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**FACULTY OF COMMERCE**

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**BCOM PURCHASING AND SUPPLY**

**TITLE: THE EFFECTS OF SUSTAINABLE PROCUREMENT PRACTICES ON ORGANISATIONAL PERFORMANCE: A CASE OF TSETSE CONTROL DIVISION**

**BY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR BARCHELOR OF COMMERCE HONOURS DEGREE IN PURCHASING AND SUPPLY DEGREE OF BINDURA UNIVERSITY OF SCIENCE EDUCATION IN THE FACULTY OF COMMERCE**

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The undersigned certify that they have read, approved and recommended to Bindura University of Science Education for the acceptance of this dissertation project entitled, **Effects of sustainable procurement practices on organizational performance: A case of Tsetse Control Division.** The topic is submitted by Tinotenda C Changachirere as the partial fulfilment for the reward of **Bachelor of Commerce (Honours) Degree in Purchasing and Supply.**

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# DEDICATION

I dedicate this research to my parents who love me unconditionally and set me on my educational career path and for their tireless motivation throughout the entire study period.

#  ABSTRACT

This study has analysed the effects of sustainable procurement practices on organisational performance. The main objective of the study was to determine the effects of sustainable procurement practices on brand image, operation costs and competitiveness in the Tsetse Control Division. A mixed method approach was used and a sample size of 24 was used. Interviews were conducted, data was collected and presented using tables, charts and graphs, and analyzed. Finally, recommendations were made based on the results. Ethical considerations were adhered to, such that the research was for academic purpose only and confidentiality was maintained. The findings of the study were that there is no significant difference between private and public organizations in terms of organizational performance. There is weak knowledge on sustainable procurement practices and lack of top management support in implementation. The study concluded that lack of full adoption of procurement profession at institutional levels significantly contributed to sustainable procurement malpractices. The alignment therefore, seeks to promote sustainability through achieving value for money, competitiveness and brand image. The study recommended that it is essential that organizations begin to regard sustainable procurement as a strategic value, and that sustainable procurement not only changes the organizations ' future but also has positive effects on the environment, on industry and on culture as a whole.

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# CHAPTER 1

# 1.0 Introduction

In this study, Tsetse Control Division under the Ministry of Lands and Agriculture serves as a case study to examine the impact of Sustainable Procurement on organisational performance. Most organisations place a high priority on sustainable procurement since it is thought to be a crucial element in boosting organisational success (Uphadhaya, 2014). The chapter includes the following sub-sections in the following order: background to the study, statement of the problem, research objectives, research hypotheses, assumptions, significance of the study, delimitations of the study, limitations of the study, definition of terms, summary and methodology.

# 1.1 Background of the study

Sustainable procurement has a new competitive edge on a global scale. The idea of sustainability was widely accepted in 1991, and it was understood that industrial development can only be sustainable if it is based on sound ecological principles. According to the 2002 World Summit on Sustainable Development, all relevant authorities should support public procurement guidelines that support the creation and spread of environmentally friendly products and services. The focus of sustainable procurement is on purchasing from small, local businesses and worker safety across all regions and countries.

The 1990’s saw a partial implementation of sustainable across Europe. Yet, the primary obstacles to implementing sustainable procurement are lack of expertise and the absence of uniform guidelines. The integration of environmental and social considerations into the procurement process, with the aim of reducing negative effects on health, social conditions and the environment is another challenge faced by organisations when implementing sustainable procurement. Sustainable procurement forms part of an overall push for sustainable development by governments and UN organisations.

Due to high operating costs, sustainable procurement practices are not being implemented in Africa, according to the European Commission 2019. However, the general prevalence of sustainable procurement practices conceals significant regional and country-specific differences in the degree to which sustainable criteria are incorporated into general procurement practice and the aspects of procurement that are most significant in specific regions or countries.

Some of the issues that the public procurement sector in Zimbabwe is facing include inconsistencies in decision making, lack of planning, collusion amongst stakeholders, difficulty in enforcing change, inadequate budgetary allocations, difficulty working with government agencies and inadequate training of procurement professionals and suppliers (Musanzikwa, 2013).

As a result, managers are hesitant to align strategic goals and commit large organisational resources to initiatives that are not certain to provide tangible advantages since they are often more concerned with the “bottom line” (Walker, D 2008).

As defined by previous literature, a major obstacle to Tsetse Control Division adopting sustainable procurement practices is a lack of financial resources (Crals& Vereek 2005). Also, it is viewed that sustainability initiatives are expensive and time-consuming tasks. Another obstacle facing the Tsetse Control Division is the complexity of adopting sustainable procurement and the lack of know-how and the need to overcome the barrier of lacking know-how differently.

The inability to adopt sustainable procurement is also hampered by the scarcity of available alternative suppliers in the market. Apart from being a driver to the adoption of sustainable procurement practices regulation, government regulations were also identified as a barrier in becoming environmentally and socially responsible since they dislike obtaining strict rules. In addition, environmental legislation and regulation could inhibit innovation (Porter V 1995),

Therefore, the Tsetse Control Division’s adoption of sustainable procurement practices has been significantly impacted by these obstacles and constraints, which is why the organisation lacks a sustainable procurement policy and strategy.

# 1.2 Problem statement.

Despite the significant sums of money, the public sector spends on government operations, sustainability has not been explicitly incorporated into purchasing decisions and criteria to long-lasting developments, (Chari and Chiriseri, 2017). With regards to labour laws, women’s rights, environmental management, and Public Procurement and Disposal of Public Assets, Chapter 22:23 the Zimbabwean government has made an effort to establish policies that protect and clarify the processes for carrying out various activities. However, sustainable procurement practices are not being implemented.

The government’s failure to provide timely financial, technological, and informational support to the majority of its public institutions has made Zimbabwe’s public procurement system unsustainable. Delma, (2008) asserts that, the slow pace of adopting contemporary technology systems by government entities has an impact on the execution of sustainable public procurement.

Although there are rules and regulations in place for public procurement, top management does not assist the human resources engaged in the process. For that reason, it remains this project’s sole purpose to explore the effects of sustainable procurement practices on organisational performance with reference to Tsetse Control Division under the Ministry of Lands and Agriculture.

# 1.3 Research objectives

The research study seeks to explore the effects of sustainable procurement practices on organizational performance: a case of Tsetse Control Division under the Ministry of Lands and Agriculture. In order to achieve the above purpose, the following objectives will be examined:

* To determine the effects of sustainable procurement practices on brand image and competitiveness of the Tsetse Control Division in the Ministry of Lands and Agriculture.
* To explain the effects of sustainable procurement practices on operating costs in the Tsetse Control Division in the Ministry of Lands and Agriculture.
* To determine the effects of sustainable procurement practices on the competitiveness of Tsetse Control Division in the Ministry of Lands and Agriculture.
* To recommend possible intervention measures to improve sustainable procurement practices on brand image and operating costs in the Tsetse Control Division under the Ministry of Lands and Agriculture.

# 1.4 Research questions

It is from the above objectives that the following research questions will be raised:

* What is the effect of sustainable procurement practices on brand image of the Tsetse Control Division?
* What is the effect of sustainable procurement practices on operating costs in the Tsetse Control Division?
* What is the effect is sustainable procurement practices on competitiveness in the Tsetse Control Division in the Ministry of Agriculture?
* What are the possible intervention measures to improve sustainable procurement practices on brand image and operating costs in the tsetse control division under the Ministry of Lands and Agriculture?

# 1.5 Significance of the study

## 1.5.1 To the researcher.

The findings of this study are anticipated to be significant for a wide range of academics, students, and researchers who may be involved in procurement research activities since the documented report would offer ready-reference material that could give learners more knowledge and skills on topics related to the effects of sustainable procurement practices on organizational performance in agricultural companies in Zimbabwe. This research study will be stored in Bindura University of Science Education’s library and on the university’s online library so that other scholars who might want to do additional research or go on with the same topic in the future can view it. In order to prepare for future research projects, this study will assist the researcher in refining and improving her research skills. The project will offer the chance to compare and contrast the theoretical aspects of sustainable procurement with the actual activities to achieve sustainable public procurement

The study will also present an opportunity for widening the researcher’s knowledge on the impact of sustainable public procurement.

## 1.5.2 To the Tsetse Control Division.

The research will allow the Tsetse Control Division to pinpoint problematic areas in the procurement procedure framework so that remedial actions may be taken to boost organizational performance. One copy will therefore be given to the Tsetse Control Division.

## 1.5.3 To Bindura University of Science Education

This study will enhance the body of knowledge already in the institution’s library and act as a resource for other students’ research projects. The final report will be achieved in the university’s library, and made available digitally through e-resources.

## 1.5.4 To procurement professionals

Since the study will advance knowledge of sustainable procurement theory and practice and its effects on organizational performance, it may be significant to procurement experts working in a variety of industrial sectors.

# 1.6 Limitations of the study

The following were the limitations of the study:

**Financial and Logistical constraints** – The researcher encountered financial pressures for printing questionnaires, freighting them both to and from respondents at the headquarters using courier services. As finance was a limiting factor to the researcher, the researcher was unable to collect as much information as she could, and therefore she resorted to case study basis to represent her population and has to use emails and phone calls.

**Time** – The time scheduled to conduct the study was short. Some questionnaires reached late, likewise the response. This challenge was resolved through constant reminder to the respondents during the period the questionnaires were administered to them.

**Corporate confidentiality** – Most responders are unable to complete some of the questions due to company confidentiality rules. According to Walliman (2011), in order for participants to make an informed consent decision about whether or not to participate in a research study, the motivations behind the study's design should be transparent and simple to comprehend. As a result, the researcher was very explicit about the topics that would be discussed, how the inquiry would be carried out, and how anonymity would be kept, and she was successful in getting agreement at all levels. Both the researcher and the respondents were required to abide by the Official Secrets Act, a confidentiality regulation of the Zimbabwean government.

# 1.7 Delimitation of the study

The study will be carried out at the Tsetse Control Division headquarters. The data will be collected through interviewing members from Accounts section, Administration section and Procurement Management Unit (PMU. Research work is expected to be completed in three months’ time.

# 1.8 Definition of key terms

**Sustainable:** It is the integration of environmental health with social equity and economic vitality in order to create thriving, healthy, diverse and resilient communities, Leslie Gevers (2002).

**Sustainable Procurement:** Thomson (2007) defines sustainable procurement as a process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole-life basis in terms of generating benefits not only to the organization, but also to society and economy, whilst minimizing damage to the environment.

**Organizational performance:** According to Farrington (2006) it is the actual output or results of an organization as measured against its intended outputs or goals and objectives. Whilst, Richard (2009) defines organizational performance as an analysis of a company’s performance against its objectives and goals.

# 1.9 Structure of Dissertation

This following is the structure of the dissertation:

**Chapter 1**: This chapter is the introduction to the study and serves as a guide. It provides background information, statement of the problem, objectives of the study, research questions, assumptions, significance of the study, delimitations of the study, limitations, definition of terms, abbreviations and finally the chapter summary. **Chapter 2**: looks at literature review. This chapter reviews literature on the effects of sustainable procurement practices on the performance of public organizations in Zimbabwe: A case of Tsetse Control Division under the Ministry of Lands and Agriculture. The chapter reviews the gap from previous researches on effects of sustainable procurement practices on organizational performance and thus gives direction to this research study. **Chapter 3**: Research Methodology. The purpose of this chapter is to discuss the research methodology used in this study to collect data regarding this study. It covers aspects such as research design, sampling procedures, research instruments, data analysis and presentation procedures. **Chapter 4:** Data presentation, analysis and discussion: This chapter presents data in the form of tables for information gathered through questionnaires. The researcher will discuss the information immediately below the tables. Quantitative data from interviews will be reported in narrative episode. **Chapter 5**: Summary, conclusions, and recommendations: This chapter winds off the study with summary, conclusions and recommendations

# 1.10 Chapter summary.

This chapter provided an overview of the research project by providing background information, a statement of the issue, research goals, and research questions to demonstrate the study's focus.

Assumptions of the research were presented and delimitations were looked at, conceptual framework was given to try and assess how theorists viewed the concept of effects of sustainable procurement practices on organizational performance in public procurement at Tsetse Control Division. Chapter 2 is going to look at literature review.

# CHAPTER II

# LITERATURE REVIEW

# 2.0 Introduction

This chapter presents a review of the literature on the impact of sustainable procurement methods on an organization's performance. The conceptual and theoretical frameworks, empirical research data, gap analysis, and research on the effects of sustainable procurement practices on the performance of organizations are all included in the literature review for this study. This is done so that the researcher can advance the investigation by getting a sense of what has already occurred. The research study's objectives are addressed by the material that will be studied in this chapter. Finally, the present section of the study will conclude with a chapter summary. The chapter is initially going to look at the empirical studies of other researchers on the effects of sustainable procurement practices on organizational performance of Tsetse Control Division.

# 2.1 Theoretical Review;

The following are the key variables under this study

## 2.1.1 Sustainable procurement practices

Different authors have different definitions for the term "sustainable procurement practices." Sustainable procurement is described by Thomson (2007) as a process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole-life basis in terms of generating benefits not only to the organization, but also to society and economy, whilst minimizing damage to the environment. Additionally, he defined sustainable procurement as a process by which businesses satisfy their needs for goods, services, labor, and utilities in a way that maximizes value over the course of a product's whole life.

Professionals with experience in public bids rate the degree of difficulty in putting sustainable procurement methods into effect. According to Appolloni et al. (2014), the deployment of sustainable procurement methods is hindered by a contradiction between the priorities of the purchasing process and a lack of clear organizational norms and strategic objectives. Additionally, it is challenging to evaluate the implementation of sustainable procurement due to the lack of metrics for measuring sustainability, the propensity for maintaining current practices, and the lack of support from top management and policymakers. 2012 (Oruezabala). Inadequate research and development on sustainable procurement, a lack of time to include sustainable items in the procurement process, and a lack of organizational cultures that support sustainable procurement practices are additional challenges faced by professionals who evaluate procurement practices.

Ineffective resource utilization, particularly at the national level, results from the absence of integration in resource assessments and policy decisions. Therefore, effective resource management is crucial for both adaptation and mitigation. In a similar vein, McMurray et al. (2015) said that there are a number of best practices procurement teams should take into account in order to achieve higher levels of sustainable procurement maturity, such as convincingly arguing for more internal resources. The program investment necessary to realize the potential economic benefits of sustainable procurement includes funds for scaling up current procedures, making research and development investments, and expanding or developing the team Senior leaders should stress that sustainable procurement is not just a compliance program but a proven strategy for advancing corporate goals including cost savings, risk mitigation, better supplier relationships, brand value, and more, according to Roos (2015), who noted that senior leaders should do this by communicating the business impact and connecting the program to strategic objectives. Securing funding and buy-in will be simpler the more they can tie it to their priorities.

Stakeholders should establish a benchmark, which makes it easier to compare, monitor and measure organizational performance progress on key sustainability criteria. In addition, Appolloni, et al., (2014) noted that proactive engagement motivates suppliers to take ownership over their own performance and gives procurement teams peace of mind that suppliers are either operating at the highest level, or know exactly how they need to improve.

Leaders in sustainable procurement should regularly employ category and country risk appraisal methods that provide priority to engagement with high-risk suppliers who are used substantially more frequently by leaders than by non-leaders. Utilizing these tools is essential if teams are to address the issues with transparency, visibility, and supplier performance that they are currently dealing with. proactive supplier engagement to overcome reluctance. The implementation of sustainability, according to Wild (2016), will be made possible by senior management support in collaboration on improvement initiatives, on-site audits, education on sustainable practices, and clear performance targets. These strategies foster mutual benefit and motivate the division to advance right away rather than looking for an excuse to put off implementation. The risk of losing business, high fines, high operating costs and brand image will likely encourage top management to assist, not resist, in driving sustainable change.

## 2.1.2 Importance of Sustainable Procurement Practices

Economic development, social development, and environmental protection are the three pillars of sustainable development, which exist in tandem and involve all types of stakeholders. Sustainable Public Procurement (SPP) encourages the integration of these tshree areas. United Nations Environment Programme (2012) suggests that it is crucial for the aforementioned three major pillars or components of development to be included in every effort to promote both public and private sustainable procurement, which is similar to the definition provided by the Bruntland Commission report in 1987. This is due to the fact that sustainability has the ability to overflow to the following generation in terms of public social life, the environment, and climate change that affect ecological systems and may ultimately affect the country's economy. This is also called sustainable development and its overall goal is the long-term stability of the economy and the environment to create positive socialism (Emas 2015).

According to the East Renfrewshire Council's Corporate Procurement Strategy (2011), sustainable procurement practices take into account the product's composition, its producer, its transportation, and its ultimate disposal. This shows that Supply Chain Management (SCM) is an essential part of the procurement process's sustainability. Matching supply and demand, obtaining high-quality goods at lower costs, and avoiding sustainable development may not be sufficient for an organization, particularly for public institutions, as the goods acquired are not intended solely for the purchasing organization but rather for the general public that looks to the government for guidance.

Policies have been developed in an effort to attain sustainability even at an international level due to the extremely substantial degree of importance of sustainability in both the private and public sectors of procurement. Because of the significance of sustainability and the implications it has for development, sustainable development is now incorporated into procurement policies and rules (Brammer and Walker 2011). In Zimbabwe, the government formed Public Procurement and Disposal of Public Assets (PPDPA) in 2017 to lay out guidelines for achieving Sustainable Public Procurement.

In order to ensure that public procurement and asset disposal are carried out in a manner that is open, honest, fair, cost-effective, and competitive, the Act is intended to control and regulate these processes. Public Procurement and Disposal of Public Assets Act [Chapter 22:23] also establishes and defines the roles of Zimbabwe's procurement regulatory body. The obligations contained in the act cover the procurement process from planning to disposal, emphasizing the significance of value for money all the way through the procurement process and, consequently, up to disposal.

Sustainability principles serve as important pillars that support and fulfill the purpose of public procurement because the goods or services are intended for the general public, so those involved in purchasing or procuring are acting on behalf of the government or society. Van (2002) defines procurement as the acquisition of commodities, works, and services and adduces that this process entails the steps of need assessment and identification, supplier selection, contracting, monitoring and evaluation, and process speeding. To satisfy the needs of the client, the purchased items should offer the best possible overall trade-off between costs and advantages.

## 2.1.3 Key drivers of sustainability

The triple bottom line (TBL), which John Elkington first proposed in 1994 (Elkington 2018), is the foundation for important sustainability-related factors. The drivers of sustainability are forces that put pressure on organizations to develop and implement sustainable procurement strategies by posing opportunities or threats that the procurement function in those organizations must address, according to Chartered Institute of Purchasing and Supply's (CIPS) 2012 report. Public organizations are thought to be sustainable in three key ways: economically (through profit maximization goals and targets), socially (through the people who use its services and run its systems), and environmentally (through the planet on which it operates and conducts its operations) (CIPS, 2012). Harold (2013) asserts that sustainable procurement is a strategy that considers environmental, social, and economic sustainability while making all procurement and purchase decisions, attesting to the nobleness of the concept.

### 2.1.3.1 Economic drivers

Economic drivers take into account the cost of the product over the course of its life as well as the cost to the broader community to ensure long-term financial worth. 2015 report from the United Nations Procurement Capacity Development Center. Economic drivers, which might ultimately result in more competition and cheaper prices, are typically thought of as green procurement technologies and include recycling recyclable garbage or products, deconstruction, and re-use.

According to Herold (2013), economic sustainability includes not only receiving value for the money paid under the contract but also taking into account the laws and regulations pertaining to small and medium-sized businesses in order to give fair chances for all market participants. The economic drivers of sustainable procurement share the characteristic that actions made now to save money are typically intended to benefit the beneficiary tomorrow.

Economic drivers are achieved through cost management, budgetary control, sourcing efficiencies, quality improvement and supplier involvement, ethical trading and tendering, sustainable pricing, and on-time payment of suppliers to ensure their sustainability in order to achieve the desired benefits for the economic advantage (CIPS, 2012).

### 2.1.3.2 Social drivers

Social requirements and Sustainable Procurement Practices have a considerable relationship, according to National Agency for Public Procurement (NAPP, 2015). National and international integration are two dimensions in which social drives and advantages may result in improvements. For instance, a more favorable labor market through employment regulations that prohibit discrimination based on gender, ethics, or cultural background.

Social drivers are intended to be taken into account both within and outside. They consist of acknowledging diversity and equality, adhering to labor laws, appreciating fair working conditions, and promoting employment opportunities while strengthening communities through Socially Responsive Procurement (SRP) (Roos, 2012).

According to Alan (2012), one of the best ways to encourage sustainability is to emphasize the value of a company's services to society. Public institutions are supposed to fulfill their mandate to the stakeholders with satisfying services in order to be sustainable, given that they exist to provide the public with fundamental services. In his explanation, Alan (2012) also mentioned that public organizations need to be aware of four social dimensions when providing their services. These include performance timeliness, dependability of the service and product offered, communication, and flexibility or the capacity to adapt to changing customer needs.

When conducting procurement processes, ethical conducts should be followed, human rights and labor standards should be taken into consideration, a safe and healthy environment for the internal workforce should be prioritized, and motivation should take precedence while human rights and employment standards are to be adhered to. According to Crocker (2012), there ought to be a balance between shareholders and other stakeholders. Furthermore, Baily (2008) pointed out that public organizations must raise the standard of living for their employees, families, local community, and society as a whole.

### 2.1.3.3 Environmental drivers.

According to NAPP (2015), authorities can utilize sustainable procurement as a tool to help them reach both general and environmental goals. It may help to address issues like greenhouse gas emissions (by acquiring goods and services with lower environmental impact over the course of their life), resource usage and energy efficiency (by acquiring goods with eco-design), pollution (by monitoring the use of chemicals and limiting the use of toxic substances), and waste (by acquiring methods or packaging that generate less waste and/or requiring recycling or re-use).

## 2.1.4 Triple Bottom Line.

It is crucial to keep in mind that if given insufficient consideration, the major drivers of sustainable procurement—economic development, social development, and environmental protection—are more easily transformed into barriers to sustainable buying. They do, however, have the ability to serve as the catalysts for a development in good or sustainable procurement practices if given adequate consideration.

## 2.1.5 Perceived costs.

The perception of cost is a key factor in economic decision-making, according to Chari and Chiriseri's (2014) research to identify obstacles to sustainable procurement in Zimbabwe. According to Blair and Wrigh (2012), who share the same opinion, sustainable products are frequently seen as being more expensive or requiring greater capital outlay. On the other hand, it takes a lot of effort to manufacture a product of excellent quality; for this reason, the producer considers and justifies charging extra. According to Lyons and Farrington (2006), the idea conflicts with the procurement purpose of finding products at the lowest rates possible. The procurement party's failure to take the product's entire life cycle into account typically results in a conflict, and this is typical of many developing nations. Chari & Chiriseri (2014).

## 2.1.6 Management Support.

Lack of senior management support, according to Blair and Wrigh (2012), poses a significant obstacle to sustainable procurement. A clearly stated organizational culture and structure, as well as the deployment of processes that are friendly and supportive of sustainable solutions, can help accomplish sustainable procurement. The priorities of sustainable development are hampered by a lack of clarity in the hierarchy from top management to the lowest levels of procurement (Defra 2006).

# 2.2 Theory underpinning the study

## 2.2.1 The stakeholder theory

According to Freeman (1984), a stakeholder is any person, group, or entity connected to a company and impacted by its actions and objectives. According to the stakeholder theory, an organization is also accountable for the interests of its customers, employees, and local community in addition to those of its shareholders (Piacentini et al., 2000). It involves social, economic, and moral responsibilities in addition to the solely legal and commercial obligations traditionally thought to be the only obligations of an organization. In order to execute sustainable procurement methods, stakeholders like the government, the Ministry of Agriculture, and top management should provide support. The Procurement Regulatory Authority of Zimbabwe (PRAZ) is a regulatory body that sets rules on how to procure goods sustainably, taking the triple bottom line into account, and supervises how government organizations should carry out their procurement procedures. According to the description, stakeholder theory is a theory that shares the same fundamental ideas as the sustainable development concept and addresses the same economic, social, and environmental business responsibilities. Managers must take into account the interests of all relevant stakeholders when making business decisions. As a result, given that resources are available to the Tsetse Control Division in the Ministry of Agriculture, this theory is required in this study to ascertain the impact of sustainable procurement practices on brand image and operating cost. Stakeholders should create a benchmark that makes it simpler to evaluate, track, and compare organizational performance improvements with respect to important sustainability criteria.

## 2.2.2 Resource Based Theory

The resource-based view, which identifies and analyzes an organization's strategic advantages that will ultimately serve as a source of competitive advantage, describes how business organizations operate using the resources and capabilities they currently have or can acquire (Dollinger, 2008). A broad definition of "resources" was given as "anything that can be thought of as a strength or a weakness" of the company (Wernerfelt, 2007). The idea deals with the fundamental question of how a certain organization's sustainable procurement practices can be achieved given the resources available to it. Resources may be tangible or intangible, but both types are used by businesses to identify their strengths and shortcomings and gain a competitive edge. Accordingly, this theory acknowledges that resources like human resources and procurement personnel with skills can be used to sustainably acquire goods while taking into account the product's whole life analysis and to acquire goods in a competitive manner while lowering operational costs. Consequently, the organizational performance of Zimbabwe's agricultural sectors has improved. Additionally, the company requires human resource skills to execute strategic procurement mechanisms, preventing their industry-wide diffusion (Barney, 1991).

# 2.3 Organizational Performance

The organization's potential to meet its objectives through sound leadership is based on strong governance and ongoing redesign to produce results (Sarkis 2015). From a standard corporate view, businesses expand their analysis of productivity to include a dual corporate/customer view. This comprehensive approach can help resolve conflicts or capitalize on synergies between improving service quality and boosting service efficiency (Sarkis, 2015). According to Bobis and Staniszewski (2014), sustained procurement has become a crucial tool for a business to use in order to gain a competitive edge. According to Kennard (2016), sustainable procurement is a technique in which the demands of the organization are balanced against the needs of economic, social, and environmental preservation. In terms of price management, improved internal and external standards, performance evaluation, and adherence to environmental and social legislation, he outlines the benefits of a sustainable procurement program. Continuous business for an organization's long-term success is sustainable procurement.

Given that it is governed by the principles of openness, accountability, and value for money or organizational resources, procurement has been regarded as a crucial strategic topic with a significant impact on organizational performance (Aila & Ototo, 2018). Additionally, Aila and Ototo (2018) have noted that up until recently, the fourth aspect of their projects was primarily focused on three aspects on professionals and acquisition professionals, namely price, quality, and time, but with economic dynamics; sustainability.

According to a study by Kniazeva and Belk (2016), packaging is a key component of advertising, and once it has been properly tailored to consumers' expectations and personal values, it may be a powerful marketing tool for the company. Similar findings were made by Schwepker and Cornwell (2014), who hypothesized that customers are increasingly willing to make repeat purchases from businesses that use eco-packaging. According to research by Jackson et al. (2016), using e-business technology to cut down on dyadic coordination costs is improving economic outcomes. According to Schwepker and Cornwell (2014), sustainable procurement can foster innovation, support the social and economic environment, and provide a competitive advantage for the company by recognizing the triple bottom line. Reviews of the SP Chain, Paulraj and Lado pillars (2015) indicated that each of the pillars plays a role in ensuring a competitive edge for organizations.

# 2.4 Conceptual Framework

To demonstrate the relationship between the independent factors and dependent variable, a conceptual framework was created while performing this research study. As a result, in this study's research, the independent variable is sustainable procurement methods, and the dependent variable is organizational performance, which includes whole-life cycle analysis, recyclable products, and human rights promotion.

The constructs and relationships between research variables are illustrated in the following Figure 1

Sustainable Procurement Practices

1. Product whole life cycle analysis

2. Procurement of recyclable products.

3. Promotion of human rights

Organizational Performance

1. Operational Cost
2. Brand image
3. Competitiveness

Independent Variable Dependent Variable

***Source: Author (2023)***

# 2.5 Empirical Literature

**Mazharul et al**

Mazharul et al (2017) looked at the topic, ‘Do sustainable procurement practices improve organizational performance’. The study's major goal was to look into the effects of sustainable procurement methods on organizational performance using Saudi Arabia as a case study. The research method adopted was descriptive. The study's conclusion was that while there is little evidence of a significant direct impact of the summary measure of sustainable procurement on financial performance, the indirect impact of these practices through organizational non-financial performance was found to be statistically significant. According to the study's findings, sustainable procurement procedures make it impossible to tell whether levels of organizational financial and non-financial performance are rising or falling over time. According to the study's recommendations, in order to advance the sustainable procurement agenda, all parties participating in the procurement process must cooperate and engage in joint activity. It is also advised that organizations increase sustainable buying programs and raise awareness of sustainable procurement.

**Anene**

A study on the impact of green procurement practices on organizational performance was conducted by August Anene in 2020. By evaluating the moderating impact of supplier collaboration, this study compared the organizational performance and green procurement practices of Ghana Water Co. Ltd. and Bayport Savings and Loans Plc. Using a quantitative research strategy, this study. According to the study's conclusions, organizational performance was significantly influenced by green procurement. Furthermore, the study once more demonstrated that supplier collaboration has a significant impact on organizational performance from the viewpoints of both Ghana Water Co. Ltd. and Bayport Savings and Loans. The study once more showed that supplier relationships considerably moderated the association between green procurement and organizational performance from the viewpoint of Ghana Water Co. Ltd. The study's findings showed that obstacles to adopting green procurement ranged from a lack of top management support, a lack of employee cooperation, a lack of staff understanding, and the expense of doing so entirely. According to the study's suggestions, business organizations must undertake green procurement if they want to improve performance.

**Siyad Abdullaho**

Siyad (2017) carried out research on how Kenyan manufacturing companies' organizational performance is impacted by green procurement. The study's goal was to ascertain how green purchasing practices affected the organizational performance of Kenya's private sector. The particular goals were to ascertain the impact of supplier evaluation and reverse logistics on Coca-Cola Kenya's organizational performance. Descriptive research methodology was employed in the study. According to the study's findings, suppliers are judged on their capacity to reduce pollution and maintain a safe environment. The study came to the conclusion that resource availability affects organization performance and sustainable procurement improves organizational operations. According to the study's suggestions, the business should include green procurement methods into all of its operations and procedures. This is so that the organization can profit financially from managing green procurement.

**Rono**

Rono Thomas Kipkomoi (2017) carried research on how procurement procedures affect organizational performance in the public sector. Finding out how procurement methods impact organizational performance was the study's main goal. Additionally, a survey was used, along with a descriptive design that accurately portrays participants. The study's conclusions showed that better procurement methods do indeed improve organizational performance. Through improved customer service and shorter lead times, procurement practices help organizations stand out from the competition. The adoption of Enterprise Resource Planning (ERP) has, according to the findings, made it simpler for the procurement department to manage purchases for both internal and external clients in a more effective and efficient manner. The ERP software is not being utilized to its full potential; the survey also found. According to the study's findings, an organization's performance and its procurement practices are related. Transparency, accountability, cost savings, and higher standards and quality are all ensured by appropriate structures and mechanisms in the procurement process. According to the study's suggestions, an internal department with qualified experts dealing solely with employee training needs to be established. As a result, outsourcing expenses will be reduced, and staff members will have constant access to training from relatable people. The study's suggestions were that adequate structures and methods in procurement be used to assure transparency, accountability, lower prices, and higher quality and specifications. This would require the cooperation and willingness of top management.

**Charles Kisiengo**

Charles (2019) did a study and literature analysis on the implications of sustainable procurement methods on organizational performance. The study's goals included local purchasing, environmentally friendly packaging, reverse logistics, and the impact of ICT adoption on procurement performance. In this study, a descriptive research design was employed. The study's conclusions showed that environmentally friendly packaging increased customers' desire to buy. Additionally, it was discovered that green ICT has a positive impact on sustainability by lowering its environmental impacts, increasing energy efficiency, enhancing the use of renewable energy sources, decreasing the use of toxic products, and enhancing ICT recycling and end-of-life disposition. According to the study's findings, sustainability in procurement is a crucial component of the success and prosperity of organizations now without compromising the need for resources in the future. The study's conclusions and recommendations were that it is critical for businesses to start viewing sustainable procurement as a strategic objective, and that sustainable procurement not only affects businesses' futures but also has a positive impact on the environment, industry, and culture as a whole. According to the study's findings, businesses need to undergo significant change in order to address issues with sustainable procurement, improve financial, social, and environmental efficiency throughout the entire procurement cycle, and act in the best interests of their stakeholders and society.

**Chari and Chiriseri**

In 2014, Chari and Chiriseri conducted research on the "barriers to sustainable procurement in Zimbabwe." The study's goals were to learn how experts with experience in public bids evaluate the degree of difficulty in implementing those requirements and how they evaluate environmental legislation with regard to the preservation and protection of the environment, impact on costs, deadlines, and the solution to environmental problems. Research approach for the study was descriptive. The study's conclusions showed that the country did not follow good procurement processes and that cost pricing was still a crucial criterion for choosing between contracts. Additionally, research showed that social and environmental factors were not taken into account when making purchases, and since most organizations lacked a sustainable procurement policy, it was not required that sustainable procurement be done. The study came to the conclusion that the absence of a sustainable procurement policy in the businesses was a significant barrier to the practice of sustainable procurement. As a result, it was challenging to implement sustainability practices without the policy. According to the study's recommendations, management should implement a sustainable public procurement policy to ensure that sustainable procurement practices can be enforced, employees should be trained on sustainable procurement concepts, and regular refresher courses should be implemented to improve skills and knowledge for successful sustainable procurement practices. Additionally, the whole life costing concept, which accounts for a product's costs from design to disposal, should be taken into account when making procurement decisions. Therefore, while sustainable products may initially be expensive, they can ultimately result in operating cost savings, such as with energy-efficient appliances.

**Aruasa Kipngetich Philemon**

Aruasa (2018) examined the performance of the County government of Bomet's sustainable procurement policies. The study's goals were to identify the sustainable procurement techniques used by the County Government of Bomet, to learn what motivates these activities, and to draw a link between performance and sustainable procurement practices. The research design for the study was descriptive. According to the study's findings, environmentally friendly product development by suppliers has an impact on sustainable business practices. The main obstacles to the adoption of sustainable practices are a lack of internal expertise on the subject, a lack of metrics (KPI) to assess and monitor progress, and a lack of funding for internal and external support. According to the report, effective planning is the cornerstone of procurement in firms. A company can be guaranteed of raising its performance level with effective planning, which includes productivity, cost-cutting, the quality of the given goods and services, as well as on-time delivery. The study's conclusions and recommendations included the need for sustainability subject matter knowledge, the use of KPIs for monitoring and measuring outcomes, and the documentation of supplier CSR policies. It's also important to think about funding allocation for both internal and external support.

# 2.6 Gap Analysis.

The researcher found a discrepancy between her findings and earlier studies by other scholars. Even though this study has already been conducted by other researchers, the objectives adopted in this study are distinct from those pursued by other researchers. For this reason, the researcher chose to focus on the effects of sustainable procurement practices on organizational performance in Zimbabwe, A case of Tsetse Control Division in the Ministry of Lands and Agriculture.

# 2.7 Chapter summary

The literature has provided a comprehensive analysis of the concepts that are related to the study of sustainable procurement practices. It has provided some excerpts on how sustainable procurement practices has an effect on the organization performance. The chapter has also provided literature on effects of sustainable procurement practices in countries across the globe. The literature review was used in conjunction with the primary findings in chapter 4, in order to clarify and produce ideas that attempts to answer the research questions hence solve the research problem mentioned in chapter 1. Chapter 3 is going to look at research methodology.

# CHAPTER III

# RESEARCH METHODOLOGY

# 3.0 Introduction

Research methodology is a set of systematic techniques used in research (Igwenagu., 2016). The chapter chronicles the way in which the research was conducted. This chapter includes the design of the research, the targeted population, sampling technique and research instruments used and how the collected data was analyzed.

# 3.1 Research philosophy.

A clear and coherent research technique is often a necessary operational framework in which to provide the research's data and details so that their meaning can be plainly stated and easily understood. Research methodology is an approach and analysis of how research projects should be conducted. It outlines the data gathering process and gives the broad philosophical underpinnings of data collection and analysis.

# 3.2 Research design.

A research design, according to Heppner et al. (1992), is a blueprint for a study or a set of guidelines and instructions for carrying out and managing a research project. It assists the researcher in minimizing error and in gathering empirical data on individual variables of interest. This study examines how sustainable purchasing practices impact organizational performance. Data from the study population was gathered by the researcher using descriptive designs. The features of a population are described via descriptive research, a sort of research. The study's participating procurement officers received a questionnaire with questions on the effects of sustainable buying methods.

# 3.3 Population.

The study’s target population is made up of the procurement management unit personnel, heads of stations, administration officers and accountants at the headquarters. Therefore, the target population comprises a total of 11 staff from the aforementioned Tsetse Control Division headquarters in the Ministry of Lands and Agriculture in Zimbabwe.

# 3.4 Sample and sampling techniques.

## 3.4.1 Sample size.

The sample size used in this study is 11. The sample size was determined using Krejcie and Morgan (1970) model. The model simplified sample size decision by providing a table that researchers use to determine a sample size when all the factors are taken into account.

3.4.2 Sampling techniques**.**

The researcher used stratified and convenient sampling methods as highlighted below:

3.4.3 Stratified Sampling**.**

The researcher used stratified sampling because it was possible to split the population into distinguishable strata which are homogenous. The researcher split the population into strata according to the departments. With stratified sampling technique, elements for different levels are included thereby reducing dominance of any other group, Craw Shaw (2000). Stratified sampling focuses on reducing sampling errors. Also, population is divided into homogenous subgroups (strata). The researcher used stratified sampling technique because of its major advantage that, it improves accuracy and efficiency in collecting data.

# 3.5 Sources of data.

The researcher used both primary and secondary sources of data in order to collect the research data that was used for the analysis on the effects of sustainable procurement practices on organizational performance of Tsetse Control Division.

## 3.5.1 Primary data.

According to Martins et al. (2018), this data is inherently trustworthy because it probably offers credibility and transparency regarding the phenomena the researcher is interested in. Therefore, the researcher was motivated by this interest to conduct interviews, observations, and questionnaires to gather first-hand information. The researcher valued primary data since it was focused on the issue at hand and he or she strongly expected that it would lead to a meaningful solution to the issue. Therefore, the researcher made an effort to ensure that the data or information was obtained in a way that would promote its accuracy and accuracy, relevance, and completeness.

## 3.5.2 Secondary Data

Secondary data is information that has already been gathered and processed statistically by other researchers (Kothari, 1995). Secondary data was gathered by the researcher from publications such as books, journals, electronic journals, websites, and government records (ministerial, departmental, and divisional records). Since information on the effects of sustainable procurement practices is widely available, the researcher found it simple to gather secondary data from the internet and libraries.

# 3.6 Data collection instruments.

Data was collected using interviews, participatory observation and questionnaires.

## 3.6.1 Interview.

To collect data, the researcher used telephone and in-person interviews. Both semi-structured and open-ended questions were employed by the researcher. Semi-structured interviews, according to Saunders, Lewis, and Thornill (2016), have a list of themes and important questions to be addressed. Furthermore, Henderson and Bialescki, who were cited in Lantai (2012), claim that open-ended questions enable respondents to elaborate on their answers. The researcher was able to thoroughly explore themes thanks to the interviews. The main informants who would provide pertinent information were interviewed by the researcher. Fast responses were possible throughout interviews.

The researcher could capture the interviewee’s reaction and facial expression in answering the questions, and this was used to draw some important conclusions. Interviews aided in opening hidden truths and other confidential yet important information that the interviewee could have not been able or willing to express on paper. There was also an advantage of flexibility in rephrasing questions especially when the respondent asks for explanations on the questions asked.

## 3.6.2 Questionnaire.

A questionnaire was created by the researcher for this investigation. Closed-ended questions were intended for the respondents to react to in the survey. The Tsetse Control Division station departments received the surveys from the researcher. Due to their low cost, lack of interviewer bias, ability to use a large sample, and ability to provide respondents a sense of anonymity, questionnaires were the method of choice for the researcher. Five-point Linkert-type questions were used to score each question.

The questionnaire comprised three parts:

* The first section (Section A) was to point the research study to the respondents and to include the instructions for completing the questionnaire. It included the statement that, participants should attempt to answer all questions and not to write their names on the questionnaire. The first part also comprised a series of questions to obtain the demographic profile for each respondent (gender, age of respondents, experience, level of education, and position in the company).
* The second section (Section B) comprised a series of questions on effects of not implementing sustainable procurement practices that are affecting livestock division operations.

The final section (Section C) comprised questions on the effects of sustainable procurement practices of the agricultural sector.

# 3.7 Data collection procedure.

In order to conduct the research study in the Tsetse Control Division, the researcher first wrote letters to the Ministry of Agriculture requesting permission. Additionally, the researcher scheduled in-person interviews with significant others working at the headquarters of the Tsetse Control Division. In order to allow respondents to engage freely, the researcher underlined issues of secrecy, privacy, and freedom from any harm that may affect respondents. In order to remind respondents of the interview date, the researcher also called them later.

# 3.8 Reliability and validity of data collected.

Reliability, according to Drost (2011), is "the degree to which measurements are repeatable when different people perform the measurement on different occasions, under different conditions, supposedly with alternate instruments which measure the same construct or skill." He added the definition that "the extent to which a measure adequately represents the underlying construct that it is supposed to measure" is another definition of validity. Since both the study participants and the researcher were familiar with procurement practices, the information gathered from them was trustworthy and valid.

# 3.9 Data analysis and presentation.

Data analysis is the methodical application of logical and/or statistical approaches to describe and demonstrate, summarize and assess, and assess data. Different analytical techniques "provide a way of drawing inductive inferences from data and differentiating the signal (the phenomenon of interest) from the noise (statistical fluctuations present in the data)," according to Shamoo and Resnik (2003).

The study's data was imported into the 2013 version of Microsoft Excel, where it was processed to create descriptive statistics.

# 3.10 Ethical considerations.

Since confidentiality and informed consent were upheld throughout the research process in this study, research ethics were adhered to in its entirety. According to Sekeran (2003), the researcher provided assurances of secrecy and the strictest privacy when handling data. This research is for academic purpose only.

# 3.11 Chapter summary.

This chapter outlined the research methodology selected and how research instruments were developed and carried out. It also explained how the data was processed, consolidated and presented. The rigorous process of analysis contained in the next chapter serves to enable the drawing up of conclusions, which will be helpful to the stations and other public institutions at large.

# Chapter IV

# Data presentation and analysis

# 4.0 Introduction

The aim of this chapter is to present, interpret and discuss the research findings and to provide quantitative and qualitative analysis of the results. After execution of the scheduled interviews and observations, the data analysis and presentation of the findings was conducted. Since this chapter focuses on the analysis, presentation and discussion of data collected from the Tsetse Control Division using questionnaires, interviews and observations, the use of statistical descriptions involving the construction of tables, pie charts, and bar charts was preferred. However, in cases where data could not lend itself to statistical analysis, content analysis was used. Therefore, the results show the effects of sustainable procurement practices on organisational performance in the Tsetse Control Division of Zimbabwe.

# 4.1 Questionnaire response rate.

A total of twenty-five (25) questionnaires were sent out to three (4) Heads of Stations, three (3) Accountants, three (3) Purchasing officers (Administrators), ten (10) Procurement Management Unit members, and four (4) Research officers of the Tsetse Control Division. The sample represented the target population of one hundred and two (102) management members who have input into procurement decisions in the different stations. Twenty-four (24) of the twenty-five questionnaires were returned, representing a total of 96% response rate. Two classes (Heads of Stations and Accountants) each gave 100% response, 87.5 % response rate was obtained from procurement management units, while Administration and Research officers each gave a response of 75%. Data was collected from the different stations scattered around the country. In addition to questionnaires, a number of interviews were conducted with questions based on the research objectives. This response rate was considered high enough to produce valid and reliable study results. The questionnaire results were used for data presentations, analysis and conclusions for purposes of this research. The responses are shown Table 4.1 below:

|  |  |  |  |
| --- | --- | --- | --- |
| Department | Questionnaires issued | Responses % | Percentage Response |
| Heads of Institutes | 3 | 12.5 | 12.5 % |
| Finance/Accounts | 3 | 12.5 | 25 % |
| Purchasing/Administration | 3 | 12.5 | 37.5 % |
| Agricultural Research officers | 4 | 16.7 | 54.2 % |
| Procurement Management Units | 11 | 45.8 | 100 % |
| Overall  | 24 | 24 |  |

***Source: Primary data 2023***

# 4.2 Respondents’ Characteristics

4.2.1 Distribution of respondents by gender

Table 4.2 below indicates that out of a total of 24 respondents, 9 (37.5%) were female and 15 (62.5%) were males. The information reflected the gender imbalance amongst employees entrusted in positions of Procurement authority in the Tsetse Control Division.

|  |  |  |
| --- | --- | --- |
| **Gender (sex)** | **Frequency** | **% Respondents** |
| Male | 15 | 62.5 |
| Female  | 9 | 37.5 |
| Total  | 24 |  |

***Source: Primary data 2023***

***Source: Primary data 2023***

 **Figure 2 is a pie chart depicting the gender distribution percentage in the Tsetse Control Division.**

Males are more dominant and this could be due to the nature of job since a field set up demands much of manual labour. Through observation and interviews, it was noted that most of the female members had recently joined the division due to the need for gender balance, which had not been the case in the past decades due to nature of the jobs done in the Agricultural Sector.

### **4.2.2 Distribution of respondents by age.**

Table 4.3 below shows that only one respondent, making 4.1% of total number of individuals represents employees below 30 age range, 18 (75%) represent employees in the 31-40 age range and 5(12.5%) represent employees in the 41-50 and 51 and above age range which is (8.3%). If age has anything to go by, this might mean that the Tsetse Control Division prefer mature people in positions of authority.

|  |  |  |
| --- | --- | --- |
| **Age range**  | **Frequency** | **Percentage of Respondents**  |
| Below 30 | 2 | 8.3 % 8.3 |
| 31-40 | 15 | 62.5 % 70.8 |
| 41-50 | 5 | 20.9 % 91.7 |
| 51-above | 2 | 8.3 % 100 |
| Total | **24** |  |

***Source: Primary data 2023***

***Source: Primary data 2023***

**Figure 3 is a Line Chart showing the distribution of respondents by age (N=24*).***

The line chart shows the distribution of respondents by age. This indicates that the 31-40 age group dominates the work force. Thus, the information tabulated on Table 3 can be clearly represented in the line chart.

### **4.2.3 Distribution of respondents by status qualifications.**

###

This research work was conducted by a student who is aspiring to be a qualified Purchasing and Supply Manager. The inspiration is based on the fact that every decision made in any organization is expected to be a sustainable decision, usually checked against the qualification of the decision maker. Hence the need for the sound decisions for sustainable procurement, to sustain the economy, environment and the society. In consideration of the importance of qualifications, the researcher also included respondents’ qualifications column in the questionnaire. The results were tabled as follows:

**Table 4.4 shows the distribution of respondents by status (qualifications) (N=24).**

|  |  |  |
| --- | --- | --- |
| **Qualifications** | **Frequency** | **% Respondents** |
|  ‘O’ level only  | 0 | 0 |
| ‘A’ Level only | 0 | 0 |
| National Certificate | 0 | 0 |
| Diplomas  | 9 | 37.5 |
| First Degrees  | 11 | 45.8 |
| Second Degrees | 4 | 16.6 |
|  |  |  |
| **Total** | **24** |  |

***Source: Primary data 2023***

The above table shows that the minimum qualification for all the targeted population was Diploma level, the next qualification was at degree level, which took the highest portion in the qualification distribution. The minimum qualification for the respondents is Diploma level with 9 (37.5%) of the total respondents followed by those with first degrees contributing 45.8%. It was noted also that there were four (4) respondents with second degrees, contributing 16.6% of the total respondents. With the understanding that the higher the qualification, the higher the chances of making sound decision, the researcher has confidence that the information received bears high validity and relevance to Sustainable Public Procurement (SPP). In analyzing the staff status information, the researcher noted the importance and the effect of job qualifications. According to Kasika (2015), the magnitude to which organisations execute and achieve the set objectives mainly depends on skills and proficiencies of staff. In concurrence with the secondary data, the researcher was confident that the effects of education and skill on job performance positively contributes to the validity and authenticity of the results and conclusion of the research study. The information on the distribution of respondents by qualification was also presented in the chart below.



***Source: Primary data 2023***

**Figure 4 Depicts the distribution of respondents by qualification**

**4.2.4 Distribution of respondents by period of service**

**Table 4.5 shows the distribution of respondents by period of service**

|  |  |  |
| --- | --- | --- |
| **Period range (years in service)** | **Frequency/Number of Respondents** | **Percentage of Respondents** |
| Below 5  | 2 | 8.3% |
| 5-10  | 5 | 20.8% |
| 11-15  | 10 | 41.8% |
| 16-20  | 2 | 8.3% |
| 20-above  | 5 | 20.8% |
| Overall  | 24 |  |

***Source: Primary data 2023***

The researcher noticed that most of the workers in the division were at-least eleven to fifteen years in service, hence the reliability of the information since the members would have got to know and understand the procurement system in place and its effects. Harter (2015) posits that understanding organisational operations and performance and tacit knowledge about both internal and external clients are functions of period in service. Hence the researcher’s interest to consider the distribution of years in service for her research work. The distribution of employees by years of service is also presented in the following pie chart for more clarity in data presentation.

Figure 5 **Depicts the distributions of respondents by years of service**

***Source: Primary data 2023***

# 4.3 Analysis of questionnaire and interview responses

###

## 4.3.1 Ffeasibility to achieve cost reduction, value for money, product whole life analysis and competitiveness in Public Procurement System

The respondents were asked whether it is practical to achieve cost effectiveness, value for money, competitiveness and consider product whole life analysis through the existing Public Procurement procedures. The question was a close ended question in which the respondents were asked to choose among YES, NO and SOMETIMES. The question aimed to find out if the four main elements of Public Procurement and Disposal of Public Assets were considered in procurement activities since they form the back bone of public procurement sustainability as far as some literature work and the PPDPA Act (no 5/2017) are concerned.

**Table 4.6represents the response to question 4.3.1**

|  |  |  |
| --- | --- | --- |
| **Response** | **Number** | **%** |
| Yes | 5 | 20.8 |
| No | 16 | 66.7 |
| Sometimes | 3 | 12.5 |
| **Total** | **24** |  |

***Source: Primary data 2023***

66.7 percent of the respondents did not believe in the possibility of achieving the four elements through the system, citing that the effectiveness of the Public Procurement System is highly dependent on the state of the economy. The respondents were of the opinion that sustainability is very difficult to achieve if there is no top management support and also without the resources allocated to implement sustainable procurement practices, in a highly inflationary economy, where prices keep fluctuating yet the system is bureaucratic and overwhelmed with paperwork which leads to traditional procurement instead of strategic one. The views were expressed also through interviews, that the possibility of achieving the four sustainability elements is not always assured or guaranteed as there are different procurement methods. For example, if the procurement is to go through tendering method, time taken to receive response from the suppliers and time taken to evaluate the handed in tender documents may not be viable especially in the current Zimbabwean economic situations. The response was as endorsement to Floyd (2019) article, where the author defined inflation as a decrease in the [purchasing power](https://www.investopedia.com/terms/p/purchasingpower.asp) of currency due to a rise in prices across the economy. In his elaboration, Floyd (2019) indicated that under inflation, organisations are forced to spend more quickly in an effort to minimise time they hold on to their depreciating currency or funds. The need to spend more quickly in the public entities is however pinned down by the slow and manual procurement systems in practice.

The responses indicated that the public entity procurement systems are guided by rules and regulations from PRAZ (chapter 22:23). In as much as steps are taken to bring about honest and to promote transparency, however, the exercise does not guarantee the achievement of the other sustainability elements such as cost reduction on operational costs, and buy competitively while considering the triple bottom line. Other methods like direct purchasing may be fast but some most suitable suppliers may be left out of business for the sake of the well-known or picked out single suppliers. Value for money could not be easily achieved as the visibility of the meetings that can be conducted by lunatic suppliers who may conspire and come into agreement to lure the buyer into believing the unreliable and pretending supplier is also not definite.

The respondents were of the opinion that as long as the rules were made to work against without resources and top management support sustainability will not be achieved, a human being’s mind is always at work to violet the set rules for transparency and honest one way or the other, in order to make some personal gain. The opinion was however contrary to view by Schweriner (2007) who opines that an organisation is only as good as it’s people, thus, if the people are ethical, it will come back to the organisation in the long run. The author also recommended that the workers should remain focused on always providing the customer value, which is in this case the public, instead of focusing on personal goals.

The view was also shared that the decision made by the highest level in the procurement decision making may not be opposed even if it does not promote sustainability. Responding to the question through interviews, most of the respondents cited poor remuneration as one of the major factors that impedes the Public Procurement Sustainability, leading to corrupt ways for procurement practitioners to cushion themselves. The response was in line with the findings by Jamilu Salisu in 2016. Salisu (2016) contends that remuneration has significant impact in motivation, job satisfaction, job attraction and retention in Public Sector. The different responses shown in table 4.6 are also depicted in the chart on the next page.

***Source: Primary data 2023***

In **Figure 6,** it is reflected that next to 66.7% of the respondents who did not see feasibility to achieve the sustainability elements, 20.8 percent were of the opinion that it is possible to achieve sustainability. These respondents had their justification based on their belief that the system on its own is so relevant and reliable to achieve sustainability as long as enabling environment is created, for example, availing of resources, training staff in order to acquire necessary skills and top management support will enhance the procurement procedures. Almost 13 % indicated the state of being neutral, as they expressed the view that it may work but not always, depending on the prevailing factors or situations.

## 4.3.2 There is a need for training all the management staff on Public Procurement & Disposal of Public Assets

The respondents were asked to consider text slider question with a rating scale on the need to train all the managers on the need for sustainable procurement practices on Public Sector. The question had five options from which the respondents had to choose their answers as illustrated in the table on the next page. Thus, Strongly agree, Agree, Neutral, Disagree and Strongly disagree. The aim of the question was to analyse the importance of implementing sustainable procurement practices in the Tsetse Control Division to the management staff.

**Table 4.7 shows training need responses (on a Likert scale*)***

|  |  |  |
| --- | --- | --- |
| **Response** | **Number** | **%** |
| Strongly agree | 17 | 70.8% |
| Agree  | 4 | 16.7% |
| Neutral  | 0 | 0 |
| Disagree  | 3 | 12.5% |
| Strongly disagree | 0 | 0% |
| **Total** | **24** |  |

***Source: Primary data 2023***

The response to the question indicated that most of the members (70.8) strongly view the knowledge on the implementation of sustainable procurement practices as an integral part of the public management system in every public institute.

## 4.3.3 Justification for need or no need to train the management staff.

Two common points dominated the justifications by the respondents (70.8 %) who strongly agreed to the view that all management staff should be trained on the importance of SPP. Based on opinion that SPP is all about government expenditure and its duty to fulfil its mandate through public servants, there is therefore the need to get every manager trained on public procurement procedures. The suggestion was clearly based on the point that the government spends huge sums of funds to meet the needs of the societies and to fulfil its mandate to protect the environment. The government activities are performed through the public servants who should be equipped on the necessary skills. In carrying out their research, Mensah and Ameyaw (2005) noted that most of the staff in the procurement department were not well equipped with the knowledge on the importance of economic, environmental and social issues of sustainability, hence recommended the training. In addition, the recommendation was that both public and the private sector should regularly educate and generate intensive consciousness among all stakeholders on issues concerning sustainable procurement.

It was also noted through the survey that the division annually reshuffles the procurement committee members to engage the other members of management who are voted into the committee. Therefore, if only the current members are trained, it will be difficult for the incoming team to carry on procurement duties without training accordingly. Hence the need to train all the management members of staff.

16.7 % were of the similar opinion although they believed that training should be done to members with desire to undergo the training and to take part in the procurement process. The respondents suggested that since most government institutions rely on administrators, accountants and heads of stations, the training may be prioritised to such. Only 12.5 percent had the view that it is unnecessary to train every manager. The justification of the idea was based on the fact that all the managers are employed for specific duties to focus on, in the entity, therefore there is no need to train every manager on sustainable procurement practices when there is a procurement unit at the ministerial level.

|  |  |  |
| --- | --- | --- |
| Response | Number | % |
| Strongly agree | 17 | 70.8% |
| Agree  | 4 | 16.7% |
| Neutral  | 0 | 0 |
| Disagree  | 3 | 12.5% |
| Strongly disagree | 0 | 0% |

***Source: Primary data 2023***

**Figure 7 shows the response to likert question on whether to train all managers or not**

## 4.3.4 Incorporation of Social, Environmental and Economic principles in the public procurement system if feasible.

The question seeks to analyse the extent of consideration of the Triple Bottom Line (TBL) by the government as it conducts the Public Procurement activities. Thus, the question is meant to assist the researcher to understand the importance of economic, social and environmental issues when conducting public procurement. The inspiration for effort to make a survey on the TBL came through some literature that the researcher had accessed before, convincing her that it forms integral part of the public procurement strategies. Hence the need to find out if it is practical and necessary in the public sector. The question was given as a close-ended question, where the respondents had to choose either answer from Yes, No or Sometimes, as illustrated in the table on the next page.

**Table 4.8 shows response on whether Social, Environmental and Economic principles should always form part of Public Procurement System (PPS*)***

|  |  |  |
| --- | --- | --- |
| **Response** | **Number** | **%** |
| Yes | 13 | 54.2 |
| No | 2 | 8.3 |
| Sometimes  | 9 | 37.5 |
| **Total**  | **24** |  |

***Source: Primary data 2023***

The researcher noted that 54.2 percent of the respondents indicated the need to incorporate the TBL in every procurement process as requisites for sustainability.

The opinion was hooked on understanding that by implementing sustainable procurement practices, the public procurement serves to serve the society, hence the need to prioritise its engaged societies. It was also suggested that since every station does not operate in the vacuum, and most of the public entities rely on tax payers, it is therefore necessary to consider the environment in which it operates and try to promote green procurement.Nijaki (2012) andRob Vluggen (2019)shared similar view that public procurement has the potential to give stimuli to markets in rapport with sustainability improvement, giving rise to sustainable objectives such as social equity, economic development, and ecological advantages. The respondents’ views were also in agreement with Brammer and Walker (2011) who argues that public entities should always consider sustainability through the Triple Bottom Line in order to encourage the private sector to put effort towards sustainability and promote awareness on the subject.

The respondents indicated that profitability factor is one of the most important characteristics of sustainability and this is mutual to both public and the private sector. However, the second highest frequency of the respondents suggested that incorporation of the TBL cannot always be considered but sometimes only profitability is considered especially in the tough economy where most of the organisation strive for survival more than anything else is.

|  |  |  |
| --- | --- | --- |
| Response | Number | % |
| Yes | 15 | 62.5 |
| No | 2 | 8.3 |
| Sometimes  | 7 | 29.2 |

**Figure 8 shows the pie chart presenting the analysis of Triple Bottom Line (TBL*)***

***Source: Primary data 2023***

## 4.3.5 Effects of sustainable procurement practices in Zimbabwe on the division’s performance.

Asked if in their experience they had come to believe that the sustainable procurement practices in Zimbabwe have brought positive effects on their division’s performance, the respondents answered the question in a likert format where five options were given as shown in the table on next page.

**Table 4.9 reflects the responses on the view that positive effect of sustainable procurement practices is experienced in the stations.**

|  |  |  |
| --- | --- | --- |
| **Response** | **Number** | **%** |
| Agree | 5 | 20.8 |
| Strongly Agree | 0 | 0 |
| Neutral  | 13 | 54.2 |
| Disagree  | 6 | 25 |
| Strongly Disagree | 0 | 0 |
| **Total**  | **24** |  |

***Source: Primary data 2023***

Most respondents were neutral on the system’s effectiveness. The suggestion was that, it is not quite clear whether the Procurement system has the positive or negative effect on the division’s performance. The dominating response was based on the view that although the set rules and regulations may seem to be good to practise in order to achieve sustainability, the prevailing economy has not been really stable to test the system’s sustainability.

## 4.3.6 Training on Public Procurement and Disposal of Public Assets Chapter 22:23

The question had only two options for respondents to choose from, thus Yes or No. The research responses also reflected that only six (13%) out of the twenty-four respondents had received the training on Public Procurement and Disposal of Public Assets.

**Table 4.10 shows the response on the number and percentage of the members trained on PPDPA**

|  |  |  |
| --- | --- | --- |
| **Response** | **Number** | **%** |
| Yes | 6 | 25 |
| No | 18 | 75 |
| **Overall**  | **24** |  |

***Source: Primary data 2023***

The survey revealed through interviews that the training schedule is drafted by the Ministry of Finance and Economic Development. According to the respondents, the last national training programme was done in the year 2018 through fixed schedules in designated venues, some of which were not conducive to most of the stations especially, considering that the more the people attending the more were the funds required, hence only the head of stations, administration officers and the accountants from each station could attend, and some of which have retired or resigned from the system or public service. Those with passion to understand more on the rules and regulations on public procurement rely on the downloaded material that may also need some interpretation for clarity.

In the research carried out by Chari and Cherisher (2014), the researchers noted the need for clear perception on sustainable procurement as most of the procurement members were found lacking skills and knowledge on public procurement sustainability. It was however also noted in this research that most of the procurement activities were left for the heads of stations, Accountants and Administration officers. Contrary to the existing system, Public Procurement and Disposal of Public Assets (Chapter 22:23), emphasises the function of Procurement Management Unit which operates as a committee and the head of stations authorises the decisions.

## 4.3.7 Effect of the Public Procurement System in relation to performance of the division.

The question was an open-ended question that left the respondents with a room to contribute their view without any limitation as long as the response is in line with the question.

Different expressions were given, however most of them pointed to the common negative effect of centralisation, lack of resources and lack of top management support. All the respondents had the mutual opinion concerning the delays that are experienced in procuring the required products due to bureaucracy and centralisation, citing that all the paper work done at local level are to be taken to head office for verification then to the ministry for final approval. It was noted that all the stages through which the papers pass are not a one-day operation since they are not done by one person. Respondent were of the view that the system could be positively effective if the economy was stable, with prices not going up on almost every 24 hours.

It was noted during the research work that the head office requests from annual budgets from each station in the beginning of the financial year. The budgets will be taken to ministry to be used as guidelines for release of funds, however the budget gets eroded by the inflation before the year is halfway to end. The researcher’s analysis regarding the opinions given by respondents is that the system on its own was applauded as a positive initiative by the government; however, the economy within which the system is operating does not promote sustainability in institutions’ effectiveness in service and goods delivery.

## 4.3.8 Operating cost in terms of whole life analysis

The question sought to establish the position of the public entities when it comes to whole life analysis of a product in business negotiations, with public entity being a buyer. Five options to choose answers from were, poor, very poor, neutral, good, and very good.

Based on the respondents’ opinions, the whole life product analysis power rests with the buying entity as represented by 66.7% of respondents with the opinion that power position for the public entities tends to be lower than that of most suppliers in procurement of goods and services. 25% respondents were of the opinion that the power position is good and 8.3 % were of the neutral view as shown on the table on the next page.

 **Table 4.11 shows the rating of Public Entity’s whole life product analysis power by respondents**

|  |  |  |
| --- | --- | --- |
| **Response** | **Number** | **%** |
| Poor | 16 | 66.7 |
| Very poor | 0 | 0 |
| Neutral  | 2 | 8.3 |
| Good  | 6 | 25 |
| Very good  | 0 | 0 |
| **Overall**  | **24** |  |

 ***Source: Primary data 2023***

Chigudu (2014) noted in his research on public procurement in Zimbabwe that, public procurement’s goal to deliver often involves large sums of funds. It was with this assumption that every supplier should be attracted to contracts awarded by the government, hence the upper hand of the public entities in procurement negotiations on the product specifications including its features. However, contrary to the assumption, it was noted that the major factors that played down the attractiveness of the public entity awards in Zimbabwe were value erosion of the local currency and late payment by the public institutions. This has seen some suppliers charging exorbitant prices when selling to the public institutes in an effort to cater for chances of monetary value loss by the time the government make payments.

## 4.3.9 Contributing factor(s) to the chosen position

The question was presented to establish the potential or assumed causes of the current state of the public entities’ position of bargaining power when it comes to negotiations. Thus, the power is shared between two parties involved, and these are the government institutions (buyer) and the suppliers who are usually on the private sector side.

Different views were expressed in response to the question, however the primary factors included lack of negotiation skills by the public entity buyers, late payments by the public entities, and tedious paper work procedures that normally undergo a long verification and approval process. In emphasising the necessity for the negotiator to have skills and well-defined interest of an organisation, Doran and Winkler (2017) defined interests as the needs, hopes, fears, and desires that drive our actions and underlie our positions in negotiation. Dissimilar and not conforming to the idea, most of the members in the procurement expressed less knowledge on the objectives of the organisation and its interest when it comes to procurement objectives.

On behalf of United Nations Procurement Capacity Development Centre and the United Nations Environment Program, Roos (2012), emphasized on the critical need to create awareness, commitment and better understanding of why to implement and how to successfully implement the sustainable procurement practices. In the same research work, lack of inclusion of sustainability criteria in instruments and programs aimed at strengthening public procurement systems in general, was deemed an impediment to sustainable procurement.

Late payment and manual paperwork system could not empower the public entity procurement officers in negotiations thus, acquiring the goods and services at reasonable prices since they could not assure the suppliers on when the payment will be done. This also headed to failure for buyers to convince the suppliers to deliver before payment is done. Other factors were lack of political support, frequent request for renewed quotations without having honoured the initial ones, due to high inflationary rate. Repeated request for quotations on similar items for more than once was deemed as an administrative and time costly by the suppliers.

Table 4.12 on the next page represents the factors contributing to poor bargaining power position hence increased operating costs.

**Table 4.12 Factors contributing to poor bargaining power in the Public Entities.**

|  |  |  |
| --- | --- | --- |
| **Response** | **Frequency** | **%** |
| Lack of Management support | 12 | 50 |
| Lack of skills and awareness on sustainability importance | 6 | 25 |
| Frequent request for more quotations | 3 | 12.5 |
| Additional documents | 0  | 0 |
| Time taken before payment | 2 | 8.3 |
| Payment method | 1 | 4.1 |
| **Overall**  | **24** |  |

***Source: Primary data 2023***

According to the responses given, the researcher’s analysis led to the realisation that there are the two major impediments to the sustainability of the system and these were lack of top management support and lack of understanding or awareness on the impact of sustainability.

## 4.3.10 Competitiveness for Procurement Management

Respondents were asked if they can attract customers considering their way of doing business in their institutes. The question was a close-ended one, with only two options, thus, YES or No. However, 100 % of the respondents selected NO. This is due to almost hundred percent manual work done when it comes to Procurement Processes in each of the institutes. The respondents suggested the use of Computer Aided Techniques (CAT) such as EDI and AS400 for efficient procurement processes.

Following some literature-based findings; the researcher had much interest on assessing the importance of Information and technology in Public Procurement System. Atkinson and McKay (2007) indicated that Information and Communication Technology enables the establishment of apparatuses to process, store, transmit, and act on information in a digital innovative way. Through interviews and observations, it was noted that none of the four institutes had implemented specific IT system for procurement management purposes. The lack of IT system in Public Procurement had left the institutes with no option but to rely on manual work or paper work system which leaves more room of errors and delays in the process.

 It was noted that lack of IT has robbed the public entities of the advantage cited in the research by Murray and Mikus (2015), where technology development such e-procurement was recommended due to its ability to carry out a number of stages of the procurement process, including search, sourcing, negotiation, ordering, receipt and post-purchase review. Based on such functions of IT, the government through its institutions (Public Entities) can enjoy a more transparent and competitive environment or market in which it operates.

### 4.3.11 Ways that may be considered to improve Procurement Procedures in order to achieve sustainability**.**

Some space was created in the questionnaires for the respondents to list their views concerning potential improvement on Public Procurement system to achieve sustainability. Amongst various responses, adoption of Electronic Systems, decentralisation, the training of the members on Public Procurement and Disposal of Public Assets, orientation on the importance of procurement sustainability became the dominating suggestions.

Through the interviews, the justification of the electronic system was basically based on the reduced errors, real time processing and communication, swift process procedures that can be easily traced if abnormality is encountered, less pressure and less time taken to complete the process, compared to compiling too much paper work.

Through interviews and the observation analysis, the researcher noted the need for decentralisation of the procurement system in order to enable each station to make prompt decisions that can save time and promote timely deliveries and then send procurement reports to the head office afterwards. Decentralised system was also justified on bases of administrative cost reduction measure, such as elimination of purchase of courier action packs, elimination of transport to collect the papers from the courier’s office in the city centres since all the stations are each approximately one hundred kilometres outside the nearest city or town. Costs incurred in the procurement of expensive action packs can be directed to implementation of electronic procurement system.

In their study, Chari and Chiriseri (2014), noticed that cost price was one of the major challenges in the Public Procurement as whole life cost approach is normally not considered, but the current cost price takes priority. With such understanding the researcher concurred with the earlier research results after noticing that the institutions preferred relying on action pack system instead of implementing e-procurement technology in liaison with the head office. In moving the notion, Yeoman and Zoetmulder (2009) discouraged the common song tuned to lack of resources by public institutes. The researchers noted that such an excuse has never been valid enough since the e-procurement technology for smaller or sizable institutions can be bought for efficiency and more transparency, and such comes with whole life cost benefit when compared to buying of courier action packs to send whether one page document or a number of documents at insignificant price difference.

## 4.3.12 Keeping pace with Information Technology systems to enhance sustainability.

90% of the responses through the questionnaires suggested that one of the biggest contributing factors to failure to achieve sustainability was due to the public sector not being able to keep pace with the changes brought about by Information Technology in the business world. The Zimbabwean government has limited resources and thus, is quite slow in updating its equipment to suit changes in the environment. From the interviewees’ point of view the procurement system is failing to keep pace with changes in the environment. The suggestion was that if Computer Aided Techniques could be adopted in every station for more efficiency and effective processes, the Public Procurement System might achieve sustainability.

# 4.4 Interviews

## 4.4.1 Interview responses.

With all interviews centred on the questions embedded on the questionnaire, out of 8 (eight) interviews that were planned, 6 (six) were successful, yielding 75 % rate of success. The two unsuccessful interviews, which related to one of the head of station and one Procurement Management member failed due to time constraints and busy schedules on the part of the intended interviewees.

It was noticed that in all the stations, quotations are sourced as hard copies, raising of the additional documents to be attached to quotations is manually done and the papers are sent to the head office (Harare) through couriers such as Swift. The head office would go through the papers to make some checks and balances for evaluation and then the papers are sent to Ministry of Agriculture headquarters for final approval. The same papers will be sent back to the requesting station via the same mode of transport and sometimes communication break-down takes its tall, causing papers to spend some days at courier’s premise awaiting collection since the courier does not deliver to the door step.

The longer the time taken to complete the procurement process, the higher are the chance of prices to increase before the approval. This leaves the public institutions with no other option but to buy the least quality that will be matching the current price and this leads to compromised quality. It was revealed to the researcher that sometime in 2018, Rekomichi Station engaged the Public Works and Local Government for completion of six houses which were left uncompleted in the previous project. Thirty thousand dollars ($30 000.00) was the charge for the project, however, by the time the funds were transferred to the supplier, the cost could cover only half the project. The houses were still in the same state by the time of research.

The researcher noticed that all of the targeted stations did not have petty cash system. All the generated cash had to be deposited into the bank within 24 hours and no cash is used before it is first deposited into the bank for transparency’s sake. Hence most suppliers do not easily make quotations for petty items to be paid for through bank transfers. Moreover, the small items required are going to take equal time with the bigger required items to be processed, which is deemed un-economical by the suppliers. Most organisations are currently not delivering the purchased products, hence the need to engage the logistic companies after the purchasing has been done. The transportation of goods from supplier to the stations will also require the minimum of three quotations that would take time to complete the evaluation cycle of paper work, while the purchased goods would be occupying some space at the supplier’s premises.

It was noted that some of the members had less knowledge on sustainable public procurement, hence the need for awareness creation in order to define to the officers the difference between the strategic and traditional procurement.

The frequent price changes by suppliers had negative connection with delayed payments by public entities. It was noted that most payments were processed after a period, long enough to find prices gone up and that could call for some more paper work to be done afresh. In an endeavour to curb the problem of starting afresh the process, the suppliers were tempted to charge higher prices for public entities just in case the payment comes after the prices have gone up, which defeats the purpose of value for money, cost reduction and ethical conducts.

At the time of the study, the researcher also noticed through participatory observation, that the local procurement committees had received an instruction from the head office that the minimum of three quotations for whatever and how small the item to be bought is should come with Tax clearance and Procurement Regulatory Authority of Zimbabwe (PRAZ) documents from suppliers clearly showing compliance with the rules and regulations. On top of reluctance by suppliers to give such copies for small orders, most of them were not aware of the PRAZ document and neither had the buyers seen it before, therefore the buyers could not fully give the details to the suppliers on what the document looks like and for what purpose.

Some suppliers claimed that such documents are kept at their head offices, most of which are in Harare. This marked communication breakdown between suppliers and the buyers since the buyers had only received an instruction without any induction or orientation on the purpose and function of the special documents.

PPDPA (Chapter 22:23) portrays that Procurement Regulatory Authority of Zimbabwe (PRAZ) has the mandate to deal with the state procurement issues and play the supervisory and monitoring role to ensure that the public entities comply with the existing Act and other set standards. The researcher noted the gap in terms of efforts by PRAZ to equip the procurement officers with every information in line with sustainable public procurement. The noted gap implied that the PRAZ exists to monitor the standards which it never made clear or known to the procurement officers. In support of the adequate training concept, Chigudu (2014) recommended that the Public Officers should be given proper training on Sustainable Procurement Practices (SPP) in order to deliver duties efficiently and effectively.

The interviews conducted with those who had served for at-least 15 years and above, showed that the government used to be well known for buying the sustainable products regardless of the price, however in nowadays, the sustainable products are hard to get and system does not promote an environment to secure the few scarce available ones.

Lack of top management support and resources is one of the challenges faced by those carrying out procurement duties. Since the institutional PMU members were not purchasing professionals, but had their different specific qualifications and duties they were employed for. Therefore, much effort was directed to their legitimate activities since they are not paid or compensated for extra procurement duties. This also caused the delays in decision-making process. The process could not recognise the idea by White and Drucker (2000), who argued that compensation consideration is one of the strategic concepts used in an organisation to achieve effective human resource management.

# 4.5 Chapter Summary.

This chapter focused on the data analysis and presentation of the research. In this chapter, raw data was processed into meaningful information, which was then analysed and interpreted. From the data analysis and presentation, it was found that Public Procurement and Disposal of Public Assets (Chapter 22:23) is a crucial tool used by the government to achieve procurement sustainability necessary to all the public entities, however it needs some reviews in terms of efficiency and time management or lead times. From the findings, it is contended that the above-analyzed data is enough to make conclusion and recommendations. Based on the analysis made in this chapter, research findings, conclusions and recommendations are presented in the next chapter. Chapter Five will summarize the study, state the major findings of the research and make recommendations.

# CHAPTER V

# Summary, Conclusion and Recommendations.

# 5.0 Introduction

This study's main goal was to ascertain how sustainable procurement methods affected organizational performance. According to the study's background information, operating costs have been steadily rising, brand loyalty is eroding, and competitiveness is decreasing. High operational expenses without taking into account the social and environmental components of sustainability implementation have been attributed to lack of resources, lack of top management support, and inadequate training. Based on this research problem, a thorough analysis of how sustainable procurement procedures affect brand image in the Tsetse Control Division was conducted. As a result, the key research findings, conclusions, and suggestions for further research are summarized in this chapter.

# 5.1 Summary of research findings.

The Tsetse Control Division in Zimbabwe was the subject of this study, which sought to analyze the effects of sustainable procurement methods on organizational performance. Structural equation modeling and confirmatory factor analysis were utilized in the study's mixed method approach to data analysis. The study discovered that sustainable procurement procedures had a favorable and considerable impact on the institutes' operational expenses, brand reputation, and competitiveness. Accordingly, the results show that sustainable procurement procedures have a favorable and considerable impact on the organizational performance of institutions working in Zimbabwe's agriculture sector.

# 5.2 Findings.

Findings show that sustainable procurement strategies have a significant impact on an organization's ability to improve internal quality and operational processes, social responsiveness, and environmental concerns.

Intriguingly, the results showed that there is no discernible difference in organizational effectiveness between private and public enterprises.

The difficulties ranged from a lack of support from the top management, a lack of staff cooperation, a lack of understanding of the value of sustainable procurement practices, the expense of fully implementing sustainable procurement, and lack of supplier cooperation to achieve competitiveness.

# 5.3 Conclusions

It is evident from both the field research work and the studied literature that professional procurement people and methods must be fully adopted. Musanzikwa (2013) affirmed the requirement and said that giving the purchasing function to the proper individuals supports better management of an organization's limited but essential resources. Sustainable procurement procedures were shown to be considerably impacted by the institutional levels' partial embrace of the procurement profession.

The success and prosperity of a business now depend on sustainability in procurement, without compromising the need for resources in the future. Sustainability is a concern when it comes to procurement since it entails making decisions that ensure a healthy balance between the business, society, and environment in order to maintain an organization's success. Operating expenses, brand image, and competitiveness—the three factors that this study employed to determine procurement sustainability—showed a favorable, significant impact on organizational performance. A conclusion that can be drawn from the results is that every variable included in the study represents the triple bottom line for sustainability in procurement for organizational performance. Chari and Chiriseri (2014) advised that a sound public procurement policy be put in place.

# 5.4 Recommendations

Recommendations are based on the fact that sustainable procurement plays a significant role in corporate performance. Organizations must start to view sustainable procurement as a strategic value because it not only changes the future of the organization but also has a positive impact on the environment, industry, and culture as a whole. In order to improve environmental, social, and financial efficiency throughout the entire procurement cycle and by acting in the interests of their stakeholders and society as a whole, organizations must undergo a significant transformation in their business practices.

# 5.5 Chapter summary

This chapter mainly focused on the overall summary, research findings and recommendations of the research study. The main conclusions of the research study were derived from the research objectives highlighted in chapter one.

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**APPENDIX 1**

**Questionnaire**

**Instructions to the participant.**

Please answer all questions in truth.

Do not write your name on the questionnaire.

Please tick where appropriate.

**Section A: Demographic Data**

**Section A**

**Demographic information of respondent**

**Gende**r

 Male Female

**Educational Level**

‘O’ Level HND

National Certificate Bachelor’s Degree

Diploma Master’s Degree

Work experience

How long have you been working in Livestock Research Division in your current position?

 1-5 years 6- 10 years

11-15 Years Over 15 years

|  |
| --- |
| CURRENT POSITION OF RESPONDENT (PLEASE TICK CLOSEST MATCH) |
|  | Head of Institute |  | Administration officer |  | Accountant |
|  | Procurement Management Unit Chairperson |  |  |  | Stores Manager |
|  | Research Officer |[ ]  Principal Research officer |[ ]  Procurement Management Unit Member |
|  | Income Generation Manager |  |  |  |  |
| **Other** (please specify): |
|

|  |
| --- |
| HOW LONG HAVE YOU BEEN IN YOUR CURRENT POSITION? |
|[ ]  < 5 years |[ ]  5–10 years |[ ]  11–15 years |[ ]  16 –20 years |[ ]  > 20years |

**How old are you** |
| 01 | 18-24 | 02 | 25-30 | 03 | 31-40 | 04 | 41-50 | 05 | 51-60 | 06 | 61< |
|  |

Please rate how strongly you agree or disagree that sustainable procurement practices have affected on the organizational performance by placing a check mark in the appropriate box.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SECTION B:** Indicate the extent to which sustainable procurement practices best practices have affected on the organization performance of your institutes. | **Strongly Agree** | **Disagree** | **Uncertain** | **Agree** | **Strongly Agree** |
| 13. Sustainable procurement has reduced operational costs of the institutes. | 1 | 2 | 3 | 4 | 5 |
| 14. Sustainable procurement practices has improved the brand image | 1 | 2 | 3 | 4 | 5 |
| 15. Sustainable procurement practices has improved organizational performance. | 1 | 2 | 3 | 4 | 5 |

|  |
| --- |
| **DIMENSION C****QUESTIONS RELATED TO SUSTAINABLE PROCUREMENT AT THE ORGANISATION** |
| 1 | The following questions are extracted from the common aspects and principles to do with the sustainability and its application on organizational performance. Please mark ([x] ) the appropriate box that indicates how each of these questions appeal and relate to you. **Please rate on a scale of: Strongly Disagree, Disagree, Neutral, Agree and strongly Agree** |
|  | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** |
|  |  |  |  |  |  |
| **1.1** | There is a need to train all the management staff on sustainable procurement practices |[ ] [ ] [ ] [ ] [ ]
|  | Any reason to justify your response on (question 1.1)?-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------- |  |  |  |  |  |
| **1.2** | From your history of work experience, have you come to believe that sustainable procurement practices in Zimbabwe have brought a positive effect on the institution’s performance? |[ ] [ ] [ ] [ ] [ ]

1.3 Is sustainable procurement practices being implemented in your institutes?

Yes  No  Sometimes 

1.4 Does the institutes consider the triple bottom line in its operations?

Yes  No  Sometimes 

* 1. Have you received training on the effects of not implementing sustainable procurement practices?

Yes  No 

* 1. What are the effects of not implementing sustainable Procurement practices in relation to performance of your Institute?

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

1.7 With reference to question 1.6 how would you rate the effect of not implementing sustainable procurement practices to your institute?

Positive  Negative  Neutral 

* 1. Regarding fines, brand image and the society pollution. Do lack of financial recourses, top management support and lack of sustainable suppliers contribute to the costs incurred by the institutes?

Yes No

* 1. Are there any specific people to spearhead the implementation of sustainable procurement practices in your institute?

Yes  No 

If Yes, give an explanation …………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………….

|  |
| --- |
| **DIMENSION D****Questions which require input from respondents through their suggestions, perceptions and ideas on the subject matter.** |
| 2The following questions mainly aim to acquire respondent’s contributions on the subject in research, effects of sustainable Procurement practices on the Institute’s operations: |
|  | **Very poor** | **Poor** | **Neutral**  | **Good**  | **Very good** |
| **2.1** | What has been your position in terms of stakeholders and top management contribution towards the implementation of sustainable procurement practices? |[ ] [ ] [ ] [ ] [ ]
| **2.2** | With reference to (question 2.1), what do you think could be the contributing factor(s) to the chosen position?……………………………………………………………………………………………….……………………………………………………………………………………………….………………………………………………………………………………………………. |
| **2.3** | Suggest ways that may be considered to improve Procurement Procedures in order to achieve sustainability……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………… |

2.4 Do you think considering whole life systems of a product could enhance sustainability?

 Yes No

THANK YOU

#

# APPENDIX II

## INTERVIEW QUESTIONS

INTRODUCTION

* Researcher Introduces Self
* Researcher States Estimated Duration of The Interview
* Motivation for Conducting the Interview

Effects of sustainable procurement practices

1. Do you think implementation of sustainable procurement practices will enhance environmental aspect, social aspect and economical aspects of the institute in its performance?
2. In your opinion what could be the effects of sustainable procurement practices in the public entities in procurement management?
3. What are the problems faced by the Institute in the implementation of sustainable procurement practices?
4. To what extent do sustainable procurement practices be used in your organization?

1. Do you think that the implementation of sustainable procurement practices in procurement would help reduce the some currently faced challenges?
2. What actions are being taken by the institute to mitigate against the risk of the above problems?
3. How would you define the relationship between top management and sustainable Procurement procedures?
4. Do you think there is a difference between traditional procurement and sustainable procurement? If so, what do you think is the major difference?

 **The effects of sustainable procurement practices on organisational performance:**

1. How are sustainable procurement practices affecting the operating costs?
2. How are sustainable procurement practices affecting the brand image?
3. How are sustainable procurement practices effecting the society?

**THANK YOU**

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