

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS



DISSERTATION RESEARCH PROJECT

**THE IMPACT OF FACTORS AFFECTING THE
IMPLEMENTATION OF EFFECTIVE SUSTAINABLE
PROCUREMENT: A CASE STUDY OF PLAN
INTERNATIONAL ZIMBABWE**

BY

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

The completion of this study effort would not have been possible without the encouragement and ongoing support of my father, Clemence Dafete.

ABSTRACT

Sustainable procurement is focused with socially responsible procurement, reducing environmental impacts across the supply chain, and developing economically feasible solutions and good business practices. The adoption of sustainable buying techniques in the humanitarian organisations has been a lengthy process. The study's goal was to figure out what factors influence the successful implementation of sustainable procurement methods at Plan international Zimbabwe. The study's goal was to see how procurement policies, eco-supplier selection, information communication technology, and the financial resources affect PLAN's ability to execute sustainable procurement methods. The study was carried out utilizing a descriptive research method by the researcher. There was a total of 20 participants in the target population. Procurement policies, eco-supplier selection, information communication technology, and financial resources they all affect the successful application of sustainable procurement methods, according to the study. According to the report, PLAN should educate its procurement professionals and seek out sources of information on green procurement. They should consider whole-life costs, seek top-level management support, and evaluate using benchmarking. Finally, the report advises the government to enact rules governing organizational sustainability and to enforce the relevant sustainability legal framework.

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CHAPTER I

INTRODUCTION

1.0 Introduction

Sustainable purchasing in recent years has become one of the most prominent trends in many organizations throughout the world. The implementation of effective sustainable procurement can have a favourable impact on the entire organization's purchasing costs. In an organisation when making purchase decisions, it takes into account social, environmental, and economical factors. This chapter will contain the study's background, the problem statement, the research objectives, the research questions, the study's importance, the assumptions, delimitations, and constraints, as well as the definition of key terms and a summary of the chapter.

1.1 Background of the study

The pursuit of long-term development objectives through the purchase and supply process while balancing environmental, social, and economic objectives is known as "sustainable procurement" (Walker and Wendy, 2006). Sustainable development entails the utilization of both renewable and non-renewable natural resources to meet current requirements without jeopardizing future generations' demands. Additionally, sustainable procurement is becoming more widely recognized as a viable strategy of addressing and mitigating negative environmental effects associated with global production and consumption. In order to effectively use the resources that are now available to meet global changes, sustainability issues must be addressed due to the growing population and climate change (Hussein, 2014). In recent years, the rise in air pollution and greenhouse gas emissions has increased the need for businesses to rethink their procurement strategies in order to conserve scarce resources.

A number of preliminary surveys found that sustainable procurement was not yet being applied effectively in humanitarian organizations. It was due to the fact that the application of sustainable procurement, which is concerned with social and environmental development, had

not yet been fully applied. The goal of this study is to look into the elements that influence the adoption of successful sustainable purchasing in humanitarian organizations, based on the following difficulties, sustainable procurement was seen as a way to decrease risk, improve supply chain effectiveness and reduce overall cost of ownership through improving products and operations from an environmental standpoint.

PLAN has active development programs in Zimbabwe since 1986, it covers water, food, and hygiene, as well as education, food and income security, child survival, and child safety and participation. Plan International (2014), the success of purchasing effort is highly dependent on the quality and trustworthiness of the vendors and suppliers attracted. Furthermore, in order to effectively implement sustainable procurement, staff members must prepare in advance for how they will find trustworthy and reputable suppliers of goods and services and the procedure entails determining a sourcing strategy and a solicitation method.

Procurement, according to Plan International (2014), is the process of acquiring products and services in order to complete a project or program's scope. Plan International's procurement management is becoming increasingly important, because resources outside of the Plan represent a significant portion of project activities. In order to run its business, PLAN must buy a variety of goods, services, and office supplies. As a custodian of public funds, PLAN is committed to conducting procurement activities with a high level of integrity and transparency in order to protect its reputation. PLAN also promotes fair competition by making sure that all suppliers have opportunities to take part in procurement opportunities.

Moreover, according to Plan International (2014), every procurement attempt should aim for the best possible quality, quantity, source, price, timing, and delivery location and the donor criteria should always be respected to the utmost extent possible, even if they go beyond the minimal terms and conditions outlined in this document. The organization advises that when organizing and carrying out logistics operations, PLAN's Child Protection Policy should always be observed and taken into consideration.

At PLAN, procurement planning is one of the most crucial steps in figuring out which program needs may be best satisfied by using sustainable products or services. It takes into account whether and how to acquire as well as what, how much, and when to procure. A procurement budget, which enables a quick estimation of material costs, is developed based on the needs assessment at the country level office where the program or project is being conducted. It

specifies the types and quantities of materials required for each sector, as well as the materials' costs (Plan International 2014).

Hughes and Gordon (2015), see supplier negotiations as an opportunity to provide value rather than a war of price compromises. To put it another way, these companies view cost as just one of many critical aspects in a supplier relationship and they understand that price is rarely an indicative of total cost. In order to promote the development of a stronger working connection, they are also seen as exchanges that regulate communication between the client and the provider. As a result, businesses have discovered that bargaining is a key component of long-term competitive success.

According to Plan International (2014), the aspects of the contract that were negotiated were roles and authority, applicable terms and conditions, technical and commercial strategies, contract finance, and price. O'Brien (2010), on the other hand, concurs and asserts that a negotiation starts with the first contact between the buyer and the supplier and continues up until the contract is signed. In order to obtain a discount, agree on launch dates, and settle on contractual agreements, terms, and pricing for each transaction, negotiation is utilized while retaining or improving the quality of the good or service.

1.2 Problem statement

Public pressure and expectations on corporations' long-term behaviour have risen globally (Foerstl et al., 2015). Companies are thus held liable for more than just their own behaviour but also for the conduct of their vendors, according to Krause et al. (2009), which lays a special emphasis on the company's procurement in achieving sustainability. In today's business, there has been a rising awareness of the necessity for non-governmental organizations to tighten up effective implementation of sustainable procurement in order to achieve more value and cost savings across the board.

Despite the benefits of effective sustainable procurement implementation such as improved reputation, competitive advantage through innovation, economic gains and assisting the government meeting environmental and social standards, it is still necessary to understand why most non-governmental organizations have not yet fully adopted sustainable procurement. Organisations are debating whether or not to implement green purchasing practices (Davila,

2003). PLAN, for example, continues to use a large percentage of its funds despite the fact that its procurement function is not fully executed.

In addition, some of the obstacles to effective sustainable procurement implementation include getting users to accept the system, lack of compliance to procurement policies, supplier resistance, lack of willingness from other stakeholders and lack of sufficient funds to support the system's adoption. For example, at PLAN, boards and management frequently adopt the idea of implementing effective sustainable procurement after extracting knowledge about both the alternatives and the co-sequences into account. This demonstrates that a smooth implementation of sustainable purchasing has not yet to be realized, there is need for identification and assessment of factors that affect implementation of effective sustainable procurement.

1.3 Research Objectives

1.3.1 General Objectives

The primary goal was to figure out what factors were influencing Plan International's ability to undertake successful sustainable procurement in Zimbabwe.

1.3.2 Specific Objectives

- i. To establish the impact of procurement policies on Plan international's ability to implement effective sustainable procurement.
- ii. To investigate the effects of information and communication technology (ICT) on adoption of effective sustainable procurement.
- iii. To ascertain the influence of eco-supplier choice on the effective use of sustainable procurement.
- iv. To look into the impact of financial resources on implementation of effective sustainable procurement.

1.4 Research Questions

- i. How do procurement policies influence the execution of effective, long-term procurement?

- ii. How does ICT impact the execution of effective sustainable procurement.
- iii. To what extent does eco-supplier selection influence the successful implementation of sustainable procurement?
- iv. How can financial resources influence the execution of effective, long-term procurement at Plan international Zimbabwe?

1.5 Assumptions

The researcher used the following assumptions:

- The responses will be accurate.
- Relevant and vital details will be accessible.
- The chosen sample will be the most accurate representation of the whole population.

1.6 Significance of the study

To Bindura University of Science Education.

This study will offer benefit to the Bindura University Library, where it will be used as a reference and guideline by other students working on similar projects.

To the researcher.

The research's conclusions will shape the researcher's understanding of the elements that have an impact on the efficient implementation of sustainable procurement, which enhances the researcher's employability in the field.

To Plan International Zimbabwe

The findings will aid PLAN in developing a foundation for improving their methods of implementing sustainable procurement that benefits both the organization and the end users. This is because there can be no development without good and dependable

procurement methods. One important factor that is essential to the sector is accountability to donors and sponsors in NGOs, as well as value for money in the utilization of funds, given that procurement activities account for about 70% of total spending.

To the Public

This research project gave a thorough and comprehensive look at the situation of procurement in numerous organizations. The study's recommendations could be very useful to all other NGOs in Zimbabwe, as they would help them overcome the key obstacles that prevent successful implementation of sustainable procurement.

1.7 Delimitations of the study

- The investigation is conducted in Zimbabwe at Plan international Chiredzi Program Area.
- A pilot research was carried out to guarantee that the tools for gathering data produce accurate results.
- The management, particularly the procurement department, and senior management, were the subjects of the study.

1.8 Limitations of the study

- Because of other obligations, the researcher attempted to complete the investigation even on weekends and vacations.
- Some respondents refused to provide other information that could be critical to the research; since respondents won't put their names on the surveys, the researcher will let them know that the information they submit will be kept private and used solely for academic study.

1.9 Definition of terms

Sustainable procurement, it is the process of buying goods and services from a supplier while taking into account the social, environmental, and whole-life costs to meet the needs of clients (Walker, 2008).

According to Wisegeek (2013), a **sustainable procurement policy** is a set of guidelines established to control the acquisition of products and services required for a company to operate effectively.

Information and communication technology (ICT) is a field of study that makes use of computer hardware, software, and network architecture to facilitate information processing and connection activities (Crompton, 2007).

Financial resources are the sources of funding that businesses use to finance their current operations, investments, and capital needs. Financial institutions, capital markets, and owner equity are the three main sources from which an organization might receive the funds it requires (Ramasesh, 2007).

1.10 Summary

The background of the research, the problem statement, the research aims, the research questions, and the significance of the investigation were the main topics of this chapter. Review of the literature will be the main subject of the next chapter. Chapter 2's examination of the literature will look at the theoretical and conceptual underpinnings of the current study and earlier research on the topic in question.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the relevant literature related to factors affecting implementation of effective sustainable procurement. The study's supporting theoretical and empirical literature is reviewed in this chapter,

2.1 Theoretical Framework

Resource-Based Theory

Determine the strategic resources of a corporation using resource-based theory, a method in economics. The fundamental tenet of RBT is that an organization's competitive advantage is largely determined by how well it utilizes the resources at its disposal. Peteraf (2005) asserts that they need to be heterogeneous in nature and not totally mobile in order to transform a short-term competitive advantage into a long-term competitive advantage. Hoopes (2003) translates this successfully as valuable resources that are neither completely imitated nor completely replaceable without a lot of work. The firm's resource pool will expand if these conditions continue keeping up the above-average results.

According to Barney (2001), the resource-based view of the organisation also highlights that precious, uncommon and non-sustainable resources lead to competitive edge. These resources which can be classified as physical and intangible, include things like assets, competencies, organizational processes, and information, to name a few. Hart (2005) also noted that the RBV expands the resource-based perspective by highlighting its possibility that the environment could be a factor that contracts sustainable competitive advantage and, as a result, suggests that businesses that manage the environmental link more effectively than others might produce more sustainable competitive advantage.

Knowledge-Based Theory (KBT)

According to knowledge-based philosophy, the company's most crucial resource, is knowledge. According to Grant (2007), the availability of sustainable procurement knowledge workers has an impact on sustainable procurement implementation. According to its proponents, the most significant predictors of long-term competitive advantage and superior corporate performance are the diverse knowledge bases and competences among firms since knowledge-based resources are difficult to copy and socially complex. Zander (2007) claims that this information is incorporated in and carried via organizational culture and identity, rules, routines, documents, systems, and personnel.

According to the knowledge-based paradigm, employee training is a major factor in determining the character of an organization's human resource capabilities. Grant (2007) asserts that a key factor in supporting the issue of sustainable procurement is the availability of numerous staff members with a high level of education as well as professional training in the procurement area. Thus, the study made use of this theory to determine how an organization educates its staff in order to enable them to effectively execute sustainable procurement methods.

Legitimacy theory

The existence of a social contract between an organization and its constituents is required for legitimacy (or stakeholders). Though scholars define legitimacy in a variety of ways, one of the most widely accepted definitions is that it is a general perception or assumption that an entity's actions are appropriate within some socially constructed system of norms, values, beliefs, and definitions.

There is significant acceptance for the idea that legitimate behaviour can lead to higher rewards and benefits, thanks to its different capacity to relate organizations' performance in relation to stakeholder expectations. Organizational legitimacy has traditionally been treated from two theoretical perspectives: institutional and strategic. Legitimization is viewed from an institutional standpoint as a process of institutionalization in which external norms and beliefs are adopted without much thought. The strategic theoretical perspective, on the other hand, sees legitimacy as a proactive, instrumental, and, most importantly, deliberate pursuit that can ultimately enhance external beliefs, resulting in new and enhanced levels of legitimacy.

The legitimacy-based view provides a sound theoretical basis for explaining environmentally-oriented initiatives because it can clarify actions taken by organizations that fail norms of profit maximization. Studies grounded on the institutional theory have shown that a firm's institutional environments will compel it to seek legitimacy among its stakeholders.

Oliver (2005) claims that a company's reaction to outside institutional pressure "emphasizes the necessity of gaining legitimacy for the sake of establishing social worthiness." The institutional theory contends that firms may only pursue fundamental environmental initiatives that are sufficient to meet stakeholder needs because institutionalization highlights "organizational scepticism" when legitimacy-seeking behaviours conflict with other firm objectives like profit maximization. Extant research has highlighted regulatory compliance, competitive advantage, and social concerns as primary proponents of corporate environmental measures, based on these ideologies within the institutional concept of legitimacy. Organization theorists argue that an organization's prominence might lead to higher institutional pressure to implement ecologically sound practices.

Therefore, prominent organizations must consciously respond to stakeholder demand in order to uphold their reputation and validity (Scott, 2004). This theory is used to explain the environmental benefits of adopting green procurement practices. When it comes to environmental issues, external stakeholders, customers, the media, environmentalists, and government authorities evaluate the company attentively.

Green Procurement Implementation Empirical Literature

Stephen and Helen's (2011) study offered a conceptual framework to describe how green procurement is implemented (or not). The ideas came from a differentiated materialist perspective on organizational culture in order to understand the level of desire displayed by the organization and the procurement department (Sarkis, J., Zhu, Q., & Lai, K. H.) (2011). Second, the study used the firm's resource-based perspective to explain how the procurement manager's ability to respond to a given level of desire moderates the degree to which that desire is realized in the procurement activity of the organization (Stafford et al., 2010). To explain a lack of cooperation, the framework draws on Miles and Covin's (2010) political theory of the company.

The main contribution to the existing literature is an examination of the inner workings of organizations and how organizational culture influences GP implementation (Polonsky, 2009). Scholars have contributed to a better understanding of SERP from several angles (Dickinson et al., 2010). However, these contributions are haphazard and have a shaky theoretical foundation (Seuring & Muller, 2008).

However, studies at this level of analysis presume, if only implicitly, that organizations, regardless of size or location, behave as a cohesive entity. As a result, they overlook friction and disharmony at lower levels of analysis that could influence the SERP implementation problem before it manifests itself in the buyer-supplier relationship at the organizational level of analysis (Emilsson & Helm, 2013). Despite moderate levels of conflict, the RBV is logical in comparison to the fragmentary literature on organizational culture (Rimington et al., 2010). However, mainstream definitions have remained largely consistent with Bolton's (2010) assertion that resources are "all assets, capabilities, organizational processes, firm attributes, information, knowledge, and so on, controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. The role of corporate assistance in the institutionalization of responsible behaviour is critical (Maignan et al., 2012). Senior management made visible efforts to implement green procurement in the organization, according to Maignan and McAlister (2012). Green Purchasing Strategies: Trends and Implications was the subject of a study by Faith-Ell et al. (2010).

The study found that the most significant barrier to effective green purchasing implementation is cost and income, and that environmentally friendly packaging is critical to the project's success. Zhu et al., (2009) also stressed the importance of allocating (physical) resources to successful green procurement implementation. An organization's top leadership sets the ethical tone." Indeed, the issue which lies at the core is in, namely, senior management's function as a repository of institutionalized authority affording the manager the ability (dutiful, discretionary and perhaps even involuntary) to mould an organization's culture (Chkanikova, O., & Lehner, M. 2015).

Theoretical Institutions

According to Scott (2004), institutions are made up of cultural-cognitive and regulative factors that, when combined with linked activities and resources, give life purpose. He goes on to say that institutions are made up of three pillars: regulatory, normative, and cultural cognitive. The regulatory pillar stresses the employment of rules, laws, and sanctions as enforcement mechanisms, with the principle of expediency serving as the foundation for compliance. The normative pillar refers to rules or guidelines for how things should be done, as well as values, with social obligation serving as the foundation for compliance. The cultural-cognitive pillar is founded on a shared understanding of common beliefs, symbols, and concepts. This theory is very important when it comes to the implementation of sustainable procurement policy and practice in organizations that serve the public. It comes down to corporate culture and how supportive of long-term sustainability and change the current environment is within a company. Moreover, this dimension encompasses the extent to which procurement is supported at senior levels within an organization, as well as the degree to which organizational processes and structures promote or hinder procurement development (Brammer & Walker, 2007).

Sustainable Product Costs

Finding sustainable sources of supply may not always be easy due to the highly specialized nature of certain of the goods and services the public sector purchases (Lysons and Farrington, 2012). The supply of goods of the procurement transaction has a significant impact on the availability of products and services produced sustainably.

According to Brammer and Walker (2007), the main issue impeding the adoption of green public procurement is the challenge in engaging vendors. Some green buying practices projects have been hampered by suppliers' unwillingness to engage (Lysons and Farrington, 2012). This reluctance could be attributed to a variety of factors, including security concerns, bad supplier practices, and resource limits.

According to Belfit et al. (2011), green procurement practices may be hampered by the fact that the benefits of executing sustainable procurement decisions are not always realized by those who bear the additional cost. For example, while lower energy demand or the design of a building may benefit the end user or the final owner, the person who built it may not enjoy the benefit from any of this. In case of any arrangements on the cost to the higher side, the organization would not have the requisite motivation to apply a new approach as opposed to the traditional capital cost based one.

Green Purchasing Strategies, Trends and Implications was the subject of a study by Faith-El et al. (2010). The study found that the most significant barrier to effective green purchasing implementation is cost and income, and that environmentally friendly packaging is critical to the project's success. The perceptions of the financial viability of implementing sustainable procurement policies are anticipated to play a critical role in shaping the extent to which sustainable procurement policies are implemented because green/socially responsible production methods are frequently perceived as inherently more expensive than other production methods.

2.2 Conceptual Framework

On this chapter, a conceptual framework is a simplified familiar structure that is intended to aid in the understanding of a phenomenon that needs to be explained (Orodho, 2009). Research that is concerned with speculative hypotheses or abstract concepts is referred to as "conceptual research." Philosophers and other thinkers frequently use it to develop new concepts or reinterpret existing ones as well as to clarify how the variables relate in conceptual literature (Kothari, 2004). The dependent and independent variables are included and the dependent variable in this study is nongovernmental organizations' (NGOs') (Plan's) effective implementation of sustainable procurement methods, while the independent factors are procurement policy, information communication technology, financial resources, and eco supplier selection.

Independent Variables

1. Procurement Policies
2. Information communication Technology
3. Eco-supplier selection
4. Financial Resources

Dependent Variables

1. Effective sustainable procurement

2.3 Operational Framework

The independent variables in this study will be factors affecting Plan International Zimbabwe's implementation of effective sustainable procurement. Each of the dependent variables is explored in detail in the literature review.

2.3.1 Purchasing Policies

According to C. J. Gelderman, J. Semeijn, and R. Vluggen (2017), the doption and implementation of the ISO environmental management standard are required. The goal is to ensure product quality in accordance with client needs, establish standards, and allow third-party oversight of the entire process. The company has a system in place to keep track of the external classifier (e.g. a customer representative) and in terms of enterprise effectiveness, the implementation of sustainable environmental management and quality policies has provided enterprises an advantage in the decision-making process.

To add more, according to Commonwealth regulations on green purchasing, it is critical to take into account the various aspects that influence sustainable purchase and according to the Department of General Services' Green Procurement policy, during the bid process, examination of each material and service is required to evaluate whether green choices are available. When an Environmentally Preferable Product (EPP) is similar, the scope of work or specifications must be limited to the EPP option (Green Procurement, 2017).

2.3.2 Eco-supplier selection

Supplier selection is described as one way to incorporate environmental criteria into green procurement. Murray and Cupples (2014) argue that successful green supplier appraisal should focus on the provider rather than the product, and that purchasing should focus on the selection of quality suppliers. Several frameworks have been established based on extensive research into the methods and processes of selecting suppliers during the procurement process.

The system should not become more bureaucratic as a result of environmental regulations and in order to be effective, the company must be able to focus solely on its primary business. In order to get a sustainable purchase, the Sustainable Markets Strategy will be supported. In recent years, there are also companies that outsource a significant amount of work and function in the international market while meeting environmental standards without having any recognized environmental standard procedures.

On the points discussed above, the goal is to make sure that the customer's purchasing process and standards are up to par with the demands of high-quality products and subcontracting services. As a result, working with suppliers to discover the best solutions is critical. Visits, audits, and other process factors are used to evaluate the procurer on a regular basis and the treatment goal is to ensure product identification while avoiding harm throughout the processing cycle, from receipt through delivery. Supplier optimization is essential to assist in the development of policies that are required to achieve green procurement (Igarashi, de Boer & Michelsen, 2015).

2.3.3 Information Communication Technology

Software supporting information and communication technologies (ICT) for sustainable procurement should be able to guarantee that processes are ecologically friendly and that their inputs and outputs, such as e-procurement, are not harmful to the environment. Thus, there is a decrease in paper usage, which lessens the loss of forests. When the hardware component's life cycle is over, it should be recyclable into another usable product and should be able to support software and emerging technologies. Even when a system upgrade is required but does not have to be implemented throughout the entire company, many firms, according to Philipson (2012), dispose of their equipment prematurely and contribute to wasteful waste.

Sustainable procurement itself is aided by a well-designed and well-tested system that coordinates all components of the procurement process. Electronic procurement (E-procurement) systems rely on data provided at various levels of the whole supply chain. In the absence of a catalogue, preferred and green suppliers must be consistently recommended to the requester. As a result, selecting an effective solution partner for such a strategy is critical (Contributor, 2017).

2.3.4 Financial Resources

The financial resources are important in every facet of the business and they may assist departments like procurement in meeting their duties and goals. The availability of cash allows the procurement department to carry out its responsibilities, particularly in the area of green procurement, which is a relatively new discipline in the supply chain (Great Britain. 2008). The firm's resources are not limited to monetary considerations as they also include human capital.

Having people with green procurement skills and knowledge is a factor that affects the efficiency of the entire supply chain.

2.4 Empirical Literature

The empirical research on the variables influencing the implementation of successful sustainable procurement is reviewed in this subsection. The subsection covers the relations studies on, influence of procurement policies, information communication technology, supplier selection and financial resources on implementation of effective sustainable procurement.

2.4.1 Procurement Policies

Procurement policies are the rules and regulations that govern a company's procurement procedures and a well-crafted and implemented procurement policy is essential for establishing a foundation for implementing efficient green buying practices. Green procurement policies apply to all businesses, regardless of their size. Green procurement plans can be as basic as buying renewable energy or using recycled office paper, or they can be more complex, such as requiring vendors and contractors to meet environmental standards.

Moreover, sustainable procurement is attracting the fundamentals of environmental policies at both the European Union and the level of individual Member States (Tukker et al., 2008). Since the 1992 International Conference on Environment and Development in Rio de Janeiro, public awareness of the role of green procurement in promoting sustainable consumption and production patterns has grown significantly, and it is now being used by governments as a policy tool as well as a technical tool. With the evolution of the social economic development level and market environment, enterprise competitive means have progressed from quality competition, service competition, brand competition to green competition.

Furthermore, as a result of a great number of unethical business activities in the consumer goods industry that have been disclosed, people are increasingly inclined to environmentally friendly items. Faced with a variety of competitive pressures from the outside world, our country's businesses must begin green transformation and management of the entire supply chain, from purchasing raw materials to delivering products, in order to improve their

competitiveness by reducing the amount of raw materials and waste, recovering, collecting, reusing, recycling, and reprocessing scrap and old product and packaging.

2.4.2 Information Communication Technology

The adoption of internet communication and media, as well as the computerization of corporate processes, which has enhanced the role of ICT in society, have caused the world to experience chaotic and swift changes, claim Chai-Arayalert, S., and Nakata, K. (2011). Data centers and other ICTs have grown in size and quantity as a result of this. E-waste is produced as a result of people discarding outdated computers, displays, and other electronic components less frequently as technology develops. This kind of debris has also started to end up in Zimbabwe, where it is dumped in landfills rather than being recycled, damaging the environment.

Due to technological advancements, Supply Chain Management has risen to prominence quickly in the early twenty-first century. Technology is becoming more affordable and accessible to assist firms in implementing supply chain strategy.

2.4.3 Eco Supplier Selection

Supplier selection is the process of finding, assessing, and working with suppliers. A considerable amount of a company's financial resources are used in the supplier selection process. Buyers often take proactive steps to assess a supplier's qualifications prior to issuing them a contract, according to Lunsford and Glader (2007), to prevent the catastrophic consequences of supplier non-performance. The main purpose of "supplier qualification screening" is to limit the chances of supplier failure, such as late delivery, non-delivery, or delivery of non-conforming (faulty) items.

Furthermore, a secondary purpose is to ensure that the supplier is a trustworthy and responsive partner in the buyer's day-to-day business dealings. Many factors go into supplier certification screening. Previous customers can be contacted to inquire about the supplier's delivery performance, contract adherence, and what (if any) difficulties developed and how they were resolved.

In today's business, the customer may demand that suppliers have ISO 9000 certification (or something similar), demonstrating that they have policies, processes, paperwork, and training

in place to ensure that quality requirements are met on a consistent basis. However, certification documents might be misleading and/or easily falsified in some situations. To determine whether an acceptable level of quality can be achieved, the buyer may need to investigate the supplier's organization in depth to guarantee the supplier is capable and competent to meet the customer's requirements.

Firms demand large benefits in return for contracting with high-value suppliers. Identifying suppliers, obtaining information from suppliers, creating contract conditions, negotiating with suppliers, and evaluating suppliers are all steps in the supplier selection process described in this article (Chopra, 2005).

2.4.4 Financial Resources

Scholars also believe that a firm's financial resources can help it gain visibility among external stakeholders. Additionally, financial resources, in the form of excess resources, are considered a source of organizational slack (Sharma, 2000; Bowen, 2000). As a result, having more financial resources may result in increased visibility, putting more pressure on external stakeholders. Firms with financial resources may also be perceived by external stakeholders as being in a position to use excess discretionary spare resources to mitigate the risk and unpredictability of applying adequate supply-side environmental policies (Menguc et al., 2010).

Furthermore, investments in development efforts are far riskier than simple sustainable procurement spending. As a result, corporations would be hesitant to devote their limited resources to such advanced projects, preferring instead to invest in simple green procurement programs that would meet the needs of their external stakeholders.

Organizations are debating whether or not to implement green purchasing practices (Davila, 2003). Boards and management are frequently the ones who make the choice to adopt green procurement, after gathering information on the alternatives as well as the repercussions. As a result, given the multiple benefits of green procurement, there is a need to investigate the elements that influence implementation.

Green Purchasing Strategies: Trends and Implications was the subject of a research by Faith-Ell et al. (2010). The study found that the most significant barrier to efficient green purchasing implementation is cost and revenue, and that environmentally friendly packaging is critical to

the project's success. The need of devoting (physical) resources to the successful implementation of green procurement was also mentioned by Zhu et al., (2009). As much as resources are always limited, companies should look at sustainable procurement as a critical investment and set aside sufficient financial resources in their budgeting process.

2.5 Implementation of Green Procurement

With growing global awareness of environmental protection, the green trend of conserving Earth's resources and protecting the environment is overwhelming, putting pressure on Zimbabwean organizations. Globalization has prompted businesses to improve their environmental performance due to the pressure and drive that comes with it (Madu and Sarkis, 2010). As a result, over the last ten years, corporations have shown a growing concern for the environment (Sheu et al., 2010). Company culture has gradually included a growing sense of environmental responsibility, which has helped to reengineer corporate plans (Madu et al., 2011).

Green procurement evaluates a product's, services, or contract's price, technology, quality, and environmental impact. An assessment of the natural consequences of things or services over their whole life cycle is necessary, as well as a set of ecological criteria against which purchase and contract decisions are made. As a result, a well-researched green purchasing strategy is developed and integrated into other authoritative plans, projects, and strategies. A sustainable purchasing strategy includes date-stamped needs and objectives, a task of responsibilities and accountability, and a correspondence and progress plan.

2.6 Critical Analysis of Related Literature to the Research Study

The theoretical and empirical research show that there is a scarcity of information on how to conduct efficient green procurement at Plan international Zimbabwe. Many organisations have conducted numerous research on the implementation of effective green procurement. Studies by Bovaird (2007), Ryall (2001), Murray (2009), and Stonebraker (2009) explain this.

2.6.1 Procurement Policies

According to a study by Testa, F., Iraldo, F., Frey, M., and Daddi, T. (2012), many government firms in Africa lack efficient green procurement strategies which makes it difficult to execute sustainable procurement practices. The report, however, made no recommendations for how businesses should establish and implement successful green procurement policies to assist the adoption of sustainable buying practices. In Zimbabwe, there aren't many studies that show how public and private training facilities may enhance procurement laws to give practitioners of green procurement a foundation for success. The Public Procurement and Disposal Act of 2017 also falls short in its failure to offer instructions on how government training institutes should implement effective and ethical procurement practices.

2.6.2 Eco-Supplier selection

Varnäs, A., Balfors, B., and Faith-Ell, C. (2009) discovered that techniques for strategic sourcing such as global sourcing, multiple sourcing, and supplier development had helped over 46 percent of Canadian businesses execute efficient green procurement. However, the author fails to illustrate how any of the sourcing strategies might help companies adopt efficient green buying. This suggests that specific study that clearly proposes the optimal purchasing techniques for enabling efficient green procurement implementation is lacking.

2.6.3 Financial Resources

According to a research by Michelsen, O., and de Boer, L. (2009), in Africa, a firm's capacity to raise sufficient funds can help it execute efficient green procurement strategies. Michelsen, O., and de Boer, L. (2009), on the other hand, ended in failure to identify the most important procurement best practices that support the use of green procurement. Many African organizations, according to Simpson and Power (2011), lack the financial resources to support such a large investment. However, the report made no recommendations as to how non-governmental organizations could use these funds to assist green procurement. This clearly illustrates that financial resources remain a major stumbling block to green procurement implementation.

2.6.4 Information Communication Technology

According to a research by Tanzi (2009), technological innovation has aided many firms in adopting sustainable buying methods in Canada. Tanzi's (2009) research did not go into detail about how firms should use technology to accomplish efficient procurement. Due to a shortage of efficient waste recycling information and innovation for utilizing renewable sources of energy like wind and solar energy, many firms in Zimbabwe are failing to adopt green procurement, according to the author's research. George (2008), on the other hand, was unable to specify the kind of technology that non-governmental organizations ought to use in order to correctly execute green procurement.

2.7 Research Gaps

Green procurement practices have been adopted by private organizations for specific products in the last two decades (as an example, the recycled-content office paper, renewable energy, paints, and cleaners), and a few others have developed sustainable procurement policies that cover a broader range of goods, services, and environmental issues (Odhiambo, 2008). Green procurement continues to develop in the private sector as the business benefits of these efforts become more widely recognized (Nderitu, K. M., & Ngugi, K. 2014). In most countries, studies on tea companies, particularly IT (Information Technology) companies, have been conducted, but no studies on green procurement have been conducted. As a result, the study will attempt to fill this void by conducting an in-depth investigation that will be limited to Plan international as a representative of globalization.

2.8 Summary of the literature

The extant literature on issues affecting Plan International Zimbabwe's implementation of effective sustainable procurement was discussed in this chapter. The conceptual framework, theoretical framework, empirical literature, critical review, and research gaps were all explained in this chapter. The approach used to conduct the study is discussed in the following chapter.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses numerous procedures that will be used to simplify the study's implementation and achieve its goals. Research design, study population, sample size and sampling methods, data collection tools, validity and reliability of research instruments, data gathering procedures, data processing methods, and ethical considerations are among the steps.

3.1 Research Design

.Both quantitative and qualitative research techniques will be used in the study's execution. The term "qualitative research" refers to a broad range of methodologies, including participant observation, ethnographic, naturalistic, anthropological, and field research. It emphasizes the need of looking at variables in their natural environment. Due to the interaction of several circumstances, the interviewer is an essential component of the investigation. To define "what exists" in terms of variables or situations in a situation, the descriptive survey will be utilized to gather data regarding the current status of a phenomenon. In real-life scenarios, descriptive research gives an accurate assessment of the features of a certain individual, event, or group. According to Burns and Grove (1993), the objective of a descriptive survey is to obtain the respondents' thoughts on the subject being examined. This is a quantitative study with the goal of demonstrating the key practices that lead to the successful implementation of effective sustainable procurement at Plan International Zimbabwe.

3.2 Target Population

According to Agarwal (2009), a population is a big group of humans or objects that are the subject of a scientific inquiry and share comparable features. According to Zikmund et al. (2010), population refers to a big group of all participants from whom stratified sample is

chosen. A population, according to Kothari (2004), refers to all elements in any field of research and is also referred to as the 'universe.'

The target population is defined as all persons from a real or hypothetical group of people, events, or questions that a review considers while summarizing the findings of the investigation (Bryman and Bell, 2007). In this study, the target population will include 20 people, including 6 procurement officers, 4 administration officers, 5 Accounting officers and 5 program coordinators.

3.3 Sampling Procedure

On sampling procedure, the study will use census and it is known as complete enumeration. This means that a complete count. The researcher will adopt census with the reason that the universe is not vast as the total number will be 20. A census offers a reliable estimate of the population that is the major advantage of census (no sampling error). A representative sample is one which is at least 10% of the target population Kothari (2004).

3.4 Data Collection

The practice of acquiring and measuring information on certain variables in a systematic manner is known as data collection. To allow data collection, the University will provide the researcher with an introductory letter. Questionnaires will be distributed to the target population and give them enough time to respond.

3.4.1 Data Collection Instruments

The Questionnaire

Questionnaire is a set of questions that have been deliberately planned, created, and sequenced in order to get relevant information at a low cost. According to Gilliam (2008), a questionnaire is an instrument for gathering information from the respondents that involves a series of questions and additional prompts. It is not always the case that they are designed for statistical analysis of the responses and it will give respondents information and ask them to check the

box next to the researcher's suggestion. The data will be gathered by the researcher through the distribution of questionnaires to the respondents.

Questionnaires, according to Baxter (2000), are the ideas of formulating specific written inquiries for persons whose opinions or experiences are of interest. A questionnaire is appropriate when the researcher is aware of what is required and how to measure the variables of interest. It can be given to the respondents in person or mailed to them. Personal questionnaires will be administered and gathered from procurement managers and the accountant.

A questionnaire relating to the study will address the research objectives in this study. The researcher will conduct pilot testing before sending the questionnaire to the targeted sample. A pilot study, according to Williamson (2004), is a tiny experiment designed to test logistics and collect data prior to the research in order to increase the quality and effectiveness of data. Supervisors will be used in a pilot study to see if other respondents understood the surveys. For clarity and simplicity, the researcher will employ simple and common queries to overcome the flaw.

Justification on the use of questionnaires

The justification, fundamental benefit of questionnaires is that they are a low-cost method of data collection because the researcher is a member of the organization being studied, which allows him to gather data in-house without incurring any expenditures. Furthermore, the researcher will utilize straightforward and easy-to-analyse closed and open-ended questions in the questionnaire, which allows data to be analysed swiftly and he researcher will allow respondents fill out questionnaires in their spare time. .On closed-ended questions, the questionnaire allows respondents to provide alternate responses, which will help them understand the topic better. However, questionnaires may be unclear or vague to respondents, resulting in inaccurate feedback and the omission of some questions and to ensure accurate input, the researcher will clarify all questions.

Interviews

An interview is a method for gathering data in which a small group of people are chosen and questioned about their actions, opinions, and experiences. Collins and his colleagues (2003). An interview, according to Khan et al. (2000), is "a forceful dialogue between two or more persons." To guarantee consistency of inquiry, interviews will be conducted in which all respondents will be asked the same set of questions. By following a set sequence of inquiries, the researcher will stay within the research objectives. The researcher will employ a structured interview in this study in which the respondents will answer fixed questions with guided responses to allow for easier data processing. The researcher will perform a personal interview, which is an informal method of gathering information.

Justification on the use of interviews

The researcher decides to use interviews because it is a good technique to gather detailed and thorough information. Personnel from procurement, stores, accounting, and operations will be all interviewed in depth. Interviewing the relevant people with some purchasing and logistical experience will add a lot to the research.

Personal interviews will guarantee adequate data collection since information will be provided in detail and a higher level of openness and cooperation will be established. The researcher has the option to rephrase and clarify questions in order to verify that respondents understood. Personal interviews encourage easier communication by allowing for language flexibility

3.5 Data Presentation and Analysis

The researcher will utilize both quantitative and qualitative analytic techniques in the study. After the data from the questionnaires are coded, labels will be allocated to variable categories, and the data will be loaded into the computer and version 20 of the Statistical Package for Social Sciences (SPSS) will be used to assist in the analysis of descriptive data, the data will be presented in form of percentage, mean, frequencies and standard deviation with the use of tables with explanatory discussion. To show and illustrate the data, frequency tables, percentages, and bar graphs will be used. Common items will be extracted from qualitative data and is going to be clustered in a logical sequence in order to create variables that detect general concepts and distinctions. Under each theme, inferences will be derived from the data, and conclusions will be drawn from the findings.

3.6 Validity, reliability and control

The questionnaires will be correctly constructed in order to prevent utilizing questions that might not produce the intended results, therefore ensuring originality. The questionnaires will be first given to a small portion of the population to determine the instrument's accuracy. This exercise is likely to yield a satisfactory result, demonstrating the instrument's dependability. Control will be definitely necessary for the study's conclusions to be meaningful and realistic. To eliminate unclear questions, pre-testing will be conducted. The researcher will also make follow-up calls to ensure that the questionnaires are completed in time. The necessity of the study will be explained to management in order to obtain maximum support and objective responses.

Because they complement one another, the researcher will use both qualitative and quantitative analysis techniques for this study. Quantitative data analysis will be done using the statistics Package for Social Science. Frequency tables, percentages, and graphs will be used to show the data. In the case of quantitative data, common items will be taken out of the data and clustered according to a pattern in order to find variables that represent broad concepts and distinctions. After that, conclusions will be taken from the findings and inferences will be made for specific data within each theme.

3.7 Ethical Issues

Research ethics refers to the suitability of a researcher's conduct with regard to the rights of people who participate as subjects or informants in the study endeavor or are otherwise impacted by it (Willis and Onen, 2005). According to Kombo and Tromp (2006), researchers must think about their conduct by paying attention to the ethical difficulties that come up when conducting research. During the research procedure, the researcher is going to maintain confidentiality and consider the respondents' right to privacy, as well as their freedom to decide whether or not to take part. Furthermore, the researcher will ensure that findings will be disseminated, which could help companies to improve efficiency across the entire supply chain, giving them a competitive advantage in the industry.

3.8 Summary

The research design and research instruments were discussed in this chapter. This chapter also covered the target population, validity, reliability and control as well as ethical issues. To make sure that the data acquired provides the best answers to the study's purpose, the following chapter focuses on data presentation, analysis, and interpretation.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

In this chapter, the presentation, analysis, and discussion of the research findings are the top issues. Every issue presented by the research questions for the study which were incorporated into the questionnaire and interview guide is covered in the discussion. In order to present the research findings, tables, charts, graphs, and figures are employed whenever possible. Both a qualitative and quantitative analysis of the research findings will be done. The findings will be examined in light of factors influencing Plan International's effective adoption of green procurement in order to reach a reasonable conclusion.

4.1 Response Rate

The Investigator shared 20 questionnaires to the respondents at Plan international. A response rate of 50% is adequate, 60% is good and 70% and above is very good Mugenda and Mgenya, (2003). The table below show a 100% response rate of for this study.

Table 4.1 Questionnaire response rate (n=20)

	Frequency	Percent	Valid %
Usable Return	20	100%	100%

A 100 percent useable return rate is shown in table 4.1. This was due to the convenience with which questionnaires were organized, also follow-ups with responders to be sure they answered. This stimulates the researcher since a high response rate indicates that the data supplied is more accurate and dependable because it represents the majority of the targeted population's ideas and opinions.

4.2 Demographics of the respondents

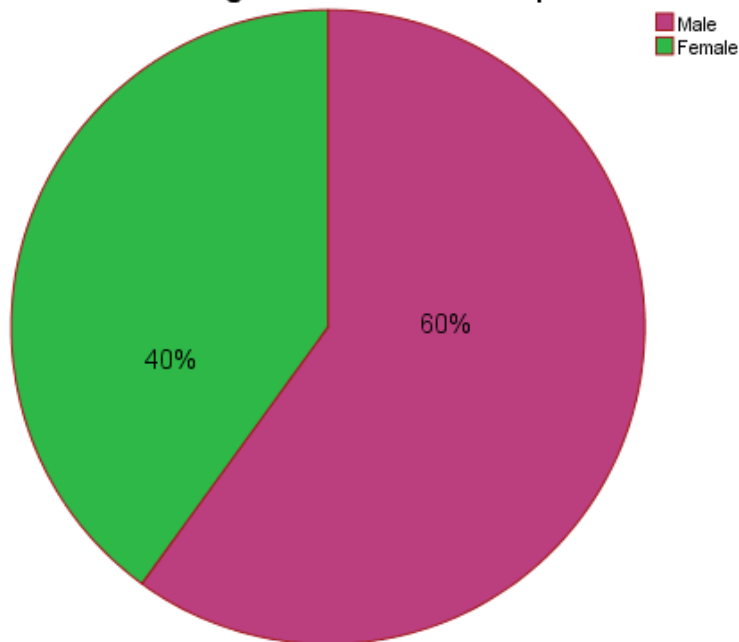
4.2.1 Gender of the respondents

Because the researcher drew interview participants from questionnaire respondents, participants in the interview and questionnaire both provided demographic information, which was combined.

Table 4.2 Gender of Respondents

	Frequency	Percent	Valid Percent
Males	12	60%	60%
Valid Females	8	40%	40%
Total	20	100%	100%

Figure 4.1 Gender of Respondents



Source: Primary Data

According to Table 4.2 and figure 4.1, 60% of staff responders were males and 40% were females. This demonstrates that the organization is dominated by men. However, the gender composition of the respondents has no effect on how the results are interpreted. The researcher was able to obtain responses from respondents of both genders and this clearly shows that the researcher was not biased towards either gender.

4.3 Academic qualification of respondents

The researcher grew concerned about the respondents' educational backgrounds because the level of education has a significant impact on the level of data quality delivered. Below are the findings.

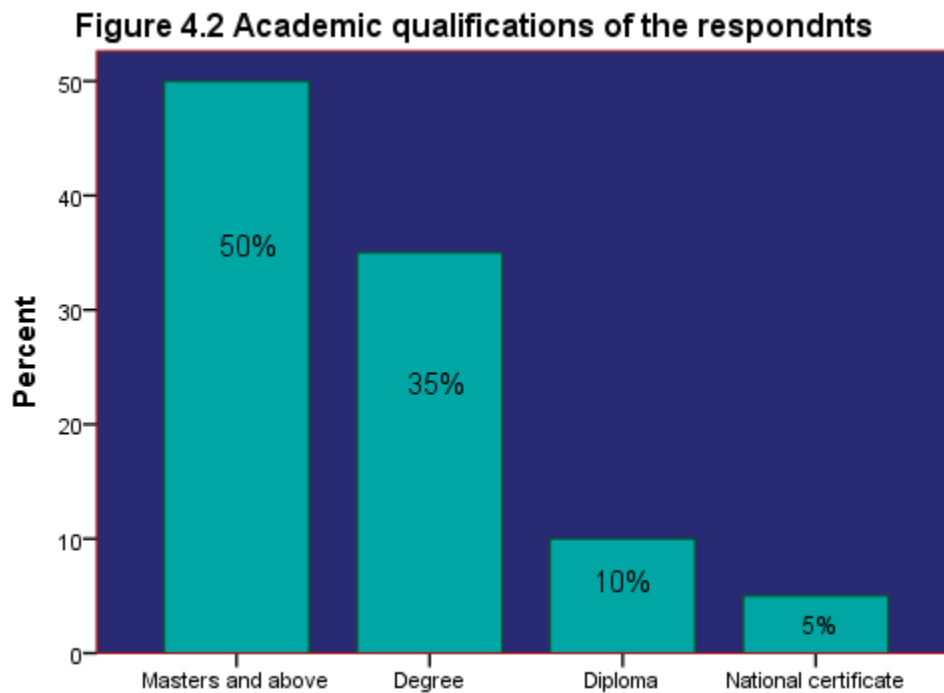


Figure 4.2 Academic qualifications of the respondents

Source: Primary Data

Fig 4.2 showed that the vast majority of respondents (50%) have a master's degree or higher, 35% have a bachelor's degree, 10% have diploma, and 5% have a national certificate as their highest qualification. The findings revealed that the majority of the respondents were qualified to understand the nature of the research problem. Since intelligent people produce high-quality data, the researcher was quite pleased with the qualities of the respondents (Campbell, 2005).

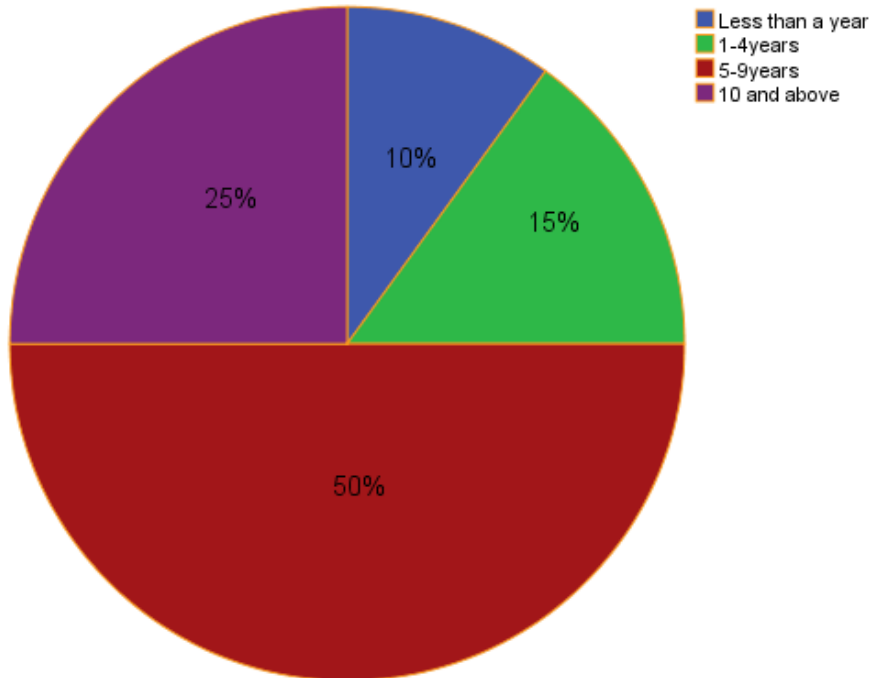
4.4 Professional experience of the respondents

The researcher looked at the respondents' professional backgrounds. The results are displayed below.

Table 4.3 Work Experience of the respondents (n=20)

Number of years	Frequency	Percentage
Less than a year	2	10%
1-4years	3	15%
Valid 5-9years	10	50%
10 and above years	5	25%
Total	20	100%

Figure 4.3 Work Experience of the Respondents (n=20)



Source: Primary Data

Table 4.3 and fig 4.3, showed that most of those who responded (50%) have worked for Plan international for 5 to 9 years, 25% for 10 years or more, 15% for 1 to 4 years, and 10% for less than a year. Work experience reflects one's understanding of Plan International and the surrounding factors affecting implementation of effective sustainable procurement.

4.5 Descriptive Analysis

This study's analysis was focused on the research objectives, and to get more reliable results, each study question was split into many questions. In this section, the aim of the researcher is to find how respondents agree with the questions towards procurement policies, eco-supplier selection, information communication technology and financial resources. Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D), and Strongly Disagree (SD) are the five possible responses requested by the researcher. The findings are shown below.

4.5.1 Procurement Policies.

The goal of this section of the research is to determine how procurement policy influences the execution of effective sustainable procurement.

Table 4.4 Influence of procurement Policies on the execution of effective sustainable procurement at PLAN.

Procurement policies factors	SA	A	NS	D	SD	Mean	Std
	%	%	%	%	%		Dev
There is current procurement policy that commit Plan international for sustainability	65	10	5	15	5	1.85	1.348
There is lack of legal framework enforcement at Plan international	75	10	0	10	5	1.60	1.231

SA (Strongly Agree). A (Agree). NS (Not Sure). D (Disagree). SD (Strongly Disagree)

Source: Primary Data

The impacts of procurement policies on the implementation of effective sustainable procurement at Plan International Zimbabwe are shown in Table 4.4. 75% of the respondents agree that at Plan international there is current procurement policy that commit a company for sustainability with a mean rating of 1.85 and a standard deviation of 1.348. The second question which reads: There is lack of legal framework enforcement at Plan international had a mean rating of 1.60 and a standard deviation of 1.231, 85% of the respondents agreed with the question. Lack of law enforcement is a serious issue that needs to be addressed at Plan international; this indicates that while there are current procurement policies that address sustainability issues, there is a lack of enforcement in order to come up with effective green

procurement implementation at Plan international. Plan International's procurement practitioners are not adhering to the legal framework, which has a crucial impact on the implementation of effective sustainable procurement.

According to Edo (2012), strong law enforcement is necessary to stop the causes of these national and international sustainability concerns. The organization is not fully dedicated to achieving sustainable procurement goals, which suggests that it does not establish sustainable procurement plans on a regular basis.

4.5.2 Eco-supplier selection

The purpose of the second objective is to see how much eco-supplier selection influences the implementation of effective sustainable procurement and the table below display the findings from the descriptive statistics analysis.

Table 4.5. How much eco-supplier selection influences the implementation of effective sustainable procurement at PLAN.

Eco-Supplier Selection	SA %	A %	NS %	D %	SD %	Mean	Std Dev
Eco-supplier selection team is adequately trained to support implementation of green procurement	40	20	15	20	5	2.30	1.342
The organisation support supplier development through financial resources for suppliers to meet required sustainability standards	0	0	10	75	15	4.05	.510

SA (Strongly Agree). A (Agree). NS (Not Sure). D (Disagree). SD (Strongly Disagree)

Source: Primary Data

Eco-supplier selection has an impact on Plan International's implementation of successful green procurement, according to table 4.4. The findings showed that, 60% of respondents agree that eco-supplier selection team is adequately trained to support implementation of green procurement with a mean rating of 2.30 and a standard deviation of 1.342. In addition, 90% of the respondents disagree that Plan international support supplier development through financial

resources for suppliers to meet required sustainability standards with a mean rating of 4.05 and a standard deviation of 0.510.

However, when the responses are compared, it is clear that eco-supplier selection has an impact on plan international Zimbabwe's implementation of effective sustainable procurement. According to the comments, the supplier selection team is trained to support implementation of sustainable procurement but there is no supplier development through financial resources for suppliers to meet the required sustainability standards because Plan international's financial resources are from donations and grants which aims to complete the projects in time with the report to the donor on how they used the money. Ignorance of use of eco-supplier's selection procedure is a significant obstacle to implementation of green procurement Odhiambo (2008).

4.5.3 Information Communication Technology (ICT)

The third aim of this research examines how ICT affects execution of successful green procurement at Plan international. Table 4.6 shows the findings from the descriptive data analysis

Table 4.6. How ICT affects execution of successful Green Procurement at Plan international Zimbabwe.

Information Communication Technology	SA %	A %	NS %	D %	SD %	Mean	Std Dev
The current ICT infrastructure is well managed to support electronic data interchange which enhance implementation of green procurement at Plan international	30	5	10	40	15	3.05	1.538

SA (Strongly Agree). A (Agree). NS (Not Sure). D (Disagree). SD (Strongly Disagree)

Source: Primary Data

The results on Table 4.6 indicated that most respondents in the sample, 55% disagreed that the current ICT infrastructure at Plan is well managed to support electronic data interchange which enhance successful execution of green procurement, it has a mean score of 3.05 and 1.538 as the standard deviation. Based on the findings, it is noted that Information Communication Technology has a negative impact on effective implementation of sustainable procurement.

Infrastructure for information processing and communication is supported by technology, which uses computers, software, and internet connections. A. Crompton (2007). Inadequate technical infrastructure within an entity as well as partners, claims Wyld (2009), hinder the adoption of green procurement. Therefore Plan international should focus on updating the information connections to support the adoption of effective sustainable procurement.

4.5.4 Financial Resources

The fourth goal of this study is to determine how financial resources affects implementation of effective green procurement at Plan International. T

Table 4.7 How financial resources affects implementation of effective sustainable procurement at plan international.

Financial Resources	SA	A	NS	D	SD	Mean	Std
	%	%	%	%	%		Dev
Adequate financial resources are available to support the adoption of green procurement.	75	10	5	10	0	1.50	1.000
There are some issues of financial mismanagement at Plan international	5	50	25	15	5	5.15	11.762

SA (Strongly Agree). A (Agree). NS (Not Sure). D (Disagree). SD (Strongly Disagree)

Source: Primary Data

Table 4.7 displayed that a high percentage of 85% agree that at Plan international, adequate financial resources are available to support implementation of sustainable procurement, has a mean rating of 1.50 and 1.000 as a standard deviation. On the other question from the questionnaire, 55% of the respondents agree that at Plan international Zimbabwe there are some issues of financial mismanagement with a mean rating of 5.15 and a standard deviation of 11.762. Based on the responses, it shows that adequate financial resources are available but mismanagement of financial resources affect successful implementation of sustainable procurement therefore, the top management should always support the adoption of effective green procurement and on the issues on financial mismanagement, Plan international should engage external auditors to deal with those financial mismanagement issues.

The process of implementing green procurement is difficult, expensive, and resource-intensive. It frequently involves high-level authorities, who occasionally lack the will to make significant investments. Chene (2009). It is also supported by Odhiambo (2011) which stated that, commitment of top managers is one of the most always cited factors deciding the success or failure of change.

4.7 The concept of value for money

This section covers section c of the questionnaire where the respondents were asked the question reads: What level of understanding do you have of the procurement concept of value for money. The respondents were given three options to tick in an appropriate box, 1=Greater extent, 2=Lesser extent and 3=Not sure. The results from the descriptive statistics are shown on Figure 4.4 below.

Figure 4.4 The concept of value for money in Procurement.

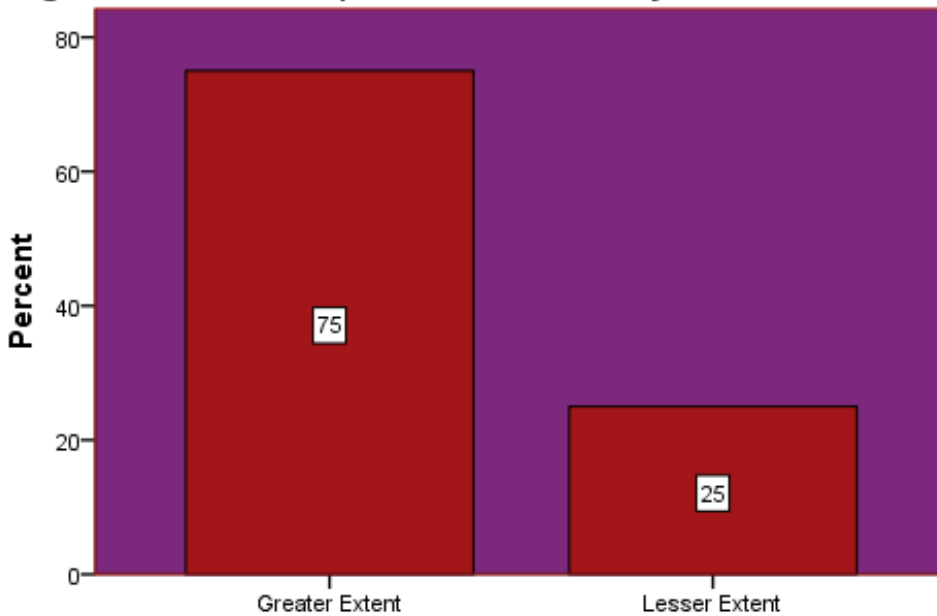


Figure 4.4 The concept of value for money in Procurement.

Source: Primary data

According to Figure 4.4 above, 75% of the respondents understand the concept of value for money to a greater extent while the remaining 25% indicated that they understand the concept of value for money to a lesser extent. The findings indicated that many respondents really understand the concept of value for money to implement effect sustainable procurement. The concept of value for money is greatly understood as it requires procurement practitioners not paying more for a product than its quality. Value for money helps effective implementation of sustainable procurement since it implies cost minimisation, output maximisation and the full attainment of the targeted results. In addition the concept of value for money should be monitored and controlled in form of performance audits, procurement audits, process audits and technical audits. Top management should provide training to the remaining 25% who understand the concept of value for money to a lesser extent.

4.8 The importance of supplier relationship

This section seeks to understand how respondents value supplier relationships in the procurement proceedings. The question asked reads: In your own understanding, is supplier relationships important in the procurement process. The respondents given two options, 1=Yes and 2=No, the results from the descriptive statistics are displayed on figure 4.5 below.

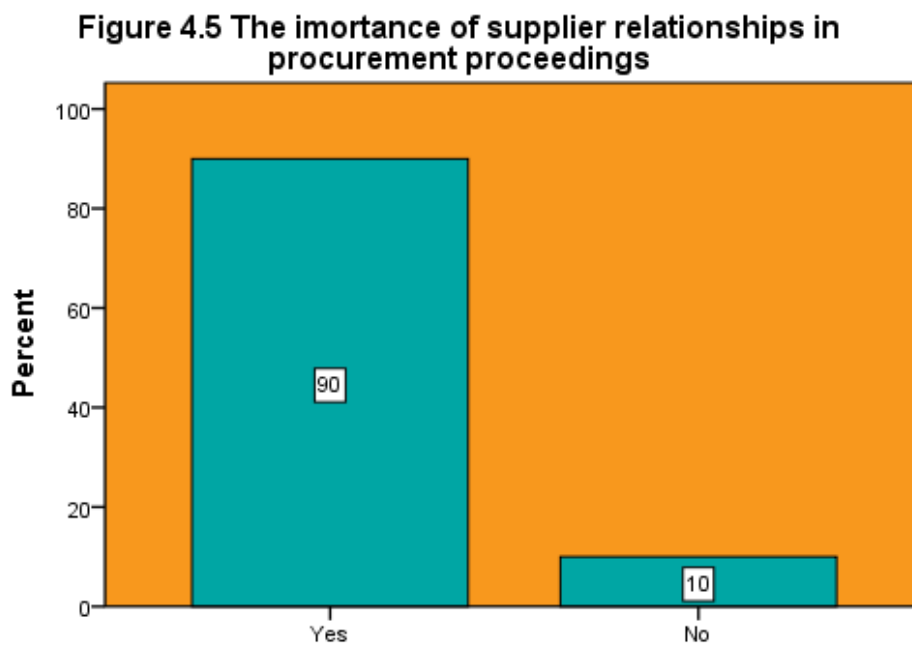


Figure 4.5 The importance of supplier relationships in procurement proceedings

Source: Primary data

According to fig 4.5 above, 90% of the respondents indicated that supplier relationship is of great importance in the procurement process for a successful implementation of green procurement at PLAN. Only 10% of the respondents indicated that supplier relationship is not important in the procurement process. Based on the results from the respondents, supplier relationship is important in the procurement process because it allows the flow of feedback and ideas in the supply chain which contribute to a successful implementation of sustainable procurement at PLAN.

4.9 Discussion of the Study's Results

The following conclusions are drawn from this study: For the outsourcing function to have a beneficial impact on how an organization manages its operations, it must be thoroughly understood. Before choosing an outsourcing company, it is important to take into account a variety of aspects, including service quality, price, experience, and specialty, as well as what other companies in the sector are doing. According to the study, organizing the negotiating process is crucial if the goals are to be achieved.

Poor planning results in confusing objectives and inadequate bargaining stances and strategies. There is always a context for negotiations. A pool of experienced negotiators forms if talks with suppliers are regular and ongoing (Wells, 2006). In order to reduce costs associated with outsourcing while simultaneously receiving high-quality service from a qualified service provider, PLAN must submit requests for proposals from licensed transport and distribution service providers. In order to find out about the staff's credentials, dedication to training, remuneration plans, and employee retention, PLAN must also look into the service provider. All of these components are essential since the abilities of persons offering the services influence their quality. Visit the business and spend some time getting to know how they operate.

However, in order to maximize benefits, it is important for the PLAN management to be cautious due to the risks and hazards that come with outsourcing. The research showed that before outsourcing a function to a 3PL, PLAN must investigate the performance of that particular 3PL. This is accomplished by using the other 3PL's current and former clients, a visit or visits to the said 3PL, the staff's knowledge of the industry, its rivals, industry practice, and available websites. PLAN shouldn't totally trust the 3PL to handle the outsourcing of functions.

Since the operations are directly impacted, PLAN, Zimbabwe must continue to keep an eye on how the outsourced function is carried out.

According to the survey, the biggest argument to outsourcing is the concern that it will cause PLAN to lose a competitive advantage, as well as concerns about the loss of expertise, inadequate internal investments, and the transfer of information and expert knowledge to the supplier. In accordance with Lysons and Farrington (2006), issues with outsourced suppliers have included high staff turnover, poor project management abilities, a low motivation, shallow expertise, inadequate supporting documents, a lack of control, subpar training courses, complacency over time, widely different interests of the organization, customers, and supplier, and cultural misalignments between the organization and suppliers. In order to minimize resistance, the transport and distribution functions should be outsourced while involving all relevant parties. The process should also be implemented in stages so as not to significantly alter how things are currently done at PLAN, Zimbabwe, as doing so may make it difficult for stakeholders to adapt to the outsourcing process.

Management at PLAN must align the organization's culture to be open to change for outsourcing to yield the intended results. According to Lacity and Hirschheim (1995), outsourcing cannot be successful in situations where there is a dearth of specialized or unique expertise that the firm needs, where all services are personalized, or when the staff culture is too divided or resistant to change. Culture is a major factor in strategy development. Before officially accepting and allowing the service to run, it is essential to pilot test or simulate its quality and speed of response to give the staff enough time to adjust and become familiar with the new system. Organizations can become so freely entangled in their cultural context that the management finds it difficult to align to their techniques outside of the culture (Johnson et al., 2008). To prevent legal challenges from later occurring and negatively harming the outsourced function, PLAN should obtain legal advice before signing the outsourcing contract.

To evaluate contract compliance and performance, the outsourcing contract must be extremely clearly stated and contain all activities in the outsourcing process. The interaction must be thoroughly documented and maintained in order to prevent misunderstandings, suspicious activity, and unneeded expenses. When creating the contract, the organization should have the appropriate legal counsel. Never let pressure or improper influence be used to draft a contract (Elliot, 2006). To stay informed about events related to the performance of the aforementioned

outsourcing function, PLAN management has partnered with the service provider. This has made it possible for the outsourcing process to proceed without incident.

By speeding up crucial processes, such as lowering the lead time and make sure that emergency food reached the need in a timely manner, outsourcing has also enabled PLAN to become more flexible. Contractors have been well-managed by PLAN. The contract shouldn't be viewed as having been completed once it was signed. To ensure that the contractor delivers high-quality services that support the organization's overall goals, it is crucial to constantly mentor, review, and control them. Typically, a manager from the company is chosen to oversee contract management, assure that cost and service goals are met, and create and discover opportunities and strategies for ongoing service improvement.

In addition to serving as the point of contact with the contractor for routine assessments and communications, the designated manager gives the outsourcing process emphasis and accountability. The most secure strategy to accomplish organizational goals is to adhere to a carefully outlined contractor selection process. There is no other way to guarantee that all crucial facets of the outsourcing contract are addressed. The outsourcing procedure ought to be viewed as a partnership (Rushton et al, 2006). The outsourcing of transportation and distribution services has allowed PLAN to focus on its primary goals for which it was founded, improving the quality of service delivery and raising the quality of life, as proposed.

The interviews with procurement practitioners carried out by the researcher revealed that there are a number of factors hindering Plan International's execution of successful sustainable procurement, the most notable is a lack of law enforcement and procurement staff commitment. According to the comments, Plan International works with ISO certified companies to make sustainable procurement easy to implement, but due to a lack of legal framework enforcement, green procurement at Plan International is ineffective.

It is also stated that frequent network breakdowns due to power outages and inadequate network system installation have a significant impact on Plan International's ability to undertake efficient green procurement. Plan International's information technology (IT) infrastructure is outdated, and it has to be updated to allow e-sourcing, which will save paper work in the long run. Although financial resources are available to support the adoption of green procurement, Plan International's financial resources are mismanaged. This demonstrates that Plan employees do not follow the organization's policies and laws.

4.10 Summary of Data Analysis

4.10.1 General Information of the Analysis

In this study, all 20 questionnaires issued were returned, indicating that 100% of the target population was reached. Gender analysis shows that 60% were males and 40% were females, indicating that males made up the majority of the respondents. According to the findings, 5% of the respondents had a national certificate, 10% had a diploma, 35% had an honours degree, and 50 percent had a master's degree. Finally, when it came to the number of years or duration of time spent working for Plan International, 10% had less than a year of experience, 15% had 1-4 years, 50% had 5-9 years, and 25% had 10 years or more.

4.10.2 Chapter Summary

In this chapter, the demographic information of the respondents was investigated, and the data was analysed in the form of tables and bar graphs to show how the presentation and data analysis of the study findings were done. In the section that follows, the research recommendations, summary, and findings will be covered.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENTATIONS

5.0 Introduction

The complete study project is summarized in this chapter. The study's major findings are described, and a conclusion is formed. Then, for the benefit of all of Plan International's major stakeholders, including procurement practitioners, recommendations are made.

5.1 Summary of the research findings

Sustainable procurement policies

The study discovered that sustainable procurement policy has a significant impact on sustainable procurement implementation. The study found that there is lack of compliance to sustainability legal structures. The adoption of sustainable procurement will be ineffective if there is no legislative enforcement on sustainability.

Eco-supplier selection

According to the results, most of respondents believe that eco-supplier selection has a greater impact on the implementation of effective sustainable procurement. Staff lack technical knowledge and experience in green procurement, according to the study, and the supplier selection team has to be effectively trained to enable green procurement implementation.

Information communication technology

The findings revealed that information communication technology has a negative impact on green procurement implementation due to network failure, insufficient ICT infrastructure, and incompatibility of various ICT systems, which has been the main factor in the adoption of green procurement.

Financial resources

The findings revealed that financial resources have an impact on the adoption of sustainable procurement at scale; the majority of respondents stated that financial resources are mismanaged and that top management support for green procurement implementation is required; however, insufficient financial resources and lack of stakeholder support have been major barriers to green procurement implementation.

5.2 Conclusions

The study's main goal was to figure out what factors influence Plan International's ability to execute sustainable procurement practices effectively. When the four elements evaluated, namely procurement policies, eco-supplier selection, ICT infrastructure, and financial resources, were combined, the study found that these factors strongly influenced the implementation of sustainable procurement.

The study shows that a lack of legal framework enforcement has a significant detrimental impact on the execution of green purchasing. The policy of a firm is the document that controls and binds the organization. Individual adherence to the policy will help a company become more sustainable over time. As a result, the study concludes that mechanisms must be put in place to guarantee that procurement regulations are followed and that workers are sufficiently trained in all aspects of green procurement implementation.

According to the study, working with ISO certified suppliers makes green procurement implementation easy, and supplier previous performance on green procurement implementation can be an important factor for subsequent green procurement implementation. In terms of ICT, the study concludes that Plan should invest in ICT infrastructure and redesign procurement systems to be compatible with various existing ICT systems. Finally, in terms of financial resources, the study concludes that top management should support green procurement implementation by allocating adequate financial resources.

5.3 Recommendations

The researcher made the following recommendations to ensure that Plan International's sustainable procurement procedures are implemented effectively.

Enforcement of procurement policies

Plan International Zimbabwe should reconfigure and enforce their sustainable procurement rules to make them efficient and effective, according to the report, in order to ensure that internal sustainable procurement policies inside the organization promote implementation of sustainable procurement.

Work with ISO-certified vendors.

Working with ISO certified suppliers makes green procurement implementation simple, according to the study. As a result, this study suggests that in the procurement process, eco-compliant vendors be prioritized and suppliers be screened for environmental performance.

Procurement process to be fully automated.

The study also found that information communication technology has a crucial impact on green procurement application. As a result, the report suggests a fully automated procurement process to improve efficiency and effectiveness.

Budget allocations

As a result of this research, Plan should develop ways for putting aside funds through budgetary allocation in order to focus on effective green procurement implementation. Management should also provide the required financial assistance for the implementation of green buying practices.

Make use of consultancies.

Plan International Zimbabwe can benefit from consultancies by gathering data that will aid in the implementation of sustainable procurement procedures. Procurement conferences for practitioners are often a good source of information on sustainability.

Considering whole life costing (WLC)

Since green products and services are costly, considering WLC will drastically lower the costs connected with them. WLC will consider not only the product's face worth, but also the whole expenditures connected with the product from conception through disposal. The organization's running costs will eventually be reduced as a result of this.

Benchmarking as a method of assessment

Plan international Zimbabwe can benefit from benchmarking by identifying best practices in other industries. As a result, they can assess themselves by comparing themselves to companies that have effectively implemented sustainable procurement procedures.

5.4 Recommendation for further study

Since this study focuses on the elements that influence the effective implementation of sustainable procurement at Plan International, more research in other countries' industries, such as manufacturing and construction, is needed.

This study did not cover all aspects of sustainable procurement, another study should be conducted to understand the drivers of sustainable procurement in order to aid in its implementation.

5.5 Summary

The section summarized the study's key results and concluded with conclusion based on existing literature. Recommendations from the researcher were also made to Zimbabwe's designated stakeholders.

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APPENDICES

Appendix 1: Approval for conducting a research project

BINDURA UNIVERSITY OF SCIENCE EDUCATION

P BAG 1020

BINDURA



Letter to the Program Area Manager (PAM) of Plan International

Dear Sir/Madam

RE: REQUESTING FOR PERMISSION TO CARRY OUT A RESEARCH AT YOUR ORGANISATION

As a final year student at Bindura University of Science Education, I am pursuing a Bachelor of Commerce Honours Degree in Purchasing and Supply. As a result, I respectfully request your permission to conduct my research at your organization. The impact of factors affecting the implementation of effective sustainable procurement is the title of my research study. The information you provide will be sent to Bindura University of Science Education and will be kept private.

Yours Faithfully

Tinashe G Dafete

APPENDIX II: QUESTIONNAIRE

Section A: Personal information of the respondents

To the respondents: Kindly tick in an appropriate box

1. Gender

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. Educational Level

National certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Degree	<input type="checkbox"/>
Masters	<input type="checkbox"/>
Other	<input type="checkbox"/>

3. Years of experience in procurement committee at Plan international

Less than a year	<input type="checkbox"/>
1-4years	<input type="checkbox"/>
5-9years	<input type="checkbox"/>
10 and above	<input type="checkbox"/>

SECTION B

To respondents: kindly tick in an appropriate box which consist of Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD).

Questions	SA	A	NS	D	SD
On procurement policies					
1. There is current procurement policy that commit a company for sustainability or reducing environmental impact on procurement decision taking.					
2. There is lack of legal framework enforcement					
On Eco-supplier selection					
3. The supplier selection team is adequately trained to support implementation of green procurement.					
4. The organisation support supplier development through financial resources for suppliers to meet required sustainability standards.					
On ICT Infrastructure					
5. The current ICT infrastructure is well managed to support electronic data interchange which enhance implementation of sustainable procurement.					
On Financial Resources					
6. Adequate financial resources are available to support the adoption of green procurement.					
7. There are issues of mismanagement of financial resources					

SECTION C

8. To what extent do you understand the concept of value for money in procurement?

Greater extent []. Lesser extent []. Not sure [].

9. The organisation review its procurement budget. Yes [] No []. If yes clarify the periods.

Quarterly []. Twice a year []. Annually [].

10. The organisation sometimes bought goods without going through tender process. Yes [].

No []. If yes what could be the reason.....

11. In your own understanding, is supplier relationship important in the procurement proceedings?. Yes []. No []. If yes what could be the importance.....

THANK YOU

APPENDIX III: INTERVIEW

INTERVIEW QUESTIONS

To respondents: Please respond on your own understanding.

1. Does the procurement process and procedures clearly followed and understood by the procurement official according to the procurement policies?
2. Does eco-supplier selection on green procurement implementation is an important factor for successful implementation.
3. Is Plan international working with ISO certified suppliers to make sustainable procurement implementation easy?
4. Is the incompatibility of ICT with other modules slowed implementation of green procurement?
5. At Plan international is there adequate ICT infrastructure to support the e-sourcing which in long run reduce paper work?
6. Does top management support commitment to change from paper work to electronic procurement?
7. Does the ICT infrastructure well managed to support electronic procurement to enhance implementation of sustainable procurement?
8. Are financial resources available at Plan international to support the adoption of green procurement and is there any issues of financial mismanagement?

9. Is there cost management policy at Plan international Zimbabwe and is it reviewed regularly by top management to support implementation of sustainable procurement?
10. During adoption of sustainable procurement, is there adequate skilled manpower that causes challenges?