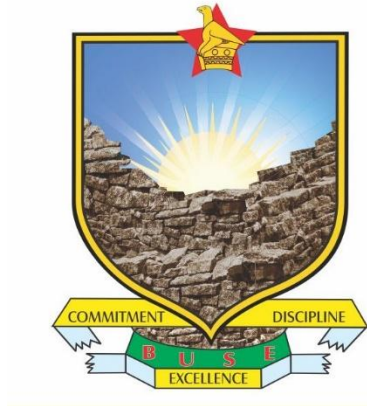


BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS

**EVALUATION OF HOW ORGANIZATION ARE ADOPTING TO SUSTAINABLE
PROCUREMENT. CASE STUDY OF SANITATION SERVICES.**

BY

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(B1851476)

**A DISSERTATION/THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONOURS DEGREE IN
PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION.
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...../...../.....

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Dedication

I dedicated this dissertation with all my heart to my family and mostly Shosho for supporting me throughout the research study.

Declaration

I, Kudzai N Tigere do hereby, declare that this research is my own original work and have not been copied from other sources without acknowledgment.

..... //.....

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ABSTRACT

In the case of sanitation services, the goal of this research is to learn more about how organizations are implementing sustainable procurement. The study had two objectives: to establish the problems that sanitation services experience in adopting sustainable procurement and the benefits that come with it. Data was collected through questionnaires and interviews, and then examined by a group of 40 Sanitation Services employees who worked in procurement, stores, and management. The research objectives were examined using descriptive statistics. Sustainable procurement practices, on the other hand, have a positive impact on factors that affect organizational performance, according to the study, which provides empirical support for sustainable procurement practices as well as describes the relationship between sustainable procurement practices and factors that influence adoption. According to the conclusions of this study, long-term procurement adoption has a number of issues that can be addressed with continual system updates, research and development, and adequate funding. According to the researcher, future research should focus on the effects and factors that influence the adoption of sustainable procurement practices other than those used in this study.

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All praise and thanks to the almighty God for his grace, kindness, and abilities, which have enabled this research to be completed. Mr. Magura, my research supervisor, has provided me with invaluable guidance, motivation, and support throughout this project.

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List of Acronyms

SCM	-	Supply Chain Management
IT	-	Information Technology
DSC	-	Digital Supply Chain
UNDP	-	United Nations Development Programme
PSM	-	Procurement and supply chain management

CHAPTER ONE

1.1 Introduction

This study evaluate how sustainable procurement practices are being adopted at Sanitation Services, a company based in Zimbabwe (2015-2021). Chapter one therefore introduces the following sub-sections in the following order, background to the study, Statement of the problem, research objectives, research hypotheses, assumptions, significance Of the study, delimitations of the study, limitations of the study, definitions of terms, Abbreviations, structure of the dissertation and lastly the chapter summary.

1.2 Background of the study

Sustainable procurement has become a major topic in both public and private sector procurement around the world (United Nations Development Programme, 2008). Sustainable procurement practices have been mentioned as crucial in both public and private sector procurement, according to the Sustainable Procurement Guide (2013), because they contribute considerably to organizational performance. A increasing amount of research demonstrates that businesses that are economically successful and have a positive corporate image have strategically adopted sustainable procurement strategies(Saryatmo and Sukhotu, 2021) . Profitability, competitiveness, survival, and development are the primary goals of most private-sector businesses. As a result, many private-sector businesses have been pushed to adopt sustainable buying practices in the hopes of saving money in order for them to survive in a competitive business environment.

Furthermore, communities all around the world are dealing with the devastating effects of climate change, natural resource depletion, pollution, biodiversity concerns, and rising poverty (United Nations Development Programme, 2008). Many studies have proven that the aforementioned sustainability issues are caused by a lack of sustainable production and consumption methods, and that this does not exclude a lack of sustainable procurement. Given that sustainable procurement

is a rapidly developing topic of interest in today's business world, public and commercial sectors in many economies are being urged to acquire sustainably.

Following the 1992 Rio Earth Summit in Brazil, the concept of sustainable procurement gained traction (Sustainable Procurement Guide, 2013). The Sustainable Development Goals (SDGs), which emerged from a United Nations (UN) conference on sustainable development, are putting pressure on the concept of sustainable procurement right now according to (Gupta *et al.*, 2020). The conference's main goal was to strike a balance between the three dimensions of sustainable development, namely the environment, the economy, and society, which is known as the Triple Bottom Line (TBL) (Sustainable Development Knowledge Summary, 2012). As a result, many European governments have begun to implement policies that encourage sustainable procurement (Sustainable Procurement Guide of Austria, 2018). Many developed countries have implemented sustainability policies in order to meet sustainable development goals, which has been well received o be supported through sustainable procurement in both private and public sectors (Walker et al., 2012).

According to various research in Africa, sustainable procurement is not being implemented to the extent that it should be in both the public and private sectors (United Nations Industrial Development Organisation, 2001). According to surveys, African countries are trailing behind in terms of fulfilling sustainable development goals (Kiwili and Ismail, 2016). For example, in Kenya, the majority of private sector companies, particularly cement manufacturers, lack sustainable procurement policies, as evidenced by excessive supply chain waste, the absence of social and environmental issues in supplier selection criteria, and a lack of professional personnel to coordinate sustainable procurement efforts (Amina, 2013).

The government of Zimbabwe has included sustainable development goals into its national development strategies, as outlined at the 2012 Rio+20 summit. The government has also encouraged private sector organizations to support the government's sustainable development initiative by implementing sustainability policies, and many private sector organizations have made significant progress in developing and implementing sustainable procurement policies. Chari and Chiriseri (2014) argue that in Zimbabwe, there has been a shift toward sustainability, with diverse stakeholder groups addressing concerns including human rights, women's rights, and

environmental management. In addition, in the public sector, the new Public Procurement and Disposal of Public Assets Act (PPDPA) was enacted in 2017

1.3 History of the organization

Manufacturers of related products Sanitation Services is a company that manufactures sanitary towel disposal bins for use in ladies' toilets, rents out portable chemical toilet units, manufactures underground mine toilets for the mining industry as well as appropriate toilet units for use on construction sites, distributes biodegradable toilet sanitizers for use in our Portable Chemical Toilet units and Pit Latrines, and manufactures reinforced toilet seats. In 1990, the company was created and registered as a private company, and it began operations in January 1991. This came after a feasibility study was completed to enable the country to construct mobile toilets.

1.4 Statement of Problem

Most private sector organizations in Zimbabwe, including Sanitation Services, are trailing behind when it comes to adopting sustainable procurement policies and practices (Chari and Chiriseri, 2014). High procurement prices, numerous fines as penalties for environmental contamination, and a great deal of pressure from the government and pressure groups requiring them to be ecologically and socially responsible are all factors that organizations are dealing with. As a result, high procurement prices and significant fines imposed by Sanitation Services have had a negative impact on their profitability goal. Additionally, cement manufacturing enterprises are experiencing unfavorable organizational publicity, market share loss, and decreased profitability. It's unclear whether Sanitation Services poor results are due to a lack of timely implementation of sustainable procurement policies and practices or to other causes. Now the question that raises is “how is sustainable procurement being adopted at Sanitation Services.

1.5 Objectives of the study

The study sought to attain the following objectives:

1.5.1 Primary Objective

The primary objective of the study is to evaluate how Sanitation Services is adopting to sustainable procurement.

.

1.5.2 Secondary Objectives

The study sought to achieve the following specific objectives:

- 1 To identify problems facing Sanitation Services in adopting to sustainable procurement.
- 2 To ascertain benefits derived from the adoption sustainable procurement

1.6 Research questions.

What are the challenges being faced in adopting sustainable procurement?

What are the benefits that have been derived from adopting sustainable procurement?

1.7 Assumptions of the study

The researcher assumed that

1. The information given by respondents was true and valid
2. The respondents had knowledge and competence in sustainable procurement
3. Company practices and regulations could not obstruct the researcher from collecting necessary information
4. The researcher would have access to all relevant information despite of the Covid 19 restrictions.

1.8 Significance of the study

This study is of importance to numerous interested parties like the researcher, Academia and Sanitation Services.

Researcher: It enables critical thinking to the researcher as it allows the researcher to come up with own own perspective concerning sustainability.

Academia: The study also contributes to existing empirical literature by investigating the impact of adopting sustainable procurement in the Sanitation industry. This may help others which will carry out similar research in future.

To **Bindura University of Science and Technology**; The research provided an important and helpful scholarly and intellectual property that added to the University Library as literature for future review by other researchers.

1.9 Delimitation

The study used Sanitation Services as a case study to examine the implementation of sustainable procurement in the private sector. Sanitation Services' clients and procurement personnel were both participating in the research. The research focused on the long-term viability and performance of a sanitation service firm in Zimbabwe. The research was place over the course of four months, from January to April 2022.

1.10 Limitations of the study

Management was hesitant to provide information for the proposed research because they assumed it would expose business practices and information that was considered confidential to the company. To avoid this, the researcher assured the respondents that the information acquired would be used solely for academic purposes and would be kept private.

The research was completed in four months, which was insufficient time to collect data from a population that was dispersed across Zimbabwe. The researcher mitigated this by working late at night and using the mail system to contact respondents in remote areas.

Due to other commitments, time was restricted, thus the researcher attempted to conduct the research even on weekends and public holidays also the researcher did online research.

1.11 Definition of key terms

Sustainable procurement: Sustainable procurement is a process whereby organizations meet their needs for goods, services, works, and utilities in a way that achieves value for money on a life basis in terms of generating benefits to the society and the economy, whilst minimizing damage to the environment. Sustainable procurement is all about considering social and environmental factors alongside financial factors in making purchasing decisions.

Adoption: it is the action or fact to choose to take up, follow, or use something

1.12 Chapter Summary

The chapter explained the background of the study, the purpose of the study and the objectives which the researcher sought to achieve. The chapter also outlined the assumptions by the researcher, limitations and delimitation of the study, definition of terms, meaning of abbreviations and organization of the study. Chapter 2 will examine the theoretical and conceptual framework of the current study and previous studies on the area under investigation.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter will examine the theoretical and conceptual framework of the current study and previous studies on the area under investigation. The researcher will analyze the existing literature about the research topic and have an understanding of what other authors have said about sustainable procurement. Literature review is the process of analyzing related theory and research for finding a link between the accumulated knowledge in the field of interest.

2.1 Theoretical Framework

According to Telewa (2014), theoretical framework refers to how a researcher constructs opinions on what the potential answers could be and these theories are then grouped into themes that outline a subject which was also supported by (Habib, 2011). This study essentially centered on the adoption of sustainable procurement. There are a number of theories and model that have been developed to explain the adoption of sustainable procurement. The supporting theories include: the institutional theory, the stakeholder theory, the resource-based view theory, and the resource

dependency theory among others. These theories build critical concerns on how firms are adopting to sustainable procurement.

2.1.1 Adoption of sustainable procurement.

Most large organizations have adopted some aspects of good sustainable procurement practices. This is borne out by Aspects of the Business in the Community's (BITC) Corporate Responsibility Index, a leading benchmark of responsible business in the UK where it was developed. The index was developed in 2002 and participants include FTSE 350 companies, sector leaders from the Dow Jones sustainability index, together with non-quoted BITC member companies with a significant economic presence in the UK. In early 2005 the index reached some of the company worldwide and some of the companies have adopted the aspect. Sustainable procurement illustrates that risks and opportunities may be different sides of the same coin. The purchasing and supply management professional must manage the challenges of government legislation on the one hand, and customer pressure (through consumer perceptions) on the other hand. Legislation is one of the main drivers for sustainable development. (UN Procurement Practitioner's Handbook)

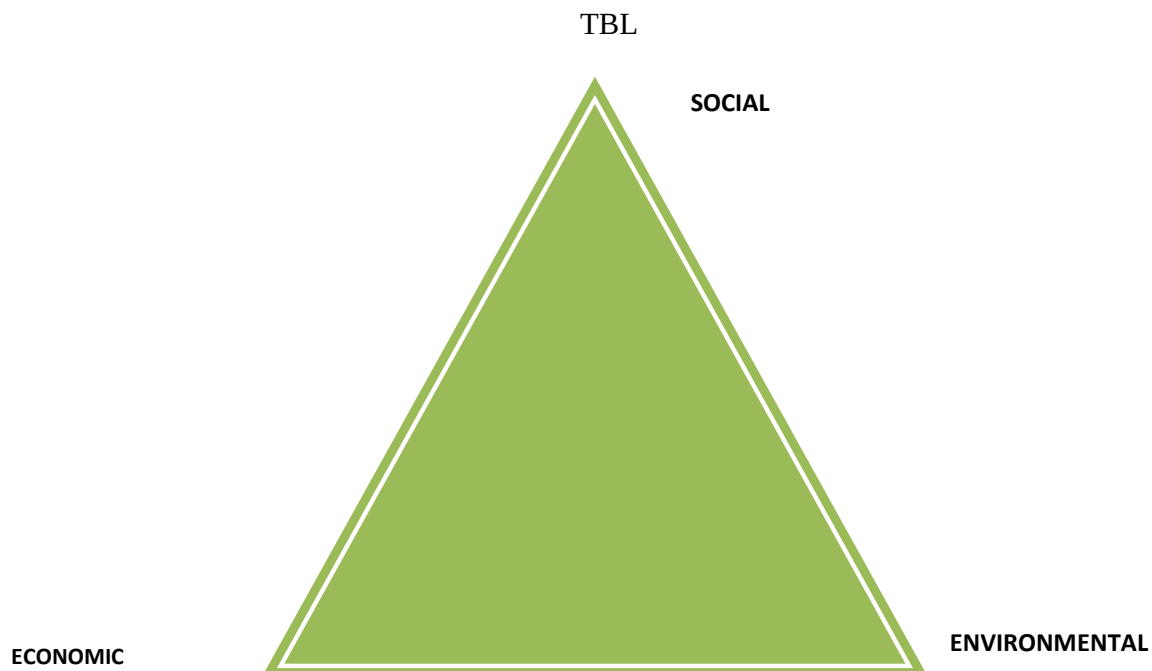
Sustainable procurement is as applicable to the private sector as well as the public sector, and certainly, its proponents aspire to seeing its application across all areas of the economy. Influencing procurement practice within a private-sector firm is not straightforward for governments, meaning that the companies themselves often have to be self-motivated to embrace sustainability. The UK's Sustainable Procurement National Action Plan argues that it is "something the best of the private sector is already doing - whether through enlightened leadership or shareholder pressure" It also argues that government purchasing power can apply sustainable procurement principles to present a persuasive case to those in the private sector resisting sustainable procurement practice.

2.1.2 The triple bottom line concept of sustainability

The triple bottom line concept of sustainability is grouped into three dimensions namely economic, social and environmental. The triple bottom line concept of sustainability underpins sustainable

procurement and is closely linked to developing sustainable procurement practices (Makkonen, 2014). Environmental factors include minimizing pollution, energy consumption, waste and efficient use of materials (Lysons and Farrington 2016). Economic impacts include value for money obtained through reduced costs, improved reputation and social impacts which encompass the generation of social benefits through procurement by way of promoting human rights, fair and ethical trading, improving labor conditions, promoting local communities (UNEP, 2016).

Figure 1.1 **The triple bottom line**



2.1.3 The institutional theory

The institutional theory explains how businesses respond to increased requirements to improve their environmental management. According to Berthod (2017), organizations do not work in a vacuum. Because there is a greater knowledge of organizational failure and environmental demands, the institutional theory suggests that entities can earn legitimacy by reducing environmental consequences and being socially responsible in the environments in which they operate. As a result of institutional pressure, sustainable procurement methods were adopted across the board. Organizations can enhance efficiency by collaborating with consumers and suppliers to share ideas, information, and communication. The formation of formal structures in an organization is heavily influenced by the institutional environment (Meyer and Rowan quoted Telewa, 2014). innovative structures are legitimized and such innovations reach a certain stage where failure to adopt them are regarded as irrational or negligent.

As a result, the Environmental Management Agency (EMA), communities surrounding Sanitation Services, and the Buy Zimbabwe campaign are all included in this report as pressure groups that may raise the demand for sustainable procurement. If these pressure groups succeed in getting organizations to adopt and execute sustainable procurement rules, they will become more efficient and reap the long-term benefits of sustainable procurement.

2.1.4 The stakeholder theory

Employees, consumers, suppliers, local communities, shareholders, and the government are all examples of stakeholders who are affected by the fulfillment of an organization's objectives. "An organization should be considered as a grouping of stakeholders, and the objective of it should be to take opinions, manage their interests and needs," Friedman cites in Hu et al (2018). Firms that strive to create a stakeholder proactive strategic environmental commitment are thought to be more mindful of stakeholder needs than those focused on meeting minimal regulatory obligations (Meier, Kenneth J and O'Tool, 2010). In most of a company's functional areas, procurement departments have a particular engagement with multiple stakeholders. The theory describes the purpose and strategic direction of an organization through the notion that managers need to concurrently incorporate the legitimate interests of all.

Stakeholder management is a critical component of long-term environmental and social viability. As a result, this study distinguishes stakeholders such as suppliers that are interested in obtaining a commitment to high-quality products. Stakeholder theory also acknowledges the need of environmentally responsible goods suppliers according to (Chye and Han, 2018). Furthermore, the theory recognizes shareholder engagement by notifying them of sustainability activities and encouraging them to support the initiative with financial resources to train suppliers and staff. As a result, the company will benefit from sustainable buying in the long run.

2.1.5 Resource based view theory

According to the resource-based perspective hypothesis, an organization can earn good returns if it has superior resources that set it apart from other businesses. The idea examines a firm's distinctive skills and how they might be used to gain a competitive advantage in the face of business restrictions (Wallace and Omachar, 2016). As a result, the company should make use of its resources to keep up with the times and stay current. Resources are the most important source of long-term competitive advantage and superior performance (Madhani, 2014). Furthermore, strong levels of management commitment and involvement, as well as staff motivation, can lead to the successful implementation of environmental measures that aid in achieving competitive advantage (Wallace and Omachar, 2016). As a result, the relevance of resources that may be employed to ameliorate the situation is recognized in this study (Ahmed, 2018). Therefore, this study recognizes the importance of resources that can be used to improve corporate image and create a good name with the customers and local communities.

2.1.6 Resource dependence theory

The resource dependency hypothesis investigates how a company's external resources influence its performance. Firms adapt and engage with their external environment to ensure access to resources that are critical to their survival. The notion emphasizes that in order to gain a competitive edge and meet customer needs, businesses must collaborate with their external environment, which includes suppliers and local communities. Firms form connections with suppliers to get resources and additional capabilities in order to provide value to themselves and their customers, according to the report (Weele et al., 2014). As a result, this study recognizes the importance of suppliers in the implementation and

adaption of supply chain changes. They can also participate in local communities which also allow them to use the local resources for their benefit.

2.1.7 Theory of Change

The Aspen Institute Roundtable on Community Change developed the theory of change in the 1990s as a way to analyze and assess comprehensive community efforts. According to Brest (2010), the theory of change is a form of approach for planning, involvement, and assessment that is used to promote social change in the philanthropic, non-profit, and government sectors. The idea identifies necessary preconditions by defining long-term goals and then mapping backwards. The theory of change, according to Clark and Taplin (2012), describes the process of change by showing casual links in an initiative's shortest-term, intermediate-term, and longer-term outcomes. They pointed out that modifications are depicted as an outcome pathway, with each outcome logically connected to the others. The links between outcomes are explained by “rationales” or statement of why one outcome is thought to be a prerequisite for another. Taplin et al., (2013) asserts that the innovation of theory of change lies in making the distinction between desired and actual outcomes, and in the requiring stakeholders to model their desired outcomes before they decide on forms of interviews to achieve those outcomes.

According to Clark et al. (2012), depending on the intended usage, the Theory of Change could begin at any stage of an endeavor. Stakeholders can cyclically improve the Theory of Change as evidence suggests by monitoring and reviewing data. Reading program documentation, talking to stakeholders, and using monitoring and evaluation data can all be used to develop the theory retroactively. This is frequently done during evaluations to reflect on what has worked and what has not worked in order to understand and plan for the future. A widespread misconception about Theory of Change is that it is only a planning and assessment tool. Instead, the theory is a type of critical theory that ensures a fair allocation of power dynamics.

The theory of change is the result of a set of critical thinking exercises that result in a comprehensive picture of the short- and medium-term changes that are required in a given community to achieve a long-term objective defined by the community or the government (Anderson, 2005). He also

mentioned that government initiatives are sometimes planned without an explicit understanding of the early and intermediate steps required for long-term change to occur, so many assumptions about the change process must be examined from program planning or evaluation in order to be most effective. The idea paints an accurate picture of the actions necessary to achieve a goal. It allows stakeholders to assess what they can influence, what impact they can have, and whether they can make a difference and whether it is realistic to expect to reach their goal with the time and resources they have available. The transparency in power dynamics distribution as achieving the adoption and implementation of sustainable procurement practice as depicted by the theory of change will help in achieving research objectives of this study. The theory will also necessitate the assessment the factors affecting the adoption of Sustainable procurement at Sanitation Services.

2.2 Empirical Evidence

Several scholars from around the world have conducted studies on sustainable procurement and assessed various sustainable buying techniques and their impact on organizational performance. The extensive knowledge linked with the adoption of sustainable procurement has been combined in this research.

2.2.1 United Kingdom

In the United Kingdom, Brammer and Walker (2007) conducted an international comparative study on sustainable procurement. The study's goal was to determine the importance of the scope and nature of government laws on socially responsible procurement. The researchers performed qualitative research to gain a better understanding of the difficulties surrounding sustainable buying procedures. Participants were given the opportunity to discuss the challenges and facilitators to sustainable procurement using qualitative research. Governments in Europe are frequently employing power embedded procurement actions to achieve social and ecological policy goals, according to the conclusions of the research study. The findings of the study also revealed significant differences in the scope and importance of sustainable procurement methods across countries.

Walker and Jones (2015) conducted a study on the topic of sustainable supply chain management in the UK private sector, with the goal of exploring sustainable challenges in organizations that

have been acknowledged as industry leaders. It also attempted to find out what internal and external factors influence sustainable supply chain management, as well as how practice can alter in the future. The study used a case study research design with semi-structured interviews with purchasers and CSR practitioners in the selected companies. Companies were placed into a typology of approaches to a sustainable supply chain based on external and internal impediments, according to the study. The companies' long-term efforts had been acknowledged. Reputational risk, consumer requirements, and stakeholder involvement were all key enablers, whereas constraints included pressure to reduce costs and other organizational priorities. These studies were carried out in a developed country while the current study is being carried in a developing country, hence the results could be different.

2.2.2 Australia

In Australia, Xu et al. (2012) did research on "a conceptual framework for embracing sustainability in the supply chain." The sustainable supply chain is a rising trend in industrial development, as well as a commercial innovation, according to the report. The goal of the research was to provide companies with insights into adopting and implementing sustainability in the supply chain, as well as to strengthen their commitment to employing this up-and-coming practice. According to the findings of the study, sustainable procurement is becoming a more unique area of cost reduction by lowering resource demands while improving asset reuse, which has an impact on plan resources, procedures, and capital investment. The researchers also discovered that the most crucial sustainability stakeholders are senior management, employees, and customers, which entails that both manufacturer or producer and customers who is the end-user are responsible for safeguarding sustainability inside the supply chain environment.

2.2.3 Finland

The Effects of Sustainable Procurement Practices on Customer-Based Brand Equity was the subject of a study done by Voorde (2014) in Finland. The study's major goal was to look at the relationship between sustainable procurement practices and a brand's value from the perspective of its customers. In the sports apparel consumer, survey questionnaires were issued. To reach a representative sample of the population, the survey was distributed on discussion groups. The research study's key contribution was a fresh understanding of various sustainable procurement

strategies and how they connect to brand value. Sustainable production and reverse logistics contributed to high levels of brand equity for customers with high sustainability concerns, according to the findings. According to the findings of the research, there was a positive relationship between sustainable procurement practices and brand image.

2.2.4 Zimbabwe

Chari and Chiriseri (2014) did a study in Zimbabwe titled "Barriers to Sustainable Procurement in Zimbabwe." The goal of their research was to look at the elements that influence the adoption of sustainable procurement in Zimbabwe and give advice on how to overcome these obstacles. The researchers chose a descriptive approach for their study because it allowed them to see employees' beliefs, attitudes, and behavior in relation to the challenges that affect the adoption of sustainable procurement. The study's target population included all purchasing professionals in Zimbabwe. The researchers discovered that sound sustainable procurement procedures were not being used in Zimbabwe, and that the lack of a sustainable procurement strategy in the organizations was the root of the problem a major limitation to the practice of sustainable procurement. The current study is being carried out during a global pandemic (Covid – 19) and therefore the results could be different from the previous study.

2.2.5 Kenya

The primary goal of Ismail and Kiswili's (2016) study, "The role of sustainable procurement practices on supply chain performance of manufacturing sector in Kenya: a case study of East African Portland Cement Company (EAPCC)," was to determine the impact of green procurement practices on manufacturing firms' supply chains. The researchers picked a case study because it allows for a more in-depth examination of the unit's behavior pattern. The purpose of the research was to determine East African Portland Cement Company's (EAPCC) sustainable procurement practices and their impact on the company's supply chain performance. A case study was chosen by the researchers because it is the most appropriate tool for examining the mechanisms by which events clarify, as well as identifying underlying relationships, and it provides a holistic knowledge of the phenomenon (Kitay and Callus, 1998).

Environmental and social issues have become a major concern, according to Hussein (2014)'s study on the effects of sustainable procurement practices on organizational performance in Kenya's manufacturing sector, and there was a need to realign procurement to conserve scarce resources due to the rise in pollution and greenhouse emissions. The main purpose of the study was to investigate the impact of sustainable procurement methods on Unilever's organizational performance. The study used descriptive research, and the target audience was the organization's procurement and finance experts. According to the research, corporate social responsibility, product reusability, ethical standards, and supplier involvement all contributed to green procurement in the company.

2.2.6 Ghana

In a study paper titled "towards a sustainable procurement in Ghana," Muniru (2013) intended to investigate the extent to which procurement methods in Ghana embrace sustainability issues. To assess Ghana's sustainable procurement, the researcher used a descriptive survey. A survey was used because it is well-suited to descriptive studies or when researchers want to look into connections between variables that occur in real-life situations. The study's findings included a lack of technical and management competence, a lack of a multi-stakeholder approach, higher green product beginning costs, and a lack of social push. In Ghana, challenges in ICT application are important issues impeding the simple realization of sustainable procurement. According to the report, effective environmental mitigation techniques such as research and development to find better alternatives, stakeholder participation, and compensation were not taken into account at various stages of the procurement process. The researcher came to the conclusion that sustainable procurement rules were required to identify criteria that may be used by any organization or procurement agency in Ghana to purchase items, works, and services for local order categories.

Akyere (2016) looked at how environmental and social considerations are incorporated into sustainable procurement practice in Ghana's banking sector in a paper titled Sustainable Procurement Practice in Ghana: The Banking Sector's Perspective. Questionnaires were used to collect data, and a descriptive research analysis was done. Despite the fact that several banks engage in corporate social responsibility, it was revealed that few procurement practitioners are

aware of the issues of sustainable procurement. The study also discovered that in the areas of environmental and social issues, the most highly ranked criteria were that organizations should have a policy to track the performance of all stakeholders.

2.2.7 Brazil

The purpose of Lemmet's (2012) study on the effects of sustainable public procurement at Brazil's Ministry of Education in Sao Paulo was to see how purchasing recycled paper notebooks affected the environment. For the notebooks, the government conducted a tender, and they chose a company that creates recycled paper with 60% recycled fiber. When historical purchases were compared, it was determined that recycled paper saved a significant quantity of water and produced less waste. Savings were made as well, which had a positive impact on the economy's performance.

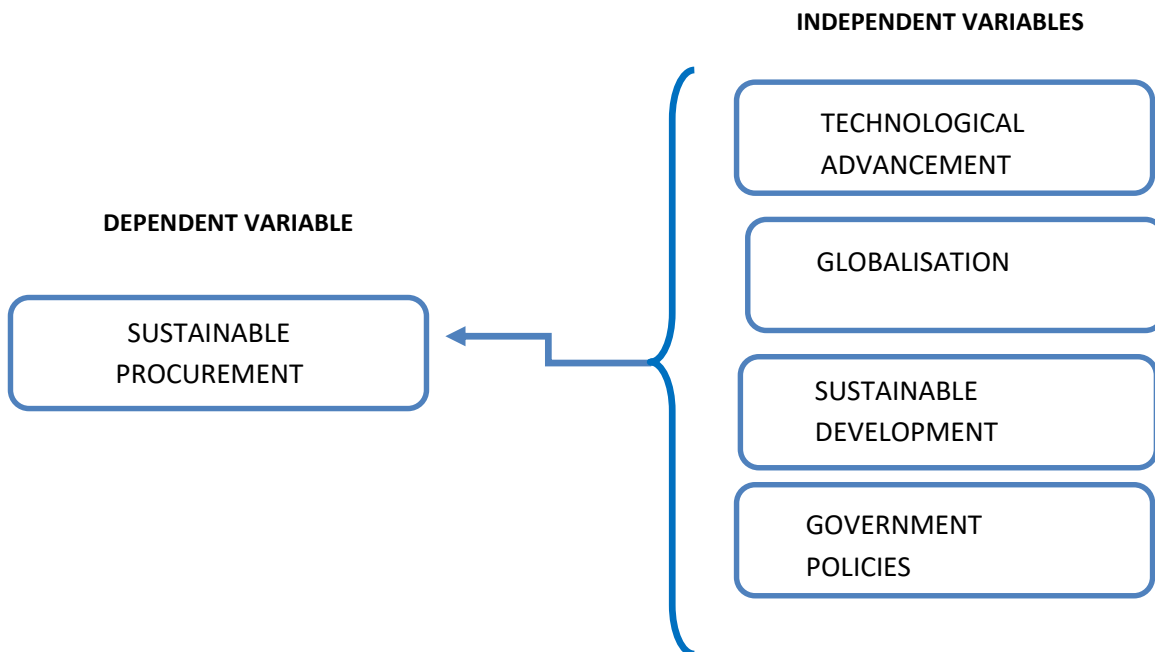
2.2.8 Uganda

In Uganda, Kalubanga (2015) did a research called Sustainable Procurement: The Practical Consequences of the Procurement Process, with the purpose of analyzing both the concept of sustainable procurement and the practical ramifications of sustainable procurement practices. According to the survey, firms are considering sustainability from a competitive aspect in order to boost organizational efficiency, obtain a competitive edge, and reduce supply chain risks. However, it was acknowledged that there was still a lack of clarity, especially in developing countries. The research looked at the theoretical components of sustainable procurement, as well as the organizational benefits and prospective consequences for procurement.

2.3 Conceptual framework

Deepu and Ravi (2021) define a conceptual framework as "a collection of broad concepts and principles collected from diverse fields of study that are utilized to structure a future presentation." This study used a conceptual framework to show the relationship between the independent and dependent variables. As a result, the dependent variable in this study is sustainable procurement, while the independent factors are profitability, cost minimization, corporate image, and competitive advantage.

Figure 2.1 Shows Conceptual framework



2.4 Gap analysis

There is a significant difference between this study and other studies on sustainable procurement. According to past studies, there is minimal evidence to support the importance of adopting sustainable procurement policies and procedures in firms such as Sanitation Services. This research looked into how businesses are embracing sustainable procurement practices, and it aimed to persuade Sanitation Services Company to adopt and implement sustainable procurement policies and procedures by examining their effects on the company.

2.5 Chapter Summary

The chapter assessed the literature and examined the subjects related to the study of sustainable procurement in depth. In the literature, the theoretical framework, empirical data, and conceptual framework have all been studied. This chapter also looks at the differences between this study and previous studies on the adoption of sustainable procurement. The following chapter will go into the research methods used in this study.

CHAPTER III

METHODOLOGY

3.0 Introduction

In the preceding chapter, the research looked at the literature review on the extent to which companies like Sanitation Services are embracing sustainable procurement. This chapter focuses on the research plan and procedures that will be used by the researcher when collecting data. This chapter focuses on the data collection methods and research plan that the researcher will follow. The chapter will also give an outline of the research tools used. The sampling procedure will be explored, as well as the merits and downsides of the instruments used. It describes how the entire research process was planned and executed. This chapter assists in determining whether or not the study's findings are [reliable, authentic, and valid]. It is a chapter that describes data gathering methods and tools, as well as the procedures for data synthesis and presentation.

3.1 Research Methodology

The researcher conducted both primary and secondary research before using the sources in this case study. This multi-pronged technique to research is known as triangulation. The benefit of using this research technique is that it exposes you to a wider range of sources, allowing you to come up with more relevant findings to answer your goals and objectives, as well as gain insight into the topic and draw more appropriate conclusions.

3.2 Research Design

The study will utilize a descriptive research design since it depicts the broad layout of the research procedures to be followed, including the data collected and data analysis conducted with the purpose of providing responses to research questions. As a result, the research used a case study method. According to Robson (2002:178), a case study is a research method that comprises an empirical investigation of a current occurrence in its real-life context using a variety of sources of evidence. By describing a specific phenomenon, it shows an accurate profile of individuals, events, or circumstances.

Punch (2005) claims that the study design immerses the researcher in the empirical world and connects the research issues. The research design is the core of any research effort and is made up of four main ideas. The first is the strategy, which is the path of reasoning or collection of ideas that will be used to answer the study's questions. The conceptual framework, on the other hand, is concerned with the conceptual state and relationships of the items being studied. The third consideration is to think about who or what will be studied. The devices and strategies that will be used to gather and analyze empirical data are discussed in the fourth section.

3.3 Study Population

The study's target demographic consisted of 80 individuals who were involved in the procurement activities of the company in some form. Aside from the 80, five of the company's major suppliers were included in the study. The important data obtained from the employees was merged with data from the vendors to draw conclusions from the research. Population refers to the total number of

persons, events, organizational units, records, or other units sampled in relation to the study problem, according to Leedy and Ormond (2001). To put it another way, a "population" is a huge group or entity whose characteristics are being studied. The majority of the study's participants were non-managerial Sanitation Services employees. There are around 29 non-management and 11 managerial employees in the company.

Table 3. 1: Study Population

<i>DEPARTMENT</i>	<i>NUMBER OF EMPLOYEES</i>
<i>Procurement</i>	<i>10</i>
<i>Receiving and stores</i>	<i>3</i>
<i>Accounts</i>	<i>3</i>
<i>Senior management</i>	<i>11</i>
<i>Production Employees</i>	<i>13</i>
TOTAL	40

(Source: primary data 2022)

3.4 Sampling

Because all employees are many and cannot be contacted all at once throughout the study period, a sample was drawn from all program sections, allowing conclusions to be drawn about the entire population without any need to talk with everyone. Systematic sampling was used to get a representative sample of the target population. The unit of analysis was the department. A sampling frame was built before the sample was drawn. Cohen and Manion (1994) define a sample frame as a list of all units of analysis or mean and standard. The sampling frame was compiled from the several departments under inquiry, as shown in table 3.1

3.5 Data Collection

3.5.1 Primary Data

For the major data in this study, the researcher conducted personal interviews and sent questionnaires to Sanitation Services employees. Because primary data is directly related to the topic at hand, it may be further altered, and the researcher can control the degree of accuracy error that will be made, it will be used in the study (Kumar 2005). Primary data had the advantage of being immediately tied to the problem at hand, and it allowed for greater control over the accuracy of the data acquired because both the researcher and the employees were able to raise questions during the interviews. The disadvantages of primary data were largely time-consuming; gathering data from all employees took a long time because some employees were absent. During the research era, there were also covid 19 restrictions, which hampered the collection of primary data. In order to successfully answer the study's main purpose, primary research was conducted for the study's later goals. Primary research, according to McNamara (1999), is important for acquiring people's experiences, viewpoints, and tales about the issue. Silverman (2010) revealed that faking data in non-natural settings set up by the researcher, such as interviews and focus groups, can pose a risk. As a result, the author took into account and reviewed the information obtained from these sources.

3.5.2 Secondary Data

The researcher looked at the company's website, online bulletins, and its supplier database for secondary data. Because this type of material has already been reviewed and evaluated, our study profited from secondary research (Stewart and Kamins, 1993). However, due to the broad nature of the topic, initial secondary research was limited because it was impossible to determine a precise level of emphasis in terms of sustainability. this is a new concept, and previously, sustainable procurement has been found to be incorporated into other organizational policies rather than being treated as a separate policy. As a result, secondary sources were scrutinized not only for thematic content, but also for references in order to expand the area of information accessible for the study. Secondary sources, according to Kitchin & Tate (2000), might contain a lot of opinion and bias, making them unreliable sources of information. In general, the researcher confined herself to authentic sources of literature.

3.6 Data Collection Instruments

3.6.1 Questionnaires.

According to Saunders (2007), a questionnaire is a data collecting device used to obtain information in an interview setting. According to the author, the design of a questionnaire is critical since it ensures that the researcher collects correct and full data for statistical analysis. Thirty questions were used to gather information from the respondents. Section A's goal was to collect general information about the respondents. Section B included questions intended at establishing the factors that drive the adoption of sustainable procurement, as well as how sustainable procurement may be used to improve organizational performance and the challenges that Sanitation Services has in doing so. The structure of the questionnaire includes both closed-ended and open-ended items. Because they are easy to answer and analyze, the researcher used closed questions. Respondents were also asked open-ended questions, which allowed them to express themselves in their own words. According to Oppenhen (1992), this enables the researcher to unearth unanticipated points of view on a subject. They were left with the surveys to give respondents adequate time to complete them. To collect the completed surveys, the researcher returned on the agreed-upon day. The researcher double-checked that all questions were correctly answered before leaving each respondent.

3.6.2 Personal Interviews

Interviews were performed with executives and suppliers who had been sent to the study by the company, such as Electrosales. The researcher organized interviews with important informants. This required the researcher to pay a visit to the respondents on a specific date. the timetable The researcher took control of the situation by asking questions and having each respondent respond individually. The researcher took notes throughout the discussion. However, because the respondents could not commit to a face-to-face meeting, two of the supplier interviews were performed over the phone. Furthermore, informal notes were recorded and copies were kept on a password-protected computer with no access by others due to ethical concerns. Personal interviews were conducted as part of the triangulation process to gather information from selected segments

of the population in their natural setting. To elicit their thoughts on the material sought and keep the interview going smoothly, the participants were given a set of open-ended questions to answer. Personal interviews offer the advantage of allowing the interviewer to notice specific reactions and so eliminate doubt about the questions asked; the interviewer was also able to detect nonverbal signals such as dread or terror, as well as adaptability. The participant's response may be affected or modified by the interviewer's facial expressions, making this procedure time consuming and prone to interviewer bias.

3.6.3 Observations

As a research instrument, observations were used to collect data. This was a good way of describing the problem in everyday life, and it's one of the persuasive methods that may be employed within the limits of a short research period and limited money to produce reliable results if the research is done properly. During the research, the researcher made time to watch and learn about the procurement process from the procurement department.

3.7 Validity and Reliability

Reliability refers to the degree to which an instrument measures the same way each time it is used under the same settings with the same participants. In a nutshell, it refers to a measurement's repeatability. The metric is said to be trustworthy if a person's score on the same test given twice is similar. It's critical to remember that rather than being measured, reliability is estimated. Validity refers to the strength of our judgments, inferences, or declarations. In more technical terms, Cook and Campbell (1979) describe it as the best available approximation to the truth or falsity of a specific deduction, argument, or conclusion.

3.8 Pre-testing

Before it was utilized to collect data in the study area, the research instrument was pre-tested. Pretesting has the benefit of assisting with instrument validation and uncovering design problems prior to actual data collection. The comments was used to develop the questionnaire, which was

subsequently given to fifteen employees of Sanitation Services Graniteside after getting approval from the Executive Director. The pre-test assisted the researcher in fine-tuning some questions and necessitated the use of other questionnaire methodologies, such as Likert scales on questions on respondents' personal feelings and attitudes toward sustainable procurement adoption.

3.9 Data Analysis

Questionnaires were utilized to collect data for this investigation. Looking through, classifying, categorizing, analyzing, comparing, synthesizing, and examining raw and recorded data are all part of data analysis, according to Karbo (2006). Data analysis includes dealing with numerous forms of data. A data matrix was used to code the information from the questionnaire. The poll includes both closed-ended and open-ended questions. It was simple to code the open-ended replies. The replies were grouped into a small number of categories for each open-ended question, allowing for a fast presentation of the data and statistical analysis. Graphs and tables were utilized to analyze the data.

3.10 Summary

The study's research methodology was explained in this chapter. The research design, population, sample, and sampling methodologies were all highlighted. The study's research instruments and data gathering techniques were explained, followed by ethical issues. The presentation, analysis, and interpretation of data are covered in the following chapter.

CHAPTER IV

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The findings of the field research, which included questionnaires and interviews, are summarized in this chapter. The findings were backed by appropriate data presentation methodologies in this chapter, allowing conclusions and recommendations to be drawn. The information was presented using tables, graphs, and charts. As a result, the study's main focus was on presenting and analyzing research findings on the impact of sustainable procurement on organizational performance, as well as interpreting those findings. The research had a 100% response rate.

4.2 Validity and Reliability Tests

According to the Cronbach's Alpha test, the research instruments' reliability coefficient was 0.92 > 0.7, indicating that they were reliable. According to (Saunders, Lewis, and Thornhill, 2012), a Cronbach's Alpha coefficient of more than or equal to 0.7 indicates good data dependability.

4.3 Questionnaire and Interview Response

Sanitation Services distributed 40 questionnaires to supply chain professionals and management. The results of the surveys and interviews are summarized in Table 4.1.

Table 4. 1: Questionnaire and Interview Response

Instrument	Expected	Actual	Percentage (%)
Questionnaire	40	40	100
Interviews	10	10	100

Source: *Primary data (2022)*

Sanitation Services' food chain professionals completed and returned all surveys satisfactorily and on time. As seen in table 4.1, the response rate was 100 percent positive. A high percentage response rate, as opposed to a response rate of less than 50%, ensured the researcher that the relevant information had been obtained. The response rate is good and adequate, according to Ray (2012), who claims that a response rate of 75% or higher is considered a "fortunate" rate of return because most studies receive lower response rates. The study attempted to interview eleven managers, some of whom came from various branches, and achieved a 100% response rate. Table 4.2 shows the demographics of responders.

4.4 Demographic Characteristics

This section gives the demographic characteristics of the sample

Table 4. 2 Demographic Data

Demographic Characteristics		Below 30	30 - 40 years	41-50 years	51 - 60 years
Age Groups:	<i>frequency</i>	6	13	11	10
	<i>percentage</i>	15 %	32.5 %	27.5 %	25 %
Levels of Education:		Postgraduate	Undergraduate	Diploma	Certificate
	<i>frequency</i>	7	9	10	14
	<i>percentage</i>	17.5 %	22.5 %	25 %	35 %
Years Worked in a Management Group or a Procurement Department:		Below 5 years	5 - 10 years	11–15 years	Above15 years
	<i>frequency</i>	11	14	8	7
	<i>percentage</i>	27.5 %	35 %	20 %	17.5 %

Primary Source Data 2022

Table 4.2 shows that 15% of the respondents were under the age of 30, based on the frequency distribution of the respondents' ages. Between the ages of 30 and 40, 27.5 percent were between the ages of 41 and 50, and 25 percent were between the ages of 51 and 60.

In the table, it can be seen that 35% of respondents had received procurement qualifications. Diploma holders made up 25% of the respondents, followed by 22.5 percent of those with bachelor's degrees and so on. A postgraduate degree is held by 17.5 percent of the population. Those with a master's degree worked in procurement management positions. Despite the respondents' low literacy levels, this implies that the study's conclusions were reliable. This is in agreement with Joppe (2000), who stated that during the research process, respondents who have a good comprehension of the study subject help the researcher collect reliable and accurate data.

Table 4.2 also includes a summary of the procurement department's experiences. 27.5 percent of the whole workforce has fewer than five years of experience. While 35% of respondents have worked for the company for 5 to 10 years, another 20% have worked for the company for 11 to 15

years. Only 17.5% of those surveyed had been employed for more than 15 years. This indicates that the majority of respondents have worked for Sanitation Services for at least a year and are thus likely to provide accurate information on topics like procurement ethics.

4.5 The challenges being faced in the adoption of sustainable procurement

Table 4. 3 shows the challenges being faced in the adoption of sustainable procurement

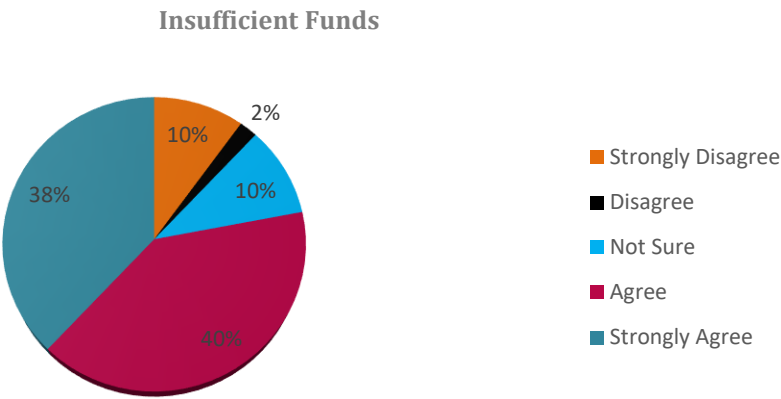
Challenges being faced in the adoption of sustainable procurement	FREQUENCY & PERCENTAGE	RESPONSE					TOTALS
		SD	D	NT	A	SA	
Insufficient Funds	<i>Frequency</i>	4	1	4	16	15	40
	<i>Percentage</i>	10%	2%	10%	40%	38%	100%
Poor Research and Development	<i>Frequency</i>	2	2	2	14	20	40
	<i>Percentage</i>	5%	5%	5%	35%	50%	100%
Resistance	<i>Frequency</i>	3	2	1	18	16	40
	<i>Percentage</i>	7%	5%	3%	45%	40%	100%
Poor Technological advancement	<i>Frequency</i>	3	3	2	16	16	40
	<i>Percentage</i>	7%	8%	5%	40%	40%	100%

Source: *Primary Data (2022)*

The above table 4.3 shows the frequency and percentage for the response regarding to the challenges being faced in the adoption of sustainable procurement

According to the data in Fig. 4.1, insufficient funds or poor fund management is a major barrier to adopting sustainable procurement, with 40% agreeing and 38% strongly agreeing. Insufficient funds, they believe, are a barrier to adopting sustainable procurement because the company may not be able to keep up with the latest environmental product development in order to stay competitive. The examination of sustainability includes performance criteria based on the financials of the company. The graph below depicts insufficient financing as a barrier to Sanitation Services' adoption of sustainable procurement..

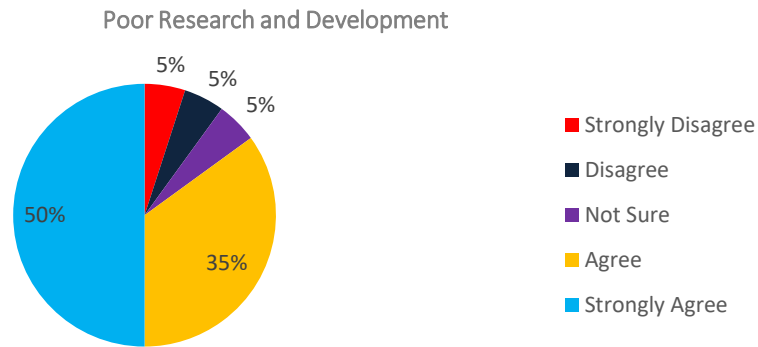
Figure 4. 1 shows Insufficient funds as a challenge in adopting to sustainable Procurement.



Source: *Primary Data (2022)*

Poor R&D: 35 percent (agree) and 50 percent (disagree) (strongly agreed). As a result, poor research and development is considered as a roadblock to implementing sustainable procurement. According to respondents, poor research and development is a barrier to adopting sustainable procurement because the organization's potential to improve may be limited due to limited resources and specific environmental circumstances (Keane, Herbohn and Slaughter, 2011).

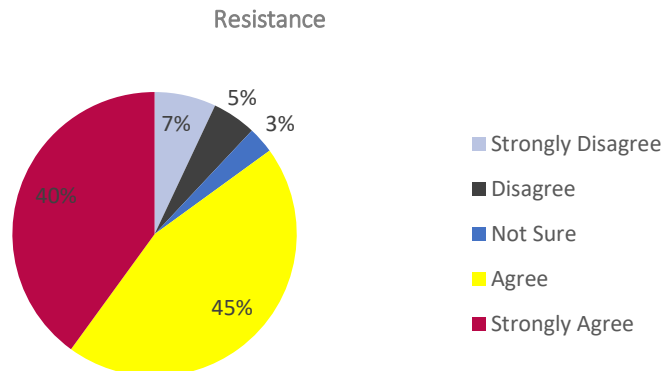
Figure 4. 2 Poor research and development as a challenge in adopting sustainable procurement.



Source: *Primary Data (2022)*

Resistance might be an obstacle to adopting sustainable procurement, according to 45 percent of respondents, with 40 percent strongly agreeing. This indicates that respondents cited opposition as a barrier to adopting sustainable procurement in interviews. Aliche, Rachor, and Seyfert are three characters in Aliche, Rachor, and Seyfert (2016). According to one respondent, most management and some procurement members have a weak understanding of information technology, which stymies research and development progress. The graph below depicts resistance as a barrier to sustainable procurement adoption.

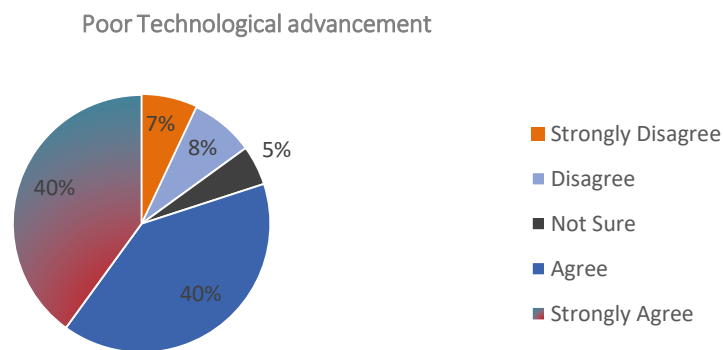
Figure 4. 3: resistance as a challenge in adopting sustainable procurement.



Source: *Primary Data (2022)*

Despite the fact that 5% of respondents disagreed, 40% agreed and 40% strongly agreed that low technological innovation can be a hindrance to adopting sustainable procurement. According to all of the interviewees, the absence of technological innovation is one of the most difficult parts of adopting sustainable procurement. Many businesses still rely on obsolete legacy, analog, or even pen-and-paper systems that have a history of small, gradual modifications and can't keep up with corporate operations. Employee and supplier resistance to change, institutional knowledge gaps, and a reluctance to hand over supply chain authority to "robot masters" are all issues that must be addressed early on.

Figure 4. 4 shows Poor technological Advancement as a challenge in adopting to sustainable procurement



Source: *Primary Data (2022)*

4.6 What are the benefits that have been derived from adopting sustainable procurement?

Table 4. 4 The table shows the benefits that have been derived from adopting sustainable procurement;

What are the benefits that have been derived from adopting sustainable procurement?	N	MEAN	S.td Deviation
Profitability	40	4.08	1.1
Cost Saving/ Minimization	40	4.00	1.0
Green Corporate Image	40	3.98	1.1

Customer loyalty improvement	40	4.10	1.1
N			

Source: Primary Data (2022)

The mean of cost savings and minimization is 4.00, while the standard deviation is 1.0. The respondents agreed that virtual supply chain control plays an important role in the overall performance of the company, and one mentioned that cost saving and/or optimization is the primary procurement goal of getting positive assets at a reasonable price. The firm saves money on product waste and containerization because one container can be reused, reducing packing and storage costs. Cost cutting is achieved by energy consumption reductions, recycling cost reductions, and packaging production cost reductions, as stated by Peter F. Drucker (2015). Furthermore, by supplying what customers want and environmentally friendly products, sustainability supports integration with suppliers, cutting administrative costs for sourcing and customer returns.

Profit maximization had a mean of 4.08 and a standard deviation of 1.1 across all responses, showing that the respondents' settlement is a function of the digital supply chain's success as well as the organization's overall performance. All of the people interviewed agreed that there is a close correlation between profit maximization and sustainability. Increased revenue, profit margin, and good customer relationships. Lower production costs and integration with suppliers could boost revenue, while technological developments could increase the company's competitive edge. Attempting to procure as sustainably as possible creates opportunities by requiring the development of more sustainable, frequently inventive, and relevant products and services for new markets and revenue streams. build the market's capacity to supply long-term solutions; boost market competitiveness by increasing demand for sustainable solutions.

Green Corporate Image had a mean of 3.98 and a standard deviation of 1.1, showing that green procurement is a substantial benefit of sustainable procurement for the majority of respondents.

Green reputation, according to one of the interviewees, is one of the most important aspects of sustainable procurement. Furthermore, sustainable procurement assists firms in expanding a client base that acknowledges the value of the environment and organizational operations while taking economic, social, and environmental considerations into account, resulting in a beautiful corporate representation. Value creation leads to the development of new green products and the use of environmental advancements from suppliers (Peter F. Drucker et al, 2015). Social responsibility and sustainability performance can improve a project's image, increase competition, and offer organizations with more resources.

Customer loyalty had a mean of 4.10, with a standard deviation of 1.1 percent. According to the respondents, this is the role of virtual delivery chain control in the organization's overall success. "I also believe that if a corporation has a virtual supply chain, communication between buyers, providers, and carrier stop customers can be advanced," as one responder put it. The organization tends to produce the precise thing that customers desire through market research and development, therefore increasing customer loyalty by meeting their unique demands and boosting the organization's performance through lower production costs and a lower rate of returns.

4.7 Summary

This chapter includes both field results and results analyzed with SPSS software version 16. The findings indicated the factors that influence the adoption of environmentally friendly purchasing habits. The findings will be summarized in the following chapter, along with conclusions, recommendations, and areas that deserve further examination.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main purpose of the study was to investigate Sanitation Services Zimbabwe's implementation of sustainable purchasing methods. According to the findings of the study, businesses in Zimbabwe have challenges in implementing sustainable procurement policies and practices. Businesses are being affected by high procurement prices, numerous fines as penalties for environmental contamination, and a great deal of pressure from the government and pressure groups requiring them to be environmentally and socially responsible.

As a result, the company's profitability target has been harmed as a result of high procurement costs and large fines. Also, As a result, the researcher wished to determine if Sanitation Services Zimbabwe used environmentally friendly purchasing practices. The study went on to perform a complete examination of Sanitation Services Zimbabwe's adoption of sustainable purchase practices based on this research challenge. As a result, this chapter summarizes the important research findings, conclusions, and recommendations for future research.

5.2 Summary of research findings

The goal of this study was to see how Sanitation Services Zimbabwe's implementation of sustainable purchasing strategies impacted the environment.

Question 1: What are the difficulties in implementing sustainable procurement?

A table of descriptive data was used to describe the findings on sustainable procurement methods at Zimbabwe's Sanitation Services. According to the descriptive statistics table, sanitation has difficulties such as a lack of funds, limited research and development, and opposition in implementing sustainable procurement. Sanitation Service Company, on the other hand, frequently acquires recyclable products,

conducts comprehensive life cycle evaluations of products, advocates for human rights, and monitors and reports on suppliers.

Question 2: What are the advantages of using sustainable buying methods?

Standard deviation analysis was used to look at the relationship between the independent components and the dependent variable. Sanitation Services Zimbabwe's sustainable procurement practices affect the financial performance, cost minimization, green corporate image, and customer loyalty by procuring recyclable products, conducting product whole-life cycle analysis, promoting human rights, and conducting supplier monitoring and reporting, as shown in the model summary table. It didn't happen by chance. As a result, the study identified a major positive, negative, significant, positive, and modest link between sustainable procurement practices and the above-mentioned benefits that could not have occurred by chance. As a result, the study indicated that sustainable procurement methods and profitability have a positive and significant, negative and significant, and positive and negligible association.

5.3 Conclusions

Nevertheless, the findings of this study imply that long-term procurement adoption faces a number of challenges that can be addressed with continual system updates, research and development, and sufficient funding. Sustainable procurement practices, on the other hand, have a positive impact on factors that influence organizational performance, and the study provides empirical support for sustainable procurement practices as well as a description of the relationship between sustainable procurement practices and factors that influence adoption. Based on the data received from respondents, the study came to the following conclusions: Sanitation Services' profitability, corporate image, and client loyalty all benefit from sustainable buying techniques. This study contributes empirical evidence to the literature on the factors that influence the adoption of sustainable practices for that aim.

5.4 Recommendations.

- Sanitation Services' supply chain department should implement appropriate sustainable procurement practices such as procuring recyclable products, conducting product whole life cycle analysis, promoting human rights, and conducting supplier monitoring and reporting in order to achieve organizational performance.
- To establish how sustainable buying policies effect business operations, Sanitation Services must conduct frequent sustainable procurement performance monitoring tools, such as supplier chain audits.
- Sanitation Services must allocate sufficient funds to organizational research and development in order to come up with new ways of practicing sustainable procurement and to train staff in sustainable procurement skills in order to improve the effectiveness of sustainable procurement in improving organizational performance.

5.5 Recommendations for future research

According to the researcher, future research should focus on the effects and factors that influence the adoption of sustainable procurement practices other than those used in this study. In order to acquire more legitimacy on the topic of sustainable procurement adoption, further research is needed into the factors that influence the adoption of sustainable procurement in other sectors of the economy besides the sanitation sector, as well as the use of different organizations in the sector. This will aid in filling in the gaps about the influence of sustainable procurement strategies on supply chain and organizational performance in various industries.

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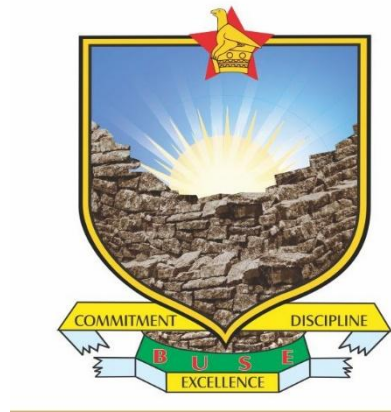
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APPENDIX 1: QUESTIONNAIRE

BINDURA UNIVERSITY OF SCIENCE EDUCATION



My name is Robertson M Kabudura, and I am a Bachelor of Commerce Honours Degree in Purchasing and Supply student at Bindura University of Science Education with the registration number B1850106. On which I am conducting study. Please take a moment to fill out the following questions. Because the information you supply is solely for academic purposes, it will be considered highly confidential and treated as such. In no way, shape, or form, reveal your true identify. You can reach out to the following people for more information.

SECTION A: BACKGROUND INFORMATION

(Please fill in provided space or tick as applicable)

1. What is your workstation?

Head office buyer/ manager ☐

Branch buyer / Branch Manager ☐

2. Age of the respondents

30 years and below ☐

31 – 40 years ☐

41 – 50 years ☐

above 50 years ☐

3. What is your highest academic qualification?

Certificate ☐

Diploma Degree ☐

Master's degree ☐

Any other (please specify)

4. How long have you worked in procurement with the organisation?

5 years and below ☐

6-10 years ☐

11-15 years ☐

above 15 years ☐

SECTION B: ROLE OF DIGITAL SUPPLY CHAIN MANAGEMENT ON THE ORGANISATIONAL PERFORMANCE

5. What are the role of digital supply chain management on the organisational performance?

Using the scale below, please tick your level of agreement or disagreement for the questions:

1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Not Sure (NS),

4 = Agree (A), 5 = Strongly Agree (SA)

<i>Roles of digital supply chain management on the organisational performance</i>	SD	D	NS	A	SA
	1	2	3	4	5
Quality improvement					
Profitability					
Cost Saving/ Minimization					
Corporate Image					
Communication improvement					

6. What are some of the roles of digital supply chain management on your organisational performance?

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SECTION C: CHALLENGES BEING FACED IN THE IMPLEMENTATION DIGITAL SUPPLY CHAIN MANAGEMENT

7. What are challenges being faced in the implementation digital supply chain management?

Using the scale below, please tick your level of agreement or disagreement for the questions:

1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Not Sure (NS),

4 = Agree (A), 5 = Strongly Agree (SA)

challenges being faced in the implementation digital supply chain management	SD 1	D 2	NS 3	A 4	SA 5
Inadequate Funds					
Poor Knowledge and Management					
Resistance					
Environmental Factors					

8. What are some of the challenges faced in implementing digital supply chain management?

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9. What are some of the factors that needs to be improved in implementing digital supply chain that ensures an increase in organisational performance?

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THANK YOU VERY MUCH FOR YOUR COOPERATION.

APPENDIX 2: INTERVIEW GUIDE

INTERVIEW GUIDE FOR MANAGERIAL STAFF

1. What do you understand on the concept of digitalization and organizational performance?
2. What are the roles of digital supply chain management on the organizational performance?
3. What are the factors that can be implemented to enhance the adoption of digital supply chain management?
- 4.1 What are the challenges being faced in the implementation of digital supply chain management?
5. What recommendations resulting from the study can be given to enhance the adoption of digital supply chain management?