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FACULTY OF COMMERCE

DEPARTMENT OF ECONOMICS



**AN ANALYSIS ON BENEFITS OF IMPLEMENTING SUSTAINABLE
PROCUREMENT IN THE PUBLIC SECTOR, CASE STUDY OF ZIMBABWE
MINISTRY OF TRANSPORTATION.**

BY

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONORS DEGREE IN
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DEDICATION

I wish to dedicate this dissertation to my parents who have been a pillar of support throughout this research study. Thank you Dad and Mum.

ABSTRACT

Actually, there has been increased call to implement sustainable procurement in the public sector especially at Ministry of Transport and Infrastructural Development. In the whole World there has been reporting cases of malpractise and lack of efficient use of resources in achieving sustainable procurement in the public sector. This study helps to carry out an assessment into the extent of implementation of sustainable procurement practises in public sector using a case study of MOTID. The research objectives were to examine factors affecting implementation at MOTID and to establish the extent of implementation of sustainable procurement at MOTID. The research also sorts to suggest recommendations for effective implementation of sustainable procurement practises at MOTID. The results of this study were based on a sample of 43 people on population of 68 employees who are at the work place. The sample was selected using stratified random sampling. Also, questionnaires and interviews were also research tools for the study. Data collected was well presented and analysed using SPSS version 21.0 and interpreted using related literature. The research came to a conclusion that MOTID was not effectively implementing sustainable procurement due to lack of top management support and high costs on sustainable products. The study recommended employees to be trained on the effective implementation of sustainable procurement and its advantages. The researcher clearly stated, implementing that there is need for further studies to be taken into consideration on the impact of sustainable procurement on the organisational performance and on the environment as a whole.

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CHAPTER 1

1.1 Introduction

The purpose of this research is to investigate the extent of implementation of sustainable procurement in the public sector. This chapter will explore at the general background, statement of the problem, research objectives and questions. The chapter also focuses on the research assumptions, significance of the study, limitations as well as delimitations of the research then concludes by defining some key concepts.

1.2 BACKGROUND OF THE STUDY

The Ministry Of Transport And Infrastructural Development consists of different departments which are National Handling Services, Civil Aviation Authority of Zimbabwe, Air Zimbabwe, Traffic Safety Council of Zimbabwe, Zinara, CMED, RMS and National Railways of Zimbabwe. National Handling Services takes pride in passenger handling therefore being socially responsible, cargo handling services therefore is being environmentally friendly, charter handling and freighter handling services taking into account value for money thereby being economically sustainability. The Civil Aviation Authority of

Zimbabwe operates network of eight airports designed to facilitate trade and tourism. It was established in terms of the civil Aviation Act (13:16). It controls aircraft movement within our airspace to prevent accidents. Traffic Safety Council of Zimbabwe emerged from the Zimbabwe Traffic Safety Board which originated from a voluntary organisation composed of area associations in Harare, Bulawayo, Gweru and Mutare. The Traffic Safety Council of Zimbabwe was established in terms of the Traffic Safety Council Act (Chapter 13:17). The Zimbabwe National Road Administration is a body corporate which was established in 2000 in terms of the Road Act(Chapter 13:18). National Railway infrastructure and transport services in Zimbabwe by 2020. The National Railways of Zimbabwe was established in terms of the Railways Act (13:09). The National Road Administration (ZINARA) is a body corporate which was established in 2000 in terms of the Road Act(Chapter 13:18).CMED is a private limited company which specialises on hiring out utility vehicles ranging from lorries, tippers to for example government institutions, parastatals , private companies and individuals. RMS operates a network of eight airports designed to facilitate trade and tourism. Promotes the development, safe, regular and efficient use of aviation. It also controls aircraft movement within our airspace to prevent accidents.

From 1980 to 2007 the Ministry was procuring manually. It was sort of unfair for some companies since there was no some sort of transparency. The Ministry introduce the three

tender system which has the competitive quotation, informal and formal quotations as a way of improving efficiency and promoting transparency. Sustainable Procurement is the buying of goods and services for your business that are environmentally friendly, economically and socially responsible. It includes maintenance and disposal as well as the initial purchase. Sustainable Procurement is a budding phenomenon being driven by the gradually involvement of organisations in sustainability programs and can be thought as environmentally and socially responsible purchasing (Young, Nag pal and Adams, 2015; Brammer and Walker, 2011; Walker and Philips, 2006). In a rapid response to the implementation of sustainable procurement in the public sector various government organisations have been active in promoting sustainable procurement through being environmentally friendly. This is because Sustainable Procurement process ensures balancing of economic, social, environmental protection against business needs (Boomsma, 2008). Sustainable Procurement helps in managing supply chain risk effectively, for example, supply chain visibility and fair labour practises.

There have been growing wave of the risk associated with sustainability issues in the supply chain. This has led to growing demands for transparency regarding sustainable issues in the supply chain. In Zimbabwe, the public sector has a fiduciary responsibility when it comes to sustainability matters although the government has demonstrated tremendous reforms in achieving the objective by encouraging sustainable procurement practises in these sectors, these public sectors have been guided by the Procurement Act chapter 22:14, the Statutory Instrument 171 of 2002 and the subsequent procurement regulations of 2012. However there still exist some difficulties in implementing Sustainable Procurement to full capacity in the public sector. Actually MOTID has not done much research on sustainable procurement therefore it is against this background that this study carries an assessment on the implementation of Sustainable Procurement practises in the public sector with a particular focus on MOTID.

It is important to note that, the vast of writings in the Sustainable Procurement (SP) field primarily concern themselves with debating issues such as the drivers of (SP), the barriers and opportunities for SP implementation and not the actual extent to which Sustainable Procurement (SP) has been implemented by public sector agencies. Implicitly, the literature seems to assume that SP implementation automatically brings about positive outcomes for local enterprises, workers and the environment (McCrudden, 2009). Public procurement is a serious governance system that is essential to the delivery of goods, works and services by the

government to its citizens (OECD, 2011; Seuring and Muller, 2008; Nawrocka, 2008). In many countries, public sector procurement is increasingly being seen as an influential tool in achieving environmental and social benefit (Arrowsmith and Trbus, 2008; Shaw, 2010). According to Roos (2012), SP in developing countries is still in its infancy even though the negative consequences of climate change worsen existing development problems in the economy. Public procurement in the European Union (EU), for example, is governed by a set of guiding principles such as best value for money and fairness coupled with an overall policy framework designed to open up the EU's public procurement market to competition within the Union. Policy discussions concerning sustainable public procurement have a predominantly environmental character (AEA Group 2010; European Commission 2007; Brammer and Walker 2007).

In Zimbabwe, the public sector has a fiduciary responsibility when it comes to sustainability matters although the government has demonstrated tremendous efforts in achieving the objective by encouraging sustainable procurement practices in these sectors, these public sectors have been guided by the Procurement Act Chapter 22:14, the Statutory Instrument 171 of 2002 and the subsequent procurement regulations of 2012. However there still exist significant exemptions blocking the full implementation of sustainable procurement.

A review of the literature shows that very little research has been conducted regarding implementation of sustainable procurement (SP) in the public sector. Also the public sectors like MOTID have not done much progress in implementing the sustainable procurement due to maybe corruption in terms of tendering processes. Therefore, it is against this background that this study carries an assessment on the implementation of sustainable procurement in public sector with a particular focus on MOTID.

1.3 Statement of the problem

There has been increased call to implement sustainable procurement in the procurement process of organisations in the public sector. The world over there has been reported cases of malpractices and lack of adherence to laid guidelines despite, the government directives to implement sustainable procurement, MOTID has not made much progress. This has therefore, compelled the researcher to carry out an assessment of the implementation of sustainable procurement in Zimbabwe, specifically at MOTID. There has been some cases of sustainable procurement not being practised well. It might be due to the fact that there might be lack of funds inorder for sustainable procurement to be so effective. Actually, when implementing sustainable procurement there has to be many factors to be considered as like buying products

which are environmentally friendly, socially responsible and economically whereby there will be consideration of value for money. When buying sustainable products there is an element of transparency where there has to be sourcing of three quotations and practise competitive bidding method when practising tendering. When practising sustainable procurement there should be pre-payment in every transaction in order to promote long term relationships with suppliers which might be difficult for a public sector to meet its goals.

1.4 Research Objectives

The study is guided by the following objectives:

1. To examine factors affecting implementation of sustainable procurement at MOTID
2. To establish the extent of implementation of sustainable procurement at MOTID
3. To assess the benefits of effective implementation of sustainable procurement at the MOTID.
4. To suggest recommendations on effective implementation of sustainable procurement process at MOTID

1.5 Research questions

The Research questions are as follows

1. What are the benefits of effective implementation of Sustainable Procurement to MOTID
2. What is the extent of implementation of sustainable procurement at MOTID
3. Which factors affected the successful implementation of sustainable procurement at MOTID
4. What should be done to effectively implement sustainable procurement at MOTID.

1.6 Importance of the study

Sustainable procurement have proved to offer considerable benefits to many public sector organisations following the increasing pressure from the government to put sustainable procurement into practice. It also help companies in the public sector to protect their brand reputation as it requires them to develop robust risk management. A review of existing literature can reveal that effective implementation of sustainable procurement has the potential to cut costs, enhance value for money, reduce risks, enhance reputation and increase margins.

According to, Kennard (2006) who indicated that, the benefits of adopting Sustainable Procurement will be mainly to control costs by adopting a wider approach to whole life costing. It is envisaged that this study will be beneficial to the following: MOTID (the unit of analysis), the Government of Zimbabwe especially the Ministry of Finance and the Procurement Regulatory Authority of Zimbabwe, the academia and other organisations with a procurement function. Sustainable procurement enables them to better identify problem suppliers and address weak areas in their supply chain that have the potential to generate more scandals and bad publicity.

1.7 Assumptions of the study

The key assumptions underlying this study are as follows:

- There will be cooperation from top management for the researcher to access sensitive data sources and answering questionnaires.
- The responses that will be obtained will be relevant, reliable, true and sufficient.
- The research will receive full support from the targeted population.

1.8 Delimitations

The study investigates the extent of implementation of sustainable procurement in public sector largely because the public sector is the largest employer particularly in Zimbabwe context. Hence the study was based on one case study of MOTID with particular reference to the stores and procurement department with the population of 68 because of time which was limited. MOTID was selected because of its high degree of standardisation especially in terms of the construction of roads.

1.9 Limitations

The study was characterized by the following limitations that were appropriately managed in order to improve the validity of the research findings:

- Financial constraints: The study was not funded, hence the financial resources for stationery and printing was limited. To overcome this constraint, the researcher managed to get financial help from family members and friends. A sample was also used instead of the whole population. Furthermore, economical means of communication such as emails and whatsapp video calls was used to conduct the study.

- Time constraints: The issue of time limitation was overcome by use of email and video calls since we are in the era of Covid 19. The use of samples focusing on one organisation was done as a way of overcoming the issue of time.
- Limited access to information: This was owing to organisational protocols since some information is confidential. Also, this constraint was overcome by using a case study of MOTID instead of taking all the organisations in the public sector.

1.10 Definition of key terms

1.10.1 Public Sector Organisations

The public sector consists of government departments and public entities that provide goods or services to the public (Uyarra and Flanagan 2009). It is the aim of the government through the public sector organisations, to improve the standards of living of citizens by ensuring that the essential services are provided especially on the provision of roads. Also, the public sector organisations provides employment to citizens who have the capacity to work in different public sectors.

1.10.2 Sustainable procurement

Sustainable procurement is defined as a process of acquiring goods and services from a supplier that takes into account the social, environmental and the impact of whole life costs to meet the customer's requirements (Walker, 2008). Even though there are many definitions for sustainable procurement in the literature, sustainable procurement can be defined as the process of businesses taking into consideration the economic, environmentally, socially and alongside financial factors when procuring goods and services.

1.11 Abbreviations

SP - Sustainable Procurement.

MOTID- Ministry Of Transport And Infrastructural Development

1.12 Chapter Summary

This chapter focused on the background of the study, statement of the problem, purpose of the study, research questions and significance of the study, delimitations, limitations and definitions of key terms. The next chapter will look especially at literature related to the study.

CHAPTER 11

LITERATURE REVIEW

2.1 Introduction

Literature review is defined as the process of exploring the existing literature to ascertain what has been written or otherwise published on a research topic. (Walker and Brammer, 2009). This chapter focuses on the theoretical framework and empirical evidence concerning related literature. The chapter also provides an analysis of similarities and differences of ideologies suggested by various authors enabling the researcher to identify gaps in literature on implementation of sustainable procurement.

2.2 Theoretical Literature

Theoretical literature helps establish what theories already exist, the relationships between them, to what degree the existing theories have been investigated and to develop new hypothesis to be tested. This research mainly focused on the assessing the implementation of sustainable procurement in the public sector. The underpinning theories are leadership theories, Institutional theory and Transaction Cost Economics Theory.

2.2.1 Leadership theory

Every company, no matter what industry they are a part of or how big they are, needs good leadership to be successful. Good leaders are a vital part of effectiveness business practises. And for most, being a good leader does not come inherently. Leadership theories focus on the traits and behaviours that people can adopt to increase their leadership capabilities. Some of the top traits that leaders say are vital to good leadership include strong ethics and high moral standards. According to CPA Ireland (2013) visionary leadership style, managerial style and strategic style are the three major leadership styles. The visionary and managerial added together add up to the strategic manager who is the most important asset of an organisation. Leadership is essential to the management and to the success of any organisation. There is a clear relationship between the abilities and performance of senior management team of an organisation. The senior management team influence every stage in the strategic management process. The decisions and actions of the senior management, whether it is setting the strategic direction of the organisation, or exploiting the organisation's core competences for competitive

advantage, impact on the development and implementation of the strategy of the organisation. The organisation and senior management need to utilise an appropriate balance of leadership styles to enhance the likelihood of longer term strategic effectiveness. Senior management would utilise a strategic leadership style, but senior management team should seek a balance between the more visionary leadership style and more managerial leadership style. In long run, appropriate senior management leadership actions and leadership styles are integral to an organisation's strategic effectiveness. This means sustainable procurement will be successful if all the management styles of the senior management are incorporated when strategy is being formulated and implemented. It is of paramount importance to understand these different leadership theories and how they impact your leadership and management style.

2.2.2 Institutional theory

The theory was propounded by John Meyer and Brian Johnson in their study on institutionalized organizations in 1977. In sociology and organisational studies, institutional theory is a theory on the deeper and more resilient aspects of social structure especially in an organisation which is a public sector and this will make the organisation to be able to practise sustainable procurement. The theorists explain that the institutional environment can strongly influence the development of formal structures in an organization more than extreme market pressures. They also point out that forward that the innovative structures that improve technical efficiency in early application organizations are legitimized in the environment when these innovative structures achieves a certain level of legitimacy. Their non-acceptance is considered irrational and negligent.

Johnsen, Howard, and Miemczyk (2014) claim that a basic hypothesis of the institutional theory claim that it explains why organizations often behave in a similar answers and practices. The institutional theory can be used to study how different organizational strategies lead to the takeover of environmental management practices (Fowler, 2007; Tate, 2010).

The relevance of this theory to this study is that it attempts to explain the unique role of the institutional environment of public procurement and how the social structure components are created, propagated, adopted and adapted over time. These will help to examine the factors that influence the adoption and implementation of sustainable procurement at Ministry of Transport and Infrastructural Development.

2.2.3 Transaction cost economics theory

According to Williamson (2008), the theory identifies and explains the conditions suitable for a company to manage an economic exchange internally and the conditions under which it should control the economic exchange to the outside. It has been suggested that Buchanan (2001) opined that the theory shares a good common ground with the Game theory. A strategic understanding is required from the contracting parties' situations they find themselves in and position themselves accordingly.

Brammer and Walker (2011) emphasized the importance of transaction costs in an organization in the analysing bidding process. They found that parties must bid for the right quality of goods and services.

2.2.3 Transaction cost economics theory

According to Williamson (2008), the theory identifies and explains the conditions suitable for a company to manage an economic exchange internally and the conditions under which it should control the economic exchange externally. Buchanan (2001) thought that the theory has good things in common with the Game theory the contracting parties are expected to understand the strategy situations which they find themselves in and located and position themselves accordingly.

2.3 The benefits of sustainable Procurement in the Public Sector are added value for money, new business opportunities due to good reputation, improve service delivery, improved health and safety standards of living especially at work, successful managing supplier contacts, reduced waste and to mention but a few.

2.3.1 Added value for money

Williams, Chambers, Hills and Dowson, (2007) postulated that sustainable procurement secures broader social and environmental benefits at little or none additional costs. Beyond the whole life cost savings that can be easily achieved, sustainable procurement addresses a wide range of social and environmental externalities (Williams et al, 2007). Roos (2012) postulated that the direct purchase price of a product of service is only one element of the total cost of ownership. She further observed that to ensure value for money over in the long run, establishing the lowest whole life cost can result in significant financial savings. Correspondingly, the National Agency for Public Procurement (2016) agreed that sustainable public procurement might save both money and resources when life-cycle costing is considered. It also confirmed that goods and services have better efficiency often have a higher purchase price but usually allow the company to make savings money in the long-run.

2.3.2 Improved service delivery

Davies (2014) asserts that SP is a factor influencing public sector service delivery in organizations. He added that the SP implementation is spreading everywhere in the Public Authorities both as a political tool and as a technical tool. The purchasing power of the public sector is an enormous market factor possibilities. By acting as a market trigger sustainable procurement. This will make organisations to deliver their services on time since there will be competition from other suppliers. This will improve trust issues since services will be delivered on time thereby leading to prompt payment.

2.3.3 Improved health and safety standards especially at work

Roos (2012) pointed out that sustainable procurement can increase obligations on social development goals such as conventions of the International Labour Organizations. She also felt that sustainable sourcing practices can help attractive compliance with national and international social and labour laws. Sustainability Purchasing Network (2007) pointed out that organizations do this choosing environmentally responsible products can reduce health and safety costs while action is a strong stimulus for eco-innovation (Iraldo, Melisa and Testa, 2007). Since sustainable procurement practises focuses on employees especially at work this will motivate workers to work hard since they have this feeling that even if they get injured at work they will be catered for by the organisation.

2.3.4 Improved long-term efficiency savings

Sustainable procurement help organizations achieve greater savings and enables an organization to accurately forecast on future costs. Williams et al (2007) postulated that choosing sustainable products and services is often a sound financial decision because sustainable procurement includes: less consumption of consumables, lower pollution content, longer service life and better upgradability, ease recycling and energy saving. When there is development of sustainable procurement this leads to additional operational efficiencies and cost savings from more effective procurement practices. Strategic sourcing creates opportunities for improvement supplier performance, better volume discounts, reduction in bureaucracy (Sustainability Purchasing Network, 2007)

2.4 Factors affecting the implementation of sustainable procurement in public sector.

2. 4.1 Organizational structure

Mensah and Ameyaw (2 012) postulated the lack of internal management is a crucial factor in the implementation of sustainable procurement practices in public sector. They realized that,

without proper structures, the organization will struggle when it comes to making its operations sustainable because sustainability requires complicated and simplified structural systems within the supply chain such as quality controls. Most of the decisions came from the top management support and this might affect the smoothly running of the organisation if the top management is not in support on a decision being made at an organisation. In order for a company to be said that it has practised sustainability it has to start by including the needs of the community when starting a business. The organisation should create program responsibility and independency in the community but should also consider that some moral framing from outside can be needed in some context.

2. 4.2 High cost of sustainable products

Blair and Wrigh (2012) postulated that sustainable products are often perceived than to be expensive or require a large capital investment. Similarly, Brammer and Walker (2011) postulated that the increased cost of green products is a barrier to the introduction of sustainable procurement. The principle underlying this result is because the marginal economic and sustainability benefits are sustainability. Conversely, the United Nations (2008) which pointed out that green goods, services and works does not cost much in use. The sustainable products are expensive due to the fact that they should be of high quality and environmentally friendly which will make those who can afford to buy them but especially when doing business it will not be of more advantage to the business and few people can afford them since they are expensive.

2. 4.3 Resource capacity of the organisation

The use of resources is a crucial for success implementation of sustainable procurement Zhu, Sarkis and Lai (2008). Telewa (2014) found that procurement professionals occasionally face many challenges in the implementation of sustainable procurement practices that incorporate missing ones especially lack of budget for internal or external support. According to Defra (2006), many parts of the public sector lacked professional procurement know how. The United Kingdom Task Force (2005) posits that lack of training; information and accountability are obstacles to integrating sustainable procurement. Most of the resources are expensive which makes it difficult for organisation to acquire them since the business might face some losses. The business will then end up being close due to lack of resources since some are very expensive to acquire. Since some of the resources needs training in order for employees to use

them so there will be need for training and it will be expensive to the business thereby the business sometime end up going bankrupt.

2.4.4 Lack of top management support

One of the most determinants for the implementation of sustainable procurement is top management support (Lin& Ho, 2011). Blair and Wright (2012) have identified lack of top management support as one of the key factors affecting the implementation of sustainable procurement. Organizational culture, structures and processes that are supportive and conducive towards sustainable solutions are key basics for sustainable procurement implementation. 12 Sustainable procurement Task Force (Defra, 2006) agrees that lack of top management support is a driving force in the implementation of sustainable development goals according to procurement priority. The top management must be in support so as to have quick quality decision making so that the business will run smoothly.

2.5 The extent of implementation of sustainable procurement in the public sector.

The degree to which Sustainable Procurement is implemented affects organizational attitudes and incentives for SP. Incidentally, this includes the extent to which there is support for SP at senior levels in organizations and the extent to which an organization and the process and structures support or delay the development of sustainable procurement (Walker and Brammer, 2011).

Public procurement in the European Union is subject to transparency, competitiveness, accountability, legality, efficiency and integrity. His highest goal is to support the provision of “best value for money” in public procurement (Brammer and Walker, 2011). For example, in Italy, there is a mandate that 30% of goods purchased by public administration meet ecological criteria while in Denmark, France, Netherlands and the United Kingdom have public procurement systems guidelines specifically for wood and paper products. Belgium ensures that 50% of government vehicles comply with specific environmental criteria .Kahlenborn et al., (2011) found that these countries have achieved a high level of adoption of sustainable procurement through organizational procurement strategies and procurement procedures.

2.6 Empirical Literature

2.6.1 Muniru (2013), Ghana.

Muniru (2013) conducted a study entitled “Towards a sustainable procurement in Ghana” in the Greater Accra region. The study used scientific and social science tools like the statistical packages for social sciences (SPSS). Structured questionnaires were used on procurement

personnel. No sample was used, the study focuses on a variety of industries ranging from consulting firms, building and engineering firms, government ministries, metropolitan, municipalities, district assemblies and manufacturing companies. This study used the Likert scale strategy and the 13 questionnaires were distributed randomly. He distributed 100 questionnaires and 56 were returned, which is 56% of the questionnaires distributed.

A key finding of the study was that most people do not adopt effective sustainable procurement practices. The study also found out that the Public Procurement Act for Ghana succeeded in harmonizing the process of procurement in public entities but failed to address issues of green procurement. It also failed to offer effective monitoring and evaluation of procurement activities. The study recommended that Ghana should amend the Public Procurement Act to include the effective green procurement as this would ensure sustainable procurement in Ghana. The study also found out that efficiency gains, energy usage reductions, financial savings and improved access to resources will be improved if that Procurement Act contains the green procurement questionnaires distributed.

2.6.2. Hussein (2014) Kenya.

Another study was conducted out by Hussein (2014) on “effects of sustainable procurement practices on organizational performances in manufacturing sector in Kenya. This study was focused on one company, Unilever Kenya Limited. That was different from Abudul’s but is similar to the current study in that it focuses on one particular organisation.

This study used a descriptive design. The procurement and finance staff of Unilever Kenya Limited were the target population which consisted of 400 staff members and made use of a sample size of 40 staff members. It was found that the majority at 83% agreed that corporate social responsibility (CSR), product re-usability and ethical practices contribute to green procurement in the company, with product re-usability making the larger contribution with 80% of respondents supporting this. On ethical practices 67% respondents agreed that ethical practices contribute to green procurement in organisation. The study recommended policy and practices for green procurement should be evaluated and feedback be given.

Hussein (2014) tested relationship between variables on sustainable procurement practices using the linear multiple regression analysis and also used statistical package for social sciences version 21 (SPSS) to code, enter and compute the multiple regressions. It was found out that product re-usability contributed more too sustainable procurement.

The gap provided by this research was that it was Kenya and it would be best to conduct an almost similar one in Zimbabwe, since Zimbabwe has a different set up from Kenya hence results could be different. However, the study's use of statistical methods was good and there were no flaws.

2.6.3 Mazharul and Siwar (2013), Australia.

Mazharul and Siwar (2013) conducted a study to compare and contrast current sustainable procurement practices including opportunities and barriers to engagement with sustainable procurement between Australia and Malaysia. The study found out that sustainable procurement is evident in the public sector and the extent and nature of sustainable procurement varies significantly between two countries. The study revealed that the Australian public organizations placed stronger emphasis on safety aspects of sustainable procurement while Malaysia placed greater importance on diversity. The public sector organizations in both countries reported that financial pressures are the most significant barrier to sustainable procurement implementation while organizational efficiency and transparency provided opportunities for implementing sustainable procurement practices.

2.6.4 Brammer and Walker (2011), UK.

Brammer and Walker (2011) carried a study on the sustainable procurement practices in the public sector in the UK. They found out that financial constraints, the perception that sustainable products are expensive, lack of senior management support and the non-availability of sustainable products were some of the limitations to sustainable procurement. They recommended that governments need to provide clear legislative support for sustainable procurement and also to provide sufficient budgetary flexibility for organizations to make investment in SP that may be financially efficient only when viewed from a long-run perspective.

2.6.5 Young, Nagpal and Adam (2015), UK.

Young, Nagpal and Adams, (2015) conducted a study on factors affecting the implementation of sustainable procurement practices in universities in Australia and 15 the United Kingdom. The study findings suggest that a significant role that the institutional environment plays is creating the organizational impetus for sustainable procurement in terms of institutional structures, funding pressures and regulation. UK universities, appear to account for pressures from their institutional stakeholders and students in their decision making around sustainable

procurement whereas the Australian universities sustainable procurement implementation in affected by lack of funding. The study also found out that sustainable procurement in universities is occurring in some areas such as food, stationery, waste, travel and recycled paper.

2.6.7 Chari and Chiriseri (2014), Zimbabwe

In Zimbabwe, Chari and Chiriseri (2014) researched on the factors affecting the adoption of sustainable procurement in Zimbabwe. The researchers used questionnaires and interviews on a sample of 300 procurement and administration staff to collect data. The researchers used the descriptive research design using interviews and questionnaire. They also made use of existing documents. They found out that sustainable procurement practices were not being practiced. Purchase orders were being awarded based on the lowest bid whilst other considerations such as the social and environmental factors were not included in purchasing decisions. They also revealed that lack of management support was a limiting factor in the adoption of sustainable procurement. In availability of sustainable products, lack of knowledge about the concept and the view that sustainable products are expensive was a contributing aspect to the adoption of sustainable procurement. Their study recommended that employees should be trained and educated on sustainability practices. Chari and Chiriseri(2014) provide recommendations for endorsing Sustainable Procurement including the need for clear legislative and regulatory support for sustainable procurement, sufficient budgetary flexibility. They stretched out that SP should be simplified as much as possible. In order to address barriers such as those identified in this study, respondents made various suggestions. However, a study by Chari and Chiriseri (2014) in Zimbabwe shows that there has been a turnaround in sustainability and various stakeholders groups have addressed issues such as human rights, women's rights and environmental management. Additionally, the promulgation of the new public procurement act in Zimbabwe, the Public Procurement and Disposal of Public Assets Act in the year 2017 has seen sustainable procurement being addressed with the provision of one of its objectives on section 4(1) a.

The above research did not mention the study population, despite coming up with the sample and did not highlight the techniques used in selecting the sample.

2.7 Chapter Summary

The relevant issues discussed in this chapter included scholarly views. The literature indicates that, there is need to gather and conduct more research on sustainable procurement in order to

fill the gap in the literature. The next chapter will focus its attention on the research methodologies used by the researcher to gather data on the on the extent of implementation of sustainable procurement in public sector.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

The implementation of sustainable procurement was covered in the literature on the research's scope in the preceding chapter. Research methodology refers to the exact steps or methods used to find, pick, process and analyse material about a subject. The research design target demographic, sample population are all covered in this chapter. It also discusses the methods and tools used in data gathering, sampling and analysis. This chapter also discusses the data's validity and dependability.

3.2 Research design

The study employed a case study format with a descriptive research design. This draft was utilized because the researcher intended to concentrate on a particular region in order to examine implementation of sustainable procurement. Whenever possible, a descriptive research design was used. It predominantly employs quantitative data, although qualitative data is also used sometimes for descriptive purposes. Researcher to cover an appropriate sample of respondents' representative of the total population studied and also allows the researcher to organize data into one sensible. (Kothari, 2013). Descriptive research design was used because it enables the research goals to be achieved by conducting a field survey at the organization. Use of questionnaires as an essential tool and conduct of interviews. In addition, a case was used in order to satisfy internal validity as the researcher strives to understand the real issues affecting the ineffective implementation of sustainable procurement practises (Chipiro, 2009). Moreover, a case study also has the ability to cope with technically distinctive situations in which there are many variables and data sources thus triangulation of data becomes possible. Furthermore, a case study was chosen because of its in- depth analytical way of giving results on a particular department of an organization eliminating generalizing component. On descriptive research design there is an element of observing and measuring without manipulating variables. It can identify characteristics, trends and correlations.

3.3 Population

The target population for this study comprise of 68 employees of Ministry Of Transport and Infrastructural Development. The study comprised of purchasing manager, stores manager,

buyer, stores clerks and procurement were chosen because they are the ones who are involved in the implementation of sustainable procurement at MOTID.

Target Group	Population
Procurement Director	1
Procurement Deputy Director	1
Stores Manager	1
Key Suppliers	25
Administrators	15
Procurement Officers	15
Users	10
Total	68

3.4 Sampling techniques

At the beginning of the investigation, stratified random sampling technique was utilized according to occupation, as shown in table 1. In addition, judgmental sampling was employed by the researcher to choose the respondents from each stratum. The researcher chose the stratified random sampling because it assures that a more representative sample is produced from a relatively homogeneous population and generates estimates of the whole population and generates estimates of the whole population with more precision. The researcher determined the sample size of each category of employees using disproportionate stratified random sampling where the sample chosen from each stratum is independent of the strata's share of the total designated target population. This was so because the researcher needed to include bigger percentage of the management in his sample. Management members of the stores and procurement departments are the ones who are familiar with the sustainable procurement as compared to the other strata. The researcher used judgmental sampling to ensure that she only collected data from participants who were familiar with sustainable procurement.

3.5 Sample size

The sample size for this study was 43 people made up the Raosoft formula's sample size for this study. According to Bougie (2010), who stipulated that following the general rule of thumb for determining sample sizes; sample sizes that are larger than 30 and less than 500 are

appropriate in most research studies. (Kothari , 2013). Descriptive research design was used because it enables the research objectives to be met by conducting a field survey using questionnaires as a major instrument and conducting interviews with participants who have been chosen for interviews. The researcher used the judgemental sampling technique to select the two managers for the interviews because she believed that given their level of education, they would be able to provide reliable information about the subject being studies. The first to do so was Cronbach's Alpha ,(1970).

3.6 Research Instruments

In order to collect historical data because the employees were unwilling to divulge it due to confidentiality concerns, the researcher employed self-administered questionnaires and interviews. The Procurement manager and the Stores manager each received a questionnaire and a copy of the interview guide.

3.6.1 Questionnaires

To gather primary data for the study, questionnaires were used. Data were gathered using both open-ended and closed questions, respectively. The questions were closed to make it simpler for the researcher to analyse responses. Closed questions came as a result of the pilot study that the researcher had conducted where most respondents were unable to answer the questions. At the same time some questions were open to allow respondents to give his/her opinion on what they know, like, dislike and think. (Kothari,2013)

The questionnaires were created in such a way to reflect the goals or objectives of the study. Some of the motivations for the use of questionnaires are that, they cover a wide number of respondents at a lower cost hence affordable to researcher. The respondents felt unfettered and free to provide accurate answers because the researcher was not present.

3.6.2 Interviews

An interview is a formal or informal meeting between two people or among a group of people who are obtaining information about something in particular (Cooper & Schinder ,2005).The researcher used interview guide in collecting data and the interview questions were based on the research questions. Questions relating to sustainable procurement practises were posed to the interviewees as a means of accessing first-hand information. Interviews were conducted with the Procurement manager and Stores manager.

The interview guide enabled the researcher to scrutinize the answers that were given in the questionnaire and which enabled the researcher to obtain further information on the extent of

implementation of sustainable procurement practises. The researcher was also able to make use of the information relayed by the respondents through non-verbal communication and the responses are spontaneous. This means that the researcher was able to gather first-hand information from the respondents at MOTID, despite the fact that there can be some bias in terms of the tone in voice.

3.7 Data collection procedure

After having obtained prior authority from MOTID questionnaire were designed and personally distributed to each respondent. The administering and collection of questionnaire was done over a period of three days. Interviews took only a few hours since all the managers and the procurement manager were available on the appointed day and knew more about the organization. The researcher also used secondary data which included data obtained from newspapers, textbooks and journals and Ministry Of Transport and Infrastructural Development website page. This secondary data was used as it is cheaper to collect, easy to gather, saves money and time.

3.8 Data Validity and Reliability

The researcher determined the data validity of the research instruments by discussing the research instruments with her supervisor. The valuable comments and corrections given by the supervisor assisted her in the validation of the instruments so that they will be reliable and adequate.

The questionnaires were used in a pilot study on the validity of the data. The pilot study enabled the researcher to yield data concerning deficiencies. Questionnaires do also have some disadvantages like, the wording of questions that may result in wrong interpretation. To try and counter this, the researcher conducted a pilot study first, whereby there was a pre-test of the questionnaire and any ambiguities were resolved. Respondents may not complete the questionnaires. To counter this, the researcher made personal follow-ups so that people will be motivated to respond properly and give helpful feedback. The researcher used semi structured interview questionnaire, which allowed comparisons between respondents.

To address the critical issues relating to the quality of research instruments, the interview schedule were pre-tested before being administered to the sampled population. This was done to highlight any ambiguities, poor phrased questions that were too long, unclear choices and also indicate whether the instruments to the respondents were clear. Data reliability was also ensured when the researcher used Statistical Package for Social Sciences (SPSS) in data analysis as a way of ensuring data reliability.

3.9 Ethical Consideration

The study included only participants who freely consented to participate. During the course of this research study no harm or offence was caused to any participant. The researcher referenced all the used sources from different authors and any data or ideas without due acknowledgement and permissions were not used. Permission to conduct the research was sort from Ministry Of Transport and Infrastructural Development before engaging the research. Also on the questionnaires instructions were given to the respondents that the study was solely for academic purposes. The researcher also took into cognisance the rights of respondents to informed permission, anonymity, privacy, secrecy and voluntary participation in the study.

3.10 Data analysis and presentation procedures

The analysis used descriptive statistics method which offers a broad summary of the results which was used for the analysis. The descriptive method analysed the responses in percentages. The frequency distribution was used in this study. The organized data was interpreted on account of research objectives using Statistical Package for Social Scientists (SPSS) version 21 to communicate the research findings. The results from both the primary and secondary data was presented using tables and graphs. Tabulation was also used as it involves arranging the data in a tabular form. Pie charts and other graphs were also used as a method of data presentation as it summarises and convey the meaning of the data.

3.11 Chapter Summary

This chapter have covered the methodology which was used to collect data on the extent of implementation of sustainable procurement practises at Ministry Of Transport and Infrastructural Development. The chapter discussed the research design, research instruments procedures, sampling method, sample selection, method of data collection and data analysis as well as the generalization, validity and reliability of the study. The collected data was analysed and presented in the following chapter.

CHAPTER IV

DATA ANALYSIS, PRESENTATION AND INTEPRETATION

4.1 INTRODUTION

This chapter discusses the research results and findings based on secondary data. The study objectives are addressed in the research findings, which are as follows: (a) the potential application and benefits of block chain technology; (b) whether crypto currencies should be regulated; and (c) various remedies that can be adopted to reduce regulatory challenges.

4.2 RESPONSE RATE

A sample size of 43 participants was included in the study. General Managers of the responding participants were given 43 questionnaires to complete in various branches. Despite the challenges involved with making a follow-up of questionnaires, only 30 were filled and returned, reflecting a 69.77 percent response rate.

4.3 RESPONDENTS BACKGROUND

The study aimed to identify the respondents' gender. Table 4.1 displays their reply.

Table 4.1: Respondents' Gender

	Frequency	Percentage
Female	8	26,67
Male	22	73,33
Total	30	100.0

Source: Data Research

According to Table 4.1, there were 73.33 percent male respondents and 26.67 percent female respondents who had been contacted. These results suggest that there were more men than women among the responders.

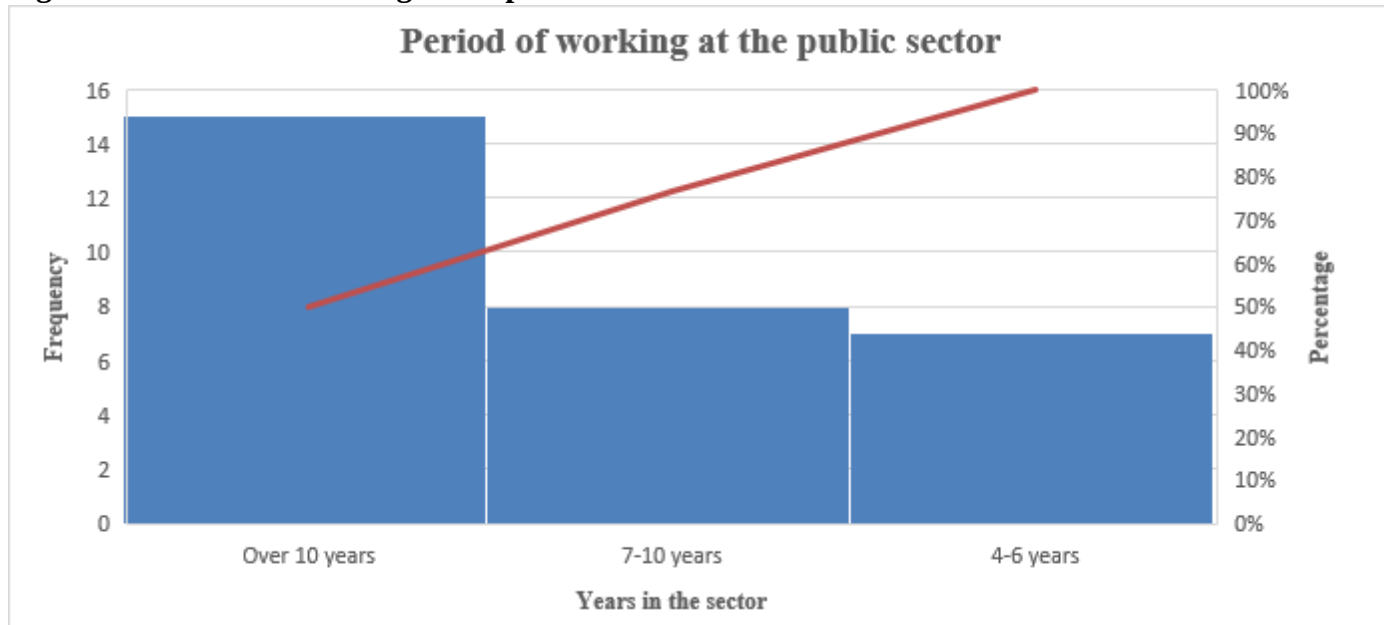
4.4 POSITION IN THE ORGANIZATION

The general managers were the respondents who the study specifically targeted. As a result, the study aimed to validate the respondents' status. All of the study's respondents were managers, making them knowledgeable about Public sector's operations in terms of performance and services offered.

4.5 PERIOD OF WORKING AT THE PUBLIC SECTOR

The study wanted to know how long the respondent had been employed by the Public sector, and this information is shown in Table 4.2.

Figure 4.2: Period of working at the public sector



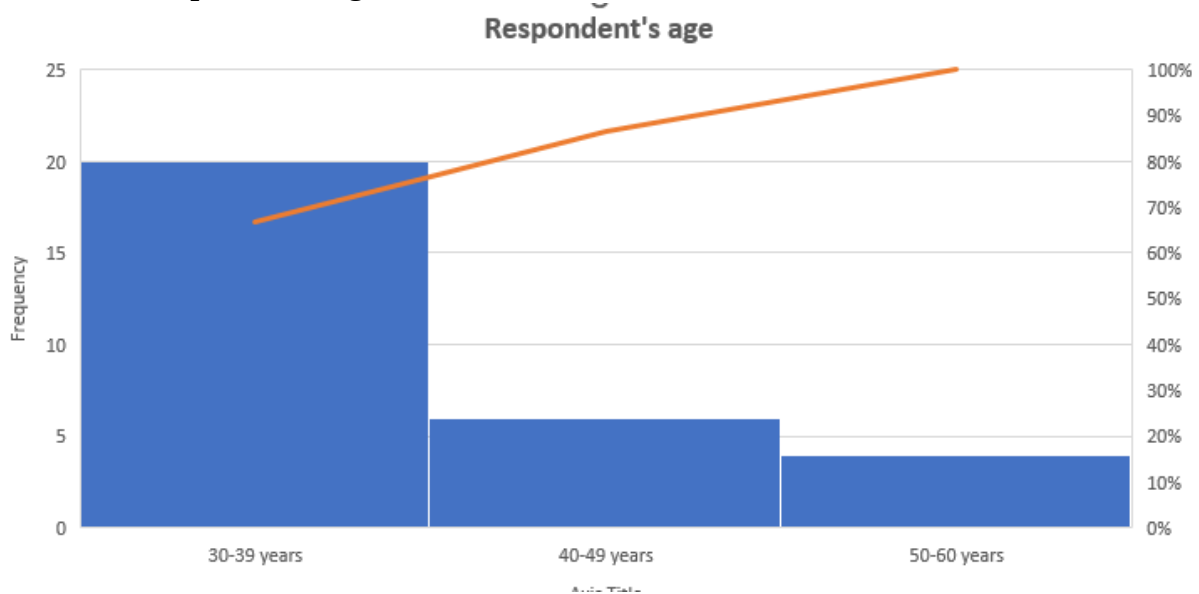
Source: Data Research

It is clear from Table 4.2 that the majority of respondents (50.00%) had been employed by the public sector for more than ten years. In comparison, 23.33 percent of respondents had served for the public sector for between 4-6 years, while 26.67 percent had spent between 7 and 10 years there.

4.6 RESPONDENT AGE

The age of the respondents at the Public sector was a question that the study aimed to answer, and the results are shown in table 4.3.

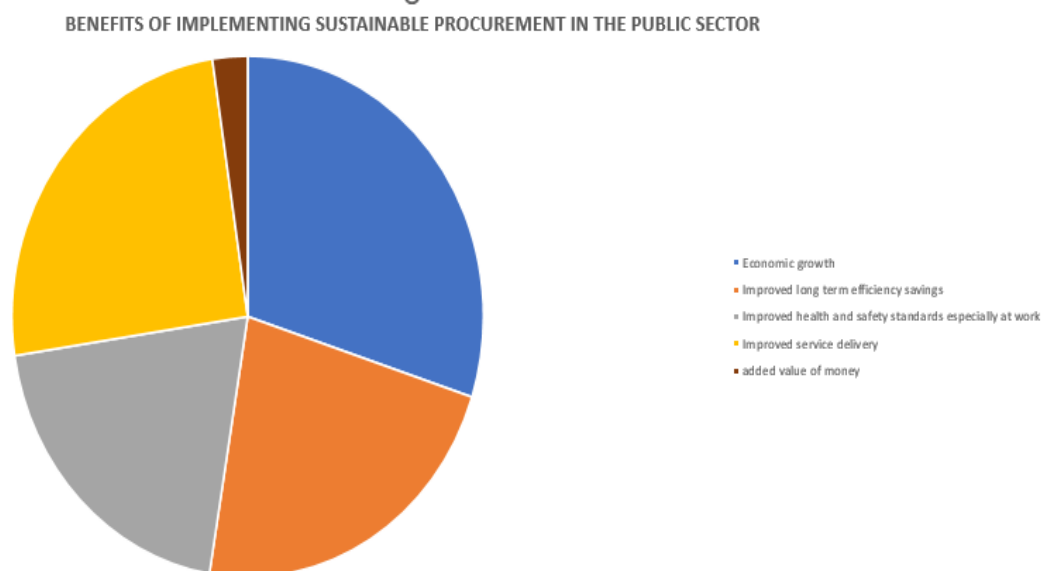
Table 4.3: Respondent's age



Source: Data Research

It is clear from Table 4.3 that the majority of respondents (66.67 percent) were between the ages of 30 and 39. 20 percent of the participants between the ages of 40 and 49, and 13.33 percent were between the ages of 50 and 60.

4.7 BENEFITS OF IMPLEMENTING SUSTAINABLE PROCUREMENT IN THE PUBLIC SECTOR



Source: secondary data

According to the findings of the study, 30 percent of the articles studied noted the benefit of economic growth, while 22.6 percent mentioned long term efficient savings. Another benefit noted in 20 percent of improved health and improved standards especially at work, while 25 percent mentioned improved service delivery.

According to Keraller (2018), one of the advantages of implementing sustainable procurement in the public sector is the simple economic growth at large along with improved service delivery in organizations. Furthermore, literature discovered that the added value for money ensures all those who seek to conduct their sales can account for every cent and see its worth. Each transaction that is allowed and valid is added to the system's existing data (arkacolu, 2016).

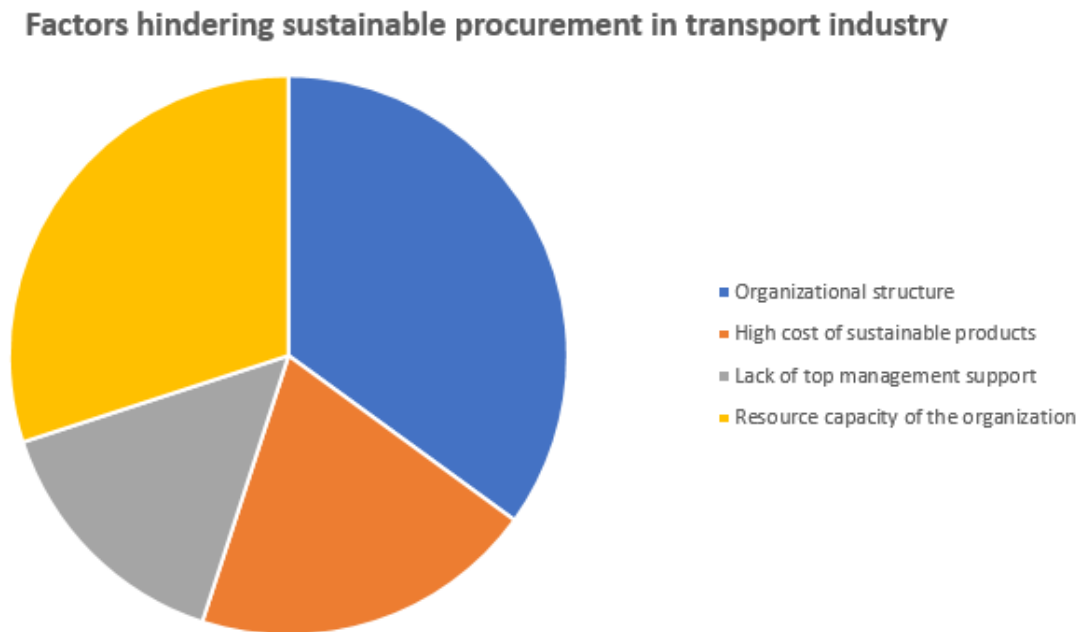
The research findings showed that the whole team at the transport ministry in Zimbabwe supports SP and they share the same vision that SP is important. The team also has some various views on the benefits of SP in the industry though their views were sometimes similar.

In support of the findings, Brammer and Walker (2011) emphasized the importance of transaction costs in an organization. They found that parties must bid for the right quality of goods and services. By so doing, the value of money is utilized to the last cent and unnecessary losses are cut. The ministry of transport in Zimbabwe allocate land transport resources and services and procures the services first hence the implementation of sustainable procurement is of paramount importance to the public sector.

Sustainable procurement also enhances service delivery. As per Davies (2014) SP is a factor influencing public sector service delivery in organizations. He argues if sustainable procurement is implemented, sufficient resources are most likely to be readily available for delivery to the public. SP in Zimbabwean transport industry ensures that public transport services like trains and public buses are available across the country for everyone.

Sustainable also directly pushes economic growth. Overall, SP has a direct impact on all factors that pushes economic growth. The uplifting of the transport ministry will also have a direct positive impact on economy at large since every sector and industry in the country contributes to the national growth as advocated by the National Development Strategy 1 (NDS1) by the president of Zimbabwe. The Economic Forum (2022) also mentioned that transport network is a key factor in building the economy hence the implementation of a sustainable procurement in transport surely is a driver of economic growth.

4.8 Factors hindering sustainable procurement in transport industry



Source: Data Research

According to the study findings, a considerable quantity of employees (35%) suggested that organizational structure was the reason behind the lagging of SP in the transport industry, while 20% pointed at the cost of sustainable products in Zimbabwe. The verdicts of the study settle with those of (Zindi, 2017), who discovered that SP cannot be hindered by only one factor in any economy but a cluster of factors would do some harm to SP in an industry. 30% of the transport industry employees noted that resource capacity of the organization was also the reason for the delay of SP in the transport industry and finally only 15% suggested that lack of top support was the problem. Blair and Wright (2012) have supported the findings by identifying lack of top management support as one of the key factors affecting the implementation of sustainable procurement. Telewa (2014) also found that procurement professionals occasionally face many challenges in the implementation of sustainable procurement practices that incorporate missing ones especially lack of budget for internal or external support hence validating the findings.

4.9 VARIOUS ELEMENTS THAT AFFECT IMPLEMENTATION OF SUSTAINABLE PROCUREMENT

The purpose of the study is to identify the difficulties that sustainable procurements efforts present. It recorded the respondents' comments, which are displayed in Table 4.4

Table 4.4: various elements that affect implementation of sustainable procurement

	1 %	2 %	3 %	4 %	5 %
Does the culture of the organization affects implementation of sustainable procurement	3.00	3.00	12.00	46.00	36.00
Organizational strategy and goals affect implementation of sustainable procurement and must be ongoing	3.00	0.00	15.00	60.00	22.00
Regarding sustainable procurement is it always about the people.	2.00	3.00	15.00	55.00	25.00
Public sectors need sustainable procurement in order to maintain success.	3.00	10.00	16.00	25.00	46.00
sustainable procurement is fuelled by competition between public and private sectors	3.00	10.00	3.00	42.00	42.00

Source: Data Research

According to Table 4.4, the majority of respondents (46.0%) and (36.0%) strongly agreed that an organization's culture influences creativity. Table 4.12 also reveals that the majority of respondents (60.0%) agreed and (22.0%) strongly agreed that organizational strategy and goals influence sustainable procurement and must be ongoing, whereas (55.0%) agreed and (25.0%) strongly agreed that sustainable procurement is always about the people. According to Table

4.12, the majority of respondents (25.0%) and (46.0%) strongly agreed that public sectors must be creative in order to be successful. While (42.0%) and (42.0) firmly agreed that the competition among public and private sector drives sustainable procurement.

4.2.1 PUBLIC SECTOR FINANCIAL RESULTS (BENEFITS)

This study's third specific goal was to evaluate the benefits of effective implementation of sustainable procurement at the MOTID. Financial statements are typically used to assess the financial performance of the Ministry of transport, but in this case, it was discovered that their use was ineffective for establishing the proper relationships. To make measuring correlations easier, the researcher decided to employ a method similar to one used for sustainable procurement.

Table 4.5: Public sector' financial results

Financial performance of Ministry of transport	Strongly disagree	Disagree	Agree	Strongly agree	Mean	SD
The Ministry has observed a rise in turnover .	0	5	12	13	3.83	1.177
The Public sector transport has shown growth in its market share .	0	8	10	12	3.53	1.527
Profits at the Ministry of transport have increased in recent years.	0	5	14	11	3.80	1.297
A rise in return on equity has	0	6	19	5	3.57	1.165

been observed at this Ministry.						
The Ministry has observed a rise in its return on assets .	0	9	15	6	3.43	1.357

Source: Data Research

Categories of means include: very low mean (1.00-1.85), low mean (1.86-2.71), high mean (2.72-3.57), and very high mean (3.58-4).

The opinions of respondents regarding the quality of financial reporting are displayed in Table 4.5. The researchers gathered responses from staff members with sufficient access to Public sectors' financial data in order to ensure that the answers are accurate. The increase in revenue with a mean of 3.83, the growth in market share with a mean of 3.53, the increase in profits with a mean of 3.80, the increase in return on equity with a mean of 3.57, and the increase in return on equity with a mean of 3.43, all of which are interpreted as having high means. Conclusion: This demonstrates that the Ministry of transport has experienced a notable financial performance given our high means.

Table 4.6: Ministry of Transport Level and Performance of Public Sector

	Mean	SD
The degree of innovation influences the Ministry' decision	3.64	0.76
There should be creative ideas if you want to demand a larger market share	3.66	0.86
For Public sector, innovation gives them a competitive advantage	3.32	0.86
Target market comes first, not income	1.43	0.99
Customers would switch to a Sector that offered more innovative offerings	4.00	0.65
Public sector gets a competitive advantage through Government support.	3.86	0.94

Source: Data Research

With a mean of 4.00, respondents agreed that in order to command a larger market share, you demand customers who would shift to a Sector that offers more innovative services. The findings indicate that the level of innovation affect the Public sector's decision; creative ideas are required if you want to command a greater market share. These are demonstrated by 3.66 and 3.64, respectively. With a mean of 3.32, respondents disagree or agree with the following statement: However, respondents strongly disagreed that the market segment comes first, not income, as evidenced by a mean of 1.43.

4.2.2 CORRELATION BETWEEN THE PUBLIC SECTOR PERFORMANCE AND THE BENEFITS OF SUSTAINABLE PROCUREMENT

Examining the link between Public sector performance and the benefits of sustainable procurement was the third specific goal of this study, which is almost identical to the main goal. The correlation technique, which is well-known for measuring the correlation between the variables, was used to address this objective. The significance p-value for this study is 0.05. The found connection is considered statistically significant if the tabulated p-value is less than the significance p-value, and vice versa.

Table 4.7 correlations between Public sector performance and benefits of sustainable procurement

Correlations

		Public sector performance	Benefits of sustainable procurement
Public sector performance	Pearson Correlation	1	.425
	Sig. (2-tailed)		.019
	N	30	30
Benefits of sustainable procurement	Pearson Correlation	.425	1
	Sig. (2-tailed)	.019	
	N	30	30

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

The relationship between public sector performance and benefits of sustainable procurements is weakly positive, as shown in the above table. The p-value of 0.019, which is less than 0.05, indicates that the low correlation is statistically significant. This indicates the effective implementation of sustainable procurement has a small but significant impact on the Public sector performance.

4.2.3 Chapter summary

This chapter presents data, analyzes it, and discusses the study's findings. The findings of questionnaires on the benefits of sustainable procurement in the Zimbabwean transport industry are discussed in this chapter. Secondary data was presented in the form of narratives, quotations, and descriptive statistics. This chapter laid the groundwork for the next chapter, which would outline the full research project

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter the researcher will provide a summary of the findings, conclusions drawn and recommendations to the findings. The conclusion is based on research findings and each research objective have a conclusion in order to have accurate results at the end of this study.

5.2 Summary

The study at first focused on expanding background of the study. Then secondly, the statement of the problem, objectives of the study, scope of the study and also limitations of the study which were highlighted in chapter one. Chapter two had more on what has been said by other authorities on the subject under study. The literature was reviewed from international, regional and national community and this linked with the research. Chapter three focused on research methods and methodology and also various aspects like research philosophy, research design, population and sample, research instruments and collection procedures were dealt with amicably. After the collection of data, the researcher stored and further analysed it using Social Statistical Package for Social Sciences (SPSS) version 21. On chapter four it was concerned with data presentation, analysis and interpretation. Data was presented through pie charts, tables and bar charts. The response rate was 69.77 percent, which shows that many correspondents' responded to the questionnaires and interviews were conducted therefore and the results were adequate to come up with general conclusions' on the investigation on the extent of sustainable procurement at Ministry Of Transport and Infrastructural Development.

5.3 Conclusions

The following conclusions regarding the objectives set up at the start of the project which was found from the findings of the study were:

- 1. To examine factors affecting implementation of sustainable procurement at MOTID.**

It was concluded that sustainable procurement factors were implemented to a lesser extent. It might be due to lack of public funds at MOTID.

- 2. To establish the extent of implementation of sustainable procurement at MOTID.**

It was concluded that MOTID implemented sustainable procurement to a lesser extent. It is because of high costs of sustainable products and also lack of auditing the suppliers to see if they actually practise sustainable procurement.

3.To assess the benefits of effective implementation of sustainable procurement at MOTID

MOTID will benefit from improved health and safety of its employees whereby there will be no production of hazardous products. Also there is value form money when practising sustainable procurement whereby this is achieved by using little or no extra cost whereby an organization will enjoy social and environmental benefits.

4. To suggest recommendations on effective implementation of sustainable procurement at MOTID.

There is no company policy which will ensure effective implementation of sustainable procurement at MOTID. Despite MOTID staff being highly qualified the procurement department is not professionalized due to lack of training. It might be due to lack of financial resources.

5.4 Recommendations

From the findings, the following recommendations were made:

- MOTID must enact company policy on sustainable procurement. This concurs with the research done by Brammer and Walker (2011) when they recommended that every company must provide clear regulatory support for sustainable procurement and also to provide sufficient budgetary flexibility for organizations to make investment in SP that may be financially efficient only when viewed from a long term basis.
- Procurement department must be professionalized. This is in agreement with the research done by Chari and Chiriseri, researched on the factors affecting the applicability of sustainable procurement in Zimbabwe. Their study recommended that employees must be trained and educated on sustainability practices at any public sector.
- MOTID must make sure that there is top management support in ensuring that sustainable procurement is successfully implemented. This concurs with a study conducted by Chari and Chiriseri when they also revealed that lack of management support was a limiting factor in the adoption of sustainable procurement. Blair and Wrigh (2012) also concurs that high costs of sustainable products as one of the key factors affecting the implementation of sustainable procurement. Defra (2006) concurs

that the inability of the top management to support sustainable development goals through procurement priorities is a motivating force.

- MOTID must reorganize the organization. This is in line with the research done by Chelangat, Ombui, and Omwenga (2015) when they recommended that there must be structural and organizational change to support implementation of green procurement, organizations should also improve better relationships between management and stakeholders. The study suggests that these rules be enforced in order to enhance compliance and reliance.

5.5 Recommendations for future studies.

This study focused on the extent of implementation of sustainable procurement in the public sector on one entity. It is recommended that further studies be done on the impact of sustainable procurement on the socially and environmentally way.

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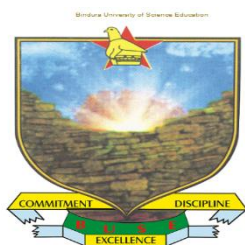
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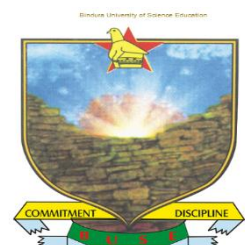
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APPENDIX 1: PERMISSION TO CARRY OUT A RESEARCH



Bindura University of Science Education
P. Bag 1020
Bindura

..... 2022



Letter to the Authorities of every Procuring Entity

Adress.....

.....
.....

PE Address
.....
.....
.....

Dear Sir/Madam

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

I am a 4th year student at Bindura University of Science Education and studying towards a Bachelor of Commerce Honors Degree in Purchasing and Supply. As required by the requirements of the institution, I am carrying out a research project in partial fulfilment of my studies entitled “**AN ANALYSIS ON BENEFITS OF IMPLEMENTING SUSTAINABLE PROCUREMENT IN THE PUBLIC SECTOR, CASE STUDY OF ZIMBABWE MINISTRY OF TRANSPORTATION.** I am therefore kindly seeking permission to carry out my research at your institution.

The information availed by your institution will be exclusive to Bindura University of Science Education for academic purposes only and will be treated with far much confidentiality. Your reply and assistance will be greatly appreciated

Yours Faithfully

Marufu Humphrey R

Cell: 0784445857

APPENDIX II: Questionnaire

Instructions to the Respondents

Kindly attempt all the questions by putting an X in the spaces provided. Any comments must be done on the spaces provided and should remain as objective as possible.

SECTION A: DEMOGRAPHICS AND PERSONAL INFORMATION OF RESPONDENTS

1) Gender

Male	
Female	

2) Level of Education

Ordinary Level	
Advanced Level	
Certificate in Purchasing	
Diploma in Purchasing	
Degree	

3) Years of Experience in Procurement at the organisation

1-4 years	5-9 Years	10 years and Above

SECTION B: PROCUREMENT SYSTEM IN THE INSTITUTION

4) What is the structure of the procurement system used by your organization or ministry?

.....
...

5) The procurement processes and procedures are clearly understood and followed in all procurement activities. To what extent?

Greater Extent () Lesser Extent () Not Sure ()

6) Which one is the major source of public funding for the institution?

National Treasury	Organizational Self-Generated Fund	Both	Donors	Other Sources

7) The Public Entity conducts sustainable procurement budgeting. Yes () No ()

If Yes, Specify the periods:

Quarterly () Half Yearly () Annually ()

Tick in the spaces provided in the table below, responding to the questions below.

8) Strongly Agree (SA) Agree (A) Disagree (D) Strongly Disagree (SD) Uncertain (U)

Question	SA	A	D	SD	U
Procurement Act and regulations are adequate and adhered to in all procurement activities of the institution.					
The Procuring Entity has a mechanism to monitor and oversee the procurement outcomes in relation to the allocated budgets and procurement plans.					
The Procuring Entity has a mechanism to appraise procurement activities annually in relation to budgets allocated.					

9) The institution has some instances where it purchases items without going to tender. Yes () No () If yes, what could be the reasons?

.....

SECTION C: SUSTAINABLE PROCUREMENT IN THE PROCUREMENT SYSTEM

10) To what extent do you understand sustainable procurement in public procurement?

Lesser Extent () Greater Extent () Not sure ()

Tick in the spaces provided in the table below, responding to the questions below.

Strongly Agree (SA) Agree (A) Disagree (D) Strongly Disagree (SD) Uncertain (U)

Statement	SA	A	D	SD	U
Those involved in procurement in the institution have the competency and knowledge required to acquire					

sustainable procurement at the institution.					
There is market consultation prior to tendering on all procurement decisions.					
There is proper needs assessment for all departments prior to procurement planning.					
There is a relationship between the sustainable procurement and transparency procurement.					

11) There is constant on the job training at the institution for those involved in procurement to match the skills with the dynamics of sustainable procurement in the market. Yes () No ().

If yes, how frequent?

Frequent () Less Frequent () Non-existent ()

12) Generally, is the sustainable procurement system at you institution effective in ensuring value for money for the organisation? Yes () No () Please comment on your response:

.....

THANK YOU FOR YOUR COOPERATION

APPENDIX III: Interview guide

1 For how long have you been employed by the organisation?

2 For how long have you been working within the Procurement department of the organization?

3 Which method of procurement is regularly used within your organization?

4 Do you understand the term total cost of ownership in public procurement?

5 To what extent do you understand the concept of value for money in sustainable procurement?

6 What is the structure of the procurement system used by your organization or ministry?

- 7 What do you understand by the concept of sustainability in public procurement?
- 8 In your own opinion what is the main driver of sustainable procurement in Public procurement?
- 9 Did the procurement system that the organization uses allow the organization to achieve sustainable procurement?
- 10 Do you think sustainability is critical for realization of value of money?
- 11 How best can public sector organization implement sustainable procurement?
- 12 what do you recommend as best practices for procuring entities to attain value for money?