BINDURA UNIVERSITY OF SCIENCE EDUCATION
(FACULTY OF COMMERCE)
DEPARTMENT OF ECONOMICS
DISSERTATION RESEARCH PROJECT

CURBING UNETHICAL SUPPLIER SELECTION PRACTICE IN PARASTATALS: A CASE STUDY OF THE GRAIN MARKETING BOARD 2016 TO 2018

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE BACHELOR OF COMMERCE (HONOURS) DEGREE IN PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION

APRIL 2019

SUPERVISOR: MR MANDAZA
APPROVAL FORM

The undersigned certifies that they have supervised, read and recommended to Bindura University of Science Education for acceptance a research project entitled “Curbing unethical supplier selection practice in parastatals: A case study of the grain marketing board 2016 to 2018”, submitted by Kudakwashe Collins Wilson in partial fulfilment of the requirements of the Bachelor of Commerce (Honours) Degree in Purchasing and Supply.

Signature of student                                               Date
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Signature of the Chairperson                                       Date
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Signature of the Examiner(s)                                       Date
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RELEASE FORM

Student Number: B1544639

Dissertation title: Curbing unethical supplier selection practice in parastatals: A case study of the grain marketing board 2016 to 2018

Degree title: Bachelor of Commerce Honours Degree in Purchasing and Supply

Year this Degree: 2019

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SIGNED ---------------------------------

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DEDICATION

This study is dedicated to my parents Mr and Mrs Wilson for their commitment to pay my fees.
ABSTRACT

The research was conducted against high related cases of unethical practices in Zimbabwean parastatal. A descriptive survey method, backed by observations, focused group discussions, questionnaire and interviews, sought to attain the objectives of the study. Data obtained from 52 respondents and internal documents was analyzed and arguments were explained using tables, charts and graphs. The study revealed that salaries received by employees and work over load affects ethics in supplier selection process to a greater extent. More so, opportunities arising from lack of accountability, too much trust, poor segregation of duties and weak monitoring which led to serious corruption during the supplier selection process. The research concluded that the most effective way to curb unethical practices in supplier selection is through enforcement of laws and punishment and also that public service salaries should be in line with the poverty datum line so as to reduce corruption in the public procurement processes. In light of the above it is recommended that purchasing officials should be responsible, honest, prevents impairment or exploitation of resources, promote equity, aim to attain value for money and are dedicated to their work.
ACKNOWLEDGEMENTS

The opportunity I had with the Bindura University of Science Education was a remarkable chance for learning and professional development. I am grateful for having a chance to meet so many wonderful people, specialists, and friends who motivated me all the way here.

I wish to offer my sincere thanks and gratitude to my supervisor Mr Mandaza, who tirelessly guided me in writing this research. Indeed, he has broadened my understanding.

Last but not least, special thanks to the management of the Grain Marketing Board for their support in completing this study successfully.
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CHAPTER ONE

INTRODUCTION

1.0 Introduction
This chapter presents background of the study, statement of the problem, objectives, research questions, significance, assumptions, delimitation, limitations and definition of key terms.

1.1 Background of study
Ever since it’s independence day, Zimbabwe lost billions of dollars through fraud, abuse, and non-compliance to the procurement policies, (Zimtrade, 2017). Camus (1942) mentioned that a man without ethics is a ‘wild beast’ loosened upon this world. This ‘wild beast’ personality has been displayed by stakeholders engaged in the procurement activities, who are corruptly getting richer at the cost of the public. The Zimbabwean government introduced the Corporate Governance Framework for State Enterprises and Parastatals on 27 November 2010, after realising that corruption and unethical behaviours were extensive (Xinhua, 2010).

A survey in 2002 indicated that procurement accounted for over 18% of the World’s GDP representing USD 5.8 trillion (Auriol, 2005) and an estimated USD 400 billion perceived to be exchanging hands through unethical supplier selection in public sector procurement (Mawenya, 2008). Other reports also indicate that corruption in Sub-Saharan Africa is estimated around 70 per cent of public procurement contracts and thereby inflates contracts cost by about 20-30 per cent (Mawenya, 2008). Another survey reports that cost of unethical supplier selection is estimated at about USD 148 billion per annum in Africa (World Bank, 2003).

The Grain Marketing Board (GMB) is a parastatal directly under Ministry of Agriculture, Mechanization and Water supplies. Its procurement activities are regulated by the Procurement Regulatory Authority of Zimbabwe (PRAZ) following from the Public Procurement and Disposal of Public Assets Act (PPDPA) [Chapter 22:23]. Its guiding core values are team work,
accountability, customer service, integrity and transparency. A great emphasis has been put on value for money and quality improvements on each stage of the supply chain management. It is important for GMB to evaluate and select its suppliers with due diligence and care. Past surveys of supplier evaluation and choice demonstrated a solid diversity in the systematic approaches in supplier selection approaches as well as supplier selection criteria (Xu & Dey, 2010).

Although there are many criteria used in evaluating and selecting suppliers, PPDPA Act suggest that public firms to use the lowest bidder to specification as choosing criteria. (Kaufman (2004) cited that, in developing countries the procurement function is most prone to corruption because there is not enough transparency and competition in the procurement process. Neglecting a stand to moral practices at the GMB, can prompt unethical and illegal practices such as bribery, favouritism and illegal sourcing to mention among others. An immediate response to the likelihood of unsatisfactory procurement at the GMB ethics is that it will harm public relations, if those ethics become public knowledge. Therefore, the researcher finds it very essential to investigate on how to curb unethical business practises in the supplier section process.

1.2 Statement of Problem
The acts of unethical practices in the supplier selection process of the Grain Marketing Board have negative effects on the economy as a whole since public funds are being used for personal gains whilst the nation is starving in drought. Stakeholders involved in the procurement activities of GMB have a mandate for making the right decisions. Instead of performing their duty in a required manner, funds meant for silo reserve maintenances and to acquire enough grains to feed the nation are being diverted into individuals’ pockets.

1.3 Objectives of the study
1. To outline unethical practises in the supplier selection criteria in parastatals.
2. To establish the contributing factors to unethical supplier selection processes.
3. To establish strategies to curb unethical supplier selection processes.
1.4 Research Questions
1. What are unethical practices in the supplier selection criteria in parastatals?
2. What are the contributing factors to unethical supplier selection processes?
3. What are the possible strategies to curb unethical supplier selection processes?

1.5 Research Assumptions
1. Respondents answered truthfully and returned all questionnaires on time.
2. The information that was used for this research was reliable, accurate and unbiased.
3. The sample selected was representative of the whole population.

1.6 Significance of the study

1.6.1 To the GMB and other parastatals
This study can act as a prototype which the organisation will use to check their approaches. The results will promote accountability, fairness, confidentiality, due diligence, integrity and professionalism to meeting other stakeholders’ requirements.

1.6.2 To the University
This research will broaden the sources of secondary data, which are to be used by other fellow students, other researchers and lecturers at the university.

1.6.3 To the Researcher
This study gives a chance to the researcher, as a platform to review his ideas and to get different views and critics from other researchers about the study. The research process gives a chance to collect data and transforming it into usable information concurrent to now and future researches.

1.6.4 To the government
It will improve management of funds by parastatals.
1.7 Delimitation of the study

1.7.1 Physical Delimitation
The study was conducted at the procurement department located at the GMB head office in Harare.

1.7.2 Conceptual Delimitation
The research study is focused at exploring ways to curb unethical practices in the supplier selection process of the GMB.

1.7.3 Population delimitation
The study was confined to a sample of 52 respondents from the head office of the GMB with 131 target population.

1.8 Limitations of the Study
Resistance from staff on providing information since the topic was sensitive in nature. Some respondents thought that the researcher was a detective. The researcher used his university identification card and a letter from Bindura University of Science Education as way to show that the information given was for academic purposes only thus access was granted.

1.9 Definition of Terms

**Business ethics:** is a study of what is good or bad and what is wrong or right to do in conducting business. (Deigh, 2013)

**Due process:** is the manner by which ethical parameters are employed on managerial decision-making, (Alan, 2008).

**Gross Domestic Product (GDP):** the summation of all the values of goods and services produced in a country by the nationals and non-nationals (Stubbs, 2018)

**A strategic grain reserve:** is a government stockpile of grain for the purpose of meeting future domestic or international needs. (Katete, J; Zemura, M, 2015)
Procurement entity: means any public body engaged in procurement and it include a ministry extra-ministerial office, government agency, parastatal and corporation, (Procurement Regulatory Authority of Zimbabwe, 2017).

Public procurement: means the acquisition by any means of goods, works or services by the government, (Procurement Regulatory Authority of Zimbabwe, 2017).

Public Procurement and Disposal of Public Assets Act: It is the act enacted by the government to save as a guide in Public procurement, (Procurement Regulatory Authority of Zimbabwe, 2017).

Supplier selection: This is a rational and systematic process of choosing suitable and appropriate suppliers to deliver us with goods or services. (Weeve, 2014).

1.9.1 Abbreviations

GMB: Grain Marketing Board

GDP: Gross Domestic Product

PRAZ: Procurement Regulatory Authority of Zimbabwe

PPDPAA: Public Procurement and Disposal of Public Assets Act [Chapter 22:23]

OECD: Organisation for European Co-operation and Development

CTC: Competition and Tariffs Commission

ZCA: Zimbabwe Competition Act [Chapter 14:28]

1.10 Summary

This chapter gave introduction on background of the study, statement of the problem, objectives, delimitations and definition of terms. The next chapter is about literature review.
2.0 Introduction

This chapter covers empirical and theoretical literature.

2.1 Theoretical Framework

2.1.1 Ethics theories and models

Figure 2.1: Ethical Models

The figure 2.1 below show three different types of ethics which are social ethics, individual ethics and professional or business ethics.

Source: (Irwis & Mc-Graw Hill, 2000)
Social ethics are legal rules and community customs. Individual ethics are family influences, what is domestically agreed to be good or bad. Professional ethics are values at workplace. An ethical dilemma is a problem about when a business next action is not clear, no right resolution is available. The conflicts between these three ethics are resolved using legal rules and code of ethics at work place.

2.1.2 Supplier Selection Criteria model

Figure 2.2: Overview of Supplier Selection Criteria

Quality, reliability, capability and financial are the most common supplier selection criteria that are key to procurement performance as shown by figure 2.2. Furthermore, they explained that joint development, trust, level of supply chain management, communication, technical capability and reputation are other factors which affect purchasing performance. The total cost of ownership should also be considered as it provides the factual cost of a product and not just taking the lowest price or other above mentioned criterion.

Source: (Coyle et al, 2009)
2.1.3 Design Specifications (Cali & James, 2007)

Not all substances or items needed by an organization have standardized specifications or trademarks. This results to buying firms prepare their own in-house specifications. By so doing, buyers open the door for wider range of competitive suppliers such that manufacturers who are expects of making their specified item are potential suppliers. This also opens doors for kickbacks in specifications and buyer’s supplier selection and evaluation will be hindered from onset.

2.1.4 Unfair, dishonest and fraud theories and models

2.1.5 Fraud triangle theory

It is practically inappropriate and illogical for one to present satisfactory understanding of the term ‘fraudulent procurement’ without first providing a clear explanation of what ‘fraud’ as the base concept means. The figure 2.3 states that employees are motivated to commit fraud when three elements come together; a perceived pressure; some perceived opportunity and some way to rationalize the fraud as not being inconsistent with one's values.

Figure 2.3: Fraud triangle theory

![Fraud Triangle Diagram]

Source: (Sutherland & Cressey, 1978)

Pressure is what causes a person to commit fraud. Pressure comes mostly from a financial problem or need but it can also come from things such as sexual harassment, over monitoring supervisor or work overload. Financial pressure includes medical bills, expensive tastes, addiction problems, and etcetera. Often this need or problem is non-sharable according to the fraudster. That is, the
person believes, for whatever reason, that their problem must be solved in secret. However, some frauds are committed simply out of greed alone. Opportunities are the loopholes and doorways which gives an employee the ability to commit fraud. It is made available by poor management oversight, weak internal controls or through use of position and authority. Fraudsters act with belief and don’t wish to be caught. Failure to establish adequate procedures to detect fraudulent activity also increases the opportunities of fraud to occur.

Rationalization involves a person reconciling his/her behaviour (stealing) with the commonly accepted notions of decency and trust. Some common rationalizations for committing fraud are: the person believes that committing fraud is justified to save a family member or loved one; the person believes he or she will lose everything for example family, home, car, etcetera. if they don’t take the money; the person believes that no help is available from outside; the person labels the theft as “borrowing”, and fully intends to pay the stolen money back at some point; the person, because of job dissatisfaction (salaries, job environment, treatment by managers, etcetera.), believes that something is owed to him/her; the person is unable to understand or does not care about the consequence of their actions or of accepted notions of decency and trust.

2.1.6 The five faces of procurement fraud, abuse, and non-compliance theory (Caulfield & Steckler, 2014)

Primarily concentrated on statistics connected to areas of fraud, such as losses by industry, the effectiveness of internal system and the average price of different fraud schemes. The broad degree of five personality risk profiles are: situational fraudster, deviant fraudster, multi-interest abuser, well-intentioned noncompliance employee, and disengaged non-compliance employee. Situational fraudster is an employee who appears to be unsatisfied at work, has rationalized and perceived entitlement to illegal enrichment, and commits the fraud when the right circumstance transpires. Deviant fraudster are always proactive in their quest for an opportunities to commit fraud, are quite possibly perceived as some of the entity’s hardest workers or best contractors, and carry a “veil of trust” from others within the entity. This fraudster will have a strong group of advocates who will deny assertions that the fraudster is involved with any wrongdoing.

Multi-interest abuser is a person who is not defined as a fraudster, but who still influences processes to an adverse effect. This is not done to acquire any financial gain, but instead to help
an acquaintance or relative in getting a contract. A well-intentioned non-compliance is normally a worker who is familiar with procurement processes or requirements, and therefore knows how to advance efficiency idea. This is also the employee who knows what key descriptions in a purchasing document to use, or not to use, to avoid any additional procurement steps.

Disengaged non-compliance employee is a person who intentionally decides to put little or minimal strength into particular procurement step. This person will neglect responsibility to confirm a supplier's bond, to not inspect a supplier's past performance record. The actions, or lack of actions, by the disengaged person is usually done willingly and are the by-products of a dissatisfied employee. The entity need to recognize these five personality risk profiles and develop mitigation steps to protect their procurements against them.

2.1.7 Virtue Based Moral Theory
It voices on the query of what an individual should become, and not to question on what a person should fix. Virtue Based Moral Theory stresses that, brilliant purchasing officers are responsible, honest, prevents impairment or exploitation of resources, promote equity, aim to attain value for money and are dedicated to their works. To prevent unethical practices in public procurement departments. Higher wages should be coupled with improved working conditions, specified areas of responsibility and delegation of authority to promote these values (Soreide, 2002).

2.2 Empirical Literature
Countries all over the world are making effort to reduce unethical supplier selection in procurement. The researcher, compiled work on, international, regional and national case studies.

International
Having identified the risks of unethical supplier selection, the authors give an overview of strategies to reduce it. EU (2008), carried out a survey on supplier selection in Germany and made a proclamation that competitive supplier selection process should be carried out in an open, objective and transparent manner and can achieve best value for money in public procurement.
From a purposive sampling method in coming up with a sample size of 40, Junli (2008), conducted research on supplier selection criteria case study of the Malaysian Pineapple Industry Board (MPIB). The researcher unpicked that most frequently used standards for supplier selection such as competitive pricing, product quality, delivery service and supplier capability are found to be not very competitive on business performance. Degraeve et al uses the Total Cost of Ownership (TCO) as the context for comparing supplier selection models. But it is De Boer et al study that is comprehensive enough as it looks at supplier selection literature by even classifying the existing literature in a framework. Within the same framework Tracey (2008), used descriptive research method, she established that cost and quality commitment are the determining factors for qualifying suppliers and are key elements on analysis of supplier and procurement issues in United Kingdom. Tracy (2008) and Junli (2008), both recommended that suppliers need careful selection to enrich their competitive edge and meet their long term needs.

Hossan & Islam (2011), conducted a case study of the Bangladesh Rice Research Institute (BRRI). Ethical practices within the organisation were found to be not transparent that there was a negative effect to its supply chain performance. He further stated that main factors to unethical action are pressure, opportunity and rationalisation. This research agreed with the triangle fraud theory. Konstantin (2009), from Bulgaria argues that legal, economic, cultural and political are the major factors. He argues that the clues to reducing corruption in procurement are in improving control rather than further revising the legislation and discusses related policy implications. They agreed on the aspect that business administrations should be adopted and enhanced ethically to make sure open and independent processes are established. Their research found out that the procurement process was not transparent and there are higher levels of corruption in the procurement process of parastatals.

2.2.1 Regional
A study by UNDP (2009), conducted in Nigeria revealed that one of the causes of unethical business conduct in the storage industry is the income level of the populace; this is in agreement with the Nigeria’s poor salary, relative to other countries in the region. A study conducted by Kitheka et al (2013), on unethical supplier selection processes and established that supplier performance measurement, supplier audits, supplier development and supplier integration are the
most used ways to manage supplier practices. The study also established that from supplier selection management, an organization may enjoy among other benefits reduced lead times, increased responsiveness to customers’, orders and enquiries, customer loyalty, increased profitability, reduced opportunity cost from lost sales and effective communication between the organization suppliers as well as customers. Therefore it justifies the reasons to reduce unethical supplier selection in parastatals. Owusu (2013), sampled a size which covered 72 experts in the two biggest Strategic Grain Reserves in the Ghana. A ratio of 3:2:1 which indicated the level of involvement of officials in the procurement process was used to confirm the same results as per quota sampling technique. It was recommended that organisations need to devote in improving employee reward systems which encourage workers to remain and improve ethical practices (Sarkar & Mohapatra, 2006).

2.2.2 Local
A transparent procurement system encourages competition and empowerment of national contractors and consultants (OECD, 2016). They further postulated that serious delays, indecisiveness, frequent change of specifications, lack of accountability, inadequate competition and acceptance of goods of inferior quality are the major problems in Zimbabwean parastatals. Political force can combat corruption from all levels of leadership for example from professional groups, the private sector, trade unions, religious institutions and other civil society groups. (Magaya & Chidhawu, 2016), stated that there was a flourishing and prevalent abuse of business ethics in the Zimbabwe purchasing system due to a number of reasons which includes low wages and salary levels as well as lack of knowledge. More so, that independent procurement audits and rigorous monitoring, enhance the procurement cycle, the elimination of politics in the public procurement system and proper documentation of public procurement activities to enhance the ethical standards in public procurement system.

2.3 Research Gap
Currently, unethical practices seem to be a major problem for supplier selection processes in most public companies around the world. Therefore, curbing their impact can reduce big problem in most firms. Many scholars have established that there is existence of unethical activities in
procurement. However, the results obtained are inadequate or even contradictory and no scholar used focus group discussions as a data collecting instrument. Literature has also clearly shown that more research is needed in the area under study.

2.4 Summary
This chapter clarified the theoretical and empirical framework of the study. It identified bad ethics problems, strategies to attain good ethics and alleged reasons for acting unethical. This section also acknowledged different criterion for supplier selection. The next chapter focuses on the research methodology.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction
The earlier chapter reviewed relevant literature. This chapter covers methods of data collection, research instruments, population, sampling techniques, and data processing, analysis and presentation procedures.

3.1 Research Design

3.1.1 Descriptive research design
Qualitative and quantitative methods were used to collect data as seemed to provide an accurate description of characters which are on study. The GMB case study gave the opportunity and flexibility to study a single unit intensively. The information was collected using a questionnaire, key performance interview, focus group discussions and available secondary data.

3.1.2 Population
In this study, the targeted population constituted 131 employees involved in the procurement processes of the GMB. This team includes the staff from buying, budgeting, managers, stores and user departments. It was impossible to collect data from everyone, so the investigation used as sample.

3.2 Sampling procedures
Probability sampling was used to guarantee that equal chance to samples was selected while in non-probability sampling was for the research to pick relevant respondents with information. The researcher got the representation of non-probability sampling through focus group discussion and key informant interviews then a probability sampling method was used whilst distributing questionnaires.
3.2.1 Probability Sampling

3.2.1.1 Stratified sampling
The researcher used stratified sampling because of the size of GMB workforce. Each stratum had classes of target employees as shown in table 3.1. These clusters formed with different characteristics were separated and representatives are now selected randomly. It meant that, at the end the researcher got full representation from the population without any bias.

3.2.1.2 Simple random sampling
The researcher utilised simple random sampling in larger groups. The researcher gave each respondent an identity in form of a number, which helps in recognising them. The researcher randomly hand-picked 50 identities from a container and the chosen numbers became the sample for the group.

3.2.2 Non-Probability Sampling

3.2.2.1 Purposive sampling
This is the method that gave a responsibility to the researcher to select the right candidates, to collect data from. This method was used to get the list of department heads that were interviewed, and candidates for focus group discussion. Purposive sampling was used to sample data, choosing precise documents and books to use and all items used to this study. This method is rational for the purpose of the study in identifying respondents with detailed information.
3.2.3 Sample Size

Table 3.1: Level of certainty of sample size used

<table>
<thead>
<tr>
<th>Target Employees</th>
<th>Target Population</th>
<th>Sample Size</th>
</tr>
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<tbody>
<tr>
<td>Procurement</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Budgeting</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Stores</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>User departments members</td>
<td>87</td>
<td>18</td>
</tr>
<tr>
<td>Managers</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Enterprise risk</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Auditing</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total target sample</strong></td>
<td><strong>131</strong></td>
<td><strong>52</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019

3.3 Sources of Data

In this study, both primary and secondary data were used.

3.3.1 Primary Data

The researcher succeeded to gather primary data using observations, questionnaires, interviews and focus group discussions at the GMB head office in Harare. Primary data allowed first-hand information to be obtained by the researcher that was anticipated to be consistent, relevant and timeous. It allowed the collection of data that was connected to the research questions.

3.3.1.1 Questionnaires

The questionnaires were prepared to suit the user departments to give relevant information of the study. Self-administered questionnaires were utilized. These were a series of mainly closed questions. Questionnaire gave the respondents an opportunity to respond at their own convenient
time. It was easy to compare information gathered using this method. However, questionnaires lacked validity because some will exaggerate or lie. To improve the quality of information given by the questionnaire other means need to be employed.

3.3.1.2 Observations
The researcher had natural context of GMB operations. The researcher attended all GMB procurement process this includes, the quality evaluation process, adjudication, meetings and site visits, seeing, listening and experiencing everything. To reduce stage acting the research was attached as GMB official a period of 1 year. This means the research had the most direct measure of behaviour, which was easy to complete and it saved time.

3.3.1.3 Focus group discussions
The researcher organised focus group discussions, addressing the topic of ethics in supplier selection, which involves eight participants representing the stores, logistics, procurement, shipping, and distribution department. It was hard to make these meetings a success because GMB personnel wanted to pursue the schedules. Fortunately, through a lot of persuasion and help from the supply chain manager, it was conducted during lunch time. The main aim was to draw upon participants’ attitudes, feelings, beliefs, experiences, and reactions in a way which would not be practical using other methods. The discussion was a more natural environment than that of the individual interview because participants were influencing each other just like a real-life setting. More ways to reduce unethical procurement practices were suggested with this technique.

3.3.1.4 Key informant interviews
These were done in order to collect qualitative information that cannot be gathered by other methods. Key informant interviews were conducted with 4 respondents which were, the Supply Chain Manager, Finance Manager, Audit Manager and the Enterprise Risk Manager. The interviews were conducted in an exploratory manner to get more information from interviewees. Interviews produce instant answers at a faster rate. The researcher could read body language and tone of voice which can help detect bias. The researcher had an opportunity to clarify questions to participants.
3.3.2 Secondary Data
This is the data that previously existed and that was composed for other purposes other than what the researcher is planning to use it for (Wimmie & Dominic, 2013). To confirm the existence of the problem that has been just partially tackled, the researcher managed to gather secondary data from past and present GMB records, government gazette, public procurement fraud articles, financial records, published books and journals. Less time was spent and fewer costs were incurred to collect data as there was less effort used in data processing.

3.3.2.1 Documentation
This is the secondary data information gathered for different reasons and were seen as useful for the current study. It was done to bring clarity to the problem and to build a strong foundation on the unethical practices. Information from documentary records, websites, ledgers, issue voucher, purchasing order files, contract manual, procurement news, tender documents, minutes and reports from previous meetings also were used. The research was checking on how these documents were designed and used and if they allow any unethical practices. The researcher also checked for absenteeism of other documents that are relevant.

3.4 Data Collection Procedures
The researcher distributed 6 questionnaires and performed 6 interviews for the pilot study. Pilot testing is a pre-testing of the research instrument on a small part of the respondents with a view of identifying and correcting the flaws and limitations in the questionnaire (Taylor, 2013). According to a rule of thumb, 5-10% of the final sample to be used is recommended to use for pilot studies. The pilot study indicated that the respondents had difficulties in understanding procuring terms like tendering, supplier collusion and kickbacks. To correct this problem the researcher used simple words. A letter from the Department of Economics assured the GMB and the respondents that the information was strictly for academic purposes only.

3.5 Measurements, Validity and Reliability
The researcher made few estimations on gathering of information that included information gathered from the head office is true for every GMB depot. The research making process was
characterised with error possibilities, due to misleading answers by responding individuals so the use of many instruments thus interviews, focus group discussion and questionnaires as measurements. The results from these different instruments were compared. After the pilot study, the researcher was able to spot area where clarifications that were needed. Through advice from my supervisor, other experts and bench marking from other reputable scholars, reliability and validity was attained in all primary data collected. The respondents were afraid of closure on available opportunities and also they feared job loss, some of their answers were bias so the researcher used many instruments, then compared the results.

3.6 Data management, analysis and presentation
Raw data is usually hard to understand so, it needs to be summarized for easy interpretation. Collected data were codified and categorised matching similar subjects using Microsoft excel to view their patterns. This permitted an easy management, analysis, interpretation and discussion on the data collected. After the data was summarized through the above mentioned processes, the researcher presented the data using summaries, graphs, pie charts and tables. Result analysis concerned on three flows of activity that is data display, data reduction and verification.

3.6.1 Ethical Consideration
Confidentiality was guaranteed to the participants by not using their names or any identifying data.

3.7 Summary
This chapter observed the approaches, instruments, processes and designs that were used for the data collection. The descriptive design, sampling, research instruments, sources of data, population, data analysis and collection procedures were used. The next chapter is for data presentation and analysis.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter covers the presentation, interpretation and analysis of the research findings using descriptions, tables, bar graphs, and pie charts to measure responses.

4.1 Information from GMB Internal Documents

The researcher asked for a sample of the quotation opening form. It was perfectly designed except for one thing; it had no sections for requisition number entry. A requisition number is a unique symbol which is used to identify items needed or requested for by users. This is necessary as a backup, for it saves as evidence that a quotation on a unique requisition number from a certain supplier was received by a requisition. Another point to note is that bidders are not required to register their bid submission. Thus the lack of a requisition number on a quotation opening form means bid disappearances cannot be accounted for.

In practice the Request for Quotation (RFQ) are displayed at Harare head office notice board only. This platform is not convenient when targeting quotations from suppliers all over Zimbabwe. Another thing on RFQs, the procurement official who created the RFQ document is also the same person who displays it to the notice board and also the one who completes the comparative schedule for supplier selection. The researcher was able to notice the facts on the prior sentence when the same name appeared as the creator of the above mentioned documents and through observations. Thus this process is based on too much trust. If the procurement official fail to display the RFQ on the notice board and favour some suppliers, this cannot be detected, promoting potential kickbacks and conflicts of interest.
Some of the budget proposal forms and capital expenditure proposal forms indicated that the prior mentioned documents were approved for purchase while the user department had exceeded its budget. According to the Audit-General’s report (2016), the GMB diverted grain purchase funds amounting to $7, 9 million to non-related activities. This is a budget approval related issue. Although there is no proof that these funds were directed to unethical related activities, it brings suspicion. Procurement plans, budgeting and spending had more variance in accordance to Audit-General’s report (2018). These are facts that need close analysis and some consideration.

4.2 Response rate

Table 4.1 Response rate for questionnaire

<table>
<thead>
<tr>
<th>Item (Questionnaire)</th>
<th>Frequency (possible)</th>
<th>Frequency(actual)</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>52</td>
<td>40</td>
<td>77</td>
</tr>
<tr>
<td>Non Response</td>
<td>0</td>
<td>12</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019

A high response rate of 77% in the questionnaires indicates that the respondents were given enough time to complete or maybe the questionnaires were user-friendly. Saunders (2007) suggested that a response rate of more than 50% obtained from greater than 30 participants in respect of questionnaires justifies true representation gained from a research. Therefore this study was truly represented.

Table 4.2 Response rate for interviews

<table>
<thead>
<tr>
<th>Item (Questionnaire)</th>
<th>Frequency (possible)</th>
<th>Frequency (actual)</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>4</td>
<td>4</td>
<td>100</td>
</tr>
<tr>
<td>Non Response</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>4</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019
Gay (1995) mentioned that 50% response rate is more than adequate for interviews with 3 respondents and above. Hence that of 100% indicated by table 4.2 was sufficient for data to be analysed and interpreted.

Table 4.3 Response rate for focus group discussion

<table>
<thead>
<tr>
<th>Item (Group discussion)</th>
<th>Frequency (possible)</th>
<th>Frequency (actual)</th>
<th>Percentage%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>8</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>Non Response</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8</strong></td>
<td><strong>8</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019

Despite having tight schedules, the respondents were willing to participate in focus group discussion. This shows a positive cooperation if respondents.

4.3 Questionnaires

4.3.1 Part one: Demographic information of respondents

Table 4.4: Gender responses in percentage

<table>
<thead>
<tr>
<th>Gender/Sex</th>
<th>RESPONSES</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>25</td>
<td>62.5</td>
</tr>
<tr>
<td>Females</td>
<td>15</td>
<td>37.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019

The table 4.4 above illustrates representation of both gender response rate but the response rate for male is greater than that of females by 25%. Irwis & Mc-Graw Hill (2000) advocated the procurement committee members should consist both genders to strike a balance in supplier selection thus promoting of both female and male business. The target respondents are all potential candidates of the procurement committee but not well represented in terms of gender.
Table 4.5: General education levels responses in percentage

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.Level</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Certificate</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Diploma</td>
<td>11</td>
<td>27.5</td>
</tr>
<tr>
<td>Degree</td>
<td>15</td>
<td>37.5</td>
</tr>
<tr>
<td>Master</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019

According to table 4.5 above, all of the participants are well educated and the majority have diplomas, degrees and masters. Hence, the expectation in responses will not lead to a doubtful outcome and assures the creditability of the information.

Figure 4.1: General work experience responses in percentage

Source: Primary Data, 2019

Respondents were required to state their work experience in years to gauge their understanding. General work experience is the participants’ exposure in the working environment. It was observed that majority of the respondents had more than 5 years working experience. This implies that these experienced employees can give relevant information.
Figure 4.2: Employee satisfaction with the levels of income

Source: Primary Data, 2019

Normally, the level of income satisfaction has an excessive impact on unethical activities as one who is not satisfied may be tempted to receive bribes. Sarkar & Mohapatra, (2006) suggested that most procurement officials in Ghana were receiving bribes because they were not satisfied with their remuneration.

4.3.2 Questionnaire part two: To explore unethical practices in supplier selection processes.
Table 4.6: Supplier selection criteria

<table>
<thead>
<tr>
<th>No.</th>
<th>Supplier selection criteria</th>
<th>No of respondents who suggested the criteria</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Price</td>
<td>31</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Quality</td>
<td>29</td>
<td>93.55</td>
</tr>
<tr>
<td>3</td>
<td>Specifications</td>
<td>29</td>
<td>93.55</td>
</tr>
<tr>
<td>4</td>
<td>Technical capabilities</td>
<td>22</td>
<td>70.97</td>
</tr>
<tr>
<td>5</td>
<td>Payment methods and period</td>
<td>19</td>
<td>61.29</td>
</tr>
<tr>
<td>6</td>
<td>Delivery methods and period</td>
<td>18</td>
<td>58.06</td>
</tr>
<tr>
<td>7</td>
<td>Performance history</td>
<td>18</td>
<td>58.06</td>
</tr>
<tr>
<td>8</td>
<td>Legal status</td>
<td>16</td>
<td>51.61</td>
</tr>
<tr>
<td>9</td>
<td>Labour relations</td>
<td>13</td>
<td>41.94</td>
</tr>
<tr>
<td>10</td>
<td>Procedural compliance</td>
<td>10</td>
<td>32.26</td>
</tr>
<tr>
<td>11</td>
<td>Back up services</td>
<td>8</td>
<td>25.81</td>
</tr>
<tr>
<td>12</td>
<td>Compliances with law</td>
<td>8</td>
<td>25.81</td>
</tr>
<tr>
<td>13</td>
<td>Warranties, Guarantees</td>
<td>6</td>
<td>19.35</td>
</tr>
<tr>
<td>14</td>
<td>Financial position</td>
<td>6</td>
<td>19.35</td>
</tr>
<tr>
<td>15</td>
<td>Communication systems</td>
<td>5</td>
<td>16.13</td>
</tr>
<tr>
<td>16</td>
<td>Geographical locations</td>
<td>5</td>
<td>16.13</td>
</tr>
<tr>
<td>17</td>
<td>Total life cost</td>
<td>5</td>
<td>16.13</td>
</tr>
<tr>
<td>18</td>
<td>Employee qualifications</td>
<td>5</td>
<td>16.13</td>
</tr>
<tr>
<td>19</td>
<td>Packaging</td>
<td>5</td>
<td>16.13</td>
</tr>
<tr>
<td>20</td>
<td>Flexibility</td>
<td>4</td>
<td>12.9</td>
</tr>
<tr>
<td>21</td>
<td>Desire to do business</td>
<td>3</td>
<td>9.68</td>
</tr>
<tr>
<td>23</td>
<td>Attitude</td>
<td>2</td>
<td>6.45</td>
</tr>
<tr>
<td>25</td>
<td>Reciprocal arrangements (set off)</td>
<td>2</td>
<td>6.45</td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019
It is clearly specified that price, quality and specification are the most common criteria, whilst, desire to do business, attitude and reciprocal arrangements respectively are least common. This tallies with the PPDPA Chapter 22:233 of (2017), section 55; sub section 1(a) which suggests that procuring entity shall award the procurement contract to the bidder that submitted the lowest bid which meets the price and non-price criteria specified in the bidding documents. However, not every respondent answered this question. This is a sign that supplier selection criteria are not open to every employee. This brings out a fact that the procurement processes are not transparent to some extent.

4.3.3 Objective Two: To establish the contributing factors to unethical supplier selection processes.

Figure 4.3: Distribution of responses: Pressure as a contributing factor to unethical supplier selection processes.

Source: Primary Data, 2019

Regarding the fact that 75% of the respondents as shown on figure 4.3 were not satisfied with their salary, this percentage tallies with the proportion of respondents who thought that pressure is a contributing factor to unethical activities in supplier selection. According to the GMB human resource report of 2016 most procurement labourer were relieved from work. This move can also lead to work overload since GMB also expanded its depot by 24% to a total of 87. There were also
road construction projects and plant overhauls in various depots which meant more work was mandated to procurement department. Also adding work overload pressure.

**Figure 4. 4: Distribution of responses: Opportunity as a contributing factor to unethical supplier selection processes**

![Graph showing distribution of responses](image)

**Source: Primary Data, 2019**

Unstructured question 10 in the questionnaire asked about, how they declare any conflict of interest. The answers were different some did not even answer the question. 62.5% of respondents thought the system was not transparent. According to the above table if ways declaring conflicts of interest are not well known then opportunities unethical practices are anticipated. 70% agreed to say they are opportunities for unethical practices at the GMB.
Figure 4. 5: Distribution of responses to the question do you have a procurement manual

Source: Primary Data, 2019
The above findings shows that the existence of the procurement manual at the GMB is highly not transparent.

Figure 4. 6: Distribution of responses: Rationalisation as a contributing factor to unethical supplier selection process

Source: Primary Data, 2019
From the findings, rationalizations was the least common factor which contributed to unethical practices at the GMB.

4.3.4 Objective Three: To establish strategies to curb unethical supplier selection processes.

Table 4. 7: Distribution of responses: Ways of Curbing unethical practices in the supplier selection processes used at the GMB

<table>
<thead>
<tr>
<th>Ways of Curbing unethical practices in the supplier selection processes used at the GMB</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law enforcement</td>
<td>32</td>
<td>80</td>
</tr>
<tr>
<td>Promoting transparency and accountability</td>
<td>31</td>
<td>77.5</td>
</tr>
<tr>
<td>Electronic procurement</td>
<td>29</td>
<td>72.5</td>
</tr>
<tr>
<td>Involvement and employment of procurement professionals</td>
<td>29</td>
<td>72.5</td>
</tr>
<tr>
<td>Training</td>
<td>29</td>
<td>72.5</td>
</tr>
<tr>
<td>Independence of anti-corruption agency and professional boards</td>
<td>25</td>
<td>62.5</td>
</tr>
<tr>
<td>Good governance and Institutional reforms</td>
<td>24</td>
<td>60</td>
</tr>
<tr>
<td>Social empowerment and capacity building</td>
<td>18</td>
<td>45</td>
</tr>
<tr>
<td>Promotion of ethical codes</td>
<td>17</td>
<td>42.5</td>
</tr>
<tr>
<td>Increasing salaries</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Whistle blowing</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>243</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

**Average**                                                                                                                                                                                                                                                                                                                                 |

**22.09** **58.96**

Source: Primary Data, 2019

Other suggestion by respondents indicated that both external and internal audits controls are used to control unethical activities. Some participants suggested training the public on the issue of conflict of interests, kickback, corruption, coercion, collusion and fraud. Other respondents mentioned anonymous and confidential whistleblowing structures were used at the GMB.
4.4 Key informant interviews

The respondents from the interviews advised the researcher that they conduct regular auditing and risk assessments in procurement. The audit representative said that they conduct a periodical review of the procurement processes and regular auditing. They also mentioned an important fact on supplier collusion. Some procurement processes might promote supplier collusion but there is no other way they can be done for example supplier visits. The researcher asked when the procurement manual was last updated. From the interview question, the procurement team of GMB advised that it is updated as and when necessary usually after every 5 years.

The respondents further pointed out that supplier selection should be related to quality, timeliness and appropriateness of the product. While these are important criteria they are subject to abuse because of their subjectivity in nature more controls need to be incorporated to such evaluation criteria before the supplier is selected. Literature has postulated that serious delays, indecisiveness, frequent change of specifications, lack of accountability, inadequate competition and acceptance of goods of inferior quality are the major problems in Zimbabwean parastatals, (OECD, 2016). The participants agreed and also brought an issue saying “the purchasing process faces bad specification making which results in frequent change in specification, single sourcing or improper use of emergency procedures.”

4.5 Observation

During the supplier selection where samples are provided for quality evaluation. The suppliers are required to insert a name tag for easy identification when returning the samples back to the suppliers after evaluation. However, putting company name tags on samples reviewed for quality makes the evaluation process subjective. Instead of evaluating the quality of the sample the evaluation will end up being centred on company names.

The researcher also noticed that the major problem is giving an open and fair competing ground to suppliers in the most transparent way to achieve efficacy in public procurement. To be specific there are so many suppliers, that having a wider vendor base and poor technology prolongs the
supplier selection process making it impractical to source from every existing supplier. This is a major threat to ethical supplier selection if no further solutions are put in place.

4.6 Focus group discussion

At the focused group discussion respondents indicated that low salaries is the major contributor to unethical practices. Respondents also indicated that the economic crisis in Zimbabwe characterized by hyperinflation and poverty, forces employees to receive bribes as a survival strategy even if they don’t want to. More so, they mentioned that the advent of the Anti-corruption Commission made bribes to be risky for employees to receive since, so the use of trusted family members or friends became more popular. As the management they used documents like CR14 to detect such acts.

4.7 Summary

This chapter covered data presentation, analysis and discussion on the findings. The next chapter concludes the study.
CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMANDATIONS

5.0 Introduction
This chapter gives a summary on findings, conclusions and recommendations basing on all prior stated data relating to the set objectives.

5.1 Summary of research findings
Results from this research were;

- The research established that employees were not satisfied with their income level and there were also symptoms of work overload. This put pressure on employees which can encourage unethically practices.
- The research also reviewed that GMB risks having more unethical activities coming from weak monitoring structures and too much trust. There were also elements of corruption opportunities in all stages of the procurement cycle.
- RFQs are found to be published on the notice board only. This brings inconvenience to suppliers in other parts of Zimbabwe, this gives an unfair competitive advantage to Harare bidders.
- Collusion among bidding companies may occur aiming at lowering or inflating prices (cartel), licking of information which can give the bidder an advantage, non-disclosure of tender document, procurement representatives requesting for bribes from suppliers so that they could favour them or bidder offer buyer bribes to gain an unfair advantage. Bidding activities of supplies are not closely monitored by Competition and Tariff Commission.
- The research also established that bids for competitive quote bidders can disappear unaccounted for.
- The researcher also noticed that the major problem is giving an open and fair competing ground to suppliers in the most transparent way to achieve efficacy in public procurement.
5.2 Conclusions

The study findings have confirmed that still there is a room for unethical practices in the stages of the procurement cycle of the GMB. However, it is more dominant in the request for quotation or bidding stage. Respondents showed that they had the knowledge and they agreed that unethical practices happen. The management of GMB need to work on implementing and making a strong structure.

To a greater extent, the economic conditions which caused low salaries beyond the poverty datum line and labour cut downs have been established as the main contributing factors. From the findings, the study established that unethical activities in supplier selection lead to poor service delivery to the public and communication break-down. Unethical activities in the procurement also cause corruption which leads to loss of large sums of funds through embezzlement of funds, kickbacks and mishandles procurement.

Furthermore, promoting transparency, accountability and law enforcement have proven to be the major ways of curbing unethical practices at the GMB according to the findings.

5.2 Recommendations

1. GMB should adhere to the ethical frameworks and codes of conduct of relevant bodies
2. Employment training is required on ethics in supplier selection.
3. When the evaluation is established through samples assessment, for that evaluation to be fair and more objection do not put name tags of companies. Give samples identities for example like letters of the alphabet or serial numbers.
4. The procurement department need to make the procurement manual more popular to other internal stakeholders. It should also be kept updated.
5. A procurement code of ethics is also needed to regulate suppliers’ conducts other stakeholders.
5.3 Areas for Future Studies

The following areas are recommended for further studies;

i. The impacts of the due process in public procurement.

ii. Ways to restrict bidders from collusion.

iii. The impact of supplier selection section criteria on procurement sustainability.
References


Dant. (2010). *Management & Purchasing; (1st Edition)*. Edinburgh Gate; Longman publishers:


Xinhua. (2010). Zimbabwe launches new framework on governing state-.


5 December 2018

Mr. K. Wilson
Bindura University of Science Education

RE: AUTHORITY TO CARRY OUT A RESEARCH STUDY ON THE MENTIONED TOPIC.

The above matter refers,

Permission is hereby granted to your request to carry out a research study on the mentioned topic. The Grain Marketing Board is kindly requesting your recommendations after completion of your research study.

The Grain Marketing Board wishes you success.

Yours sincerely

[Signature]

N. Apton
Supply Chain Manager
Appendix B: Questionnaire

QUESTIONNAIRE

I am Kudakwashe Wilson a final year student at Bindura University. I am carrying out a research on the topic: Curbing unethical business practices in the supplier selection processes: A case study of the Grain Marketing Board from 2015-2019. Due to the nature of this topic please note that your responses will be treated with confidentiality and the findings are strictly for academic purposes.

PART ONE: DEMOGRAPHIC INFORMATION OF RESPONDENTS

Instructions to the respondent:

a) Please do not provide your name.

b) Please kindly answer the following questions by placing a tick [✓] in the appropriate box provided for each question below

c) Please fill free to put remarks by providing additional information or elaboration of your responses in the spaces provided.

1. Gender
   Male [    ]   Female [    ]

2. Highest Education Level of Respondents
   A.Level [    ]   Certificate [    ]   Diploma [    ]   Degree [    ]   Masters [    ]

3. General work experience
   Below 5 [    ]   5-9 [    ]   10-19 [    ]   20-29 [    ]   30 and above [    ]

4. Are you registered to any procurement professional board?
   Yes [    ]   No [    ]

5. Are you satisfied with the levels of income you receive at GMB?
   Yes [    ]   No [    ]
PART TWO: TO EXPLORE UNETHICAL PRACTICES IN SUPPLIER SELECTION PROCESSES.

6. What is your view on supplier selection processes of the GMB?
   Transparent [ ]  Not Transparent [ ]

7. State any supplier selection(s) criteria you used by the GMB?
   ………………………………………………………………………………………………………
   ………………………………………………………………………………………………………

8. What are the contributing factor(s) to unethical supplier selection processes at the GMB?
   Please tick on the relevant number in table below, where by
   1- Agree, 2- Indifferent 3- Disagree

<table>
<thead>
<tr>
<th>Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pressures (financial, personally or professional)</td>
<td></td>
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<tr>
<td>Opportunities (weak controls that provide an chance)</td>
<td></td>
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<tr>
<td>Rationalisation (means of justifying a fraud that has occurred)</td>
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<tr>
<td>Other specify........................................................................................................</td>
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</tbody>
</table>

9. How do you declare conflicts of interest at GMB?
   ………………………………………………………………………………………………………
   ………………………………………………………………………………………………………

10. Does your organisation have an internal Procurement Manual?
    Yes [ ]  No [ ]

11. How often is your Procurement Manual updated?
12. Indicate by ticking ways of curbing unethical exercises in the supplier selection of the GMB from the below table.

<table>
<thead>
<tr>
<th>WAYS OF UNETHICAL PRACTICES IN THE SUPPLIER SELECTION PROCESSES</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Law enforcement</td>
<td></td>
</tr>
<tr>
<td>2 Whistle blowing</td>
<td></td>
</tr>
<tr>
<td>3 Social empowerment and capacity building</td>
<td></td>
</tr>
<tr>
<td>4 Good governance and Institutional reforms</td>
<td></td>
</tr>
<tr>
<td>5 Promoting transparency and accountability</td>
<td></td>
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<tr>
<td>6 Promotion of ethical codes</td>
<td></td>
</tr>
<tr>
<td>7 Independence of anti-corruption agency and professional boards</td>
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</tr>
<tr>
<td>8 Involvement and employment of procurement professionals</td>
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</tr>
<tr>
<td>9 Electronic procurement</td>
<td></td>
</tr>
<tr>
<td>10 Training</td>
<td></td>
</tr>
<tr>
<td>11 Increasing salaries</td>
<td></td>
</tr>
<tr>
<td>13 Other….…………….</td>
<td></td>
</tr>
</tbody>
</table>

Thank you for responding.