

BINDURA UNIVERSITY OF SCIENCE EDUCATION



**FACULTY OF COMMERCE
DEPARTMENT OF ECONOMICS**

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Does Electronic Government Procurement (e-GP) Reduce Public Sector Corruption? A Case

Study of Harare City Council.

RESEARCH BY

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***A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE MASTER OF SCIENCE DEGREE IN PURCHASING AND SUPPLY CHAIN
MANAGEMENT- BINDURA UNIVERSITY OF SCIENCE EDUCATION***

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JUNE 2025

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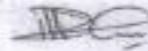
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In partial fulfillment of the requirements of Master of Science Degree in Purchasing and Supply Chain Management.

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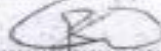


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DEDICATION

I would like to thank the Lord Almighty for giving me the strength and time to pursue this Master of Science Degree in Purchasing and Supply Chain Management dedicate this research to my Wife Suesane. Children, Tinashe, Trish, Natasha and Natalie who encouraged and always supported me to complete my studies.

DECLARATION

I, **Peter Ngarize**, student registration number B240965 hereby declare that the work presented here is entirely original except for the citations that I have made, and that I have not submitted it to any university to receive a degree.

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ABSTRACT

This study investigated the impact of Electronic Government Procurement (e-GP) in curbing corruption in public sector procurement in Zimbabwe using Harare City Council as the case study. The objectives of the study were to analyse the roles of e-GP in reducing procurement corruption at Harare City Council, to assess the effectiveness of e-GP in reducing procurement corruption at Harare City Council and to determine the extent of e-GP in reducing procurement corruption at the Harare City Council. A mixed method of data collection was used to collect the data where a sample of sixty (60) employees were purposively selected. The data was quantitatively analysed using SPSS (version 22.1). The study found out that, e-GP can increase access to information, improve efficiency and accountability on procurement processes with the potential to curb corruption in Public Sector procurement. Despite the existence of the above named benefits, e-GP is prone to challenges like inadequacy of technical infrastructure, lack of transparency and rule of law, fragmented implementation, and entrenched resistance to accountability reforms. The study emphasizes several key recommendations for enhancing e-GP systems, namely, building capacity through all-inclusive training programs for all staff using e-GP, mandatory employment of e-GP, respecting the constitution and the laws of the country hence arresting perpetrators of corruption in public sector procurement and lastly ensuring that public procurement processes fosters a culture of transparency, accountability and competition following the “Best Value for Money principle”. The study recommends further research, on e-government procurement practices evolution in Zimbabwe and also further studies in enhancing effectiveness of e-GP in Zimbabwe’s public sector procurement systems.

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CHAPTER I

INTRODUCTION AND BACKGROUND OF STUDY

1.1 Introduction

This study examines the influence that e-procurement has in curbing corruption in public procurement processes in Zimbabwe. The research explicitly looked at whether e-procurement could improve service delivery by curbing corruption in public sector procurement processes, specifically looking at local authorities in Zimbabwe. This first Chapter, presents context of the study, and a comprehensive account of the problem statement, explaining the objectives of this study, thereby followed by the research questions. The importance and relevance of the study, as well as the, limitations of the study and assumptions are as well discussed. The Chapter also highlights the framework of the study showing the development of procurement in Zimbabwe's public sector through to the advent of e-procurement in Zimbabwe and concludes by outlining the dissertation structure and chapter summary.

1.2 Background of the study

Zimbabwe's public sector procurement has been swamped by claims of corruption, and misuse of public funds with local critics lashing out at both local authorities and the central government as conduits for the dysfunction of procurement systems in Zimbabwe's public sector, (Matamanda, 2021). Transparency International (2022), posit that over the years, inept and compromised public procurement frameworks created and sustained sombre levels of corruption in the spending of public financial resources. This led to misuse and wastage of public funds leading to poor service delivery by local authorities. Public procurement processes were implemented in a manner contrary to the principle of value for money and accountability (Chigudu, 2014, Zinyama, 2016). Corruption has played a bad toll on the utilisation of public funds and in a bid to control the sage, global leaders adopted

technological measures that would help curb the influx of corruption and hence safeguard public resources. In view of the above challenge, Technology Adoption (TA) has emerged as a key enabler in improving procurement processes that curbs corruption challenges and also leading to improved organizational performance (Chan and Owusu, 2022). It is undisputable that the way both private and public sector organizations operate has significantly evolved over the years since advent and development of Information Technology. Zimbabwe's Public procurement system holds substantial economic and governance protocols required for implementing sustained reforms in the public sector. However, despite reform initiatives aimed at modernizing procurement systems, entrenched political interference continues to undermine the creation of fair, transparent, and competitive procurement actions in Zimbabwe's public sector.

The Zimbabwe government made constitutional amendments to align Zimbabwe's public procurement processes to match global standards and changes in World Trade and Commerce (World Bank, 2020). According to PRAZ (2018), the government implemented the constitutional requirement articulated in Amendment number one (1) Act of 2013 of Section 315 of the Zimbabwean Constitution, as a key driver behind the transformation of the State Procurement Board (SPB). This provision mandated government to establish a legislative framework that would govern public procurement across all levels of Zimbabwean government departments, ministries and all public sector institutions. The goal was to ensure that all government and quasi-government procurement processes are executed in a transparent, competitive, fair, honest, and cost-effective manner. In line with the above assertions, the Zimbabwean government also sought to establish clear guidelines for managing procurement processes in a manner that brings client citizen and donor confidence leading to transparency and efficiency.

1.2.1 Corruption in Zimbabwe

Chigudu (2014), Zinyama (2016) Chilunjika (2018), Matamanda, (2021, Zinyama and Hamadziripi (2023) and Kuhudzehwe (2024), all have written about corruption and its

dimensions in Zimbabwe's public procurement system. The researchers concur that corruption in Zimbabwe affects both government and citizens, posing, social, economic and political challenges on economic governance systems through misuse public resources. The most critical issue of their arguments is that in most public procurement processes, inefficiencies and inadequacies in the procurement for goods, works and services in pursuance of fulfilment of public welfare have been unearthed.

Public procurement processes in Zimbabwe are inundated by conditions that create, promote, and tolerate leakages of funds and in addition, increase of rampant levels of corruption (Chigudu, 2014) .Transparency International (2022), concur with the above and also posit that, over the years, inept and compromised public procurement frameworks have created and sustained sombre levels of corruption. Zinyama (2016) and Sithole (2013) also add that, the above acts have also led to misappropriation and waste public resources and funds in a way divergent to the principle of "Value for Money" a fundamental principle in United Nations Development Programme (UNDP) Public Procurement Processes.

Sithole,(2013),Zinyama (2016), Chigudu (2014),Mutandwa,(2016),Mantavis and Saruchera (2024),Transparency International 2011,2012,2020) Dudzai and Wamara (2020,)Ndlovu and Santos (2021) note that even though corruption is widespread globally, it is more pronounced in developing countries, such as Zimbabwe. Jeché (2022) as cited by Chikwati and Charamba (2024) argue that the corruption crisis in Zimbabwe is characterized by widespread bribery, embezzlement, nepotism, and cronyism, with those in positions of power frequently exploiting their authority for personal or group gain. In the same vein, Nyamazana (2020) posit that corruption in Zimbabwe's public procurement sector remains widespread, with bribery allegedly ranging between 8% and 25% of contract values.

Thus according to the World Bank (2021) the consequences of corruption in Zimbabwe are desolate, and ranks Zimbabwe among the poorest and most unscrupulous in the world. World Bank (2022) highlights that both the 2020 Global Corruption Barometer (GCB) and the 2021 National Corruption Barometer (NCB) confess that corruption is high and continues to intensify in Zimbabwe as a country. Chikwati and Charamba,(2024) confess that

Zimbabwe's corruption levels are alarming with the Zimbabwe's percentiles rankings of 75% and 82% respectively against global rankings. Zimbabwe is ranked 149 out of 180 countries on the global Corruption Perception Index (CPI), indicating a high level of perceived corruption in the public sector. Despite this institutional overhaul, several challenges persist concerning full alignment with global provisions like the United Nations Electronic Government Development Index (EGDI) and CPI as well as the constitutional provisions related to curbing of corruption within the sector. Find below the comparative table showing Zimbabwe's rank on the United Nations Electronic Government Development Index (EGDI).

Table 1: EGDI Table: Source United Nations (2024)-United Nations Electronic Government Development Index_ (EGDI)

Region	Country	Rank	EGDI
America	USA	19	0.9196
Europe	Denmark	1	0.9847
	United Kingdom and Ireland	7	0.9577
Africa			
East Africa	Kenya	109	0.6314
	Uganda	150	0.4481
	Tanzania	153	0.4327
Southern Africa	Mozambique	177	0.2848
	South Africa	40	0.8616
	Zambia	130	0.5424
	Zimbabwe	149	0.4481

However, notwithstanding the early adoption, and development of e-GP in Zimbabwe, the country is ranked 149, globally as compared to her regional counterparts South Africa and Zambia which globally rank 40 and 130 respectively, thus showing inconsistencies in the development and implementation of EGDI rates per country as Zimbabwe has continued to rank low globally on the United Nations Electronic Government Development Index (EGDI)

(United Nations, 2024). According to Mukonza et al, (2015), these inconsistencies highlight a gap for further research, on e-government procurement practices evolution. Neupane, Soar, Vaidya and Yong (2012), postulate that public procurement reform is a critical area within government reform, which has significant potential for reducing corruption through the implementation of electronic systems in public sector procurement settings.

Zimbabwean institutions, systems, and processes have been compromised, thereby creating an atmosphere conducive to dishonest practices, (Chikwati and Charamba (2024). The tenacious lack of enforcement of the legal and regulatory frameworks has further eroded public trust in government institutions (Chigudu, 2014, Nyamazana, 2020; Kanyemba, 2025). Procurement in the public sector in Zimbabwe has been blemished by procurement scandals, greedy ,immorality, and unethical conduct by personnel manning the procurement departments , (Magaya and Chidhawu ,2016). Dlakuseni et al,(2018) concurs with Magaya and Chidhawu (2016) and henceforth provide a summary of a number of some widespread scandals that rocked public sector procurement in Zimbabwe these include: Zimbabwe Central Mechanical Department (CMED) 2014, ZESA Holdings – 2014.National Roads Administration (ZINARA) 2014, Allied Timbers-2015, and Central Vehicle Registry (CVR) 2015.By analysing these scandals, it is evident that the model that the Zimbabwean government was using through SPB was not effective as it was prone to loopholes and corrupt tendencies not, hence the call for its replacement by PRAZ. Shana (2006) as cited by Nyoni (2017) wrote on a number of corruption cases that happened in Zimbabwe. The cases reveal a number of acts that were against the prescription of the Public Procurement and Disposal of Public Assets Act Chapter (22.14) as follows;

- In the year 2003, senior managers at Zimbabwe Schools Examination Council (ZimSec) could acquire vehicles at zero book value after having worked for ZimSec in only 4 years.
- The Zimbabwe United Passenger Company (ZUPCO) Board of Directors deceptively syphoned money fraudulently to benefit themselves at the expense of government and the citizens when they deceitfully dealt with a foreign company that had supplied ZUPCO with buses in 2006.

- In 2020 the Parliament of Zimbabwe was involved in the procurement of laptops at very high prizes in corrupt bids.

In view of the above, Cain (2015) notes that, corruption has not only wasted government resources, but has also directly prevented the growth of the Zimbabwean economy creating a downward growth trajectory. Such practices significantly inflate costs, reduce service quality, and contribute to the ineffective and inept use of public resources resulting in wastage of resources. The above are only snippets of corruption deals that have been witnessed and attested, but due to the fact that corruption is a prelude to the matter under discussion, the researcher will not dwell much on it.

1.2.2 Corruption in Harare

Kanyemba (2025), argue that the challenges that Harare as a city faces, regarding issues of corruption mirror broader trends across sub-Saharan Africa, where weak democratic institutions and fragile governance structures have amplified corruption risks. Kuhudzehwe (2025) concur with Cain (2015) that the unwillingness of regional organizations, such as the Southern African Development Community (SADC), to directly address governance and human rights issues in Zimbabwe has further complicated reform efforts, allowing corrupt practices to persist with minimal accountability. Drawing from the above context, corruption is rampant in almost all public entities and city councils in Zimbabwe, with Harare being the largest and biggest city (Transparency International, 2020). Matamanda, (2021), asserts that, there is no greater city that would give us a clear and visual semblance of the impact of corruption than the City of Harare in Zimbabwe. Harare has been selected as a critical case study, as the city is central for defining the complex dynamics of corruption in public sector entities governance within Zimbabwe and broader African cities because of its experiences in corruption deals (Cain, 2015; Matamanda, 2021). Matamanda, (2021), asserts that, there is no greater city that would give us a clear and visual semblance of the impact of corruption than City of Harare city Council in the Zimbabwean context.

Ever since, Chigudu, (2014), Cain (2015), Zinyemba, (2016), Matamanda (2021) and many other researchers, have written about allegations of corruption levelled against among public sector entities, professionals, like city councillors and procurement officials etc., corruption cases have been exposed and some going to courts, exacerbating the city's financial crisis. Cain (2015) notes that, corruption has not only channelled government funds away from providing public goods and services, but it has also directly prevented Zimbabwe's economic growth towards a downward trend. Moreover, the city's procurement department has faced criticism for hindering essential operations, indicating that corruption is not only endemic but actively hindering governance perfections in preparation for major events such as the Southern African Development Community (SADC) summit in August 2024, (ZimAdvocate, 2024). The systematic issues revealed through numerous audits, press reports and inquiries highlight the urgent need for the implementation of transparent procurement practices that will enable the city council to rebuild public trust and foster effective governance in Harare. The outlined issues reflect challenges such as bribery, nepotism, and embezzlement that are dominant in many developing nations (Chene, 2015; United Zimbabwe Alliance, 2024).

Zimbabwe's capital, Harare, serves as a microcosm for examining the intersection of urban governance and corruption within the broader African context. Scholars such as Cain (2015), Prusa (2023), and Nyamazana (2020) have raised concerns over the influence of political benefaction in procurement processes, have been constantly raised by the citizens questioning grounds which often results in contract awards following personal relationships rather than competitive merit. This has destabilized the values of trustworthiness, candour and accountability in public sector procurement and spending. Furthermore, traditional procurement systems have been characterized by undue inefficiencies, opacity, and exposure to corruption (OECD, 2020). Maramura and Shava (2021) note that 2018 to 2019 Zimbabwe Auditor General's report on the state of local authorities, exhumed many governance and accountability issues in Zimbabwe's public sector procurement. Audit findings for Harare City Council highlighted a dark picture in the general way the council's Procurement

Department conducted itself, outlining failure by the council to observe codes of ethics and financial accountability within the supply chain unit.

According to Maramura and Shava (2021), the 2019 to 2020 Zimbabwe Auditor General's Report reveal that most of Zimbabwean local authorities have failed to comply with supply chain rules and regulations, due to issues of fraud and corruption. In addition to the above, the audit findings further indicate that the irregular public expenditures, and poor monitoring of transactions was unearthed.

With the intention to clean the slate and graft issues, Zimbabwe has been over the years trying to weed off corruption and corrupt tendencies in government and quasi-government institutions, starting from 1972. In response to the above challenges, the Government of Zimbabwe instigated several anti-corruption procedures, which included the disbanding of the SPB in 2018 and the launch of the Procurement Regulatory Authority of Zimbabwe (PRAZ). Additionally, the introduction of e-GP was intended to promote transparency and reduce manipulation of manual procurement processes. Nonetheless, Prusa (2015) posits that, the effectiveness of these reforms has been constrained by deeply rooted corrupt practices. Hence, this study seeks to investigate the impact of e-GP in reducing corruption in the Harare City Council.

1.2.3 Evolution of Public Procurement in Zimbabwe

Procurement processes in the Public Sector in Zimbabwe, have undertaken substantial revolution over the years, principally guided by the PPDPA Act (Chapter 22:14). The Act outlines the procedures and regulatory structure governing the acquisition of goods and services by public institutions. Chigudu, (2014), and JSC (2023) assert that historically, procurement activities were managed by the SPB, a board which was created by statute and mandated by the Zimbabwean government, to ensure that procurement in public sector adheres to values of fairness and legality.

Significant institutional reforms have since taken place, resulting in the establishment of the Procurement Regulatory Authority of Zimbabwe (PRAZ) in 2018. This evolution marked a significant shift in the Zimbabwean government's approach to procurement, reflecting a broader commitment to enhancing transparency, accountability, and efficiency in public expenditure (Chigudu, 2014; PRAZ, 2018). The government assigned PRAZ with the regulatory authority, to oversee and facilitative monitoring and developmental role rather than being the implementer for directly conducting procurement processes on behalf of public entities (World Bank, 2020; Dzvuke and Naudé, 2017).

The above efforts were instrumental in creating the foundation for PRAZ's establishment with the planned implementation of the e-GP system, in Zimbabwe to digitize public sector procurement processes so as to reduce and fight corruption prospects in all government and quasi-government procurement processes, (PRAZ, 2018).

Despite these reforms, Zimbabwe's public procurement system has historically faced persistent challenges, from political interference and corruption (Chigudu, 2015). Nyamazana, (2020), concurs with the above and asserts that political influence frequently skewed procurement decisions, and processes, leading to favouritism in contracts awards based on political affiliations and personal relationships rather than on competitive merit. Cain (2015) further notes that political benefaction, compounded by inadequate remuneration for procurement personnel, has fostered an environment conducive to corrupt practices.

The above challenges highlight the systemic issues that continued to undermine procurement integrity in Zimbabwe. In a bid to address the above challenges, the government spearheaded the formation of constitutional and legislative bodies, like SPB Zimbabwe Anti-Corruption Commission (ZACC) and PRAZ to professionalize and humanise the procurement process, and try to get rid of political dynamics that still remain deeply entrenched in public sector procurement. Over the years, public sector procurement has significantly evolved from State Procurement Board (SPB) to formation of the Procurement Regulatory Authority of

Zimbabwe PRAZ) in 2018, reflecting the government of Zimbabwe's broader commitment to improved transparency, accountability and efficiency in public expenditure(Chigudu.2014;JSC,2023).

The ongoing evolution of government and quasi-government procurement practices in Zimbabwe reflects the government's continuous effort to address graft challenges through implementation of reforms that encourage enhanced governance and improved ethical conduct in the use of public resources. To address issues of corruption and mismanagement of resources, government saw it fit to follow world order by implementing E-GP. The adoption of e-GP brought in a digital solution that would establish enhanced transparency, accountability, and efficiency in carrying out procurement processes within the public sector. Theoretically, the European Union (EU) (2019) posit that e-GP minimizes human intervention, ensures real-time tracking of transactions, and facilitates open competition, thereby reducing opportunities for corruption.

With the advent of Information Technology, e-GP has globally, gained popularity in the public sector with its first implementation by the European union in 2004, (EU, 2019) The EU, established a transparent framework that uses electronic communication systems for creating standardized procurement procedures, for all tenders providing platforms for handling objections among other initiatives.

Existent literature reveals that several countries around the globe have successfully implemented e-GP .The World Bank (2020) posits that e-GP was created as an anti-corruption measure. According to the World Bank (2020), South Korea government introduced the e-GP system named KONEPS to reduce corruption in public spending. The KONEPS system reduced procurement processing time by 75% and saved the government millions in costs (World Bank, 2020).In 2026, Chile also introduced the Chile Compra platform .According to the OECD (2016) the Chile Compra improved supplier participation and transparency, significantly reducing bid rigging cases .Further OECD (2016) notes that

India and the United States were among the first pioneers,. In the early 2000, the United States of America introduced an online procurement system which saw all government departments using on line procurement systems. According to Yossuf, Islam and Yusuf, (2011) at some point the government of Malaysia issued a statement calling for all suppliers to adopt the e-procurement platform.

Oppong, (2020) argues and compares the implementation of e-procurement protocols in developed nations against e-procurement adoption in developing nations such as Africa .In Ghana, the concept of e-procurement is just gaining popularity especially in the commercial public procurements (Oppong, 2000). Transparency International Nigeria (2021), Nigeria introduced an e-procurement system under the Bureau of Public Procurement (BPP) to curb corruption and improve procurement efficiency, from supplier registration to contract management. The process was highly successful as it managed to reduce procurement-related corruption by enhancing transparency (Transparency International Nigeria, 2020). Rwanda introduced the Umucyo e-Procurement System to carry out online tendering, bidding, and contract management, significantly reducing human intervention and corruption risks. According the World Bank (2020) adoption of e-procurement systems reduced procurement processing time by 40% and as well increased competition by enabling more suppliers to participate (Rwanda Public Procurement Authority, 2019). Thus this also improved transparency as all procurement data was made available online, to all stakeholders reducing discretion in decision-making (OECD, 2021)

In Southern Africa, the Republic of South Africa launched the e-Tender Portal in 2015 to streamline procurement processes in government spending of public funds to allow suppliers to bid online and track contract awards. The impact of the e-Tender platform in South Africa was that, it, increased accessibility to procurement opportunities for small businesses (National Treasury of South Africa, 2020).

According to OECD (2021), the employment of e-Tender Portal reduced opportunities for bid rigging and nepotism. Kramer, (2016) notes that the South African e-GP improved

efficiency in tender advertising, evaluation and contract award processes (Mokoena, 2019). To follow suit to global concerns, the government of Zimbabwe also made it mandatory for procurement of all public goods, works and services to be procured in accordance to the provisions of the PPDPA Act Chapter (22:23) of 2018. For public health institutions in particular, there is a directive for all procurement and finance operations to be conducted online through shared procurement arrangements and framework agreements to ensure price uniformity.

Lastly, a numerous studies on procurement and e-procurement have been carried out with reports from the following, researchers, namely; Peter and Anne (2002), Gupta and Palmer (2003), Basheka, Oluka and Mugurusi (2012), Matunga, Nyanamba and Okibo (2013), Musanzikwa, (2013), Mushanyuri, (2014), Rotich and Okello (2015), Chigudu (2014), etc. However, no considerable research on the effectiveness of e-procurement has been carried out in Zimbabwe thereby motivating to examine the gap on the impact e-GP has on corruption on local authorities in Zimbabwe.

Having looked at the downside of corruption, this study also seeks to critically assess whether e-GP has power to effectively reduce corruption in procurement processes at City of Harare, with the secondary aim of identifying key enablers and barriers to e-GP implementation. By addressing this gap, the research will suggest insights in e-GP's efforts in mitigating corruption and suggest recommendations for enhancing its effectiveness in Zimbabwe's public sector procurement systems.

1.3 Statement of the problem

Corruption in public sector procurement is a critical governance issue that has undermined and eroded public trust, amongst stakeholders in Zimbabwe. It has created market imperfections, poor service delivery, plus misuse and wastage of scarce public resources in most public sector entities. However, across the Zimbabwean divide, government departments, ministries and quasi-government institutions have reportedly failed to deliver

their mandate to the citizens of Zimbabwe through misuse of funds and through corrupt activities (Matamanda, 2020). Recurring audit reports from the Auditor General's Office have highlighted persistent financial irregularities, financial mismanagement, and poor levels of accountability within public sector procurement systems, predominantly at local government levels such as Harare City Council. These systemic inefficiencies have drastically stalled service delivery and compromised economic growth goals, including the city's vision of achieving world-class status by 2025. In this context, e-GP emerges as a potential tool for reforming procurement practices through the promotion of transparency, accountability and efficiency, and reducing human element and corrupt practices in public procurement.

Global reports have shown that e-procurement often leads to improved accountability, transparency and fairness as in procurement processes based on international best practices leading to efficiency and effectiveness in carrying out procurement processes. This study seeks to critically assess whether e-GP has effectively reduced public sector corruption within the Harare City Council. It also aims to identify key enablers and barriers to e-GP implementation and evaluate its impact on procurement transparency, accountability, and efficiency. By addressing this gap, the research will provide insights into the role of e-GP in mitigating corruption and suggest recommendations for enhancing its effectiveness and efficiency in delivering services in Zimbabwe's public sector.

1.4 Research objectives

The general objective of this study is to examine the impact of e-GP in curbing corruption at Harare City Council. Specifically this study seeks to:

- Analyse the roles of e-GP in reducing procurement corruption at Harare city council.
- Determine the extent of e-GP in reducing procurement corruption at the Harare city council.
- Assess the effectiveness of e-GP in in reducing procurement corruption at Harare city council

1.5 Research Questions

Research Questions

- i. What are the roles of e-GP in reducing procurement corruption at Harare city council?
- ii. How effective is e-GP in in reducing procurement corruption at Harare city council.
- iii. To what extend does e-GP reduce procurement corruption at the Harare city council

1.6 Significance of the research

The significance of this study rests in its importance to global anti-corruption efforts and the growing landscape of public administration in Zimbabwe, where e-government initiatives have historically struggled for consistent implementation, (Mukonza, Maseremule and Moeti, 2015). In addition to the above, e-GP has the potential to provide empirical evidence on its effectiveness in reducing public sector corruption within the Harare City Council as, corruption in public procurement remains a major obstruction to good governance, economic growth, and adept service provision in Zimbabwe. Notably Mahuwi and Baraka (2024) have postulated that, traditional procurement systems are surrounded with irregularities in procurement processes, citing inefficiencies, lack of transparency, and corrupt practices such as bid rigging, favouritism, and bribery, leading to financial losses and weakened public trust.

1.6.1 Significance of the study to Academic Literature

This study will serve as a source of information and knowledge base for which researchers in e-procurement, governance and service delivery in Zimbabwe will build upon for further research. The study will be used as a future reference source by upcoming researchers and academics on special areas of supply chain, governance, Information Technology and e-procurement. It is most likely that other scholars will use this investigation as a foundation

for further research in e-GP, technology in supply chain and governance studies. Further the findings of this study will contribute literature to the prevailing body of knowledge in Public sector procurement reforms and provide empirical evidence to inform future policy decisions at both local and national levels. Further the research findings will be of importance to academia in universities since it will contribute to existing literature and stand as a knowledge tank for facilitating learning in e-procurement corruption and service delivery. It will also create room for continual research, with researchers using this study as a prelude to future developments.

1.6.2 Significance of the Study to Harare City Council

This study will help augment service delivery in local authorities since procurement efficiency directly affects public service provision, this study can inform strategies to optimize e-GP for better resource utilization, in the local authority leading to improved infrastructure and social services in Harare.

1.6.3 Significance of the study to Government and Policy Framework

Overall, this research is essential for informing policy, strengthening governance frameworks, and ensuring that e-GP fulfils its intended role in curbing corruption within the Harare City Council and other public institutions.

1.7 Definition of terms

Key terms that were used in this study are defined below.

Corruption- is misuse of public resources for personal gain.

e-procurement- refers to the use of online platforms by government agencies to manage the acquisition of goods and services, aiming to enhance transparency, accountability, and efficiency in procurement processes, thereby reducing opportunities for corrupt practices.

E-GP - Electronic Government Procurement (e-GP)

Public Sector- Government or quasi-government enterprise

1.8 Scope of the study

The study was carried out in the confines of Harare City Council in Zimbabwe with surveys and interviews carried out with Harare City Council workers, from various departments that include Procurement Management Unit (PMU), Health Department, Finance and Administration and Housing department, etc.

1.9 Assumptions

The researcher works with the assumptions that, the stakeholders will respond to the interviews and questionnaires promptly within the set time frame. It was also assumed that during the study the respondents will answer all the questionnaires accurately and complete all the questionnaires frankly.

1.10 Limitations of the study

Limitations to the study, refer to unforeseen issues which exits outside the researcher's control. Time was a limiting factor in this study from the time data is collected to the time data is analysed, as the study was conducted in a very short time crippled by availability of limited resources. In this study time was a substantial limiting factor throughout data collection and examination process since it was conducted in a short space of time. If time was greatly available, the study could have been conducted with a large population in all the environs of Harare City.

1.11 Delimitations of the study

The study delimitations are those issues that were within the researchers' control, like the geographical area where the study was conducted. The geographical area covered by this research was the Harare City Council departments that include PMU, the close stakeholders within the city and academics and professionals in the field of supply chain management

1.12 Structure of the Thesis

The thesis is presented in five chapters and each chapter is organised as follows.

Chapter 1, consists of the introduction, background, statement of the problem, research objectives, research questions, justification/significance of the study, scope of the research, study structure and section summary.

Chapter 2 reviews the literature from secondary and primary data existing in the field of intended research. The review provides answers to the research questions which still have to be verified by the actual data collected from respondents and analysed. The chapter, like other chapters, starts with an introduction and ends with a chapter summary.

Chapter 3 provides and discusses a detailed analysis of the study methodology, and is organised as follows: introduction, research philosophy, research strategy, target population and sampling techniques, research tools, data gathering techniques, ethical considerations, research restrictions, data analysis procedure and chapter summary.

Presentation, analysis and interpretation of data, is carried out in Chapter 4. The chapter starts with an introduction then presents findings and results of research based on research objectives. The chapter also ends up with a summary.

Chapter 5 is about conclusions and recommendations. It starts with an introduction, followed by conclusions and then recommendations. The dissertation then ends up with references which are cited in the body of the dissertation.

1.13 Chapter Summary

The ongoing evolution of public procurement practices in Zimbabwe reflects a continuous effort by the Zimbabwean government to address corruption and wastage of financial and non-financial resources. This has been done through implementation of reforms, like e-GP adoption, that encourages use of enhanced governance and accountability frameworks in public sector procurement. To address issues of corruption and mismanagement of resources, the adoption of e-GP presented a digital solution that is transparent to all stakeholders

aiming to foster, competition, accountability, and efficiency in Zimbabwe's public procurement processes. The following chapter is going to focus on literature review on the conceptual and empirical frameworks of e-procurement

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

Chapter Two examines and reviews the literature on Public Procurement corruption claims levelled against procurement practices, corruption and e-Government Procurement in Zimbabwe's public sector. The literature reviews the theoretical framework, conceptual and empirical evidence that enlightens already researched information on corruption, e-government procurement and Best Value for Money procurement in public sector procurement. This section also explores the gaps that exist in existing literature. The Chapter also provides an insight of what other studies examined and found in this area. Finally, a chapter closes with a summary at the end.

2.2 Theoretical Framework

This research study is anchored on four main philosophies, namely, Principal Agent Theory (PAT), Good Governance Theory (GGT), and the New Public Management Theory (NPM) and Public Choice Theory (PCT) which are discussed below.

2.2.1 Principal-Agent Theory

The Principal Agency Theory was established by Jensen and Meckling (1976). The theory clarifies the relationship that subsists between a principal (government) and the agent (procurement official) where the agent is expected to act in the principal's best interests. However, due to information asymmetry and conflicting incentives, agents may engage in corrupt practices. Electronic Government Procurement enhances transparency by reducing information asymmetry, making it harder for procurement officers to engage in corrupt practices, (Mukonza et al, 2015). Its creation entails the availability of digital procurement platforms. These Digital procurement platforms limit discretionary power and provide audit

trail, helping the principal (government) monitor procurement agents more effectively. In addition to the above, e-GP minimizes direct human interactions, reducing opportunities for bribery and favouritism.

Further the theory explains how representatives as agents act on behalf of the government or state and the citizens as principals. In traditional procurement systems, procurement agents often have discretionary power, to create opportunities for corruption. , whereas using e-GP reduces information asymmetry by making procurement data publicly accessible, thereby strengthening the principal's ability to monitor the agent's behaviour (OECD, 2020).

2.2.2 Good Governance Theory (GGT)

Good Governance Theory explains what the society expects of public managers of public sector resources. It notes that Good Governance entails the following principles such as transparency, accountability, efficiency, and participation are explained. World Bank, (1992) asserts that e-GP aligns with good governance principles through increased procurement transparency and accountability and public participation that allows citizens a wider reach to procurement opportunities (World Bank, 1992). In Good Governance Theory, e-GP is a tool that was created to promote good governance through improving transparency, efficiency, and participatory oversight. According to The Word Bank (2020),the Good Governance Frameworks advocate for procedural fairness and openness in public processes, which e-GP enables through digital audit trails and standardized procurement protocols (World Bank, 2020). In line with the GGT, e-GP goes hand in hand with good governance principles that include increasing procurement transparency and accountability (World Bank, 1992).

Making use of digital procurement systems augments public participation by allowing broader access to procurement opportunities. Good governance structures ensure that e-GP implementation is not just a scientific fix of technology, but a sustainable anti-corruption strategy. On the other hand, Good Governance Theory emphasizes on the broader policy

insinuations of putting in place e-GP as an anti-corruption tool. Understanding as well as implementing these theories will help communities assess whether e-GP truly reduces corruption or if additional governance reforms are needed in transparent management of resources.

2.2.3 New Public Management Theory (NPM) _ (1980s-1990s):

The theory emerged in the 1980s as a reform agenda aimed at improving public sector performance through the adoption of private-sector led management practices (Hood, 1991). According to Hood (1991)) the fundamental principles of NPM include the creation of a policy that offers a potential pathway to enhancing transparency, efficiency, and accountability in public procurement processes (Hood, 1991; OECD, 2016).

Corruption in public sector procurement has been a long-standing issue in Zimbabwe's local government, predominantly within Harare City Council (Chigudu, 2014, Zinyama, 2016,). Applying NPM principles in local governments like Harare City Council shifts the focus from bureaucratic processes to results-oriented and transparent service delivery (Hope, 2009).The fusion of NPM principles with e-procurement tools presents a viable pathway for reducing corruption in Harare City Council's procurement processes. Waheduzzaman, (2019), argue that, decentralisation, of market-based services, efficiency, and accountability are constituent elements used to create an appropriate environment for New Public Governance (NPG) that were studied in Bangladesh. According to the above research, NPG may not be achieved without their effective implementation, Thus Waheduzzaman, (2019)'s study, is similar to this current study where NPM frameworks have been put in place to ensure implementation of new protocols occur without challenges, when implemented in all public sector procurements .Thus Bangladesh's effective transformation of public management into public governance is also similar to Zimbabwe's transition of the SPB to PRAZ, whose all good efforts goes without criticisms regarding concerns about the need for competition, efficiency, accountability and responsible reporting in the management of public resources, (Waheduzzaman, 2019).

2.2.4 Public Choice Theory (PCT)

The framework of the Public Choice Theory was advocated by James Buchanan (Engelen, 2007). PCT was designed to address and appreciate a myriad of issues that affect management of government institutions (Nambassa and Mutiarin, 2024). Chohan (2024) argues that Public Choice Theory is argued to have helped bridge the gap between idealistic governance models and practical realities. The theory recognizes that often some individuals within government institutions pursue self interest in the delivery of government mandate, against the welfare of the citizens. In addition to the above, the theory assumes that public institutions, like PRAZ have been created to correct the anomaly unfolding in some citizens highlighting the potential for inefficiency, rent-seeking behaviour, and the influence of special interest groups on the government's ability at allocating resources.

Nambassa and Mutiarin, (2024) and Chohan (2023) agree that, Public Choice helps establishments design organised frameworks that can align personal incentives with public welfare. Self-interest amongst public officials can motivate corrupt behaviour and Public Choice Theory highlights the need for mechanisms that ensure individual actions contribute to the collective good of the organisation (Nambassa and Mutiarin, 2024). The employment of Public Choice theory has been seen to involve the government of Zimbabwe crafting systems that shrink opportunities for self-serving behaviour and embolden decisions that benefit the broader society, an assertion similar to the drive by government through PRAZ (2018) on the establishment of e-GP to save on scant resources and also prevent corruption by implementing e-GP.

Chohan, (2023) postulate that the application of Public Choice Theory in Pakistan echoed the interaction between theoretical principles and morals as well as the practical realities on the potential of the public procurement sector to create social value in governance. The above is also echoed in this research where the Zimbabwean government in creating social and economic standards through e-GP to create transparency and accountability in public sector procurement.

Countries worldwide have also come up with establishments that abate corruption through creation of national anti-corruption bodies. Uganda established the Anti-Corruption Coalition Uganda

(ACCU), and Zimbabwe Anti-Corruption Commission (ZACC) are at the forefront of efforts to combat corruption in the public sector, (Nambassa and Mutiarin, 2024). ZACC's efforts have been instrumental in addressing corruption cases in Zimbabwe. Through advocacy and awareness campaigns, ZACC in Zimbabwe and ACCU in Uganda, work to eradicate corrupt behaviours.

Despite facing e-procurement implementation challenges, in both countries, there are signs of progress in a move towards curbing corruption in both countries. This progress underscores the importance of a multi-faceted approach that combines advocacy, legal reforms, and institutional strengthening to effectively tackle bureaucratic corruption in both developing and developed countries.

2.3 The E-Procurement Concept

The use of the internet in procurement encompasses the espousal and usage of electronic commerce over the internet to conduct business transactions. Chaffey (2002), defines e-procurement “as an electronic integration and administration of procurement activities from initial purchase request, over to transaction authorization, ordering, delivery and payment of the goods and services”. E-procurement covers all stages of the sourcing, function, for a product or service, starting from the initial identification of a needs, passing through tendering and payment stages to the contract management stage, (Rayport and Jaworski., 2002), The development of technological revolution and the rise in global business and global supply chains, has witnessed a growing numbers of firms using e-procurement systems to manage and reduce operational costs.

According to, Uba, Sharifai, Conrad and Leticia (2013), the use of e-GP in Kenyan public hospitals in Kenya has proved instrumental and effective in the management of public resources. Similarly the study by Dlakuseni, Kanyepe, and, Tukuta (2018), assessed the potential use of e-procurement in the public sector of Zimbabwe's State Owned Enterprises (SOEs) and found out that, inadequate legal frameworks, insufficient technological infrastructure, employee competency, and security of procurement transaction data challenged e-Procurement adoption. In both case studies, the studies recommend the prominence of continuous training and development of staff on e-Procurement systems. The research by Dlakuseni et al, (2018) is similar to this current

study in that it looked on e-procurement and performance of SOEs. The operations of SOEs and local authorities are precisely more or less the same without major differences in the way procurement processes are carried out as they are all government entities. In another study Madzinga, Sibanda and Munuhwa, (2020) evaluated the impact of e-procurement as a strategic sourcing tool in private sector. The results of their study also echo that the adoption of e-procurement systems in any country, often results in improved supply chain performance, agility and improved use of resources.

The above mentioned studies are also similar to this research, in that the Kenyan research and SOEs research attest to public entities, which Harare City Council happens to be one, but it differs on the research by Madzinga et al, (2020) which looked on the impact of e-procurement in the Beverage manufacturing industry in Zimbabwe.

Despite all efforts to control corruption, initiatives by governments are not full proof of weaknesses. These initiatives are often hindered by overarching political influences, particularly under Zimbabwe's "Look East Policy." This policy has introduced inconsistencies in procurement approaches, especially in dealings with Chinese contractors, compounding the complexity of achieving transparent and predictable procurement operations (Nyamazana, 2020, Cain, 2015).

2.4 Corruption and E-Procurement

Similarly common manifestations of corruption that include bribery, kickbacks, and embezzlement, wastage of public funds are echoed across the globe particularly in high-value in sectors such as infrastructure, defense, and healthcare (Nyamazana, 2020, Nambassa and Mutiarin, 2024,). Corruption acts are often facilitated by patronage networks where public officials prioritize personal gain over public interest, distorting procurement outcomes (Cain, 2015, Chohan, 2024).

2.5 Conceptual Framework

Stratman and Roth (2004) define Conceptual framework is a “a set of wide thoughts and assumptions that allows the analyst to recognize issues in the examination, outline addresses and talk about the pertinent writing for their investigation .The framework of this study, the conceptual frame work, provides a structured approach to examining e-GP impacts on corruption activities at Harare City Council.. The examination of the interceding and moderating factors, will enable the study to assess whether e-GP alone is sufficient in combating or curbing corruption or attest if there is need for additional governance tools and institutional reforms to curb corruption and malpractices in public sector procurement.

The relationship between e-GP and public sector corruption are the overarching conceptual frameworks for this study. This conceptual framework, emphasizes the importance of digitization in the reduction of human element in procurement processes to, limit opportunities for corrupt tendencies hence improving oversight mechanisms. The framework explores how e-GP, as an independent variable, influences corruption activities, with key mediating and moderating actors affecting its effectiveness, namely, accountability ,efficiency political interference, technological infrastructure ,etc. The framework investigates how e-GP influences corruption activities at the Harare City Council ,through the analysis of mediating and moderating factors whether e-GP alone is sufficient in combating corruption or if additional governance and institutional reforms are necessary, starting with the analysis of the current public conceptual framework.

2.6 Legislative and Institutional Challenges

Challenges in the inconsistent application of Section 315(2) of the Zimbabwean Constitution, has always been a reason for concern on processes for negotiating and executing public procurement contracts, in Zimbabwe, (Kuhudzehwe, 2024). Nyamazana (2020) argues that the lack of specific legal instruments to distinguish these contracts from general procurement procedures has led to vagueness and increased exposure of business processes to corrupt activities. The present legislative framework on public procurement falls

short of fully upholding constitutional principles such as transparency, accountability, and competitiveness.

In addition to the above, Nyamazana (2020), posit that there is a growing consensus in Zimbabwe, around the need to amend the Public Procurement Act to distinguish between policy formulation and transactional procurement functions. Scholars and policy advocates argue that PRAZ should focus solely on regulatory oversight, while procurement execution should be decentralized to individual government entities to enhance operational efficiency and governance (Nyamazana, 2020).

2.7 Empirical literature

According to Davila et al, (2003), use of an array of technological platforms has created room for delays in transition of protocols towards the growth of the state of e-procurement technologies .Results from the survey made on 168 public and private sector organizations in the United States indicated that use of e- technologies improved their social, economic and accountability performance. Similarly, Wojciech and Zahir, (2010)'s investigation of electronic procurement benefits in four case companies using information technology (IT) reported that businesses receive new benefits and apart from operational benefits, non-financial, intangible benefits at strategic level.

Of significance to note is that, this study by Wojciech and Zahir, (2010) is similar to my study but differs in that it looked on the impact of e-procurement in Central Europe and my study is reporting on the same subject in Zimbabwe. Further, Davila (2003) research is similar to this current study but differs on the geographical area where the studies were carried out, that is the United States of America and Zimbabwe. The economic performance and social standing of the Zimbabwean economy and that of the U.S.A are different. Although the study is perfectly similar, this study expects different results based on the facts that economics are different and also that developing and developed countries perform

differently and their levels of corruption and funding are different, hence the reason for undertaking this study.

The economic performance of developing countries and that of the developed countries is different. Gottschalk, and Abrahamsen, (2002) investigated the extent to which organizations utilize electronic marketplaces for purchases using a survey of companies in Norway. The study indicated that most organizations had plans, only 3 percent had no plans while 34 percent had concrete plans to utilize electronic marketplaces for purchases. It was revealed that responding organizations planned to purchase significantly more indirect goods than indirect services on electronic marketplaces.

The main benefit projected from utilizing electronic bazaars for purchases is reduced transaction costs. Gottschalk, and Abrahamsen, (2002)'s study is similar to this study but it differs as it looked at e-procurement adoption in Norway against my study is in Zimbabwe looks at the efficiency of e-procurement in curbing corruption in Zimbabwe. In addition to the above, Matunga, Nyanamba and Okibo, (2013) assessed the effect of e-procurement on efficient procurement processes in the public sector institutions like Kenyan hospitals.

The objectives of the study were to assess the extent to which e-procurement has improved the quality of goods in public hospitals, to determine the extent to which e-procurement has reduced price charged for goods purchased in public hospitals and to identify the extent to which e-procurement has ensured best value for money in public hospitals procurement. The study concluded that public hospitals have adopted some of the e-procurement applications regardless of the challenges that accompany the adoption. Gottschalk and Abrahamsen, (2002) also carried out a similar research to this study that presented an assessment of the impact e-procurement on service delivery in public hospitals in Kenya. Both studies used similar methodologies but the differences were in that Gottschalk and Foss (2002) looked on the impact of e-procurement and service delivery in Kenyan public sector hospitals versus this current study that looked at Harare City Council a local authority, in Zimbabwe. The similarity is however that all the institutions examined are offer public service and public

goods to citizens, followed by differences in geographical locations with my study is being done in Zimbabwe.

The working environment of Zimbabwean public health institutions and Kenya is almost the same, same applies to local authorities. 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 Kamotho, (2014) investigated e-GP performance amongst state corporations in Kenya. Kamotho (2014)'s study is similar to this current study, as it also looked on the impact of e-GP performance in state institutions in Kenya, while this research a state institution, a local authority , a public sector institution in Zimbabwe, the Harare City Council.

The methodology used is also the same, but, however it differs in that it looked at e-procurement and procurement performance among state corporations in Kenya and my study is being done in Zimbabwe. The economic performance of Zimbabwean economy and Kenya 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.

2.8 Chapter Summary

In conclusion, the need for ethical good governance, accountability and transparency lays the cornerstone of guides that public procurement must use to make public officials both answerable and accountable for government's behaviour to the entity from which they derive their authority (UNESCAP, 2013). Public sector procurement corruption remains a global challenge. This has led to inefficiencies, financial losses, and poor service delivery. The implementation of e-GP has emerged as a critical solution to enhance transparency, accountability, and efficiency in global public sector procurement processes. While e-GP has revealed success in reducing corruption, its effectiveness hinge on strong national or institutional governance frameworks, availability of adequate technological infrastructure,

and leaders with political will to support its implementation. For e-GP to succeed, Governments must address these challenges leaving no one behind so that e-GP fulfils its mandate to transform public procurement. In summary, these theoretical frameworks collectively deliver a strong case for analysing the effect of e-GP on corruption in Harare City Council. While Principal-Agent Theory and, Good Governance Theory, Public Choice Theory and The New Public Management theory highlight the broader policy implications of implementing e-GP as an anti-corruption tool. Understanding these theories will help assess whether e-GP truly reduces corruption or if additional governance reforms are needed. The following chapter Three (3) outlines the research methodology undertaken for this study.

CHAPTER III

METHODOLOGY

3.1 Introduction

Chapter three discusses the research methodology, the research design, target population, sampling design, research instruments, data collection procedures, and data analysis methods. Legitimacy, consistency and ethical considerations were undertaken throughout this study towards accomplishment of the objectives of the study as outlined in Chapter 1. The chapter provides an overview of research philosophies and discusses the research strategies, and methods of data collection used in this research.

The motivation behind the selections made on the research methods, and data gathering methods is discussed. The scholar instituted a two-phase method to gather data from the respondents. In the first instance a research questionnaire was administered followed by the personal interview process. These two procedures will be discussed separately in this chapter. In phase one, data will be collected using a quantitative approach in which government stakeholders and city council procurement personnel were requested to complete a questionnaire. Once all the questionnaires were gathered and interviews done then the data was analysed, and research findings presented in chapter five.

3.2 Research design

This study used both quantitative and qualitative methods to collect data for the study. The descriptive design enabled this researcher to gain meaningful insights into the issues surrounding corruption, governance and implementation of e-GP. According to Sekeran, (2009), the design enables the researcher to acquire material evidence relating to the status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. Mugenda and Mugenda, (2008) argue that is appropriate due to its suitability for

gathering information to answer research questions. In order to investigate the influence of e-GP and corruption at Harare City Council, this research used quantitative and qualitative research. Data was collected from respondents by the use of questionnaires and interviews.

In order to enhance consistency and completeness of the data collected, the researcher used the triangulation technique to complement the research questionnaire with secondary information gathered from the academic journals and other publications and interviews. The triangulation approach allows combining the best of both qualitative and quantitative methods and overcoming their weaknesses providing a more complete understanding of the research problem (Saldanha and O'Brien, 2014; Creswell, 2014).

This research adopted a mixed methodology (Quantitative and qualitative) approach to cross-check and validate on information from the two diverse approaches, based on the foundation that no single method will sufficiently solve problems emanating from various explanations that are rivalry in nature (Cohen, Manion and Morrison, 2007). Use of the mixed research method combined both models to overcome the weaknesses of each approach. The use of mixed research methods enables the researcher to increase the reliability and validity of the research instruments, as well as providing the most complete or insightful understanding of the research problem (Creswell, 2014). Creswell and Clark (2007) argue that the quantitative approach makes use of closed questions that relate variables to each other. The interviews will be recorded on site as the researcher made visits to Harare City Council offices to meet council employees.

3.3 Target Population

Walliman (2011) defines a population as “a collective term used to describe the total quantity of cases which are subject of the study and it can consist of people, organisations or even events.” According to Singh, (2007) a population depicts the number of subjects available for a study, and it constitutes study elements to which inferences are made. The population of this study was 200 people, emanating from the management staff drawn from

procurement, finance, main stores, public relations, and the Information Communication Technology departments at Harare City Council.

3.4 Population Distribution

Thus the target population of this research comprised of all staff from PMU, Finance, and Engineering and Community Services departments from the Harare City Council employees.

3.5 Population

The study's finest target population was made up of all 200 respondents picked from Harare City Council's Procurement Management and Warehouse Operations Unit, Housing and Community Services Department the Engineering and Health departments to whom 100% of this target population received online questionnaires and some interviewed.

3.6 Sample Size

According to Kothari (2008) a sample size of 10% - 30% is a good representation of target population and is large enough so long as it allows for reliable data analysis. In this study 30% of the target population of 200 people was considered and gave a sample size of 60 respondents.

3.6.1 Sampling Methods

Creswell (2014) defines a sample as a part of the whole. In this study, the researcher used stratified and purposive sampling because it was impossible to split the population into distinguishable strata which are homogenous, amongst Harare City Council employees. The population in the strata is divided into homogenous subgroups (strata). With stratified sampling technique, the researcher was able to focus on reducing sampling errors often witnessed when different levels of respondents are included in the same cluster thereby

having one group reducing dominance of any other group. Stratified sampling focuses on reducing sampling errors (Creswell, 2014). The researcher used stratified sampling technique because of its major advantage that, it improves accuracy and efficiency in collecting data.

3.7 Convenient Sampling

Convenient sampling was also used as the respondents were met at the time that was convenient to their available time to meet with the researcher. According to Saunders Lewis and Thornhill, (2007) convenience sampling gives the researcher freedom to choose subjects from the whole array of subjects. The researcher had freedom to choose from the vast availability of stakeholders that live and work with in the environs of the City of Harare. The method involved selecting those cases that are easiest to get information for your sample (Saunders Lewis and Thornhill, 2007). The researcher used this method when selecting the sample convenient to him from the strata in order to collect the research information. The researcher got information from the stakeholders which were easily accessible such that it was less expensive to the researcher to collect the information.

3.8 The Research Instruments

The research instruments are the tools that the researchers use to gather data or information on a topic of interest under investigation (Creswell, 2014). Research instruments are tools used for data collection. Singh, (2007), Rubin and Babbie (2008), Creswell, (2014), concur that there are several research instruments for data collection in research. These are the questionnaire, interview guide and observation among others. However, this study self-administered questionnaires as its data collection instruments. According to Mugenda and Mugenda, (2003) questionnaires aided in collecting quantitative data.

3.8.1 Questionnaires

Questionnaire are a set of questions that the researcher distributes to subjects to gather information (Sighn, 2007).The researcher developed a questionnaire for this study. A questionnaire was designed for the respondents to answer close-ended questions. The questionnaires were distributed through the internet to selected individuals from the Harare City Council departments and organizations. The researcher chose to use questionnaires because they are cost effective, free from interviewer bias, allows the use of a large sample and provides a sense of anonymity for the respondents. Each question was measured using five-point Likert-scale

3.8.2 Personal Interviews

The researcher conducted face to face and telephone interviews to gather data with Harare City Council employees. The researcher used both semi structured and open-ended questions. The use of interviews helped the researcher to explore themes in-depth. The researcher conducted the interviews with the key informants. The use of interviews enabled the researcher to gain deeper insights and understanding into corruption and e-GP and strategies used in managing public procurement. Only interviews were conducted as the issue was sensitive no one wanted to be involved in focus group discussions for fear of victimisation.

According to Sekaran (2003).One of the advantages of interviews is its ability to offer quicker and less biased method of exploring and gathering of primary and secondary data. A part of the exploratory design face to face interviews will be used to complement the gap that will be left by the questionnaire as the interviews will further investigate the impact that e-GP have on public procurement corruption. The advantage of this investigative strategy is that it is flexible and adaptable to new dimensions or change direction as provided by the new data (Sekaran, 2003; Stake, 1995; Saunders, 2003).

3.9 Data Analysis

The Statistical Package for Social Sciences (SPSS) software, version 22.1 was used to analyse data collected through questionnaires. Qualitative and quantitative data collected through personal interviews and questionnaire was analysed according to various themes emerging from the objectives of this study regarding e-GP and procurement corruption. Pearson's correlations coefficient was estimated to establish the relationship between independent and the dependent variables. .

3.10 Validity

To confirm the legitimacy of the research instrument the researcher sought sentiments of experts in the field of study that included Supply Chain Management lecturers and students pursuing Master of Science Degree in Purchasing and Supply Chain Management from the department of Economics at Bindura University of Science Education. The researcher conducted a pilot test on a group of ten (10) individuals from the target population to test the reliability of the research instruments. This assisted to improve the content validity of the data that was to be collected. The researcher used the most common internal consistency measure known as Cronbach's alpha (α). The recommended value of 0.7 was used as a cut-off of reliabilities (Orukoh, 2007). The overall Cronbach's alpha value of the instrument was 0.93876. This therefore depicts that the research instrument was reliable and therefore required no amendments.

3.11 Reliability

Walliman (2011) argues that reliability is the intellectual ability of human memory and reasoning to organise data and ideas in order to promote understanding. Thus Sekaran, (2010) and Walliman (2011) concur that reliability directs the extent to which the measure is without bias or is error free and offers dependable measurement across time and across the various items in the instrument. In this, study researcher conducted a pilot on a group of 10 members of staff from the city council's PMU, Housing directorate and Engineering departments to test the reliability of the research instruments. Leedy, (2010) postulate that, a pilot study is the dress rehearsal, and like a theatrical

dress, rehearsal is preceded by a series of preliminary tests and trials. Reliability of the questionnaire was tested with responses from subject matter experts and a few members of procurement and supply chain professionals, seeking to answer the research question, and to find out if the questionnaire consistently measured information that the researcher wanted it to unearth. To achieve reliability, again as in the validity case, a pilot study was carried out to test the instruments' reliability. The researcher endeavoured within the possible limits to guarantee both validity and reliability of the study.

3.12 Protection of the respondents

The researcher ensured that the interviewees were protected from harm and retribution from Council management as the interviews were done in privacy and in strict confidentiality. The following spells out how the respondents were protected.

3.12.1 Informed consent

Walliman (2011) defines informed consent as “the consent or permission given to participants to take part in a research based on having sufficient information about the research project.” Kumar (2011) and Walliman (2011) concur that, informed consent requires research participants to be well informed about the purpose of the study, as well as their role in the study. This study employed the right to informed consent, which meant that potential research subjects were given a detailed information for them to agree to participate in the research. Participants were independently informed about the purpose of the study and their role to play in the research. So that they would participate voluntarily. Singh (2007) posits that, informed consent means the research subjects have the right to know that they are being researched, the right to be informed about the nature of the research and the right to withdraw at any time.

3.12.2 Confidentiality

Kumar (2011) posits that, confidentiality is an extension of the theory of privacy; it concerns, itself on the handling of data in a secretive way that the data intended for research will be privately kept and only availed or open to the purpose for which it was collected. This research preserved data as privacy and confidential. The findings of this research were used for the purposes of the study only and that, researchers have an obligation not to disclose the information to others. To concretize the above, the researcher guaranteed that the gathered data was stored in a safe place not accessible to any other person other than the researcher as it was hidden in an unidentified folder by a layman in the laptop.

3.12.3 Anonymity

Anonymity means keeping the names of the research subjects unknown to the general public thereby protecting their identities. The investigation utilized anonymity to protect their identity as the research participants from people outside the study. Lewis (2008) embraces the view that, anonymity means the protection of the identity of those subjects taking part in the research. The importance of anonymity is that, information provided by participants is kept a secret and should in no way their identity be revealed (Creswell, 2014). According to (Ruane, 2005), anonymity can be ensured by removing names and other identifying evidence from the data as soon as possible, by not disclosing individual's identities in any reports of the study. In this research the identity of the research participants was protected through the utilization of fictitious names in the interviews.

3.12.4 Privacy

In this study, the investigator initially sought the informed consent of the research participants before the data gathering process. Participants willingly participated in the research with their identities kept a secret away from public domain. No hidden device, electronic or otherwise, was used in recording the structured interviews. Participants were also given assurance that the data they provided was going to be used for academic purposes only. The assurance was important as participants wanted to know if their privacy was protected and to know the processes that would follow after information was collected (Creswell, 2014).

3.13 Chapter Summary

This chapter focused on the research methodology used in this study by outlining the research methodology in relation to the research design, target population, sample size, sampling technique, and data collection procedure and data analysis. This chapter ends by this summary. The following chapter will present data analysis and discussion of this research study that attempted to answer the research questions as derived from the objectives.

CHAPTER IV

DISCUSSION AND INTERPRETATION

4.0 Introduction

Chapter Four discusses the findings of the research and concludes by giving a summary of the findings and the recommendations. The researcher used SPSS version (22.1) to analyze and interpret data.

4.1 Gender distribution

The gender distribution among respondents indicates a significant imbalance, with 78% identifying as male and only 22% as female. This disparity may influence the perspectives and experiences shared regarding e-Government Procurement (e-GP) and its effectiveness in combating corruption. The predominance of male respondents could reflect broader societal dynamics in Zimbabwe's public sector, potentially impacting the diversity of insights drawn from the study.

Table 2. Gender distribution of the participants

Gender	Freq	Percent (%)
Female	13	22
Male	46	78

4.2 Age distribution

The age group distribution among respondents shows a concentration in the 35-44 years range (35.6%), followed closely by 45-54 years (32.2%). Younger participants aged 18-24 represent only 5.1%, indicating limited engagement from the youngest demographic. The relatively higher representation of middle-aged respondents suggests that insights regarding e-Government Procurement (e-GP) and corruption may be shaped by more experienced individuals who have navigated traditional procurement processes. However, the lack of younger voices could mean that emerging perspectives on digital solutions and innovation are underrepresented, highlighting the

need for broader age inclusion in future research to capture a comprehensive view of procurement practices.

Table 3. Age distribution of the participants

Age Group	Freq	Percent (%)
18-24 years	3	5.1
25-34 years	13	22.0
35-44 years	21	35.6
45-54 years	19	32.2
55 years and above	3	5.1

4.3 Education level

The education level distribution among respondents indicates a strong presence of highly educated individuals, with 67.8% holding master's degrees and 25.4% having bachelor's degrees. In contrast, only 1.7% possess a diploma, and 5.1% have a PhD. This overwhelming representation of master's degree holders suggests that the insights gathered on e-Government Procurement (e-GP) and its impact on reducing corruption are likely informed by advanced knowledge and expertise. However, the minimal representation of those with lower educational qualifications may limit the study's perspective on practical challenges faced by less formally educated stakeholders in the procurement process, emphasizing the need for inclusive research that captures a broader range of educational backgrounds.

Table 4. Educational level of the participants

Education Level	Freq	Percent (%)
Bachelors	15	25.4
Diploma	1	1.7
Masters	40	67.8
PhD	3	5.1

4.4 Occupation

The occupation distribution among respondents reveals a varied representation, with residents of Harare comprising the largest group at 24.1%, followed by procurement officers at 20.7%. Government officials' account for 13.8%, while other occupations such as business owners, lecturers, and UN representatives are minimally represented, each below 10%. This diversity suggests that the study captures a range of perspectives, particularly from those directly engaged with local governance and procurement processes. However, the low numbers of professionals in critical roles like business owners and civil society representatives may limit insights into how e-Government Procurement (e-GP) affects various stakeholders in the community.

Table 5. Occupation of the respondents

Occupation	Freq	Percent (%)
Resident of Harare	14	24.1
Procurement Officer	12	20.7
Government Official	8	13.8
Other (please specify) _____	5	8.6
Business Owner/Supplier	4	6.9
Lecturer	2	3.4
UN	2	3.4
Accountant NGO	1	1.7
Auditor	1	1.7
Banker	1	1.7
Civil Society Representative	1	1.7
Health care Supervisor	1	1.7
Humanitarian	1	1.7
Researcher	1	1.7
Sales manager	1	1.7
Statistician	1	1.7

Occupation	Freq	Percent (%)
Support Services Associate	1	1.7
Humanitarian	1	1.7

4.5 Work experience

The experience level distribution among respondents in the study reveals a diverse mix, with 37.5% having over 10 years of experience and 26.8% less than 1 year. This blend offers valuable insights: seasoned professionals can provide historical context on traditional procurement inefficiencies, while newer entrants may highlight contemporary challenges and expectations regarding e-GP. However, the small segment (1.8%) with 8-10 years of experience suggests a potential gap in mid-level expertise needed to bridge traditional and digital approaches. Engaging both groups can lead to a comprehensive understanding of e-GP's impact on reducing corruption within the Harare City Council.

Table 6. Work experience of the participants

Experience Level	Freq	Percent (%)
Less than 1 year	15	26.8
1-3 years	5	8.9
4-7 years	14	25.0
8-10 years	1	1.8
More than 10 years	21	37.5

4.6 Perceptions on corruption

The survey results on various aspects of procurement highlight significant concerns and perceptions among respondents. A majority (75.3%) agree that public officials often engage in

bribery, and 77.6% believe bid rigging is common in traditional procurement. Thus the above assertions resonate well with the findings of OECD (2021), who posit that the implementation of e-Tender Portal reduced opportunities for bid rigging and favouritism. Thus e-Tender platform also improved efficiency in tender evaluation and contract award processes (Mokoena, 2019). Political interference is seen as a major issue, with 84.7% acknowledging its impact on procurement decisions. Concerns about favouritism and nepotism are also prevalent, with 77% agreeing that traditional processes facilitate these practices. Additionally, 51.7% feel that limited oversight encourages corruption, underscoring the challenges within the existing procurement framework.

Conversely, opinions regarding e-Government Procurement (e-GP) reveal a mixed outlook. Only 34.7% believe that e-GP has effectively increased access to information and reduced favouritism. While some respondents acknowledge improvements in accountability and monitoring through e-GP, scepticism remains about its overall effectiveness in addressing deep-rooted corruption issues within the procurement system. This suggests that, despite the potential benefits of digital solutions, significant barriers still exist that need to be addressed to foster trust and transparency in procurement practices.

Table 7. Participants' perceptions on corruption

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Public officials often engage in bribery during procurement.	7%	2%	15%	36%	41%
Bid rigging is a common occurrence in traditional procurement.	7%	3%	12%	33%	45%
There is a lack of transparency in awarding public contracts.	5%	8%	14%	41%	32%
Political interference affects procurement decisions.	7%	3%	5%	22%	63%
Traditional procurement processes allow favouritism and nepotism.	8%	2%	12%	36%	42%
Weak institutional frameworks contribute to corruption.	3%	3%	3%	44%	46%
Limited oversight and accountability encourage corrupt practices.	9%	2%	9%	29%	52%
There is limited stakeholder participation in procurement processes.	3%	10%	17%	42%	27%
e-GP has increased access to procurement information.	6%	14%	44%	29%	6%

The introduction of e-GP has minimized human intervention in procurement decisions.	5%	10%	19%	46%	20%
e-GP has improved monitoring and auditing of procurement activities.	5%	3%	20%	49%	22%
The online procurement system has reduced opportunities for favouritism.	7%	10%	19%	49%	15%
e-GP has reduced fraudulent bidding practices.	5%	10%	24%	47%	14%
There is increased accountability among procurement officials due to e-GP.	2%	10%	24%	49%	15%
e-GP has ensured that contracts are awarded fairly.	3%	22%	29%	29%	17%

4.7 e-GP Advantages

The study results indicate that the implementation of Electronic Government Procurement (e-GP) systems significantly augments transparency and responsibility in public procurement processes. By reducing human intervention, e-GP minimizes opportunities for corruption and favouritism. The digital nature of these systems ensures that all procurement activities are recorded and traceable, facilitating easier auditing and monitoring. This increased transparency fosters public trust and empowers stakeholders to hold procurement officials accountable for their actions. The presence of an audit trail reinforces this accountability, allowing for real-time oversight and making it more challenging for corrupt practices to go unnoticed.

Additionally, the findings highlight that e-GP improves the efficiency of procurement processes. Automation reduces paperwork, accelerates tendering, and shortens procurement cycles, thereby enhancing decision-making and resource allocation. Mahuwi and Baraka (2024) concur with the above that e-GP leads to accountability, transparency and anti-corruption efforts through availing centralised platforms, and homogenous processes, that provide real-time monitoring, automated evaluations, provide reliable audit trails and data-driven analysis. According to Maran and Lowe, (2022.and Tinali, (2022) as cited by Mahuwi and Baraka, (2024), e-GP leverages e-procurement system in public procurement to promote integrity, reduce human bias and improve the overall efficiency and fairness in procurement processes.

However, this study could also be paralleled to public financial resources as all public funds need to be accounted for. The competitive bidding environment fostered by e-GP provides smaller suppliers, particularly SMEs, with better access to procurement opportunities, levelling the playing field and promoting fair competition. Consequently, e-GP aligns with international best practices, making the region more attractive to investors and donors. Overall, the advantages of e-GP—ranging from cost savings to improved data management—underscore its potential to transform public procurement into a more transparent, efficient, and accountable system.

4.8 e-GP challenges

The challenges identified in the study regarding Electronic Government Procurement (e-GP) systems highlight significant barriers to effective implementation. Limited internet connectivity and inadequate IT infrastructure hinders the development of business. This lack of reliable connectivity not only disrupts operations but also excludes potential suppliers from participating in the procurement process. Additionally, resistance to change from public officials accustomed to traditional methods poses a substantial obstacle. Concerns about job security and a general distrust of digital systems further exacerbate this resistance, making it difficult to transition fully to e-GP.

Moreover, the study underscores the vulnerabilities of e-GP systems to cybersecurity threats, which can compromise data integrity and public trust and adoption of enhanced training and capacity-building initiatives for all stakeholders involved in procurement business. Without proper training, users may struggle to navigate the e-GP systems effectively, leading to potential manipulation or favouritism in manual procurement practices. Addressing these challenges is vital to ensure that e-GP can fulfil its intended role in upholding transparency, culpability, and efficiency in public procurement within the Harare City Council and beyond.

4.9 e-GP Corruption Effectiveness

The study results reveal a nuanced understanding of the role of e-GP in combating corruption in public sector procurement. While e-GP can significantly reduce opportunities for corrupt practices through enhanced transparency and traceability, it is clear that it cannot eliminate corruption entirely. The findings indicate that e-GP systems facilitate better monitoring of procurement processes by minimizing direct contact between officials and suppliers, thereby reducing instances of bribery and favoritism. However, participants in the study emphasize that corruption is not solely a technical issue; it is deeply rooted in behavioral and cultural factors as outlined by the ethos of Public Choice Theory and the New Public Management Theory. Even with e-GP in place, corrupt individuals may find ways to exploit the system through tactics like fake bids and collusion, suggesting that a multifaceted approach is necessary to address these underlying issues.

Moreover, the results highlight several challenges that can undermine the effectiveness of e-GP. For instance, the lack of political will, inadequate legal frameworks, and insufficient stakeholder involvement can limit the system's potential to drive meaningful change. Participants pointed out that while e-GP improves efficiency and accountability, it must be part of a broader strategy that includes strong regulatory frameworks, ethical conduct, and ongoing capacity building. Therefore, while e-GP can contribute to reducing corruption, the study stresses the importance of integrating it with comprehensive governance reforms and cultural shifts to foster an environment where corruption is actively discouraged and minimized.

4.10 e-GP Recommendations

The study results emphasize several key recommendations for enhancing e-GP systems, accentuating the importance of transparency, accountability, and stakeholder engagement. Informing the public about the platform and opening it to audits by non-state actors are critical steps to ensure that procurement processes remain transparent and accountable. Building capacity through comprehensive training programs for all stakeholders is essential to foster understanding and effective use of the e-GP system. This focus on training aims to equip users with the necessary skills to navigate the system, thereby increasing participation and adherence to established policies.

Additionally, the findings highlight the need for continuous improvement in system functionality and availability. Addressing technical issues, such as system downtime and manual processes, will enhance user experience and efficiency. Recommendations also include strengthening the digital infrastructure, developing robust legal frameworks, and promoting inclusivity to encourage diverse supplier participation. Overall, the recommendations reflect a comprehensive approach to not only improve the e-GP system but also to create a philosophy of accountability and integrity within public procurement processes. By implementing these strategies, stakeholders can better ensure that e-GP serves its intended purpose of reducing corruption and enhancing efficiency in procurement. Hence, this study seeks to investigate the impact of e-GP in reducing corruption in the Harare City Council.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main purpose of this research was to explore the impact of e-GP in combating corruption in Public Sector Procurement entities in Zimbabwe with particular reference to Harare City Council. From the background of the study, literature and history has revealed that corruption in public procurement entities arise from politics, inadequate controls and greed. It has been noted that the implementation of e-GP can combat corruption in urban councils as well as public entities, bringing on board aspects of accountability, transparency and responsible spending. Corruption has subjected Harare City Council and citizens at large to poverty and vulnerability in management of public procurement processes, as financial and other resources have come to waste. Based on this problem, this research sought to find out Corruption can be reduced to lower levels, and hence build stakeholder trust of the citizenry.

5.2 Summary Findings

The results of the study indicate that e-GP plays a governance, accountability and monitoring role in public procurement processes at Harare City Council. e-GP has created an efficiency and accountability framework as part of a broader strategy to implement and enforce statutory regulatory frameworks and ethical conduct, at Harare City Council. Further the study found out that e-GP is also effective in curbing corruption at Harare City Council. Lastly the extent of e-GP in curbing corruption has been noted through the increased information sharing and transparent way e-GP is now carried out in all procurement processes at Harare City Council.

5.4 Recommendations

The research recommends that the roles of the Electronic Government Procurement (e-GP) systems must be known to all staff at Harare City Council as it moves towards curbing of corruption in all her procurement processes. Further, the research recommends that the City council must strengthen e-GP systems in the council's procurement systems to make it more robust, transparent, effective and efficient. This can be done through staff development and enhanced training and capacity-building initiatives for all stakeholders involved in the procurement processes to foster understanding and effective use of the e-GP systems. Training

will equip users with the necessary skills to navigate the system, thereby increasing participation and adherence to established policies. To improve efficiency, the council must create room for monitoring of the system and always working towards continuous improvement of system functionality and availability to address technical issues, such as system downtime to reduce manual processes, to enhance user experience and efficiency.

Overall, the recommendations reflect a comprehensive approach to not only improve the e-GP system but also to create a culture of accountability and integrity within public procurement processes. By implementing these strategies, stakeholders can better ensure that e-GP serves its intended purpose of reducing corruption and enhancing efficiency in procurement

5.3 Conclusion

The study examined role of e-GP in public sector procurement in local authorities. Majority 66.3% indicated that e-GP enhances accountability and transparency in the organization. In summary, the theoretical frameworks collectively provide a strong foundation for analysing the impact of e-GP in curbing at corruption in Harare City Council. Understanding these theories will help assess whether e-GP truly reduces corruption or if additional governance reforms are needed. Public procurement reforms will have a wider ripple effect on Zimbabwe's overall business and investment climate, leading to the creation of a transparent and accountable procurement system in Zimbabwe.

5.5 Suggestions for further studies

This study focused on the e-procurement curbing corruption in local authorities, it therefore recommends that further studies should be conducted to focus on quasi-government and other public sector institutions to find out if e-GP is curbing corruption and improving service delivery. The following are other suggestions for further studies;

1. Further research, on e-government procurement practices evolution in Zimbabwe.
2. Insights into the role of e-GP in mitigating corruption and suggest recommendations for enhancing its effectiveness in Zimbabwe's public sector procurement systems.

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Annexure 1_Approval to carry out Research



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FACULTY OF COMMERCE - DEPARTMENT OF ECONOMICS

10 February 2015

Harare City Council
HARARE
ZIMBABWE

RE: REQUEST FOR DATA COLLECTION

Ngonzo Peter (02409654) is our level 2.1 Master of Purchasing and Supply chain Management student in the Department of Economics. May you kindly assist him in gathering data from your organisation on his topic titled *"Does adoption of E-GP help curb corruption in Public Procurement? A case study of Harare City Council"*. Data gathered will be used purely for academic purposes and the identity of respondents will be kept anonymous.

Your assistance in our studies will be greatly appreciated.

Regards





Annexure -2_Apprval to collect Data



HUMAN CAPITAL DEPARTMENT
TOWN HOUSE, HARARE, ZIMBABWE
POST OFFICE BOX 990
TELEPHONE 752979 / 753000

EMAIL: hrd@hararecity.co.zw

ADDRESS ALL CORRESPONDENCE TO HUMAN CAPITAL DIRECTOR

Bindura University of Science Education
P. Bag 1020
Bindura

25 February 2025

RE: AUTHORITY TO UNDERTAKE RESEARCH: PETER NGARIZE

This letter serves as authority for Peter Ngarize to undertake a research survey on the topic:
"DOES ADOPTION OF E-GP HELP CURB CORRUPTION IN PUBLIC PROCUREMENT."

The City of Harare has no financial obligation and neither shall it render any further assistance in the conduct of the research. The researcher is however requested to avail a soft and hard copy of the research to the undersigned so that residents of Harare can benefit out of it. The research should not be used for any other purpose other than the study purpose specified.

This letter is issued upon payment of \$usd administration fee.
Receipt number:15118977

Yours faithfully

MR B. MATENGAFUFU
ACTING HUMAN CAPITAL DIRECTOR

YN/



Annexure _3_ Interview Guide

Interview Guide/Questions to Harare City Council Workers

1. How many people constitute the PMU in Harare City Council? Kindly classify them by their Gender.
2. What is your understanding of corruption?
3. Where does corruption really start in public procurement?
4. At what stage is corruption rampant in public procurement?
5. Is e-GP used as a quotation collection tool?
6. Is procurement evaluation of bids done on line or is it carried out separately?
7. In your opinion who which unit causes corruption in Public Procurement?

nnexture_4_Similarity Check (Turn It In)

Peter Ngarize Dissertation 1-5

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