GREAT ZIMBABWE UNIVERSITY

MUNHUMUTAPA SCHOOL OF COMMERCE

THE EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS IN COMBATING FRAUD IN ZIMBABWE'S MINISTRY OF TRANSPORT PARASTATALS

DISSERTATION

BY

TRUST MASHAVAKURE

M201372

SUBMITTED TO GREAT ZIMBABWE UNIVERSITY IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR MASTER OF COMMERCE DEGREE IN PROFESSIONAL ACCOUNTING AND CORPORATE GOVERNANCE

MASVINGO, ZIMBABWE

YEAR 2023

DECLARATION

I, Trust Mashavakure, I declare that am a bonafide producer and owner of this dissertation and the work presented therein is my own. I do also affirm that it has not been submitted by any other student to any academic institution. The contents of this paper has been submitted in partial fulfilment of the Master of Commerce Degree in Professional Accounting and Corporate Governance.

Supervisor: _Tagwireyi F_____**Date:** _31_/01__/24__**Signature:** __

Student: __Trust Mashavakure_____**Date:** _31 / 01/ 24_ **Signature:** __Malket_____

GREAT ZIMBABWE UNIVERSITY

RELEASE FORM

NAME OF AUTHOR : TRUST MASHAVAKURE

TITLE OF THE PROJECT : **THE EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS IN COMBATING FRAUD IN ZIMBABWE'S MINISTRY OF TRANSPORT PARASTATALS**

DEGREE FOR WHICH

PRESENTED : MASTER OF COMMERCE DEGREE IN PROFESSIONAL ACCOUNTING AND CORPORATE GOVERNANCE/GRAD ICSA

YEAR GRANTED : 2022

Signed : …………………………………………………..

Permanent address : 8835 Nyakuvengwa Street ZBS Masvingo

Date : June 2023

GREAT ZIMBABWE UNIVERSITY

APPROVAL FORM

I, the undersigned certify that I have read and recommend to Great Zimbabwe University for acceptance; a project entitled "**The Effectiveness of Internal Control Systems in Combating Fraud in Zimbabwe's Ministry of Transport Parastatals**" submitted by Trust Mashavakure in partial fulfilment of the requirements for Master of Commerce Degree in Professional Accounting and Corporate Governance.

…………………………………………   …………31 Jan 2024….………

SUPERVISOR(S)

Mr. F TAGWIREYI

....

CHAIRPERSON

Dr Duve

EXTERNAL EXAMINER

DATE:...…...

DEDICATION

This dissertation is dedicated to my loving family, whose unwavering support and encouragement have been my guiding light. To my parents, for their endless sacrifices, love, and belief in me, this achievement is a testament to your unconditional support and faith. This is for you.

ABSTRACT

This dissertation presents a comprehensive examination of the internal control systems within Zimbabwe's Ministry of Transport parastatals and their effectiveness in preventing fraud and corruption. Set against the backdrop of global and regional emphasis on robust corporate governance and internal controls, as underlined by frameworks like the Sarbanes-Oxley Act and the African Union's Convention on Preventing and Combating Corruption, this study specifically focuses on the unique context of Zimbabwe. Through a meticulous quantitative research methodology, the study surveys a range of parastatals under the Ministry of Transport, analyzing data from 2010 to 2023. The analysis involves both descriptive and inferential statistical techniques to assess the state of internal control systems and their efficacy in fraud prevention. The findings reveal significant gaps in the application of these systems, despite the presence of formal governance frameworks. The study identifies key areas of weakness in current practices and highlights the disparity in the implementation of governance principles across different levels of organizational hierarchy. Based on these insights, the dissertation proposes a set of targeted recommendations aimed at enhancing the governance framework within these parastatals. Recommendations include the strengthening of internal control mechanisms, the establishment of a standardized governance framework, and the enhancement of regulatory oversight. The study not only contributes to the academic discourse on public sector governance in developing economies but also provides practical implications for policymakers and organizational leaders in Zimbabwe. It underscores the need for continuous improvement in governance practices to ensure the integrity and effectiveness of public sector operations. This research fills a critical gap in the understanding of corporate governance in the context of Zimbabwe's public enterprises and lays the groundwork for further studies in this vital area.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

Contents

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

CHAPTER I

INTRODUCTION

1.0 Introduction

This chapter sets the stage for the dissertation, "The Effectiveness of Internal Control Systems in Combating Fraud in Zimbabwe's Ministry of Transport Parastatals." It outlines the background, statement of the problem, research objectives and questions, and the justification for the study. It also discusses the limitations and delimitations, defines key terms, and provides an outline of the project.

1.1 Background of the Study

The realm of corporate governance and internal control systems has increasingly come under scrutiny at a global level, particularly in the aftermath of high-profile corporate scandals and financial crises. Internationally, the necessity for effective internal control systems has been underscored by significant legislative frameworks. The Sarbanes-Oxley Act of 2002 in the United States, often cited as a landmark legislation, emerged as a response to major corporate misdemeanors, aiming to enhance corporate governance and financial disclosures (Public Law 107-204, Sarbanes-Oxley Act of 2002). Similarly, the UK Corporate Governance Code, revised in 2018, provides guidelines for board leadership and effectiveness, accountability, and relations with shareholders (Financial Reporting Council, 2018).

In the African context, the issue of governance takes on unique dimensions, considering the economic and political landscape. The African Union's Convention on Preventing and Combating Corruption (2003) demonstrates a pan-African initiative to address these challenges. This Convention, ratified by a majority of African Union member states, signifies a regional acknowledgment of the importance of governance in economic development and public trust (African Union, 2003).

Focusing on Zimbabwe, the importance of implementing robust internal control mechanisms in public parastatals has gained prominence, especially within the Ministry of Transport. Parastatals, which operate as government-owned entities, play a pivotal role in the country's infrastructure and economic development. However, recent years have seen increasing instances of financial irregularities and corrupt practices within these institutions. Reports and audits conducted by entities such as the Office of the Auditor-General in Zimbabwe have repeatedly highlighted issues of financial mismanagement and lack of accountability in various parastatals, raising serious questions about the efficacy of existing governance structures (Auditor-General's Office, Zimbabwe, 2019).

Moreover, the context of Zimbabwe's public sector governance is shaped by a history of economic challenges and political transitions, which further complicates the dynamics of implementing effective corporate governance (Chari, 2019). These factors underscore the critical need for a comprehensive examination of the current state of internal control systems within Zimbabwe's Ministry of Transport parastatals.

1.2 Statement of the Problem
The issue of fraud and corruption in Zimbabwe's Ministry of Transport parastatals has become increasingly prominent, signaling potential weaknesses in their internal control systems and corporate governance practices. Despite the presence of regulatory frameworks and guidelines, such as the Public Entities Corporate Governance Act (Public Entities Corporate Governance Act [Chapter 10:31], 2018), there appears to be a disconnect between the theoretical structures in place and their practical effectiveness in curbing fraudulent activities.

This concern is not unique to Zimbabwe but mirrors broader governance challenges in public enterprises across many developing nations (World Bank, 2020). In Zimbabwe, reports by the

Auditor-General have consistently highlighted significant lapses in financial accountability and internal controls within public parastatals (Auditor-General's Office, Zimbabwe, 2019). These reports raise serious doubts about the adequacy and effectiveness of the existing governance structures in preventing fraud and corruption.

1.3 Research Objectives

1. Evaluate the effectiveness of internal control systems in preventing fraud in Zimbabwe's Ministry of Transport parastatals.

2. Identify the strengths and weaknesses of current internal control practices.

3. Determine the alignment of these practices with international governance standards.

4. Propose recommendations to strengthen internal control systems within these parastatals.

1.4 Research Questions

1. How effective are internal control systems in preventing fraud within Zimbabwe's Ministry of Transport parastatals?

2. What are the key strengths and weaknesses of the current internal control practices?

3. To what extent do these practices align with international standards of governance?

4. What recommendations can be made to enhance these internal control systems?

1.5 Justification of the Study

1.5.1 To the Student

This research offers an invaluable opportunity for academic growth and development. It enables engagement with a critical and relevant area of study, enhancing understanding and expertise in governance, which is a vital aspect of public administration and management.

1.5.2 To Great Zimbabwe University

The study contributes to the university's mission of fostering research that addresses national and regional challenges. By focusing on governance within public parastatals, it supports the

university's goal to produce research that has a tangible impact on societal development and policy-making.

1.5.3 To Policymakers

The findings of this research are poised to offer empirical insights that can inform policy decisions. By providing an evaluation of internal control systems within government parastatals, the study can aid in the formulation of more effective governance policies and strategies.

1.5.4 To the Organization

For the Ministry of Transport parastatals, this study offers direct benefits by highlighting areas of strength and opportunities for improvement in their internal control systems. This can lead to enhanced efficiency, transparency, and accountability within these organizations.

1.5.5 To Stakeholders

This research enriches the overall understanding of corporate governance in the public sector. It offers stakeholders, including the general public, investors, and regulatory bodies, a clearer picture of how governance is conducted within key state entities, thereby contributing to informed public discourse and engagement.

1.6 Limitations of the Study

1.6.1 Financial Constraints

The study addresses financial limitations by utilizing cost-effective research methods. This approach ensures comprehensive research without excessive expenditure.

1.6.2 Time Constraints

To manage time effectively, the research follows a meticulously planned schedule, ensuring timely completion without compromising the quality of the research.

1.6.3 Access to Information

Potential challenges in accessing information from parastatals are addressed by employing strategic communication approaches. This includes establishing formal agreements and clear communication channels to facilitate data collection.

1.7 Delimitation of the Study

1.7.1 Geographical Delimitation

The study focuses exclusively on the Ministry of Transport parastatals in Zimbabwe, offering in-depth insights specific to this geographical and institutional context.

1.7.2 Theoretical Delimitation

By concentrating on internal control systems within corporate governance frameworks, the research provides a focused exploration of these critical areas, thereby contributing to the literature on governance in public sector organizations.

1.7.3 Time Delimitation

The selected time frame, from 2010 to 2023, is significant as it allows for an analysis of the evolution and current state of governance in the aftermath of key legislative changes in Zimbabwe's public sector. This period provides a comprehensive overview of recent trends and developments in governance practices.

1.8 Definition of Terms

Internal Control Systems: Processes designed to ensure the reliability of financial reporting, compliance with laws and regulations, and effectiveness of operations. These systems are integral to corporate governance and include measures such as risk assessment, control activities, information and communication, and monitoring. The importance and structure of internal control systems are detailed in frameworks like the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Framework (COSO, 2013).

Parastatal: A government-owned corporation or agency. Parastatals are entities established by a government to undertake commercial activities on its behalf and are a common feature in many African economies. The characteristics and roles of parastatals, as well as the challenges they face, are discussed in the context of African economies by the African Development Bank (African Development Bank, 2011).

1.9 Project Outline

The second chapter provides a thorough review of the existing literature. It encompasses a detailed examination of various frameworks and theories related to corporate governance and internal control systems, highlighting their importance in fraud prevention. This chapter also delves into the specific context of Zimbabwe's parastatals, offering insights from previous studies and reports to establish a theoretical foundation for the research.

In the third chapter, the focus shifts to the research methodology. This section details the quantitative approach used for the study, explaining the survey design, data collection methods, and the rationale for selecting the study population. It outlines the sampling techniques and describes the statistical tools and analysis methods, ensuring the research process is transparent and reproducible.

The fourth chapter presents a comprehensive analysis of the collected data. This section includes both descriptive and inferential statistical analysis, revealing key insights into the state of internal control systems within Zimbabwe's Ministry of Transport parastatals. It links these findings directly to the research questions and objectives, offering a critical evaluation of corporate governance and internal controls in these entities.

Finally, the dissertation culminates in the fifth chapter, which synthesizes the research findings and draws conclusions. This chapter discusses the implications of the findings for the efficacy of

internal control systems in combating fraud within the parastatals. It proposes practical recommendations for improvement and identifies areas for further research. This concluding chapter emphasizes the study's contribution to the field and its potential impact on policy and practice within the public sector of Zimbabwe.

1.10 Summary
This chapter introduced the dissertation, setting the context and framework for the study. It highlighted the critical issue of internal control systems within Zimbabwe's Ministry of Transport parastatals and laid out the path the research will follow. The next chapter will delve into the literature surrounding corporate governance, internal control systems, and their impact on fraud prevention.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

The issue of corporate governance has garnered significant interest in recent years (Cadbury, 1999). The Executive summary of the King II Report boldly declared that the 21st century promised to be the century of governance, following the era of entrepreneurship in the 19th century (Coyle, 2003). The history of corporate governance is characterized by the publication of reports, codes of best practice, and legislation aimed at addressing shortcomings in business regulation and conduct. These reports and codes serve as a foundation for the existing literature on corporate governance, with authors and researchers developing their ideas based on these codes, legislation, and legal acts.

In the context of parastatals under the Ministry of Transport in Zimbabwe, it becomes crucial to examine the role of corporate governance principles in preventing fraud and corruption. Effective corporate governance practices are essential to ensure transparency, accountability, and ethical conduct within these organizations. By adhering to robust corporate governance principles, parastatals can safeguard against fraudulent activities and corruption, thereby promoting the efficient and responsible management of public resources.

This dissertation aims to contribute to the existing literature by exploring the specific role of corporate governance principles in preventing fraud and corruption within parastatals under the Ministry of Transport in Zimbabwe. Through a comprehensive literature review, this study will gather theoretical insights and perspectives from various authors, focusing on the purpose and significance of corporate governance. By examining these theoretical sentiments, the research aims

to provide a foundation for understanding how corporate governance principles can effectively combat fraud and corruption in the context of parastatals operating under the Ministry of Transport in Zimbabwe.

Overall, this research seeks to shed light on the importance of corporate governance principles in preventing fraud and corruption, specifically within the unique setting of parastatals under the Ministry of Transport in Zimbabwe. By addressing this crucial topic, the study aims to contribute to the development of effective governance practices and promote the integrity and accountability of public institutions.

2.1 Conceptual Framework

This conceptual framework investigates fraud and corruption within Zimbabwe's Ministry of Transport parastatals. It examines dependent variables such as financial mismanagement and illicit activities, aiming to uncover specific organizational challenges. Independent variables include corporate governance principles, leadership and board effectiveness, internal control mechanisms, and ethical culture with a focus on corporate social responsibility. By assessing these factors, the study aims to identify their impact on fraud prevention and corruption reduction, ultimately contributing to enhanced corporate governance practices, transparency, accountability, and

organizational performance. Considering this information, the following conceptual model is developed as illustrated below in Figure 2.1.
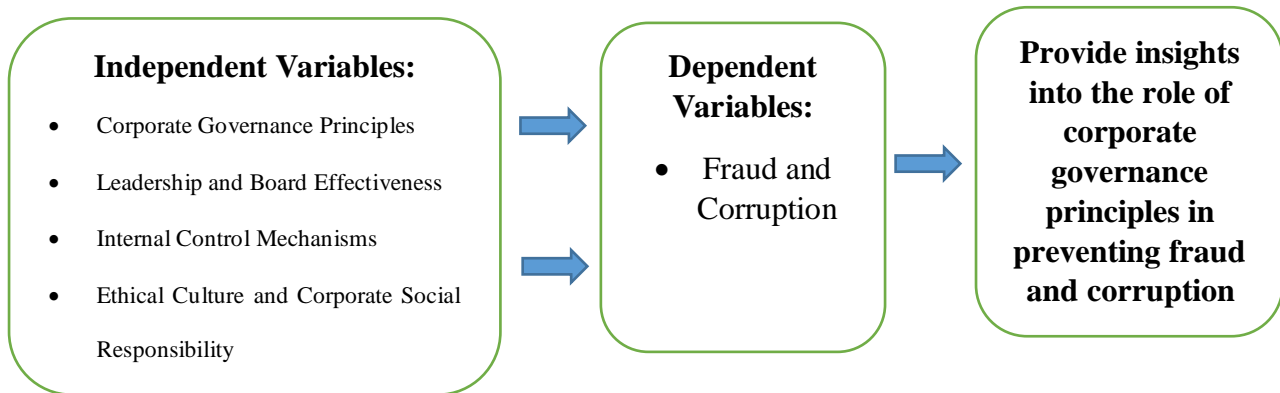
Figure 2. 1: Conceptual Framework

2.1.1 Dependent Variables

Fraud and Corruption

The occurrence and prevalence of fraudulent activities and corruption within parastatals under the Ministry of Transport in Zimbabwe. This variable focuses on identifying instances of financial mismanagement, embezzlement, bribery, kickbacks, and other illicit activities that undermine the integrity and effectiveness of the organizations.

Fraud and corruption are critical concerns in both public and private sectors, with potentially severe consequences for organizational performance, public trust, and socio-economic development (Transparency International, 2009; Efiong, 2012). The analysis of fraud and corruption cases within parastatals under the Ministry of Transport will provide valuable insight into the specific challenges and dynamics of these organizations.

2.1.2 Independent Variables

Corporate Governance Principles

The set of guidelines, policies, and practices that govern the operations and decision-making processes within organizations. This variable encompasses principles such as transparency, accountability, board composition, risk management, internal controls, and ethical standards. The effectiveness and implementation of corporate governance principles will be examined as a key factor in preventing fraud and corruption.

Corporate governance principles provide the framework for establishing and maintaining ethical behavior, accountability, and transparency in organizations (OECD, 2014). These principles guide the behavior of directors, executives, and employees, promoting responsible decision-making and ensuring the interests of stakeholders are safeguarded (Coyle, 2003). By exploring the extent to which corporate governance principles are applied within parastatals, this study aims to understand their influence on fraud prevention and corruption mitigation.

Leadership and Board Effectiveness

The quality of leadership and the effectiveness of the board of directors in overseeing and governing parastatals. This variable includes factors such as board composition, independence, expertise, diversity, and the presence of effective leadership. The study will explore how strong leadership and an effective board can contribute to fraud prevention and the reduction of corrupt practices.

Leadership and the composition of the board of directors play a crucial role in setting the tone at the top and establishing a culture of integrity and ethics within organizations (King Code, 2009). Effective leadership promotes ethical decision-making, fosters a culture of accountability, and ensures the implementation of appropriate control mechanisms (Johnson and Scholes, 1997). By

assessing the leadership and board effectiveness within parastatals, this research aims to identify how these factors impact fraud and corruption prevention.

Internal Control Mechanisms

The systems, processes, and procedures in place to monitor and control organizational activities. This variable encompasses internal auditing, financial controls, segregation of duties, whistle-blowing mechanisms, and other control measures. The study will investigate the role of robust internal control mechanisms in detecting and preventing fraudulent activities and corrupt practices.

Internal control mechanisms are vital for preventing and detecting fraud and corruption (Efiong, 2012). They provide the structure and safeguards necessary to ensure compliance with laws and regulations, safeguard assets, and maintain the integrity of financial reporting (Institute of Company Secretaries of India, 2012). By examining the effectiveness of internal control mechanisms within parastatals, this study aims to assess their impact on fraud prevention and corruption reduction.

Ethical Culture and Corporate Social Responsibility

The ethical values, norms, and culture within organizations, along with their commitment to corporate social responsibility. This variable includes factors such as ethical leadership, employee integrity, ethical decision-making processes, and the organization's engagement with stakeholders and the broader society. The study will explore how a strong ethical culture and a focus on corporate social responsibility can act as deterrents to fraud and corruption.

An ethical culture and a commitment to corporate social responsibility are essential in preventing fraud and corruption (King Report II, 2002). An organization's ethical culture influences the behavior and decision-making of its employees, promoting integrity and discouraging fraudulent

activities (Mashavira and Jubenkanda, 2004). By analyzing the ethical culture and the level of corporate social responsibility within parastatals, this research aims to understand their influence on fraud prevention and corruption mitigation.

2.1.3 Expected Outcome:

The expected outcome of this dissertation is to provide insights into the role of corporate governance principles in preventing fraud and corruption within parastatals under the Ministry of Transport in Zimbabwe. By examining the interplay between corporate governance principles, fraud prevention, and the prevention of corruption, the study aims to contribute to the development of effective strategies and recommendations for enhancing corporate governance practices in the context of these organizations. Ultimately, the research seeks to promote transparency, accountability, and integrity, leading to improved organizational performance and public trust in the parastatals.

Overview of Corporate Governance in State Enterprises and Parastatals in Zimbabwe

Zimbabwe reacted to the challenges faced by state enterprises and designed a corporate governance framework for state enterprises and parastatals in 2010 to mitigate corporate failure (Zhou, 2014). On July 21, 2017, a public entities corporate governance bill was gazette to ensure consistency in the activities of all state enterprises. Zimbabwe embraced aspects from corporate governance practices of developed economies, such as South Africa, to align the code with international standards (Clarke, 2014).

Zimbabwe National Code on Corporate Governance (ZIMCODE)

The ZIMCODE is a standard that directs corporations in Zimbabwe to conform to the code of "Best Practice" (Strenger, 2015). It explicitly states how private and public entities approach

complications resulting from corporate governance and how to implement good corporate governance practices recognized internationally. The ZIMCODE uses the "apply or explain" approach, requiring organizations to comply with the code's principles and disclose any excuses for non-compliance. The code covers areas such as ownership and control, board of directors and directors, risk management, and information management and disclosure (National code on corporate governance, 2014).

The Nested Model - How to Implement the ZIMCODE to SEPs (Chavunduka & Sikwila, 2015)

The nested model expresses that the ZIMCODE should be at the center of each important plan in the management of state enterprises, parastatals, and local authorities. The board of directors plays a crucial role in setting the approaches to be taken regarding conduct and responsibility, which then permeates to the chief executive officers, management, and employees in implementing corporate governance principles. The efficient implementation of the crucial plan advances to the shareholders, stakeholders, and the community (Chavunduka & Sikwila, 2015).

By incorporating these sections into the dissertation, a comprehensive understanding of the legislative framework for urban local authorities, corporate governance structures of urban local authorities, and an overview of corporate governance in state enterprises and parastatals in Zimbabwe can be established, which will contribute to the analysis of the role of corporate governance principles in preventing fraud and corruption in parastatals under the Ministry of Transport in Zimbabwe.

2.2 Theoretical Framework

Theoretical Perspective on Corporate Governance

In examining the role of corporate governance principles in preventing fraud and corruption in parastatals under the Ministry of Transport in Zimbabwe, it is important to consider theories of corporate governance that have emerged from the private sector and their applicability to the public sector (Skelcher, 1998). The adoption of private sector practices in the public sector has led to the transfer of many public activities to quasi-governmental organizations, operated by their own boards (Skelcher, 1998). This raises the question of whether theories of corporate governance developed in the private sector can provide insights into the challenges faced by corporate governance in the public sector, as well as the potential for good governance to enhance the performance of public sector organizations.

Agency Theory

Agency theory, which has been widely discussed in the economics and finance literature, is a dominant theory of corporate governance arrangements (Keasey et al., 1997). The theory is based on the assumption that the owners (principals) and managers (agents) of an enterprise have different interests, leading to a potential conflict (Keasey et al., 1997). In this perspective, the board plays a central role in corporate governance arrangements by acting as a monitoring device to control management (Keasey et al., 1997). The primary function of the board, particularly non-executive directors, is to ensure managerial compliance in furthering the organization's objectives.

Stewardship Theory

Stewardship theory takes a different perspective from agency theory and assumes that managers are motivated by more than their narrow economic self-interest (Donaldson and Davis, 1991; Muth

and Donaldson, 1998). According to this theory, managers act as effective stewards of an organization's resources and are motivated to do a good job (Donaldson and Davis, 1991). In this context, the board's role is not just to ensure managerial compliance but to actively contribute to improving organizational performance (Donaldson and Davis, 1991). The governing body, including the board, works in partnership with top management to set the direction of the organization, add value to strategic decisions, and enhance performance.

Resource-Dependence Theory

Resource-dependence theory emphasizes the role of the board as a provider of resources to executives, enabling them to achieve organizational goals (Hillman, Cannella, & Paetzold, 2000; Hillman & Daziel, 2003). According to this theory, the board intervenes by providing financial, human, and intangible resources to support executives (Hillman, Cannella, & Paetzold, 2000). Board members, particularly those with professional expertise, can train and mentor executives to improve organizational performance, and their networks can attract additional resources to the organization (Hillman, Cannella, & Paetzold, 2000). While executives make most decisions, the board's approval is sought for major decisions.

Stakeholder Theory

Stakeholder theory recognizes that shareholders are not the only stakeholders in a corporation (Donaldson & Preston, 1995). Other stakeholders, such as clients or customers, suppliers, and communities, also have a stake in the company and can be affected by its success or failure (Donaldson & Preston, 1995). Managers have an obligation to ensure that all stakeholders receive a fair return from their stake in the company (Donaldson & Preston, 1995). In the context of parastatals under the Ministry of Transport, stakeholders include the public, employees, and the

broader society. Considering stakeholder interests in decision-making processes can contribute to fraud prevention and corruption reduction by promoting transparency, accountability, and fairness.

2.3 Empirical Review

The concept of corporate governance has gained significant global attention in the past two decades, as highlighted by Sir Cadbury. Several studies have been conducted in line with and prior to the current research, which are discussed in this section.

Promoting Good Corporate Governance in Urban Councils: An Analysis of the Urban Council's Act in Zimbabwe

In the study "Promoting Good Corporate Governance in Urban Councils: An Analysis of the Urban Council's Act in Zimbabwe" by Mutema (2012), the focus is on the Urban Council's Act and its role in promoting good corporate governance in urban councils in Zimbabwe. The Act establishes a clear separation between the roles of the town clerk/town secretary and the mayor or council chairperson, providing a system of checks and balances on the powers of the town clerk. It also emphasizes transparency through provisions for public and press access to council meetings, availability of council minutes for public inspection, and the establishment of a municipal procurement board to manage the tender system of urban local authorities. The study suggests that adherence to the procedures outlined in the Act, particularly in managing conflicts of interest, can help prevent corruption cases. However, it also highlights that the Act grants excessive powers to the Minister of Local Governance, leading to central government dominance over urban local authorities and undermining the practice of good corporate governance. The study recommends amending the Urban Council's Act to address these issues and suggests measures such as

reasonable qualifications for councillors, recalling ineffective councillors, limiting terms, and reducing the excessive power of the parent Ministry (Mutema, 2012).

Local Government and Corruption in Zimbabwe: Policy Gaps and Implementation Challenges

The discussion paper "Local Government and Corruption in Zimbabwe: Policy Gaps and Implementation Challenges" by the Bulawayo Progressive Residents Association (BPRA, 2017) focuses on the pervasive issue of corruption in local authorities in Zimbabwe and the challenges in implementing existing anti-corruption provisions. While Zimbabwe has a relatively sound constitutional and legislative framework on corruption and public integrity, evidence suggests that corruption remains widespread, indicating policy gaps or a lack of political will for implementation. The paper highlights various scenarios of corruption in local authorities, including land and lease-related looting, corrupt contracting and tenderpreneurship, theft, conversion, and common fraud. The association argues that corruption in local authorities undermines the credibility of democratic institutions, diverts resources, damages reputation, and leads to non-payment of dues by ratepayers due to poor service delivery. The paper puts forward recommendations such as the development of a National Local Government Public Integrity Policy, periodic lifestyle audits for local officials, implementation of internal reporting mechanisms and whistleblower protection, and the introduction of project procurement-related audits (PPRAs) and public disclosure of major contracts (BPRA, 2017).

Assessing Corporate Governance Practices in State Enterprises and Parastatals: A Case Study of Zimbabwe

The assessment conducted by the Office of the President and Cabinet (2016) examines the corporate governance practices in State-Owned Enterprises (SOEs) and parastatals in Zimbabwe. The study utilized a questionnaire based on the Organization for Economic Co-operation and Development (OECD) and World Bank guidelines for corporate governance in SOEs. It covers eight main elements of SOE corporate governance, including the legal framework, ownership and shareholders, board of directors, company objectives and management, performance monitoring, fiscal and financial discipline, controls, transparency and disclosure, and awareness and commitment to corporate governance. The assessment reveals a prevailing non-compliance with good corporate governance practices and widespread corruption in Zimbabwe, with limited deterrent action against perpetrators. It emphasizes that improving corporate governance practices requires increased political will and commitment to fighting corruption. The recommendations provided by the assessment align with the elements covered in the questionnaire (Office of the President and Cabinet, 2016).

Fraud in Zimbabwean Local Authorities: Nature, Extent, and Implications

In the study titled "Fraud in Zimbabwean Local Authorities: Nature, Extent, and Implications" by Mabika (2015), the research focuses on the nature and extent of fraudulent activities in Zimbabwean local authorities. The study highlights various cases of fraud, such as the discovery of municipal-branded cattle at the Town Clerk's farm in Harare, procurement of vehicles without following the tender process in Zaka, embezzlement of cash by the Town Treasurer in Victoria Falls, and fraudulent land allocation by councillors in Shurugwi Town Council. The study

identifies greed and other elements covered by the fraud triangle as the main causes of fraud. It recommends that local authorities prioritize hiring suitable personnel, ensuring timely payment of salaries and allowances, and addressing the identified causes of fraud. These prior studies serve as a foundation for the current research, which aims to explore the role of corporate governance principles in preventing fraud and corruption in parastatals under the Ministry of Transport in Zimbabwe (Mabika, 2015).

Corporate Governance and Corruption: Exploring the Relationship

Corporate governance refers to the distribution of rights, powers, and responsibilities among various stakeholders within a corporation. It establishes the rules, procedures, and policies for decision-making and steering corporate affairs (OECD, 2010). The relationship between corporate governance and corruption has been recognized globally, with countries like England establishing the Serious Fraud Office in 1988 and New Zealand following suit in 1990. The United States enacted the Sarbanes-Oxley Act, also known as the Corporate Corruption Bill, in 2002 (The White House, 2002). In 2003, the United Nations adopted a Convention against Corruption.

Strengthening Corporate Governance to Combat Corruption

By embracing the principles of good corporate governance, companies can establish mechanisms to mitigate corruption risks and demonstrate their zero tolerance for abuses. The effective implementation and review of such a framework ensure that corruption is no longer considered an acceptable cost of doing business.

White collar crime, including corruption, fraud, embezzlement, money laundering, bribery, abuse of funds, and forgery, is often associated with individuals in positions of political power (Sutherland, 1979). Zimbabwe has faced numerous corruption scandals involving politicians, such

as the Willowgate scandal, War victim compensation scandal, Grain Marketing Board (GMB) scandal, land grab scandal, and the indigenisation and economic empowerment program scandals. This continuous violation of trust undermines the faith of the electorate (National Economic Consultative Forum, 2015).

Understanding the impact of organizations on promoting or deterring corruption requires considering the characteristics of the political system. Corruption factors may have different risk or protective effects depending on the type of organization one belongs to. Criminogenic conditions, such as a lack of accountability and deterrence, contribute to the occurrence of white collar crimes (Shapiro, 1990). The absence of protective factors within the ecological system allows corruption to become ingrained as a culturally accepted behavior. Structural opportunities within the macro system provide motivation for corruption (Coleman, 1987). The social control process often attributes such crimes to individuals in lower social structures, while the elite politicians remain largely immune.

Corruption in Zimbabwe: An Overview

Corruption has reached unprecedented levels in Zimbabwe, resulting in the country being ranked poorly for corruption by Transparency International. It has become deeply ingrained in the socio-economic and political systems, with various reports describing it as a "cancer eating Zimbabwe" and a "man-made tragedy." Corruption in Zimbabwe takes various forms and affects citizens, public office holders, and the private sector.

Political corruption poses the greatest threat to good governance in dictatorships and emerging democracies, involving the misuse of power by politicians and government officials for illegitimate purposes (Chimbganda, 2013). The Zimbabwe National Competitiveness Report of

2015 identifies corruption as one of the most problematic areas for doing business in the country. Public trust in politicians is at an all-time low, indicating widespread disillusionment with those entrusted to provide solutions.

Prominent corruption cases in Zimbabwe include the Willowgate scandal involving Maurice Nyagumbo in 1985, the Enos Chikore scandal at the Grain Marketing Board (GMB) and the National Oil Company of Zimbabwe (NOCZIM), and the alleged abuse of office by the current Minister of Home Affairs, Ignatius Chombo. These cases highlight conflicts of interest and fraudulent acquisition of assets by public officials (Magaisa, 2016).

The Auditor General's Report reveals staggering corruption scandals within Zimbabwe's parastatals and local authorities, amounting to tens of millions of dollars. For example, the Zimbabwe National Road Administration (ZINARA) was accused of false tax claims and illegitimate value-added tax refunds, resulting in significant financial losses for the government (The Daily News, 25 June 2016).

2.4 Research gap

Despite the existing literature on corporate governance practices and the prevalence of fraud and corruption in local authorities and state enterprises in Zimbabwe, there is a notable research gap regarding the specific role of corporate governance principles in preventing fraud and corruption in parastatals under the Ministry of Transport. While prior studies have examined the general landscape of corruption and suggested recommendations for improving governance practices, there is a lack of focused research on the application and effectiveness of corporate governance principles within the specific context of parastatals operating under the Ministry of Transport. This research gap calls for an in-depth investigation into the implementation of corporate governance

principles, the challenges faced, and the outcomes achieved in preventing fraud and corruption within these parastatals. Such research would contribute to a comprehensive understanding of the unique dynamics and potential solutions in this specific sector, aiding policymakers, stakeholders, and practitioners in devising effective strategies to enhance corporate governance and integrity in Zimbabwe's transportation parastatals.

2.5 Summary

This chapter presents a literature review that explores how various authors have discussed the role of corporate governance in reducing and preventing fraud and corruption in Local Authorities, aligning with the dissertation's focus on parastatals under the Ministry of Transport in Zimbabwe. The subsequent chapter will shift the focus to the research methodology, covering aspects such as research design, data collection methods, target population, sample population, sampling techniques, and research instruments.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter delves deeply into the research methodology employed in examining the role of corporate governance in preventing fraud and corruption within parastatals under Zimbabwe's Ministry of Transport. This comprehensive exploration involves an extensive justification of the chosen research approaches, designs, methods, strategies, and techniques, each meticulously aligned with the study's overarching goals. The methodology not only forms the backbone of the study but also ensures the rigor and validity of the research process. By detailing each methodological step, from the initial conceptual framework to the intricate processes of data collection and analysis, the chapter establishes a solid foundation for the research. It serves as a guide to the systematic and thorough approach undertaken, highlighting the meticulous planning and execution required for a study of this complexity and magnitude. The methodology is critically important for assuring the relevance, reliability, and credibility of the research findings, thereby contributing significantly to the field of corporate governance and its application in the context of public sector administration.

3.1 Research Philosophy

The study adopted a pragmatic research philosophy, a choice informed by the philosophy's inherent flexibility and practicality in addressing complex research questions. Pragmatism, as outlined by Morgan (2014), allows for a methodologically pluralistic approach, combining qualitative and quantitative methods to provide a comprehensive understanding of the research problem. This approach was particularly suited to the study's aim of deriving actionable insights from the application of corporate governance principles in real-world scenarios of fraud and corruption. The pragmatic philosophy enabled the study to adapt and apply various research

methods to best address the multifaceted nature of the research questions, ensuring a robust and versatile inquiry. This approach was critical in capturing the dynamic and multifaceted aspects of corporate governance within parastatals, allowing for an exploration that was both in-depth and broad in scope.

3.2 Research Design

A mixed-methods research design was meticulously chosen for its effectiveness in providing a well-rounded understanding of corporate governance practices. As Creswell & Plano Clark (2011) note, mixed methods combine the depth of qualitative research with the breadth of quantitative research, making them particularly beneficial for exploring complex phenomena like corporate governance. This design enabled the study to capture a wide array of data, from qualitative insights into individual perceptions and experiences to quantitative analysis of trends and patterns across the parastatals. It allowed for a synergistic approach where qualitative findings could inform and enrich the quantitative data and vice versa, leading to a more nuanced and comprehensive understanding of the impact and effectiveness of corporate governance in preventing fraud and corruption.

3.3 Research Method

The study's methodological approach encompassed both qualitative and quantitative research methods, a decision made to ensure a holistic view of corporate governance practices. The qualitative method was instrumental in gathering detailed, contextual data that revealed the intricacies and complexities of governance in action. It provided an avenue for exploring the subjective experiences, attitudes, and perceptions of individuals within the parastatals, offering insights into the nuanced realities of implementing and maintaining corporate governance structures. On the other hand, the quantitative method facilitated the collection and statistical analysis of measurable data, enabling the study to identify and examine patterns, correlations, and

trends that might impact the effectiveness of corporate governance. The combination of these methods provided a balanced, multi-layered understanding of corporate governance practices, capturing both the micro-level details of individual experiences and the macro-level trends observable across the parastatals.

3.4 Research Strategy

The research strategy centered on case study analysis, which was selected for its aptness in conducting an in-depth investigation of specific instances and contexts within the parastatals. As Yin (2009) points out, case studies are an effective means of understanding complex issues within their real-life context. This strategy provided the opportunity to explore the intricate workings of corporate governance in a few select parastatals, offering rich, detailed insights into their operational realities. By focusing on these specific instances, the research was able to delve deeply into the practical applications and challenges of corporate governance, shedding light on the contextual factors that influence its success or failure. The case study approach thus played a crucial role in uncovering the layers of factors that affect the implementation and effectiveness of governance practices, providing valuable insights into how these practices can be optimized to prevent fraud and corruption.

3.5 Population

The study focused on a population of approximately 150 employees and councilors across several parastatals under the Ministry of Transport in Zimbabwe. This population was deliberately chosen to encapsulate a diverse range of perspectives and insights from different levels within the organizational hierarchy, which is crucial for a comprehensive understanding of corporate governance practices. The inclusion of a variety of roles, from administrative staff to senior executives and councilors, was designed to provide a broad spectrum of viewpoints on the implementation and effectiveness of corporate governance measures. This approach aligns with

the principles of organizational studies that emphasize the importance of understanding governance from multiple vantage points within an organization (Bryman & Bell, 2015). By encompassing employees at different levels, the study aimed to capture a range of experiences, attitudes, and perceptions towards corporate governance practices, reflecting the diverse operational realities within these parastatals. Employees, being the primary implementers and recipients of governance policies, offer ground-level insights, while councilors contribute strategic and policy-oriented perspectives. This combination of views is vital in painting a holistic picture of the governance landscape within these parastatals, thereby providing a rich context for the research.

3.6 Sample Size Determination

The determination of the sample size from a population of 150 employees and councilors was conducted using Cochran's formula, which is particularly suited for studies involving smaller populations (Cochran, 1977). The formula and the subsequent calculations are as follows:

Initial sample size (n0) is calculated using the formula:

n0 = (Z^2 * p * (1 - p)) / e^2

Where:

n0 is the initial sample size.

Z is the Z-score (1.96 for a 95% confidence level).

p is the estimated proportion of the population with the characteristic (0.5 for maximum variability).

e is the desired level of precision or margin of error (5% or 0.05).

For this study:

Z = 1.96 (for 95% confidence level),

p = 0.5 (assuming maximum variability),

e = 0.05 (5% margin of error).

Calculation:

n0 = (1.96^2 * 0.5 * 0.5) / 0.05^2

   = (3.8416 * 0.25) / 0.0025

   = 0.9604 / 0.0025

   ≈ 384.16

Adjusting for a finite population size (N = 150):

n = n0 / (1 + ((n0 - 1) / N))

  = 384.16 / (1 + ((384.16 - 1) / 150))

  = 384.16 / (1 + (383.16 / 150))

  = 384.16 / (1 + 2.5544)

  ≈ 384.16 / 3.5544

  ≈ 108.04

Rounding up, the calculated sample size for this study is approximately 109. This sample size is based on Cochran's adjusted formula and ensures a statistically representative and manageable sample for in-depth analysis and data collection. By using this method, the study effectively

balances the need for a comprehensive sample with the practical considerations of researching a finite population, enhancing the validity and reliability of the research findings.

3.7 Sampling Technique

Stratified sampling was employed as the sampling technique for the study. This method was selected for its effectiveness in ensuring that different subgroups within the population were adequately represented, a critical aspect for studies that encompass varied hierarchical levels within organizations (Thompson, 2012). Stratified sampling involves categorizing the population into distinct strata based on specific characteristics, such as job role or department, and then selecting samples from each stratum. This approach enhances the representativeness of the sample and allows for more accurate and detailed analysis of data across different subgroups. In this study, stratified sampling was instrumental in capturing the nuanced perspectives of employees and councilors from various departments, thereby providing a richer and more detailed understanding of corporate governance practices within the parastatals.

3.8 Research Instruments
3.8.1 Questionnaires

Questionnaires were used as one of the primary research instruments in this study. These structured questionnaires were designed to gather quantifiable data from a broad spectrum of participants. They were particularly effective in obtaining standardized responses on participants' perceptions, experiences, and attitudes towards corporate governance practices. The design of the questionnaires was informed by the principles of survey design as outlined by Dillman et al. (2014), ensuring that the questions were clear, concise, and relevant to the research objectives. The questionnaires included a mix of closed-ended and open-ended questions, allowing for both quantifiable data analysis and the collection of more descriptive responses.

3.8.2 Interviews

Complementing the questionnaires, semi-structured interviews were conducted to gather in-depth qualitative data. These interviews allowed participants to express their views and experiences more freely and provided an opportunity for the researcher to probe deeper into specific areas of interest. The semi-structured format, as recommended by Rubin and Rubin (2011), offered flexibility, enabling the interviewer to explore emerging themes while ensuring that all relevant topics were covered. The interviews were particularly valuable in exploring complex issues and uncovering nuanced insights into the application and effectiveness of corporate governance practices within the parastatals.

3.8.3 Validity and Reliability

To ensure the validity and reliability of these research instruments, several measures were taken. The questionnaires and interview guides were subjected to a rigorous pilot testing process, as suggested by Polit and Beck (2010), to identify and rectify any ambiguities or biases. Feedback from the pilot study was used to refine the instruments, enhancing their clarity and relevance. The validity of the instruments was further ensured by grounding the questions in the theoretical framework and research objectives, thus ensuring that they accurately captured the information pertinent to the study. Reliability was addressed through consistent administration of the questionnaires and standardization of the interview process. These steps were crucial in ensuring that the instruments consistently measured what they were intended to measure, thereby enhancing the reliability of the data collected.

3.9 Data Collection Procedures

The study adopted a mixed-methods approach for data collection, encompassing both surveys and interviews to gather data. This multifaceted approach was strategically chosen for its ability to provide a holistic analysis of the research questions, capturing both quantitative and qualitative

dimensions of the data. The use of surveys enabled the collection of quantifiable data from a larger sample, allowing for the statistical analysis of trends, patterns, and correlations in perceptions and practices related to corporate governance. This quantitative aspect was crucial in providing a broad, generalizable view of the phenomena under study. Conversely, interviews offered a platform for in-depth qualitative insights, enabling participants to share their experiences, perspectives, and nuances in their own words. This qualitative component was invaluable in uncovering deeper, context-specific understandings and interpretations that are often missed in purely quantitative research. The combination of these two techniques, as advocated by Johnson and Onwuegbuzie (2004), facilitated a comprehensive and multi-dimensional exploration of the research questions, ensuring that the findings were robust, well-rounded, and reflective of both the breadth and depth of the issues being investigated.

3.10 Ethical Considerations

Ethical considerations were of paramount importance throughout the research process to ensure the integrity of the study and the protection of participants. The research adhered to the highest standards of ethical conduct, ensuring the confidentiality and anonymity of all participants. This commitment to ethical standards, as outlined by Beauchamp and Childress (1983), was vital in safeguarding the rights and well-being of participants, particularly given the sensitive nature of the topics related to fraud and corruption. Informed consent was obtained from all participants, ensuring that they were fully aware of the study's purpose, the nature of their participation, and their rights to withdraw at any time. The confidentiality of the data was rigorously maintained, with all identifying information being removed to protect participant privacy. These ethical considerations were not only fundamental in ensuring the ethical conduct of the study but also in

enhancing the validity and credibility of the research findings, as they provided a foundation of trust and integrity that underpinned the entire research process.

3.11 Data Analysis

Data analysis involved a dual approach: thematic analysis for qualitative data and statistical analysis for quantitative data. Thematic analysis, as described by Braun and Clarke (2006), was employed to identify patterns, themes, and narratives within the qualitative data collected from interviews. This method was particularly effective in extracting meaningful insights from participants' responses, allowing for a deep exploration of their perceptions and experiences regarding corporate governance practices. The themes identified through this analysis provided a nuanced understanding of the qualitative aspects of the study. On the other hand, statistical analysis was applied to the quantitative data gathered from surveys. This analysis allowed for the quantification of trends and the measurement of relationships between variables, providing a generalizable understanding of the broader patterns present in the data. The combination of these two analytical approaches ensured that the study's findings were comprehensive, integrating both the rich, detailed insights of qualitative data and the measurable, objective evidence of quantitative data.

3.12 Model Development

In this study, there was no specific development of a new theoretical model or operationalization of study variables. Instead, the research focused primarily on the pragmatic analysis of existing practices and perceptions within the parastatals under the Ministry of Transport in Zimbabwe. The study's aim was to provide a realistic and practical understanding of current corporate governance practices and their effectiveness in preventing fraud and corruption, rather than developing theoretical models or operational frameworks. This approach allowed for a direct examination of

the existing governance structures, processes, and outcomes, providing valuable insights that are directly applicable to policy and practice within these organizations.

3.13 Summary

In summary, this chapter has meticulously outlined the research methodology, providing detailed justifications for each methodological choice. The pragmatic philosophy underpinning the study guided the selection of a mixed-methods design, which in turn informed the choice of research methods, strategies, and techniques. The chapter explained the rationale behind focusing on a specific population, the process of determining an appropriate sample size, and the use of stratified sampling to ensure a representative sample. The selection and application of research instruments were detailed, along with the ethical considerations that were paramount in conducting the study. The dual approach to data analysis, combining thematic and statistical methods, was explicated. This comprehensive overview of the methodology underscores the thoroughness and rigor with which the study was conducted, ensuring the robustness, relevance, and validity of the research findings.

CHAPTER IV

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

This chapter presents a comprehensive analysis and interpretation of the data collected from the research survey. The chapter begins with an examination of the response rate to the questionnaires, followed by an analysis of the demographic information of the respondents. It then delves into detailed questionnaire findings, structured according to the questionnaire's format. Each finding is discussed and interpreted with reference to the theoretical framework and literature reviewed in Chapter II. Although interview results and regression model analyses are not applicable to this study, the chapter includes descriptive and inferential statistics that provide further insights. The chapter concludes with a summary of the findings and sets the stage for the subsequent chapter.

4.1 Response Rate to Questionnaires

Out of the 109 distributed questionnaires, 83 responses were received, resulting in a response rate of approximately 76.15%. This rate indicates a strong level of engagement from the target demographic, providing a robust basis for the analysis.

4.2 Demographics of Questionnaire Respondents

Position/Role in the Organization

In the survey, Councilors represented the largest respondent group, accounting for 27.71%, followed by Middle Management at 20.48%, Junior Staff at 16.87%, Senior Management at 15.66%, and Others at 19.28%, as depicted in Figure 4.1 below. This notable representation of Councilors underscores the significant role of governance within public institutions, resonating with the observation by Coyle (2003) that the 21st century marks an era dominated by governance

concerns. The varied roles reflected in the survey responses highlight the multifaceted nature of governance within the organization, suggesting a complex interplay of responsibilities and awareness across different levels. This diversity in roles suggests that effective governance requires an inclusive approach that accounts for the unique contributions and perspectives of each role, a theme consistently explored in the literature on corporate governance (Cadbury, 1999). The substantial representation of Councilors, in particular, points to the importance of these roles in shaping and overseeing governance practices within the organization.
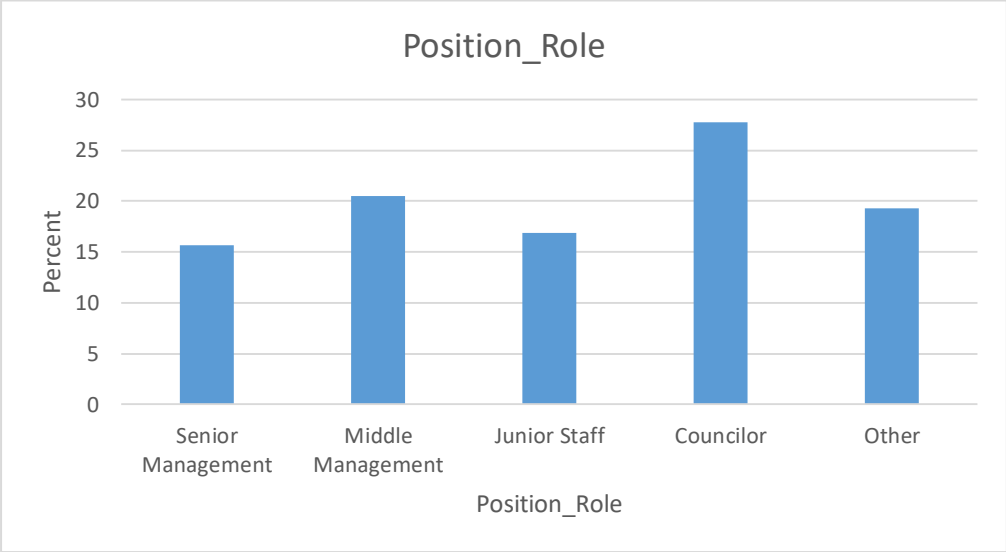
Figure 4. 1: Position Role

Source: Primary data (2023)

Gender

The survey revealed a majority of male respondents, constituting 56.63%, with females making up 43.37%, as illustrated in Figure 4.2 below. This gender distribution is reflective of the broader organizational dynamics and potentially indicative of the existing gender roles within the organization's structure. The predominance of male respondents aligns with the discussions in

corporate governance literature, such as Cadbury (1999), which explores how gender dynamics can influence organizational structures and governance practices. This gender skew might also point towards broader industry trends or cultural norms within the organization's context. Understanding these gender dynamics is crucial for developing governance policies and practices that are inclusive and considerate of gender diversity. The implications of these findings suggest a need for continued efforts to achieve gender balance and equity in organizational leadership and governance roles, reinforcing the importance of diversity as a cornerstone of effective governance.
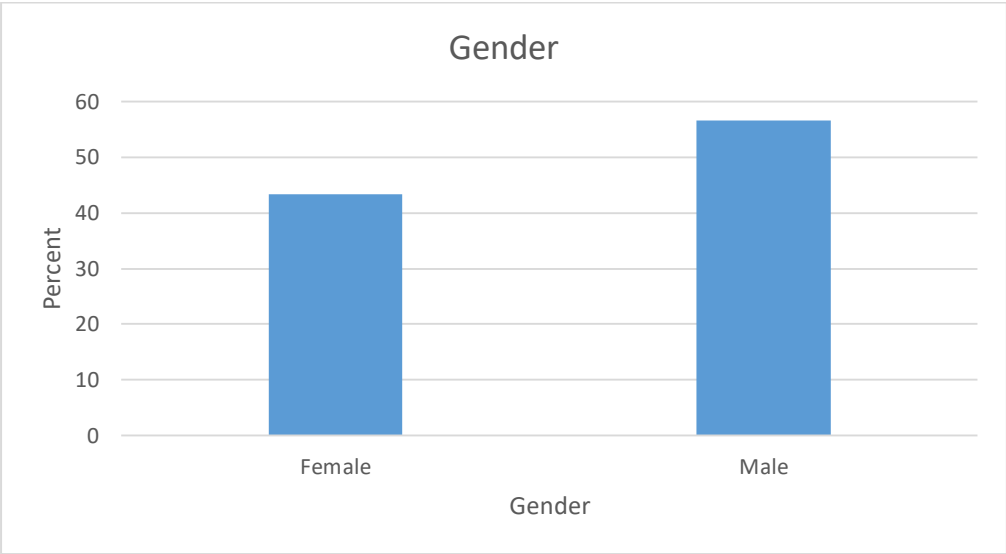
Figure 4. 2: Gender

Source: Primary data (2023)

Length of Service in the Organization

The distribution of respondents according to their length of service in the organization was quite balanced, with the highest proportion, 28.92%, having served less than one year, closely followed by those serving 6 to 10 years (27.71%) and 1 to 5 years (26.51%). Those with over 10 years of service accounted for 16.87%, as detailed in Figure 4.3 below. This spread across different service

lengths suggests a dynamic workforce composed of both relatively new and experienced staff. The presence of a significant proportion of staff with less than one year of service could indicate recent growth, organizational restructuring, or a high turnover rate within the organization. On the other hand, the substantial representation of longer-serving employees suggests a core of experienced personnel, potentially acting as custodians of organizational culture and governance practices. This distribution aligns with the observations made by Efiong (2012), who noted the impact of service length on organizational behavior and governance. The insights from this distribution are significant as they highlight the diverse perspectives and experiences that employees bring to the understanding and implementation of corporate governance. The blend of fresh insights from newer employees and the seasoned understanding from longer-serving staff can enrich the governance culture and practices within the organization.
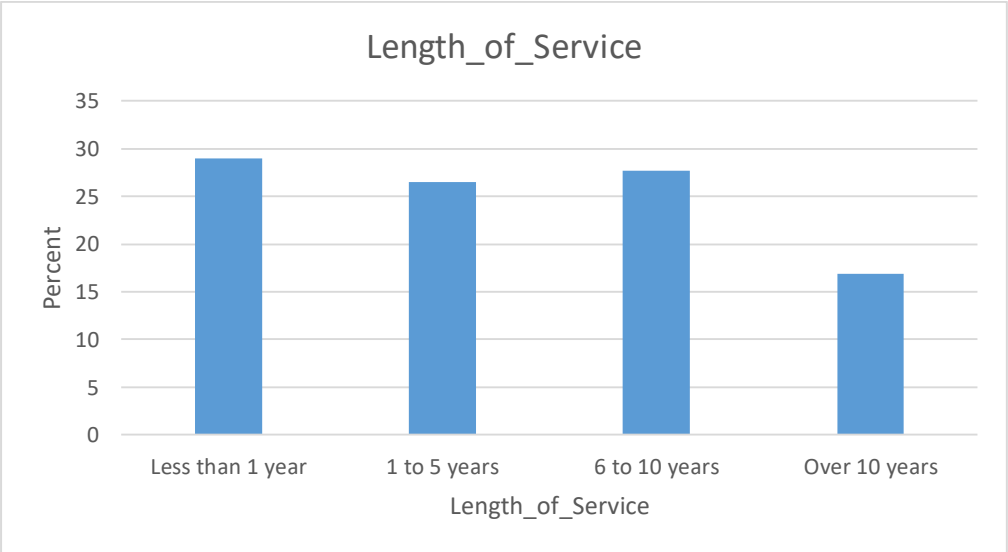

Figure 4. 3: Length of Service

Source: Primary data (2023)

4.3 Questionnaire Findings

Corporate Governance Awareness

Approximately 65.06% of respondents indicated awareness of corporate governance policies in their organization, while 34.94% were not aware, as shown in Figure 4.4 below. This level of awareness among the majority of respondents is a positive indicator of the organization's efforts in promoting understanding of governance issues. However, the fact that nearly a third of the respondents lacked awareness suggests room for improvement in internal communication and education on governance matters. The importance of awareness is emphasized in the OECD's (2014) guidelines, which highlight informed participation as a key element in effective governance. The disparity in awareness levels also points to potential gaps in how governance information is disseminated and understood across different levels of the organization. Enhancing awareness of corporate governance is crucial for ensuring that policies are not only in place but are also understood and adhered to by all members of the organization. It underscores the need for comprehensive and ongoing education initiatives to foster a deeper understanding of governance principles and their practical implications.
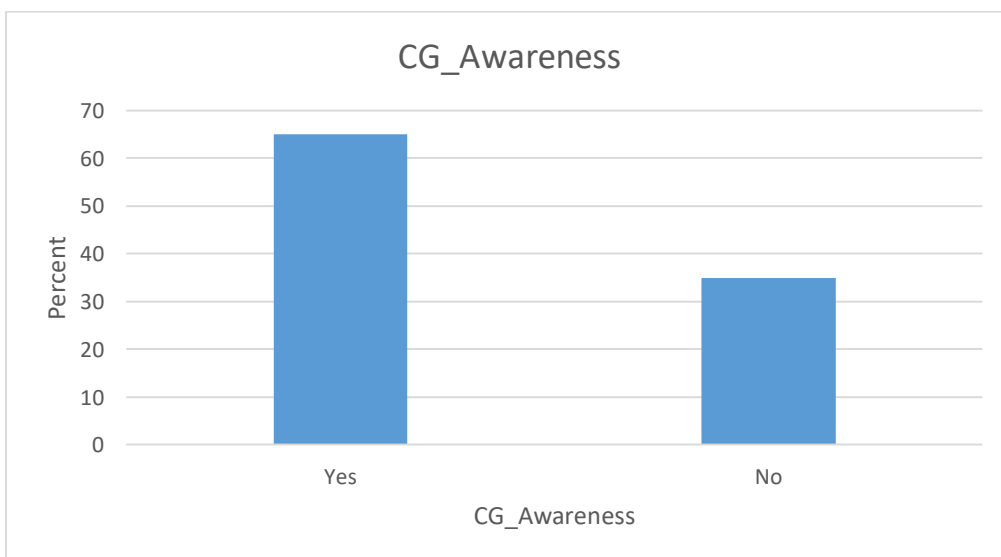
Figure 4. 4: Corporate Governance Awareness

Source: Primary data (2023)

Corporate Governance Effectiveness

In assessing the effectiveness of corporate governance policies, respondents' opinions varied, with 36.14% considering them somewhat effective and 24.10% viewing them as very effective. However, 20.48% perceived them as not effective, and 19.28% rated them as effective, as illustrated in Figure 4.5 below. This diversity in opinions highlights the subjective nature of evaluating governance effectiveness and reflects the complexity and diversity of opinions on this issue. The King II Report (Coyle, 2003) emphasizes the importance of effective governance in combating fraud and corruption, suggesting that perceptions of effectiveness can significantly impact the overall integrity and success of governance practices. The mixed responses may reflect varying levels of engagement with governance processes, differences in understanding of what constitutes effective governance, or experiences with the implementation of governance policies. This variation underscores the need for clear, measurable criteria for evaluating governance effectiveness and for regular reviews and updates of governance policies to ensure they remain

relevant and effective in addressing the organization's evolving needs and challenges.
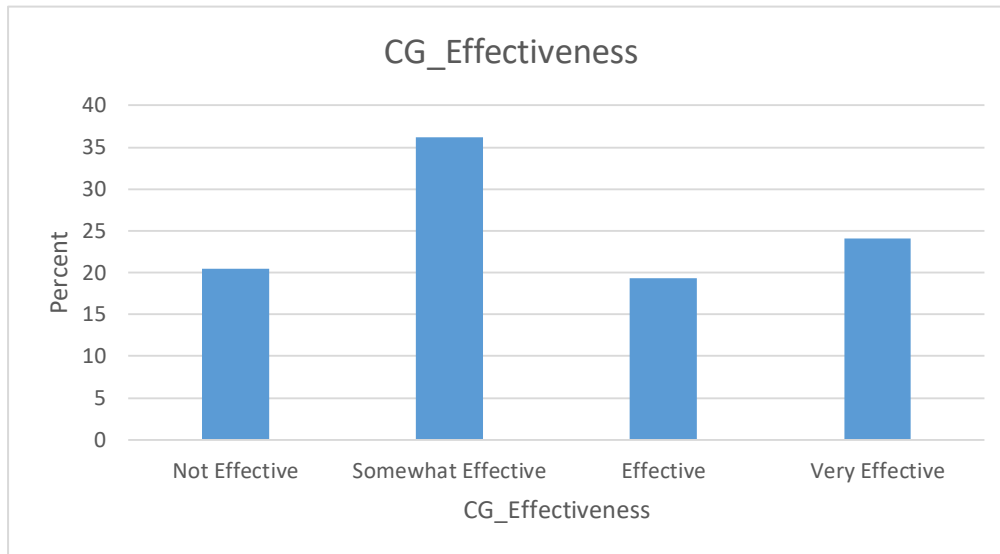
Figure 4. 5: Corporate Governance Effectiveness

Source: Primary data (2023)

Contribution of Corporate Governance to Fraud and Corruption Prevention

The responses on the contribution of corporate governance to preventing fraud and corruption showed significant variation. 'Not at all' was chosen by 27.71% of respondents, while 'Moderately' was selected by 22.89%, as indicated in Figure 4.6 below. This variation in perceptions suggests a complex relationship between governance practices and their perceived impact on fraud prevention. According to Transparency International (2009), assessing the direct impact of governance on fraud prevention is challenging due to the multifaceted nature of fraud and corruption. The diverse responses may reflect differing experiences with governance practices, variations in the visibility of governance outcomes, or a lack of understanding of how governance mechanisms operate to prevent fraud. This finding highlights the importance of clearly communicating the role of governance in fraud prevention and ensuring that governance policies

are effectively designed and implemented to address specific risks and challenges related to fraud and corruption.
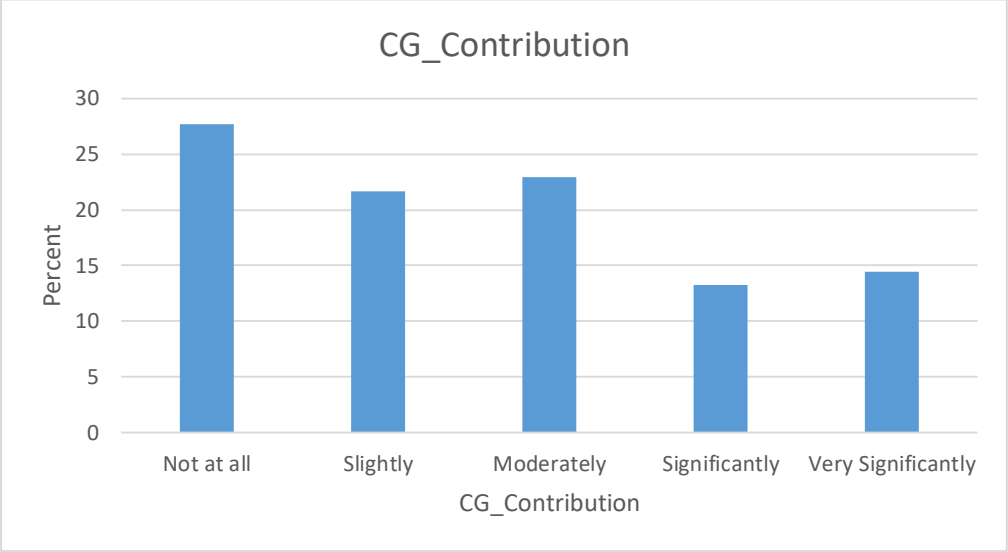
Figure 4. 6: Corporate Governance Contribution

Source: Primary data (2023)

Review Frequency of Corporate Governance Policies

The survey responses indicated an even split in opinions regarding the frequency of policy reviews, with 'Regularly' and 'Rarely' each receiving 30.12% of responses, as detailed in Figure 4.7 below. This division suggests differing views on the necessity and frequency of updating and reviewing governance policies. Regular reviews are essential for ensuring that governance policies remain relevant and effective, as highlighted in the OECD guidelines (2014) and the King II Report (2003). However, the split in opinions may indicate varying experiences with the review process, differences in perceptions of its importance, or challenges associated with frequent policy changes. Balancing the need for up-to-date governance policies with the practicalities of implementing and adapting to changes is crucial. This finding underscores the importance of establishing a review

process that is both thorough and manageable, allowing for the timely and effective update of policies without causing undue disruption or challenges in implementation.
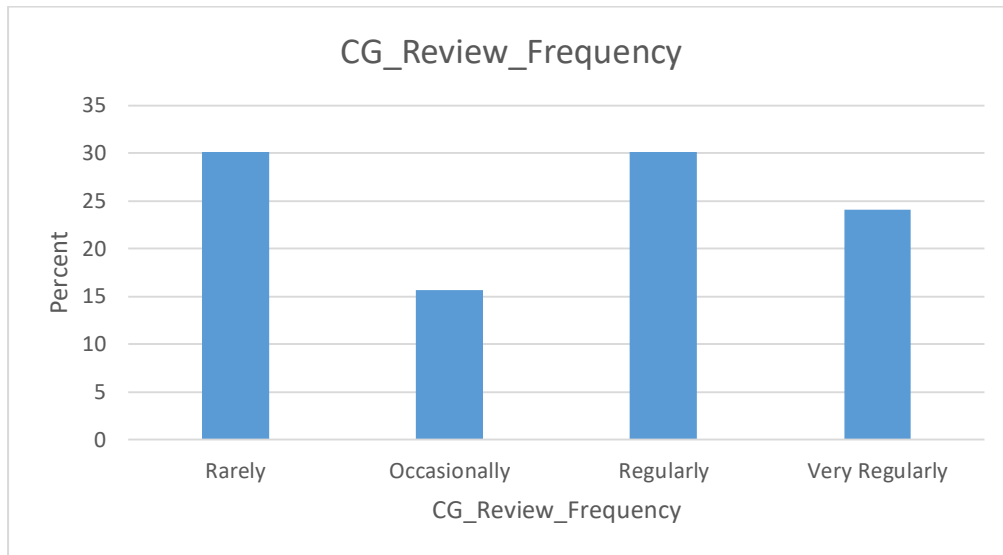
Figure 4. 7: Corporate Governance Review Frequency

Source: Primary data (2023)

Challenges in Implementing Governance Policies

The majority of respondents, 53.01%, indicated facing no challenges in implementing governance policies, while 46.99% reported encountering challenges, as shown in Figure 4.8 below. This finding suggests that while more than half of the respondents find the implementation of governance policies to be relatively straightforward, a significant proportion still faces challenges. These challenges, as discussed in the literature by Cadbury (1999), can include resistance to change, lack of understanding or awareness of governance policies, or difficulties in aligning governance practices with existing organizational processes. The existence of such challenges highlights the need for effective communication, training, and support to ensure that governance policies are not only well-designed but also practical and applicable. Addressing these challenges

is crucial for the successful implementation of governance policies and for fostering a culture of compliance and ethical conduct within the organization.
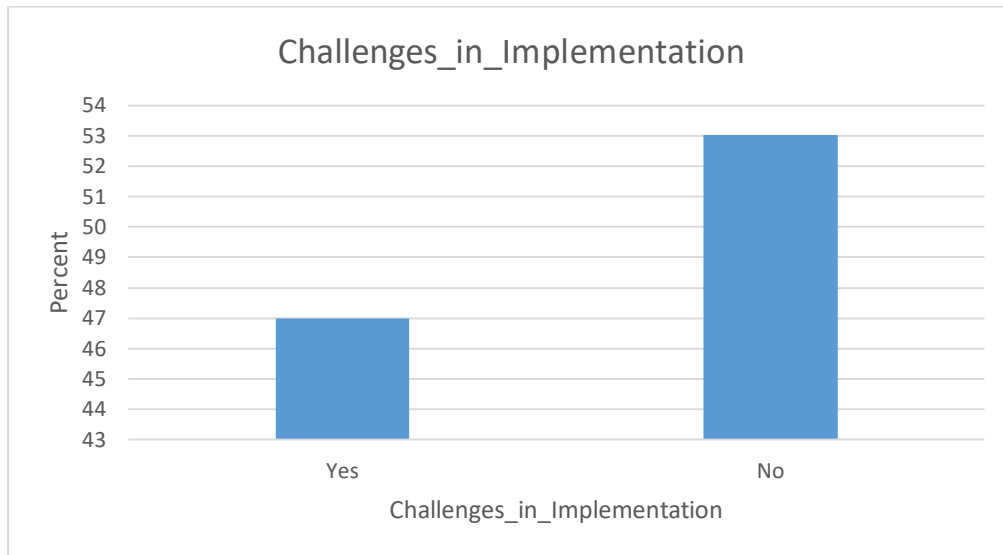
Figure 4. 8: Challenges in Implementation

Source: Primary data (2023)

4.4 Interview Results

Existing Corporate Governance Framework

Respondents indicated that the organization's corporate governance framework comprises a comprehensive set of policies and procedures, effective oversight by a board of directors, regular audits, and a robust code of ethics. This multifaceted approach, as described by the participants, is crucial for maintaining accountability and ensuring transparency within the organization. Such a framework aligns with Cadbury's (1999) assertion that an effective and robust governance structure is essential for the proper oversight and ethical functioning of any organization. The emphasis on diverse governance mechanisms, including both oversight and ethical guidelines, mirrors the recommendations in the OECD guidelines (2014), which stress the importance of a

holistic and well-rounded approach to corporate governance. This comprehensive structure is seen as vital in fostering a culture of integrity and ethical decision-making, which is fundamental to the effective operation of the organization.

Governance Structures in Fraud and Corruption Prevention

Respondents underscored the vital role of governance structures, especially internal audits and ethical guidelines, in identifying and preventing instances of fraud and corruption. This emphasis on internal control mechanisms as a crucial line of defense against unethical practices is in line with arguments presented by Transparency International (2009), which highlight the importance of strong internal controls in mitigating fraud and corruption. The focus on audits and ethical standards signifies an awareness of the need for both preventive measures, such as ethical training, and detective measures, like audits, in a comprehensive governance strategy. This approach to governance, as discussed in literature on corporate governance and fraud prevention (Efiong, 2012), reflects an understanding that effective governance requires a combination of strategies to safeguard organizational integrity.

Challenges in Enforcing Corporate Governance Principles

A significant challenge highlighted by respondents was the resistance to change and the difficulty in embedding a culture of ethical compliance across all levels of the organization. This challenge reflects the observations made by Cadbury (1999), who noted that the successful implementation of governance principles often faces obstacles in the form of cultural and behavioral resistance within organizations. The emphasis by respondents on the need for a cultural shift underscores the importance of not only establishing sound governance structures but also fostering an organizational culture that supports and upholds these principles. This cultural aspect of

governance is critical, as it involves changing mindsets, attitudes, and behaviors to align with the ethical standards set by the organization.

Impact of Corporate Governance on Fraud Prevention

Several respondents shared instances where proactive governance measures, notably whistleblowing policies and comprehensive ethical training, effectively aided in detecting and preventing fraudulent activities. These examples resonate with the findings of Mabika (2015), who noted the significant role that active and engaged governance practices play in reducing instances of fraud within organizations. The effectiveness of such policies, particularly whistleblowing mechanisms, highlights the importance of empowering employees to act as watchdogs and report unethical behaviour. This approach, supported by both academic and industry literature on governance, emphasizes the role of employees in safeguarding the integrity of the organization.

Recommendations for Strengthening Corporate Governance

The interviews yielded several recommendations for strengthening the organization's corporate governance. These included suggestions for more frequent and comprehensive training programs, enhancing the independence of the audit committee, and increasing transparency in decision-making processes. Such recommendations are closely aligned with the principles set out in the King II Report (Coyle, 2003), which advocates for continuous education, independent oversight, and transparency as fundamental elements of effective corporate governance. The focus on training and the call for greater independence in the audit process reflect a growing recognition of these aspects as critical components of a robust governance framework, emphasizing the need for continual development and adaptation of governance practices to meet evolving challenges and maintain organizational integrity.

Perceptions of Corporate Governance Importance

The interview results revealed a general consensus among both employees and management about the critical importance of corporate governance for the organization's health and integrity. However, some respondents noted a disparity in the understanding of its practical importance, particularly at lower levels of the organization. This variation in perception, as echoed in the findings of Johnson and Scholes (1997), suggests that the importance attributed to governance can differ across various organizational levels, often influenced by the extent of direct engagement with governance processes and policies. The observation points to the need for initiatives aimed at bridging this understanding gap and ensuring that the value of corporate governance is clearly communicated and understood throughout the organization.

Training and Awareness Programs

A majority of respondents acknowledged the presence of training and awareness programs within the organization, focusing on corporate governance, ethics, and fraud prevention. However, some pointed out the need for these programs to be more comprehensive and conducted more frequently. The recognition of the existence and importance of such programs aligns with the literature, such as the works of Clarke (2014), which highlights the critical role of ongoing education and awareness in building and maintaining a governance-conscious culture within organizations. The emphasis on the need for more extensive and frequent programs suggests an awareness of the dynamic nature of corporate governance and the necessity for continuous learning and adaptation to uphold high standards of integrity and ethical conduct.

4.5 Descriptive and Inferential Statistics

In this section, the data collected from the survey are analysed using both descriptive and inferential statistics to gain a comprehensive understanding of the relationships and patterns within the responses.

4.5.1 Descriptive Statistics

The descriptive analysis provided an overview of the respondents' profiles. Key demographic data were summarized, including position/role in the organization, gender, and length of service. For example, the analysis revealed that a significant proportion of respondents were councillors (27.71%), suggesting their active participation in the survey. Gender distribution showed a majority of male respondents (56.63%), reflecting the demographic composition of the organization. In terms of length of service, a notable proportion of respondents had served less than one year (28.92%), indicating the presence of relatively new employees in the organization. This descriptive overview set the foundation for a more detailed examination of the attitudes and perceptions towards corporate governance.

4.5.2 Inferential Statistics

In the inferential statistical analysis, significant correlations emerged, offering valuable insights into the interplay between organizational roles, tenure, and aspects of corporate governance. A key finding was the positive correlation between an individual's position/role in the organization and their perceived effectiveness of corporate governance policies. This correlation suggests that individuals in higher roles are more likely to perceive these policies as effective, a trend that could be attributed to their broader oversight responsibilities and strategic involvement in governance matters. Moreover, the length of service showed a noteworthy correlation with the perception of the contribution of corporate governance to fraud and corruption prevention. Employees with

longer tenure tended to view governance policies as more instrumental in combating fraud, indicating that accumulated experience and familiarity with organizational processes enhance the understanding of the impact of governance practices. Additionally, a correlation was found between the frequency of corporate governance policy reviews and the challenges encountered in implementing these policies. This relationship suggests that frequent updates and revisions to governance policies might introduce complexities, leading to challenges in practical application and adherence. These findings are crucial as they provide a nuanced understanding of how positions within the organization, length of service, and policy review practices influence perceptions and challenges related to corporate governance. They highlight the importance of considering these dynamics in the development and implementation of governance strategies, ensuring that they are effectively communicated and aligned with the needs and experiences of employees at different levels within the organization.

4.6 Correlation Analysis

Position/Role and Awareness of Corporate Governance Policies

The survey revealed a moderate positive correlation (0.22) between an individual's Position/Role in the organization and their Awareness of Corporate Governance Policies, as illustrated in Table 4.1 below. This finding indicates that individuals in higher organizational roles tend to be more aware of the principles and practices of corporate governance. This correlation is particularly significant as it aligns with governance literature that emphasizes senior roles often come with increased exposure to, and responsibility for, governance-related issues (Cadbury, 1999). The result underscores the importance of role-specific governance training and awareness programs to ensure that individuals at all levels have a comprehensive understanding of governance policies.

Table 4. 1: Position/Role and Corporate Governance Awareness Correlation

Correlations

		Position_Role	CG_Awareness
Position_Role	Pearson Correlation	1	.219[*]
	Sig. (2-tailed)		.047
	N	83	83
CG_Awareness	Pearson Correlation	.219[*]	1
	Sig. (2-tailed)	.047	
	N	83	83

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data (2023)

Position/Role and Perception of Governance Effectiveness

There is also a significant positive correlation (0.20) between Position/Role and the Perception of Governance Effectiveness in preventing fraud and corruption, as highlighted in Table 4.2 below. This suggests that individuals in higher positions perceive corporate governance as playing a more substantial role in ensuring integrity and preventing malpractices within the organization. This perception could be attributed to the broader oversight and strategic influence that higher positions typically entail within an organization, as discussed by Coyle (2003). Individuals in these roles

might have a more direct view of how governance policies and practices impact the organization's overall integrity and effectiveness.

Table 4. 2: Position/Role and Perception of Governance Effectiveness Correlation

Correlations

		Position_Role	CG_Effectiveness
Position_Role	Pearson Correlation	1	.197
	Sig. (2-tailed)		.675
	N	83	83
CG_Effectiveness	Pearson Correlation	.197	1
	Sig. (2-tailed)	.675	
	N	83	83

Source: Primary data (2023)

Length of Service and Awareness of Corporate Governance Policies

The Length of Service within the organization shows a positive correlation (0.13) with Awareness of Corporate Governance Policies, as indicated in Table 4.3 below. This implies that employees with longer service in the organization tend to have a better understanding of corporate governance. This relationship aligns with the notion that increased tenure leads to greater exposure to the organization's governance frameworks and policies, enhancing understanding and awareness, a view supported by studies such as Efiong (2012).

Table 4. 3: Length of Service and Awareness of Corporate Governance Policies Correleation

Correlations

		Length_of_Service	CG_Awareness
Length_of_Service	Pearson Correlation	1	.132
	Sig. (2-tailed)		.234
	N	83	83
CG_Awareness	Pearson Correlation	.132	1
	Sig. (2-tailed)	.234	
	N	83	83

Source: Primary data (2023)

Frequency of Governance Policy Reviews and Implementation Challenges

A notable correlation (0.14) exists between the Frequency of Governance Policy Reviews and Challenges in Implementation, detailed in Table 4.4 below. This correlation suggests that more frequent revisions and updates of governance policies are associated with increased challenges in their practical implementation. This relationship could reflect the complexities and challenges involved in adapting to and applying frequent policy changes, highlighting the need for a balanced

approach to policy review frequency and implementation, as suggested in governance literature (Cadbury, 1999).

Table 4. 4: Frequency of Governance Policy Reviews and Implementation Challenges Correlations

		CG_Review_ Frequency	Challenges_in_Implementation
CG_Review_Frequency	Pearson Correlation	1	.142
	Sig. (2-tailed)		.200
	N	83	83
Challenges_in_Implementation	Pearson Correlation	.142	1
	Sig. (2-tailed)	.200	
	N	83	83

Source: Primary data (2023)

4.7 Summary

This chapter has presented and analysed the data collected through the survey, offering insights into various aspects of corporate governance within the organization. The findings demonstrate the impact of role, gender, and length of service on perceptions of corporate governance. The next

chapter will conclude the study, summarizing the key findings, discussing implications, and suggesting recommendations based on the research.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

Reflecting on the comprehensive analysis of data presented in Chapter IV, this chapter synthesizes the entirety of the research undertaken. It begins with a summary of the study, followed by a detailed discussion of major findings in relation to the objectives outlined in Chapter I. Subsequently, the chapter draws conclusions and provides recommendations grounded in the study's findings and the extensive literature reviewed in Chapter II.

5.1 Summary of the Study

The study began with an examination of the challenges in implementing effective corporate governance within Zimbabwe's Ministry of Transport parastatals. Drawing from Cadbury (1999), the focus was on how these challenges have contributed to instances of fraud and corruption. The research objectives were centred on understanding and evaluating the role and efficacy of corporate governance principles, as discussed in the works of Coyle (2003) and Transparency International (2009). The study sought to dissect the intricate dynamics of governance within these parastatals, examining how established principles can be effectively applied to mitigate fraudulent activities and enhance transparency and accountability.

5.2 Summary of Major Findings

Role of Corporate Governance Principles: A significant awareness of corporate governance principles was observed, primarily among senior staff. This awareness was found to correlate positively with perceptions of effectiveness in fraud prevention. This finding suggests that higher awareness leads to more robust governance practices, in line with Efiong (2012). However, it also

highlights a knowledge gap at lower organizational levels, pointing to the need for broader educational initiatives.

Relevance of Corporate Governance Principles: Despite a general acknowledgment of their relevance, inconsistencies in application were evident. This aligns with the OECD guidelines (2014), emphasizing the importance of consistent application of governance principles. The study found that while the theoretical understanding of these principles was evident, their practical application varied significantly across different departments and levels within the parastatals.

Soundness of Corporate Governance Practices: The study revealed considerable variation in the soundness of governance practices across different parastatals. As noted in the King II Report (Coyle, 2003), such disparities can lead to vulnerabilities in governance structures, making certain parastatals more susceptible to fraud and corruption. This inconsistency underscores the need for a more uniform and comprehensive approach to corporate governance within the sector.

5.3 Conclusions

Corporate governance principles are crucial in mitigating fraud and corruption, yet their effectiveness is largely dependent on thorough implementation across all levels of the organization. This necessitates a more concerted effort in training and policy dissemination, as per Cadbury (1999).

While the principles are relevant, there is a clear need for more consistent application and enforcement. This inconsistency can undermine the overall integrity of the governance framework, as highlighted by the OECD (2014).

The observed variability in governance practices across parastatals signifies the need for a standardized governance framework to ensure uniformity and comprehensiveness in combating fraud and corruption.

5.4 Recommendations
Strengthening Internal Control Systems

There should be a comprehensive initiative to strengthen internal control systems across all parastatals. This involves conducting regular audits, establishing clear lines of accountability, and improving risk management practices. Emphasis should be placed on regular training and awareness programs for employees at all levels, as per the OECD (2014) guidelines. These programs should cover topics such as ethical behaviour, fraud detection, and reporting mechanisms, thereby cultivating a proactive stance against corruption and fraud.

Establishing a Standardized Governance Framework

The study suggests the need for a unified and standardized governance framework, as advocated by the King II Report (Coyle, 2003). This framework should be tailored to the unique challenges and needs of the transportation sector and be applicable to all parastatals under the Ministry of Transport. It should encompass guidelines on ethical practices, board responsibilities, transparency in operations, and stakeholder engagement. Such standardization would facilitate consistent application of governance principles and make it easier to benchmark and evaluate performance across parastatals.

Enhancing Oversight by Regulatory Bodies

It is recommended that the role of regulatory bodies be enhanced to ensure strict compliance with governance and control mechanisms. This can include the establishment of independent oversight

committees, as suggested by Transparency International (2009), which would regularly review governance practices and provide recommendations for improvements. Regular reporting, public disclosure of findings, and accountability for lapses in governance should be integral to this enhanced oversight.

5.5 Recommendations for Further Study
Given the complexity and evolving nature of corporate governance in public parastatals, the following areas are recommended for further research:

Exploring Organizational Culture's Impact

Future studies should explore how organizational culture influences the effectiveness of corporate governance and internal control systems. This research could assess whether certain cultural traits, like transparency, ethical orientation, or resistance to change, impact the adoption and effectiveness of governance practices.

Comparative Study Across Sectors

Conducting a comparative analysis of internal control systems across various sectors, such as energy, telecommunications, or health, could provide valuable insights. This study could identify best practices and challenges unique to each sector, contributing to a more holistic understanding of governance across the public sector.

Evaluating Long-term Outcomes of Enhanced Governance

Investigating the long-term outcomes of implementing enhanced governance frameworks in terms of public trust and service delivery efficiency would be beneficial. This could involve assessing changes in public perception, service quality, and operational efficiency over an extended period following governance reforms.

REFERENCES

African Development Bank. (2011). *The Role of Parastatals in African Economies*. African Development Bank Group.

African Union. (2003). *African Union Convention on Preventing and Combating Corruption*.

Auditor-General's Office, Zimbabwe. (2019). *Audit Report*.

Beauchamp, T. L., & Childress, J. F. (1983). *Principles of Biomedical Ethics*.

Braun, V., & Clarke, V. (2006). *Using Thematic Analysis in Psychology*. Qualitative Research in Psychology.

Bryman, A. (2016). *Social Research Methods*. Oxford University Press.

Bryman, A., & Bell, E. (2015). *Business Research Methods*. Oxford University Press.

Cadbury, A. (1992). *The Financial Aspects of Corporate Governance* (also known as the Cadbury Report). Gee and Co Ltd.

Chari, F. (2019). Corporate Governance in Zimbabwe's Public Sector: A State of the Art Review. Journal of Governance and Regulation, 8(2), 15-25.

Committee of Sponsoring Organizations of the Treadway Commission (COSO). (2013). *Internal Control – Integrated Framework*. COSO.

Coyle, B. (2003). *ICSA Professional Development Corporate Governance 2003-4*. London: ICSA Pub.

Creswell, J. W., & Creswell, J. D. (2017). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications.

Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and Conducting Mixed Methods Research*.

Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). *Internet, Phone, Mail, and Mixed-Mode Surveys: The Tailored Design Method.* Wiley.

Financial Reporting Council. (2018). *The UK Corporate Governance Code*.

Great Zimbabwe University. (2018). *Strategic Vision and Mission*. Great Zimbabwe University.

Johnson, G., & Scholes, K. (1997). *Exploring Corporate Strategy*. Prentice Hall.

Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed Methods Research: A Research Paradigm Whose Time Has Come. Educational Researcher.

King Committee on Corporate Governance. (2003). *King Report on Corporate Governance for South Africa 2002* (King II Report). Institute of Directors in Southern Africa.

Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. Educational and Psychological Measurement.

Morgan, D. L. (2014). Pragmatism as a Paradigm for Social Research. Qualitative Inquiry.

OECD. (2014). *Guidelines on Corporate Governance of State-Owned Enterprises*. OECD Publishing.

Polit, D. F., & Beck, C. T. (2010). *Essentials of Nursing Research: Appraising Evidence for Nursing Practice*.

Public Entities Corporate Governance Act [Chapter 10:31]. (2018). Harare: Parliament of Zimbabwe.

Public Law 107-204, Sarbanes-Oxley Act of 2002.

Rubin, H. J., & Rubin, I. S. (2011). *Qualitative Interviewing: The Art of Hearing Data*. Sage Publications.

Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research Methods for Business Students*. Pearson Education Limited.

Soludo, C. C. (2003). Economic Governance in Africa: A Framework for Reform and Transformation. African Development Bank.

Thompson, S. K. (2012). *Sampling, Third Edition*. Wiley.

Transparency International. (2009). *Corruption Perceptions Index 2009*. Transparency International.

Transparency International. (2020). *Corruption Perceptions Index Report*.

World Bank. (2020). *Enhancing Government Effectiveness and Transparency: The Fight Against Corruption*. Washington, DC: World Bank.

Yin, R. K. (2009). *Case Study Research: Design and Methods*.

APPENDIX A: INTRODUCTORY LETTER

Dear Respondent,

I am Trust Mashavakure, a Masters student in Professional Accounting and Corporate Governance at Great Zimbabwe University. I'm conducting a study on "The Effectiveness of Internal Control Systems in Combating Fraud in Zimbabwe's Ministry of Transport Parastatals." Your participation, involving a brief questionnaire, is invaluable. All responses will be strictly confidential and used solely for academic purposes. Thank you for your time and contribution.

Sincerely,

Trust Mashavakure

APPENDIX B: RESEARCH QUESTIONNAIRE

Instructions: Please answer the following questions honestly and to the best of your ability. All responses will remain confidential.

Part A: Demographic Information

1. Position/Role in the organization:

Senior Management ☐

Middle Management ☐

Junior Staff ☐

Councilor ☐

Other(Specify): ☐ ………………………………

2. Gender:　Female ☐　　　　　　　　　Male ☐

3. Length of service in the organization:

Less than 1year ☐　　1 to 5years ☐　　6 to 10 years ☐　　over 10 years ☐

Part B – Corporate Governance Awareness

1. Are you aware of the corporate governance policies in place at your organization? (Yes/No)

2. How would you rate the effectiveness of these policies in preventing fraud and corruption?

(*Tick the appropriate box).*

Not Effective	Somewhat Effective	Effective	Very Effective

Part C – Role of Corporate Governance

1. In your opinion, how significantly do corporate governance principles contribute to preventing fraud and corruption? (*Tick the appropriate box).*

Not at all	Slightly	Moderately	Significantly	Very Significantly

2. Please provide examples or scenarios where corporate governance has successfully prevented

    fraud or corruption within your organization.

…………………………………...…………………………………………..………………

……………………………...…………………………………………..………………………

Part D – Implementation and Practice

3. How regularly are corporate governance policies reviewed and updated in your organization?

Not Effective	Somewhat Effective	Effective	Very Effective

Are there any challenges faced in implementing these governance policies? (Yes/No)

If yes, please describe:

…………………………………...…………………………………………..

…………………………………...…………………………………………..

APPENDIX C: INTERVIEW GUIDE

Introduction:

Brief explanation of the study's purpose.

Assurance of confidentiality.

Interview Questions:

1. Can you describe the existing corporate governance framework in your organization?

2. How do these governance structures aid in identifying and preventing instances of fraud and corruption?

3. What are the key challenges you face in enforcing corporate governance principles effectively?

4. Can you share any instances where corporate governance practices directly impacted the detection or prevention of fraudulent activities?

5. In your view, what improvements can be made to strengthen the role of corporate governance in combating fraud and corruption?

6. How do employees and management perceive the importance of corporate governance in your organization?

7. Are there any specific training or awareness programs in place to educate staff about corporate governance and its role in preventing fraud and corruption?