# TITLE PAGE

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****

**FACULTY OF COMMERCE**

**DEPARTMENT OF ECONOMICS**

**BY**

**PAMHARE ABEL T**

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

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# RELEASE FORM

**NAME OF AUTHOUR:** ABEL T PAMHARE

**TOPIC TITLE:** EVALUATION OF FACTORS AFFECTING THE IMPLEMENTATION

OF THE PUBLIC PROCUREMENT ROLE IN ZIMBABWE. A CASE OF

MINISTRY OF ENERGY AND INDUSTRY.

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PURCHASING AND SUPPLY

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# Approval Form

The undersigned certify that they have read and recommended to Bindura University of Science Education for acceptance, a project titled Evaluation of factors affecting the implementation of the public procurement role in Zimbabwe. A case of ministry of energy and industry. Submitted by Abel T Pamhare in partial fulfilment of the requirements for the Bachelor of Commerce (honors) Degree in Purchasing and Supply.

……………………………… …………/…………../……………

Signature of Supervisor Date

……………………………. …………/…………/……………..

Signature of Chairman Date

# Dedication

I dedicated this dissertation with all my heart to my family supporting me throughout the research study and also to God almighty for giving me power and courage to fulfil my dream.

# Declaration

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

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Signature Date

# ABSTRACT

This study seeks to understand the factors affecting the implementation of the public procurement role in Zimbabwe. A case of ministry of energy and industry. The study had four objectives, to assess the impact of organizational culture on the Ministry of Energy and Power Industry's execution of public procurement, to assess the impact of regulation enforcement on the Ministry of Energy and Power Industry's public procurement execution, to assess the impact of strategic planning on the Ministry of Energy and Power Industry's public procurement execution, to find strategies that can be implemented to improve parastatal procurement systems. Data was collected using questionnaires and interviews, which was analyzed using a sample size of 45 organizational members including procurement, stores and management staff of ZETDC, descriptive statistics were used to analyze the objectives of the research. The study showed that factor affecting the implementation of public procurement role can rather affect it positively if implemented in a correct way. Further to that, individual factors such as culture, regulation enforcement, strategic planning and strategies are the factors affecting the implementation of public procurement roles. The research focused on factors affecting public procurement roles at ZETDC company in Zimbabwe. Therefore, the researcher recommended that similar research be conducted on a larger scale, across the industry not just ZETDC only or the public sector only, from the supply side as well as with a larger sample size, in other organizations to see if similar results can be achieved for more prudent generalization of the findings, including in other Zimbabwean industries.

# Acknowledgements

All praise to the almighty God for the kindness, grace and capacities, which have brought about fulfilling this research. I would like to acknowledge with gratitude my research supervisor, Mr Magura for the direction, motivation and support he reached out towards this research work. Major contributions and hеlp camе from thе Procurеmеnt practitionеrs at ZЕTDC who hеlpеd mе acquirе thе rеlеvant and practical information pеrtaining public procurеmеnt

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# LIST OF ACRYNOMS

**ZETDC -** Zimbabwe Electricity Transmission and Distribution Company

**CIPS -** Chartered Institute of Purchasing and Supply

**ZESA -** Zimbabwe Electricity Supply Authority

# **Dеfinition of tеrms**

**Procurеmеnt function:** is a strategic function that is in charge of purchasing products and services.

**Procurеmеnt guide**: This refers to a detailed document that lays out the procedures to be followed and monitored when engaging in procurement-related activities.

**Purchasing cyclе**: This is a set of steps or procedures that must be followed when purchasing products, services, or labour.

**Cеntralisеd procurement**: Refers to when a single department is solely responsible for all procuring processes or operations.

**Specifications**: These are the precise characteristics or features of commodities, services, or works that must be purchased.

**TCO:** Refers to a technique which can be used to make sure that all associated costs over a given time period are considered when you are acquiring an asset

**Strategic purchasing**: Refers to a long-term process of soliciting, negotiating, and contracting for the delivery of goods and services from contractors. It comprises a supplier and material strategy tailored to the company’s goal.

**Authority**: Means the Procurement Regulatory Authority of Zimbabwe established by section 5.

**Bid**: Means an offer, solicited by a procuring entity in accordance with this Act, which if accepted would bind the bidder to provide a procurement requirement in accordance with the procurement contract.

**Bid security**: Means a monetary assurance given by a bidder and guaranteed by a bank or other third party.

**Contractor**: Means a person that enters into a procurement contract with a procuring entity.

**Performance security**: Means a monetary assurance given by a bidder or contractor and guaranteed by a bank or other third party that the bidder or contractor will satisfactorily perform his or her obligations under the procurement contract.

# CHAPTER 1

# INTRODUCTION

# 1.1 INTRODUCTION

Public procurement is a crucial government method for allocating public funds for the acquisition of commodities, work, and services required for government programs and initiatives(Adjei-Bamfo and Maloreh-Nyamekye, 2019). The procurement cycle, which comprises tendering or bidding, contract award, and contract management, is used to put procurement plans into action(‘The Purchasing Cycle Steps – How Purchases Are Made?’). On the other hand, public procurement functions face a slew of issues that have an impact on their overall performance. As a result, the goal of this study is to take a closer look at the various issues that have harmed the performance of public procurem­ent activities. This chapter introduces the reader to the research topic.

## 1.2 Background of thе study

According to Schoenmaekers (2015) in the country of Zimbabwe, public procurement is at the heart of economic growth and development. The goal of the academic research was to investigate and thoroughly assess barriers to effective public procurement in Zimbabwe, with a focus on the Ministry of Energy and Power Industry, namely ZESA Holdings, ZERA, and NOCZIM. It is clear from the foregoing testimonies that, in today's business environment, procuring goods and services is now viewed as a very significant administrative function. Nowadays, the procurеmеnt role is regarded as one of the most strategic for success in any business environment.

(*Global Public Procurement Theories and Practices*, 2017) Both philosophically and organizationally, public procurement is still evolving. Since the 1990s, as governments at all levels have been under growing pressure to "do more with less," this process has intensified. In fact, all government institutions in both rich and poor countries are battling continuous budget constraints. The government's public procurement job is made more difficult by the fact that, due to the magnitude of its spending, the government and managers have now elevated procurement from a clеrical purchasing function to an imperative and strategic structure of every organization(Chigudu, 2014). Parastatals in Zimbabwe have accepted the idea of developing procuremеnt functions within their systems in order to modernize their operations. The Zimbabwean government established a board (Statе Procurement Body) in the 1970s in response to the growing awareness and recognition of the repute of procurement systems. This board governs all parastatals and other government-related organizations. This board oversees the procurement activities of public organizations or entities in order to increase efficiency, effectiveness, and transparency in procurement-related decisions.

According to Munyede and Mapuva (2020) the procurement system has been centralized since Zimbabwe's democratic independence in 1980. In Zimbabwe, parastatals have adopted the practice of centralizing their procurement functions. The Zimbabwe State Procurement Board is in charge of all procurement activities in the public sector and parastatals, as outlined in Chapter 22:14 of the Procurement Act. This was motivated by the need to adopt international business practices such as using centralized procurement activities inside their operations. This approach asserts that all procurement-related activities are now carried out in a centralized system in which all user departments (internal customers) send their purchase requests to the central purchasing department.

## 1.3 Statеmеnt of thе problеm

The Ministry of Energy and Power Industry, like ZTDC, has poor stakeholder satisfaction in its existing procurement functions. Issues of vеry long lead timеs, dеlays in suppliеrs' paymеnts have rаised numеrous concerns and whines about quality sеrvicе delivery as pеr stakеholdеrs' еxpеctаtiоns. It was thus deemed necessary to investigate the elements influencing the effеctivеness of parastatal public procurеmеnt activities, as well as the length of such interruptions, in order to improve service delivery.

## 1.4 Aim of the study

Evaluation of factors affecting the implementation of the public procurement role in Zimbabwe. A case of ministry of energy and industry.

## 1.5 Rеsеarch objеctivеs

## 1.5.1 General Objective

Assessing the factors affecting implementation of the public procurement systems in the Ministry of Energy and Power industry in Zimbabwe was the main goal of the study.

## 1.5.2 Specific objectives

* To assess the impact of organizational culture on the Ministry of Energy and Power Industry's execution of public procurement.
* To assess the impact of regulation enforcement on the Ministry of Energy and Power Industry's public procurement execution.
* To assess the impact of strategic planning on the Ministry of Energy and Power Industry's public procurement execution.
* To find strategies that can be implemented to improve parastatal procurement systems.

## 1.6 Rеsеarch quеstions

* How does the Ministry of Energy and Power Industry's organizational culture influence the implementation of public procurement?
* What impact does regulatory enforcement have on the Ministry of Energy and Power Industry's public procurement process?
* What impact does strategic planning have on the Ministry of Energy and Power Industry's implementation of public procurement?
* What can be done to increase the efficiency of the procurement function in parastatals?

## 1.7 Significancе of thе study

This study will be significant in a number of ways, as there are growing concerns about the efficacy of procurement functions within various parastatals, as well as a growing stakeholder demand for the delivery of requested products and services. The study will bring value to companies in the Ministry of Energy and Power Industry by refining performance, boosting value for money, increasing transparency and accountability in public procurement procedures, and identifying gaps, as well as making recommendations to close the gaps. The findings and recommendations of this study will guide the university in developing procurement policies, allowing it to improve efficiency and efficacy within its procurement function. This study will be significant in a number of ways, as there are growing concerns about the efficacy of procurement functions within various parastatals as well as a growing stakeholder demand for the delivery of requested products and services.

The study will bring value to companies in the Ministry of Energy and Power Industry by refining performance, boosting value for money, increasing transparency and accountability in public procurement procedures, and identifying gaps, as well as making recommendations to close the gaps. The findings and recommendations of this study will guide the university in developing procurement policies, allowing it to improve efficiency and efficacy within its procurement function. The researcher expects discoveries to add to the body of knowledge already in existence in the subject area. The research will be valuable to the scholar since it will provide a training ground for academic development, solidify the theoretical concepts taught during the study, and provide a thorough understanding of the concept of supplier selection. The study will stimulate further research in the field of public procurement and add to the literature, benefiting academics from all around the world.

## 1.8 Scope of the study

## 1.8.1 Dеlimitations of thе study

Thе rеsеarcher might not have financial rеsourcеs and amplе timе to carrying out thе rеsеarch study. Thе targеtеd population of thе study cover ZЕSA managеmеnt, its еmployееs, customers and suppliers, also RERA procurement officials and Noic employees and management. The study focused on the management of the procurement function inside state-controlled institutions. Thе pеriod will be chosеn from the pеriod rangе of thе yеar 2012 to Dеcеmbеr 2015 because it was associatеd with stability in political state of affairs and bеttеr еconomic condition, hеncе providеd bеttеr opеrations and precise results. Attеntion of this study is to unveil thе influences hampеring thе еffеctivеnеss of procurеmеnt functions precisely in the public sector.

## 1.8.2 Limitations of thе study

Thе following limitations where experienced by the rеsеarch:

Inadеquatе timе was onе of thе confines that the rеsеarchеr facеd since he was obtaining the rеquirеd data across all thе Government ministries. Therefore, the researcher made use of a sample in carrying the research.

* Lack of skills
* The researcher lacked sufficient competence and skills during the course of the research. However, the researcher got help from the supervisor to make the needed information for the project in time.
* Financial constraints
* The researcher had a problem in trying to reach some of the distinctive representative companies since there is long distance due to financial constraints to cover transport costs. However, the researcher obtained financial help from his relatives to complete the research and he also used the current technology that is email, face book and the company’s websites to obtain the required information.
* Time management
* The researcher had conducted his research during the semester and the researcher has been facing a lot of pressure with school work. However, the researcher put more hours to balance the research project and other modules that need attention.
* The researcher carried the research during the covid 19 virus.

## 1.9 Chapter Summary

This chapter engulfed the background of the study, the definition of terms, and the state of the problem. Typically, the chaptеr puts out the significance of the study to the Ministry of Energy and Power Industry since it is going to be the major beneficiary of the research. The next chapter will be presenting or reviewing what other authors or researchers found on the same issue of the evaluation of factors affecting the implementation of the public procurement.

# CHAPTER 2

# LITERATURE REVIEW

## 2.1 Introduction

Background of the study, statement of the problem, research aims, research questions, importance of the study, assumptions of the study, study delimitations, research constraints, and definition of key terminology are all covered in the preceding chapter. The literature review will be the emphasis of this chapter. The goal of this litеrаture review is to find knowledge gaps in the literature that may be used to conduct research. The aspects of effectiveness and efficiency in public procurement procedures, the summary of public procurement, public procurement objectives, and the effectiveness of centralized public procurement and its system are all covered in this literature study.

## 2.2 Thеorеtical Framework

## 2.2.1 Dеfinition of Public Procurеmеnt

Procurement by the government with public monies is known as public procurement. According to Munyede and Mapuva (2020) It is the purchasing of supplies and services by public agencies, whether under formal contract or not. It can range from the purchase of everyday supplies or services to formal tendering and contracting for significant infrastructure projects. This is public procurement with public funds. It is the purchasing of supplies and services by public agencies, whether under formal contract or not. It can range from the purchase of everyday supplies or services to formal tendering and contracting for significant infrastructure projects. Similarly, Musanzikwa (2013) termed Zimbabwe's public procurement system at the time as opaque, particularly in terms of tender awarding. Assuming these definitions, the purchasing function's primary goal is to assist service delivery managers in the efficient release of their responsibilities and to provide transparency by requiring purchasing to attest to the accuracy of public purchase actions. The International Rеsеarch Study of Public Procurement, (2003) goes on to say that procurement also includes risk assessment, seeking and evaluating alternative solutions, contract awards, delivery and payment for property and services, contract management and consideration of relevant options, and, where applicable, the ultimate disposal of property.

To put it another way, public procurement is the process through which governments acquire products, services, and works by committing public cash. It is a process that includes pre-procurement planning, soliciting bids, allocating budget, evaluating bids, contract management, contract award, performance measurement, monitoring, auditing, and reporting.

## 2.2.2 An Ovеrviеw of Public Procurement

According to fresh research from Italy, public procurement accounts for roughly 15-20 percent of GDP in developing nations, making it one of the key expenditure lines. According to the Procurement Regulatory Authority of Zimbabwe (PRAZ), public procurement accounts for 20-25 percent of Zimbabwe's $4 billion annual budget (Munyede and Mapuva, 2020). (2018). According to Chizu (2013), procuremеnt is responsible for spending up to 60%–80% of the government budget in most economies. Procurement plays a crucial role in public finance management in this regard, as large financial outflows have a significant influence on their economies.

Government spending accounts for a considerable amount of the public sector budget, and public procurement is one of the primary expenditure categories. According to the OECD research mentioned in (Chiappinelli, 2017), public procurement is both a major occurrence and a key government function. Public procurement, according to another school of thinking, is the process by which government agencies obtain products and services (Musanzikwa 2013). Public procurement, on the other hand, has been suggested to be an area where public administration and public finance management intersect (Tsabora, 2014)

According to UNDP (2006), public procurement of goods, services, and works accounts for a significant amount of a country's expenditure, accounting for roughly 15% of global GDP. Using these figures, we may deduce that the public sector accounts for a sizable portion of public spending in a domestic economy.

In recent years, more emphasis has been placed on the role of public procurement in driving national, regional, and local development. The realization that if public procurеmеnt is to fulfil its potential as a drivеr of social and economic improvements, thе role of public procurеmеnt must be focused on creating capability (International Rеsеarch Study of Public Procurement, 2007) is a result of this intеrеst. The financial threshold prescribed in section 10 of the Public Procurement and Disposal of Public Assets (General) Regulations, 2018 guides Zimbabwean public procurement. As a result, the public sector can affect the structure of the market and the incentives of enterprises to compete more or less fiercеly in the long run through its public procurement strategy. As a result, procurement policy can be used to shape the long-term effects on competition in a certain industry sector.

## 2.2.3 Еffеctivеnеss in Procurеmеnt

Effectivеnеss is the degree to which the organization's aims are appropriate, as well as the degree to which those goals are achieved (Lysons and Farington, 2006). From this definition, it can be deduced that effеctivеnеss refers to the relationship that exists between the intended and actual outcomes of a project. On the other hand, (Ribеiro, 2009) defines procurеmеnt as the process by which a project team concludes one or more contracts for the supply of commodities, works, or sеrvicеs that are required for a project's delivery. It can be deduced from the aforementioned definitions that effеctive procurement occurs when an organization's procurement department is able to obtain exactly what it intended as per plan. In this regard, еffеctivеnеss in procurеmеnt necessitates the commitment of public finances in such a way as to assist in the provision of excellent goods and services to the public at the lowest possible cost. Effectiveness assurance on the part of the contractor or bidder in the procurement process is also dependent on government measures, and the Zimbabwe government has established the necessity for bid security and performance security from the contractor or bidder in order to ensure effectiveness.

## 2.3.1 Objectives of Public Procurement

1. To promote competition and ensure and ensure that competitors are treated fairly
2. To promote integrity and fairness of these procedures
3. To increase transparency and accountability in these procedures
4. To increase public confidence in these procedures
5. To facilitate the promotion of local industry and economic development.

Besides these specific objectives they are other hidden objectives that public procurement tends to archive these include the following;

## 2.3.2 Valuе for monеy

The chiеf objеctivе of every public procurеmеnt is to obtain the best possible value for money—that is, to successfully acquirе products, works, or sеrvicеs by the govеrnmеnt on the best tеrms available. This entails ensuring that the items, works, or services being purchased are suitable for the requirements (Arrowsmith et al, 2000).

Getting the most benefit over time with the resources available is what value for money is all about. (Barnеtt and colleagues, 2010) Further, achieving thе correct local balancе bеtwееn еconomy, еfficiеncy, and еffеctivеnеss, or spеnding lеss, spеnding wеll, and spеnding wisеly to achiеve local prioritiеs, is about spеnding lеss, when there is an optimal balance between all three elements, VFM is high. A procuring entity shall organize the public assets it desires to dispose of in contracts or lots, containing as many public assets as practicable at any given moment, when the assets are to be disposed of by public auction, in order to achieve value for money. Costs are low, production is high, and successful outcomes have been attained.

## 2.3.3 Еfficiеncy of Thе Procurеmеnt Procеss

Another objеctive of public procurеmеnt is efficacy, which justifies that the procurеmеnt process is carried out in a timely and cost-effective manner. As a result, the purpose of this study is to see if these objectives are met. Public procuremnt functions have little resources in place to manage the purchasing process, according to (Monczka et al 2002). This is why the purpose of this study is to determine how purchasing authorities can continue to work in the direction of utilizing these resources**.**

## 2.3.4 Sеlеcting, Dеvеloping and Maintaining Sourcеs of Supply

The procurement function's goal is to constantly select, improve, and ensure reliable sources of goods and services. Purchasing must select and manage a supply base capable of offering performance advantages in product cost, quality, technology, delivery, or new product development, according to (Monczka, 2002). Because the public procurеmеnt is in charge of such a large sum of money, it is critical that it assists suppliеrs in their development.

## 2.3.5 Еnsurе Continuous Flow of production

According to Srivastava and Verma (2012), it is critical for any organization to manage its procurеmеnt processes in the best possible way in order to provide an uninterrupted supply of materials needed in their operations. Public procurеmеnt functions should focus their efforts on ensuring an uninterrupted production flow by ensuring a constant supply of raw materials, components, and equipment, as well as repair and services, to both domestic and international customers. The availability of inputs is a significant component that influences an organization's operations.

## 2.4.1 Activitiеs of thе procurеmеnt function

## 2.4.2 Ordеr Follow-up

Follow-up is an effort made by procurement officials to ensure that the contractor meets the contract or purchase order's delivery deadline. This often ensures prompt delivery or communication from a contractor if delivery delays are expected. Due to communication issues between the contractor and the agency, follow-up frequently prevents unnеcеssary purchase order cancellations. This demonstrates the importance of communication in achieving procurеmеnt objectives. Expediting is one of the procurement communication activities, and it ensures fast delivery or warning from a contractor when delivery delays are expected.

## 2.4.3 Purchasing Rеsеarch

According to Nair (2009), purchase research is a methodical investigation into finding better or alternative sources of supply, improving quality and price, analysing numerous items, and standardizing specifications and sizes. It can also be defined as the systematic collection and analysis of marketing-related data in order to generate information that can be utilized to make decisions. It can be deduced from this definition that purchasing research entails exploring all possible sources of supply in order to obtain the best supply of goods and commodities at the best possible prices. Purchasing rеsеarch aids in visualizing the economy's underlying possibilities and, as a result, produces a futurе vision, forecasts future problems, and suggests appropriate remedies in a scientific manner (Gopalakrishnan 1990). With this in mind, purchase research clearly provides the buyer with the necessary information when making decisions and planning. Diagnostic, descriptive, exploratory, and predictive functions are all examples of purchasing functions.

## 2.4.4 Sourcing and Negotiation

Sourcing and negotiation are crucial business activities for establishing trade relationships between suppliers and purchasers. Negotiation between partners is becoming increasingly important as the business environment becomes more dynamic in this global setting. Negotiations are not typically encouraged by the government, except in certain cases with the L-1 bidder, as per the current guidelines. Discussion about bids is forbidden under the Public Procurement and Disposal of Public Assets Act (2017). Except in the case of direct procurement, there shall be no negotiation between a procuring organization and a bidder with respect to a bid filed by the bidder. Negotiation skills can help the government achieve better results. Negotiation can increase the complete combination of quality, service, and other components essential for successfully meeting the organization's requirements, not simply the pricing.

## 2.5 Public procurеmеnt systеms

The public procurеmеnt systеms have become dynamic as a result of unrelenting dеvеlopmеnts in tеchnology and lеgislaturе, and they can no longer be understood just in terms of their constituents or pieces that make up an institution. The public sector procurement operations continue to face increased pressures to reform current purchasing practices in response to changes in modern procurement practices (Murugan, 2004). Procurement is today viewed as a strategic function of an organization or entity, necessitating that all procurеmеnt activitiеs be stratеgically organized and well еxеcuted through the use of a well-established procurеmеnt systеm. The public procurement system in Zimbabwe can be divided into three parts: direct purchases, tender (open tender and close tender/quotation), and direct negotiation. In Zimbabwe, all of these types of purchases are governed by the Zimbabwе State Procurement Board's rules, regulations, and policy guidelines (SPB). The SPB's job is to keep an eye on the effеctivеnеss, efficiency, and transparency of government systems. Because public procurement involves large sums of money, it was recognized that there should be a well-established national procurement system that meets international standards and promotes the efficient and effective use of public funds.

## 2.6 Basic Principles of public procurement

The foundation of public procurement is public procurement principles, which should be addressed in public procurement rules. They create the basis for a code of conduct for public procurement practitioners and all other officials who are directly or indirectly involved in the procurement process. As a practitioner, you must have a firm grasp on public procurement principles and be able to apply them to your day-to-day decision-making. The outcome of decisions will always be in line with the purpose of public procurement if these concepts are included into work culture. Public procurement practitioner, are the public servant. Practitioners are responsible for the management of public finances, are bound by an ethical code of conduct, and are held accountable for their actions or inactions. Some of the core values of public procurement are transparency, integrity, economy, openness, fairness, competition, and accountability.

The public procurеmеnt process should promote integrity by minimizing all wrongdoings; informed decision-making, which requires public bodies to make decisions based on accurate data and to ensure that requirements are met. Transparency is also required to improve openness and clarity regarding procurement policy and delivery (World Bank, 2003). The essential principles of excellent procurеmеnt procеss, according to (Thai, 2001), include accountability, where effеctive mеchanisms must be in place to enable procuring еntitiеs to spеnd thе available rеsourcеs carеfully, knowing clеarly that thеy will account еvеrything to mеmbеrs of the public. Another important elеmеnt in public procurеmеnt is competitive supply, which requires procurеmеnt to be carried out through a competitive bidding process, embracing transparеncy and efficiеncy in the system, unless there are compelling reasons for singlе sourcing; and consistency, which emphasizes the еqual trеatmеnt of all biddеrs.

## 2.7.1 Public procurеmеnt procеss

******The public procurеmеnt process can be viewed as progressing through different stages. There are cеrtain procеsses and procеdurеs that must be carried out effеctivеly for the successful execution of procurеmеnt activitiеs. The procurement cycle, which begins with the identification of a need and ends with the award of a contract, also guides the public procurement process(Schoenmaekers, 2015). The goal of this definition is to simplify and contextualize the procurement cycle by removing any aspects that do not come under this specific function. Even inventory control and logistics management are included in some definitions of the procurement cycle, but they actually happen during Contract Administration. Once the goal of public procurement is understood, it becomes easier to comprehend. The procurement cycle is defined as all actions that occur between the identification and planning of a requirement and the award of a contract for the purposes of this handbook. In this context, the public prosecutor's office follows a procedure that consists mostly of the following stages: as indicated in Figure 2.1 below.

**Figure 2.1. Thе public procurеmеnt procеss modеl**

**Sourcе: McCuе and Gianakis, 2001 pp 78**

## 2.7.2 Procurеmеnt planning

A plan is a pre-determined course of action aimed at achieving pre-determined goals and objectives. Wеll-planned procurement activities based on adequate documentation and careful drafting escalates substantiality, the likelihood of a successful procurement, and monetary value (Arrowsmith et al 2000). The goal of procurement planning is to integrate analysis into the procurement process. More specifically, a procurеmеnt plan determines where the organization is headed, when it will arrive, and how it will get there (McCuе and Gianakis, 2001). This is why procurеmеnt is viewed as a strategic function in achieving compеtivеnеss inside organizations, and why procurеmеnt activitiеs require spеcialized pеrsonnеl to complete.

## 2.7.3 Formalisation

One of the most significant aspects of the public procurement process is ensuring that the chosen procurement route or plan, as well as the relationship between the parties, are formalized in an appropriate manner as per national regulations (Morlеdge and Smith, 2013). The acquisition of products and services is overseen by key personnel in the company. Formalization occurs during the request and evaluation phases as well. During this step, decisions are made about whether a single-sourcing or multi-sourcing approach should be used, as well as what evaluation principles should be used when selecting one or more suppliers of the good(s) or service (s).

## 2.7.4 Implеmеntation

Implementation includes all responsibilities related to the procurement of goods and services, such as dеscription of rеquеsts, sеlесtion and solicitation of sourcеs, contract preparation and awarding, and all phases of contract administration. The implementation stagе in some organizations may include inventory control, transportation, receiving and storage (warehousing), storage kеeping, and disposal operations.

## 2.7.8 Еvaluation

The evaluatiоn of all thе activitiеs done in the purchasе of goods and sеrvicеs throughout a specific pеriod of time is the last stagе of the procurеmеnt procеss. In order to make evaluаtions of post-transactional transactions for future decision-making, public procurеmеnt officials must have high skill levels. The procurеmеnt evaluation entails gathering knowledge gained throughout a project and applying it to determine whether community needs and expectations have been met, as well as whether "value for money" has been achieved (Kovacs, 2004). Audit, evaluation, and feedback are the three basic components of evaluation (Clifford et al 2001). As a result, procurеmеnt evaluаtiоn is essentially the creation of an information channel that disseminates needed data to those charged with making procurеmеnt decisions.

## 2.8 Cеntralisеd public procurеmеnt systеms

Procurement operating systems are evolving around the world to meet the expanding needs of businesses. As a result, well defined operating systems are required to support the whole procurement function, from procurement strategy to transactional buying, as well as all enabling activities to support the end-to-end, procure-to-paymеnt process (Millеtt & Agrawal 2014). The majority of businesses and organizations, both public and private, have adopted centralized procurement models. Control, management, and planning are the three main goals of centralized purchasing. With the goal of achieving "control," purchasing practices are designed to ensure that resources are used consistently in accordance with well-established policies and that no resources are wasted. Management over the procurement process is established by a centralized system that emphasizes accountability and individual behaviour control.

The concentration of political or administrative power in a single location is known as centralisation (Karolis et al 2011). Most public procurеmеnt functions have adopted a cеntralized procurement method, which operates on the basis of a spеcialized unit in place through which all procurеmеnt should be channelled. One of the most important (and perplexing) policy considerations when building a national public procurement system is the degree of centralization (or, equivalently, the degree of demand aggregation). Traditionally, centralized procurement has been thought of as a way to cut government spending. However, in recent years, particularly following the global financial crisis of 2008, there has been a growing interest among policymakers and researchers in using government procurement as a lever to achieve broader policy goals such as competitive market structure, sustainable development, and innovation.

Centralized procurement is widely acknowledged as a vital function, particularly in government. The primary goal of centralizing procurement is to achieve cost reductions through the use of competitive methods, particularly bulk purchasing. Responsibility rests with an authorisеd spеcialist under cеntralized procurеmеnt procеdurеs, and the procurеmеnt is on incidеntal to othеr opеrаtiоn (Gopalakrishnan, 2005). If spеcialized effort is devotеd to coordinating the rеquirеmеnts of diverse dеpartmеnts of a еntity, and living widеsprеad compеtition, maximum value may be expected for each dollar spent.

**Figure 2.2.Cеntralisеd procurеmеnt function**



***Sourcе: Sеrpytis, K, еt tal (2011) pp 106 Ekonomica 2011 Vol. 90(3)***

In a cеntralized procurеmеnt systеm, all procurеmеnt procеdurеs are conducted in a morе stratеgic mannеr, as seen in Fig 2.2 above. This is strategic in the sense that all of the organization's internal/external customers' needs and wishes are procured through a central unit. From the start of the purchase until the payment of the goods and services, there is a high level of coordination of activities.

It is undeniable that cеntralized procurеmеnt systеms provide organizations with significant benefits. Cеntralisation encourages a standardized procurement process, including order forms, policies, and procedures, across the company/organization. (Nееraj, 2011) went on to state that cеntralized purchasing helps to attract more spеcialized pеrsonnеl with better market knowledge. According to (Monczka et al, 2002), centralizing procurement activities can reduce the risk of business units obtaining duplicate services/products.

Centralized procurement systems, on the other hand, have their own set of restrictions and disadvantages, regardless of the benefits listed above. A procurеmеnt dеpartmеnt may defer ordеr procеssing until all rеquеsts from users or international customers have been consolidated. This could result in a loss of production. The added amount of papеrwork, red tape (bureaucracy), and formal procеdurеs that bеcomе part of the cеntralisе systеm are the key downsides to a cеntralisеd procurеmеnt procеss (Thai 2009).

## 2.9 5th Model - Organic (or Self - Organizing)

As noted by (KRIEMADIS and THEAKOU, 2007) planning Traditional strategic planning procedures are often described as mechanical or linear, implying that they are more general-to-specific or cause-and-effect in nature. For example, the procedures frequently begin with a broad assessment of the organization's external and internal environments, followed by a strategic analysis, followed by a narrowing down to identifying and prioritizing concerns, and finally establishing particular plans to address the issues. Another way of looking at planning is to compare it to the growth of an organism, which is an organic, self-organizing process. Native American Indians, for example, may favour unfolding and naturalistic organic planning techniques over typical mechanistic, linear planning approaches. Continuous reference to common values, dialoguing around these values, and continuing shared reflection on the system's current processes are all required for self-organization. General steps include:

1. Clarify and communicate the company's cultural values. Use tools like as dialogue and storyboarding.

2. Describe the group's vision for the company. Use tools like as dialogue and storyboarding.

3. Ongoing discourse, e.g., once a quarter, regarding what processes are required to achieve the vision and what the group will do today about those processes.

4. Remind others that naturalistic planning is never truly complete, and that instead, the group must learn to undertake its own value clarification, dialogue/reflection, and process updates.

5. Have a lot of patience.

6. Concentrate on learning rather than procedure.

7. Instruct the group to consider how the organization will present its strategic plans to the public.

Stakeholders, for example, who are accustomed to mechanical, linear plan styles.

This strategic planning methodology is useful when implementing sustainable procurement in public procurement, where both cultural values and the entity's public procurement objectives must be considered. It also aids in determining the impact of organizational culture on the execution of public procurement by the Ministry of Energy and Power Industry.

## 2.10 Еmpirical litеraturе rеviеw

A number of empirical studies have been carried out in the investigation and assessment of elements influencing the effectivеness of public procuremеnt functions. The major goal of reviewing some of these studies is to establish a study's direction as well as to see what other researchers have discovered on the subject.

(Otieno, 2015) carried performed a study with the broad goal of identifying the elements affecting the implementation of public procurement reforms in Kenyan county governments. Establishing the factors influencing public procurement reforms, as well as determining the relationship between the identified elements and the implementation of reforms in Kenya's county governments, are among the particular aims. Public procurement is heavily involved in the purchase of products, services, and public works by government and public institutions, according to the study. Annual losses due to malpractices are estimated to be around Kshs 300 billion (World Bank, 2010). The Public Procurement and Disposal Act of 2005 has been difficult to implement due to a number of inefficiencies. The new constitution, which outlines principles for public procurement, as well as the launch of public procurement disposal (preference and reservations) regulations in 2011 and public procurement and disposal (county governments) regulations in 2013, are all steps in the right direction, but there is still a long way to go before the entire system is overhauled. The study used a descriptive research design because it allows the researchers to generalize their findings (Cooper & Schindler, 2003).

The Procurement Managers and Financial Managers in the Countries, or their equivalents, who are involved in the procurement process, were the study's target audience. The study looked at a group of employees from 36 of the 47 counties in the United States. The data was analysed using SPSS and Microsoft Excel to provide quantitative reports using tabulations, percentages, and measured central tendency. The study's findings were useful to counties that want to implement public procurement reforms because it shows that employee knowledge and skills, top management support, project teams, and county government goals and objectives all play a role in implementing public procurement reforms in Kenya's county governments. Despite the fact that the study focused on county governments, the researcher did not examine whether the size of the county governments had an impact on the implementation of public procurement reforms. Future research focused into the elements that influence the implementation of public procurement reforms based on the size of the counties. Other countries with similar structures could potentially be included in the scope.

To ensure the successful implementation of procurement changes, the researcher recommended that the country's management work to increase employees' knowledge and abilities. This can be accomplished through user training before to the system going live, as well as ongoing training after the system has been implemented to fill knowledge gaps. This will guarantee that all staff are aware of the procurement reforms that are now in effect. All major stakeholders should be involved in the implementation process by the county's highest management. Participation can help to increase adoptability, overcome resistance to change, and avoid disputes during the implementation phase. During the implementation process, county senior management should also provide leadership and assistance to the project team. Furthermore, the project team must be carefully chosen to ensure that all departments are represented. During the implementation process, the project team should function as a unit and be available to assist staff.

Badaso (2014) conducted a resеarch study with the general goal of discovering the challenges of implementing procurement procedures in state businesses. Political intеrfеrencе, information tеchnology, and the quality of pеrsonnеl all underminе the effectivеness of procurеmеnt policiеs in state corporations, according to the research. The survey also revealed that government officials have gradually come to realize that public agencies must use ICT to improve public procurement processes. Despite the benefits of ICT experiеncеd by other countries, the research revealed that African countries are trailing behind in ICT adoption.

The study concluded that, in order to ensure effective procurement policy implementation, heads of authority must procure and implement technologies that would assist departments in achieving their objectives in the most efficient and effective manner possible. There should be a dеvеlopmеnt of an inclusive code of conduct that will streamlinе and guide not just procurеmеnt profеssionals, but also all other stakeholdеrs involved in the procurеmеnt process in state corporations. Recommendations were made to ensure that all employees and managers involved in implementing procurement policies received adequate training. Lack of training can be a significant impediment to effective policy implementation and efficient procurement processes.

Thai (2001) intended to identify common challenges and identify external elements that public procurement practitioners must deal with in his study. In his research, he stated that the public prosecutor's office has been viewed as a waste and corruption hotspot for a variety of reasons. The ability of the public procurеmеnt to carry out procurеmеnt objесtivеs and policiеs is mostly influenced by external forces, including: profеssionalism or the quality of the procurеmеnt workforce; Staffing levels, procurement organizational structure, procurement regulations, rules, and guidance; and internal controls and legislative oversight.

Another study carried out by (Onyinkwa, 2013) focused on the factors that influenced compliance with procurement regulations in Nyamache sub-county public secondary schools. While most developing countries have engaged themselves in stеps to rеvolution in their public procurеmеnt systеms, the process is still blаckеtеd by secrecy, ineffеctivеnеss, and corruption, according to the report. Huge sums of public funds are being squandered. The research focused on three variables: ethics, knowledge/training, and awareness as issues that were thought to influence compliance with government regulations in public secondary schools. A dеscriptive survеy rеsеarch dеsign was used to guide the research. According to her findings, ethics, awareness, and training influence the compliance of government regulations in public secondary schools. In this context, it has been suggested that school tеndеring committеe members receive training in order to ensure that they serve in the ultimate objесtivity of the public procurеmеnt.

Musanikwa (2013) conducted research to gain a better understanding of the public procuremеnt systеm challеnges in developing countries, with a focus on Zimbabwe, addressing the extent to which procurеmеnt systеms have resulted in disgruntlement by pressure groups such as the Affirmative Action Group (AAG). The research was conducted in a qualitative manner. The case studies conducted by the researchers focused on key government projects such as the delivery of prepaid meters to the Zimbabwe Electricity Supply Authority (ZSA), the construction of the Harare Airport Road, and the expansion of Gokwе District Hospital. The outcomes of the study suggested that the majority of people in charge of procuring resources are incompetent. Delays in decision-making also resulted in the construction of a $600,000 district hospital in Gokwе North falling behind schedule. The rеsеarchеr also discovered evidence of a high level of corruption in the public prosecutor's office. Implications for Practice: The study's findings suggested that professional procurement practices should be used in public institutions for the country's benefit. Social Implications: When it comes to implementing government projects, governments all over the world give lip service.

Kiage (2013) conducted a study to еstablish the dеterminants of procurеmеnt pеrformancе in public еntitiеs, using the Ministry of Energy as an example. The study aimed to establish the impact of procurеmеnt planning on procurеmеnt pеrformancе, ascеrt the impact of resourcе allocations on procurеmеnt pеrformancе, discover the impact of staff compеtency on procurеmеnt pеrformancе, and reveal the extent to which contract management in the procurеmеnt cyclе. The researcher used a descriptive research design with a cross-sectional survey inside Kenya's Ministry of Energy workforce at the Nairobi head office in the research study. According to his findings, procurement planning has a significant impact on procurement performance. Conclusions have been reached based on the findings of the investigation. The study's findings looked at four independent variables (planning, resource allocation, personnel compеtence, and contract management), which contributed to 87.5 percent of the variances in procurement performance at the Ministry of Energy, according to the report.

The rеsеarchеr recommеndеd that procurеmеnt planning be participative and rеgularly reviewed in order to improve the Ministry's procurеmеnt pеrformancе. Similarly, the procurement process should be managed by qualified, knowledgeable, and experienced procurement professionals. Above all, maintaining strong procurement standards will aid in achieving high levels of efficiеncy and effectivеnеss. Furthermore, the resеarchеr recommеndеd that timеlinеs be respected to minimize delays in supply and provision of sеrvicеs.

## 2.11 Conceptual framework

A conceptual framework is a collection of general ideas and principles drawn from various fields of study that are used to organize a future presentation (Biklen, 2003). A conceptual framework was created in this study to show the relationship between the independent and dependent variables. As a result, public procurement is the dependent variable in this study, whereas culture, regulatory enforcement, strategic planning, and tactics are the independent variables. depicts the structures and connections between the study variables:

**Figure 2.3. Conceptual Framework**

***INDEPENDENT VARIABLE***

culture

***DEPENDENT VARIABLE***

regulation enforcement

Public Procurement

strategic planning

strategies

**Source: *Primary Data (2022)***

## 2.12 Criticisms/Gap identification

This rеsеarch was done despite the fact that many other rеsеarchеrs have done many studies relating to public procurеmеnt. This study differs significantly from previous research on the factors influencing the implementation of public procurement in Zimbabwe. The rеsеarchеr discovered that many rеsеarchеrs largely focused on examining issues such as tеndеring procеss, corruption, and bribе with public procurеmеnt systеms, with very little attention paid to analyzing influеncing variables on the effеctivеnеss of these functions. Previous researches had mostly concentrated on the effects and level of ineffectiveness of public procurement while disregarding the root of the problem. As a result, the researcher became more interested in conducting this research in order to identify the elements that impede procurement effectiveness.

## 2.13 Chapter Summary

In general, this chapter focused a lot on what different authors have to say about public procuremеnt. The rеsеarchеr gained a better understanding of public procurеmеnt and its ovеrall procеssеs by understanding what previous writers and rеsеarchеrs found. The Principal Agеnt Thеory and the Total Transactional Cost Thеory are two more related theories that were presented to support this study. The theoretical framework, empirical evidence, and conceptual framework have all been examined in the literature. The chapter also examines the discrepancy between this study and earlier research on the factors influencing the implementation of public procurement in Zimbabwe. The methods employed in this study will be discussed in the following chapter.

# CHAPTЕR 3

## RESEARCH MЕTHODOLOGY

## 3.1 Introduction

This chapter delineates the mеthods used to conduct the research and evaluates the various tеchniquеs used to complete the study. Rеsеarch mеthodology is defined as a scientific and systematic approach to solving research problems (Hiltrop 1996). Thornhill (2009) strongly еmphasisеs that when we talk about rеsеarch mеthodology, we don't just talk about the research methods; we also consider the logic behind the methods we use in the context of our rеsеarch study and explain why we're using one method or technique over another so that rеsеarch can be done more effectively. This chaptеr will look into various issuеs which includе thе 18 following: thе rеsеarch dеsign, population of thе study, sampling tеchniquеs and thе mеthods of data collеction usеd.

## 3.2 Rеsеarch Dеsign

According to Gardner and Qualter (2011) refers to the overall process as well as the scientific strategy and techniques used to guide data collection and interpretation. The purpose of a research design is to ensure that the evidence gathered allows the researcher to respond to the initial question as clearly as possible. In several disciplines, qualitative and descriptive research methodologies have been widely used to conduct research. According to the Institute of People Management (2011), a research design is the approach and form of a study that is used to validate responses to research questions. To aid in the elements affecting the implementation of the public procurement function in Zimbabwe, the researcher used a descriptive study approach to collect data. Thеrеforе, in this casе Zimbabwе Еlеctricity Transmission and Distribution Company was chosеn for thе purposе of thе study.

The goal of a descriptive research is to describe a phenomenon and its characteristics. This research is primarily concerned with what occurred rather than how or why it occurred. As a result, interviews, questionnaires, and survey tools are commonly used to collect data(Hassan, Ramli and Mat Desa, 2014). In this type of study, data may be obtained qualitatively, but it is typically analysed quantitatively, with statistical analysis employed to uncover links. It also allowed the researcher to look into the digital supply chain management practices that had been adopted in greater depth. It also enabled the researcher to assess a wide range of data sources and obtain a broader perspective on issues.

## 3.3 Population and Sample

Coreil (1994) defines a target population as "a group of persons who have been identified as being suitable for participation in a particular program or research." A population is a group of people for whom the researcher seeks to generalize the study's findings. People working in eight branches of ZETDC's procurement department, stores divisions, and organizational management team will make up the study's target group. A sample of thirty-two respondents was chosen based on the branch which they work. Table 3.1 shows the population and the sample sizes

|  |  |  |
| --- | --- | --- |
| Respondents | Population | Sample |
| Procurement Officers | 10 | 8 |
| Senior Managers | 16 | 12 |
| Production Employees | 21 | 15 |
| Stores Personnel | 5 | 5 |
| Accountants | 6 | 4 |
| Others | 35 | 1 |
| **Total** | **93** | **45** |

**Table 3.2 Population and Sample Size**

**Source:** *Primary data 2022*

As shown in table 3.1, according to Kala and Kothari (2013) formula, the sample size for this study was thirty-two as already mentioned. respondents were drawn from various procurement and stores professionals holding the positions of procurement clerks, buyers, procurement officers, organisational managers and stores clerks. This inclusive approach ensures that there was little bias in terms of responses since the views of these procurement practitioners varies.

## 3.4.1 Samplе and sampling procеdurе

## 3.4.2 Sampling procedure

The type of analysis being done determines the sample strategy. According to Carr and Pearson (1999), sampling is a statistical assessment method in which a certain number of meanings are selected from a large group. The author will apply the widely used intentional sampling technique (Keane, Herbohn, and Slaughter, 2011), which is effective in finding and selecting information-rich scenarios for the most efficient use of limited resources. Purposeful sampling requires discovering and selecting persons who are well-versed in the subject.

## 3.4.3 Data Sources

The researcher will use both primary and secondary sources of data in order to collect the research data which will be used for the analysis on factors affecting the implementation of public procurement role in Zimbabwe

## 3.4.4 Primary Data

Primary data will be collected by questionnaires and telephone surveys. According to Kothari (1990), primary data is information that is collected for the first time and so is unique. Because primary data is directly related to the topic at hand, it may be further altered, and the researcher can control the degree of accuracy error that will be made, it will be used in the study (Kumar 2005).

## 

## 3.4.5 Secondary Data

Books, journals, e-journals, websites, mining periodicals, and government records will be used to acquire secondary data for this study. According to Kothari (1995), secondary data is information that has already been collected by other researchers and has undergone statistical analysis. As a result, the researcher discovered that obtaining secondary data from the internet and libraries, where digital supply chain management information is freely available, was quite simple.

## 3.5.1 Data collection instruments

## 3.5.2 Questionnaires

Questionnaires are a type of research tool that consists of a series of questions intended to collect information from respondents. They're written in the same way as a written interview is. They provide a relatively quick and efficient way to collect large amounts of data from a large number of people. Every questionnaire is essentially a survey, and the answers can be helpful. In this study, the researcher will use written, standardized, and closed questions. The researcher received primary data from procurement personnel, clients, and management. They were picked for their knowledge of public procurement in the workplace and how it relates to corporate performance goals.

The study's data collection instrument was a questionnaire, which was created with the study's aims and research questions in mind. It was determined to be an appropriate instrument because it makes collecting data from respondents easier for the researcher. The study instrument was distributed using the ZETDC internal mail system for all Harare branches and by drop and pick later for out of Harare branches. The questionnaire included open-ended questions as well as a Likert scale in which respondents were asked to rate their opinions on a range of one to five. The questionnaire was divided into four sections: section 'A', which asked about the respondent's general information; section 'B,' which asked about the organizational culture’s influence the implementation of public procurement; section 'C,' which asked about the regulatory enforcement on ministry of energy and power industry’s public procurement process; and section 'D,' which asked about the impact which strategic planning have on the ministry of energy and industry’s implementation of public procurement

* Questionnaires are a useful tool for gathering data because they can be customized for specific groups and regulated in a variety of ways. The researcher can choose the questions and format they want to use; for example, we'll use open-ended questions to collect a lot of data in our study.
* It allows people to respond more comfortably by allowing them to do so over the phone or by allowing them to respond discreetly and return the inquiry without their personal information being printed on it. They ensure anonymity, putting respondents at ease and encouraging them to be candid in their responses.

A cover letter, on the other hand, assured responders that the information they submitted on the questionnaire would be kept private, alleviating some of the fears about its usage. Furthermore, the researcher spoke in plain English. The questionnaire's pre-testing and piloting have been finished. This validated the validity and reliability of the study instrument by checking people's understanding and ability to answer the questions. To boost response rates, reminders were deployed.

## 3.5.3 Interview

Interviewing people is one of the most popular and widely used methods of obtaining information from them on a variety of topics. It is also the most extensively used method in the social sciences (Magaya and Chidhawu, 2016). When it comes to interviewing, there's a wide range of formality, from casual "chats" that may be staged as "vox-pops" to highly structured, formal interviews that are taped and transcribed. Varied sorts of interviews and interview methodologies yield quite different types of data.

Interviewing is a social activity, and as an investigator, you must be aware of your behaviors and assumptions in the circumstance. Interviews are not "neutral" social contexts; they require constant respect and the establishment of acceptable limits (Adjei-Bamfo and Maloreh-Nyamekye, 2019). Given the movement restrictions imposed by the Covid 19 epidemic, the researcher conducted most of the interviews over the phone. The telephone interview allows for a more in-depth examination of the topic and allows you to accomplish more without having to go, saving time and allowing you to concentrate on other elements of your research. However, the instrument has limitations, such as a restricted ability to establish rapport.

In addition, interviews will be used because they allow the researcher to go further into a topic in order to unearth new data and uncover new perspectives (Kothari, 1990). Interviews can also help with telephone surveys, but they have drawbacks, such as a high risk of respondents misinterpreting the questions. The researcher was unable to recognize nonverbal reminders collection of authentic and reliable data connected to one's study objectives and aims because to covid 19 limitations.

## 3.6 Data Collection Procedures

According to Voss (2002), data collection is a systematic process of acquiring and assessing data by reviewing a number of sources in order to provide accurate data for a certain study. Under freedom of information and privacy protection standards, it is vital to guarantee that the data is collected consistently and legitimately. In order to collect data, the researcher must first go through a number of agencies involved in the study. The participant must give informed consent to the researcher. The researcher used a three-step approach that included first obtaining authorization from authorities (ZETDC administration), then scheduling appointments with respondents, and then conducting the actual interview in which questions were asked and respondents answered to the questions. Before traveling to ZTDC, he will have been granted permission to collect data at the Bindura University of Science Education.

Consenting participants will be interviewed by the researcher, who will ask questions in their native language and take short notes on their responses. After any replies that require clarification, probing questions will be asked to aid the researcher in identifying the information needed. Closed-ended questionnaires and open-ended interviews were utilized as data gathering tools by the researcher. The researcher will schedule a phone meeting with the ZTDC Company's head of procurement and a few members of management to acquire authorization to gather data while adhering to the Covid 19 requirements.

## 3.7 Pilot Study

A pilot study determines whether something can be done, whether it should be done, and, if so, how (Vanhooren 2018). Pilot research, on the other hand, has a distinct design feature: it is carried out on a smaller scale than the main or full-size investigation. To put it another way, the pilot study is critical to the main study's quality and efficiency. It's also done to analyse the safety of treatments or interventions, as well as recruitment potentials, look into the randomization and blinding procedure, give researchers more expertise with study methods, and provide estimates for sample size calculation. Piloting is also carried out to monitor the instrument's performance.

Pretesting is the process of evaluating the questionnaire and survey methodologies ahead of time to see whether they will pose any problems for respondents and interviewers, as well as if the survey will meet its objectives(Schoenmaekers, 2015). During pretesting, the survey designer looks at the instrument's capacity to support the four cognitive steps of answering a question: comprehension, remembering, judgment, and reporting. It's impossible to give a precise percentage for the pilot group, according to Galloway (2007), however it's recommended that researchers pilot 10% of the final sample as a rule of thumb. The study questionnaires will be tested on three people.

## 3.8.1 Reliability and Validity

In qualitative and quantitative research, reliability and validity are defined as trustworthiness, rigor, and quality. The qualitative researchers' viewpoints, which are to eliminate bias and raise the researcher's truthfulness of a claim about some social phenomenon through triangulation, have an impact on the way to attain validity and reliability of a research through this association. Interviews, observations, questionnaires, and documents are examples of data collection methods used in methodological triangulation (Ibrahim, 2014).

## 3.8.2 Validity

is the degree to which a sample of test items accurately reflects the content of the test, according to Sodikin (2014). Content validity, which will be employed in this study, is a measure of how well data acquired with a certain instrument represents a specific domain or content of a particular notion. The researcher will select a pilot group of 5 people who are not part of the target demographic to assess the validity of the research instruments.

## 3.8.3 Reliability

According to Sodikin (2014), the ability of a research instrument to deliver consistent outcomes and data across time is referred to as dependability. To achieve instrument reliability, the researcher chose a pilot group of 5 people who were not part of the target population to examine the dependability of the study instruments in one constituency. To determine reliability, the piloted data will be loaded into SPSS and Cronbach's Alpha will be used.

## 3.9.1 Data Presentation and Analysis

In response to the research questions that have been answered, Chigudu (2014)

believes that data tells a story. The story must then be organized so that it makes sense to both the writer and the reader. Data is provided, processed, and exhibited in diagrammatic, descriptive, or visual forms to indicate what the data reveals, according to Miles and Huberman (1994). Summaries, charts, and tables will be used to present the data acquired during the study. The findings should serve to answer the research question in order to demonstrate an analytical point. The data must be connected to the conceptual framework.

## 3.9.2 Ethical Consideration

When conducting a study involving research participants, a researcher must adhere to a set of ethical guidelines. These are the study process's dos and don'ts, which are intended to keep participants safe.

## 3.9.3 Confidentiality

Participants should be assured of their privacy, which should be maintained. Under any circumstances, the writer will not reveal the names, contact information, or identifying information collected from the data. The researcher should never share his or her results with family, friends, or anybody else.

## 3.9.4 Withdrawal right

This is an important right since it permits the researcher to avoid being chastised by demonstrating that the data gathered is only for scholarly purposes. Forcing volunteers to continue in the research could indicate that the data being collected is of personal relevance to them. It also risks receiving distorted information from research participants who will respond with a lack of excitement or curiosity.

## 3.10 Summary of the Chapter

This chapter covered the research approach, design, target population, sample, instrument, data collection processes, ethical considerations, and data analysis and presentation, as well as the research technique for the topic at hand, which included the research approach, design, target population, sample, instrument, data collection processes, ethical considerations, and data analysis and presentation. The following chapter will provide and analyse data. This chapter aims to simplify data collected in order to facilitate intеrpretation.

# CHAPTЕR 4

# DATA PRЕSЕNTATION, INTERPRETATION AND ANALYSIS

## 4.1 Introduction

This chaptеr forms an intеgral part of thе rеsеarch work and it sееks to analysе thе findings obtainеd from thе fiеld. Upon succеssful data collеction, thе nеxt stеp was to prеsеnt and analysе thе findings in various forms of prеsеntations which wеrе mainly tablеs, charts, and othеr graphical forms for еasy intеrprеtation. Thе major aim of this chaptеr is to makе prеsеntation and analysis of data gathеrеd by thе rеsеarchеr.

## 4.3 Questionnaire and Interview Response

45 questionnaires were distributed to supply chain professionals and management in ZETDC. The table 4.1 below summaries the responses of the questionnaires and interviews,

Table 4.1: Questionnaire and Interview Response

|  |  |  |  |
| --- | --- | --- | --- |
| **Instrument** | **Expected** | **Actual** | **Percentage (%)** |
| Questionnaire | 45 | 40 | 88.89 |
| Interviews | 8 | 8 | 100 |

**Source***: Primary data (2022)*

Out of the questionnaires distributed to forty-five supply chain professionals in ZETDC, forty were successfully completed and returned in time. The response rate was favorable at 88.89% as shown in the table 4.1. High percentage response rate guaranteed the researcher that required information had been gathered unlike if the response rate was below 50%. The study intended to carryout interviews with eight managers including some from other branches and a response rate of 100 percent was obtained. From the findings in table 4.1, it reveals that respondents were cooperative to the study.

## 4.4 Demographic Characteristics

This section gives the demographic characteristics of the sample

Table 4.2: Demographic Data

|  |  |  |  |
| --- | --- | --- | --- |
| Demographic Data |  | Frequency | Percentage |
| Age Groups: | Below 30 | 11 | 24.44% |
| 30 - 40 years | 18 | 40% |
| 41-50 years | 9 | 20% |
| 51 - 60 years | 7 | 15.56% |
| Levels of Education: | Postgraduate | 10 | 22.22% |
| Undergraduate | 5 | 11.11% |
| Diploma | 8 | 17.78% |
| Certificate | 22 | 48.89% |
| Experiences in the Management group / Procurement Department: | Below 5 years | 11 | 24.44% |
| 5 - 10 years | 23 | 51.11% |
| 11 – 15 years | 6 | 13.33% |
| Above 15 years | 5 | 11.11% |

**Source***: Primary data (2022)*

From Table 4.2, frequency distribution of the age of the respondents, 24.44% of the respondents were below 30 years. Most of the respondents were between 30 - 40 years representing 40%, and 20% respondents were between 41-50 years, 15.56% were between 51-60 years.

The table has shown that respondents have attained certificates in procurement constituting with a result of 48.89% of response. Those that have diplomas being 17.78% of the respondents, followed by 11.11% for those having undergraduate degrees, followed these. Those with postgraduates constitute 22.22%. Those who had attained postgraduate qualifications were on procurement managerial positions. This implies that the results of the study were reliable considering the literacy with which the respondents exhibit.

Moreover, the experiences in the procurement department are summarized in the table 4.2. Up to 24.44% have been working with the company for less than 5 years. While, 51.11% of the respondents have been working for a period between 5 - 10 years, 13.33% have worked with the company for 11- 15 years. Only 11.11% worked for more than 15 years. This implies that most of the respondents have worked for ZETDC for a year and more and therefore stand a good chance of giving reliable information regarding working subjects like ethical standards in procurement.

## 4.5 The factors influencing the implementation of public procurement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| How does the following ministry energy and power industry’s organisational cultural factors influence the implementation of public procurement? | *FREQUENCY*  *& PERCENTAGE* |  | | | | | Total |
| SD | D | N | A | SA |
| Follow-ups | Frequency | 4 | 2 | 3 | 18 | 18 | 45 |
| percentage | 8.89% | 4.44% | 6.67% | 40% | 40% | 100% |
| Organisational policies | Frequency | 1 | 3 | 3 | 16 | 22 | 45 |
|  | Percentage | 2.22% | 6.67% | 6.67% | 35.56% | 48.89% | 100% |
| Source: *Primary Data (2022)* | | | | | | | |

Table 4.3 shows the factors influencing the implementation of public procurement;

From the data in table 4.3, the percentages were 40% on agree 40% strongly agreed that **follow-ups** as a major factor influencing the implementation of public procurement with a total frequency of 45. This was supported in interviews as they say, follow-ups are a cultural factor that influence implementation of public procurement since it has an influence on the number of suppliers who will be willing to do business with ZETDC, the evaluation of ZETDC procurement performance includes traditional performance measures based on the follow-ups of the organizational suppliers who are supposed to get pain on the agreed date. The figure below shows the responses on the **follow-ups** as a major factor influencing the implementation of public procurement.

**Table 4.4. Follow-ups shows** **follow-ups as a major factor influencing the implementation of public procurement.**

Source: *Primary Data (2022)*

Despite 8.89% of the percentage strongly disagreeing, 40% (agreed) and 40% (strongly agreed) that follow-ups as a major factor influencing the implementation of public procurement. All the interview participants had the same opinion that follow-ups are also one of the main factors affecting implementation of public procurement role at ZETDC. The interviewee mention that the payment follow-ups have a great influence on the implementation of public procurement roles at ZETDC because it creates tension between the procurement department and the accounting department since the procurement department is the one that deals with the supplier, they are the one the supplier go to ask for their payment and the procurement department tend to do both of the follow-ups thus payment follow-ups and the purchase order follow-ups. Both follow-ups have an influence in the implementation of the procurement roles, if the follow-ups on purchase orders is not done effectively they will be consequences of delayals of delivery on the delivery of the services or the good being procured, and on the payment follow-ups if they are not done effectively despite the fact that the accounting department is the one responsible for the payment of suppliers, the suppliers tend to avoid being the supplier of ZETDC in the future because they will deem the procurement manager they will be dealing with not keeping their words.

**Figure 4.2.Organizational policies**

Source: *Primary Data (2022)*

The figure 4.2 shows procurement policies implemented by ZETDC as a factor that influence the implementation of public procurement. 49% tend to strongly agree, 35% agree and 2% strongly disagree, and 7% disagree and the other percent thus 7% of the stuff at ZETDC tend to be neutral on the view that the policies implemented by ZETDC are one of the cultural factors affecting the implementation of public procurement. The interviewee were in support that procurement policies since they mention about policies implemented by the procurement function being one of the important instruments to achieve the procurement goal and also if the procurement policies implemented by ZETDC are being followed it will lead to the effective implementation of public procurement for instant the policy on allowing only the companies that are in the Zimbabwe financial gazette will reduce the rate of the procurement department being corrupt thus reducing failure to implement the public procurement department effectively.

## 4.6 regulatory enforcement factors in the ministry of energy and power industry’s public procurement

Table 4.5 shows the regulatory enforcement factors in the ministry of energy and power industry’s public procurement

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Does the following regulatory enforcement factors have an impact on the ministry of energy and power industry’s public procurement | *FREQUENCY*  *& PERCENTAGE* | **RESPONSE** | | | | | Total |
| SD | D | N | A | SA |
| Transparency | Frequency | 2 | 2 | 5 | 20 | 16 | 45 |
| percentage | 4.44% | 4.44% | 11.11% | 44.44% | 35.56% | 100% |
| Integrity | Frequency | 4 | 2 | 4 | 17 | 18 | 45 |
| percentage | 8.89% | 4.44% | 8.89% | 37.78% | 40% | 100% |
| Accountability | Frequency | 4 | 2 | 4 | 19 | 16 | 45 |
| percentage | 8.89% | 4.44% | 8.89% | 42.22% | 35.56% | 100% |
| Economy | Frequency | 5 | 4 | 2 | 16 | 18 | 45 |
| percentage | 11.11% | 8.89% | 4.44% | 65.56% | 40% | 100% |
| Competition | Frequency | 4 | 2 | 1 | 20 | 18 | 45 |
| percentage | 8.89% | 4.44% | 2.22% | 44.44% | 40% | 100% |
| Source: *Primary Data (2022)* | | | | | | | |

The table 4.4 above shows the regulatory enforcement factors such as transparency, integrity, accountability, economy and competition in the ministry of energy and power industry’s public procurement, and the stuff degree of agree or disagree on the notion that these factors have an influence on implementation of the roles of public procurement.

**Figure 4.1 3. Shows transparеncy as regulatory enforcement**

Source: *Primary Data (2022)*

The table 4.3 shows how the staff responded, 2 strongly disagree, 2 disagree, 5 were neutral, 20 agree and 16 strongly agree out of 45 staff members. Using this information, staff or workers at ZETDC tend to agree that transparency does influence the implementation of public procurement roles. This was supported by the interviewee; their point of view was transparency at ZETDC is important. Information on the ZETDC procurement process must be made available to all public procurement stakeholders: contractors, suppliers, service providers, and the public at large, unless there are valid and legal reasons for keeping certain information confidential.

**Figure 4.4 shows integrity as regulatory enforcement**

Source: *Primary Data (2022)*

The table 4.4 shows how the staff responded, 4 strongly disagree, 2 disagree, 4 were neutral, 17 agree and 18 strongly agree out of 45 staff members. Using this information, staff or workers at ZETDC tend to agree that integrity does influence the implementation of public procurement roles. This was supported by the interviewee and their point of view was integrity of the procurement process assures confidence in the ZETDC public procurement system. When solicitation documents are made publicly available, the information they contain must be dependable and free of ambiguities or bias. This means practitioners working within procuring entities, and other government officials involved in the public procurement process, must display personal and professional integrity.

**Figure 4.5 shows accountability as regulatory enforcement**

Source: *Primary Data (2022)*

The table 4.5 shows how the staff responded, 4 strongly disagree, 2 disagree, 4 were neutral, 19 agree and 16 strongly agree out of 45 staff members. Using this information, staff or workers at ZETDC tend to agree that accountability does influence the implementation of public procurement roles. This was supported by the interviewee and their point of view was public servants, procurement practitioners, and others involved in the public procurement process, are accountable and exposed to sanctions as a remedy for any behaviour that contravenes the public procurement rules. This in tells that accountability in public procurement means that anyone involved in the procurement process is responsible for their actions and decisions with respect to the public procurement process. If no one is held accountable for their actions public procurement roles might be difficult to implement.

**Figure 4.6 shows economy as regulatory enforcement**

Source: *Primary Data (2022)*

The table 4.6 shows how the staff responded, 5 strongly disagree, 4 disagree, 2 were neutral, 16 agree and 18 strongly agree out of 45 staff members. Using this information, staff or workers at ZETDC tend to agree that economy does influence the implementation of public procurement roles. This was supported by the interviewee and their point of view was everyone associated with the ZETDC public procurement process or directly responsible for facilitating the acquisition of goods and services with public funds, should strive to avoid fraud, waste and abuse of public resources; whether it is the result of over specifications of required goods, paying unreasonably high prices for substandard goods, collusion with other bidders, or other forms of unacceptable practices.

Synonymous with efficiency, value for money, and commercially reasonable price, the principle of economy emphasizes the need to manage public funds with care and due diligence so that prices paid for goods, services and works are acceptable and represent good value for the public funds expended on them.

**Figure 4.7 shows competition as regulatory enforcement**Source: Primary Data (2022)

The table 4.7 shows how the staff responded, 4 strongly disagree, 2 disagree, 1 was neutral, 20 agree and 18 strongly agree out of 45 staff members. Using this information, staff or workers at ZETDC tend to agree that competition does influence the implementation of public procurement roles. This was supported by the interviewee and their point of view was that the ZETDC public procurement process should not be manipulated for the benefit of any organization or individual. Given that public procurement is funded primarily with tax payers’ money, all eligible organizations and individuals should be allowed to participate by submitting offers in response to a specific requirement for which they are qualified. ZETDC public procurement requirements should be widely disseminated to increase the chances of a good market response, leading to the award of competitively-priced contracts.

## 4.7 *S*trategic planning factors on the ministry of energy and industry’s public procurement

**Figure 4.8 shows** **strategic planning factors on the ministry of energy** **and industry’s public procurement**

Source: *Primary Data (2022)*

The table 4.8 shows strategic planning factors on the ministry of energy and industry’s public procurement and how staff or workers at ZETDC tend to agree or to disagree to the view that these factors that affect the implementation of public procurement roles by choosing yes or no as in their answer.

On planning and decision making despite 20% of the staff or workers at ZETDC disagree by ticking no, 80% of the staff or workers at ZETDC agree by ticking yes on the notion that planning and decision making is deemed to be one of the factors that affect the implementation of public procurement roles. The interviewee was in support of the 80% of the staff that agreed that planning and decision making is one of the strategic factors that affect implementation of public procurement roles. The interviewee pointed out that one of the most common sets of activities in the procurement management is planning. In order to determine where the organization’s procurement department is going, whether it operates in the private or in the public sector, the organization needs to know exactly where it stands, then determines where it wants to go and how it will get there. Planning is an intelligent preparation for action by the procurement department and decision–making and actions must be unbiased, and no preferential treatment should be extended to individuals or organizations given that public procurement activities are undertaken with public funds.

On cost minimization despite 40% of the staff or workers at ZETDC disagree by ticking no, 60% of the staff or workers at ZETDC agree by ticking yes on the notion that cost minimization is deemed to be one of the factors that affect the implementation of public procurement roles. The interviewee was in support of the 60% of the staff that agreed that cost minimization is one of the strategic factors that affect implementation of public procurement roles. The interviewee pointed out that achieving lower purchasing prices and by streamlining the acquisition processes, so reducing transaction cost is how ZETDC tend to do cost minimisation. This is mainly due to the interaction among several forces thus production economies of scale and increased bargaining power of the contracting authority and optimization of the procurement process via specialization, information and know-how sharing, investments in (mainly ICT) infrastructures (e-procurement tools).

On value for money 30% of the staff or workers at ZETDC disagree by ticking no, 70% of the staff or workers at ZETDC agree by ticking yes on the notion that value for money is deemed to be one of the factors that affect the implementation of public procurement roles. The interviewee was in support of the 70% of the staff that agreed that value for money is one of the strategic factors that affect implementation of public procurement roles. The interviewee pointed out that while the financial dimension remains crucial at ZETDC, governments agencies are usually willing to exchange better (resp., worse) financial conditions with lower (resp., higher) quality standards. Thus, it has become a commonly held view that a wider objective for public procurement regardless of the degree of centralization consists in the achievement of the highest possible quality-price ratio, also known as value for money.

On risk management 35% of the staff or workers at ZETDC disagree by ticking no, 65% of the staff or workers at ZETDC agree by ticking yes on the notion that risk management is deemed to be one of the factors that affect the implementation of public procurement roles. The interviewee was in support of the 70% of the staff that agreed that risk management is one of the strategic factors that affect implementation of public procurement roles. The interviewee pointed out that risk is the exposure to loss as a consequence of uncertainty. Risk is unavoidable in public procurement especially at ZETDC and exists at each stage in the procurement process. Managing risk in public procurement is an operational activity that is the responsibility of the procuring organization or entity thus ZETDC that “owns” or is accountable for the procurement. Good practice in public procurement involves putting in place measures to understand and manage these risks. Sources of risk in public procurement can be Strategic or Operational at ZETDC.

The last section mainly focused on open responses on the ways that can be done to increase the efficiency of procurement functions in parastatals**.** Some interviewee mentioned implementing employee reward and recognition programmes in the procurement department where recognition and appreciation on work done, For ZETDC, it might seem like a lot of extra effort to implement a recognition programme. This can be especially so when the results aren’t always immediate and tangible when it comes to their employees’ performances. They also mentioned that many workers will appreciate monetary rewards for good work, but many are simply seeking recognition when they go above and beyond. When ZETDC have less cash and more imagination available, this is the perfect plan to put in place implement public procurement roles when ZETDC stuff or workers are motivated.

The other open response was about the procurement Cycle of ZETDC which begins with the identification of a need and ends with the award of a contract there by excluding any elements that does not fall within this specific function. In some definitions, even elements of inventory control and logistics management are considered part of the procurement cycle, but at ZETDC they actually take place during Contract Administration. So, their suggestion was for ZETDC to employ some of the practices of private procurement practices of considering inventory control and logistics management as part of the ZETDC procurement cycle. This will make the implementation of public procuremnt role be easy since the whole procurement activities will be under the control of the procurement department with procurement professionals.

## 

## 4.8 Summary

This chapter show results obtained from the field and the results which were analyzed by using SPSS software version 16. The results indicated the factors affecting implementation of public procurement roles. The next chapter will present summary of the findings, conclusions, recommendations and areas which need further study.

# CHAPTER 5

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

This chapter summarizes the findings, draws conclusions, and makes recommendations. It begins with an overview of the research findings, then moves on to a conclusion of the research findings, policy recommendations, and lastly the study's limitations and ideas for further research.

## 5.2 Summary of finding

The goal of this research was to look at factors affecting the implementation of public procurement role in Zimbabwe and a casе of ministry of energy and power industry. With a response rate of 88.89 percent, the sample size was relatively large; 40 percent of the respondents, or the majority, were middle-aged, knew about procurement-related activities, and comprehended purchasing and supply procedures.

Most of the respondents were certificate and degree holders, and had ZETDC for more than 10 years. This indicated that the respondents were highly educated and thus they understood the questions, and that they were in a position to understand procurement of the public sector processes, roles, and challenges, and that they had worked in public sector long enough to have a strong understanding of factors affecting the implementation of public procurement role at ZETDC.

On the other side, the research found that factors affecting the implementation of public procurement role can rather affect it positively if implemented in a correct way for instance the notion that public procurement process should not be manipulated for the benefit of any organization or individual and also individuals should be allowed to participate by submitting offers in response to a specific requirement for which they are qualified. ZETDC public procurement requirements should be widely disseminated to increase the chances of a good market response, leading to the award of competitively-priced contracts.

The respondents recognized numerous variables as important functions of public procurement in improving the implementation of its roles, these include culture, regulation enforcement, strategic planning and strategies. On the other hand, the research found that integrity of the procurement process assures confidence in the ZETDC public procurement system. When solicitation documents are made publicly available, the information they contain must be dependable and free of ambiguities or bias. This means practitioners working within procuring entities, and other government officials involved in the public procurement process, must display personal and professional integrity.

Furthermore, the research indicated the following problems in the implementation of public procurement roles: opposition, poor management and lack of understanding, environmental issues, and insufficient funding. Finally, respondents to the survey identified ways that can be done to increase the efficiency of procurement functions in parastatals, the most important of which are implementing employee reward and recognition programmes in the procurement department

## 

## 5.3 Conclusions

While the research findings revealed factors affecting the implementation of public procurement role in Zimbabwe, the research concludes that by using some of the factors identified by the respondents, ZETDC successfully implement the roles of public procurement and the factor can affect the implementation positively. The research conclusions were drawn in accordance with the research objectives and findings. To ensure ZETDC 's success, a number these factors should be monitored and readdressed so that they rather help not distort the implementation of public procurement roles. It's also critical to investigate new public procurement settings and directions.

## 5.4 Recommendations

From thе findings of thе rеsеarch it is rеcommеndеd that public procurеmеnt functions should fully adopt thе usе of currеnt technological innovations to еxеcutеd procurеmеnt activitiеs. Morе sophisticated procurеmеnt software packages should bе implеmеntеd in ordеr to ovеrcomе most of thе problеms found. This is bеcausе most dеlays in thе procurеmеnt stagеs wеrе associatеd with too much manual work. Morе educational programs should bе put in placе as way of improving thе skills and knowlеdgе of thе procurеmеnt pеrsonnеl. It is also important to involvе thе intеrnal customеrs (usеrs) in procurеmеnt workshops so that thеy understand how thеir bеhaviour affеcts procurеmеnt еspеcially in drafting spеcifications. 37 A morе convеniеnt authorisation of documеnts should also bе put in placе so as to avoid dеlays in thе procurеmеnt procеss duе to unavailability of signatories. This will еnsurе a smooth flow of work, hеncе making it quick to dеlivеr thе rеquirеmеnts of both intеrnal and еxtеrnal customеrs.

## 5.5 Recommendations and suggestions for further research

Further research into the factors affecting the implementation of public procurement role in Zimbabwe should be carried out. Because the current study was based on a case study, the researcher suggests that similar research be conducted on a larger scale, across the industry not just ZETDC only or the public sector only, from the supply side as well as with a larger sample size, in other organizations to see if similar results can be achieved for more prudent generalization of the findings, including in other Zimbabwean industries.

# APPENDIX 1: REFERENCES

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# APPENDIX 2: QUESTIONNAIRE

BINDURA UNIVERSITY OF SCIENCE EDUCATION



My name is Abel T Pamhare, and I am a Bachelor of Commerce Honors Degree in Purchasing and Supply student at Bindura University of Science Education with the registration number B1851871. On which I am conducting study. Please take a moment to fill out the following questions. Because the information you supply is solely for academic purposes, it will be considered highly confidential and treated as such. In no way, shape, or form, reveal your true identify. You can reach out to the following people for more information.

**SECTION A: BACKGROUND INFORMATION**

(**Please fill in provided space or tick as applicable)**

1. What is your workstation?

Head office buyer/ manager Branch buyer / Branch Manager

2. Age of the respondents

30 years and below 31 – 40 years 41 – 50 years above 50 years

3. What is your highest academic qualification?

Certificate Diploma Degree Master’s degree

Any other (please specify) ……………………………………………………………

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

5 years and below 6-10 years 11-15 years above 15 years

**SECTION B:** ORGANISATIONAL CULTURE’S INFLUENCE THE IMPLEMENTATION OF PUBLIC PROCUREMENT.

5**. How does the Ministry of Energy and Power industry’s organizational culture influence the implementation of public procurement?**

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

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

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***How does the following Ministry of Energy and Power industry’s organisational culture factors influence the implementation of public procurement?*** | **SD**  1 | **D**  **2** | **NS**  **3** | **A**  **4** | **SA**  **5** |
| Follow Ups |  |  |  |  |  |
| Organisational Policies |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

6) What are some of the factors of organizational culture that influence the implementation of Public Procurement?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

**SECTION C:** REGULATORY ENFORCEMENT ON MINISTRY OF ENERGY AND POWER INDUSTRYS PUBLIC PROCUREMENT PROCESS

7. **What impact does regulatory enforcement have on the Ministry of Energy and Power Industry Public Procurement**?

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

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

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Does the following regulatory enforcement factors have an impact the Ministry of Energy and Power Industry Public Procurement?** | **SD**  1 | **D**  **2** | **NS**  **3** | **A**  **4** | **SA**  **5** |
| Transparency |  |  |  |  |  |
| Integrity |  |  |  |  |  |
| Accountability |  |  |  |  |  |
| Economy |  |  |  |  |  |
| Competition |  |  |  |  |  |

**8.** What impact other factors does regulatory enforcement have on the Ministry of Energy and Power Industry Public Procurement?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

**SECTION D**: WHAT IMPACT DOES STRATEGIC PLANNING HAVE ON THE MINISTRY OF ENERGY AND INDUSTRY’S IMPLEMENTATION OF PUBLIC PROCUREMENT

**Do the following strategic planning factors have an impact on the ministry of energy and industry’s implementation of public procurement?**

**(***Please fill in provided space or tick as applicable)*

|  |  |  |
| --- | --- | --- |
| **Strategic planning Factors** | **Yes** | **No** |
| Planning and Decision making |  |  |
| Cost minimization |  |  |
| Value for money (TCO) |  |  |
| Risk Management |  |  |

**8.** What other factors does strategic planning have on the ministry of energy and industry’s implementation of public procurement**?**

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

**SECTION D:** WHAT CAN BE DONE TO INCREASE THE EFFICIENCY OF PROCUREMENT FUNCTIONS IN PARASTATALS

**What can be done to increase the efficiency of procurement functions in parastatals**

…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

**THANK YOU VERY MUCH FOR YOUR COOPERATION**

# APPENDIX 3: INTERVIEW GUIDE

**INTERVIEW GUIDE FOR MANAGERIAL STAFF**

1. What do you understand on the concept of sustainable procurement?

2. What are the roles of sustainable procurement?

3. What are the factors that can be implemented to enhance the adoption of sustainable procurement in your organization?

4. What are the challenges being faced in the implementation of sustainable procurement?

5. What recommendations resulting from the study can be given to enhance the adoption of sustainable procurement?