Research Journal of Humanities and Social Sciences
(An Open Access International Peer Reviewed Journal)
ISSN: 2945-3968

Research Article

Ethics Architecture in Zimbabwe's Urban Councils: Findings from Bindura Municipality.

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Abstract: The dominance of unethical practices in Zimbabwe's urban local authorities is considered in this paper as the litmus test on the ability of existing ethics infrastructure in fighting unethical practices. Despite the adoption of code and anti-corruption framework,unethical breaches remain persistent in Zimbabwe's urban local authorities.The purpose of this research is to examine ethics architecture of Bindura Municipality by assessing the existence, functionality and challenges of institutional mechanisms for promoting ethical conduct.In a bid to achieve the set objectives, the qualitative methodology was used to accumulate data. The research made use of observations, documentary analysis and interviews to collect data.From the data collected, several results were obtained. First, the research exposed that the adoption of ethics architecture is affected by lack of commitment to ethics, weak legal framework and the partisan recruitment of staff. Second, the research shows that ethics architecture for Bindura Municipality in not effective as instigated by political influence, lack of an immediate recall system and lack of whistle blower protection legislation. Third, weak anti-corruption legislation and poor working conditions were cited as the main factors that affects ethics architecture practices. Fourth, ethics architecture remedies including ethics trainings, strengthening of institutions and payment of competitive salaries were cited as effective in curbing corruption. The research concludes that the current ethics architecture for Bindura Municipality is ineffective to eradicate corruption, citing the gap that exist between policy and practice that erodes public trust in local governance. Therefore, the study proposes that urban councilsshould periodically conductethics training programs for their appointed and elected officials, blacklist individuals and companies that engage in supply chain corruption, strengthening of institutional structures and paying competitive salaries in a bid to strengthen ethics architecture in the fight against corruption.
Key words: Ethics architecture, urbanlocal authorities, corruption, service delivery

How to cite this article: Mupandanyama T. Ethics Architecture in Zimbabwe's Urban Councils: Findings from Bindura Municipality. **Research Journal of Humanities and Social Sciences. 2026 Oct 5, 5(4):112-124, doi.org/10.58924/rjhss.v5.iss4.p6**
Source of support: Nil.
Conflict of interest: None
DOI: doi.org/10.58924/rjhss.v5.iss4.p6

Received: 20-08-2026
Revised: 22-08-2026
Accepted 04-09-2026
Published: 05-10-2026

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1. INTRODUCTION

This paper examines ethics architecture of urban local authorities in Zimbabwe using findings from Bindura Municipality.Ethics architecture refers to systems designed by local authorities to encourage ethical conduct against corruption in all its forms. These systems are in the form of a set of rules, practices and institutions that are meant to enforce good conduct in local authorities. The devolution agenda under the 2013 Constitution placed increased responsibilities on urban local authorities, including Bindura Municipality, to manage resources transparently. To operationalize this mandate, councils have adopted ethics instruments such as code of conducts, disciplinary procedures and compliance mechanisms, often framed within national anti-corruption policies. Despite these formal arrangements, reports of corruption, abuse of office and weak accountability persist in Zimbabwe's urban councils raising the question about the gap between policy and practice. The concept of ethics architecture offers a useful lens for examining its gap. Therefore, Bindura Municipality presents a relevant case study for this inquiry.

Conceptualising local governance ethics

The word ethics is a suffix for numerous disciplines. In relation to this research, reference is in relation to local government ethics in particular. Ethics is a notion of right or wrong behaviour (Ernest, 2020). Moore (2019) and Morrell (2018) maintained that ethics is the study of morality. In their suggestion, it relates to whether actions are virtuous or vicious, good or bad, right or wrong. According to Power (2020), ethics is that partition of philosophy which is focused on the study of people' character and conduct.Ghillyer (2010) described ethics as the field of study showing how people live their lives in relation to a standard of right or wrong behaviour. Ghillyer (2010) clarified the meaning of ethics using three categories. First, ethics means simple truth. Second, ethics is a question of someone's characters. This is in line with Shaw in Kanyane (2008) who defines ethics as that which is concerned about individual character. Third, the rules of individual or behaviour, which is also in agreement with Popkin and Stroll in Maponga (2019), understands ethics as a set of rules that prohibit certain kinds of conduct.

Ethics in local government institutions serve a good purpose of preparing both appointed and elected officials to do the right thing and to help them to determine what is right (Mukonza, 2013).Local governance ethics is a branch of applied public sector ethics (Copper, 2013). It is the study of what comprises right or wrong, good or bad human conduct in the governance of local authorities. Local governance ethics is a blend of ethics and governance. This sub-discipline of public administrative ethics has been understood broadly within the confines of public sector ethics. Local governance has its own peculiar structures, legal instruments and functions that categorically distinguish it from central government and other public sector organisations. In this regard, studying local governance ethics as a standalone sub-discipline becomes imperative.

Local governance ethics provides officials with a framework to make acquainted and systematic judgement and setting circumstances for making good public policy (Mutema, 2012). As previously discussed, there is evidence of high occurrence of corruption in Zimbabwean urban local authorities. According to Copper and Menzel (2013) the practice of good ethics ensures that both appointed and elected officials in urban local authorities conformto appropriate laws. In support of this view,Dassah (2016) noted that the practice of ethics in urban councils forms an indispensable component for good governance. It also forms the backbone for effective anti-corruption initiatives. In line with the aforementioned, the connection between ethics and corruption is comparable to that of a disease and a prescribed drug. Ethics is an antidote or a remedy for corruption. This resonates with Mutema (2012) who argues that corruption is a moral problem that needs ethical treatment to resolve it apart from institutional and legal instruments. The legal and institutional formal control measures though necessary cannot adequately resolve the challenge of corruption.Moral values are irrefutably essential to provide internal discipline and normative restrains against corruption.Lack of ethics lead to practices of corruption in organisations as well as in personal life (Kanyane, 2015). Corruption and unethical practices incline to increase in organisations where morals are detached from the processes and decision-making arrangements of the institutions (Mutema, 2012).The marriage between ethics and governance promote fairness, transparency, accountability and probity (Kanyane, 2014). Contrary to good ethics, unethical public behaviour is about digressing from public duties, because of private, selfish, financial or status gains. This includes behaviour such as bribery, nepotism, and misappropriation of public resources for private use (Mawere 2011).

2. METHODOLOGY

The study adopted a qualitative case study design to examine the ethics architecture of Bindura Municipality. The focus on a single urban council allowed for an in-depth exploration of how formal ethics instruments are structured and experienced in practice,

capturing nuances that road surveys often miss.Bindura municipality was selected as a typical case of a Zimbabwean local authority operating under the Urban Councils Act and devolution provisions of the 2013 Constitution. The municipality faces common challenges found in other urban councils, including limited fiscal space, political contestations and pressure to deliver services with constrained resources. These characteristics make it suitable for generating insights that have relevance beyond the single case while allowing for context specific analysis. The Data were collected using two complimentary methods of semi-structured interviews and documentary review. 22 participants were interviewed. The sample included 6 elected councilors, 8 officials from various departments of council and 8 residents. Participants were selected through purposive sampling to ensure representation of those directly involved in ethics processes. The study also reviewed relevant council documents from Bindura municipality. The documents were analysed in relationship to the ethics architecture ofBindura municipality. These includethe Urban Council Act (Chapter 29:15); the Public Finance Management Act, the Labour Relations Act,the Prevention of Corruption Act, the Electoral Act (Chapter 2:13), Codes of ethics/conduct, full council minutes, probe team reports, vision and mission statement documents, strategic plan documents, ministerial directives, human resource policy documents and government circulars. The review provided evidence of formal policies and documented instances of their application. Documentary data were analysed to triangulateinterview findings and verify the existence and application of formal procedures.

3. FINDINGS

The researcher presents findings gathered from Bindura Municipality using the research methods conferred in the methodology section. The themes exposes what affects the adoption of ethics, why the existing ethic architecture is not effective and what remedies are available for effective ethics architecture?

1. Lack of Commitment to Ethical Practices

The adoption of ethics architecture is fundamental in fighting unethical practices. The bulk of the respondents accentuated that Bindura municipality is behind in as much as the adoption of ethics architecture practices is concerned. Respondents gave multiplicity of explanations why adoption of ethics architecture is a challenge. The core reason pointed out was the failure by management to oblige to ethics architecture practices. Responding to the question, “Can you tell me how council management has demonstrated commitment in adopting ethics architecture practices?” The Town Clerk postulated that, “Councillors lack commitment to ethics.” The Town clerk further emphasized that this is demonstrated by absence of exemplary leadership among the elected officials. In addition to the above mentionedpoint, top managers and middle managers including the workers’ committee representatives also outlined that Bindura Municipality elected officials perform dismally in exemplary leadership. In line with Kanyane (2018), the problem of moral crisis among councillors is a replication of many urban local authorities in Zimbabwe. Vincent (2020) reiterated that councillors constitute the Board of Directors for urban councils. They are anticipated to set the moral tone through proselytization and practising moral leadership. They are also expected to set good ethical examples to the residents and employees. This makes the adoption of ethics in organizations easier. Rohr (2017) also brought a stimulating opinion of the compliance management route which resonates with the aforementioned arguments. He argued that this method is externally motivated and it requires both elected and appointed officials in urban councils to observe to formal governance procedures and legalistic codes of conduct. These controls forbid certain kinds of behaviour and violation of the rules is considered immoral thus attracts sanctions. Thus according to Rohr (2017) it is therefore

fundamental to contemplate about the profitable, preventive and motivating integrity approach which considers the ethical morals and qualities of individual leaders.

2. Partisan Recruitment of Staff

The other case cited that demonstrates that Bindura Municipality is not prepared to adopt ethics architecture practices is the partisan recruitment of junior municipal officers. The Town Clerk after questioned on the hiring processes of junior staff revealed that, "As a way of pleasing supporters who had campaigned for them during the harmonised elections that are held after every five years, councillors at some point recruited from the wards junior municipal police officers. "He further clarified that this negatively affects the Municipality because it ended up having unnecessary and unbudgeted people in the organization. The Internal Auditing Manager agreed with the Town Clerk by emphasizing that the junior municipal police officers who are hired through this method end up being deployed to essential areas like the housing department. He added that this led to the chaotic repossession of stands from bonafide owners leading to unprocedural distributionto councillors. Responses further exposed that the Council that was there from 2008 to 2013 kept the posts of Heads of Departments under acting capacities. It was revealed that Head of Departments who failed to obey the demands of the councillors were punished by removal from the acting posts. A cited example was that of the Internal Auditor who was forced to step down from the acting position of the Chamber Secretary after he questioned the recruitment of 50 junior municipal police officers after the 2008 elections. This view is buttressed by Mutema (2016) who argued that the employment of the low levelemployees is susceptible to partisanship as councillors manipulate the organization to hire their political supporters and relatives. He also postulated that employees hired through this system are difficult to control because of political connections. In buttressing this view, Mabika (2018) also highlighted that low level employees in some instances are recruited from wards through councillors. This hiring process has made it problematic for urban local authorities to adopt ethics architecture practices.

3. Weak Legal Framework

More so, respondents exposed the challenge of poor legal framework as one that disturbs the adoption of ethics architecture to fight corruption at Bindura Municipality. The Internal Auditing Manager when asked to comment on how poor legislative oversight affects the adoption of ethics architecture reveals that, "Bindura Municipality councilors are not effective in holding appointed officials accountable since they have limited educational qualifications. One of the councillors cannot read or write, he signs an "X" for a signature. The legal framework for local authorities does not provide for the minimum qualifications needed for one to be elected as councillor."Mutema (2025) who revealed that low qualifications suffocate councillors' capacity to have understanding into matters discussed in council meetings and to ask pertinent questions buttresses this. This renders councillors unable to adjudicate complicated strategic matters to the impairment of good corporate governance. Respondents believed that this failure of councillors to adjudicate on strategic issues is a result of the electoral system provided for in the electoral legal framework that does not guarantee the best candidature as councillors are democratically elected and are not chosen based on their skills, knowledge and competence. This also resonates with Muchiri (2018) who argue that legal framework for local authorities does not provide minimum academic qualifications for the election of councillors who are often required to make key administrative decisions. This impact negatively on the quality of council debates including the independence of councillors. The responses further pointed out that elected officials lack the prerequisite skills to deliberate on strategic, financial and technical issues. This weakens their ability to hold executive management accountable. Failure by elected officials to hold the appointed officials

accountable has led to massive mismanagement of council finances, illegal parcelling of stands, flouting of tender processes only to mention but a few. In line with the same fact, Mutema (2016) also argued that the legislative framework does not prevent those with mediocre credentials to be voted as councilors. The above-mentioned arguments clearly show that a poor legislative framework limits urban local authorities' adoption of ethics architecture practices.

Another case according to the interview with the Internal Auditing Manager which explains why Bindura Municipality is not prepared to adopt ethics architecture practices is a case relating to Heads of Department who served in acting capacities from 2009 to 2011. It is alleged that these HODs nastily destroyed application papers for aspiring candidates who had applied for substantive HODs posts so that they continue serving in their acting capacities. This according to the Manager responsible for Internal Auditing enlightens the length of time Bindura Municipality spent without a substantive Chamber Secretary and Town Clerk. The Internal Auditing Manager purported that the five acting HODs were arrested for infringing tender protocols by purchasing second hand vehicles. Zhou (2018) postulated that elected and appointed officials who are anticipated to set good examples to the community perpetrate corruption in local authorities. This has led the adoption of ethics architecture difficult.

4. Absence of Ethics Training Programmes

To add, the workers' committee representative and middle managers agreed that adoption of ethics architecture practices at Bindura Municipality is still a challenge. They exposed that Bindura Municipality does not provide ethics training programmes to its employees. Upon questioned on the importance of ethics training, the workers' committee representative said that, "Ethics trainings are critical components for moral development. It is the media through which municipality staff gets good ethical values and ethical analysis skills." This view is in line with Kanyane (2018) explained that failure to provide training programs on ethics militates against the ability of employees to make moral decisions when confronted with moral dilemmas. It is safe to reiterate that lack of ethics trainings led to the failure of Bindura Municipality to adopt ethics architecture practices.

5. Political Interference

The interview conducted exposed that the majority of the respondents cited that ethics architecture for Bindura Municipality is not effective enough in curbing corruption whereas very few thought it is effective. Respondents stated a number of reasons why ethics architecture for Bindura Municipality is not effective in curbing corruption. First, evidence of corruption indicates that elected councilors lack political will to fight unethical practices and corruption. This thwarts the efficiency of ethics architecture. Respondents emphasized that corruption is driven in organisations when leaders fail as role models like in the case of Bindura Municipality. This is in line with Chakunda (2020) who argued that corruption perpetrated by elected and appointed leaders is a contagious and deadly virus. Chakunda (2020)'s argument resonates with Stuart (2020) who argues that leaders in organisations must play a huge part in moulding societal actions and public opinion. The Bindura Residents Association when asked to comment on how politics has affected the effectiveness of ethics architecture exposed that "Corruption amongst leaders is extremely dangerous because of the influence they have on society. If leaders are corrupt, they only denounce corruption verbally, but they are unlikely to take serious action against it." Respondents grumbled as they said that the challenge of political influence undermines the ability of Bindura Municipality's ethics architecture to curb and fight corruption. A case that was alluded to involved former councillors who had served the previous term of the period under discussion planned a massive protest

against the new management team that was trying end corruption. This clearly shows that politics influence the efficiency of ethics architecture. Going with the same fact, Smith and Mesquita (2017) noted that political influence leads to massive corruption in the governance of urban local authorities. They contended that councillors involve themselves in corrupt deals like illegal stands distribution, influencing fraudulent tendering processes and abuse of council's resources like vehicles. In a bid to hide their corrupt cases, they make use of their political muscles. This has affected service delivery. It is clear to explain that politics affects ethics architecture practices.

6. Absence of an Immediate Recall System for Non-Performing Councillors

To add on to the responses given, there was agreement among the participating informants that ethics architecture for Bindura Municipality is weakened by the absence of an immediate recall system for non-performing councillors thereby weakening political accountability. An interview with the Town Clerk discloses that, "Elected officials are held to account for their t corrupt activities and pitiable performance at the end of their term and not in between which is known as retrospective recall system." This concern is in line with Stuart (2018) who argues that the legal framework should be in a position where councilorsare held to account for their performance before the completion of their terms of office. In other words, the residentsshould be permittedto full democratic control over councilors by immediately calling back corrupt and non-performing councillors. It arose from the respondents that political interference by former councilors hinders the effectiveness of ethics architecture for Bindura Municipality. A case mentioned was that of former elected officials who had served the previous term planned a massive protest against the new management team that was trying to end corruption. For Kanyane (2018) it is embryonic that corruption fights back once you fight it. To this end, lack of an immediate recall system for poor performing councilors affects ethics architecture practices.

7. Absence of a Whistle Blower Protection Legislation

According to responses given, there was agreement among the participating informants that the ethics architecture for Bindura Municipality is enfeebled by lack of regulations that protects whistle-blowers. When asked to comment on the legal framework that protects whistle blowers the Manager responsible for Internal Auditing highlighted that, "The absence of legal instruments that require both elected and appointed officials to declare their assets facilitate corruption." On the absence of regulation that safeguards whistle-blowers, the Manager responsible for Internal Auditing mentioned a case were three Bindura Municipality employees who were suspended for giving evidence to the Parliamentary Portfolio Committee of an undisclosed account from which 18 managers were drawing funds to finance their hefty salaries. These cases could have been detected early or even prevented if whistle blowers were protected. Because there is no legislation that protects whistle blowers then corruption cases increases. Mutema (2017) highlighted the need for a whistle blower protection to eliminate corruption in urban councils.

8. Poor Conditions of Service and Weak Human Resources Policies

Further, poor conditions of service and weak human resources policies haveaffected ethics architecture of urban councils. Apart from the basic salary, Bindura Municipality pays its employees housing, transport and service charges allowances. The respondents concurred that the salaries paid to workers are not competitive enough. This is in line with Mabika (2020) who argued that the salaries paid to workers in urban councils are not competitive enough to dissuade employees from taking part in corruption practices. The Town Clerk when asked why Bindura Municipality is paying less competitive salaries revealed that, "Bindura is a mining town whose main revenue base is derived from two major mining companies, Bindura Trojan Nickel Mine and Freda Rebecca Gold

Mine. The two mines are now operating at low capacity. This has affected the revenue base of Bindura Municipality. "It was also observed that Bindura Municipality is also sustained by farming ventures. Some pieces of land are idle as it was allocated to beneficiaries who lacked the capacity to farm productively. Gwisai (2017) highlighted that inadequate revenue has significantly affected the majority of urban councils as they try to deliver services and pay employees competitive salaries. The aforementioned factors have significantly affected Bindura Municipality's capacity to raise revenue that goes towards the payment of competitive salaries. This has weakened ethics architecture practices.

On recruitment and selection of staff, the top manager and middle manager responsible for Central Administration, revealed that the low level workers in grades 13 to 14 are hired from the wards through councillors. It was also exposed that the councillors submit names of those who should be hired to council's executive management. The respondents were of the opinion that the employment of the low level grades is susceptible to nepotism and partisanship as councillors manipulate the system to hire political supporters and relatives. The responses led to the assumption that the system of engaging low level employees leaves Bindura Municipality susceptible to corruption. Respondents also complained that employees employed through this system are difficult to discipline because of political connections. Further deliberations reveal that the employee resourcing process is heavily influenced by nepotistic tendencies, political connections and bribe giving. The manager responsible for Central Administration revealed that, "In this highly polarised political environment, we cannot overlook one criteria which influences recruitment, that of 'political influence.' Councillors prefer employees who display unquestionable political loyalty." Evidence given was the appointment of junior municipal police officers. Allegations of mischievous destruction of aspiring candidates' application letters also reveal that the system of recruitment is prone to manipulation. This resonates with Miguel (2019) who argued that in urban local authorities' human resources policies are still prone to manipulation by elected and appointed officials. This further weakens and affects ethics architecture practices for Bindura Municipality.

Ethics Architectural Remedies that are Applicable to Stamp out Corruption

The research also presents findings on ethics architectural remedies that are applicable to stamp out corruption. These include ethics trainings, blacklisting of companies that engages in corruption, strengthening institutional structures and competitive payment of salaries as summarized below.

1. Ethics Trainings

The interview conducted recognized that the bulk of the respondents highlighted that there are architectural remedies that are applicable to stamp out corruption in urban local authorities. Respondents presented that ethics training programmes in Zimbabwean urban councils are crucial. Ethics training is a valued tool for stimulating ethics and corruption prevention. As revealed by the Mayor when asked about the architecture remedies that can be used to stamp out corruption. The mayor said that "Ethics training is an essential ingredient to raise ethics consciousness and to build up skills capable of getting to the bottom of ethical dilemmas." As buttressed by Malik (2019) ethics training is an indispensable for institutions that are taking an ethical therapeutic direction to avert the problem of corruption. The Mayor also highlighted that "Ethics training bestows employees with the view to appreciate and apply the organisational code of ethics and to learn the competencies to resolve work related ethical dilemmas. It also builds the person's inner moral fabric and veracity which is exhibited in good personality and virtuousness." Bindura Municipality ought to accord ethics training top priority by

providing a budget for the program. According to Fisman (2018) ethics training should not be a once off event, but a continuing activity. As highlighted by the bulk of the respondents, ethics training must be part of the orientation program where all newly engaged employees in urban local authorities are made aware of the organisational rules of ethical behaviour. This is further emphasized by Malik (2019) that apart from newly engaged council employees, ethics training programs must target elected officials including all shop floor, middle and senior management officials, municipal police officers, housing and finance department personnel, members who constitute the procurement committee and staff from the buying office, among others. A representative of the Residents Association of Bindura also buttressed the view that urban councils in Zimbabwe including Bindura Municipality should plan ethics training initiatives that equip employees in the organisational to value ethics. Ethics training is an architectural remedy that is applicable to stamp out corruption at Bindura Municipality.

2. Blacklisting Individuals and Companies that Engage in Supply Chain Corruption

Respondents also added that blacklisting of individuals and companies that engage in supply chain corruption is a remedy that can be used to stamp out corruption in all its forms. Given the pervasiveness of supply chain corruption in Bindura Municipality respondents maintained that there should be legislation in place which blacklists people and companies found guilty of such forms of corruption. Respondents postulated the need to adopt legislation that punishes contractors or persons who commit offences involving supply chain corruption. In line with this argument, the Town Clerk postulated that Zimbabwe as a nation should adopt laws and provide a clear framework that blacklist people found guilty of such acts of corruption. The Town Clerk further said that, "Contractors and individuals guilty of the crimes relating to procurement must be banned from both local government contracts. The companies and individuals who are found guilty must have their contracts terminated and excluded from participating in any new tenders." According to the Town Clerk this can act as a deterrent to individuals and companies who have a feeling to practise supply chain corruption. This is in line with Atkinson (2021) who postulated that supply chain corruption need to be stopped through blacklisting of individuals and companies that engage in such acts of corruption. Therefore, blacklisting individual and companies engaging in supply chain corruption can be used as a remedy to stamp out corruption.

3. Competitive and Regular Payment of Salaries

Furthermore, respondents emphasized that issues of competitive and regular payment of salaries need to be looked at in urban local authorities including Bindura municipality. The study has revealed that salaries paid in urban councils are too low to deter employees from engaging in corrupt activities. The Residents Association of Bindura highlighted that, "Low salaries tempt the need in employees to increase their earnings through engaging in corrupt practices as incentives." As highlighted by Mutema (2018) Zimbabwe 's urban councils should draw lessons from the Singaporean case study whose anti-corruption strategy included continuous pay rises and a fair salary system. In addition, the Residents Association of Bindura further revealed that, "Bindura Municipality must pay market based salaries and that the lowest paid employee should get a salary which is above the poverty datum line. The remuneration system for Bindura Municipality should satisfythe basic needs of their employees and their families. This will improve service delivery for Bindura residents." To sum up this point, paying competitive salaries can be used to promote ethics architecture.

4. Strengthening of Institutional Structures

Respondents highlighted the need for Bindura Municipality to strengthen its ethics climate through strengthening its institutional structure. To strengthen Bindura

Municipality's ethical climate, the Bindura Residents Association highlighted that, "An Integrity Management Office must be established and should be equipped with special skills to detect and deter corruption."The Bindura Residents Association further explained that there should be a specialised office which should be furnished with intellectuals who are adequately funded to initiate anti-corruption programs within the Municipality. Mutema (2028) highlighted that introducing the integrity management office steer ethics and anti-corruption initiatives. He further argued that the office should be staffed by ethics champions who create a culture within urban councils which is intolerant to corruption and related unethical practices. The office according to Mutema (2018) among other duties, should run ethics training programs, manage the anti-corruption hotline where Bindura Municipality employees and stakeholders can, in secret, report unethical practices like fraud, nepotism, supply chain corruption and corruption in general and should also be the focal office for sanctioning wrong-doing. Strengthening institutional structure through establishing an integrity management office can be a useful remedy to strengthen ethics architecture.

4. CONCLUSION

This study examined the ethics architecture of Bindura municipality to assess the extent to which formal ethics instruments translates intofunctional mechanisms for promoting ethical conduct. The findings show that while the municipality has adopted the structural elements of an ethics architecture including a code of conduct, disciplinary procedures and committee oversight these components are with limited effectiveness. Lack of commitment to ethical practices,partisan recruitment of staff,weak legal framework, absence of ethics training programmes and political interference collectively undermines the functionality of the system. Based on the findings practical interventions can strengthen ethics architecture in Bindura municipality and similar urban councils. These includestrengthening of institutional structurescompetitive and regular payment of salaries blacklisting individuals and companies that engage in supply chain corruption and ethics trainings.

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Research Journal of Humanities and Social Sciences
(An Open Access International Peer Reviewed Journal)
ISSN: 2945-3968

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