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AN ANALYSIS FRAMEWORK FOR SUCCESSFUL IMPLEMENTATION OF E-PROCUREMENT IN HUMANITARIAN ORGANISATIONS IN ZIMBABWE. A CASE FOCUS OF UNDP ZIMBABWE.

By

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THIS DISSERTATION IS SUBMMITED IN PARTIAL FULFILMENT OF THE REQUIRMENTS FOR THE AWARD FOR THE MASTER OF SCIENCE IN PURCHASING AND SUPPLY CHAIN MANAGEMENT DEGREE.

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Dedication

To my late Father **Samuel Kariwa Katsande**, my late Mother **Noriah Katsande**, daughters **Noriah (jnr)** , **Joyleen,Natali and Jill**.

To my Wife and Sisters who gave me the moral support and inspiration during the difficult times .Be blessed by the **ALMIGHTY**

Abstract

The main objective of the study was to analyse framework for successful implementation of e-procurement in humanitarian organisations in Zimbabwe,case focus of UNDP, Zimbabwe.,The objectives of the study were to identify the key factors that influence successful e-procurement implememantion,effects of information technology,effectiveness of e-procurement and benefits and challenges of implementing e-procurement in local humanitarian organisations in Zimbabwe, Primary data was collected through a questionnaire with closed -ended questions which was in line with the likert scale as a tool for collecting data.Based on the successful implementation of e-procurement in humanitarian sector, data analysis was done using a descriptive statics. SPSS Version 22.0 as an analytical tool while the results were presented in tables. The study used both descriptive and inferential statistics to analyse the collected data. A correlation and regression analysis was carried out to ascertain the strength and direction of the independent variables on e-procurement implementation. The study established that financial support , proper guidelines and protocols,backing from management and leadership,effective teamwork and communication,quality of information all have positive effects on the e-procurement in the humanitarian sector. The study recommended further enhancement of these factors and further research to ascertain the effects of other factors on e-procurement on other public procurement institutions.

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CHAPTER ONE

1.0 Introduction

Technology has changed the way that many industries throughout the world, including humanitarian aid, handle procurement. One technology innovation that can enhance procurement procedures through cost reduction, increased efficiency, and transparency is electronic procurement, or e-procurement. However, as demonstrated by the inadequate service delivery and interventions in the recipient areas, e-procurement implementation remains a difficulty for local humanitarian organisations in Zimbabwe. This research provides advice for the successful adoption of e-procurement in local and local humanitarian organisations, using UNDP Zimbabwe as a case study.

1.1 Background of the study

Given Zimbabwe's history of natural disasters, political upheaval, and economic hardship, local humanitarian agencies are essential to providing aid to affected communities. The capacity of the organisations to help and act in the recipient communities in an economical way is greatly aided by procurement. The goal of procurement is to satisfy the target populations by obtaining the best possible value, quantity, timing, quality, and location. The tactical and administrative choices made while acquiring goods and supplies were frequently highlighted in early definitions of procurement (Burt, 2023). Purchasing has developed into a more integrated activity known as "procurement," which includes the methodical process of determining what, when, and how much to buy, as well as the act of making sure that the necessary items are delivered on schedule, in the appropriate amount, quality, and price.

Supply Chain Management is the result of the recent theoretical and practical development trends that combine the tasks of purchasing, procurement, and logistics. This goes well beyond the separate roles of purchasing, procurement, and logistics. Supply Chain Management

encompasses purchasing, storing, and transportation and manages relations between vendors and internal customers and involves analysis, planning, implementation and measurement (Lysons & Farrington, 2016).

With the current emphasis on supply chain management, procurement is now viewed less as a clerical task and more as a strategic one inside companies. Since the procurement unit now employs professionals, has standardised operating procedures, and uses information technology to increase efficiency and cut costs, humanitarian organisations are taking procurement more seriously. This allows the organisations to make a significant impact in the communities where they operate and work.

In recent years, it has been noted that through the localization of humanitarian organizations, the responsiveness and supply chain performance of the organizations have gradually become poor (Lambert & Cooper, 2019). Among a wide array of reasons as to why this is so, one of the major reasons pointed out is the use of manual procurement systems, that involve bulky and cumbersome paperwork and are supported by Kim (2019). Continued use of such manual systems has also resulted in notable and rather costly errors which could have been otherwise avoided if technology was implemented in procurement (Kim, 2019).

This highlights the laborious, labour-intensive, and error-prone nature of these organisations' procurement procedures. As the internet has grown, the term "e-commerce" has evolved to refer to the buying of products and services using web-based platforms. There have been major steps towards supply chain management improvement such as the introduction of Just in Time (JIT), Enterprise Resource Planning (ERP) to enhance efficiency and reduce redundancy levels in humanitarian organizations (Nyandiere, 2012). As a result, supply chain management has continued to advance towards technology, including computerised purchasing. Although e-procurement can help reduce the difficulties involved in managing procurement tasks manually, its acceptance is still relatively low for a variety of reasons, such as a lack of funding and technological know-how. Of the many different types of e-commerce, one that has spread widely is that between businesses (B2B) enables organizations to obtain their supplies through e-procurement (Herna’ndez et al, 2017).

In Zimbabwe UNDP started the e-procurement in July 2022 and for the first six months there were only a few modules which were operational, and it started in January to be fully functional with everything being done in Quantum the ERP system from supplier sourcing, database for suppliers, evaluation and payment of suppliers. This marked the journey of the process. The

new procurement policy has given light to all sectors or departments in the UNDP system and other UN agencies that they can use this platform in carrying out their e procurement processes hence the question that has paused for all humanitarian organisations is whether are they ready for e procurement system?

1.2 Statement of the Problem

When local humanitarian groups in Zimbabwe use traditional procurement methods, they encounter ineffective procedures, increased transaction costs, and postponed product and service delivery. Challenges are made worse by an inability to successfully adopt e-procurement, which results in subpar service delivery and a lack of trust in the organisations' capacity to meet community demands. Despite the growing popularity of e-procurement as a result of globalisation, technical improvement, and changes, organisations continue to do manual tasks. According to PPOA (2018), in humanitarian organizations, most procurement processes are still manual, and the internet is only fully used in web browsing and e-mails. According to studies done by Malela (2018), some humanitarian organizations have manual processes which are slow, costly, inefficient and lead to poor service delivery and interventions, and poor data storage and retrieval. Poor supply chain performance and poor service delivery are the results of this.

Studies done on e-procurement by (Subramanian, 2003; Wanyika, 2016; Kaisa, 2018 & Mutunga, 2018) indicated that there is a close relationship between e-procurement and supply chain performance. Despite this, not much research has been done on the impact of e-procurement on local humanitarian agencies in Zimbabwe. This project will use UNDP Zimbabwe as a case study to analyse how successful e-procurement deployment affects performance and service delivery in local humanitarian groups in Zimbabwe in an effort to reduce the knowledge gap. This will enhance service delivery and raise accountability.

1.3 Purpose of the Study

This study's primary goal is to offer a framework for local humanitarian institutions in Zimbabwe to successfully implement e-procurement. The research aims to achieve the following objectives in order to achieve this goal:

1.3.1 Identify the key factors that influence successful e-procurement implementation in local humanitarian organizations in Zimbabwe.

1.3.2 Evaluate the effectiveness of E-procurement and suggest strategies for enhancing procurement processes in local humanitarian organisations in Zimbabwe.

1.3.3 Evaluate if Information technology supports e-procurement implementation in local humanitarian organisations in Zimbabwe.

1.3.4 Analyse the benefits and challenges of implementing e-procurement in local humanitarian organisations in Zimbabwe.

1.4 Major research questions

1.4.1 What are the key factors for the successful implementation of e-procurement in local humanitarian organizations in Zimbabwe?

1.4.2 How effective in enhancing procurement processes in local humanitarian organizations organisations in Zimbabwe?

1.4.3 How Information technology can support e-procurement implementation in local humanitarian organisations in Zimbabwe?

1.4.4 What are the benefits and challenges of implementing e-procurement in local humanitarian organizations in Zimbabwe?

1.5 Statement of the hypothesis

• Greater trust, transparency, and confidence in the capabilities of local humanitarian organisations in Zimbabwe to provide services to the impacted populations can result from the successful adoption of e-procurement.

• Local humanitarian organisations in Zimbabwe may see improved procurement procedures, more productivity, lower costs, and better accountability as a result of e-procurement implementation.

1.6 Significance of the study

- **Theoretical Significance:**

The study adds to the corpus of information about the use of e-procurement in the humanitarian sector, particularly in local NGOs in Zimbabwe, which gives it theoretical significance. The study will pinpoint the essential components of e-procurement implementation success, laying the groundwork for more research.

- **Empirical importance:**

The study's assessment of the efficacy and recommended strategies for improving procurement procedures in humanitarian institutions in Zimbabwe is what gives it

empirical importance. The assessment will provide empirical support for the tactics and methods used to increase the organisations' procurement procedures. Future scholars will be able to use the data collection that this study produced as a point of reference. The results of the assessed constructs in the study might serve as a guide for different researchers.

- **Methodological Significance:**

The way the study uses a mixed-methods approach to examine the framework for efficient e-procurement deployment, using both qualitative and quantitative data, lends methodological value to the research. Previous methods either used a quantitative method that does not allow for the understanding of the thoughts and perceptions of the study group, or a qualitative method that does not for the analysis of causation. There were significant flaws in each instance that might have affected the research's real conclusions.

- **Practical Significance:**

The study's practical significance lies in its examination of a framework that guides the efficient implementation of e-procurement in Zimbabwe's local humanitarian groups. For companies looking to boost accountability and optimise their procurement procedures, the analysis will offer a useful manual. In order to accomplish their objectives and provide humanitarian services more effectively, organisations will be able to apply e-procurement systems after realising the drawbacks of manual procurement methods.

1.7 Assumptions

- The respondents were well versed in the study area and responded well to the questions, and they gave honest and correct information.

1.8 Delimitations of the study

This research will concentrate on humanitarian institutions in Zimbabwe, particularly focusing on e-procurement adoption. The research will take into account the difficulties these organisations have in implementing e-procurement, such as their lack of technological knowledge and resource constraints. The study will focus only on analysing a framework for efficient e-procurement deployment and how well it works to improve procurement procedures in Zimbabwean local humanitarian organisations. A case of UNDP Zimbabwe. The target respondents included UNDP management, Procurement Oversight and Review Committees

(CAP-contracts, Assets and Procurement), Evaluation Committee which represent each and every department of UNDP Zimbabwe and procurement staff and programme staff only because these were the key informants of the study. We have ITM (Information and Technology Management) who usually procure ICT software and Equipment on behalf of UNDP country offices this will cause the Country office to get the ICT of not their choice and PSO (Procurement Support Office) is the sole internal buyer for our vehicles mainly Toyota vehicles which also limits the Country office to have different type of Vehicles.

1.9 Limitations

Time was a major challenge since the research was carried out whilst the researcher was going to work. However, the researcher managed to use off days and weekends to overcome the challenge.

One of the study's limitations is that questionnaires were used to collect relevant data for assessing how well e-procurement was implemented in local humanitarian organisations and how it affected service delivery. Emails and links on social media were used to distribute closed-ended questions, and some respondents were unable to reply due to data loss and connectivity problems. As a result, this had a slight impact on the response rate. Subsequent investigations may examine alternative forms of data gathering tools, such open-ended survey questions.

Many local humanitarian organisations in Zimbabwe operate within the guidelines set out by donors. It was challenging to get access to the organisations for data collecting because of these donor restrictions and regulations, which occasionally limit and discourage sharing and welcoming researchers. The evidence for this is restricted to UNDP Zimbabwe. Future research projects might extend their scope to investigate the framework analysis presented in this work in different geographic contexts and consider a larger sample size to guarantee that results are more representative and cover a greater variety of subjects.

1.10 Definition of terms

Information technology: Information technology, according to Campbell (2005), is the conversion or integration of methods for processing an item or service from one that is seen to be subpar to one that is thought to be superior. Another approach to describe it would be a switch from an ineffective manual method to an automated one.

e-Procurement: CIPS defined as the use of software systems that help you with procurement activities, where the ‘e’ stands for electronic. Using technology to support and automate your

procurement processes brings efficiencies to your business and streamlines what were once manual processes.

1.11 Dissertation outline

1.11.1 Chapter 1 General Introduction

This chapter covers the study's background, rationale, problem statement, goals, and research questions. It also discusses the study's importance, limits, and delimitations, as well as its organisation and chapter summary.

1.11.2 Chapter 2 Literature Review

The institutional and legitimacy theories are examined in this chapter, which focuses on the theoretical framework. The conceptual framework, independent variables (Support from management and leadership management, sufficient financial support, proper policies and processes for procurement, technical know-how and assistance, collaboration and communication that works), and dependent variables (service delivery) were examined in this chapter. Additionally, an empirical review, a summary of the literature, a research gap, and a chapter summary were highlighted.

1.11.3 Chapter 3 Research Methodology

The target population, research instrument, sample frame, sampling approach, data collecting method, data source, data analysis, validation, reliability, ethical considerations, and chapter summary are the main topics of this chapter.

1.11.4 Chapter 4 Data Presentation, Analysis and Discussion

The analysis of the results from the data gathering is described in this chapter. It uses tables, graphs, and statistical analysis to display the results. Additionally, it offers an independent and distinct examination of every variable.

1.11.5 Chapter 5 Summary, Conclusions and Recommendations

This chapter's main sections include an overview of the major findings, a conclusion, suggestions for more research, and areas for future investigation.

1.12 Chapter Summary

The context of the study, its goals and objectives, and the research questions that would direct it were all highlighted in this chapter. This chapter additionally evaluated the material that has already been published and presented the problem as it has been shown. The chapter also discusses the boundaries and restrictions of the research, and it concludes with a summary of the findings and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The theoretical foundation, conceptual framework, and research gap that the study will address are all included in this chapter. Reviewing the literature on the variables— The main objective of the evaluation is to ensure that: Proper procurement rules and processes; leadership and management support; enough budgetary resources; technical competence and assistance; and effective communication and collaboration. It prompts reflection on the important procedures that lead to the effective use of e-procurement and how this affects the services provided by local humanitarian aid organisations. This chapter will detail the study's literature strategy, underlying theories, and further development of the conceptual framework. Any possible gaps in the body of knowledge that this dissertation seeks to fill will also be found and explained by this evaluation of the literature. The literature was gathered from reports, magazines, books, journals, and the internet.

2.1 Literature Strategy

Systematic and thematic strategies are the two methods used in literary strategy. The systematic review is one type of literature review that makes use of precise and well-organized methods to find, evaluate, and summarise all pertinent data on a certain research issue or topic. It usually follows a clear and repeatable approach and attempts to provide a comprehensive summary of the relevant data in order to reduce bias. A thematic review is a literary analysis that concentrates on finding themes or patterns in a certain body of literature. It is less structured than a systematic review and may not use exact methods to lessen bias. Rather, the objective is to discern significant themes, ideas, and concepts through a more personalised and interpretive approach. A thematic literature review typically focuses more on understanding what is already known about a subject than on compiling a comprehensive summary of it.

The systematic literature review approach was used for this study because it is repeatable, thorough, and extensive. Additionally, the approach is reliable and guarantees the acquisition of precise outcomes.

2.2 Underpinning Theories

The following hypotheses will form the basis of the study:

2.2.1 Technology Acceptance Model (TAM):

According to this hypothesis, technology's recognised utility and usability play a critical role in deciding its adoption and use. As an information technology application, electronic procurement, or e-procurement, offers administrators a useful tool to save costs and increase the efficacy and efficiency of their organisations. Process cost savings, reduced administration costs, reduction in costs through deflated staffing levels, amplified quality through amplified competition, decrease in time through improved internal workflow and reduced overall procurement cycle times comprise some of the profits that stem of e-procurement process (Eadie, Perera & Heaney, 2019; Davila, Gupta & Palmer, 2018). Davis (2015; 2017; 2019) extended and justified the Technology Acceptance Model (TAM) to justify the mechanisms that induce and shape users' receipt of new information technology. According to TAM, consumers' attitudes towards and actual use of information technology are mostly influenced by two factors: their perceived utility and simplicity of use in comparison to new features in information system design. Many researchers have steered empirical studies to examine the explanatory power of the TAM, which produced relatively consistent results on the acceptance conduct of IT end users (Venkatesh & Davis, 2019). In summary, TAM presented an elucidation of the factors of technology acceptance that allows explanation of user conduct through a wide scope of end-user information technologies and user populations (Davis et al, 2019). The third question arises from the theory: Does information sharing affect local humanitarian organisations' supply chains' performance?

2.2.2 Diffusion of Innovation Theory:

This idea emphasises how important social structures, communication routes, and innovative qualities are to the uptake and spread of new technology. Rogers, (1995) argues that technology adoption results from attributes focused on technology such as relative advantage, how compatible the system and how simplified the system is. It also takes into account innovation, routes of communication, and the process of adoption decision-making. Evan & Wruster, (2001) argued that ICT enables greater information to be widely available with the ability to offer access to large catalogues of suppliers, a wide range of product and services available to employees who in turn provide greater range flexibility. This enables the use of fully integrated systems like VMI and EDI to enable E-order processing. By highlighting user interactions and network connectivity, Rogers highlights the social system's inherent character. How large and how interconnected the industrial network that the organization operates in can influence decisions as well (Lundblad, 2003).

2.2.3 Grounded Theory:

Grounded theory is all about letting the data speak for itself (Saunders et al, 2009). Stated differently, grounded theory allows the facts to guide the creation of a novel theory, model, or framework. As promised, the hypothesis derived has a solid foundation in the facts. For this reason, grounded theory is particularly helpful when conducting research on topics that are either unexplored or little studied.

Research using grounded theory is usually qualitative and employs an inductive methodology. Typically, this form of research involves identifying commonalities between sets of data, and results are then drawn from completed research without the aim of fitting the findings in with a pre-existing theory or framework (Saunders et al, 2009).

2.2.4 Theory of Technology Dominance (TTD):

According to the theory of Technology Dominance (TTD), there are two circumstances in which a decision maker could start to depend on an intelligent decision aid. The decision-maker's task experience is lacking. Task experience, task complexity, decision aid familiarity, and cognitive fit are all high points for the decision maker. TDD states that depending too much on an intelligent decision aid might lead to long-term deskilling of the user and impede knowledge growth and advancement in the user's field. Furthermore, according to TDD, when a user's expertise and intelligent decision assistance are mismatched, there is a negative correlation between the user's level of expertise and the likelihood of making a poor decision. Reliance on the help, however, is positively correlated with better decision making when the user's knowledge and that of the aid are matched.

2.3 Review of Empirical Literature

2.3.1 Crucial elements for an effective e-procurement deployment.

2.3.1.1 Management and leadership assistance

For e-procurement to be implemented successfully, management support and leadership play a critical role. The effectiveness of e-procurement deployment is directly correlated with the organization's senior management's support. Since senior leadership and management are the organization's strategic visionaries, it is essential that they embrace and support the deployment of e-procurement solutions. While the introduction of e-procurement presents opportunity for an organisation to improve its procurement outcomes, it also entails new obligations for the management. Senior management in local humanitarian agencies should take advantage of the opportunity to implement e-procurement within their organisation, as it becomes a lever for success. Organisational performance is largely determined by the valuation component of e-

procurement deployment. Since the organisation benefits from the deployment of e-procurement, it is imperative that senior management support this effort in any manner they can since it fosters an environment that is favourable to procurement inside the company.

2.3.1.2 Sufficient financial Support

Implementing e-procurement has expenses. The process of purchasing a new system comes with a number of expenses. These expenses include the purchase of the system itself, its development and customisation to meet user needs, staff and user training, maintenance fees, and other ongoing expenses and subscriptions. As a result, it's critical to guarantee that the project has sufficient funding, and that the e-procurement system is operational. This will enable the organisation to deploy the systems without any problems and with ease, with the exception of those that are out of their control. Appropriate market research must be done in order to guarantee that a budget is set aside that will be sufficient to support the implementation of the e-procurement system.

2.3.1.3 Proper policies and processes for procurement

Organizations need to develop executable strategies for e-procurement implementation (Hardy and Williams, 2016). This means that one of the most important elements affecting the effective adoption of e-procurement is the rules and processes pertaining to it. The development of the e-procurement system is given top priority in the implementation strategy, which also incorporates the organization's procurement rules, procedures, and value. Therefore, in order to do this, it is imperative that local humanitarian organisations involve all relevant parties through extensive communication and deliberate distribution in order to gather practitioner input. In addition, it entails creating appropriate guidelines, protocols, and oversight systems to assess and appraise the execution plan. In the e-procurement strategy formulation, local humanitarian organizations should explore the complex terrain of e-procurement policy and practice (Waganda, 2018).

2.3.1.4 Technical know-how and Assistance

The availability of technical skills and assistance is a prerequisite for local humanitarian organisations to establish e-procurement systems. This points out that with the system being developed, there must be well skilled and equipped people who decipher the needs of the organizations and develop functional systems (Mwangi et al, 2019). System developers, programmers, and reviewers must be involved in order to do this. They must make sure that the technical aspects of the system are created so that users can use it on their own even after

receiving training. After-sale support is another area where technical competence is required; it should not stop with system development. As a result, ongoing assistance will guarantee that users and the local humanitarian are sufficiently prepared to use and traverse the system independently and successfully even when they are left on their own.

2.3.1.4 Collaboration and Communication that works.

It is imperative that humanitarian institutions make e-procurement adoption possibilities evident to its stakeholders. This will have a significant impact on addressing stakeholders' reluctance to embrace e-procurement and resistance to change. This communication must, however, be two way with the stakeholders giving feedback and their feedback being considered and acted upon (Waganda, 2018). This will significantly increase the stakeholders' sense of ownership over the system even after it has been put into place by demonstrating to them that they are an integral part of its development. Such communication helps to manage any opposition to change and acts as a safeguard against scepticism and uncertainty.

2.3.2 The advantages and difficulties of using electronic procurement.

2.3.2.1 Rewards for e-procurement implementation

2.3.2.1.1 Financial savings

In addition to saving time, moving to an e-procurement system may help businesses save money by lowering manpower, reducing fraudulent expenditure, and using early payment incentives.

2.3.2.1.2 Clear audit trails

Waganda (2018) notes that knowing who engaged with a purchase—from the payment request—is more crucial for many organisations than the question of what was bought. While spreadsheets and paper records may capture some of this data, they are not impervious to human manipulation, and it is impossible to detect or keep track of such changes. On the other hand, contemporary e-Procurement systems record every interaction and offer a thorough history of who did what. Since a complete history of all modifications to each request is readily available for everyone to observe, audits become a snap, turning an otherwise laborious task into a simple exercise. In addition, as this is a fundamental procurement concept, it also enhances the organization's transparency in procurement.

2.3.2.3 Controlled spending

One major problem facing many local humanitarian organisations is overspending. With paper and spreadsheets, it can be easy to hide or mask a rogue purchase, but this is not so with e-procurement systems (Waganda, 2018). An irreversible electronic audit trail effectively discourages rogue expenditure, making it easier to detect and preventing it from happening in the first place.

2.3.2.4 Easy vendor management

Local nonprofits may plan for significant cost savings when they have access to all of their vendor orders in one location. This include combining similar products to receive bulk discounts, showing vendors your expenditure to negotiate better prices, monitoring the use of non-preferred suppliers, and even cancelling such purchases to save money elsewhere. This kind of metadata just isn't available with a manual procurement system (Waganda, 2018).

2.3.2.5 Easy budgeting

Every organisation has to deal with budgets, which are also a sign of a well-designed e-procurement system. Budget computations under a manual procurement method are completed by hand or on spreadsheets. There's no visibility, no practical means of enforcing approvals for purchases that go over budget, and one mistake on the keyboard may be disastrous for the company. Modern e-procurement systems will handle all of this automatically. They will also alert authorised users to the available budget and the potential repercussions of making a purchase before it is completed. Waganda (2018) argues that advanced and evolved modern systems will not only alert approvers if a request is over budget but trigger special routing rules or approval workflows for over-budget expenses to ensure they're properly accounted for. An additional benefit of a modern e-procurement system is that they also allow budgeting at both the GL Account and Project level, adding extra flexibility for the organization's budgeting needs (Waganda, 2018).

2.3.3 Challenges of implementing e-procurement

2.3.3.1 Inadequate facilities

In Zimbabwe, a major obstacle to e-procurement adoption in local humanitarian organisations is a lack of suitable infrastructure, including hardware, energy, and dependable internet connectivity. Zimbabwe is a developing nation where certain sections have limited or non-existent internet connectivity. Share (2019) point out that issues around load shedding cannot be left out, as there is vast load shedding which also hinders the successful implementation of

e-procurement by local humanitarian organizations. E-procurement systems cannot operate correctly or consistently without these fundamental prerequisites, which might lead to delays, mistakes, or fraud. Moreover, the lack of infrastructure may limit the participation of potential suppliers, especially those in remote or rural areas, who may not have the means or the skills to access and use e-procurement platforms (Share, 2019). To overcome this obstacle, poor nations must make investments in infrastructure development. To ensure the availability and sustainability of e-procurement, local humanitarian agencies must also invest in backup or alternative options, such as offline or mobile-based systems.

2.3.3.2 Regulatory issues

According to Seo et al. (2019), the legal and regulatory environment in Zimbabwe presents additional obstacle to local humanitarian organisations implementing e-procurement: it could not be conducive to or compatible with such practises. For example, the lack of laws or regulations that recognize or enforce electronic contracts, signatures, or payments, or that protect the privacy and security of data and transactions (Seo et al, 2019). This might lead to legal ambiguities, dangers, or disagreements and deter e-procurement. In addition, e-procurement systems may not be connected or aligned with the complicated and inconsistent regulations and processes governing procurement, which might lead to corruption, inefficiency, or misunderstanding. To overcome this challenge, there is a need to review and reform their legal and regulatory framework, and harmonize and simplify their procurement rules and procedures, to facilitate and promote e-procurement by local humanitarian organizations (Seo et al, 2019).

2.3.3.3 Organizational Cultural factors

This is another obstacle to Zimbabwean local humanitarian organisations using e-procurement. The desire and preparedness of the parties participating in the procurement process, including suppliers, civil society, and procurement officials, may be impacted by these cultural elements. These factors may include resistance to change, lack of skills and knowledge, and lack of trust and transparency (Seo et al, 2019). Local humanitarian groups in Zimbabwe need to conduct awareness and education campaigns, provide support and training, and have conversations with stakeholders about the advantages and future possibilities of e-procurement while also taking care of their concerns and expectations in order to get beyond this barrier. Moreover, they should ensure that e-procurement systems are transparent and accountable, and that they provide feedback and monitoring mechanisms, to build trust and confidence among the stakeholders (Rosli et al, 2019).

2.3.3.4 Operational issues

A fourth barrier to local humanitarian groups adopting e-procurement is the technical and operational difficulties that may affect the functioning or performance of e-procurement systems, as well as the standard or satisfaction of the e-procurement process. To overcome this challenge, local humanitarian organizations need to adopt or develop e-procurement systems that are compatible and interoperable with other systems or platforms, and that comply with international or regional standards or protocols, to enhance the integration and communication of e-procurement (Roman, 2018). They also have to make sure that e-procurement systems are maintained adequately and on a regular basis, and that security measures, such as encryption, backups, and upgrades, are in place to avoid or lessen technical issues, cyberattacks, and data breaches, as well as to guarantee the availability and integrity of the systems. Moreover, there is a need to make sure that e-procurement systems are user-friendly and usable, with simple or intuitive interfaces, menus, or instructions, and fast or stable responses, to improve the user experience and satisfaction (Roman, 2018).

2.3.4 The efficiency of online procurement.

2.3.4.1 Observation

Local humanitarian organisations may now have centralised access to all of their data thanks to e-procurement. This enables them to locate a purchase order or an invoice and to examine information in order to identify areas where your procedures need to be improved. Roman (2018) points out that this could mean tracking areas where approvals take the longest and can be shortened, vendors organizations spend a lot of money with and who they might be able to negotiate better terms with, times to pay invoices to take advantage of early pay discounts and optimize cash flow and more!

2.3.4.2 Control

Systems for electronic procurement provide you more flexibility and control throughout the whole buying process. Control is essential to the operation of the contemporary e-procurement system. It extends from limiting who may submit an order to approving and purchasing it, and ultimately to receiving against or paying it. Local humanitarian organizations can even manage who can see the details of a transaction, and which details, after the fact (Roman, 2018). If they

want control over not just how much money your firm spends but also who within it can authorise, view, and spend it, they require an advanced digital e-procurement system.

2.3.4.3 Automation

Human mistake is a prevalent issue in manual and conventional procurement procedures. Someone enters inaccurate data into a spreadsheet or forgets to save their modifications. Before departing on vacation, someone forgets to authorise a purchase order. Automation is used by modern e-procurement systems to mitigate these issues. Neupane (2022) argues that instead of having an employee enter a PO or invoice by hand, local humanitarian organizations can utilize automated PO generation, templates, and internal catalogues. In UNDP Zimbabwe we use the new ERP system called Quantum from sourcing of suppliers to project closure. By using these features, businesses may reduce the risk associated with manual operations by automating data entry and relying on exception alerts and invoice matching capabilities to tell them when numbers don't match. Instead of carrying a piece of paper from desk to desk, the system can email each approver in sequence and let them approve right from their inbox to move the purchase along (Neupane, 2022).

2.4 Theoretical Framework

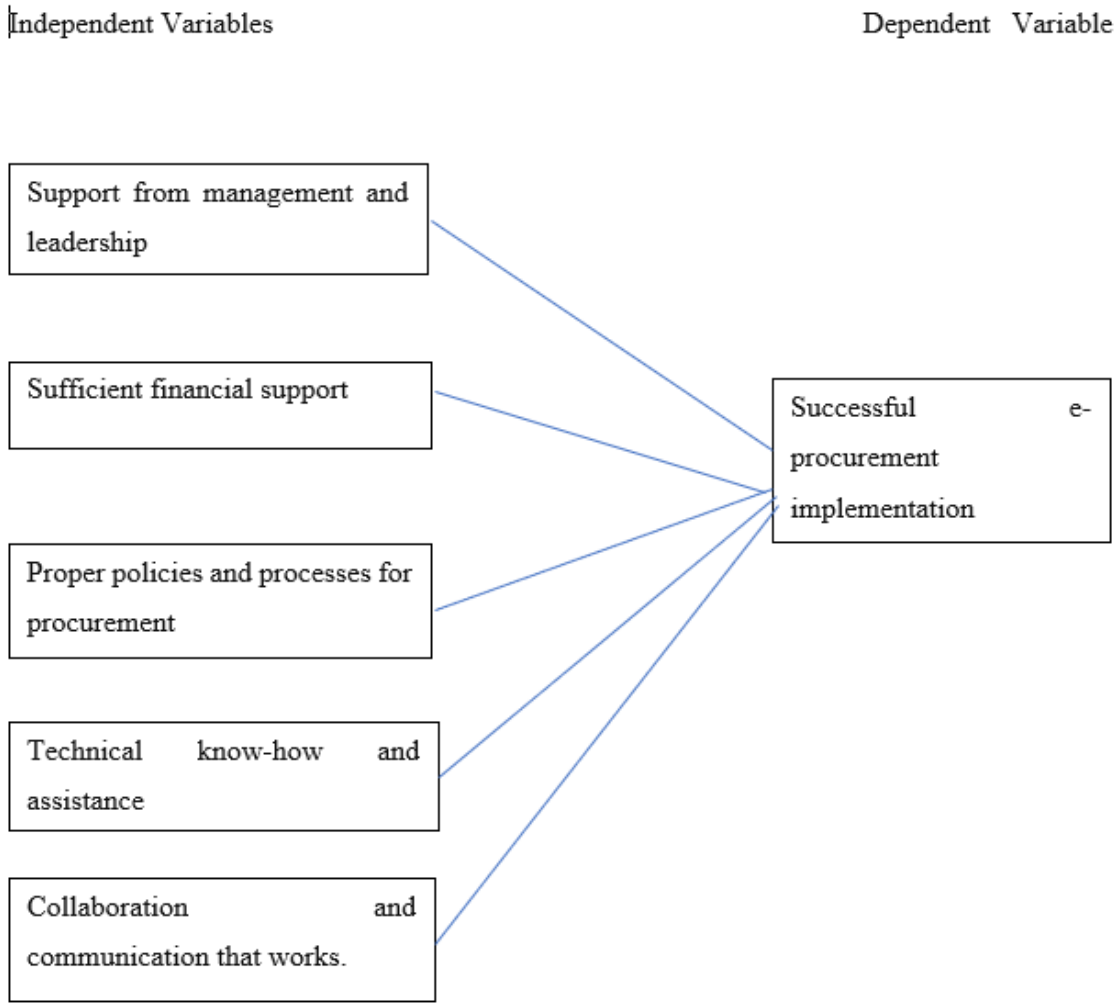
Defee *et al.,* (2010) stated that good research should be grounded in theory (Mentzer *et al*., 2008). Furthermore, Kothari (2004) states that a theory is a coherent group of tested propositions commonly regarded as correct that can be used as principles of explanation and prediction for class of phenomena. In line with this definition, the study will employ two theories to help illustrate the crucial factors influencing the effective adoption of e-procurement in Zimbabwean local humanitarian organisations, as well as the effectiveness of e-procurement and provide recommendations for enhancing procurement practices in local humanitarian organisations in Zimbabwe. This inquiry was also guided by the theories of legitimacy and institutionalization.

2.5 Conceptual Framework

The key success factors (CSFs) for e-procurement deployment in humanitarian organisations will serve as the foundation for the conceptual framework of the study. These elements, which affect how humanitarian organisations provide services and intervene, consist of:

- Support from management and leadership
- Sufficient financial support
- Proper policies and processes for procurement

- Technical know-how and assistance
- Collaboration and communication that works



Source: Author (2023)

2.5.1 Support from Management and Leadership

For e-procurement to be implemented successfully, management support and leadership play a critical role. The effectiveness of e-procurement deployment is directly correlated with the organization's senior management's support. Since senior leadership and management are the organization's strategic visionaries, it is essential that they embrace and support the deployment of e-procurement solutions. While e-procurement presents chances for the organisation to improve its procurement outcomes, the managers who use this technology will also take on new responsibilities. Senior management in local humanitarian agencies should take advantage

of the opportunity to implement e-procurement within their organisation, as it becomes a lever for success. Organisational performance is largely determined by the valuation component of e-procurement deployment. Since e-procurement deployment benefits the company, senior management should support this initiative to the fullest extent possible since it fosters an environment that is favourable to internal procurement.

2.5.2 Sufficient Financial support

Implementing e-procurement has expenses. The process of purchasing a new system comes with a number of expenses. These expenses include the purchase of the system itself, its development and customisation to meet user needs, staff and user training, maintenance fees, and other ongoing expenses and subscriptions. For this reason, it's critical to guarantee that the project has sufficient funding and that an effective e-procurement system is in place. This will enable the organisation to deploy the systems without any problems and with ease, with the exception of those that are out of their control. Appropriate market research must be done in order to guarantee that a budget is set aside that will be sufficient to support the implementation of the e-procurement system.

2.5.3 Proper policies and processes for procurement

Organizations need to develop executable strategy for e-procurement implementation (Hardy and Williams, 2016). This means that one of the most important elements affecting the effective adoption of e-procurement is the rules and processes pertaining to it. The present e-procurement implementation strategy unifies the procurement rules, procedures, and value inside the organisation in addition to giving priority to building the e-procurement system. Therefore, in order to do this, it is imperative that local humanitarian organisations involve all relevant parties through extensive communication and deliberate distribution in order to gather practitioner input. It also entails creating appropriate guidelines, protocols, and oversight and assessment systems for the implementation plan. Local humanitarian organisations should investigate the complicated landscape of e-procurement policy and practise while developing their e-procurement strategies.

2.5.4 Technical know-how and assistance

The availability of technical skills and assistance is a prerequisite for local humanitarian organisations to establish e-procurement systems. This emphasises the necessity for highly qualified and equipped individuals to work on the system development process in order to understand the requirements of the organisations and create useful systems. In order to do this,

system developers, programmers, and reviewers must be involved in order to guarantee that the technical aspects of the system are created in a way that allows users to navigate it on their own even after receiving training. After-sale support is another area where technical competence is required; it should not stop with system development. As a result, ongoing assistance will guarantee that users and the local humanitarian are sufficiently prepared to use and traverse the system independently and successfully even when they are left on their own.

2.5.5 Collaboration and Communication that works.

It is imperative that humanitarian institutions make e-procurement adoption possibilities evident to its stakeholders. This will have a significant impact on addressing stakeholders' reluctance to embrace e-procurement and resistance to change. However, this communication needs to be two-way, with the stakeholders providing input and having that input taken into account and addressed. This will significantly increase the stakeholders' sense of ownership over the system even after it has been put into place by demonstrating to them that they are an integral part of its development. Such communication helps to manage any opposition to change and acts as a safeguard against scepticism and uncertainty.

2.6 Chapter Summary

This chapter's main objective was to review the literature on the topic being studied. This chapter's primary goal was to identify the knowledge gaps pertaining to the critical elements required for local humanitarian organisations to successfully conduct e-procurement initiatives. After reviewing the literature, research technique is covered in the next chapter.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter will describe the research techniques used to achieve the study's goals of identifying the critical elements influencing the effective adoption of e-procurement in Zimbabwe's local humanitarian groups. Zimbabwean UNDP case study. It explains how the research was conducted by clearly outlining the research design, population, research instruments, sources of data, sampling techniques and the procedure applied in collecting and analysing the data. This chapter also shows the population involved and the instruments used. The chapter explores techniques to be used during data collection, methods used and justification for using such methods.

3.2 Research Methodology

Research methodology as defined by Saunders et al (2007) refers to the collection of practical decisions regarding what data you'll collect, from whom, how will collect it and how researcher and analyze it. Methodology explains not just what methodological choices were made, but also why they were made as outlined in the following sections:

According to Saunders et al (2007), the research philosophy is the foundation of any study as it describes the set of beliefs the research is built upon. One might characterise research philosophy from an ontological or an epistemological perspective. The study of knowledge, what genuine knowledge is, and how to extract it are all topics covered by epistemology. On the other hand, ontology is the philosophical standpoint that revolves around the nature of reality as well as the different entities within the domain of reality (Bridges, 2010). In addition, positivism, interpretivism, and pragmatism are the three primary research philosophies that work on distinct ontological and epistemological premises.

In research, the research approach refers to the process of either building theory to add value to existing knowledge or testing existing theories to validate existing assumptions (Peffers et

al. 2017). There are several methods employed, including abductive, inductive, and deductive methods. Saunders et al (2009) highlights that inductive approaches entail generating theories from research, rather than starting a project with a theory as a foundation. Deductive approaches, on the other hand, begin with a theory and aim to build on it (or test it) through research (Saunders et al, 2009).

This study employed a deductive method. Studies that use the deductive approach start with a thorough analysis of current ideas and conceptual frameworks in order to evaluate them using statistical data testing. They then shift from a general to a particular procedure. Researchers following the deductive approach in social research identify the knowledge gaps that are present in existing literature, followed by the formulation of questions, data collection, data testing, and finally arrive at objective-based outcomes, that validate theoretical underpinnings (Neuman, 2014).

The deductive technique was used for this study because of the positivist viewpoint, which supports the use of quantitative tools to assess assumptions through data testing and either affirm or reject preceding premises. The research yielded a number of hypotheses to assess the relationships between factors influencing the efficient use of e-procurement and the service delivery of local humanitarian agencies in Zimbabwe. A study plan was created to examine the hypothesis as it was the first to be formulated. This research adopts more general notions from the body of literature before focusing on a particular viewpoint. Ultimately, the study's findings are expressed in terms of the significance or lack thereof of the relationships between the variables that the theory proposed.

3.3 Research Approach

The researcher used deductive approach whereby quantitative numerical data was collected using a questionnaire. Quantitative research is referred to as an approach where objectives are tested by examining the relationship among variables and these variables in turn, being measured, typically on instruments, so that numbered data can be analysed using statistical procedures, (Denzin and Lincoln, 2011; Creswell 2013). A positivist approach was adopted by the researcher since the research is quantitative. From a theoretical perspective, the positivism approach is based on a concept of neutrality and objectivity which the researcher can remain separate from and not affect the research field (Suanders, 2016). The research approach adopted for this study therefore maintained the assumption of an empiricist paradigm and built upon the existing theories (Creswell, 2017). By using a quantitative technique, the researcher was

able to stay impartial and ensure that the data was utilised to assess reality in an objective manner.

3.4 Research Design

A research design is a framework used to conduct a research study, (Creswell and Creswell 2017). The researcher initially starts with a qualitative research phase and analyses the perspectives of participants because of the positivist research method that was used and the type of questions that were employed throughout the investigation time. In order to choose which instruments to employ in the subsequent quantitative phase, the qualitative phase was utilised to construct an instrument that best suited the research sample. The researcher first explored the literature and understood the topic first and later used the questionnaire to gather data that was used to find the views of the participants hence the researcher used exploratory and descriptive designs. Castle et al (2018) assert that research can be used to collect information of what exist, what people want and how to get there which is more appropriate in understanding the e-procurement implementation in the Humanitarian Organisations in Zimbabwe. Case of UNDP Zimbabwe. However, the aim of this design is to minimise biasness and maximise the reliability of the data collected.

3.5 Sources of Data

Data were gathered by the researcher from primary and secondary sources. Secondary data refers to the data which was collected by individuals other than the researcher but for their own purposes (Borbasi and Jackson 2017). It is derived from the published texts, journals, and other published materials. Creswell in Saunders (2017) asserted that secondary sources involve and analysis of documents that are relevant to the study and the researcher interprets the information in line with his study or research and give the document a voice. In this study the researcher used literature sources which were related to e-procurement in the global world, and published articles of e-procurement in Humanitarian Organisations. The information obtained from these documents were of paramount importance as it give insight to the researcher of how e-procurement was being implemented in other humanitarian organisations in the world.

Primary sources refer to the data collected only for the purposes of the research. The researcher collected data through the instrument which is the questionnaire from the stakeholders; (Borbasi and Jackson 2017). This data was collected after the researcher initiate the process and thus shows it is not readily available. In this study the researcher sent out 100 copies of

questionnaire to the respondents who are the UNDP Zimbabwe top management, middle management, Information Technology personnel, procurement committees, procurement and programme personnel and they are the primary sources.

3.6 Population and Sampling of the Research

The study used a population of 100 subjects in total which comprised of UNDP Zimbabwe Human Resources, Procurement, Information Technology, Finance and Programs personnel. A target population refers to a set of elements or rudiments, whether individuals, objects, or events, that conform to specific criteria and to which we intend to generalize the results of the research (Shaughnessy et al 2016). Mugenda and Mugenda (2003) asserted that every target population for any research should show or present some visible characteristics that the researcher might want to take a broader view of the study.

3.6.1 Sample Size

Sample size of the study is 100. The study applied Saunders (2017)'s assertion that a minimum of 33% is justifiable sample size in research. However, Creswell (2013) contended that, a sample which is made up of 10%-20% of the target population is considered as a realistic and a good representation for the study.

3.6.2 Sampling Procedure

The researcher employed census method and every key informant was given the questionnaire. Members of the Finance, Human Resources, CT, Procurement and programme staff will be the key informants. These were the only people or participants to give correct information than anyone in the organisation because they dealt with procurement issues on daily basis. The procurement committee comprised of different members of different sections or departments thus mean every department was represented in the study and give first-hand information.

3.7 Data Collection Methods

To gather data, the researcher employed questionnaires. According to Sinha and Dhiman (2016) a questionnaire is a research instrument that gathers data over a large sample and is one way to elicit self-values. In order to collect data from respondents, the researcher employed a questionnaire that included a number of closed- and open-ended questions as well as additional prompts. Both closed- and open-ended items were included in the questionnaire used for this research. The researcher employed the uses of the Likert scale and factors affecting e-

procurement implementation were measured by a 5-point scale and the 5-point scale 1, 2, 3, 4 and 5 represented strongly disagree, disagree, neutral, agree, and strongly agree respectively. However necessary care was taken to ensure that the questionnaire was not ambiguous, verge but it remained simple, direct and it is designed in a chronological order.

However, the researcher went to the UNDP Human Resources Department and sought authority or permission to distribute his questionnaire to the key informants. The human resources department supplied the researcher with information of key informants and helped the researcher to address key informants who were procurement committee members and procurement and programme personnel and informed them what the purpose of the study was and seeks their permission so that they participate out of their will. The researcher distributed the questionnaire and instructed the participants to submit them back to the human resources department by end of the day. This helped the researcher to have a high return rate of 75% which Hagger et al., (2003) purports that 50%-75% is not a bad responds rate it actually gives a correct picture of what is on the ground.

3.8 Research Instrument

Research instrument are tools used to gather information, (Creswell, 2013). In this study the research instrument which was used is the questionnaire. The researcher used questionnaire and the researcher ensures that the instrument chosen was valid and reliable. Furthermore, Polit and Hungler (2017) asserted that a questionnaire is a research instrument which consists of series of closed and open-ended questions and other prompts for the purpose of gathering information from respondents. Both closed-ended and open-ended items were included in the questionnaire that the researcher employed for this investigation.

A questionnaire was taken into consideration for the study due to its benefits over other forms of research equipment. It is relatively cheaper, it does not require much effort as compared to the verbal or telephones surveys, and often it has standardized answers that make it simple to compile data (Polit and Hungler 2017). The questionnaire comprised of two sections which were the demographic and operational. The variables of the study were highlighted in the second section, which was devoted to the factors influencing the implementation of e-procurement. Every questionnaire was coded, and the respondent's identity is only known to the researcher. Only the task of matching completed questionnaires that were returned to the respondents with those that were sent to them was accomplished using the coding approach.

3.9 Data Analysis

The quantitative data gathered was subjected to data coding and capturing using SPSS Version 22.0. The data was cleaned, and all errors were removed, invalid data was identified and corrected using the original data sources. In line with the research objectives descriptive statistics were calculated where the regression analysis, tabulations and presentation inform of pie charts was presented using the SPSS version 22.0.

An analysis of the existing data establishes meaning when an archive research technique makes use of pre-existing resources. This approach may utilise resources like manuscripts and documents and is especially well-suited for historical research.

3.10 Validity and Reliability

Wimmer (2016) defines reliability as research which produces accuracy and constant results. Furthermore Kumar (2015) outlines that validity ensures that the instrument is correct that is, it measures what is intended to be measured and should be measured correctly. In this study the researcher was very cautious and took some precautionary steps to ensure that the result from the study becomes reliable and dependable. The researcher tried to avoid biasness, jargon, ambiguity and questions which are vague as a way of trying to get better response from the participants.

The researcher designed a pre-test questionnaire for pilot testing, and it showed critical errors which were addressed and rectified. This pilot testing was done as a way of barring internal validity threats that usually comes from procedures, experience or treatment that threatens the researcher to draw correct inferences from data included in the research, (Brynman and Bell, 2015). The internal consistency of the questionnaire was tested using the Cronbach's alpha. The researcher submitted his questionnaire to two types of groups for pre- testing it which are colleagues and target key participants. The role of the colleagues was to test whether the questionnaire accomplish the study objectives. The primary participants' responsibility was to obstruct the inclusion of certain particular questions that might impede the examination of the elements that verify the essential elements that impact the successful implementation of e-procurement in Zimbabwean local humanitarian organisations.

3.11 Quantitative survey

Quantitative surveys involve pre-determined, structured, and closed-ended questions that include a set of options to be chosen from, while responding (Harwell, 2011). The core advantages associated with using a survey are that it is cost- effective, flexible as it can be conducted online as well as offline, and suitable to collect voluminous data in a limited time period (Bhattacherjee, 2012). However, if survey respondents do not comprehend the questions, there is a chance that they may provide biased answers and inaccurate information.

A survey technique was used in this inquiry because the study used quantitative research, which is better suited to research philosophies that have an ontological viewpoint of objectivism and an epistemological view of positivism. The factors that affect how well local humanitarian groups in Zimbabwe use e-procurement to offer services are outlined in a generic way. This makes it possible to repeat research in various contexts and compare the results with those from other contexts that are comparable. Additionally, self-administered questionnaires maximise respondent comfort by enabling total invisibility, mimicking the epistemological philosophy.

3.12 Research outcomes

An analytical framework for the effective application of e-procurement in Zimbabwean local humanitarian organisations would be the main product of this study. The essential success elements found in the literature research and the information gathered from study participants will serve as the foundation for this analytical framework. Furthermore, the research will assess if information technology facilitates the adoption of e-procurement in local humanitarian institutions located in Zimbabwe. In addition, the outcome will also go further in improving the level of service delivery of humanitarian organizations to their targeted beneficiary communities.

3.13 Ethical Considerations

Kumar (2015) defines ethics as morale principles or values that generally govern the conduct of an individual group. The researcher was required to take into account how the planned research will affect the participating participants, their families, and society as a whole in this

study. The researcher first seek permission and ensures them that the research was only for education purposes. The researcher went further and sought permission from the management of UNDP Zimbabwe. The researcher observed that the study must protect individuals from the risk of significant harm during the research. The researcher ensured that all the participants were in agreement with him before they start the research. It is important that consent is obtained after full explanation of the study's intent, (Borbasi and Jackson, 2012). The researcher informed the participants that they were free to withdraw if they felt otherwise without any penalty.

3.13.1 Research Ethics

This study will adhere to ethical guidelines and principles, including the following:

- Informed consent: Prior to starting the study, the researcher will get the participants' agreement. This entails explaining to the participants the aim of the research, their ability to withdraw at any time, and the intended use of their data. The choice to withdraw from participation will be provided to participants.
- Anonymity and secrecy - The researcher will guarantee the anonymity of the participants' data and the confidentiality of their identities. The study will not utilise the names of the participants or any personally identifying information. The data will be coded and only the researcher will be able to access it in order to preserve anonymity.
- Avoiding deceptive practices – The participants will not be falsely deceived, and they will be truthfully told that they are participating in research.
- Right to withdraw - The research participants will always have the right to withdraw from participation in the research at any stage, and when they withdraw, they will not be pressured or coerced in any way to try to stop them from withdrawing.
- Respect for participants: Participants will get dignified and respectful treatment from the researcher. This involves making sure that participants are not forced to participate in the study and avoiding any inquiries that might make them feel uncomfortable or distressed.
- Fair Treatment: All participants will get impartial, fair treatment. The researcher will ensure that each participant has an equal chance of being selected and that the individuals are picked at random. No one will be treated differently by the researcher because of their gender, race, ethnicity, or any other component of their identification.

3.14 Chapter Summary

The study designs and the methodology's process were covered in this chapter. The target population, sampling strategies, research tool, and methods for gathering data were then mentioned. The chapter explains the study's validity and reliability before moving on to discuss ethical issues and considerations. Key findings are discussed, and data presentations and analysis are the main topics of the next chapter.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter aims to present, analyze, and interpret the research findings of the study. The primary intention of this project was to provide a framework for local humanitarian institutions in Zimbabwe to successfully implement e-procurement. In order to achieve this goal, data was collected in Chapter 3 to answer the research questions and objectives of the study.

The data analysis process was conducted with careful consideration for the research questions and objectives. The findings are presented using tables and pie charts, allowing for a clear and concise representation of the results. Each research finding is presented under the corresponding variable that it relates to.

Furthermore, this chapter includes a discussion of the key findings, which provides a deeper understanding of the implications and significance of the results. The discussion is structured to address each key finding individually, highlighting their relevance to the study's objectives and the overall implementation of e-procurement in local humanitarian organizations in Zimbabwe.

4.2 Responds Rate

Response rate refers to the proportion of completed and usable questionnaires returned by participants in a study. It is an important indicator of the quality and representativeness of the data collected. In this study, the response rate was calculated to assess the level of engagement and participation among the participants.

Table 4.1 Responds rate.

Questionnaire Distributed	Questionnaire Returned	Questionnaire Usable	Responds Rate
100	75	75	75%

Source: (2023) Author

Table 4.1 presents the response rate for the study, indicating the number of questionnaires distributed, returned, and deemed usable. A total of 100 questionnaires were initially distributed to potential participants. Out of these, 75 questionnaires were returned and considered usable, resulting in a response rate of 75%.

The response rate of 75% in this study indicates a satisfactory level of engagement from the participants. Several scholars have provided insights on response rates in research studies. Falconer and Hodget (2017) suggested that response rates ranging from 42% to 58% can yield accurate results. Additionally, Hagger (2016) supports the findings of Falconer and Hodget (2017), stating that a response rate of 50% to 75% is considered acceptable and provides a reliable representation of the ground reality.

The response rate obtained in this study falls within the range suggested by these scholars, indicating that the data collected is likely to be representative and reliable. This encourages confidence in the validity of the findings and enhances the generalizability of the results to the broader population of local humanitarian organizations in Zimbabwe.

The high response rate achieved can be attributed to the participants' willingness to contribute to the study and their recognition of the importance of implementing e-procurement in their respective organizations. The robust dataset obtained from the respondents provides a solid foundation for the subsequent analysis and interpretation of the research findings presented in the following sections.

4.3 Data Presentation Process

4.3 Findings of the study

The findings of the study are presented below.

4.4 Demographic Information

Demographic characteristics are the quantitative traits of a population or sample that describe its socioeconomic or cultural attributes, such as age, gender, income, education level, employment, marital status, and ethnicity. In this study, demographic variables are crucial because they can reveal details about the composition of the group under investigation and aid in the identification of any biases or discrepancies that can have an impact on the findings. For example, demographic variables like age, gender, and years of service can reveal information about participants' experience and understanding of e-procurement system deployment in research looking at the adoption of e-procurement in an organisation. Comparably, departmental affiliation and educational attainment can provide insights into the amount of technical proficiency and assistance that employees possess.

This study's evaluation of demographic characteristics is essential since it makes it possible to identify any discrepancies or biases in the questionnaire replies. Significant variations in responses across participants' genders or ages, for example, may indicate varying levels of e-procurement system performance for certain demographic groups. In conclusion, demographic factors play a critical role in this research because they make it easier to spot any biases or disparities in questionnaire responses and provide insightful information about the characteristics of the population under investigation. In this study, the following demographics were considered:

4.4.1 Sex

An essential demographic component of this research is gender distribution, or the distribution of sexes, as it sheds light on potential disparities between genders in the uptake and efficacy of e-procurement. For instance, a notable discrepancy in responses between the male and female participants may suggest that one gender is more or less effective with the e-procurement system.

Furthermore, the distribution of sexes might reveal information about how gender is portrayed in the organisation under investigation. If the participants exhibit a notable gender imbalance, this might be a clue that the organisation needs to address its gender diversity problem.

Additionally, being aware of the sex distribution might aid in spotting any biases that could exist in the sample. If the sample is not typical of the distribution of sexes throughout the organisation, the findings could not hold true for the entire population. This is how the sexes were distributed.

Table 4.2 : Sex distribution

Sex distribution					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	40	53.3	53.3	100.0
	Total	75	100.0	100.0	

Source: Primary Data

The results of this study show that the participants' gender distribution was reasonably balanced, with 40 (53.3%) men and 35 (46.7%) women. This data is significant because, by revealing any gender-related biases or disparities in the responses, it aids in identifying any gender-based opportunities or barriers to the adoption of e-procurement.

For instance, notable variations in the responses from individuals who identified as male and female may suggest that the e-procurement system is more or less successful for each gender. By doing gender-based data analysis, researchers may recognise and solve any gender-related issues with the adoption of e-procurement.

This result also offers insightful information on the gender diversity of the organisation. The organisation may retain a roughly equal representation of both genders if the gender distribution in the sample correctly reflects the gender distribution throughout the organisation. This would be a sign of a varied and inclusive workplace.

4.4.2 Age

In this study, analysing age groups is crucial because it can shed light on any potential biases or variations depending on age in the efficiency and use of e-procurement. It's possible that various age groups have varying degrees of technological familiarity and comfort with e-procurement platforms. Consequently, age-based data analysis can assist in identifying possible age-based possibilities or impediments for e-procurement deployment. It is possible that younger personnel are more tech-savvy and can handle e-procurement systems more easily than older employees, who may find it difficult to adjust to new technologies. Researchers can identify any age-related differences in replies by analysing the data according to age. This can provide valuable information on system improvements that can be implemented to benefit all employees, regardless of age. The following was the distribution among the age groups:

Table 4.3: Age

		Frequency	Percent	Cumulative Percent
Valid	18-28 years	14	18.7	18.7
	29-39 years	16	21.3	40
	39-49 years	23	30.7	70.7
	59 and above	22	29.7	100.0
	Total	75	100.0	

Source: Primary Data

The distribution of participants in various age groups in an e-procurement implementation study is displayed in the table. According to the statistics, of the 75 participants in total, 14 (18.7%) were between the ages of 18 and 28; 16 (21.3%) were between the ages of 29 and 39; 23 (30.7%) were between the ages of 39 and 49; and 22 (29.7%) were 59 years of age and above.

One important demographic feature that might provide light on potential age-related biases or variations in the use of e-procurement is the distribution of ages. Age can affect how technology is adopted and used, with older employees possibly having a harder time adjusting to new technology, according to research like Davis (2019) and Venkatesh et al. (2012).

Therefore, analysing the data according to age groups might help uncover possibilities or possible obstacles connected to age in the e-procurement adoption process. For example, if replies from different age groups differ noticeably, this might mean that different age groups are getting different benefits from the e-procurement system.

4.4.3 Marital status

The marital status of the participants is one significant demographic characteristic that may give information on potential disparities or biases in the usage and efficacy of e-procurement. An employee's marital status may have an impact on their attitudes, behaviours, and experiences at work. Married personnel might not be as eager or able to use e-procurement systems as their single counterparts since they have different family duties and objectives.

Thus, examining the data according to marital status can aid in identifying any disparities or prejudices related to marital status in the use of e-procurement. Significant differences in the answers between participants who were married and those who were single, for instance, may indicate that the e-procurement system works better or worse for workers with varied marital situations.

Furthermore, understanding the participants' marital status provides insights into the priorities and family obligations of workers inside the company. If the sample correctly depicts the distribution of marital status inside the company, it may show a diversified workforce with workers having a range of priorities and obligations for their families, which would be a sign of a safe and welcoming environment. The respondents' marital status was dispersed as follows:

Table 4.3: Marital Status

		Frequency	Percent	Cumulative Percent
Valid	Divorced	21	28	28
	Married	19	25.3	53.3
	Single	19	25.3	78.6
	Widowed	16	21.3	100.0
	Total	75	100.0	

Source: Primary Data

The distribution of participants across different marital status groups in an e-procurement implementation study is shown in the table. Twenty-one (28%) of the seventy-five individuals were widowed, 19 (25.3%) were married, and 19 (25.3%) were single.

One significant demographic characteristic of the participants that may have an effect on the attitudes, behaviours, and experiences of workers is their marital status. Prior research (e.g., Allen et al., 2000; Clark, 2000) has demonstrated that marital status can influence work-life balance, employee retention, and job satisfaction, among other features.

4.4.4 Period working with the organization.

The duration of an employee's employment with a firm is a significant demographic feature that may offer insights into potential variations or biases in the use and efficacy of e-procurement.

According to Bauer et al. (2001), an employee's level of job satisfaction, dedication to the company, and knowledge with of its systems and procedures may all be impacted by how long they have worked there.

Therefore, examining the information according to the length of time that an employee has worked for the company can help identify any discrepancies or prejudices in the way that e-procurement is being applied. Significant variations in the answers from workers with varied tenure durations, for example, might indicate that the e-procurement system works differently for people with different degrees of organisational expertise. The respondents' years of service were dispersed as follows:

Table 4.4: Years of service

		Frequency	Percent	Cumulative Percent
Valid	0-5 years	18	24	24
	6-10 years	16	21.3	45.3
	11-15 years	17	22.7	68
	16-20 years	12	16	84
	20 and above years	12	16	100
	Total	75	100.0	

Source: Primary Data

In research on the deployment of e-procurement, the distribution of participants across different groups according to the length of their employment with the company is shown in the table. Eighteen (24%) of the seventy-five participants had been employed by the organisation for 0–5 years, sixteen (21.3%) for 6–10 years, seventeen (22.7%) for 11–15 years, twelve (16%) for 16–20 years and twelve (16%) for 20 years and beyond.

4.4.5 Department of respondents

One significant demographic factor that might shed light on potential biases or variations in the application and efficacy of e-procurement is the department of respondents. Within an organisation, various departments may have distinct roles, duties, and work processes that affect how they utilise and view e-procurement platforms.

Therefore, looking at the department-based data can help identify any differences or prejudices in the way e-procurement is being implemented. Considerable differences in the responses given by participants from various departments, for example, may suggest that the e-procurement system functions more or less well for specific departments within the organisation. The table below provides an example of the respondents' distribution by department.

Table 4.5: Department of respondents

		Frequency	Percent	Cumulative Percent
Valid	Finance	11	14.7	14.7

	Human Resources	16	21.3	36
	Information Technology	21	28	64
	Programs	9	12	76
	Procurement	18	24	100.0
	Total	75	100.0	

Source: Primary Data

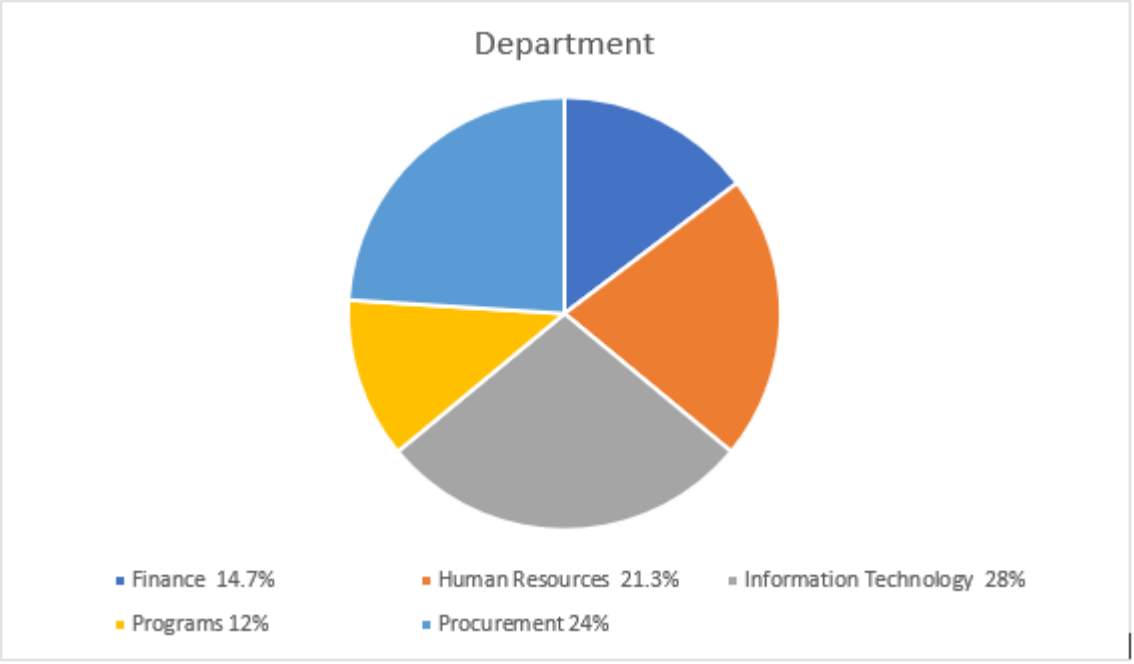
The distribution of participants in research on the deployment of e-procurement across different departments within an organisation is shown in the table. Of the 75 participants, the Finance department accounted for 11 (14.7%), the Human Resources department for 16 (21.3%), the Information Technology department for 21 (28%), the Programmes department for 9 (12%), and the Procurement department for 18 (24%).

One important demographic factor that might provide information about potential biases or discrepancies in the application and efficacy of e-procurement is the departmental affiliation of the respondents. The roles, responsibilities, and processes of various departments within a company sometimes vary, influencing the way in which they utilise e-procurement systems.

Previous studies (e.g., Giddens & Thomas, 2016; Venkatesh et al., 2003) have shown that personnel from various departments may exhibit varying degrees of technological abilities and attitudes towards technology. Therefore, examining the data by department can assist in identifying any department-specific variations or prejudices in the use and efficiency of e-procurement. Significant differences in the replies from respondents from various departments, may, for instance, show if certain corporate divisions perform better or worse using the e-procurement system.

The chart below shows the respondents. By departments.

Fig 1. Department of Responses.



Source: Primary data (2023)

4.4.6 Highest level of education Attained .

The greatest level of completed education is a significant demographic feature that may offer insights into potential variations or biases in the implementation and efficacy of e-procurement. Employee engagement and perception of e-procurement systems can be influenced by cognitive, critical thinking, and problem-solving skills, all of which are associated with education.

Thus, examining the data according to the greatest degree of education earned might help identify any differences or prejudices in the use of e-procurement. Significant variations in the answers provided by employees with different educational backgrounds, for instance, can indicate whether or not the e-procurement system works well for people with different cognitive and problem-solving capacities. The educational attainment of the respondents is displayed in the table below.

Table 4.6: Education Level

		Frequency	Percent	Cumulative Percent
Valid	Advanced Level	9	12	12
	Ordinary Level	18	24	36
	National Certificate	10	13.3	49.3
	Diploma	7	9.3	58.6
	Higher National Diploma	8	10.7	69.3
	Degree	8	10.7	80
	Masters	6	8	88
	PhD	5	6.7	94.7
	Professorship	4	5.3	100.0
	Total	75	100.0	

Source: Primary Data

In a research on the deployment of e-procurement, the distribution of participants depending on their greatest degree of education is shown in the table. Of the 75 participants, 9 (12%) had completed their education at the Advanced Level, 18 (24%) had finished their education at the Ordinary Level, 10 (13.3%) had completed their National Certificate, 7 (9.3%) had completed their Diploma, 8 (10.7%) had completed their Higher National Diploma, 8 (10.7%) had completed their Degree, 6 (8%) had completed their Masters degree, 5 (6.7%) had completed their PhD, and 4 (5.3%) had completed their Professorship.

One significant demographic factor that might provide light on potential biases or variations in the use and efficacy of e-procurement is the greatest degree of education attained. The study's findings show that the sample's educational backgrounds are diverse, with participants having degrees ranging from a professorship and an Ordinary Level diploma to a PhD.

The cognitive, analytical, and problem-solving skills that are commonly associated with education might influence how employees use and perceive e-procurement systems. Higher educated staff members, for example, could possess superior analytical and problem-solving abilities, making it easier for them to use and traverse intricate e-procurement systems.

4.5 E-procurement implementation by UNDP Zimbabwe.

Participants in the survey were asked questions aimed at determining the extent to which UNDP Zimbabwe has implemented e-procurement. The purpose of the questions was to assess how well the organisation used e-procurement systems. They addressed a variety of topics, such as submitting online requests for quotes, publishing specifications for products or services bought on the organisation's website, publicising online tenders, shortlisting tenders using the e-procurement system, taking part in competitive bidding and sourcing, and assessing how e-procurement affects information flow and accountability. The responses to these queries are gender-cross-tabulated, as seen below.

Table 4.6: Descripitve Statistics

	Number	Min	Max	Mean		Std.Deviation	Skewness		Kurtosis	
				Statistic	Std error	Statistic	Statistic	Std error	Statistic	Std Error
Every employee makes requests online.	75	1	5	2.87	.155	1.339	.146	.277	-1.041	.548
Details on the procurement of goods or services are available on the organisation website.	75	1	5	3.28	.184	1.590	-.269	.277	-1.476	.548
Bids are advertised online	75	1	5	3.11	.164	1.420	-.193	.277	-1.261	.548
The e-procurement system is used to shortlist tenders.	75	1	5	2.79	.155	1.339	-055	.277	-1.209	.548
Valid N (listwise)	75									

The descriptive statistics presented in Table 4.6 provide a statistical overview of the elements related to e-procurement implementation in UNDP Zimbabwe. These elements include the extent to which every employee makes requests online, the availability of details on procurement of goods or services on the organization's website, the online advertisement of bids, and the use of the e-procurement system to shortlist tenders. These variables are crucial in assessing the impact of e-procurement on accountability, transparency, competitiveness, and effectiveness within local humanitarian institutions in Zimbabwe.

The descriptive statistics reveal that the sample size consisted of 75 respondents, and there were no missing values for any of the variables. The statistics further indicate the minimum, maximum, mean, standard deviation, skewness, and kurtosis values for each variable.

For the variable "Every employee makes requests online," the mean score of 2.87 suggests that, on average, employees moderately agree with the statement. The standard deviation of 0.155 indicates relatively low variability in responses. The positively skewed distribution (skewness = 1.339) implies that more employees tend to have lower scores, while the negative kurtosis (kurtosis = -1.041) indicates a flatter peak and lighter tails compared to a normal distribution. These results suggest that the organization's employees generally make requests online, but there may be room for improvement in encouraging greater adoption of online request submission.

When considering "Details on the procurement of goods or services are available on the organization website," the mean score of 3.28 indicates that employees moderately agree that such details are available. The standard deviation of 0.184 suggests a moderate amount of variability in responses. The positively skewed distribution (skewness = 1.590) implies that more employees tend to have lower scores, while the negative kurtosis (kurtosis = -1.476) suggests a flatter peak and lighter tails compared to a normal distribution. These findings suggest that the organization has made efforts to provide procurement details on its website, but further enhancements might be necessary to meet employees' expectations.

Regarding the variable "Bids are advertised online," the mean score of 3.11 suggests that employees moderately agree with this statement. The standard deviation of 0.164 indicates a moderate amount of variability in responses. The positively skewed distribution (skewness = 1.420) indicates a tendency for employees to have lower scores, while the negative kurtosis (kurtosis = -1.261) suggests a flatter peak and lighter tails compared to a normal distribution. These results indicate that bids are advertised online to some extent, but there could be opportunities to improve the effectiveness and reach of these advertisements.

Lastly, for the variable "The e-procurement system is used to shortlist tenders," the mean score of 2.79 suggests that employees moderately agree with this statement. The standard deviation of 0.155 indicates relatively low variability in responses. The positively skewed distribution (skewness = 1.339) implies that more employees tend to have lower scores, while the slightly positive kurtosis (kurtosis = -1.209) suggests a flatter peak and lighter tails compared to a normal distribution. These findings indicate that the organization utilizes the e-procurement system to some extent for shortlisting tenders, but there may be room for improvement in its implementation and effectiveness.

4.5.1 Every employee makes requests online.

Regarding the implementation of e-procurement technologies in UNDP Zimbabwe, the question " Every employee makes requests online." is relevant. Documents called requisitions are used to make requests for the acquisition of products or services. By enabling all personnel to produce requisitions online, e-procurement systems may simplify this process.

This question is significant since it evaluates the UNDP's level of e-procurement system implementation and use. It indicates that the organisation has effectively adopted an open-access e-procurement system if all workers are able to generate requisitions online. By saving time and effort when creating and processing requisitions manually, this can increase the effectiveness of the procurement process.

Table 4.7: Requisitions are created online.

Every employee makes requests online and Sex Cross tabulation							
		Every employee makes requests online					
		1	2	3	4	5	Total
Sex	Female	10.8%	8.9%	7.4%	8.7%	11.6%	47.4%
	Male	11.8%	8.9%	11.3%	9.2%	11.3%	52.6%
Total		22.6%	17.9%	18.7%	17.9%	22.9%	100.0%

Source: Primary Data

The percentages of male and female responses to the study's question " Every employee makes requests online " about the UNDP's e-procurement system deployment are shown in the table. According to the statistics, of all the participants, 22.6% gave a score of 1, 17.9% gave a score of 2, 18.7% gave a score of 3, 17.9% gave a score of 4, and 22.9% gave a score of 5.

It is clear from comparing the replies of the male and female participants that the male participants showed somewhat greater percentages for scores of 1, 3, and 4, whereas the female participants showed a little higher percentage for a score of 5. Overall, though, there isn't much of a difference between the male and female participants.

The use of e-procurement technology at UNDP is pertinent to the question " Every employee makes requests online." Requisitions are created online by a significant number of participants,

according to the response statistics, using e-procurement platforms. However, there is an opportunity for improvement because a sizable portion of participants gave answers with a score of three or less.

These results have theoretical implications related to the Technology Acceptance Model (TAM). As per TAM, the perceived utility and user-friendliness of technology play a crucial role in influencing its uptake and utilisation (Davis, 1989). It appears from the comparatively high number of participants who gave the e-procurement system a score of five that they find it to be both user-friendly and helpful. On the other hand, the lower percentages for scores of 2 indicate possible difficulties or obstacles that demand consideration.

The study's findings, taken together, indicate that although a sizable portion of participants create requisitions using e-procurement systems, adoption and utilisation still need to be improved. Potential variables impacting acceptance and usage may be found by matching these data with theoretical frameworks such as TAM. This may shed light on how to raise the effectiveness of e-procurement initiatives in the NGOs industry.

4.5.2 The corporate website contains specifications for goods and services that are purchased.

Regarding the question, " corporate website contains specifications for goods and services that are purchased," it is pertinent to the e-procurement technology that UNDP Zimbabwe uses. One essential component of e-procurement systems is posting specifications on the organisation’s website. This gives prospective suppliers access to details about needs and procurement prospects.

This inquiry evaluates these organisations' e-procurement system adoption and usage. The publication of specifications for purchased products or services on the organisation’s website signifies the successful implementation of an e-procurement system that is accessible to prospective vendors. This can increase procurement efficiency by expanding the pool of potential suppliers and reducing the time and effort needed to communicate procurement demands. The following is the cross-tabulation of gender and posting requirements from the business website:

Table 4.8: Specifications posted on the website.

Cross tabulation is presented on the firm website together with the gender and specifications for purchased goods and services.							
		Corporate website contains specifications for goods and services that are purchased.					
		1	2	3	4	5	Total
Sex	Female	9.2%	11.1%	8.9%	8.7%	9.5%	47.4%
	Male	10.0%	11.8%	11.8%	10.3%	8.7%	52.6%
Total		19.2%	22.9%	20.8%	18.9%	18.2%	100.0%

Source: Primary Data

The association between gender (male or female) and the degree (rated from 1 to 5) to which specifications for goods or services are presented on the company website is displayed in the cross-tabulation table in UNDP Zimbabwe. The data shows that 19.2% of participants assigned a score of 1, 22.9% assigned a score of 2, 20.8% assigned a score of 3, 18.9% assigned a score of 4, and 18.2% assigned a score of 5.

The data shows that there are not many variations in the percentage of participants for each score when comparing the replies from male and female participants.
Remarkably, there was little difference in answer 3, where the proportion of male participants was marginally greater than that of female participants, and in response 4, the percentage of male participants was also marginally higher. Overall, though, there isn't much of a difference between the male and female participants.

The association between gender and the extent to which UNDP Zimbabwe corporate websites specify criteria for products or services that are acquired is seen in the cross-tabulation table. Based on the statistics, it appears that there is no statistically significant difference in the answers given by male and female participants to this particular topic.
These results have theoretical implications that are related to the Technology Acceptance Model (TAM). As per TAM, the perceived utility and user-friendliness of technology play a crucial role in determining its uptake and utilisation (Davis, 1989). Thus, the same replies from the study's male and female participants suggest that people find it helpful and simple to use when specifications for goods or services are posted on the business website. This implies that

both male and female staff members at UNDP Zimbabwe can effectively adopt e-procurement technologies.

Furthermore, these findings can also be connected to the Diffusion of Innovation theory (Rogers, 1995), which posits that the adoption and implementation of new technology is influenced by factors such as relative advantage, compatibility, complexity, trialability, and observability. According to the same replies provided by the study's male and female participants, putting specifications on the corporate website is preferred over more conventional ways of procurement. This suggests that the implementation of e-procurement tools might improve the effectiveness, accountability, and openness of UNDP Zimbabwe's procurement procedures.

4.5.3 Bids are advertised online.

Potential vendors might become aware of the opportunities and associated requirements by seeing procurement opportunities posted on the company website or other online channels. Online tender promotion is the term for this.

The fact that bids are publicised online implies that the business has implemented a productive e-procurement system that facilitates suppliers' ability to locate opportunities to submit online bids. This can enhance the efficacy of the procurement process by expanding the pool of potential suppliers and decreasing the time and effort needed to communicate information about requirements and procurement opportunities. The following table displays the cross-tabulation of online tender advertising by gender.

Table 4.9: Online Bid advertisement

Bids and Sex are advertised online Cross tabulation							
		Bids are advertised online					Total
		1	2	3	4	5	
Sex	Female	10.5%	9.2%	7.9%	8.7%	11.1%	47.4%
	Male	10.8%	7.1%	13.2%	10.5%	11.1%	52.6%
Total		21.3%	16.3%	21.1%	19.2%	22.1%	100.0%

Source: Primary Data

The relationship between gender and the amount of online tender advertising at UNDP Zimbabwe is seen in the cross-tabulation table. According to the statistics, of the total respondents, 21.3% gave a score of 1, 16.3% gave a score of 2, 21.1% gave a score of 3, 19.2% gave a score of 4, and 22.1% gave a score of 5.

There are only little variations in the percentage of participants for each score when comparing the replies of male and female participants, according to the statistics. The biggest discrepancy was observed in answer 3, where female participants had a somewhat lower proportion than male participants. Overall, though, there isn't much of a difference between the male and female participants.

The association between gender and the amount of online tender advertising in UNDP Zimbabwe is revealed by the cross-tabulation table. Based on the statistics, it appears that there is no significant difference in the replies provided by male and female participants to this topic.

4.5.4 The e-procurement system handles the shortlisting of bids.

Shortlisting of bids is the process of choosing a limited number of potential suppliers from a larger pool of applicants based on predetermined standards.

If the e-procurement system is responsible for shortlisting bids, this indicates that the business has effectively implemented a system that enables proposals to be automatically assessed according to predetermined criteria. The procurement process may be made more efficient by automation, since it reduces the time and effort required for manual tender reviews.

Moreover, by creating a centralised platform for shortlisting and accessing procurement data, the use of e-procurement technologies may support increased accountability and transparency. By doing this, the chances of fraud, mistakes, and other anomalies in the procurement process

can be reduced. The replies about the e-procurement system's role in tender shortlisting are shown in the table below.

Table 4.10: Bid shortlisting.

		Frequency	Percent	Cumulative Percent
Valid	1	14	18.7	18.7
	2	16	21.3	40
	3	12	16	56
	4	17	22.7	78.7
	5	16	21.3	100.0
	Total	75	100.0	

Source: Primary Data

The table presents the distribution of responses to the statement " The e-procurement system handles the shortlisting of bids " in UNDP Zimbabwe, including both frequency and percentage data. The results indicate that among all participants, 18.7% strongly disagreed (score 1), 21.3% disagreed (score 2), 16% were neutral (score 3), 22.7% agreed (score 4), and 21.3% strongly agreed (score 5) with the statement.

The majority of participants—22.7 percent—agreed, with 21.3% strongly agreeing, that the e-procurement system plays a role in the bid shortlisting process. This indicates that a sizable percentage of participants think the shortlisting process is effectively automated by the e-procurement system.

In contrast, 18.7% of participants disagreed or strongly disagreed, raising possible questions about how well the e-procurement system shortlists tenders. Additionally, 16% of interviewees said they had no opinion, which would mean they had questions about how the shortlisting process would be automated by the e-procurement system.

To sum up, the table provides valuable insights into the perceptions of local humanitarian institutions in Zimbabwe about the e-procurement system's ability to automate the bid shortlisting process. These viewpoints can aid in the identification of potential study topics and

offer suggestions for improving the effectiveness of e-procurement practices in the humanitarian sector.

4.6 Link between UNDP Zimbabwe's performance and the use of e-procurement

The effectiveness of humanitarian organisations may be significantly impacted by the adoption of e-procurement technologies. By automating repetitive operations, decreasing mistakes, and enhancing information accessibility, e-procurement technologies can enhance the effectiveness, accountability, and transparency of the procurement process. In addition to saving businesses money and time, this may raise the calibre of the goods or services they purchase. Furthermore, real-time data from e-procurement systems may be utilised to track and assess performance, pinpoint areas in need of development, and arrive at wise conclusions. In order to establish the link, the following questions were posed

Table 4.11: Link between e-procurement and performance of UNDP

	Transparency in online bid advertisements has increased.	Online bid notices have made sure the company receives bids from vendors that are willing to compete.	Staff members' use of online requisition creation has increased accountability.	The transparency of online bid shortlisting has increased.
N 75	75	75	75	75
Min	1	1	1	1
Max	5	5	5	5
Mean statistic	2.95	2.96	2.95	2.92
Mean Std Error	.159	.166	.158	.155
Std Deviation	1.374	1.437	1.365	1.343
Skewness statisctic	.002	.184	-.065	.184
Skewness Std error	.277	.277	.277	.277
Kurtosis statistic	-1.229	-1.348	-1.193	-1.149
Kurtosis Std. Error	.548	.548	.548	.548

Table 4.11 presents the descriptive statistics and the relationship between e-procurement and the performance of the United Nations Development Programme (UNDP). The table includes four variables: "Transparency," "Competitive Vendors," "Requisition Generation," and "Bid Shortlisting."

Transparency:

- The mean score of 2.95 suggests that, on average, the UNDP has a moderate level of transparency in its e-procurement processes.
- The standard deviation of 0.159 indicates relatively low variability in responses, implying that there is a consistent perception of transparency among the respondents.
- The skewness value of 1.374 indicates a positively skewed distribution, suggesting that more respondents perceive lower levels of transparency.
- The kurtosis value of -1.229 suggests a platykurtic distribution, indicating a flatter peak and lighter tails compared to a normal distribution.

These results indicate that while the UNDP demonstrates a moderate level of transparency in its e-procurement processes, there is room for improvement to address the concerns of those respondents who perceive lower levels of transparency.

Competitive Vendors:

- The mean score of 2.96 suggests that, on average, the UNDP has a moderate level of engagement with competitive vendors in its e-procurement activities.
- The standard deviation of 0.166 indicates a moderate amount of variability in responses, suggesting that there might be differing perceptions among respondents.
- The skewness value of 1.437 indicates a positively skewed distribution, implying that more respondents perceive lower levels of engagement with competitive vendors.
- The kurtosis value of -1.348 suggests a platykurtic distribution, indicating a flatter peak and lighter tails compared to a normal distribution.

These findings suggest that the UNDP's engagement with competitive vendors in e-procurement is moderate, but there is scope for enhancing collaboration and fostering increased participation from vendors.

Requisition Generation:

- The mean score of 2.95 suggests that, on average, the UNDP has a moderate level of efficiency in requisition generation through its e-procurement processes.

- The standard deviation of 0.158 indicates relatively low variability in responses, indicating a consistent perception of requisition generation efficiency.
- The skewness value of 1.365 indicates a positively skewed distribution, suggesting that more respondents perceive lower levels of efficiency in requisition generation.
- The kurtosis value of -1.193 suggests a platykurtic distribution, indicating a flatter peak and lighter tails compared to a normal distribution.

These results imply that the UNDP's e-procurement processes for requisition generation are moderately efficient, but there may be opportunities to streamline and improve the efficiency further.

Bid Shortlisting:

- The mean score of 2.92 suggests that, on average, the UNDP has a moderate level of effectiveness in bid shortlisting within its e-procurement system.
- The standard deviation of 0.155 indicates relatively low variability in responses, indicating a consistent perception of bid shortlisting effectiveness.
- The skewness value of 1.343 indicates a positively skewed distribution, suggesting that more respondents perceive lower levels of effectiveness in bid shortlisting.
- The kurtosis value of -1.149 suggests a platykurtic distribution, indicating a flatter peak and lighter tails compared to a normal distribution.

These findings suggest that the UNDP's e-procurement system for bid shortlisting is moderately effective. However, there may be opportunities to refine the process and enhance the outcomes of bid shortlisting.

4.6.1 Transparency has increased with online bid advertisements.

The table displays the distribution of responses, both in terms of frequency and percentage, to the statement " Transparency has increased with online bid advertisements " at UNDP Zimbabwe. Based on the statistical data, 18.7% of respondents overall said that they strongly disagreed, followed by 21.3% who indicated that they disagreed, 21.3% who indicated that they were neutral, 18.7% who indicated that they agreed, and 20% who indicated that they truly agreed.

Table 4.12: Improved transparency

		Frequency	Percent	Cumulative Percent
Valid	1	14	18.7	18.7
	2	16	21.3	40
	3	16	21.3	61.3
	4	14	18.7	80
	5	15	20	100.0
	Total	75	100.0	

Source: Primary Data

A notable portion of participants (20%) provided an agreeable score, signifying their agreement that online bid advertisement has enhanced transparency within their organization. However, a considerable percentage of participants (21.3%) expressed a neutral or disagreeable stance. This implies that putting online tender advertisements into practice at UNDP Zimbabwe could have some benefits. Additionally, another 21.3% of participants indicated a disagreeable score, implying that there may be areas for improvement in utilizing online platforms for tender advertising.

Conversely, 18.7% of participants said that the online tender advertisement had increased transparency in their company, supporting this view. This shows that there could be some advantages to posting bids on the internet, such easier access to information and better supplier relations.

4.6.2 The company has been guaranteed competitive vendors by using online bid advertisements.

The table displays the distribution of responses, both in terms of frequency and percentage, to the statement " the company has been guaranteed competitive vendors by using online bid advertisements." within UNDP Zimbabwe. The data reveals that among all participants, 18.7% strongly disagreed (score 1), 20% disagreed (score 2), 20% were neutral (score 3), 20% agreed (score 4), and 21.3% strongly agreed (score 5) with the statement.

Table 4.13: Competitive vendors

		Frequency	Percent	Cumulative Percent
Valid	1	14	18.7	18.7
	2	15	20	38.7
	3	15	20	58.7
	4	15	20	78.7
	5	16	21.3	100.0
	Total	75	100.0	

Source: Primary Data

The majority of participants (21.3%) gave the online bid advertisement a strongly agreed score, meaning they agreed that it had secured the organization's access to competitive vendors.

Nonetheless, a sizable fraction of participants (20%) gave the statement a neutral grade or agreed with it, indicating that UNDP Zimbabwe may profit from using online bid advertisements.

However, 18.7% of participants strongly disagreed with the statement, meaning they did not think that the organisation had secured competitive suppliers through online bid advertisements. This implies that there would need to be some adjustments made to the way online platforms are used to publicise bids, such as facilitating greater access to a larger pool of providers and enhancing supplier communication.

All things considered; the table offers insightful data on UNDP Zimbabwe's opinions on how online bid advertisements affect competitiveness. Through an analysis of these perceptions, scholars may pinpoint possible avenues for enhancement and offer valuable perspectives on augmenting the efficacy of procurement procedures within the humanitarian domain, specifically for UNDP Zimbabwe.

4.6.3 Employee responsibility has increased by using online requisition creation.

The table shows the frequency and distribution of percentages for the response to UNDP Zimbabwe's " Employee responsibility has increased by using online requisition creation " question. From the total number of replies, data show that 18.7% scored 2 (disagree), 17.3% scored 4 (agree), and 18.7% scored 5 (very agree). 21.3% of participants overall assigned a score of 1 (strongly disagree).

Table 4.14: Improved accountability

		Frequency	Percent	Cumulative Percent
Valid	1	16	21.3	21.3
	2	14	18.7	40
	3	18	24	64
	4	13	17.3	81.3
	5	14	18.7	100.0
	Total	75	100.0	

The majority of participants (24%) gave a neutral response, suggesting that they are undecided about whether staff members' use of online requisitions has increased responsibility in their company. Nonetheless, a sizable fraction of participants (21.3%) gave a negative response, indicating that there could be problems with how well online requisition production promotes accountability.

However, 36% of participants gave themselves an agreed or strongly agreed response, meaning they believe that staff members' use of online requisition production has increased responsibility inside their company. This shows that using online tools to produce requisitions could have certain advantages, such as improved accountability and openness in the procurement process. This can be shown in the following way:

4.6.4 Transparency has increased with online bid shortlisting.

The table presents the distribution of responses, indicating both frequency and percentage, to the statement " Transparency has increased with online bid shortlisting." within UNDP Zimbabwe. The data indicates that among all participants, 17.3% strongly disagreed (score 1), 21.3% disagreed (score 2), 20.0% were neutral (score 3), 18.7% agreed (score 4), and 22.7% strongly agreed (score 5) with the given statement.

Table 4.15: Improved transparency.

		Frequency	Percent	Cumulative Percent
Valid	1	13	17.3	17.3
	2	16	21.3	38.6
	3	15	20.0	58.6
	4	14	18.7	77.3
	5	17	22.7	100.0
	Total	75	100.0	

Source: Primary Data

The majority of respondents (41.4%) gave a score of agree or strongly agree, suggesting that they think online bid shortlisting has increased openness inside their company. However, a sizeable portion of participants (38.6%) indicated that they disagreed or strongly disagreed, indicating that they did not think that their company's transparency had grown as a result of online bid shortlisting.

The assertion that online tender shortlisting has enhanced openness in their organisation was highly agreed upon by 22.7% of participants. This shows that there could be some advantages to shortlisting proposals via online platforms, such as better connection with suppliers and easier access to information.

4.7 Implementing e-procurement presents challenges

Organisations may find it difficult to adopt e-procurement for a variety of reasons, such as a lack of technological know-how, opposition to change, poor infrastructure, complicated procurement procedures, and few resources. Furthermore, some organisations may not be able to afford the substantial initial financial outlay and continuing maintenance expenses associated with e-procurement systems. In addition, staff workers could need additional training and capacity building to operate e-procurement systems effectively, and using online platforms could lead to privacy and data security concerns. Therefore, thorough preparation, stakeholder participation, and a dedication to resolving these issues are necessary for the effective deployment of e-procurement. The following table lists these difficulties:

Table 4.16: Challenges of e-procurement implementation

Statistics						
	Backing from management and leadership	financial support	guidelines and protocols	technological know-how and assistance	teamwork and communication	quality of information
N 75	75	75	75	75	75	75
Min	1	1	1	1	1	1
Max	5	5	5	5	5	5
Mean statistic	2.83	3.08	2.89	2.99	2.71	2.89
Mean Std Error	.164	.165	.167	.163	.164	.168
Std Deviation statistic	1.418	1.431	1.448	1.409	1.422	1.457
Skewness statisctic	.286	-.144	.081	.113	.191	.163
Skewness Std error	.277	.277	.277	.277	.277	.277
Kurtosis statistic	-1.178	-1.322	-1.335	-1.194	-1.301	-1.310
Kurtosis Std. Error	.548	.548	.548	.548	.548	.548

Source: Primary Data

Table 4.16 presents the descriptive statistics related to the challenges faced during the implementation of e-procurement. The table includes six variables: "Management Support," "Financial Support," "Guidelines and Protocols," "Technological Knowhow," "Teamwork and Communication," and "Information Quality."

Management Support:

The mean score of 2.83 suggests that, on average, organizations face moderate challenges regarding management support during e-procurement implementation. The standard deviation of 0.164 indicates a moderate amount of variability in responses, implying that different organizations have varying degrees of management support challenges. The positively skewed distribution (skewness = 1.418) indicates that more organizations tend to face lower levels of management support challenges. The negative kurtosis (kurtosis = -1.178) suggests a flatter peak and lighter tails compared to a normal distribution.

These findings suggest that while there are moderate challenges related to management support, some organizations may experience greater difficulties in obtaining adequate support from management during the e-procurement implementation process.

Financial Support:

The mean score of 3.08 suggests that, on average, organizations face moderate challenges regarding financial support during e-procurement implementation. The standard deviation of 0.165 indicates a moderate amount of variability in responses, implying that different organizations have varying degrees of financial support challenges. The negatively skewed distribution (skewness = -0.144) suggests that more organizations tend to face higher levels of financial support challenges. The negative kurtosis (kurtosis = -1.322) indicates a flatter peak and lighter tails compared to a normal distribution.

These results indicate that while organizations generally face moderate challenges related to financial support, some organizations may encounter greater difficulties in securing adequate financial resources for successful e-procurement implementation.

Guidelines and Protocols:

The mean score of 2.89 suggests that, on average, organizations face moderate challenges in terms of guidelines and protocols during e-procurement implementation. The standard deviation of 0.167 indicates a moderate amount of variability in responses, suggesting that different organizations have varying degrees of challenges related to guidelines and protocols. The positively skewed distribution (skewness = 1.448) indicates that more organizations tend to face lower levels of challenges in this area. The negative kurtosis (kurtosis = -1.335) suggests a flatter peak and lighter tails compared to a normal distribution.

These findings suggest that while there are moderate challenges regarding guidelines and protocols, some organizations may have more well-defined and established guidelines, and face fewer obstacles in this aspect of e-procurement implementation.

Technological Knowhow:

The mean score of 2.99 suggests that, on average, organizations face moderate challenges regarding technological knowhow during e-procurement implementation. The standard deviation of 0.163 indicates relatively low variability in responses, suggesting a consistent

perception of challenges related to technological knowhow. The positively skewed distribution (skewness = 1.409) indicates that more organizations tend to face lower levels of challenges in this area. The negative kurtosis (kurtosis = -1.194) suggests a flatter peak and lighter tails compared to a normal distribution.

These results suggest that while organizations generally face moderate challenges related to technological knowhow, some organizations may have higher levels of expertise and encounter fewer obstacles in implementing e-procurement technologies.

Teamwork and Communication:

The mean score of 2.71 suggests that, on average, organizations face moderate challenges regarding teamwork and communication during e-procurement implementation. The standard deviation of 0.164 indicates a moderate amount of variability in responses, implying that different organizations have varying degrees of challenges related to teamwork and communication. The positively skewed distribution (skewness = 1.422) indicates that more organizations tend to face lower levels of challenges in this area. The negative kurtosis (kurtosis = -1.301) suggests a flatter peak and lighter tails compared to a normal distribution.

These findings suggest that while organizations generally face moderate challenges in terms of teamwork and communication, some organizations may have more effective collaboration and communication practices, resulting in fewer obstacles during e-procurement implementation.

Information Quality:

The mean score of 2.89 suggests that, on average, organizations face moderate challenges regarding information quality during e-procurement implementation. The standard deviation of 0.168 indicates a moderate amount of variability in responses, implying that different organizations have varying degrees of challenges related to information quality. The positively skewed distribution (skewness = 1.457) indicates that more organizations tend to face lower levels of challenges in this area. The negative kurtosis (kurtosis = -1.310) suggests a flatter peak and lighter tails compared to a normal distribution.

These results suggest that while organizations generally face moderate challenges related to information quality, some organizations may havea more robust information management

system, resulting in fewer obstacles in terms of data accuracy and reliability during e-procurement implementation.

4.7.1 Insufficient backing from management and leadership

The table shows the frequency and percentage distribution of responses to UNDP Zimbabwe's e-procurement implementation's "lack of leadership and management support" question. Based on the statistical data, 20% of participants overall said that they strongly disagreed, followed by 21.3% who indicated that they disagreed, 18.7% who indicated that they were neutral, 17.3% who indicated that they agreed, and 22.7% who indicated that they strongly agreed.

Table 4.17: Insufficient backing from management and leadership

		Frequency	Percent	Cumulative Percent
Valid	1	15	20	20
	2	16	21.3	41.3
	3	14	18.7	60
	4	13	17.3	77.3
	5	17	22.7	100.0
	Total	75	100.0	

Source: Primary Data

The largest proportion of participants (41.3%) gave a disagree or strongly disagree response, suggesting that they thought it would be difficult to adopt e-procurement in their company due to a lack of management and leadership support. Nonetheless, a sizable fraction of interviewees (40%) indicated that they agreed or strongly agreed, indicating that they felt their organisation lacked management and leadership support.

However, 22.7% of participants indicated that they strongly agreed or agreed with the statement, indicating that they believe a major obstacle to e-procurement deployment in their

organisation is a lack of management and leadership support. This shows that in order to be successful, e-procurement adoption initiatives would need more management backing and leadership.

These results are in line with other studies that found a major obstacle to the adoption and use of e-procurement is a lack of management and leadership support. For example, a study by Kumar and Singh (2014) found that effective leadership and management support are essential for successful e-procurement implementation. In order to successfully handle this issue, organisational leadership may need to give e-procurement top priority and supply the tools and resources needed for a smooth deployment.

4.7.2 Limited financial support

The table shows the frequency and percentage distribution of responses to UNDP Zimbabwe's e-procurement implementation's " Limited financial support" question. Based on the data, 21.3% of participants overall said that they strongly disagreed, 20.0% indicated that they disagreed, 17.3% indicated that they were neutral, 18.7% indicated that they agreed, and 22.7% indicated that they strongly agreed.

Table 4.18: Limited financial support

		Frequency	Percent	Cumulative Percent
Valid	1	16	21.3	21.3
	2	15	20.0	41.3
	3	13	17.3	58.6
	4	14	18.7	77.3
	5	17	22.7	100.0
	Total	75	100.0	

Source: Primary Data

The majority of participants (41.4%) gave a score of agree or strongly agree, suggesting that they believe that a hurdle to implementing e-procurement in their organisation is having

insufficient financial resources. Nonetheless, a sizable fraction of participants (37.3%) gave a neutral or disagreeing score, indicating that they do not believe that their organisation faces a serious problem with a lack of funding.

Nonetheless, 22.7% of participants indicated that they strongly agreed with the statement, indicating that they think a substantial budget shortfall is preventing their organisation from implementing e-procurement. This shows that certain organisations may find it difficult to successfully deploy e-procurement due to a lack of sufficient financial resources.

These results are in line with other studies that found a major obstacle to the adoption and use of e-procurement is a lack of funding. For instance, Marufu's (2018) study discovered that one major obstacle to the adoption of e-procurement among Zimbabwean local authorities was budgetary limits. In order to overcome this obstacle, organisations may need to commit enough resources to the adoption of e-procurement and look for outside financing or partnerships to aid in the endeavour.

4.7.3 Inadequate guidelines and protocols

The following table shows the frequency and percentage distribution of responses to the question of " Inadequate guidelines and protocols " in UNDP Zimbabwe's e-procurement implementation. According to the data, 17.3% of participants rated themselves as highly disagreeing, 20% as disagreeing, 22.7% as neutral, 21.3% as agreeing, and 18.7% as strongly agreeing. These results represent the whole sample.

Table 4.19 : Inadequate guidelines and protocols

		Frequency	Percent	Cumulative Percent
Valid	1	13	17.3	17.3
	2	15	20	37.3
	3	17	22.7	60
	4	16	21.3	81.3
	5	14	18.7	100.0

	Total	75	100.0	

Source: Primary Data

The majority of interviewees (22.7%) gave a neutral response, suggesting that they do not strongly see the problem of implementing e-procurement in their organisation without appropriate rules and processes. To enable the successful adoption of e-procurement, a sizable majority of participants (40%) indicated that they agreed or strongly agreed, indicating the potential need for more efficient policies and procedures.

Nevertheless, 37.3% of participants disagreed or strongly disagreed with the statement, indicating that they do not think a lack of suitable policies and procedures will materially impede the implementation of e-procurement in their company. This implies that some organisations could already have established rules and procedures that facilitate the introduction of e-procurement.

These results are in line with other studies that have emphasised the need for strong regulations and processes for the effective deployment of electronic procurement. For instance, Osei-Kyei and Chan's (2015) study discovered that creating efficient rules and processes is a crucial component of e-procurement adoption success. Thus, in order to address this issue, organisations may need to evaluate and update existing policies and procedures to make sure they remain efficient and in line with the goals of e-procurement.

4.7.4 Insufficient technological know-how and assistance

The table illustrates the distribution of responses, presenting both frequency and percentage, regarding the challenge of " Insufficient technological know-how and assistance " in the implementation of e-procurement in UNDP Zimbabwe. The data indicates that among all participants, 20.0% strongly disagreed (score 1), 18.7% disagreed (score 2), 21.3% were neutral (score 3), 21.3% agreed (score 4), and 18.7% strongly agreed (score 5) with the mentioned challenge.

Table 4.20: Insufficient technological know-how and assistance

		Frequency	Percent	Cumulative Percent
Valid	1	15	20.0	20.0

	2	14	18.7	38.7
	3	16	21.3	60.0
	4	16	21.3	81.3
	5	14	18.7	100.0
	Total	75	100.0	

Source: Primary Data

The 21.3% neutral answer percentage of participants indicates that they do not firmly believe that their organization's lack of technical know-how and support in adopting e-procurement is an issue. Nonetheless, a sizable fraction of participants (40.0%) gave a score of agree or strongly agree, indicating that further technical know-how and assistance could be required to enable the successful implementation of e-procurement.

However, 38.7% of participants disagreed or strongly disagreed with the statement, showing that they do not believe that a lack of technical know-how and assistance will pose a substantial obstacle to their organization's adoption of e-procurement. This implies that certain organisations could already possess the technological know-how and backing required to facilitate the adoption of e-procurement.

These results are in line with other studies that found a major obstacle to the adoption and use of e-procurement is a lack of technical assistance and experience. For instance, research conducted in 2014 by Kumar and Singh discovered that one of the biggest obstacles to the adoption of e-procurement in Indian companies is a lack of technical assistance and experience. Consequently, in order to successfully handle this problem, organisations may need to either seek external help from technical specialists or give staff members the requisite technical training and skills.

4.7.5 Ineffective teamwork and communication

The table shows the frequency and percentage distribution of responses to the UNDP Zimbabwe e-procurement implementation's " Ineffective teamwork and communication " concern. 18% of the participants overall, according to the statistics, gave a score of 1 (strongly disagree), followed by 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree) for 21.3%, 20%, and 17.3% of the people.

Table 4.21: Ineffective teamwork and communication

		Frequency	Percent	Cumulative Percent
Valid	1	14	18.7	18.7
	2	16	21.3	40
	3	15	20	60
	4	17	22.7	82.7
	5	13	17.3	100.0
	Total	75	100.0	

Source: Primary Data

Twenty percent of the participants gave a neutral score, suggesting that they do not strongly see the difficulty of inadequate collaboration and communication in the implementation of e-procurement in their organisation. Nonetheless, a sizable fraction of participants (40%) gave a score of agree or strongly agree, indicating that improved teamwork and communication may be necessary to enable the successful deployment of e-procurement.

However 18.7% of participants strongly disagreed with the statement, indicating that they don't think a lack of cooperation and communication would be a significant barrier to e-procurement being implemented in their business. This implies that in order to facilitate the deployment of e-procurement, certain organisations may already have established efficient procedures for collaboration and communication.

These findings are consistent with past studies identifying poor teamwork and communication as a significant barrier to the uptake and use of e-procurement. For instance, a study conducted by Yang et al. (2016) emphasized the importance of effective communication and collaboration for the successful implementation of e-procurement in Chinese organizations. As a result, in order to successfully handle this difficulty, organisations may need to emphasise the importance of teamwork and effective communication techniques, in addition to providing personnel with the necessary tools and training.

4.7.6. Poor quality of information

The table shows the frequency and percentage distribution of responses to the UNDP Zimbabwe e-procurement implementation's " Poor quality of information " concern. According

to the statistics, of the total respondents, twenty percent gave a score of three (neutral), twenty percent gave a score of one (strongly disagree), seventeen percent gave a score of four (agree), and eighteen percent gave a score of five (strongly agree).

Table 4.22: Poor quality of information

		Frequency	Percent	Cumulative Percent
Valid	1	17	22.7	22.7
	2	16	21.3	44
	3	15	20	64
	4	13	17.3	81.3
	5	14	18.7	100.0
	Total	75	100.0	

Source: Primary Data

The greatest proportion of participants (22.7%) gave a strongly disagree response, suggesting that they do not strongly see the difficulty of implementing e-procurement in their organisation due to low information quality. However, a sizable percentage of participants (36%) gave a score of agree or strongly agree, indicating that additional accurate and trustworthy data could be required to support the effective adoption of e-procurement.

Nevertheless, 21.3% of participants disapproved of the statement, suggesting that they do not think that inadequate information quality would pose a major obstacle to their organization's adoption of e-procurement. This shows that some businesses could already have reliable systems in place to guarantee the integrity and accuracy of data used in electronic procurement procedures.

These results are in line with other studies that found inadequate information quality to be a major deterrent to the adoption and use of e-procurement. For instance, Zhang and Liu's (2015) study discovered that inadequate information quality poses a serious obstacle to the adoption of e-procurement in Chinese enterprises. In order to overcome this obstacle, companies may need to assess and enhance existing information management procedures in addition to making investments in tools and technology that enable accurate and trustworthy information exchange in e-procurement procedures.

4.7.7 The application of e-procurement is hampered by the inability to consistently assess important advantages.

The frequency and percentage distribution of replies to UNDP Zimbabwe's inability to consistently quantify the main advantages of e-procurement adoption are displayed in the table. Twenty percent of the participants gave a score of 4 (agree), 17.3% gave a score of 3 (neutral), 21.3% gave a score of 2 (disagree), and 18.7% gave a score of 5 (strongly agree), according to the statistics.

Table 4.23 : Failure to measure key benefits.

		Frequency	Percent	Cumulative Percent
Valid	1	17	22.7	22.7
	2	16	21.3	44
	3	13	17.3	61.3
	4	15	20	81.3
	5	14	18.7	100.0
	Total	75	100.0	

Source: Primary Data

The greatest proportion of participants (22.7%) gave a strongly disagree response, suggesting that they do not strongly see the difficulty of implementing e-procurement in their organisation due to low information quality. However, a sizable percentage of participants (38.7%) indicated that they agreed or strongly agreed, indicating that additional accurate and trustworthy data could be required to support the effective adoption of e-procurement.

Nevertheless, 21.3% of participants disapproved of the statement, suggesting that they do not think that inadequate information quality would pose a major obstacle to their organization's adoption of e-procurement. This demonstrates that certain companies may already have robust

systems in place to ensure the quality and integrity of the data used in electronic procurement processes.

These results are in line with previous research that indicated a major obstacle to the adoption and use of e-procurement was poor information quality. For example, Zhang and Liu's (2015) study found that inadequate information quality poses a major obstacle to the adoption of e-procurement in Chinese enterprises. As such, tackling this issue can require companies to evaluate and improve existing information management procedures in addition to investing in tools and technology that can enable accurate and trustworthy information exchange in e-procurement procedures.

4.8 Managerial Implications

Improving procurement is vital for the development and growth of local humanitarian organizations in Zimbabwe. Managers should carefully consider the implications of any decision they make because every decision has potential consequences that impact on day to day running of a business. Here are some managerial implications and solutions for successful e-procurement implementation by UNDP Zimbabwe:

- Efficient recruiting and selection processes: It is critical to implement effective recruitment and selection procedures in order to attract and hire the right people. This includes defining job tasks and responsibilities clearly, conducting extensive interviews, and evaluating individuals' abilities, qualifications, and cultural fit. It is very important to hire right candidate not only based on skills of abilities but also fitting within the company’s culture.
- Training and development programs: Local NGOs ought to make investments in training and development programs to help existing personnel improve their skills and capacities. These programs may involve technical as well as soft skill training. Offering possibilities for career advancement boosts employee engagement and retention and reduced turnovers.
- Creating a varied and inclusive workforce: It is critical for local NGOs to promote inclusiveness and diversity in the workplace. Managers should aggressively seek out people with diverse origins, cultures, and experiences. This not only encourages creativity and innovation, but also aids in meeting the different needs of consumers and consumers. People have got different ideas and different ideas lead to innovative ideas.

- Creating a positive work environment: Managers should prioritize the creation of an atmosphere at work that encourages teamwork, confidence, and open communication. Regular team-building exercises are crucial to come out with employees with the same mind of achieving the goal of the business. Employee satisfaction and retention are increased in a favourable work environment.
- Investing in sufficient budget allocations: Managers should set aside resources enough for the implementation of e-procurement systems. It is evidenced through this research that funding is a key component of e-procurement. Management therefore must act and ensure that during resource mobilization, a section is developed that will focus on the adoption of and implementation of electronic procurement systems.
- Listening to operational requirements: It is equally important that management gives an attentive ear to the requirements and needs of the functional and operational teams. In this way, they get to have an appreciation of the views and perceptions of the teams with regards to the adoption and implementation of e-procurement. Furthermore, management will also be in a position to effectively address and advise the issues that may be of concern, and which may potentially hinder the successful implementation of e-procurement.

4.9 Summary

This chapter presents the data analysis results for the Framework Analysis for Successful Implementation of E-Procurement: A Case Study of UNDP Zimbabwe. The findings demonstrated that although the UNDP did not consider some concerns to be important, a sizable percentage of participants thought that more work needed to be done to solve these

issues. The study found that enhanced policies and procedures, technological know-how and support, teamwork and communication, and high-quality information could all be necessary for UNDP Zimbabwe to successfully adopt e-procurement. These results are in line with earlier studies that emphasise the significance of these elements for the successful implementation of e-procurement. They also imply that, in order to overcome these obstacles, organisations might need to assess and enhance their current procedures as well as make investments in technology, resources, and training. The examination of the findings in more detail will be covered in the upcoming chapter.

CHAPTER 5
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introductions

This chapter presents an overview of the research, concludes the topic, and makes recommendations for further work. The information acquired and the conclusions reached throughout the research study served as the foundation for the suggestions' structure.

The essay will be concluded in this chapter with a summary of the main conclusions and suggestions. It will draw attention to the necessity of e-procurement implementation for local humanitarian institutions operating in Zimbabwe, as well as the need for more financing and research in this field. The primary objective of the chapter is to present a thorough summary of the study, together with its implications for future research and practical applications pertaining to the implementation of e-procurement for humanitarian institutions in Zimbabwe.

Study Summary:

The main goal of this study is to provide an analytical framework for local humanitarian organisations in Zimbabwe to use e-procurement effectively. The following objectives serve as the study's compass in achieving this goal:

i. What are the key factors for the successful implementation of e-procurement in local humanitarian organizations in Zimbabwe?

ii. How effective in enhancing procurement processes in local humanitarian organizations organisations in Zimbabwe?

iii. How Information technology can support e-procurement implementation in local humanitarian organisations in Zimbabwe?

iv. What are the benefits and challenges of implementing e-procurement in local humanitarian organizations in Zimbabwe?

5.1 Overview of Results:

The findings in relation to the stated objectives include:

5.1.1 The key factors for the successful implementation of e-procurement in local humanitarian organizations in Zimbabwe

The study identified a number of crucial components that affect UNDP Zimbabwe's ability to successfully deploy e-procurement. It was discovered that efficient policies and processes,

technological know-how and assistance, teamwork and communication, and high-quality information are all necessary for successful implementation. Significant for ensuring standardized, transparent, and compliant e-procurement processes, effective policies and procedures emerged as crucial. The research demonstrated that organizations possessing clear policies and procedures exhibited greater success in implementing e-procurement compared to those lacking them. These findings align with earlier research in the field, emphasizing the essential role of effective policies and procedures in the successful implementation of e-procurement systems (Bwembya & Mothibi, 2019)

Critical for the proper design, implementation, and management of e-procurement systems, technical expertise and support emerged as essential. According to the research, companies that had access to technological assistance and experience were able to adopt e-procurement more successfully than those that did not. These findings align with earlier research in the field, underscoring the significance of technical expertise and support in the successful implementation of e-procurement systems (Mutula & Muyinda, 2015).

Vital for engaging and informing all stakeholders throughout the e-procurement implementation process, communication and collaboration were identified as crucial. According to the survey, businesses that valued effective communication and collaboration were better at implementing e-procurement than those that lacked these attributes. These findings align with previous research in the field, highlighting the essential role of effective communication and collaboration in the successful implementation of e-procurement systems (Yang & Li, 2016).

Crucial for ensuring the provision of accurate, reliable, and timely information to stakeholders through e-procurement systems, information quality emerged as a key factor. The study has shown that e-procurement deployment was more successful for organisations with high-quality information than for those with low-quality information.

These findings align with earlier research in the field, underscoring the critical importance of information quality in the successful implementation of e-procurement systems (Kweyamba & Chigona, 2017).

In conclusion, the study's findings show that the efficacy of policies and processes, technological know-how and assistance, cooperation and communication, and the calibre of the information are critical to the implementation of e-procurement at UNDP Zimbabwe. These results are in line with earlier research in the field and highlight how critical it is that businesses

give these vital areas top attention in order to guarantee the effective implementation of e-procurement systems.

5.1.2 The benefits and challenges of e-procurement implementation in local humanitarian organisations in Zimbabwe.

The study found that using e-procurement in local humanitarian groups in Zimbabwe had both advantages and disadvantages. It was discovered that these organisations can see increased efficiency and cost savings with the use of e-procurement. E-procurement, for example, may improve accountability and transparency, save administrative costs, and expedite procurement procedures. These findings align with earlier studies in the field, supporting the notion that e-procurement can yield substantial cost savings and efficiency improvements (Zhang & Liu, 2015).

However, the study found that there are significant obstacles to overcome when implementing e-procurement in Zimbabwe's local humanitarian organisations. One of the main challenges found is technological know-how and assistance. According to the survey, a number of organisations in Zimbabwe struggle because they lack the technical know-how and proficiency needed to operate and execute e-procurement systems successfully. This challenge aligns with previous research in the field, highlighting the essential role of technical expertise and support in the successful implementation of e-procurement systems (Mutula & Muyinda, 2015).

Information quality was another issue that the investigation brought to light. The paper claims that maintaining correct data and information is a challenge for many businesses in Zimbabwe, despite the fact that this is necessary for the effective implementation of e-procurement. This challenge aligns with previous research in the field, emphasizing that information quality plays a critical role in the successful implementation of e-procurement systems (Kweyamba & Chigona, 2017).

In the end, the study found that poor stakeholder engagement and communication pose a barrier to the adoption of e-procurement in Zimbabwe's local humanitarian organisations. The study emphasised how crucial it is to collaborate and communicate well in order to involve and inform all stakeholders throughout the implementation of e-procurement. This challenge aligns with earlier research in the field, emphasizing that effective communication and collaboration play a crucial role in the successful implementation of e-procurement systems (Yang & Li, 2016).

In conclusion, the study shows that although e-procurement adoption can benefit local humanitarian organisations in Zimbabwe significantly, there are a number of obstacles to be aware of with regard to information quality, communication, cooperation, and technical knowledge and assistance. These findings are consistent with the body of research in the sector and highlight the need for organisations to give these vital areas top priority when investing in order to ensure the effective adoption of e-procurement systems.

5.1.3 Effectiveness in enhancing procurement processes in local humanitarian organisations in Zimbabwe.

The research evaluated how well the framework worked to enhance procurement practices in local humanitarian agencies in Zimbabwe. The outcomes showed how the framework successfully enhanced the procurement procedures, resulting in more productivity and lower costs.

The framework, according to the research, assisted organisations in aligning their e-procurement strategy with their overall organisational strategy, including key stakeholders in the process, and setting clear goals and objectives for e-procurement implementation. Furthermore, the framework assisted organisations in creating clear performance measures and indicators for tracking and assessment, improving stakeholder communication and cooperation, and increasing technical skills and assistance.

The study's findings show that the framework was effective in improving the procurement procedures used by humanitarian organisations in Zimbabwe. More specifically, increased productivity, lower costs, lower administrative costs, and more accountability and transparency were linked to the use of e-procurement. These results are consistent with other studies conducted in the field and provide credence to the idea that e-procurement may result in significant cost reductions and productivity gains (Zhang & Liu, 2015).

Furthermore, the study demonstrated that the framework was essential in helping organisations get beyond a number of obstacles related to the adoption of e-procurement. These included issues with communication and teamwork, information quality, and technological know-how and support. The framework helped organisations overcome these obstacles by providing a methodical approach to e-procurement deployment, which improved the success rate of e-procurement system implementation.

The established framework's efficacy aligns with the principles of organisational change theory, indicating that successful change management requires a well-structured plan and

continuous assessment. The framework gave businesses a clear plan for e-procurement implementation, highlighting the necessity of involving stakeholders, developing skills, and regularly assessing and evaluating progress. These elements can help businesses use e-procurement systems more successfully and are crucial to good change management.

In conclusion, the study's findings show that the framework's assessment is successful in enhancing the procurement procedures used by local humanitarian organisations in Zimbabwe. The framework may help organisations achieve more efficiency, cost savings, and transparency in their procurement operations by acting as a thorough implementation roadmap for e-procurement.

5.2 Conclusions

Drawing from the study's results, it is concluded that:

- UNDP Zimbabwe faces a deficiency in leadership and management support. The considerable technology and age gap between management and operational staff poses a challenge, particularly concerning the modernization and automation of processes. Convincing management about the acceptance and adoption of modern systems, specifically e-procurement, remains an obstacle. The misconception that the complete elimination of manual paperwork equates to job loss is prevalent among management, despite its inaccuracy. Consequently, most local humanitarian organizations lack sufficient support from management and leadership in the implementation of e-procurement.
- UNDP Zimbabwe faces a shortage of sufficient financial resources. This challenge arises from the organizations' difficulty in effectively mobilizing funds and resources specifically for the creation and implementation of systems. Their primary focus is directed towards addressing the requirements of their beneficiaries, leading to the allocation of all funding to program implementation. Nevertheless, it is crucial to recognize the importance of mobilizing resources for the development and implementation of e-procurement, ensuring that programmatic interventions and support become even more effective and efficient.

- There are insufficient procurement policies and processes in place at local humanitarian organisations, which results in defective systems. These deficiencies have resulted in a loss of value for money, the acquisition of poor-quality goods and services, inflated

prices, and instances of fraud and corruption within the organizations. Notably, cases of theft have also been observed. This places donor funding at considerable risk, and the continuous mishandling of these funds raises the potential danger of losing donor support. Such a loss could result in job cuts, and on the beneficiary side, it would mean a lack of aid. This, in turn, could exacerbate poverty within communities and societies in the country.

- Local humanitarian organizations lack the necessary technical expertise and support for the creation and implementation of e-procurement. The prevalent issue is the absence of highly skilled personnel within these organizations. The development and deployment of systems require a pool of trained and skilled individuals, and their scarcity implies a lengthier period for the successful implementation of such systems.

- Communication and collaboration within local humanitarian organizations are ineffective. The communication channels lack openness, primarily flowing unilaterally from top to bottom without essential feedback. This structure conveys the impression that rules, policies, and practices are imposed by managers and executives onto lower-level personnel. The absence of feedback from these lower levels makes it challenging to develop and implement functional systems. Two-way communication is imperative, allowing management to receive input and ideas from the lower-level teams involved in the organization's operations. This approach facilitates a smoother implementation of e-procurement systems, ensuring that all stakeholders have made essential contributions.

5.3 Recommendations

The following recommendations are given to individuals in charge of implementing e-procurement within UNDP Zimbabwe considering the study's findings:

5.3.1 Recommendations to policy makers:

a) Policymakers have to aggressively encourage and support the use of e-procurement through the Ministry of Local Government and Social Welfare. They ought to counsel local aid agencies to allot sufficient funds to facilitate this procedure, which should include investments in

technical know-how and assistance, capacity building, and the promotion of cooperation and communication among interested parties.

b) It is imperative that policymakers ensure that procurement personnel are actively involved in the early phases of e-procurement deployment and given the necessary training and assistance to effectively utilise e-procurement technologies. In order to ensure that e-procurement policies and procedures are in line with their needs and expectations, procurement workers should also be involved in designing these documents.

c) The IT personnel of local humanitarian organisations must actively participate in the e-procurement implementation process, according to the Ministry of Local Government and Social Welfare. In order to provide technical expertise and assistance, this engagement is essential. To guarantee the smooth integration of e-procurement systems with the current IT infrastructure as well as appropriate data management and security, IT staff and procurement people should work closely together.

5.3.2 Recommendations to UNDP Zimbabwe

d) Staff members must be included in the e-procurement implementation process in order to guarantee that the systems are easy to use and satisfy their needs. In addition, assistance and training for end users are necessary to guarantee that e-procurement systems are used effectively.

e) Suppliers and government agencies are examples of external partners and stakeholders who ought to be actively involved in the e-procurement implementation process. This engagement is necessary to ensure that the systems meet supplier demands and comply with legal obligations.

f) UNDP Zimbabwe ought to define precise performance metrics and indicators for the purpose of monitoring and evaluating their operations. They should leverage the findings from this monitoring and evaluation process to guide ongoing efforts for continuous improvement.

g) UNDP Zimbabwe need to give priority to generating top-notch data and information to facilitate the successful implementation of e-procurement. This involves dedicating resources to develop data management and quality assurance systems, ensuring the accuracy, reliability, and timeliness of the data.

h) Prioritizing successful communication and collaboration among stakeholders is essential for UNDP Zimbabwe to engage and inform all relevant parties throughout the e-procurement implementation process.

i) UNDP Zimbabwe must provide priority to stakeholder involvement during the implementation of e-procurement. This ensures the establishment of support and guarantees the active involvement and information dissemination to all stakeholders.

j) Prioritizing the formulation of explicit policies and procedures concerning e-procurement is crucial for UNDP Zimbabwe. This ensures the standardization, transparency, and compliance of processes with regulatory requirements.

5.3.3 Recommendations for future research

Based on the study's discoveries regarding the effective adoption of e-procurement by UNDP Zimbabwe, the following suggestions are put forward for future research:

- Explore the influence of e-procurement on the performance of UNDP Zimbabwe: Subsequent research should analyze the connection between e-procurement and the performance of UNDP Zimbabwe. This will contribute significantly to the identification of effective systems and processes for implementing e-procurement.

- Examine the impacts of e-procurement on procurement personnel: Subsequent research should also investigate the implications of technology, such as the utilization of online-based systems and automation, on procurement personnel.

To sum up, these recommendations highlight how important it is to include stakeholders, have technical know-how and support, create capacity, and continuously monitor and assess the implementation of e-procurement in UNDP Zimbabwe. UNDP may have more success implementing e-procurement systems and improving their procurement procedures if they follow these tips.

5.4 Output and outcome of research

5.4.1 Output

Parsons et al. (2013) characterizes outputs as interventions facilitating the delivery of outcomes. The purpose of this study was to determine the variables influencing local

humanitarian organisations in Zimbabwe's successful adoption of e-procurement. This section delineates the immediate advantages derived from the study's findings, highlighting their alignment with Zimbabwe's Vision 2030 and their contribution to the country's economic growth objectives.

By implementing effective recruitment and selection processes, employers can enlist skilled and capable personnel. Individuals possessing the requisite skills and qualifications are more inclined to contribute efficiently to humanitarian intervention operations, thereby improving staff productivity and effectiveness.

Cultivating a favourable workplace atmosphere where employees feel appreciated, recognized, and motivated to perform fosters increased job satisfaction and well-being. This, in turn, leads to heightened commitment and engagement. A positive organizational culture enhances teamwork, collaboration, and employee morale.

Implementing effective personnel strategies enhances the effectiveness and agility of NGOs, allowing for the establishment of a skilled and committed workforce through adept recruitment processes, training initiatives, and a positive workplace atmosphere. Consequently, this contributes to the growth and success of the SME sector, aligning with Zimbabwe's Vision 2030 objective of building a resilient and globally competitive economy.

The immediate advantages of this study align with Zimbabwe's Vision 2030, which aims for sustainable and inclusive economic growth and development. Through the adoption of these staffing practices, local NGOs actively contribute to the broader national agenda in Zimbabwe, fostering economic prosperity and creating a favourable business environment conducive to achieving the nation's vision.

5.4.2 Outcomes

Outcomes are further described as the enduring enhancements resulting from the project and the advantages people derive from it. This section underscores the lasting implications of the study's findings, accentuating their alignment with Zimbabwe's Vision 2030 and their contribution to the nation's enduring economic growth objectives.

Through the adoption of efficient staffing practices, UNDP can play a role in advancing Zimbabwe's long-term economic prosperity. SMEs, through the recruitment and retention of skilled and capable individuals, can enhance productivity and efficiency, leading to heightened business revenues. This aligns with the objectives of Zimbabwe's Vision 2030, striving for sustainable and inclusive economic development.

Enhanced procedures within UNDP lead to increased job creation in the long run. UNDP play a central role in creating employment opportunities, and by employing and retaining skilled

individuals through effective staffing approaches, local NGOs can contribute to lowering the country's unemployment rate. This aligns with Zimbabwe's Vision 2030 objective of generating employment opportunities for its residents.

Initiatives like training and development opportunities enhance the skills of the workforce within UNDP. Employees acquire valuable skills and experiences through training, fostering their personal growth and increasing their employability. Consequently, this contributes to the development of a more proficient and competitive workforce in the country, aligning with the objectives of Zimbabwe's Vision 2030.

Enhancing staffing practices enables UNDP to enhance their competitiveness in both domestic and international markets. By attracting and retaining skilled individuals and implementing effective recruitment and selection processes, UNDP can bolster their capacity to innovate, improve product quality, and deliver superior customer service. This fosters sectoral growth, positioning the NGO sector as a significant player in the global economy and contributing to the realization of Zimbabwe's Vision 2030 aspirations.

As Zimbabwe aims to achieve a middle-income economy by 2030, gaining the confidence of donors becomes crucial for local humanitarian organizations to secure increased funding. The funding acquired for various projects can be allocated to diverse sectors of the economy, including but not limited to agriculture, food distribution, economic empowerment, and education. Donors are inclined to support organizations with effective and efficient systems that ensure the safeguarding of resources and prevent misuse. Thus, the use of e-procurement by local humanitarian organisations helps to make procurement procedures open and responsible, which draws in more donor money for the nation. The enduring advantages of this research align with the objectives of Zimbabwe's Vision 2030, which envisions elevating the country to an upper-middle-income economy through innovation, investment, and sustainable development. UNDP can play a role in fostering Zimbabwe's long-term economic progress by implementing proficient staffing practices.

5.4.3 Limitations and areas of further study.

Time was a major challenge since the research was carried out whilst the researcher was going to work. However, the researcher managed to use off days and weekends to overcome the challenge.

Many local humanitarian organisations in Zimbabwe operate within the guidelines set out by donors. It was challenging to get access to the organisations for data collecting because of these donor restrictions and regulations, which occasionally limit and discourage sharing and welcoming researchers. The evidence for this is restricted to UNDP Zimbabwe. Future research projects might extend their scope to investigate the framework analysis presented in this work in different geographic contexts and consider a larger sample size to guarantee that results are more representative and cover a greater variety of subjects.

In conclusion, the study's conclusions show that local humanitarian organisations in Zimbabwe may reap significant advantages from the adoption of e-procurement. Organisations can increase their chances of successfully implementing e-procurement systems and improving their procurement processes by following the analysed framework and placing a high priority on capacity building, technical know-how and assistance, stakeholder engagement, and ongoing monitoring and evaluation.

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APPENDIX ONE:

Cover Letter

My name is Johannes Katsande, and I am a student (Student No. B225737B) at Bindura University of Science Education (BUSE), studying for my Masters of Science Degree in Purchasing and Supply Chain Management (MScPSCM). In partial fulfilment of the requirements for the MSCPSCM, I am carrying out research titled "**An analysis framework for successful implementation of e-procurement humanitarian organizations in Zimbabwe. A case focus of UNDP Zimbabwe''.** This questionnaire is part of the research project to Identify the key factors that influence successful e-procurement implementation in local humanitarian organizations in Zimbabwe. A case of UNDP Zimbabwe. Your responses are important in enabling me to obtain a full understanding as possible of this topical issue.

Please read the instructions completely as you respond to the different parts of the questionnaire. The questionnaire should take you about 25 minutes to complete. The information you provide will be treated in the strictest confidence, therefore no personal information is requested in the questionnaire. The answers from your questionnaire and others will be used as the main data set for my research project.

Once you have completed the questionnaire, please be sure to advise me via telephone or even messages on 0774066238 or you can email me on katjohannes@gmail.com, so that I can come and collect the completed questionnaire on or before November 10, 2023.

If you have any questions or would like further information, please do not hesitate to contact me.

Thank you again for your help with my research.

Yours faithfully,

Johannes Katsande
MScPSCM Student,
BUSE Student number: B225737B
Tel: 0774 066 238
E-mail : katjohannes@gmail.com

APPENDIX TWO : QUESTIONNAIRE

Kindly answer all questions on this questionnaire by ticking against your **chosen answer** on the space provided.

SECTION A: Demographic Information

1. Sex: Male ❑ Female ❑
2. Age: ❑ 18 – 28 years ❑ 29 – 39 years ❑ 39 - 49 years ❑ 59 and above
3. What is your marital status? Single ❑ Married ❑ Widowed ❑ Divorced ❑
4. How long have you worked with this organization? ❑ 0-5 years ❑ 6-10 years ❑ 11 – 15 years ❑ 16-20 years ❑ 20 and above years
5. Which department do you work for? Finance ❑ Human Resources ❑ Procurement ❑ Programs ❑ Information Technology ❑
6. What is your highest level of education? Ordinary Level ❑ Advanced Level ❑ National Certificate ❑ Higher National Diploma ❑ Diploma ❑ Degree ❑ Masters ❑ PhD ❑ Professorship ❑

SECTION B: Extent of e-procurement implementation by local humanitarian organizations

Rate your responses on a scale of 1 to 5 with 5 being the Strongly Agree and 1 being the Strongly Disagree

Strongly Agree [5]; Agree [4]; Neutral [3]; Disagree [2]; Strongly Disagree [1]

To what extent has e-procurement been implemented by UNDP Zimbabwe?

	1	2	3	4	5
Every employee makes requests online.					
The corporate website contains specifications for goods and services that are purchased.					
Bids are advertised online					
The e-procurement system handles the shortlisting of bids.					

SECTION C: Relationship between UNDP Zimbabwe performance and the use of e-procurement.

What is the relationship between e-procurement implementation and performance of UNDP Zimbabwe?

	1	2	3	4	5
Transparency in online bid advertisements has increased.					
Online bid advertisement has guaranteed that the organisation receives competitive vendors.					
Online requisition generation by staff has enhanced accountability.					
Online bid shortlisting has improved transparency.					

SECTION D: Challenges of e-procurement implementation.

To what extent do the following variables enhance the implementation of e-procurement by UNDP Zimbabwe.

	1	2	3	4	5
Insufficient support from management and leadership					
Limited financial support					
Inadequate guidelines and protocols					
Insufficient technological know-how and assistance					
Ineffective teamwork and communication					
Poor quality of information					

Inability to consistently quantify the main advantages of e-procurement adoption					

Thank you for your invaluable contribution. God bless you.

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