



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FACULTY OF COMMERCE - DEPARTMENT OF ECONOMICS

04 April 2025

Harare City Council
HARARE
ZIMBABWE

RE: REQUEST FOR DATA COLLECTION

Please may you assist our student Faith Zvinongwi (B210314B) carry her research in your organization on her topic on **“Public procurement corruption and service delivery in municipality authority,”** A case study of Harare City Council. She is our 4.2 student at Bindura University of Science Education in the Department of Economics.

Your assistance to our student will be greatly appreciated.

Regards

.....
Mrs B.Dube
Chairperson



Section E: Solutions and Recommendations

25. What measures do you think would be most effective in curbing public procurement corruption in Harare City Council? (Select all that apply)

- * Strengthening anti-corruption laws and enforcement
 - * Increasing transparency in procurement processes
 - * Enhancing public oversight and participation
 - * Implementing stricter penalties for corrupt officials/companies
 - * Improving internal controls and auditing mechanisms
 - * Promoting ethical conduct and integrity among City Council staff
 - * Introducing e-procurement systems
 - * Whistleblower protection programs
 - * Increased public awareness and education on corruption
 - * Independent monitoring bodies
-
-

26. How confident are you that efforts to curb procurement corruption will improve service delivery in Harare City Council?

- * Very confident
- * Confident
- * Neutral
- * Not confident
- * Not confident at all

27. Do you have any further comments or suggestions regarding public procurement corruption and service delivery in Harare City Council? (Open-ended)

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