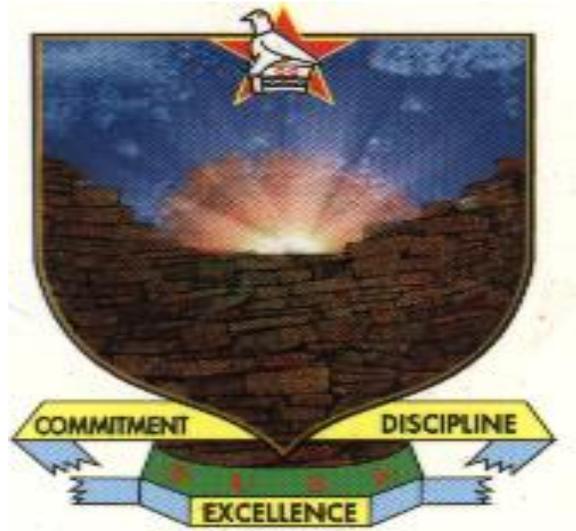


BINDURA UNIVERSITY OF SCIENCE EDUCATION

FUCULTY OF COMMERCE

DEPARTMENT OF ECONOMICS



**FACTORS AFFECTING PROCUREMENT PROCESS AT KWEKWE
CITY COUNCIL FROM 2016 - 2017**

BY

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**A DISSERTATION SUBMITTED TO BINDURA UNIVERSITY OF
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REQUIREMENTS FOR THE BACHELOR OF COMMERCE (HONOURS)
DEGREE IN PURCHASING AND SUPPLY OF BINDURA UNIVERSITY
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RELEASE FORM

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The undersigned certify that they have read and recommended Bindura University of Science Education for acceptance, a research project entitled: **Factors affecting procurement process at Kwekwe City Council from 2016 – 2017**. Submitted by **Jenyura Gracious, B1441103** in partial fulfillment of the requirements of the Bachelor of Commerce (Honours) Degree in Purchasing and Supply.

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DECLARATION FORM

I, **Jenyura Gracious** declare that this is my work and has not been copied or lifted from any source without acknowledging the source.

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DEDICATION

I dedicate this work to my loving parents Mr and Mrs Rukovo and also my lovely brother Elisha Rukovo for their unwavering support.

ABSTRACT

Many governments and their local authorities face challenges in carrying out effective procurement (World Bank 2003). In Zimbabwe public procurement has been viewed as a source of inefficiency and ineffectiveness in the execution of various public services and works. In various literature it has been found that there is no or very little information which critically deals with influential factors hampering the public procurement's success. The purpose of the study was to establish the factors affecting procurement process in local authorities with specific reference to Kwekwe City Council. The main objectives were to analyze the characteristics of employees in procurement so as to establish their capacity to handle procurement well, to review the procurement process so as to identify procedural challenges and to identify institutional factors that could affect procurement at Kwekwe City Council. The research was a Case Study. The research used largely secondary data that was supported by primary data. Data were analyzed using SPSS version 16. The research found out that the purchasing personnel were not well knowledgeable, neither did they attend in-house trainings and workshops on purchasing. The research also found out that the procurement system was bureaucratic, time consuming and manual such that it encountered delays caused by unavailability of signatories and poor specifications. A lot of paper documents was being used in the procurement cycle which lead to longer period time taken to complete the process. The study found that supplier incapacity, lack of staff accountability, poor procurement planning and budget constraints also affect procurement function at KCC. This concludes that the procurement process of local authorities is inefficiency and ineffective on service delivery. The study recommends staff training and development so as to improve their skills in executing their daily duties together with the use of modern online procurement technology like Enterprise Resource Planning (ERP). Offering of ethics education and good corporate governance to appointed tendering committee members in order to ensure that they serve in ultimate objectivity, accountability, and non-discrimination.

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Unless Jehovah builds the house, in vain do its builders labor in it, unless Jehovah keeps the city, the keeper watches in vain.....? Psalms 127 (Bible). All glory belongs to the Lord, God, he who sits on the throne of justice enlightens my way and makes my path straight. Above all God is good all the times!!!

I would like to deeply thank all my lecturers at Bindura University of Science Education, management and staff of Kwekwe City Council and also my parents. These have adequately guided and equipped me with both theoretical and practical skills. Thank you so much for your dedication and inspiring work.

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CHAPTER I

INTRODUCTION

1.1 Introduction

An organization has to procure goods and services, then allocate them and control the factors of production which are necessary for the achievement of business objectives on service delivery. This implies that organization have to obtain goods and services of quality, in a timely manner, at the right price and the precise quantity. The purchasing function has the responsibility of managing the incoming of resources into the organization and that qualify it to be a major preoccupation for the company`s survival and growth. Procurement is not simply the act of buying but encompasses a complex range of operational, business, information technology, legal systems and risk and safety management, all designed to an institution`s needs (Ombaka, 2009). In many countries procurement has been subjected to restructuring, reforms, rules and regulations. Many governments and their local authorities face challenges in carrying out effective procurement (World Bank, 2003). As indicated by Akua, (2012), there is a lot of inefficient, no transparency and corruption in the public procurement. In fact there is requirement for non-corrupt, efficiency and transparency in government procurement, as an efficient procurement system adds to good governance. It is important to establish factors affecting procurement process particularly in public sector given its pivotal role for the smooth running on the whole economy. This chapter then covers issues like the statement of the problem and the objectives of the study. Chapter 2 will present literature supporting this study, chapter 3 will present the methodology used by the researcher, chapter 4 will show the analysis and interpretation of the results from the study while chapter 5 will show the researcher`s finding and recommendations.

1.2 Background to the study

Nair (2010) explained that, everyone loves to buy and it`s not just about getting something that we have been yearning for. In current business environment, procurement of goods and services is now seen as a very important administrative activity. In every business environment the procurement function is now seen as one of the most strategic arms for success. In many countries procurement has become a matter of attention and debate, and has been subjected to restructuring, reforms, rules and regulations. The Country Procurement Assessment Review (CPAR) (World

Bank, 2003) concluded that countries lacked four basic elements for a good procurement system such an adequate set of policies and procedures together with a sufficient number of competent and dedicated procurement staff. The problems of procurement process management and control have been around for a very long time in public institutions. In many public institutions procurement is inefficient and the principle of “value for money” is not achieved. According to Kirui and Wanyoike (2015) narrated that some of the major weaknesses identified in procurement operations in developing countries are inadequate expertise and knowledge, inadequate training, poor record keeping and a weak internal audit by the procuring entities.

The public sector in Zimbabwe comprises of government ministries, local authorities (urban councils and rural councils) and parastatals. Local authorities in Zimbabwe are a major source of business opportunities for locals or foreigners that seek to do business with the government and as private organizations. Their procurement is a big business of buying goods and services from suppliers for the benefit of the public. Currently, the management of all local authorities in Zimbabwe, revolves around an elected body that acts as legislature and any appointed executive that implements policy. The councils operate using a system of committees. A committee can only make decisions as delegated by council and the full council will have the obligation to ratify committee decisions and consider committee recommendations. A department composed of executives services a committee. Normally a committee would be responsible for the output of a department under its charge. The departmental heads are accountable for the output of their departments and work closely with the committees they service. So there is need for every department to operate efficiently for quality output. Local authorities are operating in an environment in which their actions or performances are judged based on the quality of social services delivery to the communities in which they serve. Zimbabwe Institute, (2005) drawn that local authorities are expected to provide all the necessary services and infrastructure to the people within their respective areas of jurisdiction. These include housing, education, health services, water, sewerage, roads, dams etc. All the goods and services to be used in local authorities are purchased and monitored by the procurement department through the procurement process and tendering process. The department will go through tender selection when the money needed exceeded the procurement budget. For example when they want to buy tractors for waste disposal or renovate the building like putting interlocking pavements around departments. However local authorities failed to offer or supply quality services to the public.

Due to increased consumer activism and awareness, entrenched urban poverty and a record of poor services delivery in local authorities the call for enhanced services delivery initiatives is now even greater than before. This call for improved service delivery has seen local authorities embark on good procurement management. Kwekwe City Council (KCC), Harare City Council, Bulawayo City Council, and Mutare City Council to mention a few, are urban local authorities which are trying to embark on the call for improved service delivery. All these urban local authorities have adopted the practice of centralizing their procurement functions. This has been motivated by the need to follow suite into the international business practices of using centralized procurement functions within their operations. In the modern business world it has been realized that it is important to have a centralized purchasing function and as a result various city councils have introduced this function within their operations. This approach mean that all procurement related activities are now being done in a centralized system were all user departments (internal customers) address their purchase requests to the central buying department or unit.

Kwekwe City Council's procurement unit is the one responsible for buying of all materials needed. The procurement activities of this city council were governed by the rules and regulations from the Procurement Act 22:14. Thus the unit procures water chemicals, office consumables, spare parts and servicing of company vehicles etc. KCC's cash flow generate from local residents through rate payments and rentals. Urban local councils are more self-reliant with regard to finances as they have much wider tax and rates bases. According to Zimbabwe Institute, (2005) said that urban local councils consequently, raise about 90% of the revenue locally compared to less than 50% for rural district councils. The huge finances the council raises, should have made it possible to procure large quantity of goods and services on time. Kwekwe City Council's residents were complaining of water shortages, poor roads and poor refuse waste management. However this study has to review the causes of all inefficiencies experienced in local authorities.

1.3 Statement of the problem

There are rules and regulations that governs the procurement of government institutions which comes from Procurement Act Chapter 22:14 and State Procurement Board (SPB) resolution which gives public organizations room to properly manage their process of acquiring goods and services. However local authorities find it difficult to operate efficiently irrespective of having these rules and a large pool of residents. The current procurement function at Kwekwe City Council has been

characterized by poor public satisfaction. Government and residents complain of delays on service delivery due to input shortages (Magaya and Chidhawu, 2016) It is therefore necessary to investigate the cause of these delays and identify the factors affecting the procurement process at Kwekwe City Council so as to help the council improve on service delivery.

1.4 Research objectives

- i. To analyze the characteristics of workers in procurement so as to establish their capacity to handle procurement well.
- ii. To review procurement process at Kwekwe City Council so as to identify procedural challenges.
- iii. To identify institutional environmental factors that may affect procurement at Kwekwe City Council.
- iv. To make appropriate recommendations

1.5 Research questions

- i. What are the characterization of workers in the procurement function?
- ii. What are the system challenges experienced by KCC on procurement process?
- iii. What are the institutional factors affecting procurement process efficiency?
- iv. What recommendations can be done to improve the procurement process of KCC

1.6 Significance of the study

The research would provide relevant information to Kwekwe City Council and other local authorities on procurement process efficiency. This would enable local authorities to make better decisions to enhance service delivery therefore benefiting the local residents. The study will assist policy makers in refining and evaluation of the current procurement policy which is rigid yet the business community is versatile. The nation as a whole can benefit from the knowledge gained from the study as findings from the research helps to enhance service delivery in the public sector. Findings are anticipated by the researcher to add more knowledge on the existing body of knowledge in the subject area. Scholars would use the study as a reference material or literature review to their studies and areas of further research.

1.7 Assumptions

In concluding this study, the assumptions were:

- The procurement process will not change during the course of the research.
- Challenges in local authorities are universal. A solution to KCC would be a solution to all local authorities.
- The nature of the employees in City Councils is the same.

1.8 Scope and Delimitations of the study

The study is delimited to Kwekwe City Council which is found in the Midlands Province, in the central Zimbabwe and it is the capital city of the district. The district capital is located approximately 220 kilometers (140), by road, southwest of Harare. The research period will range from the year 2016 to 2017, these years were chosen since they were associated with better economic conditions, hence provided better transaction levels. Focus of this study was made on finding the causes of factors hampering the effectiveness of procurement functions.

Thus looking on the relevant experience and professionals of procurement function workers so as to see their level of capacity on procurement activities. The study used the purchasing cycle documents to review the procurement process so as to find the causes of delays and timeframe of the completion. The research will not concentrate much on specific type of purchase done by public procurement functions, for example tenders.

1.9 Limitations

Being a case study that focuses on one organization it may not be adequate to draw conclusion across several organizations. The likelihood that some targeted respondents were busy with their daily tasks could affect data collection, therefore the researcher made appointments with the targeted respondents to avoid problems in data gathering.

1.10 Definition of terms

Procurement: According to Dobler and Burt, (1996), it is the sourcing, storage, provisioning and monitoring of goods and or services from suppliers to the user. Purchasing often used interchangeably with procurement, purchasing is to acquire goods, services or works from a nominated.

Public procurement: is the overall process of acquiring goods, civil works and services from the identification of needs, selection and solicitation of sources, preparation and contract award and all phases of contract administration through the end of the services (Thai, 2001). Centralized purchasing: This is conducting all purchasing activities through a single and specified department (Banham, 2008)

Management accounting: Is more concerned with how well an organization or company is using its resources (Thai, 2001)

Procurement manual: This is a detailed document which outlays the procedures to be carried out when conducting procurement related activities of an organization. (Banham, 2008)

Purchasing cycle: This is a series of steps or procedures that are followed when purchasing goods and services. (Banham, 2008)

1.11 Abbreviation

KCC- Kwekwe City Council

SPB- State Procurement Board

SPSS- Statistical Package for the Social Sciences

1.12 Chapter summary

This chapter distributed the framework of the research and has tend to issues that will help to understand the researcher`s problem statement and the ability to conduct the research. The chapter explored the background of the study, delimitations and limitations, justification of the research, objectives of the research, the definition of terms and chapter summary. The next chapter analyzed theoretical and empirical reviews to give a gap on the proposed topic.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This chapter explores the previous work done by other scholars and researchers. It looks at the empirical and theoretical evidence on significant literature available that has examined various aspects of the theory and practice of public procurement process. In this study, the researcher aims to have an insight on the written case studies and ideas given by some other typical authors concerning the area of the study that is the public procurement.

2.2 Theoretical Literature

2.2.1 Public procurement

Public procurement refers to the acquisition of goods, services and works by a procuring entity using public funds. Public funds are collected through taxes and must be spent in a transparent and accountable manner (Hui et al, 2011). Many countries have reformed procurement laws and regulations in order to improve transparency and accountability. However, the major challenge has been the failure by procurement officials to comply with these regulations (Lisa, 2010).

Public procurement consumes a significant proportion of government expenditure. Mahmood, (2010) suggests that public procurement constitutes 18.42 percent of the world's gross domestic product (GDP). It is estimated that public procurement represents between 9 percent and 13 percent of emerging economies' GDP. Indeed, public procurement is an important function that requires close attention as procurement officials in public entities are governed by regulations, policies and procedures (Odhiambo and Kamau 2003). Despite this, De Lange, (2011) found that significant monies are wasted each year as a result of poor management of public procurement policies. Therefore, staff in the public sector should be managed to ensure that they comply with the relevant regulations, policies and procedures.

2.2.2 Procurement process efficiency

Mensah, (2013) well-defined purchasing as a cycle or chain that shows the activities that procurement undergoes in obtaining a given need for operational and strategic purposes. Lysons

and Farrington, (2006) defined procurement process as a set of sub processes of phases⁸ which are concentrated on achieving required output. Van Weele, (2010) described and assembled the procurement process into six different phases which encompassed specifications determination, supplier selection contract award, ordering, expediting and supplier evaluation and procurement follow up and evaluation. Monczka et al, (2005) correspondingly discuss the same way as Van Weele except that they mention only five stages one in short of Van Weele's list of six. This implies that the procurement process will be determined by whether the purchase is a straight re-buy, modified re-buy or a new task.

Effective procurement management should acknowledge complexity, find the right skills & organize the work, develop a sound strategy, manage timetable effectively, follow sound bid evaluation method and develop a smart, fair contract. Effective procurement requires organized teamwork: authorities, responsibilities, schedule, and resources (Eduardo, 2004). The term public procurement refers to the purchasing by governments and local authorities of the goods and services they need to operate; ranging from simple office items to sophisticated high-tech equipment. An effective and efficient procurement system ensures that the public receives value for money (Kippra, 2006). Irregular procurement activities in public institutions provide the biggest loophole through which public resources are misappropriated (Otieno, 2004). The question that begs therefore is, what factors influence an effective procurement process and how? A system may be efficient without being effective. An efficient system would be one that appear to be well functioning, timely but may not be producing desired results. In public procurement process, the overriding principle for effectiveness is value for money which means that the process should provide goods and services in the right quantity, time and price. Therefore, an effective procurement process must be timely, cost effective; of right quality and quantity that meets the needs of procuring entity. A discussion of the key principles of procurement is important at this stage. The principles include: value for money, ethics, competition, transparency and accountability. The procurement process creates, manages and terminates a contract which is regulated by a legal framework. In Zimbabwe, this process is regulated by the Public Procurement Act and Disposal Regulations. A lack of familiarity with the procurement procedures of the funding agencies combined with inadequate command of essential business skills has been attributed to increased costs and delays in procuring supplies (Ngugi and Mugo, 2012). Efficient and effective procurement has also been linked.

2.2.3 Competency theory

A core competency is a concept of management theory introduced by Prahalad and Hamel, (1990). This theory is defined as a harmonized combination of multiple resources and staff skills that distinguish a firm in a marketplace (Mulder, 2014). Competence consists of various competencies. A competency is a part of generic competence; it is a coherent cluster of knowledge, skills and attitudes which can be utilized in real performance contexts. Certain individuals always received the prerogative to perform certain activities which had a highly symbolic meaning. The attribution of authority was originally strongly related to tradition but that gradually moved to cognition and ability. In the current meritocratic society, people are generally allocated to jobs based on educational achievement and their profile of capabilities and other personal characteristics (Bieman's et al, 2004). The drive of individuals to learn to perform in certain fields of activities however, never changed, and is to a large extent based on eagerness to master certain skills become independent and get recognition. Thus the theory outlined the fact that the individuals under certain organization are the ones who place that organization on a strategic position through acquired skills and capabilities.

2.2.4 The Structured Process Modelling Theory (SPMT)

This is an explanatory theory that describes the cognitive mechanisms that affect effectiveness and efficiency of business process model. This theory states that modeling accuracy and speed are higher when the modeler adopts an individually fitting, structured and serialized process modeling approach. A process model is a mostly graphical representation that documents the different steps that are or that have to be performed in the execution of a particular process under study, together with their execution constraints such as the allowed sequence or the potential responsible actors for these steps (Dumas et al., 2013; Weske, 2007). Process management has become widespread within the business community, impacting, to varying degrees, upon both organizational practice and organizational language (Armistead et al 1999). The concept of 'process' has repeatedly emerged in many of the prominent thematic initiatives in the post-reengineering era. Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), Six Sigma, and more recently Business Process Management (BPM), for example, all utilize the concept of processes. In addition to transcending these initiatives process can also be found in multiple sectors, and as key elements of performance improvement frameworks. Borrowing from this theory it has seen

that the procurement function has its sequence of steps to be followed on execution of the procurement activities.

SPMT also recognize the concept of cognitive serialization to deal with cognitive overload. If a task requires too much information to be stored in working memory simultaneously, then it is advised to load the information sequentially (Bannert, 2002). This means that intrinsic cognitive load can be spread out over a longer period, which reduces the probability of instantaneous cognitive overload (De Jong, 2010). Thus through a series of stages of doing a task, overload can be easily managed and easily identify the procedural challenges. The structured approaches also help to reduce the occurrence of 'mistakes' and speed up the process. Structuring the process modeling approach seems to increase the effectiveness and efficiency of the construction of process models. The organization has to structure its procurement process accordingly to the cooperate objectives so as to reduce the challenges that may hinder the effectiveness of the service delivery.

2.2.5 Institutional theory

The institutional theory is the traditional approach that is being used to examine elements of public procurement (Obanda, 2010). The theory comprises of three pillars which are regulatory, normative and cultural cognitive. Under regulatory pillar it stresses the use of rules, laws and sanctions as implementation mechanism, with expedience as basis for compliance. Thus the institute in the public procurement should comprises of formal rules governing public procurement procedures, and informal relations between contracting authorities and sellers, affecting both their mutual relations and their common agreements and economic development activities. The second pillar, the normative refers to norms and values, social obligation being the basis of compliance Scott (2004) Thus referring to how things should be done in a preferred or desirable manner. Thus if the organization has a process or procedures to follow for certain task it has to respect that. Cultural cognitive as the third pillar rests on shared understanding thus common beliefs, symbols and shared understanding. Institutions are composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life (Scott, 2004). Borrowing from this theory, in Zimbabwe public procurement is being guided by the Public Procurement Act 22:14, SPB regulations and guidelines which directs procurement process activities and it is from time to time amended by the Public Procurement Oversight Authority only

and which must be obeyed with to the latter by all public entities and providers. From all three pillars of institutions advocated by Scott, (2004), social influence, organizational culture, organizational incentives and enforcement are identified as qualifications of compliance to procurement rules. This theory reflects the situation in the procurement process, the state authorities of the contracting authority must be interested in all cost-effective and efficient purchasing, while suppliers are interested in the maximization of profit possible after the procurement.

Acemoglu et al, (2005) propounded that according to an independent economic institutionalism theory direction, the public procurement process can be understood as a set of institutions with an exceptional inter-relationship between buyers and sellers, as well as affecting the economic development of the country. This theory supports the objective of identifying the institutional challenges that affect procurement process.

2.2.6 Employee competency

According to Banda, (2009) pointed out that many procuring organizations do not have staff with the right competence critical to good procurement process management and therefore there is need for authorities to give much greater emphasis to developing such competence and to adopt best practice more widely. That study pointed out that the cost of employing advisers is very high for big projects and in most situations exceeded budgets by a large margin. The suggestions were that procuring organizations should bring down advisers' costs and certify that sensible budgets are followed through staff competence development. Boyan, (2003) reveals that there are clear benefits in ensuring that staff who handle suppliers are professionals and approaches are handled well. From staff competence the benefits of new products and services are taken to the attention of the right people in the organization. Bergenhegouwen, (1996) argued that in a work context individuals must possess a range of personal competencies along with task specific competencies to perform effectively. Many organizations therefore combine both personal competences and job based competences. Competence can protect the organization, preserve work to a minimum, avoid fermenting relationships and add to the organization's reputation for good management and efficiency and enhance service delivery.

Another research by Berger and Humphrey, (2007), noted that procurement function that is carried out professionally is the heart of delivery of any service on value for money principle.

Understanding the staff competence is the heart born of understanding the characterization of workers within an organization.

2.2.7 Self-Efficacy

At a time when organizations are never more concerned about managing the performance of their employees, more attention is being given to goal setting, feedback, and performance appraisal. However, for people to actually achieve their goals and adapt to the expectations of others in the organization, they also need to believe in their self-efficacy (Lans, 2009). Self-efficacy is defined as people's beliefs in their capabilities to mobilize the motivation, cognitive resources and courses of action needed to exercise control over events in their lives or the belief that one has the capability to organize and execute actions required to obtain any given result (Bandura, 1997).

According to Duchatenier, (2009), there are sources of key self-efficacy; enactive self-mastery, role modelling and verbal persuasion. Enactive self-mastery is achieved when people experience success at performing at least portions of a task, which convinces them that they have what it takes to achieve increasingly difficult accomplishments of similar kind. Role modelling occurs when people observe others perform a task that they are attempting to learn or visualize themselves performing successfully. It provides people with ideas about how they could perform certain task and inspire their confidence that they can act in a similarly successful manner. Verbal persuasion builds self-efficacy when respected managers encourage and praise individuals for their competence and ability to improve their effectiveness (Bandura,ibid). In addition the role and competence of the procurement officer are more complex and distinctly different from other roles in the organization, making the profile very rare and hard to develop.

2.2.8 Procurement challenges in public procurement

Inadequate planning and linking demand to the budget management is integral to the supply chain management process. It defines the decision making process that allows departments to procure at the right time, at the right place and the right price. However many local authorities are still faced with challenges of improper planning and linking demand to budget (Dale, 2010). Cost-effective procurement depends on a specialist's skill to ensure that buying requirements are reliably determined, appropriate contract strategies are developed, contracts are well management and

opportunities are seized to secure the best deals at the right time and at the right price. The importance of drawing up accurate and realistic strategic plans cannot be overestimated.

At times there is an absence of coherent plans, some local authorities cannot properly quantify the needs of those requiring their service or properly estimate costs, nor can they accurately track, control or report on expenditure (Banham, 2008). Banham (ibid) indicates that there is a need to monitor the delivery of services properly to ensure that scarce resources are efficiently procured. Poor planning and budgeting have also affected the implementation of efficient procurement. It is therefore vital that procurement practitioners adequately link demand and planning to budget.

2.2.9 Transparency and professionalism in procurement

Cardwell et al, (2009) observed that there are three essential standards of principles of procurement. The primary guideline is transparency, which gives that all stages in the procurement process are reasonable and precisely archived. The second standard is that of accountability and it brings up that there is requirement for accountability to lenders/financiers, who may require definite rules to be taken after when utilizing the cash they have given. At long last, there is the guideline of efficiency and cost adequacy and this principle is tied in with meeting the 'six rights' of supply (right time, price, quality services, right quantity, and conveyance to the required places and from the most cost effective source).

As indicated by Adjei, (2006), procurement professionalism refers to the vocation whereby experienced, educated and responsible procurement officers make informed decisions regarding procurement of works, foods and services. He contends that the part which procurement professionals play in the procurement framework is critical to the financial improvement of a country. It is along these lines in acknowledgment of this fact that one imperative question of the Public Procurement Board is to advance professionalism in procurement and give the expert improvement, bolster for individuals and involved in public procurement. The Board is to guarantee adherence to moral measures via trained people in procurement process.

Transparency in procurement on the opposite side means influencing the obtainment to process open to all providers and contractual workers of goods, services and works and that the procurement process is open for all partners and invested individuals to see. Adjei, (ibid) notices that transparency requires the making of openness and reasonable strategy for securing of products,

services and works, transparency prompts the development of in-nation ventures and intensity and the public sector is viewed as a mindful business accomplice. Transparency is viewed as a standout amongst other hindrances to defilement and it gives access to data to general society.

2.2.10 Accountability, fraud and corruption

Segal and Summers, (2002) alluded that accountability is government's commitment to demonstrate effectiveness in carrying out objectives and producing the types of services that the public wants and needs. Open doors for fraud, corruption can be made when accountability absences within an organization. Bolton, (2006), finds three key mechanisms of accountability, including the estimation of objectives and results, the avocation or clarification of those outcomes to inner or outside monitors, and discipline or endorses for non-execution or corrupt behavior. As indicated by Lee and Billington, (1992), accountability is a procedure of holding an individual or an organization completely in charge of all aspects of the procurement process over which they exert authority; fortify the view of transparency and fairness and decreasing the rate of defilement. There ought to be clear strategies to be trailed by the procurement team to limit issues/clashes and the potential for suit, deliver better results against expressed goals, keep away from the potential for corrupt practices to happen, and keep up public sector integrity. These procedures should be steady with the authentic interests of tenderers and the Government's policies and regulations as specified. Techniques for supporting accountability in the procurement process incorporate the detachment of obligations and duties (Trepte, 2004). Accountability for results in procurement is having the capacity to clarify how the procurement has accomplished its foreseen results. The lack of accountability, increase in fraud and corruption has led Kwekwe City Council to fail to provide service on time. This has become a perennial problem which has led the council to fail to provide service which led to high shortages of water supply and poor road maintenance.

2.2.11 Link between Procurement Process, Efficiency, Effective and Performance

Knudsen, (1999) argued that procurement performance starts from purchasing efficiency and effectiveness in the procurement function in order to change from being reactive to being proactive to attain set performance levels in an entity. According to Van Weele (2010) purchasing performance is considered to be the result of two elements: purchasing effectiveness and purchasing efficiency. Performance provides the basis for an organization to assess how well it is

progressing towards its predetermined objectives, identifies areas of strengths and weaknesses and decides on future initiatives with the goal of how to initiate performance improvements. This means that purchasing performance is not an end in itself but a means to effective and efficient control and monitoring of the purchasing function (Lardenoije et al, 2005).

Purchasing efficiency and purchasing effectiveness represent different competencies and capabilities for the purchasing function. CIPS (2010) presents the differences between efficiency and effectiveness. Efficiency reflects that the organization is “doing things right”¹⁵ whereas effectiveness relates to the organization “doing the right thing”. This means an organization can be effective and fail to be efficient, the challenge being to balance between the two. Amaratunga and Baldry (2002) suggest that performance is a key driver to improving quality of services while its absence or use of inappropriate means can act as a barrier to change and may lead to deterioration of the purchasing function. Organizations which do not have performance means in their processes, procedures, and plans experience lower performance and higher customer dissatisfaction and employee turnover (CIPS, 2010). Measuring the performance of the purchasing function yields benefits to organizations such as cost reduction, enhanced profitability, assured supplies, quality improvements and competitive advantage as was noted by Batenburg and Versendaal (2006).

Until an organization measures purchasing performance they will never know how well they are performing and why they should measure purchasing performance. Department of Public Works, Queensland Government (2006) identified four reasons for measuring purchasing performance which are it provides feedback on the extent to which the planned outcomes for purchasing are being achieved in the organization, also it provides information for analysis and decision making, and it provides information to executive management about the effectiveness, efficiency, value and contributes to the recognition of the procurement function and finally it provides focus and motivation for purchasing staff.

2.2.12 Procurement Principles and Ethics

The basic aims of good procurement are to procure the right quality of goods, works or services from a reliable supplier in the right quantity ensuring cost effectiveness. Procurement items are to be delivered at the right time, to the right place, in the right quantity and at the right price whilst achieving the lowest total cost. In the achievement of the objectives of a good procurement system

the following factors are of utmost importance: Professionalism; Transparency; Value for money; Competitiveness and Accountability. Other factors include Fairness; Efficiency and ethical approach to the conduct of procurement functions.

2.3 Empirical Literature

2.3.1 Features and Characteristics of workers

In a study done by Davison (2014), where he made a research on the effects that personal and organizational characteristics of procurement professionals have on project success, specifically on the frequency and severity of problems experienced for different types of contracts. A set of personal and organizational characteristics (organization type, current position, the length of service in procurement, the length of service in current position, highest level of education, certificates that respondent possesses, the approximate annual volume of purchases made by the respondent and his/her entire agency etc.) were analyzed with contingency tables methodology to examine any relationship to the frequency and severity of contract problems over a variety of contract types. The researcher assumed that certain personal characteristics influence the frequency of occurrence and the severity of contract administration problems for particular types of contracts. The study showed that the vast majority of people have worked in procurement for more than 20 years and a significant number has worked in this field for 11-20 years. In most of the delays found in the procurement delays resulted from wrong product, personality, conflict on poor performance of sub- contractors.

Thai (2001) in his study wanted to find common challenges, identify external factors that public procurement practitioners have to deal with. In his research he pointed out that due to many reasons public procurement has been perceived as an area of waste and corruption. According to the research findings, the ability of public procurement to accomplish procurement objectives and policies is influenced very much by internal forces including: Professionalism or quality of procurement workforce; Staffing levels, Procurement organizational structure, procurement regulations, rules and guidance; and internal controls and legislative oversight.

Kakwezi and Nyeko, (2010), the author from Uganda carried out a study to identify financial and non-financial measures that can contribute to improved performance of the procurement function. The findings where that, public procurement still marred by unskilled workers, poor quality goods

and services. Failure to implement or delayed implementation of recommended performance standards has resulted in unnecessarily high operation costs, uncoordinated business activities, and failure to attract and retain experienced and skilled personnel in the procurement positions, thus affecting the function's performance.

2.3.2 Procurement cycle/ process

Byarugaba, (2008) carried a study to establish the challenges being faced by procurement section, his objective was to evaluate the procurement process in Universities in the city of Kampala and recommend solutions to the problem. The findings of this showed that the procurement process in the public institution was not efficient because it could not satisfy internal customer's needs. The process was being handled unnecessarily too long and rigid. The researcher recommended that the public procurement process should reduce steps by combining activities that can be done concurrently in one stage as can help to reduce the bureaucratic tendency in the process. Personnel should also be trained in order to improve their skills on procurement processes.

Amemba et al, (2013). This research aims at identifying the challenges facing public procurement performance in the Kenyan public sector. Literature highlights, procurement process, ICT adoption, Ethics and supplier relationship management as some of the key challenges that affects public procurement performance. Legislations to regulate public procurement process in Kenyan have been implemented, through enactment of the public. Procurement and Disposal Act (2005) and Public Procurement and Disposal Regulations (2006). The challenges faced by public procurement have been propagated due to the fact that existing legislations do not foster use of technology in procurement process and formation of long term buyer-supplier relations. Maintenance high ethical standards in the procurement process has also been a nagging challenge, this is exhibited by the poor ranking by Transparency International Corruption Perception Index 2012 at position 139 out of 174 economies in the world.

2.3.3 Institutional or Environmental factors

The study of Kiage (2013) intended to establish the determinants of procurement performance in public entities a case of Ministry of Energy. Specifically the study sought to establish the impact of four independent variables on procurement performance (procurement planning, resource allocation, staff competency and contract management) which according the study contributes to

87.5% of the variations in procurement performance at the Ministry of Energy. Findings from his study indicated that procurement planning has a substantial impact on procurement performance. The researcher recommended that procurement planning should be participatory, regularly reviewed so as to improve on the Ministry's procurement performance. Likewise, management of the procurement process should be controlled by qualified, knowledgeable and experienced procurement professionals. Above, maintaining high procurement standards this also will help achieve high levels of efficiency and effectiveness. Furthermore, to avoid delays in supply and provision of services, the researcher recommended that timelines have to be respected.

(Bashuna, (2013)'s study was to assess selected factors affecting effective management of the procurement function at Nakuru North Sub County Procurement. In the study findings show that the management of the procurement function was found to be slightly effective. This was greatly attributed to project financing, accountability, information Communication Technology adoption and the internal control system as applied in departments. The research dealt with the factors influencing compliance of procurement regulations in public secondary schools in Nyamache sub-county (Onyikwa, 2013). This study concentrated on three variables; ethics in public procurement act, knowledge/training and committee's awareness as factors deemed to influence compliance of procurement regulations in public secondary schools in Nyamache sub-county. From the research findings it can be concluded that ethics, awareness and training influences the compliances of procurement regulations in public secondary schools. Although several developing countries have taken steps to reform their public procurement systems, the process is still shrouded by secrecy, inefficiency, and corruption and undercutting. In all these cases, huge amounts of resources are wasted.

Akua, (2012), the author determines the impact of procurement practices and its effect on operational performance of the University. Finding where that tender committees, tender coordination committees, have been established but they are not functioning as they should. Even though the adoption of procurement policies, rules and regulations are laudable, unfortunately compliance with such policies, principles, rules and regulations governing procurement has become a problem. Which cause corruption, fraud, malpractices to continue to go on and government is losing a lot of tax payers' money on procurement.

2.4 Summary

The chapter featured with a hypothetical view of literature which cleared route for empirical evidence of factors affecting public procurement process. This section outlined some different studies done by various researchers in connection to effects of factors influencing procurement process in local authorities. The theoretical and empirical reviews are analyzed to give a gap on the proposed topic. The next chapter will look at the methodology of the research.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter examines how the study was completed, highlighting all the activities and methods that were undertaken throughout the study of the exploration. The chapter presented research design, research instruments and data collection procedures.

3.2 Research design

Kerlinger, (1986) defined research design as the plan, structure and strategy of investigation seeking through methodical processes (Howard and Sharp,1983) to obtain answers to research questions and to control variance. A case study research design was utilized because it involved investigation of phenomena which was in the case of Kwekwe City Council. Dul, (2008) expresses case study as experimental request that researches a marvel inside its genuine setting. From this definition a case study can be further defined as a method that allows findings to concentrate on a real scenario. The design adopted by the research was mainly secondary data based. Primary data was only used to explain secondary data. A case study allowed the use of both secondary and primary data collection methods. The research adopted a case study method since it gives a unitary character to the data being studied by interrelating a variety of facts to a single case. More so, case studies provides an opportunity for the intensive analysis of many specific details that are often overlooked with other methods such as interviews and questionnaires. KCC was chosen for the purpose of the study.

3.3 Population and sampling

3.3.1 Population Study

Welman and Kruger, (1999) defines study population as a group of elements or cases, whether individuals, object or events that confirm to specific criteria about which the researcher wishes to make a conclusion. Mugenda and Mugenda (2003) concur with this definition as they view population as entire group of individuals, events or objects that have common observable characteristics. Since both primary and secondary data was used to conduct this research, the population for the purpose of this study was all the completed and archived documents in KCC

purchasing cycle from the year 2016 to 2017. Also in the population was the personnel directly involved in KCC procurement activities. Thus the purchasing documents include the purchase requisition, request for quotations, purchase approval, price comparative schedule, purchase order approvals and payment vouchers written during the two periods under review.

3.3.2 Sampling

Sampling is a process of choosing a few from a greater group to wind up noticeably the reason for assessing result with respect to the bigger group (Singh, 1996). According to Line, (1982) defined sample as set number of components from whom speculations can be made about the entire number. From the secondary data available at Kwekwe City Council, a random selection of at least twenty five orders per year was done. A sample size of fifty purchase orders has been randomly chosen since this study covered two years. Since the study made use of primary data, the researcher purposively selected fifteen people for interviews which were those from procurement department. The major reason for the use of purposive sampling in this research study was that it allowed the identification of specific individuals who have the information that the study needs related to the research question.

3.4 Data collection

The researcher used both the primary and the secondary sources of data. Primary and secondary data are used to complement each other in solving research problems. Secondary data is information that is gathered for some different purposes typically not the same as the issue that the research expects to solve (Kotler and Armstrong, 2006). The research used the main sources of secondary data which were purchasing documents for period of 2016 to 2017. The secondary data gives the researcher data or figures with no explanations and that derives her to use primary data in trying to curb the above weakness. Whereas the primary data is the first hand data direct from the respondents through the use of the personal interviews. The researcher used the primary source of data because it was free from misinterpretations and loss of data as the researcher mainly focused on relevant data specifically for the research problem and that it will be coming direct from the horse's mouth.

3.5 Data collection instruments

Blankenship (2010) defined a research instrument as devices for finding data appropriate to a research project. In other words research Instruments are measurement tools designed to obtain data on a topic of interest from research subjects. This research used three instruments to collect data and these were interviews, checklist and secondary records. These were the tools used to gather information or data.²¹

Primary sources

3.5.1 Checklist

The key drive of checklist is to give attention to several characteristics of an object or situation, to identify that nothing of significance is ignored (Makosa, 2014). The researcher used a document checklist as an instrument to identify the documents that are used in the procurement process at KCC. Checklists were used because the research wanted to find the procurement cycle and documents used at KCC.

3.5.2 Interviews

Kvale and Flick, (2007) described interviews as a conversation that has a structure and a purpose determined by the interviewer. They continued to say that the researcher asks about, and listens to, what people relate, and is expressed in their own opinion. However, it is a professional interaction beyond everyday conversation, one which involves careful questioning and listening. Formal structure face-to-face interviews were carried out as a complement to the above already stated method of secondary data. It was through this method that both qualitative and quantitative data were obtained. The individuals' reaction, attitudes and views were noted through the employment of this method. The choice of interview questions were meant to answer or clarify the information gathered from secondary data.

Secondary sources

3.5.3 Purchasing records

In order to gather data which explain the procurement process the research used records of purchases made from 2016 to 2017. The study used data from archived records because some of the data needed for the analysis in the research could not be found through interviews hence there

was need to gather data through secondary information. This helped to analyze the trend in purchasing cycle at KCC. This instrument was used to collect much of the data used in the research study. A handful amount of data was gathered from the archived purchases documents, which were purchase requisition, request for quotations, purchase approval, price comparative schedule, purchase order approvals and payment vouchers written under the two periods under review. The main advantage of using this research instrument is that the data gathered showed the exact procedures and processes that are carried out when undertaking procurement activities and it also allowed gathering data of actual events that occurred. Secondary data have also disadvantages of failure to give explanations of occurrences of certain events and to overcome this problem interviews were conducted. To explain what secondary data could not give- i.e. reasons for the delays in the processing of some transactions.

3.6 Data analysis and presentation of results

Data analysis is defined as a process of inspecting, cleaning, transforming and modelling data with the goal of discovering useful information, suggesting conclusions and supporting decision making. Analysis of the data gathered in this research study was done through the use of the Statistical Package for the Social Sciences (SPSS) Version 16.0. The data collection process resulted in a wealth of qualitative and quantitative data. After completion of the documentary review and interviews by respondents, it was necessary to extract, code data, collate, and quantify data into percentages, inferences for analysis and interpretation. Coding was necessary to facilitate the search for patterns and themes in data, (Patton 1990). The data collected was analyzed and summarized using tables, graphs and pie charts, in order to give clear explanations of the findings.

3.7 Summary

This chapter was concentrating on the research design, citing the different designs which was used. The researcher identified the target population and explained different methods of sampling. The sampling methods was the base to come up with the sample size as mentioned and also different sources of data are highlighted within the chapter. The next chapter is for data analysis and discussion of the result.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter focuses on presentation, analysis and discussion of research findings. Both primary and secondary data was analyzed and summarized using tables, bar graphs and pie charts.

4.2 DATA PRESENTATION

4.2.1 Characteristics of workers

Table1 Personal characteristics of workers involved in procurement

| Characteristic feature | Parameter | Statistics |
|------------------------|-------------------|------------|
| Gender | Male | 53.3% |
| | Female | 46.7% |
| Age | Mean | 40.91 |
| | Std Dev | 6.728 |
| Academic Level | O' Level | 13.33% |
| | A' Level | 53.33% |
| | Other Diplomas | 20% |
| | Bachelor's degree | 6.67% |
| | Post graduate | 6.67% |

Source: primary data

Table 1 above shows the personal characteristics of workers in the procurement function. Out of 15 respondents from city council procurement staff, the qualitative outcomes uncovered that there were 46.7% female and 53.3% males. That is, this can be explained by the fact that more woman had not yet joined the procurement profession. The analysis revealed that there are more male managers than female. The reason maybe because females are afraid of taking more risk and responsibility and also less woman are willing to take to those positions which require more manual labour. The staff's age has a mean of 40.91. In addition, the findings on the age profile of the respondents indicate that majority of the workers are mature and committed to their work.

The results on the academic level of the procurement personnel shows that most majority workers 53.33% have A 'Level certificates, followed by 20% of those holding other diplomas and O' Levels 13.33%. The ones holding a bachelor's degree and post graduate degree has a

same percentage of 6.67%. This implies that the workers have educational knowledge on certain areas they have studied which do not relate to procurement and they are literate. Thus if there are to be trained on procurement manual they will be able to learn quickly.

Table 2 Professional characteristics of workers involved in procurement

| Characteristic feature | Parameter | Statistics |
|-------------------------|-----------------|--------------|
| Experience in the trade | Min | 1 |
| | Max | 20 |
| | Mean | 7.18 |
| | Std Dev | 4.958 |
| Experience on the job | Min | 0.50 |
| | Max | 8 |
| | Mean | 2.4067 |
| | Std dev | 2.27924 |
| Relevant professional | None | 73.3% |
| | Relevant | 26.7% |

Source: Primary data

The table 2 above shows the professional levels of the procurement workers, their experience in the trade, on job and their relevant professional to procurement. The results pertaining the workers' experience shows that the workers have much experience in the trade rather than on the job. Experience in the trade showed a mean of 7.18 and experience on the job shows that some have less than a year on the post. This implies that most of them are new in the procurement function and they had less job experience. Due to the level of the workers' experience on job there were not additionally ready to attract the measures to enhance the procurement process. Subsequently length of experience demonstrates the learning gained by respondents throughout the years they have been working in the procurement arena. Thus Turoff (1999) study, said that people with more experience has more knowledge about how a particular organization functions than those without experience. That is respondents with more experience may have more experience and knowledge on how the business has been influenced by procurement process in the previous years, challenges and to what extent that has affected the service delivery.

The results on relevant professional courses to procurement demonstrates that a large portion of the respondents originate from those with no relevant qualifications of procurement 73.3% which expresses that the procurement function has less skilled workers. This would contribute

to the poor performance of the procurement process as the workforce have no adequate knowledge pertaining procurement activities. Those with relevant qualification 26.7% originate from those with A' level certificates which will also be a contributing factor. The findings are similar to those revealed by Kakwezi and Nyeko (2010), the study found that public procurement is still marred by unskilled workers and many among others. The workforce can have issues in actualizing the procurement strategic as the vast majority of them didn't reach or have knowledge pertaining procurement so their basic leadership can be poor and poor strategies are executed. In the study done by Thai, (2001) he found that professionalism and quality of procurement workforce influences the achievement of objectives of public procurement. The individuals who are exceedingly professional qualified will give better decision making in actualizing strategies within the organization.

4.2.2 Procurement personnel knowledge

In-house training and area of focus

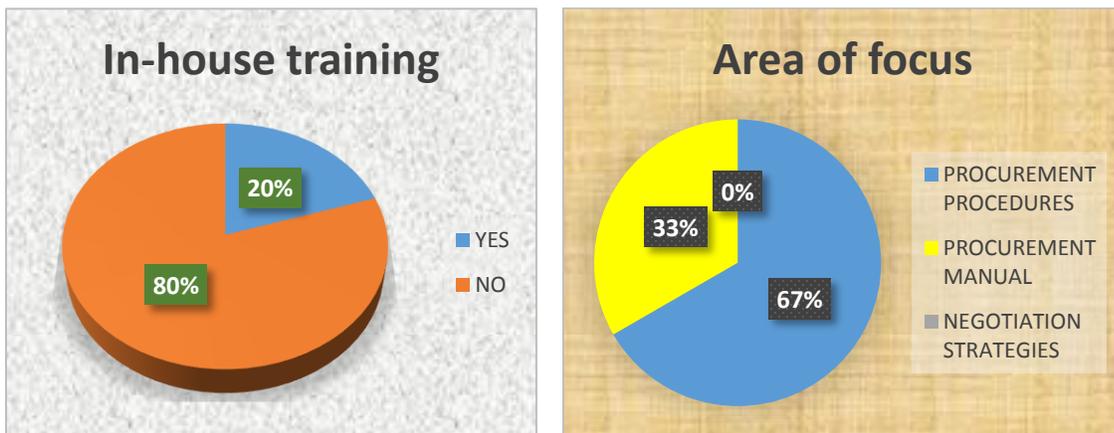


Figure 1 In-house training and area of focus

Source: primary data

The results in figure 1 above shows that most of the procurement personnel 80% did not do in-house trainings pertaining procurement activities. Only the senior management 20%, which is the buyer, stores controller and the director of finance do in-house trainings and the rest did not do. From the 20% of those who did procurement in-house trainings, 67% do trainings on procurement procedures and 33% do on procurement manual. This indicates that only few procurement personnel have knowledge on procurement. The procurement personnel does not have negotiation

skills to deal with suppliers and the external environment. Negotiation skills are critical for a procurement personnel to have them as they help on lower prices, quality and right delivery. Onyikwa (2013) found out that awareness, knowledge and training on procurement issues have a great influence on the performance and compliance of personnel to procurement regulations and processes.

4.3 A review of Kwekwe City Council procurement system

The research found out that KCC has a purchasing cycle which it follows. The sequence is as in table 3 that follows:

Table 3 Purchasing process/ cycle stages

| Sequence | Currently followed |
|---------------------------------|--------------------|
| Purchasing request | ✓ |
| Requisition authorization | ✓ |
| Receipt of purchase requisition | ✓ |
| Comparative Schedule | ✓ |
| Purchase approval | ✓ |
| Purchase order | ✓ |

Source: Primary data

This cycle is seen to be too long and time consuming. Each of the stages above require a certain document to be filled and signed for the next procedure. The personnel only use the computer for generation or printing of orders and the rest is done manually. The respondents complained of this cycle on that there is a lot of paper work which lead to the misplacements of documents. Below is the table showing the results of the documents checklist being used in the procurement process following the above procedure.

4.3.1 Documents used at KCC on procurement cycle/process

Table 4 Documents checklist

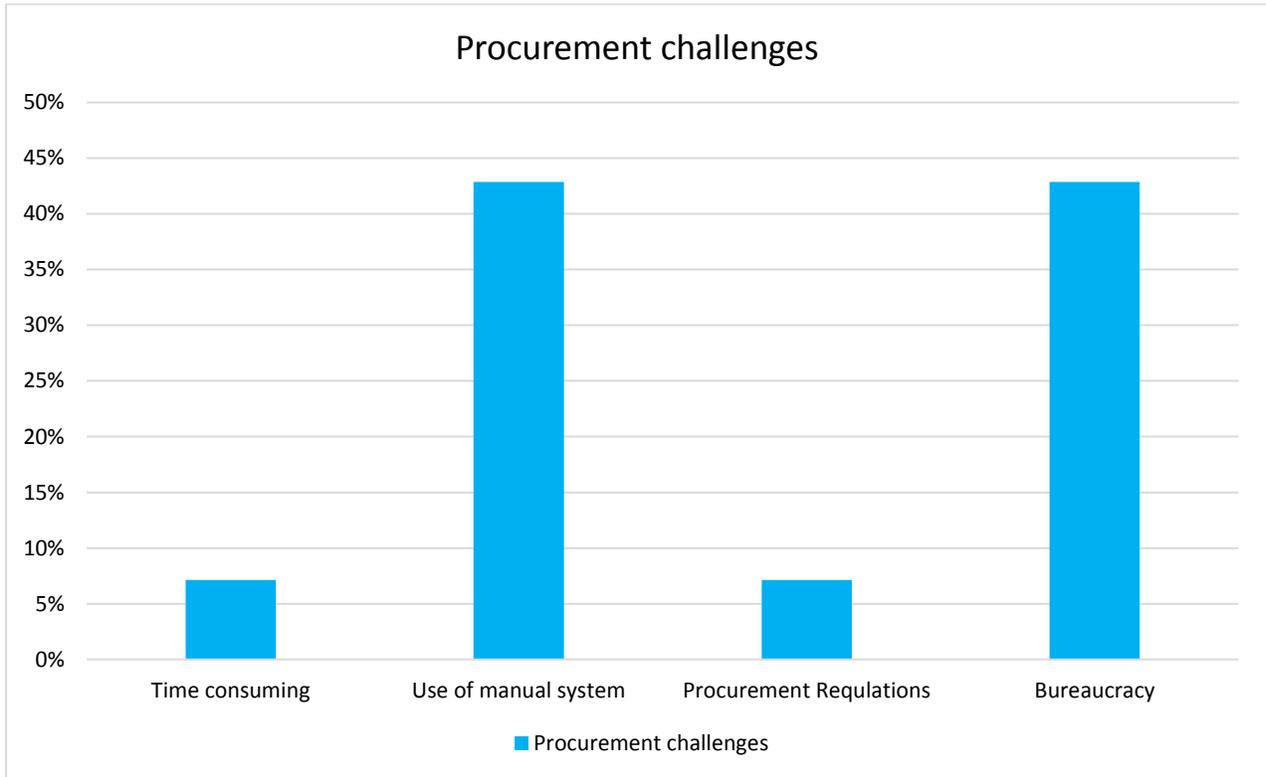
| Document | Present use | Number of amendments | Last amendment | Use | Perception |
|----------|-------------|----------------------|----------------|---|--|
| P.R | ✓ | 4 | 2014 | Making specification of goods/ services needed | A very important document which specifies users requirements |
| R.Q | ✓ | 3 | 2015 | Request to supplies for quotation | Important document for communicating with suppliers |
| C.S | ✓ | 0 | 2013 | Comparing supplier prices, terms and conditions | Important document to evaluate suppliers bids |
| P.O | ✓ | 0 | 2013 | Contract suppliers to deliver goods or services | A very important document |
| D.N | ✓ | 1 | 2015 | Shows delivery has been made | Very important |
| S.I | ✓ | 3 | 2013 | Shows goods and value to be paid | Very document |
| G.R.N | ✓ | 0 | 2007 | Shows prove of goods that have been delivered | A very important document |
| C.R.F | ✓ | 2 | 2013 | This replaced the P.A | A very important document |
| P.V | ✓ | 1 | 2013 | Shows payment has been approved | A very Important document |

Source: raw data

P.R= Purchase Request R.Q= Request for Quotation C.S= Comparative Schedule P.O= Purchase Order D.N= Delivery Note S.I= Supplier Invoice G.R.N= Goods Received Note C.R.F= Cheque Requisition Form P.V= Payment Voucher

The above table 4 shows the number of paperwork involved in procurement function at Kwekwe City Council. The supplier invoice has been amended due to Zimbabwe revenue authority requirements for value added tax submission. Some documents have been amended to match the organization needs. There are too many documents used such that effectiveness and efficiency is comprised. To the other hand those documents may be necessary for audit trail in manual system.

4.3.2 The major issues that hinder KCC procurement system



Source: primary data

Figure 2 Procurement system challenges

From the results above figure 2 shows that KKC' purchasing system is highly comprised with manual system and bureaucracy. The respondents showed that the council is characterized with four different challenges which were the use of manual system 43%, bureaucracy 43%, and time consuming 7% and procurement regulations 7%. Thus the organization use the system which is not automated starting from the purchase request to the payment voucher. The use of purchasing manual system makes the procurement process took longer than necessary and most of times documents take time to circulate. Due to no technologies on the system, long delays were experienced and this goes in line with the study of Bashuna (2013), who found that procurement function was found to be slightly effective due to ICT adoption, internal control systems and accountability.

The study also agreed with the findings of (Byaragba, 2008) which stated out that public functions and institutions are characterized by long and rigid procedures and process. The procurement regulation and rules were meant to achieve transparency but not efficiency and cost saving.

4.3.3 Average time taken to complete purchasing cycle/process

Table 5 Trend analysis of Procurement cycle days

| 2016 | N | Minimum | Maximum | Mean | Std. Deviation | Skewness |
|---------------------------|-----------|-----------|-----------|-----------|----------------|-----------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic |
| Order value | 25 | \$145 | \$35732 | 7979.00 | 11117.345 | 1.701 |
| Purchase Request | 25 | 1 | 9 | 5.04 | 1.989 | -0.405 |
| Requisition approval time | 25 | 1 | 7 | 4.80 | 1.979 | -0.505 |
| Receipt of purchase | 25 | 1 | 5 | 3.76 | 1.363 | -0.708 |
| Comparative schedule | 25 | 1 | 7 | 4.52 | 2.002 | -0.252 |
| Purchase approval | 25 | 1 | 38 | 11.40 | 9.110 | 1.409 |
| Official purchase order | 25 | 1 | 23 | 8.36 | 5.522 | 0.869 |
| Delivery | 25 | 1 | 75 | 38.24 | 21.697 | -0.040 |
| Payment of Supplier | 25 | 1 | 120 | 78.08 | 42.682 | -0.465 |
| 2017 | | | | | | |
| 2017 | N | Minimum | Maximum | Mean | Std. Deviation | Skewness |
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic |
| Order value | 25 | \$155 | \$40700 | 6786.32 | 11290.962 | 2.178 |
| Purchase request | 25 | 1 | 7 | 5.88 | 1.764 | -1.586 |
| Requisition approval time | 25 | 1 | 8 | 4.48 | 2.293 | -0.445 |
| Receipt of purchase | 25 | 1 | 7 | 4.24 | 1.985 | -0.084 |
| Comparative schedule | 25 | 1 | 6 | 4.72 | 1.429 | -1.043 |
| Purchase approval | 25 | 1 | 35 | 9.80 | 8.302 | 2.051 |
| Official purchase order | 25 | 1 | 20 | 8.08 | 4.907 | 0.622 |
| Delivery | 25 | 1 | 90 | 32.40 | 23.974 | 0.534 |
| Payment of Supplier | 25 | 1 | 185 | 98.48 | 66.061 | 0.083 |
| OVERALL | | | | | | |
| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness |
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic |
| Order value | 50 | \$145 | \$40700 | 7382.66 | 11105.918 | 1.873 |
| Purchase request | 50 | 1 | 9 | 5.46 | 1.908 | -0.881 |
| Requisition approval time | 50 | 1 | 8 | 4.64 | 2.126 | -0.487 |
| Receipt of purchase | 50 | 1 | 7 | 4.00 | 1.702 | -0.078 |
| Comparative schedule | 50 | 1 | 7 | 4.62 | 1.725 | -0.522 |
| Purchase approval | 50 | 1 | 38 | 10.60 | 8.664 | 1.643 |
| Official purchase order | 50 | 1 | 23 | 8.22 | 5.172 | 0.756 |
| Delivery | 50 | 1 | 90 | 35.32 | 22.821 | 0.235 |
| Payment of Supplier | 50 | 1 | 185 | 88.28 | 56.000 | 0.193 |

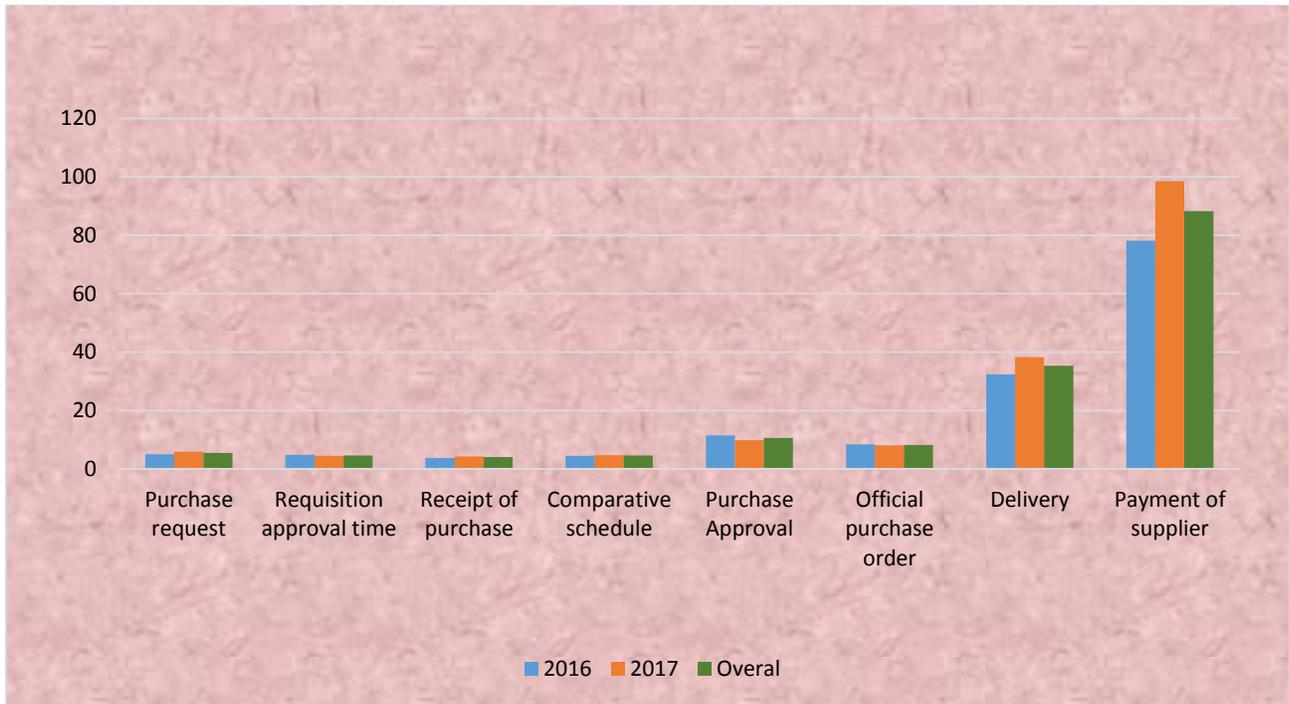
Source: secondary data

The table 5 above shows findings of the statistics of the time taken to complete the purchasing cycle at Kwekwe City Council for the period 2016 and 2017. The data showed that KCC purchasing cycle was increasing taking a very long time to be completed. This implies that there are improvements on the cycle days. This can be supported by table 2 which shows that the procurement personnel has no relevant professional and trainings. On average most of the cycle took more than a day to be completed while the cycle is too long. This was established by the low standard deviations to the mean number of days taken to complete the procurement process. The cycle has very small Skewness values, most of them negative which indicate that most delays takes place in the process.

The above data shows that delivery time increased and that could have resulted from poor negotiation strategies with suppliers as indicated in figure 1 that there were in-house trainings on that particular area. The payment period by KCC was too long and it increased in 2017. This discourages suppliers from submitting quotations and make proper deliveries. The study confirms that the main causes of such delays were due to bureaucracy, manual system and procurement regulations. Thus failure to adopt the latest technologies on procurement and poor trainings has resulted to longer cycle days. Thus the time taken to complete each and every stage of the cycle was found to be a contributing factor to the delays in product and service delivery.

Figure 3 below show a graphical presentation from the findings above, of the times taken to complete stages of the cycle.

Time analysis



Source: secondary data

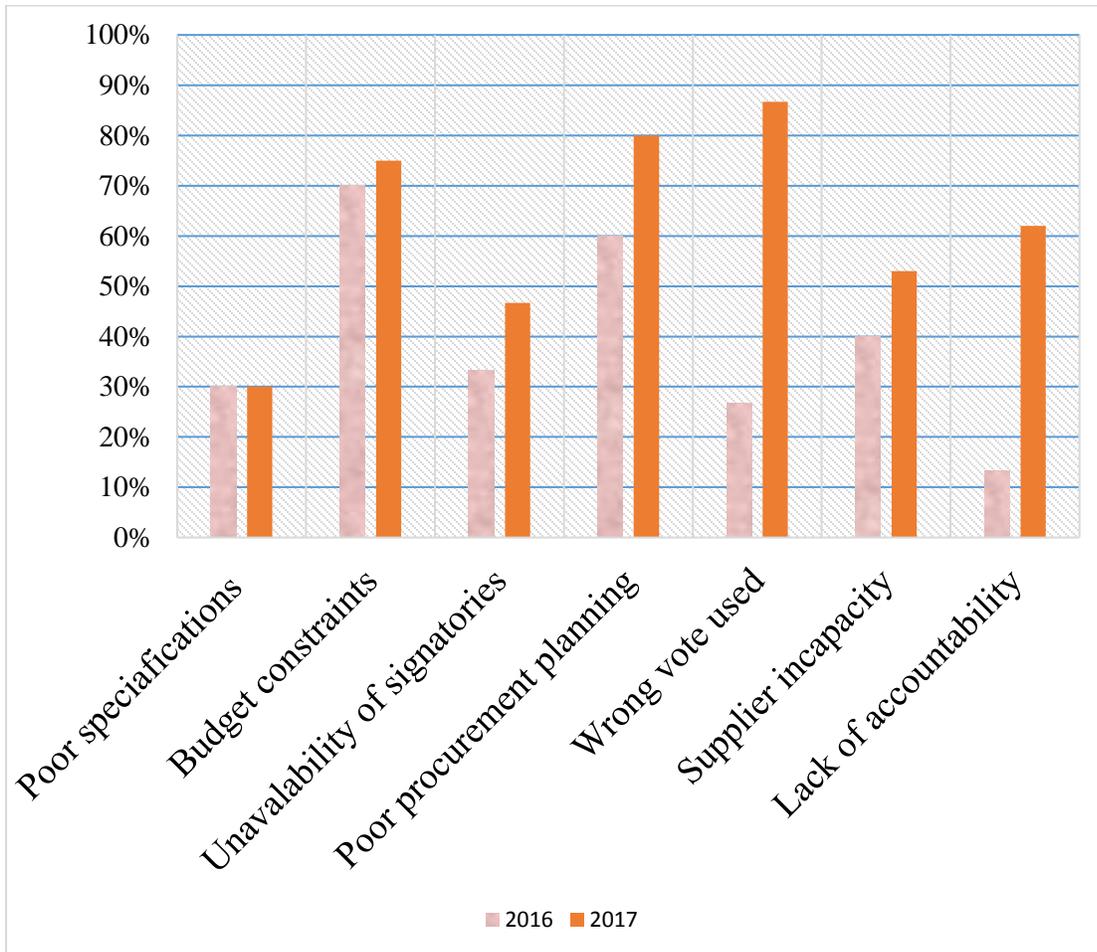
Figure 3 Time analysis

Figure 3 above show a graphical presentation of the times taken to complete each stage of the procurement cycle. The procurement system challenges discovered above on figure 2 also contributed to the increase delays experienced in cycle time. It is shown that there is still need to improve on the payment process in order to reduce the number of days taken to make the delivery. The study reviewed that longer deliveries are caused by longer payments of suppliers and poor negotiation skills as their being discouraged to do business with the City council. So this contributed a lot to the shortages of resources on time to the society. The overall number of days taken to complete the procurement stages shows that it takes too long to be completed, hence leading to failure to service delivery. This study is linked to the study findings made Makosa (2014) which also indicated that universities' purchasing cycle is comprised of long delays.

4.4 Institutional factors affecting purchasing cycle

The procurement process at KCC has seen to be too long and the research went further on to identify major factors causing such delays within the purchasing function. The identification of causes of delays concentrated on each stage of the procurement cycle. The research findings

discovered that the procurement process faced with challenges which hindered the successful procurement of goods and services. Figure 4 below show a summary of the factors found.



Source: Secondary data

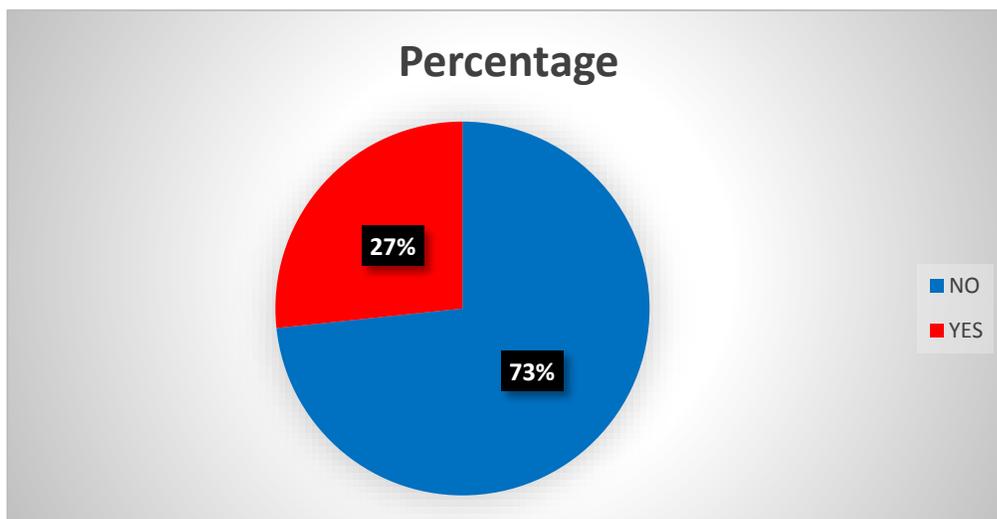
Figure 4 Institutional factors

Research findings as shown in figure 4 above show that a lot of procurement documents were being returned back and forth in the procurement cycle due to various reasons given. The delays during procurement process were increasing over the years under review. Poor purchasing planning and wrong votes used was a major factor found to be delaying making of purchasing decisions during sourcing stage. Kiage (2013) in his study he found that procurement planning has a great impact on the performance. This reviews that lack of planning negatively affected effectiveness of procurement functions hence leading to delays. Findings review that some of delays were due to exceeding budgets. Budget management requires knowledge and skills since

this requires highly skillful personnel. Earlier in this chapter it was found that a greater number of personnel involved in the procurement function at KCC is not well experienced on the job and they do not have relevant professionals to procurement, this may be the reason for failure to manage the procurement budget. On the requisition approval and purchase approval stages, the problems mainly originated from seeking authority from high authorities and unavailability of signatories. More, so a greater number of the purchases were returned due to request not signed.

A considerable number of purchase requisitions were being returned due to poor specifications, this can be a sign of lack of knowledge about procurement as found by (Kiage,2013). This shows that most users who request the purchase of goods and services do not know how to write specifications of their requirements. Delays due to unavailability of signatories' shows an element of rigidity within the procurement process as was found also found by Byarugaba, (2008) in his research study. It was found that most of the delays positively link to the issues indicated by the interview respondents, it was found that the procurements systems are too manual and involves a lot of paperwork which in some cases led to loss of documents. The procurement personnel were not being accountable for their work and duties which brings problems to the procurement process. Supplier Incapacity increased due to longer payment periods at KCC. A study carried by Amemba et al, (2013) it was found that failure to foster technology on procurement has negative penalties in the processes and effective management of procurement functions and at Kwekwe City Council it cannot be denied that some of these penalties are continuously being felt.

4.4.1 Perception of the usefulness on the procurement process.



Source: Primary data

Figure 5 Improvement of procurement function

The results in figure 5 indicate that a large number of the respondents (73%) disagreed that there is any improvement on procurement process and (27%) agreed with the statement that there is any improvement on procurement process. The findings shows that there is no any improvement on procurement as the procurement function does not set other strategies or procedures to improve the procurement process. This can be contributed by skills of employees as they are not much educated. However these clashes with Bashuna (2013), in his study of assess selected factors affecting effective management of the procurement function at Nakuru North Sub County Procurement. In his research he says that the management is slightly effective in the management of procurement function. This was greatly credited to accountability, information Communication Technology adoption, project financing and the internal control system as applied in departments.

4.5 Chapter summary

This chapter presented and analyzed data. Research findings were discussed using Pie charts, graphs and tables to present the major findings from the research. The major factors hindering public procurement process were identified. The influence of the factors to the process were also assessed. The next chapter presents summary, conclusions and recommendations emanating from the study.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a clear summary of the study and conclusions drawn from the empirical results of the previous chapter. The chapter is divided into three sections, a summary of the research study findings, conclusions of the study and gives recommendations and further research directions.

5.2 Summary of findings

The study carried out an analysis of factors affecting the procurement process at Kwekwe City Council. A detailed review of theoretical and empirical literature was done in order to place this study against the background of the main objectives of the study.

The findings we got from the research showed that many employees in public procurement are not well educated and qualified to undertake procurement functions. The workforce in public procurement had less trainings in public knowledge. Thus the employee competency plays a significant influence on the procurement process. It has also been discovered that public procurement is bureaucratic.

The findings are consistent with studies of Hudson (2008) which demonstrated that in order to obtain superior performance in an evolving role; procurement officers must have an uncommonly varied mix operant or technical competencies. In addition, the findings are in agreement with Bergenhenegouwen, et al (1996) who argues that individuals must possess a range of task specific competencies to perform effectively.

Both quantitative and qualitative approaches were used to analyze the different factors that affects public procurement process and the sources of data were found from within the organization. These data permitted us to come up with the findings. SPSS (Statistical Package for Social Science) software was used for most of the data analysis.

5.3 Conclusions

The researcher depicted up the following:

- The employees directly involved in the procurement are not well trained in the purchasing trends. This was evidenced by their relevant professional qualifications of procurement, experience and in-house trainings attended. The response from the respondents that there is no any improvement in the procurement function. This is because of the lack of professionalism.
- The use of manual procurement system was found to be the major source of inefficiencies in local authority's procurement functions. This was evidenced by the number of documents and time taken to complete each stage of 8 stages of purchasing cycle. This showed that manual system takes too long. Purchases of high value took longer to be authorized and paid. The higher the order value the more bureaucratic it takes to be processed since they require senior staff members to authorize.
- Budget constraints, supplier incapacity, poor specifications and wrong votes used also affected the procurement process. These factors contributed to the delays being faced by the Kwekwe City Council in that the requisition or orders are being returned without actioned due to those challenges.
- Most of the purchasing cycle documents have been amended to meet organizational needs. The study reviewed that procurement cycle stages used a lot of paperwork and could not be done in time because of unavailability of signatories and it could take days before approval is made. It can be concluded that most payment failures are not necessarily caused by the procurement staff it was due to poor financial status of the institution.

5.4 Recommendations

- a) First the study recommends that the organization should enhance its employees' competence through training on the entire procurement activities. Training is an organized activity aimed at imparting information and or instructions to improve recipient's performance or to help him or her attain a required level of knowledge or skill and improve

the corporate image of the department. All procurement staff should be forced to attend procurement training workshops.

- b) Secondly local authorities in the country should embrace e-procurement. There are technological innovations which if implemented will make procurement more efficient and effective like the Enterprise Resource Planning System (ERPS). ERPS would integrate e-procurement into the entire business operations of the organization which would create benefits such as making procurement process easy, transparent and will improve transaction time and accuracy.
- c) Thirdly it is important to offer ethics education and good corporate governance to appointed tendering committee members in order to ensure they serve in ultimate objectivity, accountability, and non-discrimination.

5.5 Area of further study

Further studies should be undertaken on the following area: challenges of implementing e-procurement in public sector; factors affecting procurement performance of organization in private sectors and also effects of public procurement act on procurement process.

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ANNEXURE 2

Procurement cycle document checklist

| Document | Present use | Number of amendments | Last amendment | Use | Perception |
|-------------------------|-------------|----------------------|----------------|-----|------------|
| Purchase request | | | | | |
| Request for quotation | | | | | |
| Comparative schedule | | | | | |
| Purchase order | | | | | |
| Delivery notes | | | | | |
| Suppliers' invoice | | | | | |
| Goods Received Note | | | | | |
| Cheque Requisition Form | | | | | |
| Payment voucher | | | | | |

ANNEXURE 3

Purchasing cycle stages review

Kwekwe City Council

PURCHASING CYCLE STAGES REVIEW OF DELAYS

PURCHASE ORDER NO.

PURCHASE ORDER VALUE

DESCRIPTION OF ORDER ITEMS

REQUEST GENERATED BY

Stage 1

PURCHASE REQUEST

Date of request generation

Stage 2

REQUESTION APPROVAL (by the D.O.F /Section head)

Date in

Date out Total time taken (in days)

Date of return of requisition (if any)

Reason of return (if any)

Time taken to rectify the problem on the requisition (in days)

Stage 3

BUYING OFFICE

RECEIPT OF PURCHASE REQUEST FROM THE STOREKEEPER/END USER

Date received

Date auctioned Total time taken (in days)

Date of return of requisition (if any)

Reason of return (if any)

Time taken to rectify the problem on the requisition (in days)

Causes of delay.....

Stage 4

COMPARATIVE SCHEDULE

Date generation

Date of approval Total time taken (in days)

Date of disapproval (if any).....

Reason of disapproval (if any)

Time taken to rectify the problem on the comparative schedule (in days)

Stage 5

PURCHASE APPROVAL

Date of generation

Date of approval Total days taken (in days)

Date of disapproval (if any)

Reason of disapproval

Time taken to rectify the problem on purchase approval (in days)

Stage 6

OFFICIAL PURCHASE ORDER

Date of generation

Date of approval Total days taken (in days)

Date of disapproval (if any)

Reason of disapproval

Time taken to rectify the problem on purchase order (in days)

Stage 7

DELIVERY

Date of expected delivery

Date of actual delivery Total time taken (in days)

Reason of late/early delivery (if any).....

Stage 8

PAYMENT OF SUPPLIER

Date of expected payment

Date of actual payment Total time taken (in days)

Date of disapproval (if any)

Reason for early or late payment (if any)