

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
DEPARTMENT OF ECONOMICS



**THE IMPACT OF EFFECTIVE PLANNING AND CONTROL IN PROCUREMENT
ACTIVITIES AT PUBLIC ENTITY. A CASE STUDY OF MINISTRY OF WOMEN
AFFAIRS, COMMUNITY, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT.**

A RESEARCH BY
MAGWAGWA TAPIWANASHE P
B203070B

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF COMMERCE (HONORS) DEGREE IN
PURCHASING AND SUPPLY CHAIN MANAGEMENT AT BINDURA
UNIVERSITY OF SCIENCE EDUCATION, FACULTY OF COMMERCE.**

Supervisor: Mrs E. Tapfuma

JUNE 2024

APPROVAL FORM

The undersigned certify that they have supervised, read and recommend to the Bindura University of Science Education for acceptance a research project entitled: **THE IMPACT OF EFFECTIVE PLANNING AND CONTROL IN PROCUREMENT ACTIVITIES AT PUBLIC ENTITY. A CASE STUDY OF MINISTRY OF WOMEN AFFAIRS, COMMUNITY, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT.** Submitted by **MAGWAGWA TAPIWANASHE P B203070B** in partial fulfilment of the requirements for the **Bachelor of Commerce (Honors) Degree in Purchasing and Supply.**

..... /...../.....

(Signature of Student)

Date

..... /...../.....

(Signature of Supervisor)

Date

..... /...../.....

(Signature of the Chairperson)

Date

..... /...../.....

(Signature of the Examiner (s))

Date

RELEASE FORM

NAME OF AUTHOR : **MAGWAGWA TAPIWANASHE P**
STUDENT NUMBER : **B203070B**
TITLE PROJECT : **THE IMPACT OF EFFECTIVE PLANNING
AND CONTROL IN PROCUREMENT
ACTIVITIES IN PUBLIC ENTITIES. A CASE
OF MINISTRY OF WOMEN AFFAIRS,
COMMUNITY, SMALL AND MEDIUM
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SIGNED

PERMANENT ADDRESS : **4017 RUSIKE 1 MARONDERA**

PHONE NUMBER : **0784 033 624**

EMAIL ADDRESS : **gwagwaz68@gmail.com**

DECLARATION

I **MAGWAGWA TAPIWANASHE P** declare this research project herein is my own work and has not been copied or lifted from any source without the acknowledgement, references and by comments in the body of the report, and it has not been submitted in part or in full for any other degree to any other university.

.....

...../ /

(Signed)

Date

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ABSTRACT

This study evaluated the impact of effective planning and control in procurement activities at Public entity, a case study of Ministry of Women Affairs, Community, Small and Medium Enterprise Development. Data was collected through the use of interview, questionnaire and the sample size of 75 members, 47 men and 28 women and the data was analyzed using Statistical Package for Social Science (SPSS) using pie charts, variences, tables and bar graphs. The findings of the study were that planning and control has a significant effect on procurement time, procurement efficiency and effectiveness at the ministry. This study concluded that planning and control improves procurement performance at public entity. Therefore, this study recommends Ministry of Women Affairs, Community, Small and Medium Enterprise Development to implement planning and controlling on procurement activities as it helps improve efficiency, accountability and transparency. This research also recommends future researchers to conduct research on the impact of planning and control on procurement activities.

Key Word: Effective planning and control, procurement activities

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Procurement activities within public entities represent a critical facet of governance, as they influence the allocation of resources and the delivery of services to citizens. Effective planning and control in procurement processes are paramount for ensuring transparency, accountability, and the efficient use of public funds. Over the past decade, scholarly interest in understanding the impact of procurement practices on organizational performance has intensified, with a particular focus on public sector entities (Brown & Johnson, 2017).

The Ministry of Women Affairs, Community, Small and Medium Enterprise Development serves as a compelling case study for investigating procurement practices within the public sector. This ministry plays a pivotal role in advancing gender equality, fostering community development, and supporting the growth of small and medium enterprises (SMEs) (Government of Zimbabwe, 2020). By examining procurement activities within this context, this research seeks to shed light on the challenges, opportunities, and implications of effective planning and control in procurement.

Eminently, this chapter comprises the following elements: background of the study, statement of the problem, objectives of the study, research questions, research objectives, significance of the statement, assumptions of the study, delimitation of the study, limitations of the study, definition of terms, organization of the study, and finally, chapter summary.

Background of the study

Procurement activities within public entities play a crucial role in the effective functioning of governments and the delivery of public services to citizens. The management of procurement processes encompasses various stages, including planning, sourcing, contract management, and supplier relationship management. Over the past decade, there has been a growing recognition of the importance of effective planning and control in procurement activities for achieving value for money, promoting transparency, and ensuring accountability in the public sector (Brown & Johnson, 2017; Smith, 2015).

Under the new Zimbabwe Republic, 2018, public procurement has increasingly come under scrutiny due to concerns regarding inefficiencies, corruption, and lack of transparency. Studies conducted since 2010 have highlighted the need for robust procurement frameworks that integrate strategic planning, risk management, and performance monitoring to w2wsmitigate these challenges (Andrews, 2012; Jones et al., 2018).

The Ministry of Women Affairs, Community, Small and Medium Enterprise Development, as a key government department responsible for advancing gender equality, community development, and supporting SMEs, is not exempt from these challenges. Despite its critical role in socio-economic development, the ministry faces various procurement-related issues, including delays, budget overruns, and suboptimal resource allocation.

Poor procurement controls and management within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development can have wide-ranging repercussions, affecting various stakeholders:

Citizens

Inefficient procurement practices can lead to delays or disruptions in the delivery of essential services and community development projects, directly impacting the quality of life for citizens

(Andrews, 2012). For instance, delays in infrastructure projects or social welfare programs may hinder access to critical services and opportunities.

Women

Given the ministry's mandate to address women's affairs, poor procurement management can disproportionately affect women who rely on the services and support provided by the ministry (Brown & Johnson, 2017). Delays or mismanagement in procurement processes may hinder initiatives aimed at promoting gender equality, women's empowerment, and access to resources for women.

Community Groups

Local community organizations and grassroots initiatives supported by the ministry may face obstacles in accessing funding or resources due to inefficient procurement practices (Smith, 2015). This can impede community development projects and initiatives designed to address specific local needs and challenges.

Small and Medium Enterprises (SMEs)

SMEs often depend on government contracts and procurement opportunities for business growth (Jones et al., 2018). Poor procurement controls can disadvantage SMEs by limiting their access to contracts or subjecting them to unfair competition, hindering their ability to contribute to economic development and job creation.

Government Accountability

Weak procurement controls undermine transparency and accountability within the ministry (Andrews, 2012). Lack of oversight and transparency in procurement processes can lead to allegations of corruption, eroding public trust in government institutions and their ability to manage public resources responsibly.

Taxpayers

Inefficient procurement practices can result in the misallocation or misuse of public funds, ultimately burdening taxpayers (Brown & Johnson, 2017). Taxpayers may bear the cost of budget

overruns, financial mismanagement, or the need for additional funding to rectify procurement-related issues.

Addressing these challenges requires implementing robust procurement policies and controls that prioritise transparency, accountability, and efficiency. By improving procurement practices, the ministry can better serve its stakeholders, promote economic development, and foster public trust in government institutions.

Understanding the factors influencing procurement practices within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development is essential for addressing these challenges and enhancing organizational performance. By conducting a case study focused on this ministry, this research aims to identify specific issues, opportunities, and potential solutions related to procurement planning and control in public entities.

Through an exploration of relevant literature and empirical data collection methods, this study seeks to contribute to the existing body of knowledge on public sector procurement management. By offering insights and recommendations tailored to the unique context of the Ministry of Women Affairs, Community, Small, and Medium Enterprise Development, this research aims to inform policy-making, improve procurement practices, and ultimately enhance the delivery of services to citizens.

In procurement activities, the effectiveness of planning and control is paramount for the success of any specific operation, forming an essential strategy (Andrews, 2012). Planning and control aid an organization in efficiently and effectively managing its procurement costs (Brown & Johnson, 2017). Without proper planning and control, purchasing decisions may be made impulsively, resulting in increased expenses (Smith, 2015).

The primary objective of planning and control is to ensure that operations produce what is required by the organization, with the necessary objectives available in the right quality, at the right time, and in the exact quantity (Jones et al., 2018). Through planning, organizations strive to obtain the best value products and services by fostering openness, developing relationships with potential suppliers, and ensuring timely delivery of raw materials to maintain continuous productivity. Planning and control activities encompass the systems, procedures, and decisions that bring these entities together. In other words, planning and control are involved in receiving goods delivered

to the organization by suppliers, preparing official orders to suppliers for the supply of goods ahead of production, inspecting received goods to confirm compliance with required specifications, electronically submitting requests for quotation to suppliers, and writing tender award letters to successful bidders (Andrews, 2012; Brown & Johnson, 2017; Smith, 2015; Jones et al., 2018).

Statement of Problem

Effective planning and control in procurement activities are critical for public entities to achieve transparency, accountability, and value for money in the utilization of public resources (Andrews, 2012; Brown & Johnson, 2017). However, despite the recognized importance of these aspects, there remains a significant gap in understanding the specific challenges and implications of procurement practices within public entities, particularly within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development.

The problem at hand lies in the potential inefficiencies, risks, and shortcomings associated with procurement planning and control processes within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development. These issues may manifest in various forms, including delays in project implementation, budget overruns, lack of transparency, and suboptimal resource allocation. Furthermore, inadequate planning and control mechanisms may hinder the ministry's ability to effectively support women's empowerment, community development, and the growth of small and medium enterprises (Government of Zimbabwe, 2022; Smith, 2015; Jones et al., 2018).

Despite existing literature highlighting the importance of effective procurement management, there is a lack of comprehensive research specifically examining the impact of planning and control in procurement activities within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development. Thus, this research project aims to address this gap by conducting a case study focused on identifying the specific challenges, opportunities, and implications of procurement planning and control within this ministry (Smith, 2015).

By elucidating the underlying issues and their consequences, this research seeks to provide valuable insights and recommendations for improving procurement practices, enhancing organizational performance, and ultimately, better serving the needs of women, communities, and

small and medium enterprises within the purview of the Ministry of Women Affairs, Community, Small and Medium Enterprise Development.

Research Objectives

The following are the objectives of the study:

1.1.1 Primary objective

The primary objective of this research project is:

- To assess the impact of effective planning and control in procurement activities within public entities, with a specific focus on the Ministry of Women Affairs, Community, Small and Medium Enterprise Development.

1.1.2 Secondary Objectives

Through an in-depth case study analysis, the research has secondary objectives:

- To identify the effectiveness of current planning processes in procurement activities within the Ministry.
- To assess the adequacy of control mechanisms employed in procurement activities within the Ministry.
- To evaluate the impact of planning and control practices on organizational performance, transparency, and accountability within the Ministry.
- To suggest specific challenges and opportunities for improving procurement planning and control mechanisms within the Ministry.

Research Questions

- How effective are the current planning processes in procurement activities within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development?
- Are the control mechanisms employed in procurement activities within the Ministry adequate?
- What is the impact of planning and control practices on organizational performance, transparency, and accountability within the Ministry?

- What are the specific challenges and opportunities for improving procurement planning and control mechanisms within the Ministry?

Significance of the study

The final report of this study is expected to be highly valuable to the Ministry of Women Affairs, Community, Small and Medium Enterprise Development. The study aims to provide a clear explanation of the importance of effective planning and control in procurement activities.

Furthermore, this study is anticipated to be of great significance to Bindura University of Science Education. The researcher intends to submit the final report to the University's library. This will be extremely beneficial to academia and the body of knowledge, as the report will serve as literature for other students

Additionally, the study has been instrumental for the researcher. It enabled the researcher to apply learned theories and various concepts in research methodology to practical research work. The research involved reviewing existing literature from various studies on the impact of effective planning and control on procurement activities at the ministry. Moreover, the researcher was able to practically collect and analyze data using a data analytic package, enhancing practical research skills.

Lastly, the study holds importance as it was conducted to fulfill the partial requirements for the Bachelor of Commerce Honours degree in Purchasing and Supply.

Assumptions of the study

The Ministry of Women's Affairs, Community, Small and Medium Enterprise Development operates within a framework that allows for effective planning and control in procurement activities (Andrews, 2012).

Stakeholders within the Ministry of Women's Affairs, Community, and Small and Medium Enterprise Development recognize the importance of transparency and accountability in procurement processes (Brown & Johnson, 2017).

Research participants are willing and able to participate in the research study, and they will provide comprehensive and truthful answers during the research.

The data collected for the study accurately reflects the procurement practices and challenges faced by the Ministry of Women's Affairs, Community, Small and Medium Enterprise Development (Smith, 2015).

The findings from the case study conducted at the Ministry of Women's Affairs, Community, Small and Medium Enterprise Development can be generalized to other public entities with similar procurement structures and processes (Jones et al., 2018).

The recommendations derived from the research findings can be implemented within the Ministry of Women's Affairs, Community, Small and Medium Enterprise Development to improve procurement planning and control practices (Andrews, 2012; Smith, 2015; Jones et al., 2018).

Delimitations of the study

1.7.1 Geographical Delimitations:

The research study will focus specifically on procurement activities within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development in Zimbabwe.

Data collection and analysis will be confined to procurement practices and experiences within the geographical boundaries of Zimbabwe.

Comparisons with procurement practices in other countries will not be within the scope of this study, limiting the generalizability of findings to the Zimbabwean context (Andrews, 2012; Brown & Johnson, 2017).

1.7.2 Theoretical Delimitations:

The research will primarily draw upon theoretical frameworks related to procurement management, planning, and control, as well as concepts of transparency and accountability within public entities (Smith, 2015).

The study will not extensively explore broader theories outside the realm of procurement management and control, such as economic theories or political science theories, unless directly relevant to the research objectives.

Theoretical perspectives and concepts from fields unrelated to procurement management will not be extensively incorporated into the analysis, maintaining focus on the specific research topic (Jones et al., 2018).

The research will not delve deeply into theoretical debates or discussions unrelated to the impact of effective planning and control on procurement activities within public entities in Zimbabwe, ensuring coherence and relevance to the research objectives (Andrews, 2012; Smith, 2015; Jones et al., 2018).

Specifically, two theories will be used as a basis of principles to explore the research study, and these are Principal-Agent Theory and Transaction Cost Theory

Limitations of the study

The following were the limitations of this study

1.8.1 Government Bureaucracy:

The researcher may encounter challenges related to government bureaucracy when seeking access to data, obtaining permissions for research activities, or liaising with officials within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development. Bureaucratic processes can be time-consuming and may involve navigating complex administrative procedures. Building strong relationships with key stakeholders within the ministry can facilitate smoother communication and cooperation. Researchers can also proactively engage with government officials to understand and navigate bureaucratic requirements effectively. Additionally, allocating sufficient time in the research timeline to accommodate administrative processes can help mitigate delays (Kumar, 1999).

1.8.2 Time Shortage:

Time constraints are a common limitation faced by researchers, particularly when conducting in-depth case studies. Limited time may impact the thoroughness of data collection, analysis, and

interpretation, potentially compromising the depth and breadth of the research findings. Effective time management strategies, such as setting clear milestones and deadlines, can help researchers prioritize tasks and allocate time efficiently. Collaboration with research assistants or team members can also help distribute workload and expedite data collection and analysis processes. Additionally, researchers can anticipate potential delays and plan accordingly by allowing buffer time in the research schedule (Creswell, 2018; Kumar, 1999).

1.8.3 Financial Limitations:

Research projects often require funding for various expenses, including travel, data collection tools, and participant incentives. Limited financial resources may restrict the scope of the research and impact the quality of data collection and analysis. Researchers can explore alternative funding sources, such as grants, scholarships, or research partnerships with academic institutions or non-governmental organizations. Prioritizing essential expenses and seeking cost-effective solutions, such as leveraging existing datasets or conducting online surveys, can help maximize available resources while minimizing financial constraints (Creswell, 2018; Kumar, 1999).

1.8.4 Access to Participants:

The researcher may face challenges in recruiting participants for interviews, surveys, or observations within the Ministry of Women Affairs, Community, Small and Medium Enterprise Development. Access restrictions or reluctance from participants to engage in research activities can impede data collection efforts. Building trust and rapport with potential participants through transparent communication and clear explanations of the research objectives can enhance willingness to participate. Additionally, the researcher can explore alternative methods of data collection, such as document analysis or observation, to supplement participant interviews or surveys (Creswell, 2018; Kumar, 1999).

1.2 Definition of terms

Effectiveness:

It refers to an in-depth understanding of requirements by all business units, identifying the right supplier for meeting those requirements, periodically evaluating supplier performance and

negotiating contracts that can provide the highest value at minimum cost (Koontz and O'Donnell, 2003).

Planning:

It is the process of setting organizational goals and objectives and deciding how best to achieve them. This also entails planning is deciding in advance what to do, when and how to do and who is going to do it (Koontz and O'Donnell, 2003).

Control:

Is the process of managing procurement relationships, monitoring contract performance and making changes and corrections as appropriate, and closing out contracts (Koontz and O'Donnell, 2003).

Procurement activities:

Procurement is the process of acquiring goods, services, or works from external sources to fulfill an organization's needs or requirements. It encompasses activities such as identifying suppliers, negotiating contracts, and managing supplier relationships to ensure the timely delivery of quality goods and services at the best possible value. Procurement plays a critical role in supply chain management by facilitating the flow of materials and resources from suppliers to end-users, thereby supporting organizational operations and objectives (Monczka et al., 2018).

1.3 Organization of the Study

The following is the organization of the dissertation

Chapter 1: Chapter 1 is the introduction to this study. This chapter serves as a guide. The chapter provides and facilitates background information, a statement of the problem, objectives of the study, research questions, assumptions, significance of the study, delimitations of the study, limitations, definition of terms, and the chapter summary.

Chapter 2: Chapter 2 reviews the literature related to the study. The chapter reviews the literature of the impact of effective planning and control in procurement activities on the public sector.

Chapter 3: Chapter 3 is the research methodology. The chapter discusses the methodology used to collect data for this study. It covers aspects such as research design, sampling procedures, research instruments, data analysis, and presentation procedures.

Chapter 4: It covers data presentations, analysis, and discussion. This chapter presents data in the form of tables for information gathered through questionnaires and interviews.

Chapter 5: It provides the summary, conclusion, and recommendations. The chapter winds off the study with summary, conclusion and recommendations.

1.4 Chapter Summary

The research study topic is "The Impact of Effective Planning and Control in Procurement Activities at Public Entities: A Case Study of the Ministry of Women Affairs, Community, Small, and Medium Enterprise Development". The introduction highlights the significance of procurement activities in public governance and the importance of planning and control for transparency, accountability, and efficient resource allocation. The Ministry of Women Affairs, Community, Small and Medium Enterprise Development serves as a focal point for examining procurement practices within the public sector due to its role in gender equality, community development, and SME support. The chapter outlines the background, problem statement, research objectives, questions, assumptions, delimitations, and limitations, and defines key terms. The subsequent chapters will delve into literature review, research methodology, and data analysis, and conclude with recommendations for improving procurement practices to better serve stakeholders and enhance organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, a comprehensive review of literature related to the impact of effective planning and control in procurement activities within the public sector will be presented. The review will explore existing studies, theories, and frameworks pertinent to the topic, focusing on insights that can inform the understanding of procurement practices within public entities, with a specific emphasis on the Ministry of Women Affairs, Community, Small, and Medium Enterprise Development.

2.1 Theoretical Framework

The study will review the theories that are well thought to be helpful in clarifying the impact of effective planning and control in procurement activities at public institute. Therefore theories that will be analyzed in the study are the Principal Agent theory and Transaction Cost theory

. Ross (1998) claims that theoretical theories are formulated to clarify, predict and understand a phenomenon in different cases, to challenge and expand existing knowledge within the confines boundary assumptions. It is the structure that can contain or support a theory of a research study. Raj (2002) argues that the theoretical framework is not readily available in the literature. The research must review course readings and related research literature for theories and analytical models relevant to the research problem in which they are investing. The choice of the theory should depend on its suitability, ease of application and research power.

2.1.1 Principal Agent Theory

According to Jensen and Meckling (1976), an agency relationship is “a contract under which one or more persons (principles) engages another person (the agent) to perform some services on their behalf which involves delegating some decision-making authority to the agent. When executing the tasks within the principal-agent relationship, the agent must choose actions that have

consequences for both the principal and the agent. (Aylesworth, 2003) since these outcomes can be either negative or positive for each of the actors, the chosen action of the agent affect the welfare of both. This theory focuses on the relationship between principals (such as the government or public entities) and agents (such as procurement officers) who act on behalf of the principals. In the context of procurement activities at public entities, the government or the ministry can be seen as the principal, delegating procurement tasks to agents within the organization. Effective planning and control mechanisms are crucial in aligning the interests of principals and agents, ensuring that agents act in the best interests of the principal (government or public entity). Inefficient planning and control may lead to agency problems such as moral hazard or adverse selection, where agents pursue their interests rather than those of the principal, resulting in suboptimal procurement outcomes (Jones et al., 2018).

In procurement within government ministries, agency theory becomes particularly relevant due to the following reasons:

Principal-Agent Relationship:

Government ministries, as principals, delegate the responsibility of procurement to agents within their organization or external contractors. The agents are expected to act in the best interest of the ministry, but conflicts may arise if the agents prioritize their interests or those of external stakeholders.

Information Asymmetry:

In many procurement processes, there is often a significant information gap between principals and agents. Government ministries may not have detailed knowledge about market conditions, supplier capabilities, or product specifications, which can lead to inefficiencies or even opportunistic behaviour by agents.

Goal Misalignment:

The goals of government ministries in procurement activities may differ from those of individual agents. While the ministry may prioritize cost-effectiveness, transparency, and compliance with regulations, individual agents may be motivated by personal gain, career advancement, or relationships with suppliers.

Risk Management:

Procurement decisions involve inherent risks, such as supplier reliability, quality control, and budget overruns. Agency theory helps in understanding how risk preferences of principals and agents influence procurement decisions and how these risks can be managed effectively.

Efficiency in government ministry procurement of goods and services is closely related to how well the principles of agency theory are understood and implemented. Here are some key points to consider:

Incentive Structures:

Government ministries need to design incentive structures that align the interests of agents with the overall objectives of the organization. Performance-based incentives, transparency measures, and accountability mechanisms can help mitigate agency problems and promote efficiency in procurement.

Monitoring and Control:

Effective monitoring and control mechanisms are essential for ensuring that agents comply with procurement policies, regulations, and ethical standards. This may involve regular audits, performance evaluations, and transparent reporting mechanisms to detect and prevent instances of opportunistic behaviour or misconduct.

Contract Design:

Contracts between government ministries and suppliers should be carefully designed to minimize agency costs and promote efficiency. Clear specifications, performance metrics, and dispute-resolution mechanisms can help reduce ambiguity and ensure that both parties fulfill their obligations.

Information Sharing:

Enhancing information sharing and communication between principals and agents can help reduce information asymmetry and improve decision-making in procurement processes. This may involve investing in training programs, knowledge-sharing platforms, and IT systems to facilitate collaboration and transparency.

The agency theory provides a useful framework for understanding the complexities of procurement in government ministries and offers insights into how to improve efficiency, accountability, and governance in procurement activities. By addressing issues related to incentives, monitoring, contracts, and information sharing, government ministries can enhance their procurement processes and achieve better value for money in the acquisition of goods and services.

2.1.2 Transaction Cost Theory:

This theory examines the costs associated with transactions between different parties. In the context of procurement activities at public entities, transactions occur between the government or public entity and suppliers or contractors. Effective planning and control mechanisms can help minimize transaction costs by reducing uncertainty, opportunistic behaviour, and the need for costly monitoring or enforcement mechanisms. For instance, thorough planning can help clarify requirements and specifications, reducing the likelihood of disputes or renegotiations with suppliers. Control mechanisms such as performance monitoring and evaluation can ensure compliance with contractual agreements, reducing the risk of transaction failures. By minimizing transaction costs, effective planning and control can contribute to achieving value for money in procurement activities at public entities (Andrews, 2012; Brown & Johnson, 2017). Here's how Transaction Cost Theory relates to efficiency in government ministry procurement of goods and services:

Make-or-Buy Decision:

Transaction Cost Theory helps government ministries decide whether to procure goods and services internally (make) or externally (buy). It suggests that the choice depends on which option minimizes transaction costs. If the transaction costs associated with external procurement (such as

searching for suppliers, negotiating contracts, and monitoring performance) are lower than those of internal production, then outsourcing may be more efficient.

Contractual Arrangements:

TCT emphasizes the importance of contractual arrangements in mitigating transaction costs. In government ministry procurement, contracts play a crucial role in defining the rights and obligations of both parties (ministries and suppliers). By carefully designing contracts that specify performance standards, quality requirements, delivery schedules, and dispute resolution mechanisms, ministries can reduce uncertainties and mitigate the risk of opportunistic behaviour.

Asset Specificity:

Transaction costs tend to be higher when transactions involve assets that are specific to particular uses or cannot be easily redeployed to alternative uses. In government procurement, certain goods and services may require specialized knowledge, skills, or infrastructure. TCT suggests that asset specificity can influence the choice of procurement methods and contractual arrangements. For example, long-term contracts or strategic partnerships may be preferred for procuring specialized goods or services to minimize the risk of asset specificity.

Uncertainty and Information Asymmetry:

Transaction costs increase when there is uncertainty or information asymmetry between buyers and sellers. In government ministry procurement, uncertainties may arise from volatile market conditions, changing regulatory requirements, or incomplete information about supplier capabilities. TCT highlights the importance of information-sharing mechanisms, such as pre-qualification criteria, supplier databases, and performance metrics, to reduce uncertainties and facilitate efficient decision-making.

Governance Structures:

TCT suggests that different governance structures (such as hierarchical, market-based, or hybrid arrangements) can be used to minimize transaction costs in procurement. For example, centralized procurement agencies may be established within government ministries to standardize procedures,

aggregate demand, and negotiate better terms with suppliers, thereby reducing transaction costs associated with fragmented procurement practices.

In summary, Transaction Cost Theory provides valuable insights into the factors influencing the efficiency of government ministry procurement of goods and services. By considering transaction costs associated with market exchange, asset specificity, uncertainty, and governance structures, ministries can make informed decisions to optimize their procurement processes and achieve better value for money.

2.2 Empirical Literature review

Following the Principle-Agent theory and Transaction Cost theory there have been a lot of empirical studies probing the impact of effective planning and control in procurement activities. The study found that the adoption of information and communication technologies in the procurement processes and has led to many benefits, including managing supplier relationships, increased efficiency and effectiveness in contract management, identifying suppliers, enables transparency and accountability. The study also concluded that procurement planning and control compliance in other ministries of Zimbabwe and is affected by unethical procurement planning and control such as poor performance and a lack of resource allocation in procurement activities.

The studies above shows different findings on the impact of effective planning and control on procurement activities. However, the findings of these studies are derived from the analysis of different procurement activities. Importantly, empirical literature is showing that this study was carried at the correct time and is very important to the Ministry of Women Affairs, Community, Small & Medium Enterprise Development as it will help the procurement entity under study with the recommendation on the importance of planning and control on procurement activities.

2.2.1 The challenges and opportunities for improving procurement planning and control mechanisms.

In the global market, the success or failure of an organization can be determined by its procurement services. According to Agaba et al. (2007), procurement refers to the process used by companies

or public institutions to plan the purchasing activities for a particular period of time. The first study, conducted in Britain, centered on the UK Government Procurement Service. Employing a positivist research philosophy, it adopted a quantitative longitudinal design. The study aimed to investigate the impact of effective planning and control mechanisms on procurement activities. The total population comprised all government departments and agencies involved in procurement, with a sample size of 500 procurement professionals. Major findings indicated that effective planning and control significantly reduced procurement cycle times and costs. However, limitations included potential bias due to changes in external factors over time and the sample size not fully representing the diversity of procurement activities across all government entities (Musapi, 2021).

Framework contracts can be useful for procuring work, services, or supplies that are required continuously or repeatedly over a period of time. This helps to avoid splitting procurement, which can defeat the use of appropriate procurement methods. However, in cases where splitting procurement is necessary to encourage local participation, the Authority shall determine whether such an undertaking is necessary and integrate it into the procurement budget and expenditure program. According to Elder and Georghiou (2007), procurement plans serve as a road map and the goal should be to enable efficient use of available resources. The ultimate goal of any public procurement is to satisfy the public interest as entrusted in the public procurement Act (Ouma & Kilonzo, 2014)

The second study centred on the Procurement Regulatory Authority of Zimbabwe (PRAZ) and embraced an interpretivist research philosophy with a qualitative case study design. It sought to explore the complexities of planning and control in procurement, focusing on stakeholder engagement and capacity-building initiatives. The study sampled 15 key informants from public entities regulated by PRAZ. Major findings underscored the critical role of stakeholder engagement and highlighted challenges such as bureaucratic hurdles and corruption risks. Limitations included the potential for subjective interpretation of qualitative data and the inability to generalize findings beyond the sampled entities (Ncube et al., 2021).

2.2.2 The Adequacy of control mechanisms employed in procurement activities

Despite methodological differences, both studies concurred on the importance of effective planning and control mechanisms in enhancing procurement efficiency within the Zimbabwean public sector. They emphasized regulatory adherence, stakeholder engagement, and the utilization of technology as essential components of procurement governance. Therefore, these research endeavours provide complementary insights into the multifaceted nature of procurement management, offering valuable guidance for policymakers and practitioners aiming to improve procurement practices in Zimbabwe.

2.2.3 The Effectiveness of Current Planning Process in Procurement Activities

In contrast, the second study, conducted in the USA, focused on the General Services Administration (GSA). Employing an interpretivism research philosophy, it utilized a qualitative case study design. This research aimed to explore the influence of effective planning and control on procurement within federal agencies. The total population comprised all federal agencies utilizing GSA services, with a sample size of 10 agencies. Major findings emphasized the importance of organizational culture and leadership in shaping procurement outcomes, highlighting the need for clear communication and stakeholder engagement. Limitations included the small sample size limiting generalizability and the qualitative approach lacking quantitative rigor.

The planning processes in procurement activities within public institutions play a critical role in ensuring the effective management of resources and the successful execution of projects. The literature emphasizes the importance of developing and implementing an effective change management process for contractors and key suppliers to minimize conflicts and negative effects on projects. Despite differences in methodologies and specific findings, both studies concurred on the significance of effective planning and control in enhancing procurement activities within the public sector. They recognized the importance of standardized procedures, technology utilization, and stakeholder engagement. While the British study focused more on quantitative metrics, such as cycle times and costs, the American study delved deeper into qualitative aspects like organizational culture and leadership. Nevertheless, both studies underscored the crucial role of planning and control mechanisms in improving procurement performance.

The first study, conducted in Kenya, focused on the Kenyan National Treasury as the focal organization. Adopting a positivist research philosophy, the study employed a quantitative cross-sectional design. Its objective was to assess the impact of effective planning and control on procurement activities within the public sector. The total population consisted of all government ministries, departments, and agencies involved in procurement, with a sample size of 300 procurement officers. Major findings revealed that streamlined planning and control processes led to reduced procurement cycle times and enhanced cost-effectiveness. However, limitations included potential response bias and the inability to capture nuanced qualitative insights (Soudry, 2007).

The first study focused on the Office of the President and Cabinet (OPC) and adopted a positivist research philosophy with a quantitative survey design. It aimed to assess the impact of planning and control mechanisms on procurement efficiency. The study encompassed a total population of all government ministries, departments, and agencies, with a sample size of 200 procurement officers. Major findings indicated a significant positive correlation between effective planning and control and procurement efficiency, emphasizing the importance of regulatory adherence and technological utilization. However, limitations included potential response bias and the exclusion of perspectives from non-procurement stakeholders (Moyo et al., 2007).

2.2.4 Impact of Planning and Control Practices on Organizational Performance, Transparency, and Accountability within the Ministry

The impact of planning and control practices on organizational performance, transparency, and accountability within the Ministry of Women Affairs, Community, Small & Medium Enterprise Development is a crucial area of focus. The literature emphasizes the need to develop integrated procurement strategies that support organizational goals and objectives, including monitoring supply markets, interpreting trends, and aligning procurement activities with strategic goals. Furthermore, leveraging technology and automation tools to streamline and digitize the procurement process, establishing centralized platforms for procurement activities, and conducting thorough spend analysis have been identified as strategies to improve efficiency, transparency, and cost savings. Juma (2018) found that the procurement planning process in the public sector was

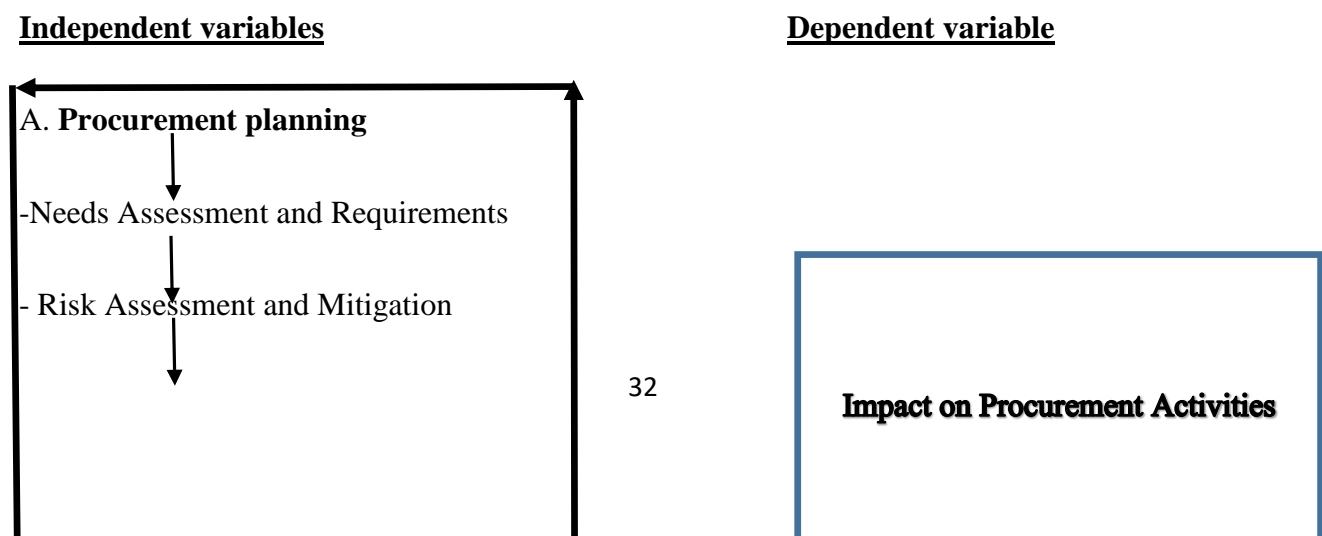
ineffective due to a lack of resources, expertise, and political interference. This has led to a lack of transparency and accountability in the procurement process. Additionally, the role of procurement management in impacting the bottom line, adoption of innovative processes, and its strategic potential has led to the rise of executive-level positions in procurement, such as Chief Procurement Officer (CPO). Successful procurement processes follow best practices in the form of sub-processes, including requirements analysis, procurement strategy and structure, and leadership of procurement for the organization.

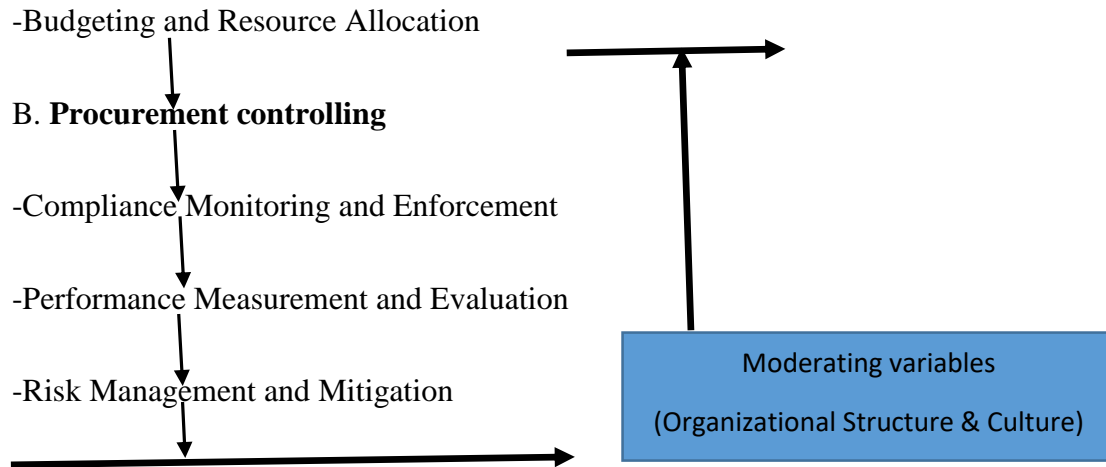
This empirical literature review provides insights into the planning processes in procurement activities within public institutions and the impact of planning and control practices on organizational performance, transparency, and accountability within the ministry. The findings highlight the importance of effective change management, procurement leadership, automation, and strategic sourcing in optimizing procurement activities and enhancing organizational performance.

2.3 Conceptual framework

A conceptual framework outlines the key concepts, variables, and relationships that will be investigated in a research study. In the context of the research topic "Impact of Effective Planning and Control in Procurement Activities at Public Entities: A Case Study of the Ministry of Women Affairs, Community, Small and Medium Enterprise Development," the conceptual framework will help organize the study's focus and guide the analysis. Below is a conceptual framework for this research:

Figure 2.1: Illustration of Conceptual Framework:





Source: Author

In this conceptual framework, the independent variables (effective planning and control mechanisms) are expected to influence the dependent variable (impact on procurement activities) both directly and indirectly through their effects on compliance with procurement regulations. The moderating variable (organizational structure and culture) influences the strength and direction of these relationships. The mediating variable (compliance with procurement regulations) explains how effective planning and control mechanisms lead to impact on procurement activities.

2.4 Research Gap

Based on the literature reviewed at the international, regional, and country levels in Zimbabwe regarding the impact of effective planning and control in procurement activities, several research gaps can be identified. These research gaps include:

Limited Focus on Specific Public Entities:

While the existing literature provides valuable insights into procurement management within the public sector, there is a research gap in the lack of studies specifically focusing on individual public entities such as the Ministry of Women Affairs, Community, Small and Medium Enterprise Development in Zimbabwe. Most studies tend to generalize findings across various government departments and agencies, overlooking the unique challenges and dynamics that may exist within specific entities.

Absence of Case Studies:

The literature review reveals a dearth of in-depth case studies examining the impact of effective planning and control in procurement activities at the country level, particularly in Zimbabwe. While some studies have explored procurement practices in broader terms, there is a need for more detailed case studies that delve into the specific strategies, challenges, and outcomes associated with procurement management within targeted public entities.

Limited Examination of Impact:

While several studies have investigated the factors influencing procurement efficiency and effectiveness, there is a research gap in the limited examination of the direct impact of effective planning and control on key performance indicators such as cost savings, procurement cycle times, and stakeholder satisfaction. A more rigorous analysis of the causal relationship between planning and control mechanisms and procurement outcomes is needed to provide actionable insights for policymakers and practitioners.

Underrepresentation of Stakeholder Perspectives:

The existing literature predominantly focuses on the perspectives of procurement professionals and regulators, with limited attention given to the views and experiences of other stakeholders such as suppliers, beneficiaries, and end-users. Understanding the diverse perspectives and interests of various stakeholders is essential for designing and implementing effective procurement strategies that meet the needs of all parties involved.

Lack of Comparative Studies:

Another research gap lies in the absence of comparative studies that assess the effectiveness of planning and control mechanisms across different public entities or countries within similar contexts. Comparative research can offer valuable insights into best practices, lessons learned, and areas for improvement in procurement management, facilitating knowledge sharing and capacity building across regions

The literature review highlights several research gaps in the existing body of knowledge on the impact of effective planning and control in procurement activities, particularly concerning specific public entities like the Ministry of Women Affairs, Community, Small and Medium Enterprise Development in Zimbabwe. Addressing these gaps through targeted research initiatives can contribute to a more comprehensive understanding of procurement governance and inform evidence-based policy interventions aimed at enhancing public sector efficiency and accountability.

2.5 Chapter Summary

This study discussed the existing theoretical literature on procurement planning and control activities. The chapter presented the theoretical literature review, the conceptual framework that illustrated both independent and dependent variables and lastly the empirical literature review explaining the studies of different research gap that reveal major different between the current study and studies previously conducted by other researchers. The next chapter looks at the methodology used to conduct the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology chapter of this study is titled “The Impact of Effective Planning and Control in procurement activities at public entities. A case study of Ministry of Women Affairs, Community, Small and Medium Enterprise Development “serves as the compass that guides the investigation's design, implementation, and analysis. Research methodology, as defined by Bryman and Bell (2019), refers to the systematic framework employed to collect, analyse, and interpret data, allowing researchers to answer their research questions effectively. In the context of this project, the chosen methodology acts as a roadmap to explore the intricate dynamics of the impact of effective planning and control of procurement activities in the Ministry. By establishing a clear methodological foundation, this chapter ensures the reliability, validity, and overall rigor of the research, laying the groundwork for a comprehensive understanding of the subject matter (Creswell, 2017). This chapter will focus on the following elements of research methodology about the research topic under study: research design, population and sampling, data collection procedures, research instrumentation, source of data, and data presentation analysis (Creswell, 2017).

3.1 Research design

The research design for the project involved a convergent parallel mixed-methods design. This design, as advocated by Tashakkori and Teddlie (2003), entails the simultaneous collection and analysis of both qualitative and quantitative data, allowing for a comprehensive examination of the research question. The qualitative component will involve in-depth interviews and content analysis to explore the nuanced aspects of the impact of effective planning and control of procurement activities in public entities. Concurrently, a quantitative phase will employ surveys to gather data from a larger sample, facilitating statistical analyses to identify patterns, correlations, and trends. The parallel nature of this design enables the integration of diverse data types, providing a more holistic and triangulated understanding of the studied phenomenon (Tashakkori

& Teddlie, 2003). This approach ensures a robust investigation that combines the strengths of both qualitative and quantitative methodologies to contribute valuable insights.

3.2 Population

Population defines the specific participants' group to be included in the study comprising all those who have similar or related characteristics and are hence relevant to be included in the study (Saunders et. al, 2009). The population of interest to the research project was as follows:

Designation	Sample
Directors	8
Provincial Heads	10
District Heads	60
Procurement Unit staff/Administration Staff	20
Financial Accounting Staff	30
Total	128

Given the geographical dispersion of the target participants, it became necessary to use sampling to collect data from representatives (sample) rather than from the entire population. It was also not financially prudent to collect data from the entire population.

3.3 Sampling

A research sample is a subset of individuals or elements selected from a larger population to study and draw inferences about the characteristics of that population. According to Babbie (2016), a sample is a representative portion of the population that allows researchers to make generalizations and draw conclusions about the entire group based on the findings from the selected sample. Kothari (2004) defines a research sample as a subgroup of the population that is chosen to participate in a study. It is a manageable and practical portion of the population that researchers select to investigate and analyse, providing insights into the broader characteristics and behaviours of the entire population. Researchers use a sample instead of the entire population for several reasons. Firstly, studying an entire population may be impractical, costly, and time-consuming.

Sampling allows researchers to gather sufficient data with fewer resources. Secondly, a well-chosen sample can accurately represent the larger population, reducing the need to study every individual. Finally, sampling facilitates the application of statistical techniques to draw valid inferences about the population based on the observed characteristics of the sample (Babbie, 2016; Kothari, 2004).

3.4 Sample size

Sample size, as defined by Cochran (1977), is the number of observations or individuals in a sample selected from a larger population. It plays a crucial role in determining the precision and reliability of research findings, influencing the generalizability of results to the broader population. Krejcie and Morgan (1970) define sample size as the number of subjects or units included in a research study. They emphasize that the determination of an appropriate sample size is essential for ensuring the representativeness of the sample and the accuracy of statistical analyses, ultimately contributing to the validity and reliability of the study's conclusions. In research, selecting an optimal sample size is a critical decision that balances the need for precision with practical considerations such as resource constraints and feasibility. Cochran (1977) and Krejcie and Morgan (1970) provide foundational concepts for understanding and determining the appropriate sample size in various research contexts. In this research project, a sample size of 75 participants was used to respond to questionnaires and participate in the interviews.

Table 1: Sample Size

Designation	Sample
Directors	5
Provincial Heads	5
District Heads	20
Procurement Unit staff/Administration Staff	30
Financial Accounting Staff	15
Total	75

3.5.1 Sampling techniques

Sampling techniques refer to the methods employed by researchers to select a subset of individuals or elements from a larger population for study. Various sampling techniques exist, each with its advantages and applicability to specific research contexts. Probability sampling methods, such as simple random sampling and stratified random sampling, ensure that each member of the population has an equal chance of being included, enhancing the generalizability of findings (Creswell, 2013). On the other hand, non-probability sampling methods, including convenience sampling and purposive sampling, are often more practical and cost-effective, allowing researchers to target specific groups or individuals based on accessibility or relevance to the research question. Recent authors such as De Vaus (2014) emphasize the importance of choosing an appropriate sampling technique aligned with the research objectives, population characteristics, and resource constraints. Utilizing sound sampling techniques is crucial for obtaining representative and reliable data, ensuring the validity and applicability of research findings to the broader population. In this research, the researcher used both simple random sampling techniques and purposeful or judgmental sampling. This was done to create an equal chance for each of the participants to participate by being selected in the research.

3.6 Source of data

Purposive sampling was used by the researcher since it was likely that the majority of research participants may not have been aware of the issues relating to the impact of effective planning and control on procurement activities at different levels. Yet, the researcher was of the view that Directors, Provincial Heads, District Heads, Procurement Staff, and Administration staff had the necessary knowledge and comprehension of procurement activities in the Ministry from their working experience and academic backgrounds, hence it was likely that the opinions of the intended target population would be obtainable using a purposive sample.

3.6.1 Probability Sampling

For probability sampling in the Ministry, one source of data was the staff names list for the population of interest from staff attendance records maintained. The records included the names, stations, and departments of the Ministry employees. By employing a systematic random sampling technique, the researcher was able to select a random starting point on the list and then sample every n th employee from the population of interest. This approach ensured that each individual of interest in the Ministry had an equal chance of being selected, aligning with the principles of probability sampling.

3.7 Research Instruments

Research instruments, defined as tools employed to collect data for problem-solving purposes, are crucial in investigations (Farviluoma, 2003). According to Pilote and Hungler (1995), a research instrument is any tool used by a researcher for data gathering. Planning for data collection is emphasized by Pierce (2009) for establishing realistic objectives. This section outlines the techniques utilised to collect data for the study, primarily involving field observations and questionnaires.

3.7.1 Questionnaires

Questionnaires, as asserted by Clough and Nutbrown (2008), offer a means to survey large populations without direct personal contact, providing a comprehensive understanding of opinions and experiences. According to Harper (2001), structured or unstructured, a questionnaire is vital for eliciting information beyond physical responses. Gilbert (2002) defines a questionnaire as a written set of inquiries designed for in-depth data collection suitable for analysis. The advantages of using questionnaires include their ability to address various concerns, facilitate high response rates, ease tabulation with closed-ended questions, and enable simultaneous communication with multiple individuals, saving time (Johnson et al., 2018). To enhance validity and reliability, the study compared questionnaire data with that gathered through interviews and mitigated potential disadvantages.

3.7.2 Interviews

Thakur (2009) defines interviews as deliberate, methodical conversations for data collection. According to Gray (2009), interviews involve a researcher eliciting data on views, attitudes, and meanings underpinning individuals' lives. Hussey and Hussey (2005) characterize interviews as discussions between an interviewer and participant, aiming to learn about specific situations. In the study, unstructured interviews were employed, allowing interviewees the freedom to respond. Advantages include flexibility, adaptability, and the opportunity to gather additional information by manipulating questions (Harrell & Bradley, 2009). Face-to-face interviews at Mazowe Rural District Council provided a platform for officials to share relevant experiences and information, enhancing the study's depth.

Disadvantages include the time-consuming nature, the reluctance of some interviewees, and challenges in managing large numbers. Ethical considerations were addressed by creating a comfortable environment and promising confidentiality. Solutions to issues encountered during the interview process are discussed in the section on ethical considerations.

3.8 Data Presentation and Analysis

Upon collection, questionnaire data underwent summarization and thematic grouping, a process echoed in the analysis of Focus Group Discussion responses. This thematic approach, aligned with the qualitative nature of the data, was crucial for deriving meaningful insights (Smith & Brown, 2015). Tables and figures were employed for a concise presentation. To enhance the research findings' validation, a thorough comparison was conducted between participant responses and the research questions posed. The qualitative data's nature necessitated a thematic grouping approach, capturing rich emotions and feelings through narratives and direct quotations, as advocated by Denzin and Lincoln (2018). This meticulous analysis aimed to provide a comprehensive understanding of the data, ensuring depth and accuracy in the interpretation of participant perspectives.

3.9 Chapter Summary

The research methodology chapter outlines the framework for the research study. The methodology serves as a systematic guide for data collection, analysis, and interpretation. A mixed-methods paradigm is adopted, integrating qualitative and quantitative approaches to comprehensively explore the impact of effective planning and control of procurement activities in the Ministry. The chosen research design involved the use of both qualitative and quantitative research approaches. The research design is a convergent parallel mixed-methods design, allowing simultaneous collection and analysis of both types of data. The study focused on the Ministry of Women Affairs, Community, Small and Medium Enterprise Development with a diverse population. Sampling, including simple random and purposive techniques, targets key stakeholders like Directors, Provincial Heads, District Heads, and Financial Accounting, and Administration staff.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

In this chapter, data is presented, interpreted, and discussed. Initially, the biographic data of participants is presented, followed by a presentation and discussion of the data using themes and guided by the research methodology. The data presentation is informed by the research objectives. Furthermore, a discussion of the extent to which the research findings address the research objectives is done. The study aimed to measure the impact of effective planning and control in the procurement activities at public entities, focusing on the Ministry of Women Affairs, Community, Small and Medium Enterprises Development. Reference is made to literature to identify similarities and differences (Creswell, 2013). A chapter summary is given at the end of the chapter.

4.2 Background

Data were collected from Directors, Provincial Heads, District Heads, Accounting Staff, and Administrative staff. The participants were based at the Head Office, Provinces and Districts of the Ministry. All the participants were involved in the procurement process of the Ministry, hence their relevance to the study. Demographic data (gender, age, educational level achieved, length of service and employment category) of participants were collected, this was followed by collecting data relating to procurement planning and control as experienced by the participants in the Ministry. Data were collected using a questionnaire and an interview guide.

4.2.1 Response rate

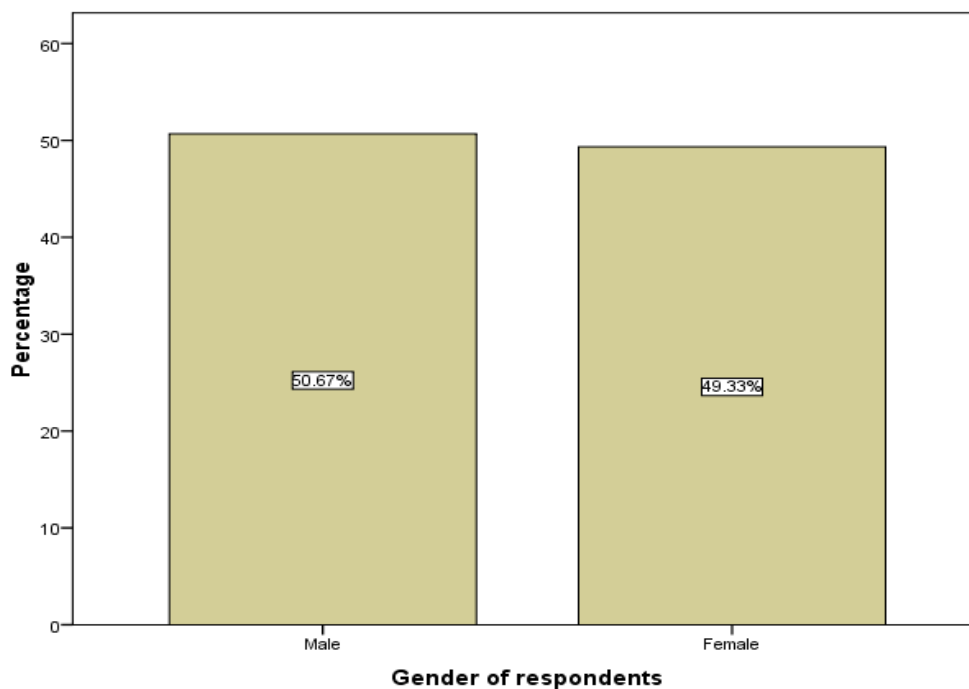
The response rate achieved was 80%. This was achieved through personal distribution of questionnaires and collection at Head Office, and conducting face to face interviews at included Provincial Offices and Districts respectively. Furthermore, call backs were done in instances where questionnaires had not been returned, and similarly follow ups were done in relation to interviews.

The researcher also had undertaken industrial attachment in the Ministry at Head Office thereby making it easy to get support from the gatekeepers and participants in collecting data.

4.2.2 Gender

The gender composition of study participants in the research was nearly balanced, with men comprising 50.67% and females comprising 49.33% of the participants. This near parity in gender representation suggests a conscious effort to ensure diverse participation in the study.

Figure 4.1 – Gender of participants



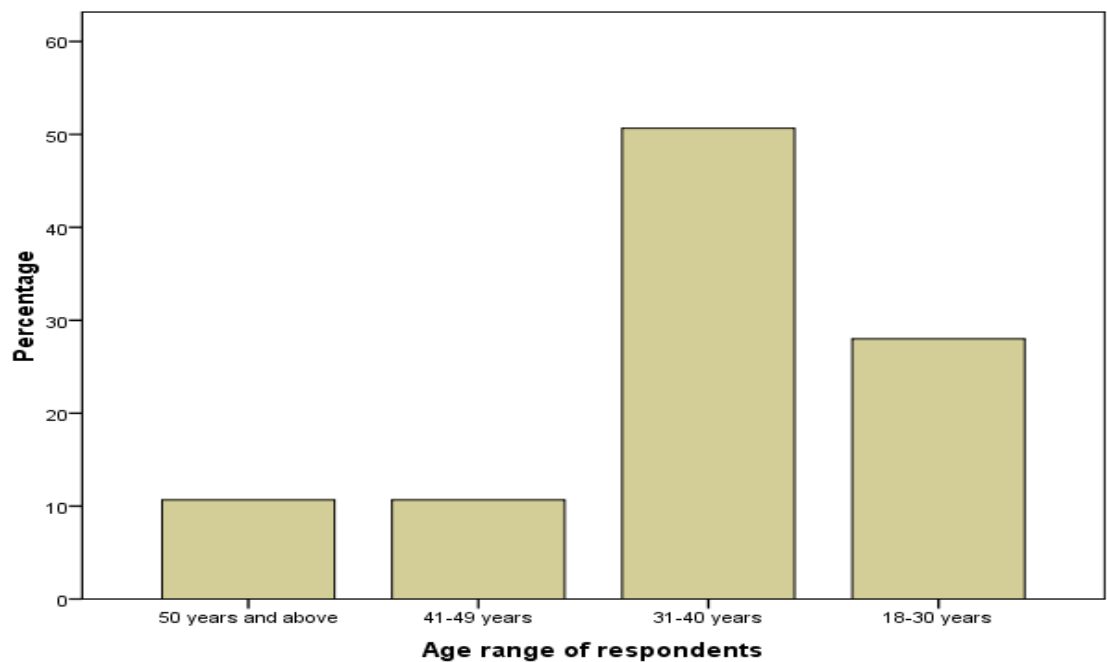
Source: Primary data (2024)

Having nearly equal representation of both genders is beneficial as it enhances the validity and reliability of the 'research findings by capturing diverse perspectives and experiences. It also promotes inclusivity and ensures that the research outcomes are applicable and relevant to both men and women within the Ministry of Women Affairs, Community, Small and Medium Enterprises Development.

4.2.3 Age

The age distribution of study participants spans a wide spectrum, encompassing individuals at various stages of their professional lives. This diversity in age groups enriches the research by capturing a comprehensive range of perspectives, experiences, and insights, thereby enhancing the depth and breadth of the study findings.

Table 4.2 – Age of participants



Source: Primary data (2024)

Source: research (2024)

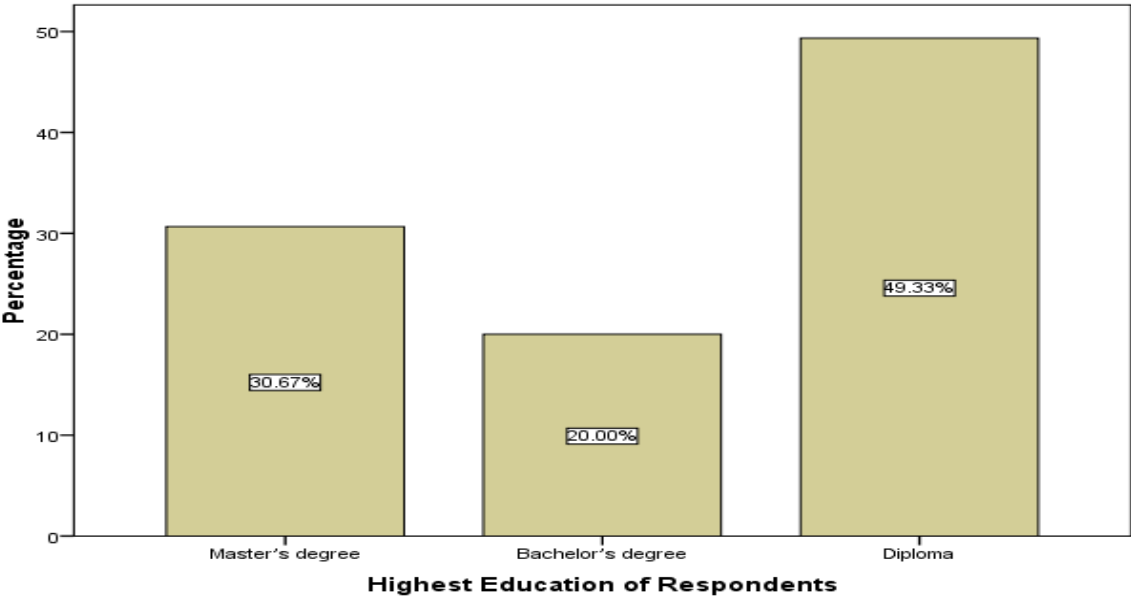
The age distribution of participants in the study demonstrates a varied representation across different age groups, reflecting a diverse range of experiences and perspectives. This age group 18-30 years (30) represents younger participants who are likely early in their careers or entering the workforce. Their inclusion provides fresh insights into the purchasing activities within the ministry, potentially offering innovative ideas and perspectives. Participants in this age bracket 31-40 years (50) form the largest segment of the study population. They are likely to be in mid-career positions, with substantial experience and knowledge in their respective roles. Their perspectives may reflect a blend of youthful dynamism and seasoned expertise, contributing

significantly to the research findings. The age group of 41-49 years (10) represents individuals in the late stages of their career trajectory, and may bring extensive experience and insight accumulated over years of service in the ministry. Their perspectives may offer valuable historical context and nuanced understanding of purchasing activities within the organization. The Above 50 years (10) participants group represents senior members of the workforce, possibly occupying leadership or managerial positions within the ministry. Their inclusion ensures representation of senior-level perspectives, strategic insights, and institutional knowledge, which are vital for understanding the broader implications of planning and control in purchasing activities.

4.2.4 Education

The findings show that 49.33% of the participants had a Diploma, while, 20% had a Bachelor’s degree, with 30.67% being Master’s degree holders

Figure 4.3– Education



Source: Primary data (2024)

The education level of participants was important in enabling comprehension of the research questions and being able to articulate issues. Education level achieved was important in that it has a bearing in terms of the quality of responses which are given by participants. Moreso, it is an

enabler of clear explanations of procurement activities in the Ministry in relation to procurement planning and control.

4.2.5 Length of Service

The 1-3 years length of service had 49.3%, while 4-9 years had 30.7%, with the 11 years and above having 10.7% respectively.

Table 4.2 – Length of service of participants

Length of service in the government	Frequency	Percentage
11 years and above	8	10.7
8-11 years	7	9.3
4-7 years	23	30.7
1-3 years	37	49.3
Total	75	100.0

Source: Research (2024)

Overall, the participants had adequate and relevant experience of the topic under research, and this would illuminate the research study.

4.2.6 Employment status

The questionnaire asked the participants to identify their employment status generally since this was important to ensure that there was breadth in coverage of responses from participants engaged in procurement planning and control.

Figure 4.3 – Employment status

Employment status	Frequency	Percentage
Administration Staff	7	9.3
Financial Accounting Staff	16	21.3
District Head	15	20.0
Director/Provincial Head	37	49.3
Total	75	100.0

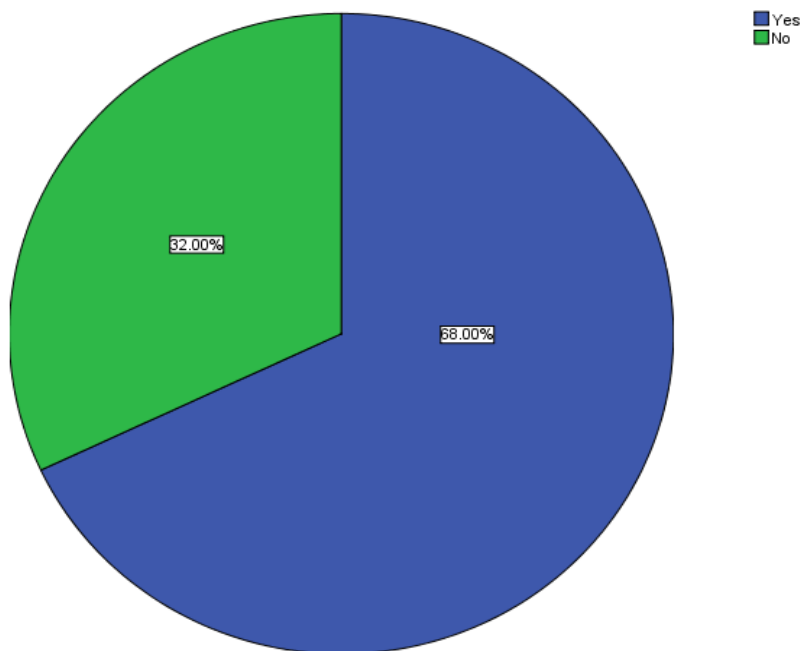
Source: Primary data (2024)

From the table, the Director/Provincial Head had 49.3%, while District Head had 20%, with the Financial Accounting status being 2.3% and Administration staff being 9.3% respectively.

4.4 Discussion of findings

4.4.1 Effectiveness of Current Planning Processes

The findings suggest that the Ministry of Women Affairs, Community, Small and Medium Enterprise Development (MWACSME) employs various planning processes and methodologies in procurement activities, such as strategic sourcing and vendor evaluation. This indicates a structured approach to procurement planning. Existing literature often emphasizes the importance of effective planning in achieving procurement objectives, which aligns with the findings. Effective planning can lead to better resource allocation, risk mitigation, and cost savings, all of which are crucial for the MWACSME's procurement activities.



Source: Research (2024)

However, it is worth noting that 32% of participants rated the procurement planning process as "No." This suggests that there may be room for improvement in certain aspects of procurement planning to meet the expectations or standards of these participants. Overall, while a significant portion of participants perceive procurement planning positively, there are opportunities for improvement to ensure that it meets the expectations of all stakeholders.

4.4.2 Adequacy of Control Mechanisms

The responses indicate that recent initiatives have been undertaken to improve planning and control in procurement, such as implementing advanced procurement software and enhancing collaboration with suppliers. These initiatives suggest a proactive approach to strengthening control mechanisms within the MWACSMED. However, challenges such as limited resources and resistance to change were also identified, which could impact the adequacy of control mechanisms. Existing literature often highlights the importance of robust control mechanisms in procurement to ensure compliance, minimize fraud, and optimize performance. Thus, while efforts have been made, there may still be room for improvement.

4.4.3 Impact on Organizational Performance

The findings suggest that effective planning and control practices can contribute to improved organizational performance by reducing cycle times and costs, enhancing stakeholder engagement, and ensuring alignment with organizational goals. This aligns with existing literature, which emphasizes the positive impact of planning and control practices on performance, transparency, and accountability in procurement. However, challenges such as stakeholder buy-in and integration of technology may affect the full realization of these benefits.

4.4.4 Challenges and Opportunities for Improvement

Identified challenges include stakeholder buy-in, resource constraints, and the need for better integration of technology. These challenges provide insight into specific areas for improvement within the MWACSMED's procurement planning and control mechanisms. Opportunities for improvement include investing in training for procurement professionals, leveraging emerging technologies, and fostering innovation with suppliers. Existing literature often echoes these

challenges and opportunities, suggesting that addressing them could lead to more efficient and effective procurement processes.

A cursory comparison of the findings to existing research literature, there is agreement regarding the importance of effective planning and control mechanisms in procurement activities. Both the findings and existing literature emphasize the need for structured planning processes, robust control mechanisms, and alignment with organizational goals to enhance performance, transparency, and accountability. However, challenges such as stakeholder buy-in and resource constraints are common themes in both the findings and existing literature, indicating areas where further attention and improvement are needed. Overall, while there are areas of alignment, the findings also highlight specific challenges and opportunities unique to the MWACSME that require targeted interventions for improvement.

4.5 Chapter Summary

This chapter delved into the presentation and analysis of data concerning the impact of effective planning and control in procurement activities, with a focus on the Ministry of Women Affairs, Community, Small and Medium Enterprises Development (MWACSME). Biographic data of participants are initially presented, followed by a thematic analysis guided by research objectives. Data, collected through questionnaires and interviews, encompass demographics, procurement planning, control, and organizational performance. Notably, a 100% response rate was achieved, with insights revealing a structured approach to planning processes and recent initiatives to enhance control mechanisms within MWACSME. While positive impacts on organizational performance are acknowledged, challenges such as stakeholder buy-in and resource constraints underscore the need for targeted interventions for improvement. These findings resonate with existing literature, emphasizing the significance of effective planning and control in procurement activities, while also highlighting unique challenges and opportunities specific to MWACSMED.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This is the concluding chapter of this research, providing a summary of the findings, discussion, conclusions, and recommendations of the study by the objectives. The study focused on additionally, suggestions for further research are outlined. Finally, the chapter presents recommendations for future studies.

5.1 Summary of Findings

The study aimed to measure the impact of effective planning and control in the procurement activities at public entities, focusing on the Ministry of Women Affairs, Community, Small and Medium Enterprises Development. The main research objective was “to assess the impact of effective planning and control in procurement activities within public entities, with a specific focus on the Ministry of Women Affairs, Community, Small, and Medium Enterprise Development”. A sample of 75 participants were drawn from the Head Office, Provincial and District Offices. The findings revealed that:

- The Ministry of Women Affairs, Community, Small and Medium Enterprise Development (MWACSMED) utilizes diverse planning processes and methodologies in procurement activities, including strategic sourcing and vendor evaluation. This suggests a structured approach to procurement planning. Existing literature frequently highlights the significance of effective planning in accomplishing procurement objectives, a perspective that resonates with the findings.
- Efforts have been made to enhance planning and control in procurement, including the implementation of advanced procurement software and the fostering of better collaboration with suppliers. These endeavors indicate a proactive stance towards bolstering control mechanisms within the MWACSMED.

- Recognized challenges encompass stakeholder buy-in, resource limitations, and the necessity for improved technology integration. These obstacles offer valuable insights into particular areas requiring enhancement within the MWACSMED's procurement planning and control frameworks. Opportunities for improvement involve investing in procurement professionals' training, utilizing emerging technologies, and encouraging innovation among suppliers.

5.2 Conclusions

Empirical studies regarding procurement planning and control emphasize the integral role this plays in enhancing organizational outcomes. The findings are aligned with the international, regional, and local empirical research findings. The study reveals a structured approach to procurement planning within MWACSMED, with notable efforts towards improving control mechanisms, as evidenced by initiatives such as the adoption of advanced procurement software and enhanced collaboration with suppliers. However, challenges such as stakeholder buy-in and resource constraints persist, suggesting areas for further improvement. The findings underscore the importance of effective planning and control in procurement activities, aligning with existing literature. Despite common challenges identified, the study offers specific opportunities for enhancement, including investing in procurement professionals' training and leveraging emerging technologies. Overall, while the findings align with existing research in highlighting the significance of planning and control mechanisms, they also shed light on unique challenges and opportunities within MWACSMED in the local Zimbabwean context, necessitating targeted interventions for improvement.

5.3 Recommendations

Informed by the findings, the following recommendations are made:

Implementing comprehensive training programs aimed at equipping procurement professionals with advanced skills and knowledge in procurement planning and control. These programs should cover topics such as strategic sourcing, vendor management, risk mitigation, and the use of modern procurement technologies.

Investing in and deploying advanced procurement software and technologies to streamline procurement processes, enhance data analysis capabilities, and improve transparency and accountability in procurement activities. This may include the adoption of e-procurement systems, digital contract management tools, and analytics platforms for real-time monitoring and decision-making.

Fostering stronger collaboration and communication channels with stakeholders, including internal departments, suppliers, and regulatory bodies. Establish regular forums for feedback and consultation to ensure that procurement planning and control processes align with the needs and expectations of all stakeholders.

Developing a robust risk management framework specifically tailored to procurement activities within the Ministry. This framework should identify potential risks at each stage of the procurement process and establish mitigation strategies to address them effectively. Regular risk assessments and monitoring mechanisms should be implemented to proactively manage risks and prevent disruptions.

Cultivating a culture of continuous improvement within the procurement department, encouraging staff to identify and implement innovative solutions to enhance planning and control processes. Establish feedback loops and mechanisms for evaluating the effectiveness of implemented improvements, with a focus on driving efficiency, cost savings, and stakeholder satisfaction.

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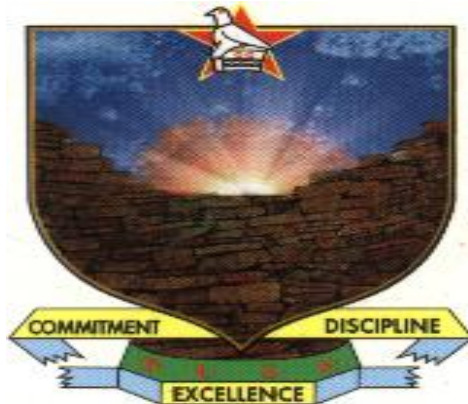
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Appendix I: Research Questionnaire

Directors / Provincial Heads /District Heads/Financial Accounting Staff/Administration Staff

My name is Tapiwanashe P. Magwagwa and am studying towards a Bachelor of Commerce Honours degree in Purchasing and Supply with Bindura University of Science Education. As part of my studies, I am required to undertake a research project and am requesting your time to complete this questionnaire. My research title is **“The Impact of Effective Planning and Control in Procurement Activities at Public Entities. A Case Study of Ministry of Women Affairs, Community, Small and Medium Enterprise Development”**. The answers you shall give will be treated in strict confidence and will be used for academic purposes only. Your identity will not be referred to directly or indirectly and will not be in any way linked to you in the final report. Your participation is purely voluntary and you have a right to withdraw your participation at any time without giving any reasons for doing so. Please kindly take note of that unless otherwise instructed, please place a tick in the space provided, and where you are required to answer in your own words, please use the space provided in the questionnaire. It is expected that completion of this questionnaire will not take more than 15 minutes of your time. Thank you in advance for your cooperation.

Section A: Biographical Information

1. What is your gender Male ☐ Female ☐
2. What is your employment status?
 - Director/Provincial Head ☐
 - District Head ☐
 - Financial Accounting Staff ☐

- Administration Staff ☐
3. What is your age range?
- 18-30 years ☐
- 31-40 years ☐
- 41-49 years ☐
- 50 years and above ☐
4. What is your achieved highest education?
- Diploma ☐
- Bachelor's degree ☐
- Master's degree ☐
- Other, Specify: _____
5. What is your length of service in the Government?
- 1-3 years ☐
- 4-7 years ☐
- 8-11 years ☐
- 11 years and above ☐

Section B: Procurement Activities

6. How would you rate the effectiveness of planning processes in procurement activities within your department?
- Excellent ☐
- Good ☐
- Fair ☐
- Poor ☐
7. **Were the planning mechanisms currently employed in your procurement activities?**
- Yes ☐
- No ☐
8. To what extent do you believe that effective planning contributes to reducing procurement cycle times?
- Yes ☐
- No ☐
9. Procurement decisions affect greatly the cost of a product. Careful procurement planning **enables efficient resource utilization, anticipated risks and ways to minimize them and reduce lead time.**
- Yes/No
- Yes ☐
- No ☐
10. The obvious result of poor procurement practices is **loss of money**. Having poor procurement strategies means you make redundant purchases. It also means you pay too much for transportation, lack control, and develop problems with contract scope.
- Yes ☐
- No ☐

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Appendix I: Research

Questionnaire

Directors / Provincial Heads /District Heads/Financial Accounting Staff/Administration Staff

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: Procurement Activities

1. Can you provide an overview of the planning and control mechanisms currently utilized in procurement activities within your organization?
2. How would you describe the role of effective planning in achieving procurement objectives within your department?
3. Can you discuss any recent initiatives or changes aimed at improving planning and control in procurement?
4. How do you assess the effectiveness of planning processes in reducing procurement cycle times and costs?
5. What challenges, if any, have you encountered in implementing planning and control mechanisms in procurement?
6. How do you monitor and evaluate the performance of planning activities in procurement?
7. In your opinion, what are the key considerations for future improvements in planning and control of procurement activities?

Thank you for participating in this research study.

APPROVAL LETTER

From the Office of the Secretary for Women Affairs,
Community, Small and Medium Enterprises Development

All correspondence should be addressed to
"THE SECRETARY"
Telephone: (0242) 708398, 735186/8 251559
E-mail: pewomenaffairs@gmail.com
7th Floor Kagvi Building
Cnr Simon Muzenda/Central Ave



ZIMBABWE

Reference:
SECRETARY FOR WOMEN AFFAIRS,
Community, Small and Medium
Enterprises Development
Kagvi Building
Simon Muzenda/Central Avenue
Harare, Zimbabwe

Ref: Magwagwa Tapiwanashe

21 March 2024

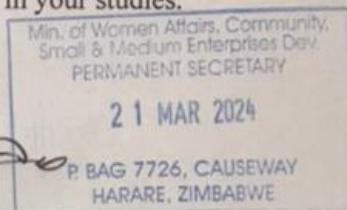
Magwagwa Tapiwanashe
Bindura University of Science Education

**RE: PERMISSION TO CONDUCT A RESEARCH ON THE IMPACT OF
EFFECTIVE PLANNING AND CONTROL IN PURCHASING
ACTIVITIES AT PUBLIC ENTITY. A CASE STUDY OF MINISTRY OF
WOMEN AFFAIRS, COMMUNITY, SMALL AND MEDIUM
ENTERPRISES DEVELOPMENT.**

Please be advised that your request to conduct research on "The impact of effective planning and control in purchasing activities at public entity," is approved.

The approval is on the condition that the information obtained will be strictly used for academic purposes and you will be required to share your research project with the Ministry.

We wish you well in your studies.



Eng. F. Gondo

Acting Secretary for Women Affairs, Community, Small and Medium
Enterprises Development



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RESEARCH SUPERVISION PROGRESS REPORT

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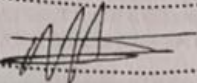
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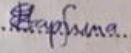
DISSERTATION TITLE: THE IMPACT OF EFFECTIVE PLANNING AND CONTROL IN PROCUREMENT ACTIVITIES AT PUBLIC ENTITY. A CASE STUDY OF MINISTRY OF WOMEN AFFAIRS, COMMUNITY, SMALL AND MEDIUM ENTERPRISE DEVELOPMENT.

DATE	STAGE OF RESEARCH	SUPERVISORS' COMMENTS
29/01/24	PROPOSAL	Setting specific research goals and to plan your research process meticulously, similar to planning an intricate vacation, with clear writing and research goals in mind
02/01/24	Identifying statement of the Problem	Thoroughly investigate the research problem and ensure that it is clearly defined and significant within the field of study. Explore various source to gain a comprehensive understanding of the problem.
09/02/24	Literature Review	Critically analyse existing research and identifying gaps in the literature that your study aims to address
10/03/24	Data collection	Maintain accurate records and to also write in futuristic terms
26/03/24	Data presentation	Must use SPSS to collect data because Microsoft excel does not analyse data, and also to enhance the presentation of data and facilitate comprehension.
10/04/24	Report Findings	Ensure that the reported findings directly align with the research objectives emphasizing the need for coherence between the data and the study aims
28/04/24	Dissertation submission	Before the submission ensure that the research is well organised, addresses all research objectives, all sources are properly cited and follows the formatting guidelines provided.

OVERALL COMMENTS BY THE SUPERVISOR:

The student showed interest in the selected study area and ensured all areas for amendments were done effectively.

STUDENT'S SIGNATURE:  DATE: 23 May 2024

SUPERVISOR'S SIGNATURE:  DATE: 25/05/24

