THE IMPACT OF THE ZIMBABWE PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS ACT (22:23) ON TRANSPARENCY AND INTEGRITY IN PUBLIC PROCURING ENTITIES.

EDWELL MUGANU

A DISSERTATION SUBMITTED IN PARTIAL FULLFILMENT OF THE REQUIREMENTS FOR THE MASTER OF SCIENCE DEGREE IN PURCHASING AND SUPPLY CHAIN MANAGEMENT OF BINDURA UNIVERSITY

MAY 2019
RELEASE FORM

NAME OF STUDENT: EDWELL MUGANU

REG NUMBER: B1336617

DISSERTATION TITLE: THE IMPACT OF THE ZIMBABWE PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS ACT (22:23) ON TRANSPARENCY AND INTEGRITY IN PUBLIC PROCURING ENTITIES.

DEGREE TITLE: MASTER OF SCIENCE DEGREE IN PURCHASING AND SUPPLY CHAIN MANAGEMENT

YEAR GRANTED: 2019

Permission is hereby granted to the Bindura University of Science Education Library to produce single copies of this Dissertation research project and to lend or sell such copies for private, scholarly or scientific research purposes only. The author reserves other publication rights and no extensive extracts from the research project may be printed or otherwise reproduced without the author’s written permission.

SIGNED .............................................

PERMANENT ADDRESS: House Number 389, Manhenga Township

Bindura

DATE: MAY 2019
APPROVAL FORM

I, the undersigned, certify that I have read and recommend to Bindura university of science education for acceptance, a dissertation entitled, the impact of the Zimbabwe public procurement and disposal of public assets act (22:23) on transparency and integrity in procuring entities, submitted by Edwell Muganu (B1336617) in partial fulfilment of the requirements for Master of Science Degree in Purchasing and Supply Chain Management at Bindura University of Science Education.

SUPERVISOR (S)        DATE

CHAIRPERSON        DATE

EXTERNAL EXAMINER        DATE
DEDICATION

I dedicate this study to my wife Comfort Ziyenge, who was a pillar of support throughout my study.
The global public procurement systems appear to be marred with ineffectiveness, corruption, and lack of transparency. This problem has not spared Zimbabwe, but in Zimbabwe this has been exacerbated by the not so well performing economy that has seen this country experience a lot of economic instability dating back to the year 2008. Zimbabwe Electoral Commission is guided by the public procurement system since it is a public entity. Thus the commission is expected to follow the new Procurement and Disposal of Public Assets Act chapter 22:23, something the researcher is yet to find out. This study focused on assessing the impact of the Public Procurement and Disposal of Public Assets chapter 22:23 on transparency and integrity in procurement in the Zimbabwe Electoral Commission’s procuring entities which are its head office and three selected provinces. The study focused on the impact of the Zimbabwe public procurement and disposal of public assets act (22:23) on transparency and integrity in procuring entities by examining the part in the new procurement act that deals with transparency and integrity. The study was a descriptive survey which employed both quantitative and qualitative approaches for the improvement of the quality of the research. All the Administration officers were selected purposively. Questionnaires numbering 28 were distributed to the respondents and the response rate was 92%. Additional data was also collected through interviews which were done with four Senior Administration Officers, each from Mashonaland West, Mashonaland East, Mashonaland Central and the Zimbabwe Electoral Commission head office. The data was analysed and presented in tables. Findings of the study were that the Zimbabwe Electoral Commission complied with the new Public Procurement and Disposal Public Assets on transparency and integrity. There is also a recommendation for further studies in the same area focusing on other different procuring entities other than those in Zimbabwe Electoral Commission so as to infer the findings to all public procuring entities in Zimbabwe.
ACKNOWLEDGEMENT

I am indebted to the Zimbabwe Electoral Commission and its staff members for a positive contribution to my study. I would like to thank all staff members that responded to my questionnaires. To my supervisor Dr Felix Chari, I say thank you for the assistance you gave me during the course of my study and to my children I say may God bless you for the time that I deprived you of my presence during the period of study.
# Table of Contents

RELEASE FORM ..................................................................................................................... i  
APPROVAL FORM .................................................................................................................. ii  
DEDICATION.............................................................................................................................. iii  
ABSTRACT.......................................................................................................................................... iv  
ACKNOWLEDGEMENT...................................................................................................................... v  
List of Table .......................................................................................................................................... ix  
List of figures ......................................................................................................................................... x  
List of Appendices ................................................................................................................................ xi  
CHAPTER I .......................................................................................................................................... 1  
INTRODUCTION................................................................................................................................. 1  
  1.1 Introduction............................................................................................................................... 1  
  1.2 Background of the study ........................................................................................................... 1  
  1.3 Problem Statement .................................................................................................................... 4  
  1.4 Research Objectives .................................................................................................................. 4  
  1.5 Research questions .................................................................................................................... 5  
  1.6 Significance of the study ............................................................................................................. 5  
  1.7 Assumptions ............................................................................................................................... 6  
  1.8 Delimitation ............................................................................................................................... 6  
  1.9 Limitations ................................................................................................................................ 6  
  1.10 Definition of key terms ............................................................................................................ 7  
  1.11 Chapter Summary .................................................................................................................... 7  
CHAPTER II ......................................................................................................................................... 8  
LITERATURE REVIEW....................................................................................................................... 8  
  2.1 Introduction ............................................................................................................................... 8  
  2.2 Theoretical Frameworks ........................................................................................................... 8  
  2.2.1 The Public Choice Theory ..................................................................................................... 9  
  2.2.2 The Agency Theory ................................................................................................................. 9  
  2.2.3 Compliance with Public Procurement Act in developing countries ...................................... 10  
  2.2.3.1 South Africa ......................................................................................................................... 10  
  2.2.3.2 Kenya ................................................................................................................................... 11  
  2.2.4 Compliance with Public Procurements practices Act in developed countries ..................... 11  
  2.2.4.1 United Kingdom .................................................................................................................. 11  
  2.2.4.2 Canada .................................................................................................................................. 12  
  2.3 Conceptual Framework ............................................................................................................. 12  
  2.3.1 Transparency and Integrity .................................................................................................. 12
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3</td>
<td>Gender</td>
<td>24</td>
</tr>
<tr>
<td>4.5</td>
<td>Position</td>
<td>26</td>
</tr>
<tr>
<td>4.6</td>
<td>Instrument Reliability Statistics</td>
<td>26</td>
</tr>
<tr>
<td>4.7</td>
<td>Compliance Level</td>
<td>29</td>
</tr>
<tr>
<td>4.8</td>
<td>Current practices</td>
<td>29</td>
</tr>
<tr>
<td>4.9.1</td>
<td>Model summary of relationship between PPDPA and transparency and integrity</td>
<td>31</td>
</tr>
<tr>
<td>4.9.2</td>
<td>ANOVA of PPDPA Act and transparency and Transparency and Integrity</td>
<td>32</td>
</tr>
<tr>
<td>4.9.3</td>
<td>Coefficient of relationship between PDDPA Act and transparency and integrity</td>
<td>32</td>
</tr>
</tbody>
</table>
# List of figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Conceptual Framework</td>
<td>13</td>
</tr>
<tr>
<td>4.4</td>
<td>Highest Qualifications</td>
<td>25</td>
</tr>
</tbody>
</table>
## List of Appendices

<table>
<thead>
<tr>
<th>Appendices</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Questionnaire</td>
<td>36</td>
</tr>
<tr>
<td>B</td>
<td>Interview guide</td>
<td>37</td>
</tr>
<tr>
<td>C</td>
<td>Copy of interview schedule</td>
<td>40</td>
</tr>
<tr>
<td>D</td>
<td>Clearance Letter</td>
<td>41</td>
</tr>
</tbody>
</table>
CHAPTER I

INTRODUCTION

1.1 Introduction

This chapter covered the topic the researcher looked at, the background to the study, statement of the problem, objectives of the study, research questions, purpose of the study and its significance. It also highlighted assumptions, delimitation of the study and limitations of the study. Definition of terms also featured in this chapter. All these areas gave a general guidance and a clear direction of the research.

1.2 Background of the study

In developed countries, public procurement is a key function in service delivery and the performance of government departments. Hunja (2001) highlights that in Britain, public procurement is considered a very special occupation in that it has a professional body like other professions. Britain being a developed country with wealthy people and with its recognition of professional public procurement, one would expect almost close to perfect procurement processes, since being developed means better systems, but that is not the case. According to Odhiambo (2003), procurement is as problematic in Britain as it is in other countries.

In South Africa, despite the reform processes in public procurement and the employment of supply chain management as a strategic tool, problems identified in the public procurement practices includes non-compliance with legislation and policies related to procurement and supply chain management, as well as tender irregularities (Ambe and Badenhorst-Weiss 2012). Livhuwani (2012) found out that, the supply chain management section in Limpopo was experiencing problems of poor service delivery as a result of insufficient training, lack of experience and inadequate qualifications of the workers. This resulted in the failure of the procurement personnel to interpret policies, acts, rules and regulations that govern supply chain management, and they tended to award contracts to unqualified service providers who bribed public officials via monetary reward.
In developing countries like Tanzania, the public procurement process is governed by procurement laws and regulations, but the supervision of the processes is not thorough. Just as highlighted by Herndon (1999), tenders are awarded to relatives and those who have money.

Forty years have passed since the establishment of public procurement in Mainland Tanzania and the circumstance then are different from those of today. Changes have been experienced in political, economic and commercial conditions in Tanzania. Hence there was need to revamp the old public procurement act and come up with a new one to suit the modern times.

This and other reasons caused the Government’s to undertake public procurement reform in Tanzania Mainland which started in 1992 when the Government commissioned a consultant to undertake the Public Procurement and Supply Management.

In Zimbabwe, another developing country, as highlighted by Mushanyuri (2014), it is estimated that 60% of government expenditure is allocated to public procurement, which is significant for a country that is facing liquidity challenges coupled with a lack of balance of payments support. Subsequently, the public procurement system in Zimbabwe as further indicated by Mushanyuri (2014) fails to implement government projects because of poor public procurement processes. Earlier studies in public procurement and supply chain management have established that public procurement efficiency impacts on service delivery and public sector performance (Owuoth and Mwangangi, 2015).

The principal law in public procurement in Zimbabwe was the Procurement Act (22:14) of 2002 as read with the Procurement Regulations (Statutory Instrument 171 of 2002). The Procurement Regulations (Statutory Instrument 171 of 2002) was a key piece of legislation, which drew attention to the procurement cycle, the procurement methods and contract management. Equally significant was the Statutory Instrument 159 of October 2012, which stipulated the administration fees, and the Statutory Instrument 19 of February 2015, which specified the procurement thresholds applicable to public procurement (Statutory Instrument 19 of February 2015 amended Statutory Instrument 160 of October 2012). The forerunner of the State Procurement Board (SPB), known as the Government Tender Board, was abolished in 2002. The SPB, the formerly regulatory body for public procurement in Zimbabwe, was established in terms of Section 4 of the Procurement Act (22:14) of 1999 and was gazetted in
2002. In the *Procurement Act* and Regulations, the SPB was referred to as the ‘Authority’ with the hope of minimising corruption, improving integrity, transparency and improved procurement of public entities.

The new Public Procurement and Disposal of Public Assets Act {Chapter 22:23} came into effect on 1 January 2018. The new Act repealed the Procurement Act {Chapter 22:14}. The Public Procurement Act regulates the procurement cycle from procurement planning, approaches to the market, evaluation and award of tenders, contract management and disposal of assets. It also incorporates issues on transparency and integrity, which are vital components since if followed, there will be improved public procurement. Under the old Act, the State Procurement Board conducted procurement on behalf of procuring entities and also played a regulatory role thus being a player and a referee on the same note.

The 2018 legislation paved way for the Procurement Regulatory Authority of Zimbabwe which has an oversight role over public entities. In terms of the new legislation, public entities are responsible for their own procurement where the value of the construction works, consultancy and non-consultancy services are below a specified threshold.

The Authority is responsible for overseeing and regulating procurement activities conducted by government ministries, parastatals and local authorities. The Authority has powers to issue directives to procurement entities (State controlled entities), order them to provide information about their procurement proceedings among other issues, to ensure compliance with the law. The Act sets out the procedures to be followed and the steps to be taken in procurement proceedings to ensure fairness, transparency and honesty. This is also in line with Section 9 of the Constitution of Zimbabwe Amendment (No.20) of 2013 which calls upon the government to ‘adopt and implement policies and legislation to develop efficiency, competence, accountability, transparency, personal integrity and financial probity’.

Section 11 of the PPDPA Act obliges the authority to report annually to Parliament on its activities and functions of the public procurement system. The Board is also subject to prosecution for negligence, wrong – doing or breach of contract. This ensures accountability and fairness whilst guarding against political manipulation, corruption and inefficiency.
In general, an efficient public procurement system enhances a government’s public welfare role, particularly in Africa where governments are the major drivers for economic development. In terms of section 28 of the new PPDPA Act, bidders are permitted to participate in the procurement proceedings without regard to nationality. However, in evaluating bids, a procuring entity may give preference to Zimbabwean bidders provided that the preference is clearly stated in the bidding documents. The Act clearly provides for the nature and manner of publication of invitation to tenders, standard form requirements for bids and proposals, criteria for evaluation of bids and proposals, access to relevant information and official documents, description of goods, services and work being put to tender, provisions for security deposit and other matters. These provisions, if complied with, and actively enforced, can mitigate on bribery, favouritism, unethical behaviour, and preferential treatment and, can ensure fair, impartial evaluation of contract proposals.

1.3 Problem Statement

The global public procurement systems appear to be marred with ineffectiveness, corruption, and lack of transparency. This problem has not spared Zimbabwe, but in Zimbabwe this has been exacerbated by the not so well performing economy that has seen this country experience a lot of economic instability dating back to the year 2008. Zimbabwe Electoral Commission is guided by the public procurement system since it is a public entity. Thus the commission is expected to follow the new Procurement and Disposal of Public Assets Act chapter 22:23, something the researcher is yet to find out. This study focused on assessing the impact of the Public Procurement and Disposal of Public Assets chapter 22:23 on transparency and integrity in procurement in the Zimbabwe Electoral Commission’s procuring entities which are its head office and three selected provinces.

1.4 Research Objectives

- To identify compliance level by ZEC to the new rules on transparency and integrity as per PPDPA Act [Chapter 22:23].
- To assess the current level of transparency and integrity in procurement at ZEC
- To identify the effects of the PPDPA Act [Chapter 22:23] on transparency and integrity in procurement of ZEC.
1.5 Research questions

- What is the compliance level by ZEC on the new rules on transparency and integrity of the PPDPA Act [Chapter 22:23]?
- What is the current level of transparency and integrity in procurement at ZEC?
- What are the effects of the PPDPA Act [Chapter 22:23] on transparency and integrity in procurement of ZEC?

1.6 Significance of the study

1.6.1 to researcher

This study is a requirement in partial fulfilment of the researcher’s degree programme. It will also improve intellectual capabilities and enhance the researcher’s research skills for the purposes of employment. Besides this, researcher will also be able to assist other researchers.

1.6.2 to the university

Lecturers, students and other researchers can make use of this study, since it will add to the existing knowledge in public procurement. The research shall be made available in Bindura University of Science Education’s library.

1.6.3 to Zimbabwe Electoral Commission

There is no published research so far with regards to the new Public procurement and Disposal of Public Assets Act (22:23) since it is a new law. In view of this, the Commission will use the findings and recommendations of this research to improve service delivery since the department of research at ZEC requested for a copy of the research project.

1.6.4 to the community

The community will benefit from this study if the recommendations are followed, depending on what comes out as the findings of the study. The benefits of a corruption free society include a stable economy, which may translate into a better standard of living for the community. The research if authorised by ZEC will be uploaded onto the public domain.
1.7 Assumptions

There is no way a research project can be carried out successfully without having a set of assumptions. Assumptions are conditions that must hold true for results to be credible. Since the responses from the respondents will be used to come up with conclusions and recommendations of the study, the researcher will hold the following assumptions about the respondents:

- All respondents will be honest in their responses.
- There will be maximum co-operation from respondents.
- Respondents will allow unlimited access to valuable information.

1.8 Delimitation

The study looked at Zimbabwe Electoral Commission’s procuring entities which are head office, three provinces and their districts, that is, Zimbabwe Electoral Commission Mashonaland West Province, Zimbabwe Electoral Commission Mashonaland Central Province and Zimbabwe Electoral Commission Mashonaland East Province. The focus was at all Head office Administration Officers, Provincial Administration Officers and District Administration Officers who perform procurement duties and are part of the procurement management units (PMUs).

1.9 Limitations

The study was limited by some reluctance by some officers to release information due to the nature of the organisation’s activities of election running, which are sensitive. This was countered by the fact that the researcher had indicated in the questionnaire that the study was only for academic purposes.

The changes taking place in the procurement industry was another limitation due to statutory instruments which were passed during the period under study.

Unstable macro environment also affected the research in that the cost of managing the research was ever changing.
1.10 Definition of key terms

**Transparency**: -Action, method, or procedure that lacks hidden agendas and conditions, and complies with the disclosure requirements of transparency in word and intention. (Holzner and Holzner. -, 2006),

**Integrity**: -honest, fair, and ethical manner, consistency in words and actions and high standards of ethics. (Finkelstein-. -, 2000),

**Procurement**: -a process of identifying and obtaining goods and services. It includes sourcing, purchasing and covers all activities from identifying potential suppliers through to delivery from supplier to the users or beneficiary. (Mangan, et al, 2008).

**Public Procurement System**: -the process in which public sector institutions acquire goods and services. (Bovis. -, 2007),

**Purchasing**: -the specific function associated with the actual buying of goods and services from suppliers. (Mangan et al, 2008)

**Sourcing**: -the process of identifying and working with appropriate suppliers. (Mangan et al, 2008).

1.11 Chapter Summary

This chapter focused on the topic the researcher looked at, the background to the study, statement of the problem, objectives of the study, research questions and significance of the study. It also highlighted assumptions, delimitation of the study and limitations of the study. Definition of terms and acronyms were highlighted. The next chapter focused on literature review.
CHAPTER II
LITERATURE REVIEW

2.1 Introduction

The previous chapter discussed the topic the researcher looked at, the background to the study, statement of the problem, objectives of the study, research questions, study and significance of the study. It also highlighted assumptions, delimitation of the study and limitations of the study. Definitions of terms were also highlighted. This chapter highlighted theoretical and empirical review, concerning the subject at hand.

2.2 Theoretical Frameworks

It is normally the system in research studies to bring in a theory or theories that inform the study. According to Flynn and Davis (2010), there is little that is known on the extent and form of theory in public procurement. Public procurement is a new field on the strategic level and procurement research is usually focused on company-level aspects more than regulatory-policy issues or public buyers. Thai (2001) highlights again that there is absence of theories in procurement research and suggested academic neglect of public procurement. He argued that public procurement is central to public service delivery in public administration and public procurement but it remains on the periphery of management science. According to Sheth and Parvatiyar (2002), scholars are yet to give sufficient efforts to the sort of conceptual theories about policy that will lead to ordering devices and approaches that can help researchers and students make sense of its complexity, uses and limitations. So as hinted by Matthews(2005), that the existence of public procurement in the academic ranks is a relatively recent occurrence it also suffer from definitional ambiguity and porous field boundaries, making the application of theory problematic in comparison to mature fields that operate within strict parameters (Prier & McCue, 2009). In support of problems of theories in public procurement Reichheld(1996), indicates that, public procurement is under-theorised and still has a long way to go before it attains parity with supply chain management. In view of the above, this study borrowed two theories from the field of management to enhance it.
2.2.1 The Public Choice Theory

This theory states that violation of ethics is a possibility because the government is not a neutral actor. The behaviour of individual actors in the public sector is equated to voters, members or elected representatives, candidates for office, leaders of political parties and bureaucrats. This entails that public choice provides different persons of different behaviours such as those that of voters, politicians or bureaucrats. Politicians may not necessarily act in the in the interest of development. Buchanan,(2011) suggests that the theory highlights the complex institutional interactions within the political sector by public officials intending to maximise economic interest. Public choice theory depicts the involvement of the leadership, their associates in non transparent and integrity which have frustrated efforts towards a corrupt free environment. This may affect transparency and integrity in procuring entities since the Accounting officer and those who appoint them are as a result of public choice.

2.2.2 The Agency Theory

This theory is about agency relationships; two parties have a relationship in which one is a principal and the other an agent (Eisenhardt 2009; Rungtusanatham et al, 2007). In Public Procurement the principal may be the state which delegates accounting officers to carry out the procurement function on its behalf.

The theory has the following assumptions; potential goal conflicts exist between the principal and the agent; each part acts in its own self-interest; information asymmetry frequently exist between parties (principal and agent); agents are more risk averse than the principals and efficiency is the effectiveness criterion, Xingxing, (2012). This author further cited that this may give rise to two problems which are an agency problem and a risk sharing problem. When goals differ from that of the principal and it would be difficult to verify it, the agent would have done the delegated work. A risk sharing problem arises when principals and agents have different perceptions on risk and this give rise to disagreements about actions to be taken, Xingxing, (2012). This theory may fit well in supplier- buyer relationships as reiterated by Xingxing, (2012) that buyers may require quality products and suppliers may not be willing to invest in quality.
Self-interest and asymmetric information lead to corruption and bad governance, Teorell, (2014). Procurement officers may accept kick-backs from citizens. Higher ranking officials cover up lower level corruption in exchange for a share of the pie of bribes paid at lower levels in which each law enforcer supposed to punish corrupt acts may be corruptible law enforcer higher up in the hierarchy Teorell, (2014).

The agency theory determines how accounting officers execute procurement duties on behalf of the state in a transparent and integrity manner. Existence of poor principal-agent relationships leads to low level of state commitment and this affects the relationship between procuring entities and suppliers.

Existence of conflicts of interest among the agents lead to public procurement being carried out without transparency and integrity and this may lead to misuse of tax payer’s money. The study used this model to determine the impact of PPDPA Act on Transparency and integrity in procuring entities.

2.2.3 Compliance with Public Procurement Act in developing countries

2.2.3.1 South Africa

In South Africa, despite the reform processes in public procurement and the employment of supply chain management as a strategic tool, problems identified in the public procurement practices included non-compliance with legislation and policies related to procurement and supply chain management, as well as tender irregularities (Ambe & Badenhorst-Weiss 2012). Livhuwani (2012) found that the supply chain management section in Limpopo was experiencing problems of poor service delivery as a result of insufficient training, lack of experience and inadequate qualifications. This resulted in the failure of the procurement personnel to interpret policies, acts, rules and regulations that govern supply chain management, and they tended to award contracts to unqualified service providers who bribed public officials via monetary reward.
2.2.3.2 Kenya

Before the introduction of the new Public Procurement and Disposal Act (PPDA) in Kenya many public organisations were experiencing deteriorating services delivery as a result of inappropriate procurement processes that were previously used in Kenya. Telgen (2005), noted that the initial procurement reforms in Kenya was as a result of challenges emanating from the PPDA Act of 2005. The Kenya PPDA used before that of 2015 had state entities having centralised structures compared to the private entities that had decentralised entities which allowed them to be more efficient and effective on service delivery. Kendo and Getuno (2016), concurred that the new procurement laws in Kenya has resulted in improved service delivery, efficiency, fairness, non-discriminatory practice, transparency, accountability and confidence within Kenya. The study concluded that the new PPDA in Kenya has resulted in enhanced operational performance among state parastatals in Kenya in addition to improved ethical operations and service delivery by public entities in Kenya. The major challenge from the previous PPDA in Kenya emanated from lack of technological support. As a result, those customers who were looking for services within the public co-operations were dissatisfied than those who were receiving services within the private sector. Successful services delivery is only achieved when customers are part and parcel of the creation and delivery of the services (Dusei and Awunyo, 2015).

2.2.4 Compliance with Public Procurements practices Act in developed countries

2.2.4.1 United Kingdom

According to Christianne (2008) level of compliance in procurement regulations and policies in the United Kingdom is high as propounded by Jackson (2007) that 70% of public procurement entities have embraced effective procurement policies. In the United Kingdom most transactions are on done on electronic platforms thus enhancing transparency and integrity. This can be the missing tooth in developing countries where most transactions are done manually. The monitoring mechanisms in the United Kingdom are made easy due to the adaption of electronic procurements.
2.2.4.2 Canada

Procurement in a country such as Canada is regarded as highly compliant to transparency and integrity because of the use of electronic platforms as highlighted by Talluri (2008). The procurement stages are well defined by regulations which ensure the processes are open and the procurement officers are guided by legislation in the performance of their duties. Talluri (2008) further stated that public procurement processes are highly monitored electronically such that Transparency and integrity is enhanced. Though a 100% percent target in regulation compliance cannot be guaranteed, the general perception is that there are mechanisms put in place to promote accountability through laid down policies.

Judging from the above literature the researcher can be tempted to conclude that compliance to laid down regulations and policies has an impact on the development of a nation since developed states seem to comply to transparency and integrity in procurement which is not the case with developing countries.

2.3 Conceptual Framework

Conceptualisation tries to show the causality of the research problem before understanding the research in detail (Mugenda and Mugenda, 2013). In this research it is intended to explain the impact of the Zimbabwean Public Procurement and Disposal of Public Assets Act (Chapter 22:23) on transparency and integrity in procuring entities.

2.3.1 Transparency and Integrity

Finkelsten, (2000) defined integrity as an honest, fair and ethical manner, consistency in words and actions and high standards of ethics. Transparency was defined by Holznerand Holzner, (2006) as an action, method, or procedure that lacks hidden agendas and conditions, and complies with the disclosure requirements of transparency in word and intention. The researcher is to explore transparency and integrity in public procurement.
2.3.2 Public Procurement

The process in which the public sector institutions acquire goods and services, Bovis, (2007). According to the Zimbabwean PPDPA Act (Chapter 22:23), public procurement involves any one or more of the totality of the specific activities or tasks required in any way to bring the procurement process to a successful conclusion or to ensure that the process has been conducted in accordance with the Act.

In this study the independent variable is the public procurement and disposal of public assets act [Chapter 22:23] and the dependant variable is transparency and integrity.

According to Dzvuke and Naude (2015) public procurement is pivotal to the delivery of public services and performance of public institutions. Various scholars identified the key problems in the public procurement system as being weak and outdated procurement policies and processes, public sector procurement remaining an operational activity and not a strategic activity, a lack of accountability and transparency; a lack of procurement knowledge and skill, embedded fraud and corruption and the inability to implement appropriate reforms (Ameyaw, Mensah and Osei- Tutu 2012). Licenji (2011) observed that the lack of appropriate skills and specialised knowledge are significant problems in public procurement, as procurement officers are required to provide value for money and take into account strategic considerations.
According to Sheth and Parvatiyar (2002) over the last decade and half years, developing countries have not ceased reforming their public procurement in an attempt to increase competition, transparency, accountability and value for money. The problem however, is compliance appears to be inconsistent since the reforms are treated as guidance for optimal implementation rather than a requirement tied to the provision of funding. As suggestion by Matthews (2005), achieving best procurement practice depends on leadership and competence of the procurement stakeholders in the organization. This definitely means, procurement officers should understand all the procurement objectives and principles since it all encompasses the concepts of efficiency and effective procurement, transparency, accountability, competitiveness, confidentiality, non-discrimination and fairness.

In Zimbabwe before the introduction of the PPDPA Act 22:23 there was the Procurement Act 22:14 which did not dwell much on Transparency and integrity thus the new PPDPA Act’s section nine dwells wholly on transparency and integrity. This Zimbabwean PPDPA Act of 2017 outlined the following; information to be given to rejected bidders, notification of contract award, records of procurement proceedings, conduct of procurement officers, code of conduct of procurement officers and conduct of bidders and contractors so as to foster transparency and integrity in procuring entities.
2.4 Empirical review

2.4.1 Organisation for Economic Cooperation and Development Countries (OECD)

A study titled “Transparency and integrity in public procurement: progress made in OECD countries in the last three years,” was done by Beth with the intention of finding out that the countries that took upon themselves to observe transparency and integrity throughout their procurement cycle, that is from the very first step of need identification, tendering and tenders award was carried out. The study was done after a three year period, a review was made, to whether the countries where truly observing what they had committed themselves to. Results of the study were that is that despite the reforms undertaken by those countries, capability was still lagging to mitigate risks of waste and corruption. This was still rampant especially in the contract management. Results indicated that in many countries capability is lacking to transform procurement from an administrative function to an instrument to support broader government objectives such as economic recovery or environmental protection. Even countries with well-advanced public procurement systems such as the Netherlands, Norway and the United States, the monitoring contractor’s performance against pre-specified targets are not any issue. Furthermore regular inspection of work done or in progress is not done, neither is sample checks done nor progress monitoring of contract. Results then show that there is no compliance to Transparency and integrity since risk of waste and corruption are still prevalent still prevalent.

2.4.2 Ghana

Ameyaw, Mensah and Osei-Tutu (2012) did a study entitled, “Public procurement in Ghana: The implementation challenges to the public procurement law 2003 (act 663).” Finding out challenges in implementing Ghana Public Procurement Law 2003(Act 663) was the objective of the study. Data collection was done through review of relevant literature, interviews and questionnaires. The questionnaires surveys were of 49 District Assemblies and Metropolitan and Municipal Assemblies in the Ashanti and Brong Ahafo Regions of Ghana. The following were the major challenges in implementation of the Public Procurement Law: there was lack of procurement professionals, there was little interaction between procurement entities and Public Procurement Authority (PPA). Furthermore, there was intentional control of competition, and compliance with the provisions of the law was not evident. Moreover
contracts were being splitted into smaller lots and there was lack of funds and non-cooperativeness of suppliers. On the issues of transparency and integrity, there was also no evidence of such.

2. 4.3 Tanzania

Nkinga (2003) presented a paper entitled, “Public Procurement Reform the Tanzanian Experience” at the Joint WTO- World Bank Regional Workshop on Procurement Reforms and Public Procurement in Tanzania. The paper focused on the old procurement system and the new system of Tanzania. The study discovered that the main challenges of the old system was the fragmentation of the procurement laws, they were enshrined in many statutes making it difficult to enforce. The old regulations were outdated with a base in stores management not competitive procurement. As highlighted above the authority of the Central Tender Board was eroded by adhoc arrangement in different sectors. Furthermore levels of authority were very little and the regulatory body for enforcement did not exist. Rules regulating were ignored and nothing was done. There was no management information in for enforcing accountability, leaving the discretion to the procurement officer who operated without a guide. Practical training lacked, serve for academic which did equip the procurement officers with practical skills.

Nkinga, went on to highlight the new public procurement system which was born because of the various flaws in the old public procurement system, hence the Public Procurement Act No 3 of 2001 was enacted.

The new Act covered all regulatory aspects that are critical to public procurement. Among other things, it focuses on all procurement undertaken by public institutions except for financially independent parastatal organizations and for defence procurement. Furthermore, it establishes several tender boards with the responsibility for procurement, review of tender documents and contract awards in accordance with pre-determined thresholds. Most important of all, the act provides for the establishment of the Public Procurement Appeals Authority to settle procurement disputes before judicial review process.

Furthermore the act has significant measures to curb and control corruption and unethical behaviour in the procurement, even though according to Prevention of Corruption Bureau (2013), corruption is still a scourge in Tanzania. It can however still be noted that the new act also have some weaknesses that need improvement that is, there must be centralised
regulations and operational functions. There must be clarity in the role, responsibilities and accountability of the Central Tender Board. The act must be publicised, it is not known by most of the users. Manuals must be produced and training systems must be established. Even though it is a public procurement act, the local private sector must participate.

2.4.4 Uganda

David and Sonko,(2010) carried a study a study titled, “Ethics, accountability, transparency, integrity and professionalism in the public service: the case of Uganda.” Results of this study indicates that a lot of scandals involving public officials have made headlines the world over and this is because of bad ethical standards of the public officials who have engaged in malpractices. Results also indicate that the current Uganda government has attempted to put in place a number of institutional measures to combat evils like corruption. The recommendation of this study is that for the success of such measures there must be serious implementation and enforcement mechanisms by the government. Furthermore, there is also the need for sector institutions to strengthen ethics, integrity, transparency, accountability and professionalism, to protect public resources and enhance public sector performance.

2.5 Research Gap

Many researches were carried out in the past on transparency and integrity in public procurement for example David and Sonko (2010)’s study titled “Ethics, accountability, Transparency, integrity and professionalism in the public service”: the case of Uganda and also Beth carried out a research in OECD countries titled, “Transparency and integrity in public procurement”. These studies were not done in Zimbabwe hence leaving a geographic gap. In Zimbabwe Musanzikwa (2013) carried a study titled, “Public procurement in Zimbabwe: issues and challenges”. Another study titled, ‘Procurement challenges in the Zimbabwe Public sector”, Dzvuke (2015). In both these Zimbabwean studies there was no study done on the impact of the Zimbabwean Public procurement and disposal of public assets Act chapter 22:23 on Transparency and integrity in the Zimbabwe Electoral Commission thus leaving a gap.
2.6 Chapter Summary

This chapter highlighted theoretical review and empirical evidence concerning the subject at hand. The following chapter looked at the methodology. It discussed the methodology and procedures used in sampling, collecting and analysing data. It focused on how the sample size was selected and the instruments used to collect data as well as the data analysis procedure.
CHAPTER III
RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter highlighted theoretical review and empirical evidence concerning the subject at hand. This chapter covered the research methodology that was used for the study. The research design, target population, sample design, data collection and data analysis used and discussed.

3.2 Research Paradigm

This study used the positivist paradigm and the interpretivist paradigm used that is the mixed-methodology paradigm which is called pragmatism. The advantage of using mixed methods is to generate better understanding and this gave importance to the research problem and questions at hand as alluded by Morgan, (2017)

3.3 Research Design

In this study, the researcher used descriptive survey design. Questionnaires and interviews were used. This design was used because of its advantage of incorporating both quantitative and qualitative elements enabling both data collection and the description of the data collected in respect of the phenomena under study (Leedy and Ormrod 2005).

3.4 Subjects

3.4.1 Population

The target population is the actual population to which the researcher would like to make generalisation. The target population was all Administration officers of ZEC’s four procuring entities. These are the ones involved in procurement which is a total of 28 officers atZEC’s head office and its selected three provinces. The researcher selected these officers because they are directly affected by the new act, since they are ZEC’s procurement officers.
3.4.2 Sample size

The population was all Administration Officers, Provincial Administration Officers, and District Administration Officers in Mashonaland West, East and Central provinces who are the current procurement officers. The researcher could have sampled using the appropriate sample methods but since the total number of the target population was very small there was no justification for sampling, the researcher looked at all the subjects which were twenty eight. Sampling is done where the population is big to manage thus had to use the census of all the 28 administration officers, Kumar, (2012).

3.5 Data sources

3.5.1 Secondary Sources

According to Leedy (1997), primary and secondary are the main sources of data. Secondary data is data that was collected not for the research, but for other purposes. In this study, availed purchase documents and instruments were used as secondary data. The secondary data assisted the researcher in coming up with informed assessments on issues pertaining to transparency and integrity.

3.5.2 Primary data

Primary data refers to first-hand information, it is that information acquired from the original source by the researcher on the variables of interest for the purpose of original research (Sekaran and Bougie 2009). The researcher used questionnaires and telephone interviews to extract the respondents’ insights and opinions on assessing the impact of part IX of the Public Procurement and Disposal of Public Assets Act [Chapter 22:23] on service delivery by ZEC.

3.6 Research instruments

Research instruments can be defined as reasonable model that can be followed by the researcher in the process of data collection (Shoa 1999). The researcher used the questionnaires and interviews.
3.6.1 Self-administered questionnaires

The research questionnaires allowed the respondents to address the needs of the various questions at the times they were most comfortable with. This assured a high rate of response and return as highlighted by Saunders (2009). The questionnaires were sent through emails and returned through the same channel.

3.6.1.1 The justification of using questionnaires

Questionnaires were used because they can be completed when one is free, without being rushed through. Furthermore questionnaires are easily analysed as suggested by Saunders, (2012) that if they are correctly structured better comparability of responses is attained. Questionnaires promoted high degree of confidentiality since the respondent’s views were not shared with other people. Bias in responding to the questionnaires was eliminated since there was no third party involvement. Responds from questionnaires were easy to capture since they were uniformly structured as alluded by White (2014). The answers obtained through questionnaires were quantifiable for the research topic. A large number of issues were addressed in a standard way. All the 28 respondents were reached relatively easily and economically. A wide geographical area was covered using mail questionnaires.

3.6.2 Personal Interviews

The researcher used a telephone for personal interviews because even though it was expensive to use the telephone, it would have been more expensive to go to all the provinces scattered throughout Zimbabwe.

3.6.2.1 Justification for interviews.

Senior Administrations officers are the heads of the procurements section at ZEC, hence the researcher interviewed them to get insights of how they view the new PPDPA Act and they are the ones who manage the procurement processes, despite having completed questionnaires they were interviewed to compliment the findings of the researcher. It was made easy to correct speech through rectifying mistakes and misunderstandings by using interviews. Relationships were developed between the researcher and the senior administration officers. Primary and fresh information was collected from the interviewees. There was enhanced flexibility since the interviews were done through telephone since the
interviewees would respond in their comfort zones. It was also time saving and less costly to use interviews apart from obtaining sufficient information, (Juliette et al, 2018).

3.7 Data collection Procedure and Administration

Questionnaires were drafted and sent through emails and express mail to the respondents and were returned through the same means. The researcher first telephoned the supervisors of the Administration officers requesting for permission to send questionnaires to their subordinates. After being granted permission the researcher went on to send the questionnaires to Administration officers the same was also done for senior admin officers, who were interviewed using the telephone. The responses of the interviews was captured and analysed.

3.8 Reliability

According to Saunders et al. (2012) reliability is concerned about the robustness of the research questionnaire, particularly the consistency of findings at different times and conditions. Internal consistency of the questionnaire is of great importance in assessing reliability. This entails correlating responses to questions in the questionnaire with each other. One of the most used methods of calculating internal consistency is Cronbach’s Alpha and was used in this study. Cronbach’s Alpha consists of an alpha coefficient that has a value of between 0 and 1 of which values of 0.7 and above show that the questions joint in the scale measure the same thing, Bryman and Bell (2011).

3.9 Validity

This study looked at construct validity, which is used to measure what is intended. The researcher consulted other professionals in procurement over the instrument in order to assess the construct validity Cozby (2001). Furthermore, in order to improve on this validity, the researcher refined the objectives of the study by making them clearly operationalised. Thereafter, the instruments were then measured to the refined objectives and tasked the professionals to review and point out words that were not clear. After all these processes when done the instruments were then refined and applied.
3.10 Ethical consideration

In carrying out the study, the researcher took into consideration ethical issues such as communicating respectfully with the participants both on e-mails and on voice calls. No-one was coerced into responding to the emails or on the telephone as supported by Bethlehem and Silvia (2012). Respondents were advised that there would be anonymity so much that the respondent would not be linked to their responses.

The researcher was authorised to carry out the research in ZEC through a clearance letter obtained from authorities. The researcher also kept the information obtained from various stakeholders confidentially as alluded again by Bethlehem and Silvia (2012). The questionnaires were designed and given to respondents maintaining confidentiality thus no names were endorsed on them. The research project would not be published without authority from ZEC. Participants were also advised that they were allowed to withdraw from the study if they wanted to do so Tedlock (2005).

3.11 Data analysis and presentation tools

The responses from the questionnaires were presented in tables, percentage graphs, bars and pie charts. The analysis was done through the use of excel spreadsheets where percentages and modes were calculated. The narrative system was used to analyse the interview questions.

3.12 Summary

This chapter focused on the methodology and procedures that the researcher used in sampling, collecting and analysing data. It also focused on how the researcher came out with the sample size and the instruments used in data collection, as well as the data analysis procedure. The next chapter dealt with data presentation, analysis and interpretation of findings.
CHAPTER IV

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The previous chapter focused on the methodology and procedures that the researcher used in sampling, collecting and analysing data. It also focused on how the researcher came out with the sample size and what instruments were used in data collection, as well as the data analysis procedure. This chapter will deal with data presentation, analysis and interpretation of findings. The data so presented and analysed will provide a basis for answering the sub-research questions appropriately, and assist the researcher in deriving to research conclusions.

4.2 Analysis of Response rate

4.2.1: Questionnaire response rate

On the 28 questionnaires administered to all ZEC, Administration Officers, there was an overall response rate of 26/28 (92%). Richardson (2005), using the rule of the thumb, indicates that a response rate of 60% or more is desirable, hence 92% is a more than satisfactory response rate, since it is more than three quarters of the target population who participated in the field research.

4.2.2 Interview response rate

Interviews were scheduled and held with four senior administration officers and the overall response rate was 100%. The researcher interviewed the senior administration officers because these are the heads of the procurement section. It must be noted that these also had completed questionnaires.
4.3 Gender

Table 4.3 Gender

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>64%</td>
<td></td>
<td>36%</td>
</tr>
</tbody>
</table>

**Source:** Primary Data, 2019

From table 4.3 above, the overall depiction is that 10/28(36%) were females and 18/28(26%) were males. This shows that the organization is staffed with more males than females.

4.4 Highest Qualifications

![Diagram of highest qualifications]

**Figure 4.4 Highest Qualification**

**Source:** Primary Data, 2019

According to the above table 4.5 0/28(0%) have O’ levels only and the same applies to those having a certificate or diploma, 24/28(86%) have a first degree. 4/28(14%) have masters degrees.

Using the modal basis, it shows that all respondents have at least a first degree meaning they are academically qualified and are able to handle their job well. Furthermore, there is high
possibility that they fully understood the questions in the questionnaires and interview schedules.

4.5 Position

4.5 Table: Position

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Officer</td>
<td>28</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data, 2019

Table 4.5 Depicts that 28/28(100%) are Administration Officers. This persuades the researcher that the right respondents were chosen. This group knows exactly what ZEC does since they are the ones in the procurement area.

4.6 Reliability Statistics

Table 4.6 Instrument Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.913</td>
<td>17</td>
</tr>
</tbody>
</table>

According to Saunders et al. (2012) reliability is concerned about the robustness of the research questionnaire, particularly the consistency of findings at different times and conditions. Internal consistency of the questionnaire is of great importance in assessing reliability. This entails correlating responses to questions in the questionnaire with each other. One of the most used methods of calculating internal consistency is Cronbach’s Alpha and was used in this study. Cronbach’s Alpha consists of an alpha coefficient that has a value of between 0 and 1 of which values of 0.7 and above show that the questions joint in the scale measure the same thing. Based on table 4.6 above it is noted that Cronbach’s Alpha coefficient of (0.913), was greater than 0.70 and therefore their internal consistency was high.
4.7 Compliance level by ZEC to the new rules on transparency and integrity as per PPDPA Act [Chapter 22:23]

The research probed on the Compliance level by ZEC to the new rules on transparency and integrity as per PPDPA Act using a 5 point likert scale (no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5) and the responses were computed using mean values as shown on table 4.7.

Table 4.7 Compliance Level

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep records of procurement proceedings</td>
<td>26</td>
<td>4.9333</td>
<td>.35183</td>
</tr>
<tr>
<td>Procurement officers’ conduct is as prescribed by the PPDPA</td>
<td>26</td>
<td>4.7667</td>
<td>.10431</td>
</tr>
<tr>
<td>Uses the Code of conduct for its procurement officers</td>
<td>26</td>
<td>4.7000</td>
<td>.16010</td>
</tr>
<tr>
<td>Provides the necessary information to rejected bidders.</td>
<td>26</td>
<td>4.6260</td>
<td>.14503</td>
</tr>
<tr>
<td>Publishes notification of contract award and send copy to the Authority within one month.</td>
<td>26</td>
<td>4.6012</td>
<td>.10881</td>
</tr>
<tr>
<td>Valid N (list wise)</td>
<td>26</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The study findings on table 4.3, indicated that to a very great extent ZEC keeps records of procurement proceedings (mean=4.9; SD=0.4), its procurement officers’ conduct is as prescribed by the PPDPA (mean=4.8; SD=0.1), the organization uses the Code of conduct for its procurement officers (mean=4.7; SD=0.2), it provides the necessary information to rejected bidders and also publishes notification of contract award and send copy to the Authority within one month (mean=4.6; SD=0.1).
The study also examined compliance level by ZEC to the new rules on transparency and integrity as per PPDPA Act [Chapter 22:23] through interviews. All respondents who were key informants revealed that the organization is adhering to the PPDPA Act. The four interviewees concurred and proffered similar respondents as obtained by the questionnaires. They further indicated that as an organization there are supporting the enactment of a new Public Procurement Act as the anchor instrument of the legal framework, the development of practical tools for implementing the law, including standard bidding and contract documents; and the development of an Electronic Government Procurement strategy, also known as e-GP. It emerged during the interviews that the procurement reforms in Zimbabwe are making transformational changes by replacing the country’s old public procurement framework with a modern system that is more efficient, accountable, and transparent and ZEC has embraced it to the fullest.

The study overall results indicated that ZEC as a public is to a very great extent complying with the stipulations of the PPDPA Act [Chapter 22:23] to foster transparency and integrity in its procurement systems. These current study results echoed assertion by Dzuke and Naude (2015) who averred that significant strides have been made in terms of reforming the procurement process in the public sector in Zimbabwe. As noted during the study many government ministries, State-owned enterprises and local authorities have either established or are in the process of finalizing the establishment of procurement management units (PMUs). These units are expected to be manned by professional procurement officers who will be licensed in terms of the Public Procurement and Disposal of Public Assets Act [Chapter 22:23]. As part of enhancing and sustaining a culture of procurement efficiency and effectiveness, the PMU is now responsible for the whole procurement cycle at ZEC from the planning, adoption of the appropriate method of procurement, preparing bid notices and shortlisting, managing the bids and evaluation processes, preparing evaluation reports to awarding of contracts and overseeing their management and preparing procurement reports. To ensure fairness and honesty the Act outlines the code of conduct of procurement officers stipulating the qualifications and training of such officers and employees, the prevention of conflicts of interest in procurement, the prohibition of collusion with any bidder involved in the competitive bidding process and declarations of interest in particular procurements. This entails professionalization of the procurement officers in which the Act now compels
professionalization of procurement just like other professions as accountants, lawyers and engineers among others and as such ZEC is adhering to those requirements.

4.8 The current level of transparency and integrity in procurement at ZEC.

The study established the current level of transparency and integrity in procurement at ZEC. Findings were presented using descriptive statistics as shown on table 4.8

**Table 4.8 Current level of transparency and integrity**

<table>
<thead>
<tr>
<th>Provision of access to current, up-to-date information about procurement processes, procedures and policies</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26</td>
<td>4.7333</td>
<td>.08212</td>
</tr>
<tr>
<td>There is standardization of procurements documents</td>
<td>26</td>
<td>4.6333</td>
<td>.09226</td>
</tr>
<tr>
<td>Needs assessment, planning and budgeting of public procurement is adequate</td>
<td>26</td>
<td>4.5400</td>
<td>.08510</td>
</tr>
<tr>
<td>Transparency in competitive tendering is maximised</td>
<td>26</td>
<td>4.5333</td>
<td>.10152</td>
</tr>
<tr>
<td>Procurement officials meet high professional standards of knowledge, skills and integrity.</td>
<td>26</td>
<td>4.4333</td>
<td>.12208</td>
</tr>
<tr>
<td>Close co-operation between government and the private sector to maintain high standards of integrity</td>
<td>26</td>
<td>4.4154</td>
<td>.21345</td>
</tr>
<tr>
<td>Adequate degree of transparency in the entire procurement cycle.</td>
<td>26</td>
<td>4.2451</td>
<td>.31391</td>
</tr>
<tr>
<td>Specific mechanisms to monitor public procurement are provided.</td>
<td>26</td>
<td>4.0256</td>
<td>.41311</td>
</tr>
<tr>
<td>Valid N (list wise)</td>
<td>26</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Provision of access to current, up-to-date information about procurement processes, procedures and policies**

The research results showed that to a very great extent ZEC provides stakeholders and the public access to current, up-to-date information about procurement processes, procedures and policies as it is highlighted by a mean of 4.7; and a of SD=0., in light of the SD as alluded it
shows that ZEC is positively providing up to date information during and after procurement processes. A transparent and informative public procurement process encourages this confidence through the free and open exchange of information, enhanced knowledge, improved efficiency, and reduction of the potential for corruption and waste (Livhuwani, 2012).

**Standardization of procurements documents**

There is standardization of procurements documents at ZEC \((mean=4.6; \ SD=0.1)\), Standardization of processes, simplified access to information that is easy to understand, and availability of information, all make doing business with ZEC much more appealing to the supplier community and strengthen the public’s trust.

**Assessment, planning and budgeting of public procurement is adequate**

There is adequate needs assessment, planning and budgeting of public procurement as is indicated by the mean in conjunction with the standard deviation \((mean=4.5; \ SD=0.1)\). The manner in which ZEC conducts itself in its business transactions immediately affects public opinion and the public’s trust in good government. In addition to encouraging the public’s good will and strengthened trust, the more practical business benefits of transparency are increased competition and better value for goods, services, and construction (Kendo and Getuno, 2016). With the size and scope of government spending activity, it is critical that all stakeholders have confidence in the public procurement process (Dusei and Awunyo, 2015)

**Transparency in competitive tendering is maximised**

ZEC maximize transparency in competitive tendering and take precautionary measures to enhance integrity, in particular for exceptions to competitive tendering \((mean=4.5; \ SD=0.4)\). The study also solicited responses on the current practice of ZEC, pertaining transparency and integrity in procurement through key informants. This question was asked in a view of finding whether there were elements of transparency and integrity, in the way ZEC does its procurements activities.
Close co-operation between government and the private sector to maintain high standards of integrity

The study further revealed that to a great extent ZEC encourages close co-operation between government and the private sector to maintain high standards of integrity, particularly in contract management ($mean=4.4; SD=0.0$). This in turn will mean that private and government have a close relationship in procurement matters as alluded by the mean of 4.4

Adequate degree of transparency in the entire procurement cycle

It provides an adequate degree of transparency in the entire procurement cycle in order to promote fair and equitable treatment for potential suppliers ($mean=4.2; SD=0.2$). The study result revealed that to a great extent ZEC as a public enterprise, is practicing and has implemented universal tenets or pillars of transparency and integrity in procurement. According to Ambe and Badenhorst-Weiss (2012),

Specific mechanisms to monitor public procurement are provided

It also provides specific mechanisms to monitor public procurement as well as detect misconduct and apply sanctions accordingly ($mean=4.0; SD=0.4$). From the study results, it can be inferred that ZEC is conscious to the fact that an effective procurement system plays a strategic role in governments for avoiding mismanagement and waste of public funds. Based on the current study results, it can be observed that, transparency and accountability have been recognized by ZEC as key conditions for promoting integrity and preventing corruption in public procurement.

Government activities in public procurement are also one of the most vulnerable to fraud and corruption. Transparency in public procurement is critical. However, they must be balanced with other good governance imperatives, such as ensuring an efficient management of public resources “administrative efficiency” or providing guarantees for fair competition. In order to ensure overall value for money, the challenge for decision makers is to define an appropriate degree of transparency and accountability to reduce risks to integrity in public procurement while pursuing other aims of public procurement.
4.9 Effects of the PPDPA Act [Chapter 22:23] on transparency and integrity in procurement

The study examined effects of the PPDPA Act [Chapter 22:23] on transparency and integrity in procurement.

4.9.1 Regression of the relationship between PPDPA Act and transparency and integrity in procurement at ZEC.

The study sought to examine the relationship between PPDPA Act and transparency and integrity in procurement at ZEC. Table 4.10 shows statistical relationship between PPDPA Act and transparency and integrity in procurement at ZEC.

Table 4.9.1 Model summary of relationship between PPDPA Act and transparency and integrity

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.777a</td>
<td>.633</td>
<td>.496</td>
<td>.11803</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), PPDPA Act

The research findings on table 4.10 revealed the computed R value of 0.777; hence this indicated that there was a strong positive relationship between PPDPA Act as an independent variable and transparency and integrity as a dependent variable at ZEC. The computed R square value indicated that 63.3% variation in transparency and integrity was as a result of the PPDPA Act.
Table 4.9.2 ANOVA of PPDPA Act and transparency and integrity

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>11.250</td>
<td>1</td>
<td>11.250</td>
<td>39.010</td>
<td>.008a</td>
</tr>
<tr>
<td>Residual</td>
<td>22.500</td>
<td>24</td>
<td>1.250</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>33.750</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), PPDPA Act
b. Dependent variable: transparency and integrity

The computed F-statistic of 39.010 ($p=0.00<0.05$) indicated that the model was statistically significance at 5% in predicting how PPDPA Act influences transparency and integrity in procurement at ZEC.

Table 4.9.3: Coefficients of the relationship between PPDPA Act and transparency and integrity

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.500</td>
<td>1.603</td>
<td>.312</td>
<td>.759</td>
</tr>
<tr>
<td>PPDPA Act</td>
<td>.500</td>
<td>.833</td>
<td>.577</td>
<td>.008</td>
</tr>
<tr>
<td>Under graduate Degree</td>
<td>86%(22)</td>
<td>86%(22)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master Degree</td>
<td>14%(4)</td>
<td>14%(4)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: transparency / integrity

Regarding the beta coefficients, the result on table 4.12 showed that PPDPA Act caused 58% variation in the transparency and integrity in procurement at ZEC. The value of $t$ was 3.104 and statistically significant ($p=0.008<0.05$) and the relationship between PPDPA Act and transparency and integrity was positive. The results revealed that taking all other independent variables at zero, a unit increase or improvement in the enforcement or
adherence to the PPDPA Act will lead to 0.577 increases in transparency and integrity in procurement at ZEC.

The study results showed that there was a positive and statistically significant relationship between compliance to the PPDPA Act \((p=0.01<0.05)\) and transparency and integrity in procurement at ZEC. The PPDPA Act to this effect has been put in place through and compelled public institutions to establish procurement management units (PMUs) and this has resulted in enhanced transparency and integrity in procurement processes. Procuring entities are now compelled to come up with yearly procurement plans and budget on what is to be procured in a particular year. The procuring entity is supposed only to proceed to procure when the requirements are on the procurement plan and is budgeted for. The new law brings order in the procurement process which has been previously abused. The current study findings are similar to Kendo and Getuno (2016) study that found a positive relationship between procurement regulations reforms and organizational integrity in the government entities in Kenya, however, it is worth to note that such a nexus maybe entity specific. The PPDPA Act is premised on achieving value for money in all procurement activities in a transparent, fair and honest manner. The current study also echoed Dusei and Awunyo (2015)’s assertion that weak procurement regulations in public procurement hinders market competition and raises the price paid by the administration for goods and services, directly impacting public expenditures and therefore taxpayers’ resources. The financial interests at stake, and the close interaction between the public and private sectors, make public procurement a major risk area that can endanger transparency and integrity in procurement.

All the senior administration officers who were interviewed indicated that there was a positive relationship between the PPDPA Act and Transparency/integrity since the inception of the act gave rise to the Procurement Management Unit which managed its activities in an open and upheld integrity through declaration of conflict of interest. Thus all the interviews supported what was obtained from the questionnaires.

4.11 Chapter summary

The overall findings of the study indicated that compliance or implementation of PPDPA Act has an influence on transparency and integrity in procurement at ZEC. The next chapter is going to cover recommendation and conclusion of the study.
CHAPTER V
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented and analysed the research findings. This chapter dealt with the research summary, conclusions and the recommendations. This study set out to examine identify compliance rate by ZEC to the new rules on transparency and integrity as per PPDPA Act [Chapter 22:23], to assess the current level of transparency and integrity in procurement at ZEC and to identify the effects of the PPDP Act [Chapter 22:23] on transparency and integrity.

A descriptive survey was used in this study and the focus was four procuring entities of ZEC that is Mashonaland Central, Mashonaland East, Mashonaland West Provinces and ZEC Head office. Only Administration Officers were the focus of the study because these are the procurement officers at ZEC. The period looked at, is from the birth of the new PPDPA Act up to date. Purposive selection was done, that is all the Administration officers were part of the respondents.

This study did not experience any problems, hence it was a success.

5.2 Summary of findings

5.2.1 Major findings

In line with the research objectives, the following major findings were identified:

**Objective 1.** To identify compliance rate by ZEC on the new rules on transparency and integrity as per PPDPA Act [Chapter 22:23].

Findings reveal that ZEC fully comply with the new PPDPA Act on transparency and integrity.

**Objective 2:** To assess the current level of transparency and integrity in procurement at ZEC.

Results show that ZEC is conscious to the fact that an effective procurement system plays a strategic role in governments for avoiding mismanagement and waste of public funds. There is standardization of processes and simplified access to information. Observations are that,
transparency and accountability have been recognized by ZEC as key conditions for promoting integrity and preventing corruption in public procurement. However, it was observed that ZEC does not provide guarantees for fair competition.

**Objective 3:** To identify the effects of the PPDPA Act [Chapter 22:23] on transparency and integrity in procurement.

The study results showed that there was a positive and statistically significant relationship between compliance to the PPDPA Act \((p=0.01<0.05)\) and transparency and integrity in procurement at ZEC. It was therefore found out that the new PPDPA Act can improve transparency and integrity of procurement officers. Furthermore it can improve procurement services, the reputation of procuring entities and also increase accountability, since acts of misconduct can be referred to the police.

To sum it all, ZEC is fully compliant with the PPDPA Act and its current practices are transparent. The effects of adopting the new PPDPA act are improved reputations, improved procurement services, improved reputation and increased accountability, since there is a positive and statistically relationship between the PPDPA Act and transparency and integrity in procurement at ZEC.

### 5.3 Conclusions

**Objective 1.** To identify compliance rate by ZEC on the new rules on transparency and integrity as per PPDPA Act [Chapter 22:23].

The Zimbabwe Electoral Commission is complying on the new rules on transparency and integrity as per PPDPA Act (Chapter 22:23).

**Objective 2:** To assess the current level of transparency and integrity in procurement at ZEC.

The level of transparency and integrity in procurement at ZEC is high

**Objective 3:** To identify the effects of the PPDPA Act [Chapter 22:23] on transparency and integrity in procurement.

The PPDPA Act has a positive and significant effect on transparency and integrity in procurement at the Zimbabwe Electoral Commission
5.3 Recommendations

5.3.1 General Recommendations

➢ ZEC must continue using the new PPDPA Act since it can improve transparency and integrity in procurement in the organisation and the conduct of procurement officers.

5.3.2 Recommendation to policy makers

➢ The government must speed the total banning of the repealed act and enforce the new regulations with earnestness to other public entities that have not yet adopted the Act, to bring sanity to the procurement profession.

5.4 Recommendations for further studies.

➢ The area of this study is new; hence the researcher recommends further study in the same area to increase knowledge in the effectiveness of the new PPDPA act.

➢ Even though this was descriptive survey study, the procuring entities covered were of the same nature since all were under ZEC; hence it is recommended that further studies be done on other procuring entities that are more diversified.
References:


Maurer, R. 2014, One Small Step Can Change Your Life; The Kaizen Way, Workman.


Appendix A

Introductory letter

Zimbabwe Electoral Commission
BINDURA

Date:..................

Dear respondent

My name is Edwell Muganu and I am undertaking a research titled, “The Impact of Public Procurement and Disposal of Public Assets Act (22:23), on transparency and integrity in Procuring entities” It is in partial fulfilment of the Master of Science in Purchasing and Supply Chain Management. As such, I am kindly asking you to answer the attached questionnaire as honestly as possible. This is purely for academic purposes and your responses will be kept confidential and anonymous. The questionnaire is targeting all Administration Officers in Mashonaland West, East, Central and Head office in the Zimbabwe Electoral Commission.

Thank you in advance for your anticipated, time, co-operation and contribution to my study.

Yours faithfully

Edwell Muganu
Appendix B

Copy of Questionnaire

Section A

Please circle your answer to each statement.

<table>
<thead>
<tr>
<th>No</th>
<th>Questions</th>
<th>Responses</th>
<th>Coding category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Age</td>
<td>18-28</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>29-39</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>40-50</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>51-61</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Gender</td>
<td>Male</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Marital status</td>
<td>Single</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Married</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Divorced</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Widowed</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Separated</td>
<td>5</td>
</tr>
<tr>
<td>4.</td>
<td>Level of education</td>
<td>O Level</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Certificate</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Diploma</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Degree</td>
<td>4</td>
</tr>
<tr>
<td>5.</td>
<td>Position</td>
<td>Administration Officer</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other</td>
<td>1</td>
</tr>
</tbody>
</table>
**SECTION B**

Please circle your answer to each statement using 5 Likert scale: (1) = No extent; (2) = little extent; (3) = Uncertain (4) = Great Extent and (5) = Very Great Extent.

*(KEY: NE=No Extent LE=Little Extent U=Uncertain GE = Great Extent VGE=Very Great Extent)*

1. The compliance rate by ZEC on the new rules on PPDPA Act [Chapter 22:23] to promote transparency and integrity

<table>
<thead>
<tr>
<th></th>
<th>NE</th>
<th>LE</th>
<th>U</th>
<th>GE</th>
<th>VGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>i). ZEC provides the necessary information to rejected bidders.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>ii). ZEC publishes notification of contract award and send copy to the Authority within one month.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii). ZEC keeps records of procurement proceedings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv). ZEC procurement officers’ conduct is as prescribed by the PPDPA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v). ZEC uses the Code of conduct for its procurement officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. The current level of transparency and integrity in procurement at ZEC.

<table>
<thead>
<tr>
<th></th>
<th>NE</th>
<th>LE</th>
<th>U</th>
<th>GE</th>
<th>VGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>i). Provision of access to current, up-to-date information about procurement processes, procedures and policies</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>ii). There is standardization of procurements documents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii). Needs assessment, planning and budgeting of public procurement is adequate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv). Transparency in competitive tendering is maximised</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. What are the effects of the PPDPA Act [Chapter 22:23] on transparency and integrity in procurement?

<table>
<thead>
<tr>
<th></th>
<th>Ne</th>
<th>Le</th>
<th>U</th>
<th>Ge</th>
<th>VGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>i)</td>
<td>Procurement officials meet high professional standards of knowledge, skills and integrity.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>ii)</td>
<td>Close co-operation between government and the private sector to maintain high standards of integrity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii)</td>
<td>Adequate degree of transparency in the entire procurement cycle.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv)</td>
<td>Specific mechanisms to monitor public procurement are provided.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix C

Copy of Interview Schedule


2. What other instruments does ZEC use besides the new Procurement act?

2. Are the current practises of ZEC on procurement, built on transparent and integrity?

4. Can the new Act’s Part IX have a positive impact on transparency and integrity in ZEC?

5. Given the authority, would you recommend full adoption of Part IX (transparency and integrity) of the new Act in ZEC?

6. In your opinion what are the benefits of using the Public Procurement and Disposal of Public Assets Act [22:23] of 2017?
Appendix D

Clearance letter

Ref: PSF0514/A

20 February 2019

Mr Edwell Muganu
Administration Officer- Mbire District
Mashonaland Central Province

REQUEST FOR AUTHORITY FOR FURTHER RESEARCH PROJECT: BINDURA UNIVERSITY OF SCIENCE EDUCATION: MR EDWELL MUGANU

Reference is made to your correspondence dated 23 January 2019 and the Provincial Elections Officer’s letter dated 28 January 2019.

Please be advised that the Acting Chief Elections Officer granted you permission to carry-out further research in IEC on “Assessing the potential Impact of the Public Procurement and Disposal of Public Assets Act 22:23 on service delivery: A case of study of the Zimbabwe Electoral Commission”

If agreeable, please indicate below and return the signed copy for our records.

You are further advised to liaise with DCEO-Knowledge, Management and Communication-Head Office.

The Acting Chief Elections Officer wishes you a successful research project.

J.C. Chidamba
for: Acting Chief Elections Officer
Zimbabwe Electoral Commission

[signature]

[Signature]

Date: 5/1/19

Commissioners: Chairperson: Mrs Justice P. Chigamba, Deputy Chairperson: Mr E. Magade, Mr D.J. Chigara, Mrs J.L. Kazembe, Dr N. Kundisidzora, Dr Q. Moyo, Ms N. Muzongoro, Ms S. Ncube and Mrs F. Sibata.