BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF PURCHASING AND SUPPLY

THE IMPACT OF E-PROCUREMENT SYSTEMS ON TRANSPARENCY, ACCOUNTABILITY, AND PROCUREMENT LEAD TIME IN ZIMBABWE PUBLIC SECTOR: A CASE STUDY OF ZESA HOLDINGS

MATTHEW ANESU KISIMISI

(B200204A)

BCOM PURCHASING AND SUPPLY DEGREE

SUPERVISOR: MRS DUBE

THIS DISSERTATION IS SUBMITTED IN A PARCIAL FULFILMENT OF THE REQUIREMENTS OF THE BACHELOR OF HONOURS DEGREE IN PURCHASING AND SUPPLY

MAY 2024

THE APPROVED FORM

The undersigned certify that they have supervised the student dissertation titled, '**The Impact of E-Procurement Systems on Transparency, Accountability, and Procurement Lead Time in Zimbabwe Public Sector: A Case Study of ZESA Holdings"**submitted in partial fulfilment of the requirements of the BACHELOR OF COMMERCE (HONOURS) DEGREE IN PURCHASING AND SUPPLY

To be completed by the student:

I certify that this dissertation meets preparation guidelines as presented in the faculty guide and instructions for typing dissertations.

….. ..../............./.............

Signature of student *Date*

To be completed by the supervisor:

This dissertation is suitable for submission to the faculty. This dissertation should be checked for conformity with the faculty guidelines.

…………………………………… ..../..................../................

Signature of supervisor *Date*

To be completed by the chairman of the department:

I certify, to the best of my knowledge,that the required procedures have been followed and preparation criteria have been met for this dissertation

……………………………………. ..../.................../...........

Signature of the chairman *Date*

THE RELEASE FORM

NAME OF AUTHOR **: MATTHEW ANESU KISIMISI**

STUDENT REG NUMBER **: B200204A**

TITLE PROJECT **:** THE IMPACT OF E-PROCUREMENT SYSTEMS ON TRANSPARENCY, ACCOUNTABILITY, AND PROCUREMENT LEAD TIME IN ZIMBABWE PUBLIC SECTOR: A CASE STUDY OF ZESA HOLDINGS

PROGRAMME **:** BACHELOR OF COMMERCE (HONOURS) DEGREE IN PURCHASING AND SUPPLY

YEAR GRANTED **:** **2024**

SIGNATURE ……………………………………………..

PERMANENT ADDRESS: **371 Manresa Park**

DEDICATION

I dedicate my humble effort to my two sisters, my brother, my father and my dear, loving mother, whose daily prayers, love, and compassion have enabled me to achieve such accomplishment and honour. I also dedicate my work to my supervisor Mrs Dube. You all have been a pillar of strength to me and you taught me the value of having a strong heart and mind. I pray for radical grace upon your lives. Thank you and may the lord increasingly bless you.

ABSTRACT

This research project aimed to investigates the impact of ZESA Holdings' e-procurement system on transparency, procurement lead times and accountability. It aims to add to the limited knowledge available on positive effects of e-procurement systems.The study utilised case study research designto explore in detail the practice of e-procurement at ZESA Holdings. The research was confined to employees at ZESA Holdings which mainly focused on managers' and administrative. Using case study, data was collected through questionnaires and document analysis whilst using purposive sampling. The research conducted through questionnaires at ZESA Holdings achieved a 100% response rate, ensuring comprehensive data collection. the main findings were that e-procurement enhance transparency, promote accountability and reduce lead time. It was found out that transparency is enhanced by facilitation of the flow of information, fair advertisement and awarding of contracts and ensuring that procurement proceeding are followed. The improved flow of information between the public sector and citizens, new technologies can promote transparency and accountability. On the other hand, accountability at ZESA Holdings was improved by the provision of basic information to the suppliers; allowing citizens to question decisions and provision of visibility of how funds are spend. In addition, the researcher also found out that e-procurement is important to an organization because it reduces procurement lead time. Moreover, findings from the research indicate that e-procurement activities do away with paper work and postal processes which also significantly reduces time for procurement processes.ZESA Holdings is recommended to change the organisation culture towards the implementation of e-procurement so as to enhance transparency, improve accountability and reduce lead times.It is recommended that Pig Industries Board of Zimbabwe should adopt e-procurement because it enhances transparency, improves accountability and reduces procurement lead time.

ACKNOWLEDGEMENTS

I would like to acknowledge Bindura University of Science and Technology for giving me the opportunity to do the Bachelors of honor Degree in Purchasing and Supply. I would like to thank the lecturers who imparted their knowledge to me over the duration of the program. It has helped me to solve a lot of business challenges that we were facing at our organization. The knowledge I acquired will stay with me in my personal and professional life. I would also want to acknowledge and thank my employer for allowing me to undertake the program by giving me financial support and valuable time without which this achievement could not have been possible.

Special thanks to Mrs Dube for taking me through the dissertation and giving me the guidance in order to produce research which meets the necessary requirements of the graduate school. I would like to acknowledge my fellow students for being a wonderful class and when I lagged behind, they gave me the reason to keep on going. To my family members, thank you for the love that you gave me despite the fact that I deprived you of the valuable time that you needed most during the long hours of studying.

Contents

LIST OF TABLES

LIST OF FIGURES

ACCROYNM

IT	Information Technology
OECD	Organization for Economic Co-operation and Development
SPSS	Statistical Package of Social Studies
UNPCDC	United Nations Procurement Capacity Development Centre
ZESA	Zimbabwe Electricity Supply Authority

CHAPTER ONE

INTRODUCTION

1.0 Introduction

In most developing nations, procurement delays, a lack of accountability, and transparency have been major development-hampered issues. With 43.9% of all corruption instances in Zimbabwe occurring in the public sector, which still employs traditional procurement methods, this sector was identified as the most corrupt (Kanyenze, 2021). Some of the often-mentioned advantages of implementing e-procurement include the conversion of corruption, improvement of transparency, accountability, and lead time reduction in the system. The history, issue statement, and objectives will be the key topics. In addition, goals and research questions, it will go into the importance and constraints. It will focus on limitations, underlying assumptions, and definitions.

1.1 Background of the study

At international level, e-procurement has become an emerging trend in both private and public sector organizations globally to modernize procurement processes and drive efficiency (UNGM, 2022). Studies have shown that e-procurement systems can help increase transparency in procurement, promote accountability, and reduce procurement lead times substantially when implemented properly (OECD, 2019).

In Africa, digital transformation of procurement is gaining traction but adoption rates are still relatively low compared to other regions (African Development Bank, 2022). Corruption remains a challenge in many African countries' public procurement processes lacking transparency and accountability (Transparency International, 2023). Regional bodies similar to (African Development Bank, 2022) have been advocating the use of IT by both governments and businesses to curb corruption and inefficiency in procurement (African Development Bank, 2022).

In Zimbabwe, like other African nations, the public sector's procurement processes have largely been criticized for lack of transparency, limited accountability and delays (Kanyenze, 2021).According to Transparency International's 2021 Corruption Perception Index, Zimbabwe was placed 157th out of 180 nations, indicating high levels of corruption (Transparency International, 2022). While the Zimbabwean government has made efforts to digitize some procurement processes, much still needs to be done especially in improving transparency and accountability (Kanyenze, 2021).

In the Zimbabwean private sector, larger state-owned and private enterprises have started adopting e-procurement to varying degrees (ZimStat, 2023). However, evidence on the impact of these systems specifically on transparency, accountability and procurement lead times remains limited. ZESA Holdings, the state-owned electric utility company, implemented an e-procurement system in 2019 (ZESA, Annual Report, 2020). While this was aimed to bring efficiency, the extent to which it has enhanced transparency and accountability while reducing procurement lead times is still unclear.

Thus, the studytries to investigate impact of e-procurement systems implemented by ZESA Holdings on accountability, transparency and procurement lead time. It aims to add to the limited knowledge available on positive effects of electronic procurement systems.

1.2 Statement of the problem

Zimbabwe's purchasing procedure, both in the public and private sectors, have been marred with challenges of lack of transparency, limited accountability, and delays (Transparency International Zimbabwe, 2019). While e-procurement systems have the potential to address these issues, evidence on their impact remains scarce, especially in the Zimbabwean private-public sector context (Moyo & Ndlovu, 2018). ZESA Holdings, the state-owned electric utility implemented an e-procurement system in 2019 with the goals of enhancing transparency, promoting accountability and reducing procurement lead times. However, the extent to which this system has achieved these intended benefits after 5 years of implementation is still unknown. As a major state-owned enterprise, increased transparency and accountability in ZESA's procurement processes can promote good governance and curb corruption. Nevertheless, without a thorough evaluation of the e-procurement system's impact, it remains uncertain if transparency, accountability and efficiency have actually improved. Therefore, the paper scrutinizes the impact of ZESA Holdings' electronic procurement system on transparency, procurement lead times and accountability.

1.3 Purpose of the Study

The purpose of the paper is to examine the effects of the e-procurement system implemented by ZESA Holdings on transparency, procurement lead times and accountability.

1.4 Research objectives

1. To examine impact of electronic procurement systems on transparency, accountability and procurement lead time at ZESA.
2. To assess impact of e-procurement system promotes accountability at ZESA.
3. To find out factors of electronic procurement which enhance transparency on ZESA's procurement system.
4. To evaluate the quantitative reduction in lead times at ZESA attributable to the e-procurement system.
5. To suggest the approaches which can be utilized to overcome problems in implementing electronic procurement an electronic procurement system which advance accountability, improve e-procurement and lessen procurement lead time.

1.5 Research Questions

1. What is the impact of electronic procurement systems on accountability, procurement lead time and transparency at ZESA?
2. What are the factors of the electronic procurement that enhanced transparency on ZESA's procurement processes?
3. In what ways has the e-procurement system promoted accountability in ZESA's procurement operations?
4. What are the effects of electronic procurement in reducing procurement lead times at ZESA?
5. What are the approaches which can be utilised to overcome the problems in implementing e-procurement an e-procurement system which enhance transparency, accountability and reduce procurement lead time?

1.6 Statement of the hypothesis

Adoption of an electronic procurement system by ZESA Holdings has improved transparency; enhanced accountability and reduced procurement lead times in its procurement processes.

1.7 Significance of the study

The University

The significance can be examined from various perspectives. Primarily, this research contributes valuable practical facts on impact of electronic procurement systems in the public sector in Zimbabwe. Currently, data regarding digital procurement initiatives and their outcomes within local companies is limited. By conducting a rigorous case study of ZESA Holdings' solution, the study helps address this knowledge gap. Findings may offer reference points for additional research examining adoption barriers and critical success factors for e-procurement projects across the African continent. There is room for cross-country learning on scalable strategies

Policy makers

The findings are important for both formulation of policies and investment decisions related to e-procurement and supply chain digitalization across Zimbabwean businesses. For example, the findings may guide review and reforms needed in procurement laws and regulations to fully capitalize on technology. Public sector players can also make more informed choices about adopting suitable e-procurement models based on lessons from ZESA's experience.

To Zesa Holdings

For ZESA Holdings specifically, evaluating the results of their e-procurement system allows them to assess return on investment and determine strengths or weaknesses. This promotes a culture of continuous improvement and evidence-based governance of procurement functions through iterative optimization of the digital platform. Other stakeholders in similar institutions may replicate good practices identified.

More broadly, the study contributes to understanding how digital tools can streamline processes, foster transparency and accountability even in developing market contexts with unique socio-economic challenges. The transparency and anti-corruption gains from e-procurement highlighted could support wider reforms over time.

1.8 Assumptions

- The e-procurement system implemented by ZESA Holdings was intended to enhance transparency, accountability and efficiency in procurement.
- Respondents from ZESA provided honest opinions and accurate information about their experiences with the e-procurement system.
- The metrics and indicators used adequately captured changes in transparency, accountability and procurement lead times.

1.9 Delimitations

- The research was confined to examining effects of ZESA Holdings' electronic procurement system only, without comparing it to other models.
- Only procurement staff and key stakeholders within ZESA were included as participants due to practicability of the research.
- The research was centred at ZESA Holdings, Harare. It was selected mainly because of their proximity to the researcher.

1.10 Limitations

- As a case study of one organization, generalizing findings may have limitations without further replications.
- Participants' views could be impacted by personal biases unrelated to the actual e-procurement system.
- Some desired quantitative data on past procurements may be unavailable or incomplete in ZESA's record systems.
- The short evaluation period of 5 years implies long-term sustainability impacts cannot be fully ascertained.
- Secondary sources used may contain omissions or inaccuracies outside the researcher's control.

1.11 Definition of terms

Procurement

It is the practice of finding and agreeing to conditions and buying goods and services frequently it used the competitive or bidding or tendering or process.

Electronic Procurement

Electronic procurement is the use of IT to perform all procurement processes such as sourcing and ordering and it reduces cost as well as saving time.

Transparency

Transparency is an efficient utility that can be used to prevent corruption and guarantee value for legal tender.

1.12 Summary

The part indicated main features that describe the entire research. The chapter provided a close understanding on supplier performance management; research questions, assumptions and objectives; problem statement; definitions of key terms and limitations that hindered regular and desired flow of the research process. The following chapter shall entirely focus on discussing related literature.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

The chapter shall put its main focus on theories by other authors. It shall review other papers and literature done internationally and here in Zimbabwe. The chapter shall look at what other authors say or discovered in relation to impact of electronic procurement on transparency, accountability and lead time.

2.1 Theoretical Framework

2.1.1 Agency Theory

It proposes that in any principal-agent relationship, there is potential for conflict of interest due to differing goals and information asymmetry between the two parties (Eisenhardt, 1989). In the public procurement context, the government (the principal) delegates procurement duties to public officials (the agents). This presents the risk that agents may act in their own self-interest rather than prioritizing the principal's objectives (Hill & Jones, 1992). Implementation of e-procurement systems can help mitigate agency problems in several ways. By increasing transparency of procurement processes and enabling electronic monitoring of agents' actions, e-procurement reduces information asymmetry between principals and agents (Cannice et al., 2005; Shareef et al., 2018). This curbs agents' ability to engage in opportunistic behaviour.

Greater transparency and monitoring also makes agents more accountable for their procurement decisions and work performances. Researchers have found e-procurement fosters improved accountability towards achieving goals of efficiency, value for money and compliance set by principals for public procurement (Liao &Chuan, 2014; Gunasekaran et al., 2019). More recent studies continue finding support for agency theory perspectives in e-procurement research. For example, Azad and Faraji (2020) evaluated success factors for an electronic procurement system adoption in Iran, identifying accountability and transparency as critical aspects addressed through agency theory lenses. Alanezi et al. (2022) also highlighted the importance of transparency, compliance and agent responsibility in their diffusion of innovation analysis of e-procurement adoption drivers.

This indicates agency issues remain pertinent to e-procurement, and systems supporting transparency can play an important role in curbing conflicts by empowering principals to better monitor agents' behaviours according to agency theory. Overall, the theory provides a conceptual basis for understanding how e-procurement may resolve information asymmetry and incentivize accountability in the public procurement domain**.**

2.1.2 Theory of Transaction Cost Economics

Contracting arrangements contain information issues and monitoring expenses that increase transaction costs for the principal, as recognized by transaction cost economics(TCE) (Williamson, 1981). By automating typical procurement procedures, implementing controls, and standardizing documentation, e-procurement seeks to reduce such transaction costs (Gebauer & Segev, 1998). As a result, public organizations can accomplish their procurement goals with few transaction expenses (De Boer et al., 2002). The TCE approach is still supported by more recent studies. Dlodlo and Dhurup (2020), for instance, discovered that e-procurement lowers transaction costs by reducing paperwork and information search times using centralized online platforms. Improved bidding efficiency, lower contract implementation monitoring costs, and expedited dispute resolution are further advantages brought to light by TCE lenses (Marshall et al., 2021). According to Al-Johani and Youssef (2022), reducing adoption difficulty per TCE may be achieved by using compatibility variables such as system integration capabilities. Empirical research confirms that using e-procurement does save transaction costs. In their 2019 case study, Gunasekaran et al. documented cost reductions in India through process dematerialization. Furthermore, Olsen and Ellison's (2019) quantitative investigation revealed that e-sourcing resulted in quantifiable savings on procurement expenses.

2.1.3 Institutional Theory

According to institutional theory, for an organization to acquire legitimacy and submit to institutional pressures, its structures and methods must be adjusted to conform to the norms, regulations, and beliefs of its institutional environment (DiMaggio & Powell, 1983). Oversight authorities in the public sector impose strict standards on adherence to regulations, accountability, and openness (OECD, 2015; 2018). Organizations can digitize standard operating procedures, process approvals, and audit trails that represent institutional demands through the use of e-procurement (Cannice et al., 2005).

This institutional perspective has been the subject of more recent research; Azad and Faraji (2020) investigated how systematized controls resulting from e-procurement implementations support public rule-following; Moyal et al. (2023) also examined how e-procurement eventually institutionalizes as digital practices become accepted norms over time; and growing "open contracting" trends that align with institutional expectations are being driven by the institutional drive for transparency in public agencies to digitally publish more procurement information (Osei-Tutu et al., 2020).

Theoretically, e-procurement promotes legitimacy and compliance which are prized in public institutional systems by digitalizing specified governance mechanisms (Hu et al., 2009). This provides a theoretical foundation for the possibility that procurement systems might isomorphism the current rules guiding process standards and accountability. In general, institutional theory offers perspectives on the internal and external organizational dynamics influencing the reasons for and effects of e-procurement adoption.

2.1.4 Diffusion of Innovation Theory

The diffusion of innovation hypothesis developed by Everett Rogers in 2003 explains how innovations gradually permeate social systems. Compared to manual techniques, e-procurement offers advantages such as enhanced operational efficiency, supervision, and standardized processes (Croom & Brandon-Jones, 2005). Adopting e-procurement turns out to be less difficult when it is compatible with current IT infrastructure and known operations (Chong et al., 2009).

Factors are still being investigated via this theoretical lens in more recent studies. To improve e-procurement's observability, demonstration projects and pilots, for instance, assist prospective adopters in seeing how it functions (Alanezi et al., 2022). Al-Johani and Youssef (2022) claim that observability and outcome demonstrability also boosted the adoption of e-government systems. Recent studies have also found that top management support, sufficient resources, the availability of technical training, and cooperative stakeholder participation are other factors influencing the spread of e-procurement (Shareef et al., 2018; Dlodlo&Dhurup, 2020). These fit nicely with the innovative traits and pathways that Rogers' diffusion paradigm highlights.

2.2 Conceptual Framework

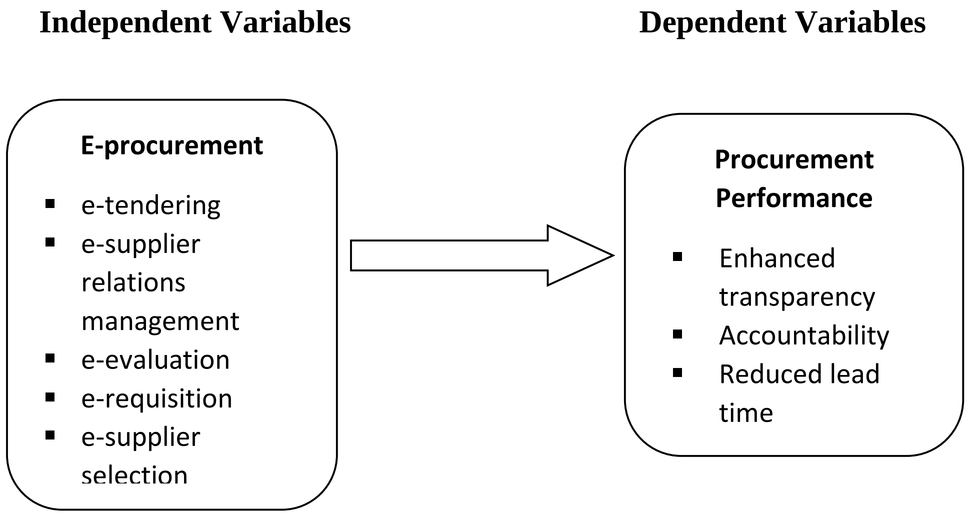

Figure 2.0 Relationship between E-procurement and transparency, accountability and lead time

Source: Author, 2024

2.3 E-Procurement on Transparency and accountability

Improvements in technology make it easier for the public sector to be very accountable and more transparent. Quite a several authors and experts have highlighted the significance of technology when fighting corruption. Electronic procurement improves the flow of information within public institutions and the general public, novel technologies can support accountability and transparency (Chene, 2012). It simplifies the accessibility of information for both the public and suppliers. The management utilities and on-hand information assist in enhancing confidence in the system.

Enhanced accountability and better transparency are vital for possible suppliers since the public sector informs them that the regulations of the process are fair, and the most excellent supplier shall be awarded the contract with no other means of manipulation. Mutangili (2014) states that electronic procurement guarantees that members of the network and their suppliers swap the rights resources, particularly EDI documents. Electronic procurement allows parties involved to have the ability to see the documents on the website. Therefore, a firm or an individual is completely capable of tracking shipments and approved invoices on the Internet as a result, electronic procurement enhances accountability.

UNPCDC (2010) refuted that accountability is the most important component of various public procurement systems by highlighting the company's sourcing services. Many countries, including Chile, a developing country comparable to Indonesia, have used computerized procurement to increase openness and decrease the incidence of corruption. Public procurement in Chile was compelled to implement ChileCompra, an electronic procurement system, due to the country's inadequate procurement management system. According to Orrego et al. (2000), the approach allowed suppliers and people to offer feedback, elevate businesses, and lessen the likelihood of corruption. Therefore, it is said that electronic procurement improves accountability by increasing openness in public sector procurement. There is little chance that more accountability will result from greater openness (UNPCDC, 2010). However, it is debatable whether or not transparency is seen as a very lucrative means of improving accountability (Schapper, 2008). The disagreement aligns with Heeks's (2012) concept of the accountability phases.

Essential information, such as office contact data and tender opening information, is provided by electronic procurement. Precise information about the decision and action, such as which provider wins and which loses the tender, is provided by electronic reporting. Transparency makes it possible to compare actual results with the original goals. When the public may influence the outcome by contesting decisions, choices, and the tendering process, accountability is achieved. Consequently, public sector employees have responsibility for their deeds and how they utilize public monies.

2.4E-procurement on lead time

Firms have to standardize organizational regulations or redefine their processes. Mainly in minor firms a wish to regulate procedures is manifested as the entrepreneur doesn’t want to work with self-important responsibilities, but to commit its time to his major business (Varga, 2015). This reduces lead times because the time taken to complete the procurement process is shortened. Better electronic procurement software systems nowadays are designed to seriously lessen effort and reduce time needed to complete procurement processes by removing the paper work.

2.5 Solutions to challenges in adoption of Electronic procurement

Several authors have indicated that employees have to be comprehensively educated on how to use e-procurement platforms. Bhasin (2012) stated that professional employee growth is a means to the thriving adoption of electronic procurement. Employees must not be neglected if there is a call for the flourishing utilization of electronic procurement in enhancing transparency, accountability and reducing lead time. For improved use of e-procurement, employees should be developed professionally. Educating employees' results in the efficient use of electronic procurement systems.

The firms have to alter their views towards the utilisation of electronic procurement enhance accountability and reduce lead time to successfully implement electronic procurement systems. A change in commitments and support by the top management and transformation of business processes are factors that should be put into consideration for an organization to successfully implement electronic procurement software (Tein, 2003).

2.6 Empirical Evidence

2.6.1 Karv (2015): How electronic procurement improve better accountability and improve transparency in Estonia

Beside theories of more firms across the country, there are studies that also focus on particular case studies in the Estonia. Electronic procurement strategies have been adopted in the country's public sector. In a case study was conducted in Estonia, Karv (2015) investigates openly how electronic procurement enhance transparency and improve accountability using the removal of a middleman, and covering the space between public employees and general public. Similar to other research papers, the author did not succeed to fetch sufficient explanation to give details that the changes that happened only because of electronic procurement and not because of other factors.

2.6.2 Neupane et al. (2014): The correlation between e-procurement and transparency and accountability

Data was gathered by carrying out field interviews with public agencies and electronic procurement company employees in Nepal. The research investigated control authority and data irregularity. Utilizing unfair slightest approaches, explored the views public workers on possibility of electronic procurement to lessen fraud. The results proposed that to implement electronic procurement, it has an important connection with lessening fraud. The research project does not get any proof regarding the effects of electronic procurement after adoption and center its attentions on aspects influence implementation of electronic procurement.

2.6.3 Lewis-Faupel (2014): The impact of e-procurement

Additional research, which is of supplementary importance to the study, focuses on assessing the effects of electronic procurement in India. Lewis-Faupel et al. (2014) discovered that electronic procurement decreases lead times in conducting procurement proceedings in public institutions, but did discover that it is connected to quality enhancement. The research utilized the diverse approach to evaluate provinces in which electronic procurement was adopted to areas in which it wasn't adopted. Analysis of the design that was adopted says that implementation of electronic procurement in India reduced lead time.

UNPCDC (2010): The link between e-procurement and accountability

UNPCDC (2010) contests the idea that accountability is essential to public procurement systems because it enhances public sector sourcing of goods and services. Many countries, like Chile, a developing country comparable to Indonesia, have used computerized procurement to increase openness and reduce the likelihood of corruption. Public procurement in Chile was compelled to implement ChileCompra, an electronic procurement system, due to the country's inadequate procurement management system. According to Orrego et al. (2000), the approach raised corporate and reduced opportunities for corruption by allowing suppliers and people to offer feedback. Electronic procurement is consequently said to improve accountability by increasing transparency in public sector procurement. There is little chance that more accountability will result from greater openness (UNPCDC, 2010). However, it is debatable whether or not transparency is seen as a very lucrative means of improving accountability (Schapper, 2008). The disagreement aligns with Heeks's (2012) concept of the accountability phases.

Johnson (2007): Effects of e-procurement

Johnson et al. (2007) established utilization of synchronized electronic procurement soft wares was discovered to have direct and indirect impact on procurement effectiveness gains. The results indicated that the electronic procurement technologies targeted at lessening costs and they also lead to enhanced economic accountability. Electronic procurement helped to set up ordinary procedures, to change from transactions to strategic processes and to put aside spending (Smart, 2010).The findings indicated that electronic procurement saves time, improve accountability and enhance transparency. In addition to that, it was found that electronic procurement improved the decisions that are made by the public institution by electronic sourcing of information.

2.7 Research gap

Exclusive of the few studies that examine the impact from electronic procurement on the transparency, accountability and lead time, the researcher may possibly not get any research projects that focus on the impact of these in the public sector in Zimbabwe. However, this research needs to cover the void by analysing the impact of electronic procurement on enhancing transparency, accountability and reducing lead time.

2.8 Summary

This section covered relevant research on how e-procurement might improve accountability, transparency, and lead time. Researchers and authorities from throughout the world have confirmed how e-procurement improves accountability, transparency, and shortens lead times. The following chapter will demonstrate the research approach employed in this study.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

The previous chapter reviewed relevant literature on the impact of e-procurement systems on transparency, accountability, and procurement lead time in Zimbabwe public sector. This Chapter presents the methodology of data collection to address the research questions. Covered in this chapter is the research design, study population, sample, sampling technique, data gathering instrumentation, data validity, reliability, data analysis, presentation of findings and ethical considerations.

3.1 Research Design

The option of a case study research design was motivated by understanding that a case study allows data to be collected form targeted respondents who are deemed knowledgeable of the questions that the research seeks to provide answer to. This research selected ZESA Holdings because the state-owned electric utility company implemented an electronic procurement system in 2019 (ZESA, Annual Report, 2020).

3.1.2 Case Study design

Case study is a research performed including details on a single individual group incident and community. The choice of a case study research design was motivated by the understanding that a case study allows data to be collected from targeted respondents who are deemed knowledgeable of the questions that the research seeks to provide answer to. In this research the specific case study was of ZESA Holdings.Combining quantitative and qualitative methods in collecting data from the case study was motivated by a number of advantages that is associated with qualitative and quantitative research methods.

A Case study is the most relevant method that can be used to gather information from a large population. The strength of the method is in its ability to collect data from a range of people including those beyond the reach of the researcher by mailing questions. Attitudes, feelings, and beliefs of people can easily be obtained through the method. Child (2006) notes that the approach is often used in research on education since it is convenient when doing controlled tests with human participants cannot be accomplished.

3.1.3 Qualitative research

According to Cohen and Manion (2010) qualitative methods are basically interpretive in nature and in all the cases qualitative approaches gives a detailed and extensive investigation of the topic under study (Kahn, 2011). According to Creswell and Plano (2011), qualitative approaches explain how and why things happen rather than just providing a snapshot or cross-section of occurrences. The qualitative technique was used since it gave the researcher the chance to evaluate and comprehend in-depth how e-procurement improves accountability, transparency, and lead time through a case study of ZESA Holdings.

3.1.4 Quantitative methods

Furthermore, the research will employ quantitative techniques to enhance the descriptive quality of qualitative data through statistical displays. In addition to fixing and supposing a measurable universe, its primary focus is on acquiring data on social phenomena through object measurement. Data analysis using statistical influence is done quantitatively, and the outcomes are communicated through statistical analysis.Using quantitative methodologies in this study has the benefit of highlighting certain perspectives relating to the influence of electronic procurement on improving accountability, transparency, and lead time reduction. Finally, given that the study was self-sponsored, the researcher's decision to use quantitative methodologies was based on the notion that enormous amounts of data may be gathered at extremely low costs.

3.2 The Target Population

The research will be confined to employees at ZESA Holdings. The population for this particular study will consist of managers and procurement officers. Due to costs, space, time, lack of resources it was not possible for the researcher to solicit information from all the employees hence need for a sample.

3.3 Sample and Sampling techniques

Wawa (2012) asserts that sampling has the advantage of lowering the cost of data collecting and the labour required for data processing while also enabling a better degree of accuracy in the data obtained. Using a sample makes it possible to gather particular examples, which facilitates the handling of complex data. Purposive and stratified random sampling were used in this investigation. Twenty (20) managers and sixty (60) procurement officials will be included in the sample. The sixty (60) procurement officers will be chosen using stratified sampling. To choose the twenty (20) managers, the researcher will also employ purposive sampling. In defining purposive sampling, Kidd and Kral (2015) noted that the researcher's judgment is the only factor used to choose participants who are thought to be competent about the subject of the study. Richard (2020) defines purposive sampling as the process of selecting participants for a sample with a specific goal in mind. The researcher pointed out that the administrative viewpoint and experience of the managers may be more significant to this work.3.4 Research Instruments.

3.4 Research Instruments

3.4.1 Questionnaire

It is a method of inquiry used to collect data that consists of a set of carefully considered questions that are given to a sample of the population. The questions can be closed-ended, allowing respondents to express their opinions in a more structured and definitive manner, or open-ended, allowing them to express their feelings about the topics under evaluation. In this research, a questionnaire will be designed for both the procurement officers and the managers. This instrument is going to be used because it gives respondents freedom and time to answer given questions with less influence from the researcher. The instrument permits a wide geographical coverage of the target population at a minimum expense in money and effort, a questionnaire offers anonymity since the respondents do not write their names.

However, the use of follow-ups remains the most important way of ensuring a high return rate of questions Moses and Kalton (2006). In this study, the researcher will personally administer the question to respondents. One of the benefits of employing questionnaires in this study was that they remove bias and are an affordable means of gathering data from a big population. The advantage of this approach is that all components of the objectives were recorded and examined to provide responses that are pertinent to addressing the research objectives. In addition, the questionnaire was created with the study's unique aims in mind.

3.4.2 Document analysis

Best and Khan (2006) says that document analysis is the examination of information or printed statements that gives an account of proofs, facts and events. Taylor, Sinha and Ghoshal (2011) said document analysis can involve the examination of every stored data. It involves information about a particular person especially the affected.

3.5 Data collection procedure

The importance of data procedure in research methodology stems from the possibility that accurate and reliable data collection may not be achievable without a strategy and a procedure (Kahn, 2011). I am applying for authorization to conduct the research at ZESA Holdings and describe the academic nature of the study after deciding on and completing the data-collecting tools. Pilot research was carried out to assess the study instruments' applicability and relevance before their usage in the final data collection rounds. The purpose of the pilot study was to ascertain how much time could be allocated to distributing the questionnaire. A single instrument was used at a time to collect data. The quantitative questionnaire was distributed first, and then the documents were analyzed.

3.6 Data Analysis

The act of turning unprocessed data into knowledge that addresses research questions is known as data analysis (Omari, 2011). The Statistical Package for Social Studies was used to collect, purify, and analyze quantitative data (SPSS). The qualitative data was analyzed using thematic analysis. All of the data that had been gathered was categorized into topics for thematic analyses, which were then examined to provide insight and details relevant to the particular study objectives. The information shown in the data was enhanced by the information obtained from these two data analysis tools. The analysis was carried out by going through a sensible order of procedures. First, worksheets are used to gather and compile data.To improve understanding, this study used SPSS to present the data as graphs, figures, and tables that demonstrated the relationships between the variables. Following that, conclusions are reached by comparison with the empirical data

3.7 Data presentation

Quantitative data generated from SPSS was presented in graphs, tables and charts. The advantage of using graphs, tables and charts is that variables will be clearly defined and readers will understand better by seeing for themselves. Descriptive qualitative data was presented in narratives and quotations. The advantage of narratives and quotations is that they are flexible enough to include all responses from participants.

3.8 Reliability and Validity

According to Ntshaba (2012), validity refers to the extent to which study findings correspond with expectations for measurement and is a complement to reliability. Whatever the approach used in a study, the results should be legitimate, dependable, and credible. The investigator employed a variety of techniques for gathering data to guarantee authenticity and dependability. The degree to which results may be repeated and yield the same results is known as reliability (Omari, 2011). Furthermore, a variety of techniques may be employed to improve dependability, such as consistently coding data and reviewing transcripts for errors. The quantitative questionnaire was appropriately coded, explicitly describing variables, and the data was extensively cleaned to assure the study's dependability. To assure dependability, the study has used every one of the aforementioned recommended methodologies.

3.9 Ethical considerations

This research was influenced by several ethical factors in research. Here, "research ethics" is described as a collection of values and guiding principles that dictate how the study is conducted (Wolcott, 2001). Data sources and researchers are kept safe and secure by research ethics. Throughout the study process, the following guiding concepts were applied. Before starting each interview, participants were given a clear explanation of the research aims and expectations for time, effort, and probing. The respondents were made aware of their freedom to accept or decline to take part in the study procedure. During and after the data-collecting procedure, the researcher made sure that the respondent's name and information would be maintained with the utmost secrecy. The results of the research will be publicly accessible whenever there is a need.

3.10 Summary

The methodology and how data will be handled was explained, and the actual data collection procedure was covered in this chapter. Research ethics were also taken into consideration. Study results are presented in the next chapter.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This section's objectives are to evaluate, and go over the research's outcome. It shall begin with a sample overview, followed by a description of conclusions drawn from the questions and objectives of the research. This is predicated on the findings from the document analysis as well as the questionnaire. The cross-case technique is used to display, analyze, and interpret the data; as the chapter goes on, the data converges to provide a general meaning and address the research objectives. On the other hand, the first part of the next section contains the biodata and its implications.

4.2 Questionnaire Response

The first phase of the research was conducted through questionnaires. A total of eight (8) questionnaires were distributed to employees of ZESA Holdings.

N = 80

Respondents	Number of questionnaires issued	Number of questionnaires completed	Response rate (%)
80	80	80	100%
Total	**8**	**8**	**100%**

Table 4.1 Questionnaires response rate

Source: Primary data, 2024

All the respondents managed to complete the questionnaire as indicated on the table hence the result is satisfactory to the researcher.

4.2.1 Distribution of the participants by professional qualifications

The researcher provided a question whereby the respondents had to indicate the level of education that one has in relation to one's profession. That is they had to indicate the level of qualification that they have from the ones' that have been provided for. Table 2 clearly shows the level of qualification that the respondents had.

N = 80

Level of qualification	Frequency	Percentage (%)
Undergraduate degree	20	25
Post graduate degree	40	50
Diploma	20	25
'A' Level certificate	0	0
'O' Level certificate	0	0
Total	**80**	**100**

Table 4.2 Distribution of respondents by qualification

Source: Primary data, 2024

The table shows ZESA Holdings employees distributed by their qualifications. 25% of the participants were holders of under graduate degrees, 50 % of them were post graduate degree holders and the other 25% were Diploma holders. The table shows that there are no participants with basic Ordinary and Advanced level hence the participants were selected purposefully and suits well worth the study.

4.2.2 Distribution of respondents by experience

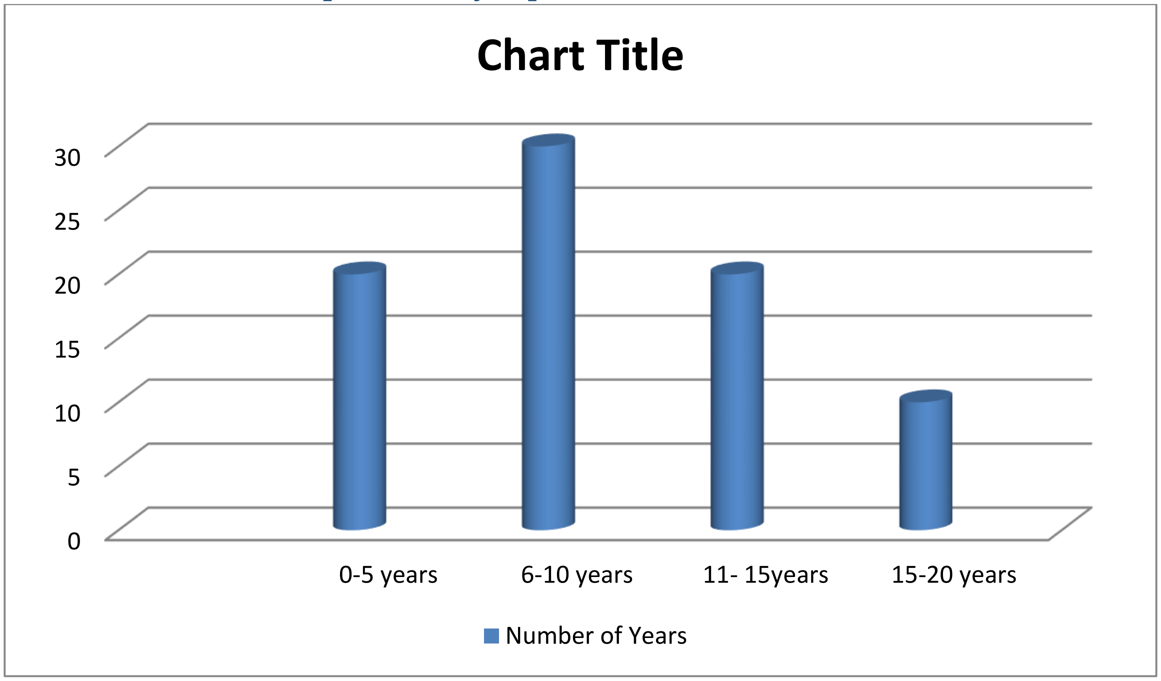

Figure 4.1 Distribution of respondents by experience

Source: Primary data, 2024

The respondent's length of service and job experience are displayed in Figure 4.1 above. The groups with 25% of the respondents' years of experience are those with 0–5 years and 11–15 years. The range of 6–10 years, with a 15% response rate, comes next. 12.5% of participants fell within the age group of 16 and older. Given that it summarizes the respondent's experience with the firm, the length of service was significant to this study. Because they will be far more familiar with the firm and its operations, the more experience the responders have, the more information they have about the company's operations. Given that the majority of respondents have greater experience with the company as seen by the above graph their comments are considerably more likely to be trustworthy.

4.3 Knowledge or information which is gained by the use of Information Technology tools

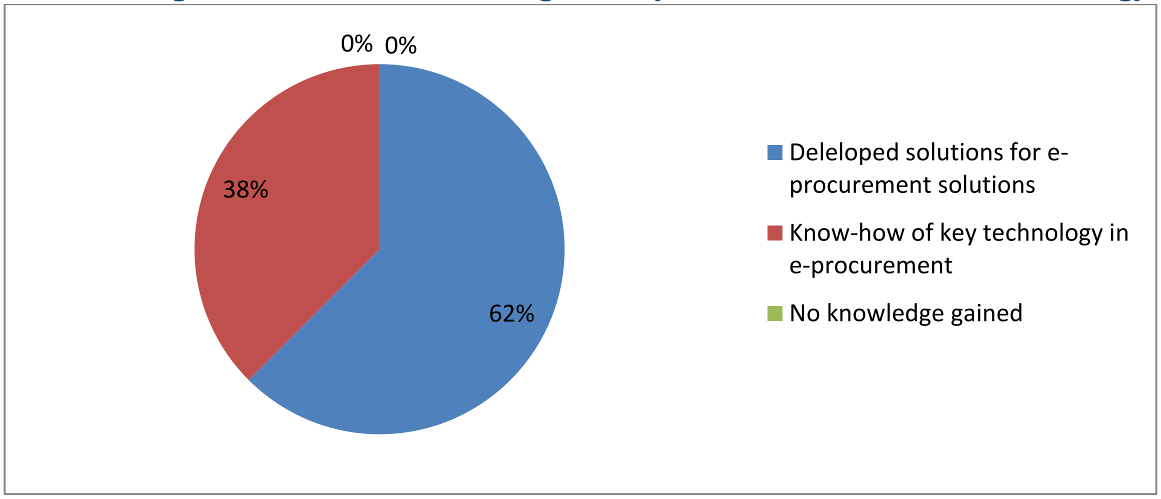

Figure 4.2 Information or knowledge which is gained from Information Technology

Source: Primary data, 2024

Figure 4.2 above shows the statistics pertaining to the information or knowledge that e-procurement contribute to ZESA holdings. An overwhelming response of 62% strongly agreed to the fact that e-procurement is giving valuable solutions to effective procurement proceedings. In addition to that 45% also agreed that the respondents gained the know-how of the technology used in conducting procurement proceedings through the use of Information Technology. None of the respondents indicated that no knowledge was gained from using Information Technology in conducting procurement proceedings.

From the above results, Information Technology is important to ZESA Holdings because it develops valuable solutions to effective procurement and it provides the technological know-how on how to effectively conduct procurement proceedings. This is in line with (Chene, 2012), who purported that e-procurement is essential in conducting procurement proceedings since it is associated with increased efficiency, reduced corruption, and by facilitating the flow of information between the public sector and citizens, new technologies can promote transparency and accountability.

4.4 Distribution of factors of the e-procurement system that enhanced transparency in ZESA's procurement processes

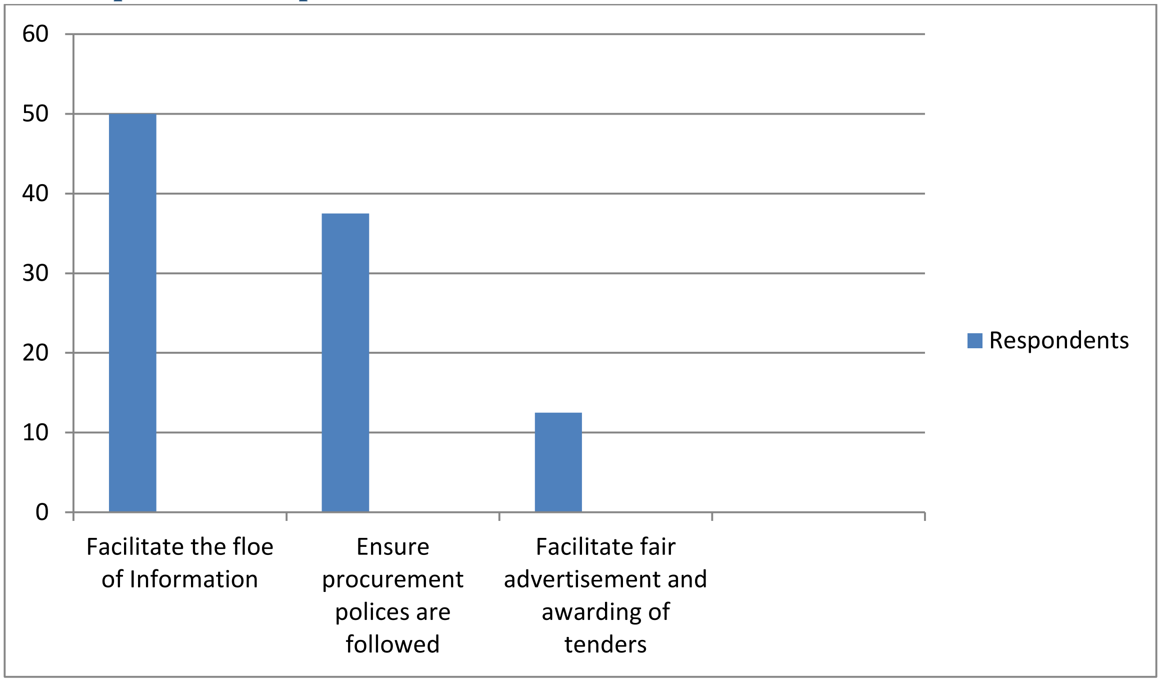

Figure 4.3 Distribution of the factors of e-procurement that enhance transparency

Source: Primary data, 2024

Figure 4.4 shows the results from the selected respondents. Out of the total respondents 50% strongly agreed that e-procurement enhance transparency through facilitation of the flow of information. On the other hand, 37.2% indicated that e-procurement ensure procurement policies are followed thereby improving transparency. More so, the remaining 12.5% of the participants highlighted that e-procurement enhance transparency by facilitating fair advertising and awarding of tenders.

The above results shows that transparency is enhanced by facilitation of the flow of information, fair advertisement and awarding of contracts and ensuring that procurement proceeding are followed.

4.5 Distribution of ways in which e-procurement promote accountability at ZESA Holdings

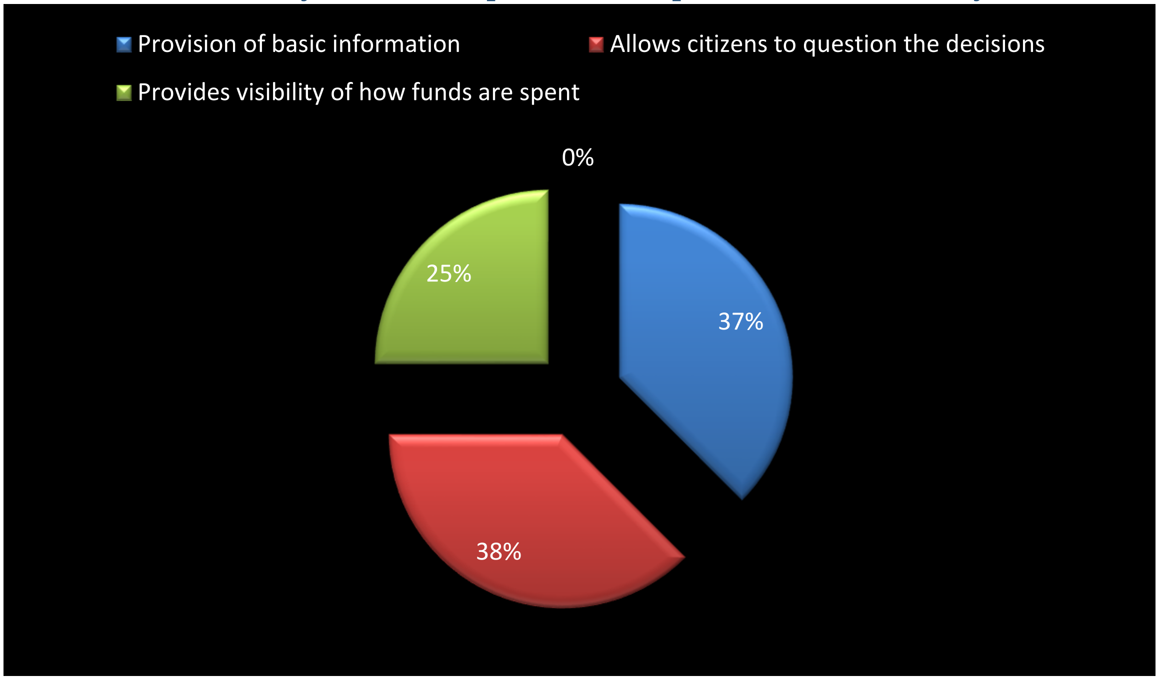

Figure 4.4 Distribution of the ways to improve accountability

Source: Primary data

From the above, figure 4.7 shows that 37.5% of the participants strongly agreed that provision of basic information and allowing citizens to question the decisions are the major factors which promote accountability at ZESA Holdings. This was followed by a 25% response rate which was of the view that accountability is promoted by visibility of how public funds are used. This is supported by (Schapper, 2008), who indicated that in e-procurement, there is provision of basic information such as office contact information, tender opening details, and so forth which promote accountability in the public sector.

4.6 Strategies that can be used to overcome the challenges implementing e-procurement

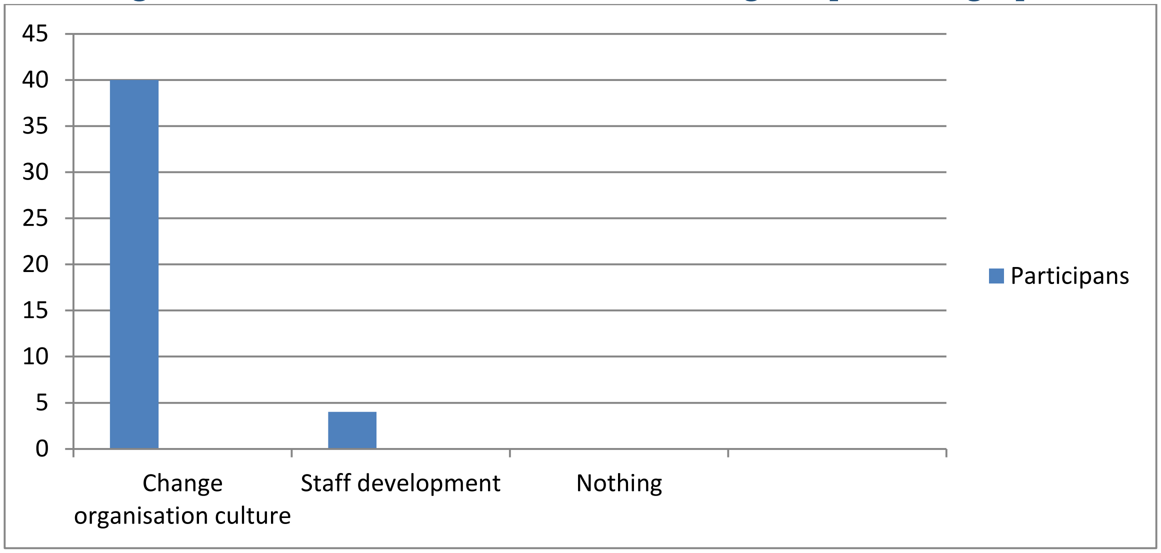

Figure 4.5 Distribution of strategies used to overcome challenges in implementing e-procurement

Source: Primary Data, 2024

From the above figure, 50% of the participants strongly agreed that there was need to change organization culture and to develop staff members in order to overcome the challenges in implementing an e-procurement system. A change in top management commitment and support, business process reengineering, use of project management to manage implementation, change management culture & program, clear goals focus and scope (business plan and vision), selecting the right team (competence) and avoidance customization are the which must be considered for successful adoption of e-procurement systems (Tein, 2003).

4.8 Document Analysis

E-procurement influences the supply chain management's structure and efficiency by accelerating delivery, managing information flow, and preserving order service levels, according to analysis. This dimension is impacted by e-procurement, which uses less time and energy while enabling staff to produce reliable results compared to traditional paper-based procedures (Chan et al., 2007). E-sourcing reduces lead times, boosts efficiency in the provision of public services, and improves the efficient use of funding, claim Trent & Schlegel (2015).

4.9 Summary

The researcher provides a summary, a conclusion, and recommendations based on the study's goals and research questions in this part. To conclude the research, recommendations for areas of additional investigation on topics not covered by the study are made.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The author provides a summary, a conclusion, and recommendations in this part. To conclude the research, recommendations for areas of additional investigation on topics not covered by the study are made.

5.2 Summary of the findings

The primary conclusions drawn from the results presentation were that e-procurement boosts accountability, increases transparency, and shortens lead times. It was found that transparency is enhanced by facilitation of the flow of information, fair advertisement and awarding of contracts and ensuring that procurement proceedings are followed. On the other hand, accountability at ZESA Holdings was improved by the provision of basic information to the suppliers; allowing citizens to question decisions and provision of visibility of how funds are spent.

Furthermore, the researcher discovered that e-procurement has significance for a business since it minimizes the lead time associated with procurement. Moreover, findings from the research indicate that e-procurement activities do away with paperwork and postal processes which also significantly reduces time for procurement processes. E-procurement yields a variety of information, including created project solutions, technological know-how, and important data to prevent interruptions in the procurement process. The results also suggested that for successful implementation of e-procurement, the culture of the organization must change and the staff members must be trained.

5.3 Conclusions

5.3.1 Objective 1: To examine the impact of e-procurement systems on transparency, accountability and procurement lead time at ZESA.

Based on the study's findings, it was determined that e-procurement enhances accountability, transparency, and lead time to a moderate extent. The investigation came to the conclusion that

Zesa Holdings and its suppliers can undertake procurement procedures more easily thanks to the institution, which helps with on-time delivery and prompt service delivery. Furthermore, the study found that because e-procurement permits the posting of tenders and has explicit regulations for contract awarding, it improves openness and accountability.

5.3.2 Objective 2: To identify the factors of electronic procurement which enhance transparency in ZESA's procurement processes following the implementation of the electronic procurement system

According to the study's findings, e-procurement solutions improve transparency. The outcome indicates that e-procurement offers a plethora of advantages. The respondents said that e-procurement improves openness in a variety of ways, including facilitating the flow of information, ensuring that procurement procedures are followed, and providing fair advertisement and contract awarding. The public and suppliers may obtain information on the number of contracts, granted pricing, and disclosure of any other pertinent information about the deal much more easily to e-procurement platforms. Moreover, e-procurement makes it simple to publish procurement strategies ahead of time, publicize tender announcements, and post procurement regulations.

5.3.3 Objective 3: To determine the ways in which e-procurement system promotes accountability in procurement operations at ZESA.

Furthermore, the study finds that e-procurement enhances accountability by furnishing fundamental data. The panelists emphasized this as one of the elements of e-procurement that enhances accountability. Furthermore, the study found that improving accountability may also be achieved by giving people the chance to challenge decisions and by making the use of money more transparent. Public employees may now be held accountable for the actions of the public sector thanks to e-procurement, which offers an online platform.

5.3.4 Objective 4: To determine the quantitative reduction in procurement lead times at ZESA attributable to the e-procurement system.

In addition, the research conclude that electronic procurement systems at ZESA Holdings results in lessening of lead time. Electronic procurement reduces paper work and complicated procedures in conducting procurement processes.

5.3.5 Objective 5: Suggestions of the strategies that can be used to overcome the challenges in implementing an e-procurement system

The research findings conclude that for successful implementation of e-procurement systems, staff development programs must be established by the organisation. The respondents also highlighted that the company must adopt culture which tolerates technology.

5.4 Recommendations

- ❖ It is recommended that Pig Industries Board of Zimbabwe should adopt electronic procurement because it enhances transparency, improves accountability and reduces procurement lead time.
- ❖ The top management must take a leading role in advocating the implementation of e-procurement system in at ZESA Holdings' procurement department and all other departments of the organization. Established policies, procedures and regulations must acknowledge and appreciate the perception of users and recognize that users' perception also plays an important role in the adoption of e-procurement and usage level in procurement. The top management must appreciate the benefits that are associated with the implementation of e-procurement systems.
- ❖ In addition, ZESA Holdings is recommended to change the organisation culture towards the implementation of e-procurement so as to enhance transparency, improve accountability and reduce lead times. The organisation is recommended to conduct in-service training and staff developments so as to equip the employees' knowledge and skills on e-procurement.

5.5 Suggestions for further research

- ❖ This study recommends that more project must be conducted on the impact of Technology on corruption.. In addition to that, the nature of the study requires that future studies be conducted using more firms in the public sector, and which should be distributed across the entire country for proper generalization of the study findings.

Dear Participants

Request for participation on student's questionnaire

My name is Matthew Anesu Kisimisi a student at Bindura University. As part of my academic research, l am conducting a study on the impact of procurement practices on public sector performance. I am reaching out to you to kindly request your participation by completing a questionnaire related to this topic. Your responses will be treated with the utmost confidentiality and will only be used for research purposes.

Participation in this questionnaire is voluntary and you have the right to withdraw at any time. Your decision to participate or not will not have any impact on your relationship with Zesa Holdings or any associated entities. The questionnaire will take approximately 8-12 minutes to complete. It is recommended to complete the questionnaire in one sitting to ensure the accuracy and completeness of your responses. If you have any questions or concerns regarding the questionnaire or the research study. Please feel free to contact me on 0778910056.Iam more than willing to provide any clarification or assistance you may require.

Once again, l extends my sincere gratitude for considering participation in this research.

Thank you for your time and support

Yours sincerely

Matthew Anesu Kisimisi

ORIGINALITY REPORT

9%	6%	1%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Midlands State University Student Paper	3%
2	elibrary.buse.ac.zw Internet Source	2%
3	Submitted to Bindura University of Science Education Student Paper	1%
4	archive.org Internet Source	1%
5	www.nust.ac.zw Internet Source	<1%
6	Leticia Mahuwi, Baraka Israel. "Promoting transparency and accountability towards anti-corruption in pharmaceutical procurement system: does e-procurement play a significant role?", Management Matters, 2024 Publication	<1%
7	liboasis.buse.ac.zw:8080 Internet Source	<1%

References

Aidt, T. S. (2003, November 4). Economic analysis of corruption: a survey†. The Economic Jounral, 113(491), F632–F652.

Amayi, F.K. (2011). Factors Affecting Procurement in the Public Service: a Case Study of the State Law Office. Eldoret: Moi University

Asian Development Bank. (2013). e-Government Procurement Handbook. Retrieved from ADB: https://www.adb.org/sites/default/files/institutional-document/34064/files/egovernment-procurement-handbook.pdf

Auditor General. (2003). Electronic procurement in the Victorian Government. Auditor General No. 19. Retrieved from http://download.audit.vic.gov.au/files/eproc_report.pdf

Basel Institute on Governance. (2017). New perspectives in e-government and the prevention of corruption. Basel: University of Basel.

Basheka, B., Oluka, P. &Mugurusi, G. (2012). Adopting new approaches for public procurement efficiency: critical success factors (CSFs) for the implementation of e-procurement in Uganda‟s public sector, InternationalJournal of Procurement Management, 5(6), 712–732.

Bernard, H.R. (2002). Research Methods in Anthropology: Qualitative and quantitative methods (3rdedition). Walnut Creek, California: Alta Mira Press.

Bilali, J &Bwisa, H. (2015). Factors influencing the Adoption of e-Procurement: A case of Garissa County Government. The Strategic Journal of Business and Change Management, 6

Brandon-Jones, A. & Carey, S. (2011). The impact of user-perceived e-procurement quality on system and contract compliance‟, International Journal of Operations and Production, 45- 48

Brannman , L., Douglass, K., & Leonard , W. (1987). The Price Effects of Increased Competition in Auction Markets. The Review of Economics and Statistics, 69(1), 24- 32.

Callendar, G. (2003). A short history of procurement. Supply Chain Management, A Procurement Perspective.

Chegugu, N. R. & Yusuf, K. G. (2017).Effect of electronic procurement practices on organizational performance in public hospitals in the county government of UasinGishu, Kenya.International Academic Journal of Procurement andSupply Chain Management, 2(3), 16-32.

Chene, M. (2012). Use of mobile phones to detect and deter corruption. Retrieved from U-4 Anti-Corruption Resource Centre : http://www.u4.no/publications/use-of-mobilephones-to-detect-and-deter-corruption/

Davoodi, H. R., & Tanzi, V. (1997). Corruption, Public Investment and Growth. Washington DC: IMF Working Paper WP 97/139.

Granickas, K. (2014). Open Data as a Tool to Fight Corruption. ePSI Platform.

Mugenda, A. & Mugenda, O. (2003). Research Methods Quantitative &Qualitative. Acts Press: Nairobi, Kenya

Ritter, N. (2010). Understanding a widely misunderstood statistic: Cronbach's alpha. Paper presented at Southwestern Educational Research Association (SERA) Conference 2010: New Orleans, LA (ED526237).

The Guardian. (2013, 12 03). Is Transparency International's measure of corruption still valid? Retrieved from The Guardian Global Development Data: https://www.theguardian.com/global-development/povertymatters/2013/dec/03/transparency-international-measure-corruption-valid

Questionnaire

I am an undergraduate student at Bindura University of Science Education doing a bachelor of commerce honours degree in purchasing and supply. In fulfillment of the programme requirements and objectives, I am conducting a research on theimpact of e-procurement systems on transparency, accountability, and procurement lead time in Zimbabwe public sector: A Case Study of ZESA Holdings. I am requesting for your valuable support through the completion of this questionnaire which is a key instrument for the research. The questionnaire will take 15-20 minutes to complete. Your valuable input will be very important for the success of the study and will be greatly appreciated.

Please note:

1. Please do not provide your name

2. The information provided should be for academic purposes and shall be treated with the necessary confidentiality.

3. There is no right or wrong, good or bad answers. Only your honest or valuable opinions matters.

4. Your responsiveness in answering the questionnaire indicates your willingness to participate in the survey.

5. Please indicate your answers and tick the appropriate box where applicable.

SECTION A: RESPONDENT PROFILE (TICK WHERE APPLICABLE)

1. What is the highest level of qualification do you have?

‘O’ level Certificate ☐ ‘A’ level Certificate ☐ Diploma ☐

Under-graduate degree ☐ Post-graduate degree ☐ No qualification ☐

2. What is your position in the organization?

Procurement personnel ☐ Information Technology ☐ Accounting personnel ☐

Top or senior manager ☐

3. How long have you been working for the organization?

Less than a year ☐ 1-5 years ☐ 6-10 years ☐

11-15 years ☐ 16 years and above ☐

4. Please indicate your gender

Male ☐ Female ☐

SECTION B:

5) Which type of knowledge or information do you gain from use of e-procurement at your organisation?

Key SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

SA-Strongly Agree ☐ A-Agree ☐

Variable	**SD**	**D**	**N**	**A**	**SA**
Developed solutions to e-procurement proceedings					
Know-how of key technology in e-procurement					
No knowledge gained					

6) What are the factors of the e-procurement system that enhanced transparency in ZESA's procurement processes?

Key SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

SA-Strongly Agree ☐ A-Agree ☐

Variable	**SD**	**D**	**N**	**A**	**SA**
Facilitate the flow of information					

Ensure procurement policies followed					
Facilitate fair advertisement and awarding of tenders					

7) In what ways has the e-procurement system promoted accountability in ZESA's procurement operations?

Key SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

SA-Strongly Agree ☐ A-Agree ☐

Variable	**SD**	**D**	**N**	**A**	**SA**
Provision of basic information					
Allows citizens to question the decisions					
Provides visibility of how public funds are spend					

8) What are the strategies that can be used to overcome the challenges in implementing an e-procurement system which enhance transparency, accountability and reduce procurement lead time?

Key SD-strongly Disagree ☐ D-Disagree ☐ N-Neutral ☐

SA-Strongly Agree ☐ A-Agree ☐

Variable	**SD**	**D**	**N**	**A**	**SA**
Change of organisational culture					
Staff Development					
Nothing					

The End

Thank You for Your Cooperation