

**FACTORS IMPACTING THE ADOPTION OF SUSTAINABLE
PROCUREMENT IN TANZANIA: A CASE STUDY OF TANESCO LIMITED
KINONDONI OFFICE**

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CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by The Open University of Tanzania a dissertation titled, **“Factors Impacting the Adoption of Sustainable Procurement in Tanzania: A Case Study of TANESCO Limited Kinondoni Office”**, in partial fulfilment of the requirements for the award of the degree of Master of Project Management (MPM) of The Open University of Tanzania

.....

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Date.....

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DECLARATION

I, **Sirati John**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirements for the Degree of Project Management of the Open University of Tanzania

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Signature

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Date

DEDICATION

This dissertation is dedicated to my lovely family. They are truly the reason and drive for this achievement.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to all those who have contributed to the successful completion of my dissertation titled "Factors Impacting the Adoption of Sustainable Procurement in Tanzania: A Case Study of TANESCO Limited Kinondoni Office." This journey would not have been possible without the support and guidance of numerous individuals and organizations, and I would like to acknowledge their invaluable contributions.

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ABSTRACT

The study focused on the variables affecting Tanzania's adoption of sustainable procurement. It was conducted at Tanzania electric Supply co. Ltd - Kinondoni Office. The specific goals were to evaluate how the legal framework affected the implementation of sustainable procurement, how stakeholder competence affected the implementation of sustainable procurement, and how financial resources affected the implementation of sustainable procurement. A cross-section research design was used. Data were collected through a structured questionnaire. Simple random sampling was employed to obtain a sample of 167. Collected data were analyzed using descriptive statistics through SPSS version 23. The finding relating to the first objective revealed that compliance level in procurement audit has a significant and positive effect on organization performance. Findings showed that the presence of a proper legal framework, the availability of competent stakeholders, and adequate financial resources increased the effectiveness of the adoption of sustainable procurement practices in Tanzanian public organizations. Correlation analysis indicated legal framework, stakeholder competence and financial resources as having significant effects on the implementation of sustainable procurement in Tanzania. The study concludes that legal framework, stakeholder competence and financial resources had major contributions to the implementation of sustainable procurement practices in Tanzania. It is recommended that to effectively implement sustainable procurement, TANESCO, policymakers, and other stakeholders should invest more in gaining procurement competence for their employees, develop an appropriate legal framework that serves as guidelines for practitioners, and allocate adequate financial resources.

Keywords: *Sustainable procurement, Financial resources, Stakeholder's competence*

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FIGURE

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LIST OF ABBREVIATIONS

- BFPL: Bakhresa Food Product limited
- EPP: Environmentally Preferable Purchasing
- GP: Government Procurement
- ISO: International Organization for Standardization
- PE: Procurement Entity
- PMU: Procurement Management Unit
- PPA: Public Procurement Act
- PPDA: Public procurement and Disposal of Assets Authority
- PPPD: Public Procurement Policy division
- SP: Sustainable Procurement
- SPSS: Statistical Package for Social Science
- TANESCO: Tanzania Electric Supply Company
- TB: Tender Board
- TCE: Transaction Cost Economics
- UNCED: United Nations Conference of Environment Development
- URT: United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter highlights the background of the problem, the statement of the problem, the research objective, the research questions, scope and organization of the study of the proposal.

1.2 Background of the Study

Over the years in the world, sustainable procurement has not been valued because procuring entities procured goods, works, services and disposal of public assets without following laws and regulations concerning green procurement policy which resulted in a negative impact on the environment (Sea, 2019). Sustainable procurement and its importance within the environment was not well known which is why procuring entities procured toxic materials or harmful products and improper method of disposing (Mwiga,2018). Green procurement laws and regulations were not well formalized which is why organizations did not consider them which leads to a high impact on the environment through optimizing quality, price availability and environment life cycle impact (Lozano and Valles, 2018). Kimbereza (2019) recognized that the implementation of sustainable procurement depends on the availability of legal and regulatory frameworks governing the implementation of sustainable procurement such as Eco-labelling standards, ISO green certification, Product re-usability eco- friendly products and regular review.

The origin of sustainable procurement can be traced very early but formally in 1992 when United Nations member countries met in Rio DE Janeiro, Brazil to discuss the environmental impact caused by economic activities. During the conference, 21 agendas were presented and one of them was identified for the first time as environmentally preferable purchasing (EPP) which is a means of minimising the environmental impact caused by the product purchased (Linda *et al.*, 2017). Sustainable procurement covers areas such as the purchase of energy-efficient computers and buildings, office equipment made of environmentally sustainable timber recyclable paper electric cars, environmentally friendly public transport, organic food in containers, electric stemming from renewable energy sources and air conditioning systems complying with state-of-the-art environmental solutions (Gerson, 2017).

Sustainable procurement is also about selling an example and influencing the market place through promoting green procurement public authorities can provide the industry with real incentives for developing green technologies in some products, works and services sectors, the impact can be particularly significant as public purchases command a large share of the market (in computers, energy, and efficient buildings public transport which includes formulation of regal framework such as using ISO standards and the use of recycling policy within the organization (Gerson, 2018). Finally, if we consider the lifecycle cost of the product, service and works, green public procurement allows us to save money and protect the environment at the same time procuring wisely we can save materials and energy, reduce waste and pollution and encourage sustainable patterns of behaviours (Kimbereza, 2016).

The implementation of sustainable procurement is a concept that is earmarked to assist in achieving sustainable development and minimizing waste production, environmental degradation, and pollution protection of natural resources to reduce these negative causes of the environment there is a need to ensure that procurement activities are implemented by competent personnel in terms of experience on employees, expertise on SP, staff training on SP, skills and knowledge and regular training on sustainable procurement (Urio, 2019). In the past, the Government of Tanzania procured goods, works, and services which did not consider their impact on the environment and life of the people. Tanzania is among the countries which signed the Global Climate Treaty of Kyoto of 1997 intending to fight climatic change.

Currently, in Tanzania green procurement is well known and most of the organisations and people surrounding within environment pay much attention to green procurement since there are good formal rules and regulations concerning green procurement.URT (2011) recognizes the need for green public procurement but the implementation remains a serious problem in Tanzania since there are various signs of poor environmental sustainability as products bought and works undertaken do not have zero impact on the environment. Despite having a good policy concerning sustainable procurement insufficient resources, lack of stakeholder involvement, insufficient finances and lack of regulatory framework during implementation still is a problem. In Tanzania Public Act of 2011 directs public entities to avoid procurement of chemicals, pesticides, or any other products that have effects on human health, wild animals, the environment and domestic animals.

This emphasized government institutions to adopt a sustainable procurement philosophy in their effort toward minimization of environmental impact.

Since procuring entities apply the Public Procurement Act in the acquisition of their goods, works, services and disposal of public assets, the act mentions very little about green procurement and bad enough it does not provide the procedures for obtaining sustainable goods, this made procuring entities ineffective sustainable procurement implementation and the implementation of sustainable procurement require financial resources such as Price for sustainable products, budget availability for SP, financial support cost of sustainable products, the release of funds SP to ensure that the planned strategies are effectively implemented. This drives research to assess the factors influencing the implementation of sustainable procurement in public procuring entities in Tanzania.

1.3 Statement of the Problem

Sustainable public procurement is intended to help achieve sustainable development while reducing waste generation, environmental damage, and pollution protection of natural resources. In the past, the Government of Tanzania procured goods, works, and services which did not consider their impact on the environment and lives of the people (Mwiga, 2018). Tanzania is among the countries which signed the Global Climate Treaty of Kyoto of 1997 to fight climatic change.

The lack of stakeholder awareness, lack of stakeholder competencies, and poor legal and regulatory framework make it difficult to implement sustainable procurement

because it does not address issues like environmental pollution, social sustainability in terms of pollution, and inadequate sewage systems in some manufacturing industries, which reduces economic development within the organization (Kimbwereza, 2016).

Despite the benefits accrued from sustainable procurement, there are several observable negative effects of not purchasing environmentally sustainable products in the public or private sector such as depletion of non-renewable resources and renewable resources, law suits relating to hazardous materials, increased repair cost, replacement, disposal, health and safety (Akenje, 2020). Makala (2018) a Tanzanian researcher explained that most of the negative impact in the world results from procurement issues because all activities undertaken in the environment are the result of procurement. Public organization procures goods and works which harm the environment and sometimes goods procured affect the environment during disposal. This study failed to deduce that despite having a good green procurement policy without having competent staff, environmental regulatory framework governing and financial resources, sustainable procurement implementation will remain a dream.

Since then the awareness of the role of sustainable procurement in supporting sustainable consumption and production patterns has increased and, today, is spreading through the public authorities both as a policy instrument and as a technical tool. With the change in the social economic development level and market environment, enterprise competitive means have developed gradually from quality competition, service competition, the brand competition to green competition

(Kizigha, 2017). Akenje (2018) mentioned several observable negative effects of not procuring environmentally sustainable products in the public or private sector.

Tanzania has made significant progress with environmental management, but sustainable procurement issues are given less attention in purchasing decisions by both private and public organizations. While policies and laws were not properly managed the public entities are either rigid or slow in the adoption of SP possibly due to inadequate knowledge or failure to recognize the economic and social benefits (Lyanga, 2018). The majority of the studies mentioned above did not adequately describe the factors that determine sustainable procurement procedures in Tanzanian procuring bodies. The studied literature did not pay particular attention to the influence of the legal environment, stakeholder expertise, and financial resources on the implementation of sustainable procurement. To evaluate factors impacting the application of sustainable procurement practices in Tanzanian public organizations, the researcher was motivated to perform this research study.

1.4 Research Objectives

1.5.1 General Objectives

The general objective of the study is to assess the factors impacting the adoption of sustainable procurement by TANESCO Limited.

1.5.2 Specific Objectives

- i) To assess the influence of legal framework on the adoption of sustainable procurement by TANESCO Kinondoni Office.

- ii) To determine the influence of stakeholder competence on the implementation of sustainable procurement by TANESCO -Kinondoni Office
- iii) To examine the influence of financial resources on the implementation of sustainable procurement by the TANESCO Kinondoni Office.

1.6 Research Questions

1.6.1 General Question

What are the factors impacting the adoption of sustainable procurement at TANESCO - Kinondoni Office?

1.6.2 Specific Questions

- i) What is the influence of the legal framework on the implementation of sustainable procurement at the TANESCO Kinondoni Office?
- ii) What is the influence of stakeholder competence on the implementation of sustainable procurement at TANESCO -Kinondoni Office?
- iii) What is the influence of financial resources on the implementation of sustainable procurement TANESCO - Kinondoni Office?

1.7 Significance of The Study

Generally, any research study may be for the acquisition of certain knowledge or solving certain problems facing the community. This study contains the following significances to the different groups.

1.7.1 To the Organization (TANESCO Limited)-Kinondoni Office

The study is helpful to the organization in generating knowledge on the factors

affecting green procurement in public sector organizations, specifically how sustainable procurement process, in general, should be practised and help the organization to achieve sustainable procurement through efficiency sustainable acquisition of products.

1.7.2 To Professionals

The study would serve as reference materials in their studies if the results are exposed to the public but also will help professionals to develop new ideas and skills concerning effective sustainable procurement in the Public Sector.

1.7.3 To other Researchers

This study provides foundation data to explore further other companies and researchers who might need to do an additional look around there. This study likewise encourages singular scientists to recognize gaps in the flow of research and look into these regions and would give a chance to different analysts that were to abide this field to characterize it better.

1.7.4 To the Policy Makers

The study will provide key areas through which the policies will be structured. The study recommends what measures should be taken to formulate relevant policies regarding sustainable procurement, enhance capacity building in terms of training to workforce acquisition personnel and ensure there are enough budget and financial resources for the implementation of green Procurement issues and it should be

incorporated in the policy draft to make it very comprehensive to accommodate the demands of the policy makers.

1.8 Scope of the Study

The scope of this study covered the factors affecting the implementation of sustainable procurement at TANESCO Limited-Kinondoni Office. The researcher will concentrate on assessing the effects of staff competencies on the implementation of green procurement, how organizational budget, and the impact of organization procurement policy on the implementation of sustainable procurement at the TANESCO Limited-Kinondoni Office. The procurement process in public organizations requires sustainable procurement as a means of promoting prosperity and development in the Country.

1.9 Organization of the Research Report

This report is organized into five chapters which includes chapter one comprises an introduction, background of the study, statement of the problem, research objectives, research questions, scope of the study, significance of the study and organization of the study. Chapter Two covers the introduction, theoretical review, empirical literature review and conceptual frame work of the study and Chapter Three covers the methodology which will be adopted in this study which involves research design, data collection methods, management of data and methods of data analysis. Chapter four is concerned with fact findings, analysis and presentation while chapter five includes a summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter reviews the previous research findings and theories upon which the study will be based. This chapter covers the following areas such as definitions of terms and concepts, Theoretical review, empirical literature review and conceptual framework of the study.

2.2 Definition of the Key Terms

2.2.1 Procurement

Procurement refers to the process of acquiring goods, works and services and disposal of public assets considering environmental considerations in the decision-making process at every stage, from the management of the organization and the arrival of goods to transport to the final consumer (Abbalus, 2020).

2.2.2 Public Procurement

URT (2011) as amended in 2016, Procurement means “buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by a procuring entity and includes all functions that pertain to obtaining of any goods, works or services, including description of requirements, selection and invitation of tenders, preparation, award of contracts and contracts management”. Public procurement implements the GP tool by ensuring the right disposal such as recycling and undertaking environmental impact assessment before selecting to invest in any project.

2.2.3 Sustainable Procurement

Sustainable procurement (SP) is the purchase of environmentally preferable products and services following one or more of the established – green procurement preference programs. Green Procurement is the purchasing of products or services, which have less impact on the environment over the whole life cycle than the standard equivalent. It involves the integration of environmental issues into purchasing decisions based on price, performance and quality (Lacorix, 2019). Sustainable Procurement could be seen as a system containing several system components interacting within a specific system board. Sustainable Procurement means the selection of products and services that minimize environmental impacts.

2.2.4 Implementation of Sustainable Procurement

The process of making something active or effective such as an idea, plan, system or law start to work and be used for the study to make people realise the green procurement practices. Implementation of sustainable procurement steams from pollution prevention principles and activities (Wanyoike, 2018). Sustainable procurement programs may be as simple as purchasing renewable energy or recycled office paper or more involved such as setting environmental requirements for suppliers and contractors. Sustainable products or services utilize fewer resources, are designed to last longer and minimize their impact on the environment from cradle to grave (Mwami, 2021).

2.3 Theoretical Literature Review

2.3.1 Systems Theory

Merron *et al.* (2019) the relationship between the environment and organizational structure is especially important. Organizations are open systems and depend on their environment for support. The relationship between an organization and its environment is characterized by a two-way flow of information and energy. Most organizations attempt to influence their environment. Systems theory describes the interrelatedness of all parts of an organization and how one change in one area can affect multiple other parts (Li and Geiser, 2009).

Walker (2009) organizations act as systems interacting with their environment. Any equilibrium is constantly changing as the organization adapts to its changing environment. The foundation of systems theory is that all the components of an organization are interrelated and that changing one variable might impact many others (Maignan *et al.*, 2018). Organizations are viewed as open systems, continually interacting with their environment. They are in a state of dynamic equilibrium as they adapt to environmental changes. According to Lozano and Valles, (2013), system theory views organizational structure as the established pattern of relationships among the parts of the organization are of particular importance are the patterns in relationships and duties. These include themes of 1) integration (the way activities are coordinated), 2) differentiation (the way tasks are divided), 3) the structure of the hierarchical relationships (authority systems) and the formalized policies, procedures, and controls that guide the organization (administrative systems) (Maignan *et al.*, 2018).

This theory is very relevant to the study because it shows how the organization is closely related to the environment and the Organization should take the environment as a priority and formulate strategies for the implementation of GP policy. It is obvious that every business activity is not undertaken in a vacuum but in the environment and to ensure the sustainability of the environment the organization should take strategies to implement sustainable procurement policy such as providing training and creating awareness among all stakeholders, especially procurement stakeholders where for example users may prepare environmentally friendly specification when they want to procure goods, works and disposal of public assets.

2.3.2 Transaction Cost Economics (TCE) Theory

Brammer (2019) argues that the problems associated with contracting solutions in the types of environments encountered in manufacturing sector transactions are likely to be difficult to tackle. Competitive bidding is an effective way of determining the lowest-cost supplier in the supply of green products. Uncertainty about the cost, prices and demand conditions of green products leave long-term and short-term contracts for the manufacturing of green products and services in the pharmaceutical industry inevitably incomplete (Srivastava, 2013). This theory is linked to the cost of sustainable procurement affecting the implementation of sustainable procurement.

Transaction cost economics is a central theory in the field of Strategy (Stephen & Helen, 2011). It addresses questions about why firms exist in the first place (i.e., to minimize transaction costs), how firms define their boundaries, and how they ought to govern operations (Daddiet al, 2018). According to Lozano and Valles, (2019),

TCE was originally developed to help determine the efficiency in producing goods and services at low cost to ensure low prices to customers. Yet, Walker and rammer (2019) already addressed the importance of transaction costs in organizations when analyzing the bidding process. Parties have to bid for the right quality of goods and services and the award has to go to the bidder offering the lowest price. The theory is quite relevant to the study because transaction costs on Green products will affect the implementation of the green procurement policy. The higher the transaction cost of green procurement will impact the implementation of GP policy. Therefore, the organization or the Government should reduce the cost of green products to encourage effective implementation of SP.

2.4 Empirical Literature Review

2.4.1 Foreign Studies

Mbaluka (2019) researched the effect of sustainable procurement implementation in Devolved Systems in Kenya. The general objective of the research study was to investigate the assessment of the effect of Green Public procurement practices implementations in devolved systems in Kenya. The Specific Objectives were: To investigate how the Government of Kenya's policies through PPDA (2005) influences the implementation of Green Public Procurement practices in devolved systems, to find out the influence of top management team on Green Public procurement practices in the devolved systems, to investigate if staff training and development has influence in sustainable public procurement practices in devolved systems and to investigate the awareness of sustainable public procurement practices in devolved systems. Data was analyzed through descriptive statistics and

frequencies. Data integrated both qualitative and quantitative techniques in the analysis. Data presentation was done using tables and frequencies. The study found that Sustainable Public Procurement practices are an evolving phenomenon in the devolved systems in Kenya having started in 2005 and is slowly growing and being recognized as a concept worth considering in the procurement functions. The Sustainable Public Procurement Practices implementation will be evident through standard specifications of design to prequalified and potential suppliers, environmental management systems (like the concept of 3Rs: Reduce, Reuse and Recycle) being introduced through waste management, product contents restrictions, checking supplier environment objectives and vision, and vendor auditing on compliance.

Kalubanga, (2018), in his study titled “the influence of sustainable green procurement policy in constructions industry in Uganda. The main objective of the study was to examine the factors influencing the sustainability of green procurement policy. The study used a descriptive research design. The study used a questionnaire and documentary review as a means of data collection tools. The study concluded that the need to improve organizational efficiency, reduce waste, overcome supply chain risk, and achieve a competitive position has made companies start considering environmental issues from a competitive view point. Procuring organizations are more seriously involved in designing and implementing sustainable procurement policies focusing on how environmental issues and issues relating to other aspects of the sustainable development pillars (society and economy) can be integrated into the procurement process activities. The study recommends that SP procurement policies

should be well formulated to ensure the effective implementation of procurement-related environmental policy.

Ameyaw, (2020), wrote a paper titled “The Challenges of Practice Sustainable Procurement in the Ghanaian Construction industry”. The main object of the study was to determine the challenges of sustainable procurement practice in Ghanaian industry in Ghana. The researcher used exploratory and descriptive research designs to carry out his study. The study used documentary review, questions and interviews to gather information relating to the study. The researcher used a sample size of 70 construction industries in Ghana. The data was analyzed by using SPSS Version 23. The researcher applied both parametric and non-parametric measurements as some data was measured quantitatively while other data was measured qualitatively. The finding of the study revealed that most of the construction industries in Ghana did not have strong policies and procedures for the adoption of SP. Further to that the study recommended that to ensure the sustainability of SP every organization create awareness among its stakeholders, provide training, formulate SP policies like reuse, recycle and reduce as well as use green products as a means of implementing the going green concept.

Mbaluka (2018) in his study titled Assessment of the Effect of Green Procurement Implementation in Devolved Systems in Kenya. The study adopted a case study research design. Data was analyzed through descriptive statistics and frequencies. The results found that Green Public Procurement practices are an evolving phenomenon in the devolved systems in Kenya having started in 2005 and is slowly growing and

being recognized as a concept worth to be considered in the procurement functions. The Sustainable Public Procurement Practices implementation is evident through standard specifications of design to prequalified and potential suppliers, environmental management systems (like the concept of 3Rs: Reduce, Reuse and Recycle) being introduced through waste management, product contents restrictions, checking supplier environment objectives and vision, and vendor auditing on compliance.

Kiswili (2019) examined the role of sustainable procurement practices on the supply chain performance. The study concluded that sustainable procurement practices had been fully implemented in Uganda. Effects of Procurement Preferences and Reservations, Green Procurement Practices, Supplier Involvement and Electronic Procurement were found to be statistically significant with a positive impact on supply chain performance. The study recommends that organizations start to view sustainable procurement as strategic in value. Following the results of the study, it is evident to conclude that there is a positive relationship between Sustainable Procurement Practices and Supply Chain Performance. Through procurement preferences and reservations, adoption of green procurement practices, involvement of suppliers and the use of integrated procurement systems.

Chari (2020) carried out a study on factors affecting the adoption of green procurement in Zimbabwe's public-private sector organizations. The researcher used descriptive research design as a guide for the research. The study used both primary and secondary. Data were collected through questionnaires and interviews. Data

were analyzed using descriptive analysis with the help of SPSS version 23. The study found that green procurement practices were not being practised in Zimbabwe as cost price was still a major selection criterion in awarding tenders. The study recommended that to adopt GP the Government should ensure there are strong policies and strategies such use of renewable resources, top management support and providing training to procurers to ensure that all bought products have minimum environmental impacts.

2.4.2 Local Studies

Makala, (2017) conducted a study on ‘the contribution of sustainable public procurement practices on the achievement of organization goals ‘The main objective of this study was to assess the contribution of sustainable public procurement practices on the achievement of organization goals in the case of TANESCO head quarter. Specifically, the study aimed to examine the contribution of staff training to sustainable public procurement; determine the contribution of management support on sustainable public procurement, and determine the contribution of supplier involvement on sustainable public procurement to the achievement of organization goals. The study adopted a descriptive research design and data were obtained from various departments, a sample of 32 employees was selected. However, the researcher used a purposeful sampling technique. Both primary and secondary data were collected using interviews, questionnaires and documentary reviews. Data analysis was done with the help of MS. Excel. From the findings of this study, it has been revealed that the majority of organization staff are aware of sustainable public procurement, organization practices sustainable public procurement and they tend to

provide training to their staff on sustainable public procurement issues. Finally, it was also revealed, together with that it has been known that TANESCO has to supplier program to ensure the implementation of sustainable public procurement. The findings showed that staff training plays an important role in sustainable public procurement, management support on sustainable procurement and supplier involvement in sustainable procurement contribute to the achievement of organizations' goals. Hence the study established that sustainable public Procurement practices have facilitated the achievement of organization goals. The study recommended that the Government should instruct all public organizations that they must place sustainability issues as awarding criteria.

Haji (2021) conducted a study on determinants of sustainable procurement practices of goods in private manufacturing companies in Tanzania. The study was carried out at Bakhresa Food Products Limited (BFPL) in the Dar es Salaam region. The specific objective of the study was to examine the effect of staff competencies, legal and regulatory framework, staff awareness and availability of financial resources in effective implementation of sustainable procurement practices. The study used cross section research design. The target population of the study was 143 from BFPL obtained purposively from different departments. The study used a sample size of 105 respondents. The primary data were obtained through questionnaires and face-to-face interviews while secondary data were obtained through documentary review. The sample size was obtained using purposive and stratified sampling techniques. The reliability of data was ensured through Cronbach's Alpha test while the validity of data was ensured through pre-testing and expert opinions. Data were analyzed

using descriptive, factor, Pearson correlation and multiple regression analysis. The findings showed that staff competence has a significant contribution to the implementation of sustainable procurement practices with a significant value of 0.000 which is less than 0.05. In legal and regulatory framework has a positive significant effect on the implementation of SP with a P-value of 0.005. Then the results postulated that staff awareness has a positive significant effect on the implementation of SP with a P-value of 0.05. Also, the results indicated that financial resources have a positive contribution to the effective implementation of sustainable procurement practices at BFPL. The study concluded that staff competence, legal and regulatory framework, staff awareness and financial resource availability have significant and positive effects on the implementation of sustainable procurement practices. The study recommended that BFPL, practitioners, and policymakers should ensure that there is competent staff, and a proper legal framework, create awareness among the staff and allocate enough financial resources for the effective implementation of SPP.

Lyanga (2018) conducted a study on factors affecting the adoption and implementation of Green Procurement in Tanzanian Government organizations. The study used a sample size of 95 respondents. The primary data were obtained through questionnaires and face-to-face interviews while secondary data were obtained through documentary review. The sample size was obtained using purposive and stratified sampling techniques. The study evidenced that poor resource allocation in sustainable procurement activities was the main factor that slowed down the attempt to adopt and implement Green Procurement. Also, the study findings found that lack

of staff training; improper resource allocation and readiness of the society for usability of environmentally friendly products were identified as the major setbacks towards the efforts for adoption and implementation of Sustainable Procurement in public organizations.

Komba (2019) highlighted the benefits of adopting a sustainable procurement policy as a cost control mechanism, improved organizational standards through performance assessment and compliance with environmental and social legislation. The study used cross section research design. The study used a sample size of 123 respondents. The primary data were obtained through questionnaires and face-to-face interviews while secondary data were obtained through documentary review. The sample size was obtained using purposive and stratified sampling techniques. The report further concluded that sustainable development is not a new phenomenon but rather an ongoing concept. It is observed that Sustainable procurement has emerged as a major move for planning in Tanzania.

Kamugisha (2020) captioned the assessment of the factors hindering the achievement of sustainable procurement development in public sector organizations in Tanzania. The study used cross section research design. The study used a sample size of 75 respondents. The primary data were obtained through questionnaires and face-to-face interviews while secondary data were obtained through documentary review. The sample size was obtained using purposive and stratified sampling techniques. The study findings observed that the proper implementation of Sustainable Procurement helps in improving the organization's economic condition, reduces disposal costs,

conserves resources, and creates the reputation of the organization to the public. The research findings found that the adoption and implementation of SP are being faced with several challenges including little knowledge of procurement officers involved in procurement processes, un-equal distribution of resources by the management in the organization, non-attendance of staff to workshops and various seminars concerning sustainable procurement development for capacity building.

Kimwwereza (2019) carried out a study titled *An Assessment of the Effects of Green Public Procurement Implementation in Tanzania*. The study concluded that awareness is a factor influencing sustainable public procurement because employees and top management may not practice what they do not know and having no training on it is a deficiency to the procurement entity. The study used cross section research design. The study used a sample size of 69 respondents. The primary data were obtained through questionnaires and face-to-face interviews while secondary data were obtained through documentary review. The sample size was obtained using a purposive and stratified sampling procedure. The result of the study evidenced that most of the employees have low awareness of SP and are not trained on the tool, even top management who are the accounting officers who make decisions and directives have no idea about the tool.

Mwiga (2018) conducted a study on factors affecting the adoption of green procurement in the public sector in Tanzania. The researcher adopted a descriptive research design using positivism as a research paradigm. The study used a sample size of 95 respondents. The data collection instruments were questionnaires,

interviews and documentary reviews. The collected data were analyzed using descriptive analysis. The findings of the study recognized that the importance of staff competence, training and exposure to staff, organizational support, giving enough funds to support organization policy development and political will and legal framework governing procurement play a vital role in the adoption of sustainable procurement.

2.5 Conceptual Framework Model

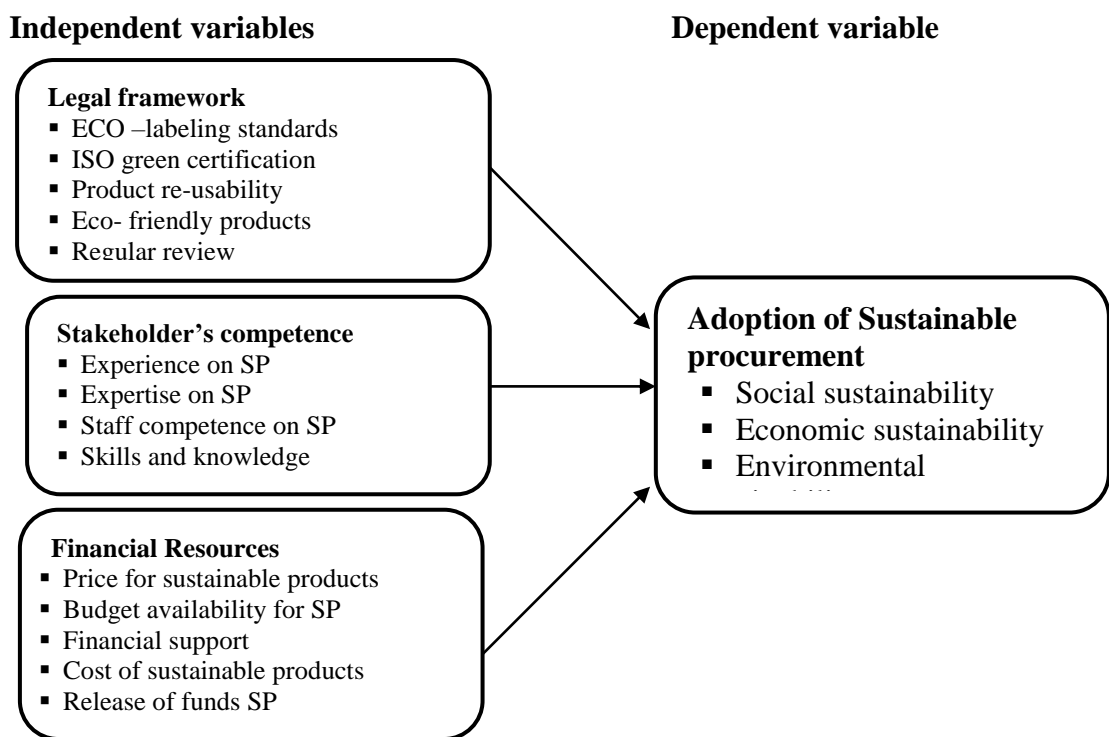


Figure 2.1: Conceptual framework model

Source: Researcher (2023)

Thomas (2010) explained that a conceptual framework can be defined as a set of broad ideas and principles taken from a relevant field of enquiry and used to structure a subset presentation. A general conceptualization diagram as shown below

describes that implementation of sustainable procurement is a dependent variable while independent variables are staff competence, regulatory framework, supplier collaboration and commitment from top management.

2.6 Operationalization of Variables

2.6.1 Legal framework on Implementation of Sustainable Procurement

The legal framework is an important pillar of sustainable procurement and emphasizes the use of rules, laws, and sanctions as enforcement mechanisms as a basis for environmental compliance. The regulatory framework explains the environmental laws and policies regarding environmental conservation and having regulatory frameworks helps an organization to improve environmental performance. Green procurement regulatory framework which includes ECO –labeling standards, product re-usability and ISO certification may lead to green procurement implementation (Wallace, 2016).

Due to the increase in environmental impact as a result of procuring product, works or services which are not environmentally friendly and affects the natural environment, the existence of a regulatory framework and familiarization increases the rate for green procurement implementation. Therefore, familiarization of sustainable procurement policies such as recycling, re-using, reducing and using renewable energies in turn leads to efficient and effective implementation of green procurement (Kizigha, 2017).

Implementation of a sustainable procurement policy depends much on an ISO certificate, especially for international procurement. To ensure environmental

sustainability through green procurement from an international perspective, importers (Procurers) must have an ISO certificate to verify the legality and authentication of products that meet all international standards where each product should have minimal impact on the environment (Fischer, 2018). There are some rules and regulations which insist after the end of the life cycle to be re-used. A product which can be re-used can have a minimum negative impact on the environment. PE should procure reusable products. Procuring re-usable products will reduce the negativity of environmental impact and hence increase the sustainability of the environment (Ngugi, 2019).

2.6.2 Stakeholders Competence on Implementation of Sustainable Procurement

Staff training is very effective for all employees in the procurement function and other related functions for effective and efficient implementation of government policies on green public procurement policy formulated. With the help of employees implementing the GP policies will be easier and take a short lead time to get other stakeholders aware of the merits of SP. Creating a green culture often involves reinforcing behaviour that people want to adopt, but there is still a need for the appropriate tools and training to change (Olson, 2018).

To get the right picture of how an institution a green strategy is working, it is important to know what knowledge the staff has on how sustainable procurement facilitates decisions and transformation initiatives that improve the environment and the competitive position of the institution. Having an environmentally conscious

mindset can help employees implement suitable procurement practices in devolved systems.

2.6.3 Financial Resources on Implementation of Sustainable Procurement

Influence of Financial Resource on the Implementation of sustainable Procurement
Scholars also suggests that the financial resource of firms can increase their visibility among external stakeholders. Additionally, financial resource is also considered as a source of organizational slack, in the form of excess resources (Sharma, 2000; Bowen, 2018). Accordingly, superior financial resources could lead to visibility, thereby leading to more pressure from external constituents.

External stakeholders could also perceive firms with financial resources to be in a position to use the excess discretionary slack resources to overcome the risk and unpredictability of adopting the proper supply-side environmental practices (Menguc *et al.*, 2018). Accordingly, following organizational scholars who explained the institutional view of legitimacy (Sharma, 2000), we propose that superior financial performance will promote basic supply-side environmental initiatives such as green procurement (Shittu & Bake, 2018).

Additionally, investments in development initiatives are far more uncertain than basic green procurement investments. Therefore, firms would exercise scepticism when allocating their limited resources to such advanced initiatives, and rather invest in basic green procurement initiatives that would sufficiently satisfy the needs of their external stakeholders.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that will be adopted in this study. It explains the research design, research paradigm, types of data and information that will be used, data collection methods, sampling technique, reliability and validity and data management and data analysis.

3.2 Research Design

The research design constitutes the blue print for the collection measurement and analysis of data, or this is the frame work that specifies how each activity should be conducted to achieve the research objective which involves the information required, design of the instrument, selecting sample gathering data and analyzing (Kothari, 2015).

This study used cross section research design. Cross-section research design is appropriate because it is used for both qualitative and quantitative studies and it provides a good plan for the selection of data collection instruments (Avedian, 2018). A cross-section research design is employed because it enables the researcher to make comparisons of many different variables at the same time. A cross-section research design is preferred because it allows data to be collected at a single organization and at one time only.

3.3 Research Paradigm

A research paradigm is defined as an approach through which research is undertaken (Churchill *et al.*, 2017). The basic premise behind the paradigm is based on how people view reality (Liufiund, 2018) “student manual on Business research methodology”. The research paradigm followed an anti-positivism which stress the subjectivist approach to studying social phenomenon and attaches importance range of research techniques focusing on a qualitative analysis. For example participant observation, personal interview etc. phenomenology, social science approach which argues that the business situation of a particular set of circumstances and individuals raises questions about the generalization of research that aims to capture the reach complexity of social situation. There are two paradigms of doing research namely positivism and phenomenological approach as follows:-

3.3.1 Positivism Approach

Positivism is a natural science approach that works and observes reality. Positivism relies mainly on statistical data and quantifies estimation to conclude and they hold the assumption of natural phenomena (Churchill & Iacobacci, 2018).

3.3.2 Phenomenology Approach

Phenomenological is a social science approach which works with an observation of social reality. It is the method of inquiry centred on the basic reality that involves the event understood in human conscious and not else (Churchill & Iacobacci, 2019). In this study, the researcher will use a positivist approach for a quantitative approach which assumes factors influencing the implementation of sustainable procurement

thus had to find out through reviewing the researcher's work and collecting data formally which is used to generalize the findings that TANESCO Limited – Kinondoni Office was used to present public entities.

3.4 Type of Measurements

Measurement is a process of mapping empirical phenomena using a system of numbers. The measure aims to ascertain the dimension, quantity, or capacity of the behaviours or events that researchers want to explore. According to Maxim (2018), Measurement links the events in a domain to events in another space which is called range. In other words, researchers can measure certain events in a certain range. The range consists of scale. Thus, researchers can interpret the data with quantitative conclusions which leads to more accurate and standardized outcomes. Without measure, researchers can't interpret the data accurately and systematically. There are two types of measurement parametric and non-parametric measurement.

3.4.1 Parametric Measurement

A parametric test requires specifying the condition of the population from which the sample has been drawn. It is usually assumed that the data comes from a normal population or any other distribution and the assumptions that we make are based on the same. The test statistic in the parametric test depends on distribution. Also, the question is made on the parameters of the population distribution and every parametric test has a non-parametric counterpart.

3.4.2 Non-Parametric Measurement

Non-parametric tests one which do not require to specify the condition of the population from which the sample has been drawn, are distribution-free tests as they don't assume that the population follows a specific distribution. Kothari (2018) expressed a non-parametric type of measurement as one which tries to measure information that cannot be expressed in statistical measure. When we don't have any information about the parameters of the population, we use non-parametric tests. These tests depend upon the order and ranks of the observations.

This study used non - parametric measurement. The use of non -parametric methods is necessary when data have a ranking but no clear numerical interpretation such as when assessing preference. Measurements were categorized into four types of scales which were nominal scale, ordinal scale, interval scale and ratio scale. In this study, the researcher used the ordinal scale due to the nature of the study which is quantitative and qualitative. The ordinal scale was used because it ranks data from lowest to highest and gives the researcher some idea of where data lie in relation to each other.

3.5 Data collection methods and Approach

The data collection method or techniques form an important part of this research. According to Patton (2021) using more than two data collection instruments enhances credibility and strengthens the study. For this study, the researcher will gather the required data using four (4) methods of data collection as explained below: -

3.5.1 Questionnaire

Kothari (2020) expressed that under this method a questionnaire is sent to the person concerned with a request to answer the question and returned the questionnaire. The researcher used a schedule of questionnaires as a method of gathering relevant information and data for the study. The questions were distributed to the TANESCO staff members including the environmental department, Tender Board, procurement management unit and managers of the respective area of the study. Closed-ended questionnaires were employed. The researcher used a questionnaire because it is free from bias and gives enough time to respond to the question.

3.5.2 Documentary Review

The documentation sources include other written organization materials such as Standard bidding documents, minute of meeting, notices, correspondences and report to the shareholders, administrative, public records and other tender solicitation documents if at all they had criteria for practising sustainable procurement in the organization. According to Kothari (2020) defined this method the researcher reads the written down information and examines past and present written material to obtain secondary data.

3.6 Types of Data

The researcher used both primary and secondary data to gather relevant information for the study.

3.6.1 Primary Data

The primary data are those collected first time thus they are said to be original in character (Dorst, 2019). The researcher obtained primary data through questionnaires prepared by the researcher and interviews designed by the researcher as well as data that will be collected through direct observation.

3.6.2 Secondary Data

Secondary data are data obtained from the documents either kept by the collecting centres or supportive societies also what other researchers have written about the research being conducted (Alvi, 2016). The data were collected through a literature review from journal reports and other documentation. This study also used secondary data based on the book, Public Procurement Acts No. 7 of 2011, Public procurement Regulation of 2013 and another past report.

3.7 Population

Table 3.1: Target population

Department and Sub-Department	Target Population
Procurement and management units	64
Account and finance	33
Generation	58
Distribution	45
Transmission	34
Internal audit	21
Investment and donor fund project	26
Tender Board Member	7
Total	288

Source: Field Data (2023)

A target population was 288 employees, employed at TANESCO (TANESCO Report, 2022). These employees are directly participating in a procurement process

mainly the procurement staff, tender board members, account and finance department, generation, distribution, transmission, internal audit department and investment and donor fund Project. Population constitutes all items in any field of inquiry (Omair, 2015). The distribution of the target population is shown in table 3.1.

3.8 Sample and Sample Size

Sampling is the process of obtaining data about the entire population by examining only a party of it (Kothari 2010).

3.8.1 Sample

A sample is a set of observations drawn from a population by a defined procedure. The sample represents a subset of manageable size. Samples are collected and statistics are calculated from the samples so that one can make inferences or extrapolations from the sample to the population. Kothari (2010) defined a sample as the number of items to be selected from the universe to constitute a sample.

3.8.2 Sample Size

This study used a sample size of 167 obtained from the target population. The sample size of 167 was adequate since it is allied with (Taber, 2018) who suggested that an adequate sample size should be above thirty percent (30%) of the target population therefore to ensure an adequate sample this study used 58% of the target population.

An optimum simple fulfils the requirements of efficiency, representativeness, reliability and flexibility (Drost, 2018). For this study data was collected from Dar es Salaam, case of the TANESCO-Kinondoni office from 167 respondents who were chosen from the target population by the use of a simple random sampling technique

as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n = sample size

N =Target Population,

e = Sampling error

The sample size above is obtained through the formula shown in table

3.2 below:-

$$n = \frac{288}{1 + 288(0.05)^2}$$

n=167

Table 3.2: Sample size

Departments	Population	Sample size	% sample size
Procurement management units	64	38	13
Account and finance	33	18	6
Generation	58	31	11
Distribution	45	26	9
Transmission	34	18	6
Internal audit	21	16	6
Investment and donor fund project	26	15	5
Tender Board Member	7	5	2
Total	288	167	58

Source: Field Data (2023)

3.9 Sampling Procedures

The sampling technique refers to the process of selecting several individuals or objects from the population such that the selected group contains elements representative of the characteristics found in the entire group (Kombo and tromp, 2019). There are two types of sampling techniques which are:

3.9.1 Probability Sampling Techniques

This is the type of sampling technique in which every unit in a population has an equal chance of being selected to form a sample size. Probability sampling methods include simple random and cluster sampling techniques, and stratified and multistage sampling (Kothari, 2010).

3.9.2 Non-Probability Sampling Techniques

This is the type of sampling technique in which not every chance unit in a population has an equal chance of being selected to form a sample size. Non-probability sampling methods include judgmental and convenience sampling techniques (Kothari, 2018).

In this study, the researcher used non-probability sampling methods known as the judgmental sampling technique since the select candidates help to provide relevant information concerning the study. The aim of selecting a judgmental technique is to ensure relevant answers are obtained by dealing with respondents who will use knowledge, skill and experience in the area of the study.

3.10 Reliability and Validity of Data

The techniques of data collection that will be used most effectively are those that give out relevant and correct information that satisfies the question. Such measurement must meet the test of validity and reliability (Kothari, 2018).

3.10.1 Data Reliability

Reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability if the results of a study can be reproduced under a similar methodology, then the researcher is reliable

(Orodho, 2017). Cooper & Schindler, 2018) identify three types of reliable referred to in quantities researcher, which relates to the degree to which a measurement, given repeatedly, remains the same as the stability of a measurement over time and the similarity of measurements within a given period.

Mugenda and Mugenda (2020) adhere to the notion that consistency with which questionnaire items are answered or individuals scores remain relatively the same can be determined through the test-retest method at two different times. This attribute of the instruments is referred to as stability. If we are dealing with a stable measure, then the results should be similar. A high degree of stability indicates a high degree of reliability, which means the results are repeatable.

The researcher used his effort to ensure that there was consistency in the study results; this helped the researcher's study to have more credibility. The reliability results of this study were presented in a range between 0-1, where reliability results approaching 1 were the ones with high reliability and those approaching zero had low reliability. In this study, all variables were accepted if they had high reliability as all variable possesses a reliability correlation value of more than 0.7. This was supported by (Drost, 2015) who argued that a variable with a minimum point of 0.7 is reliable for further statistical analysis. See Table 3.3 for the results of the reliability test.

Table 3.3: Reliability test

Variables	No. of items	Cronbach's alpha	Conclusion
Legal framework	5	.865	Accepted
Stakeholders competence	5	.912	Accepted
Financial resources	5	.864	Accepted
Implementation of sustainable procurement	3	.742	Accepted

Source: Field Data (2023)

3.10.2 Data Validity

Validity as noted by Foster (2017) is the degree to which results obtained from the analysis of data represent the phenomenon under study. Also according to Foster (2017), reliability refers to the consistency of the results on different items in the test. To understand the relationship between different items of data, it is necessary to quantify the reliability of the data. Validity refers to whether the research measures what it was intended to. Reliability can be identified as the extent to which the measurement of a test remains consistent over repeated tests of the same subject under identical conditions.

A pilot study was conducted to identify elements of the study population and unit of analysis. Validity is achieved by pre-testing the instruments to be used to identify and change any ambiguous, awkward, or offensive questions and techniques as emphasized by Cooper and Schindler (2019).

In this study, validity was conducted through pre-testing the questionnaires with a selected sample. The pre-test exercise will take place at the convenience of the researcher. Data for the study will be collected through questionnaires. Questionnaires were printed in a form containing a set of questions for gathering information which were administered by the researcher, or self-administered under supervision or unsupervised (Rukwaru, 2017).

3.11 Data Management and Analysis

Data management and analysis play a considerable significant part in producing productive research reports as they are shown here.

3.11.1 Data Management

The data management system is the set of procedures and people through which information is processed. It involves the collection, manipulation, storage, and retrieval of information. Perhaps its most visible tool is the computer; however, this is merely one of many. Other “tools” are the instruments and data collection forms, the data management protocol, quality control mechanisms, documentation, storage facilities for both paper and electronic media, and mechanisms of retrieval.

3.11.2 Data Analysis

This study used quantitative data. Once questionnaires were received they were coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using a statistical package for social science (SPSS).

The technique gives simple summaries of the sample data and presents a quantitative description in a manageable form, (Orodho, 2018). Together with simple graphics analysis, descriptive form is the basis of virtually every quantitative analysis of data.

3.11.2.1 Descriptive Analysis

The use of descriptive analysis in this study will be beneficial since it enables the researcher to provide a clear description of information, especially on the characteristics and demographical data of respondents. The purpose of using descriptive analysis in this study is to get quantitative descriptions and a summary of quantitative data. Descriptive analysis enables the researcher to reduce large data into

manageable form (Hayes, 2017). To get a general summary of the description of the study variables, the study used frequencies, and percentages and presented through tables. Since descriptive analysis presents what the data shows and does not test the relationship between the variables, the use of inferential analysis is inevitable. Percentages and frequencies are used to provide the overall description of the sub-variables in each independent variable and dependent variable.

3.11.2.2 Correlation Analysis

Correlation analysis is preferred by the researcher to determine the strength of the relationship among the study variables. After descriptive analysis, the use of correlation analysis was necessary to check the correlation among the study variables. Goes and Simon (2012) indicated that, correlation analysis is the technique that is used to test the degree of relationship on how variables are closely related to each other. The purpose of undertaking correlation analysis is to determine the variable relationship between independent and dependent variables.

Gogtay and Thatte (2017) suggested that -0.1 up to -0.5 implies a strong negative correlation, -0.5 up to 0 implies a weak correlation, 0 up to +0.5 imply a weak positive correlation whereas from +0.5 up to 1.0 implies strong positive correlation among the variables. Correlation analysis is the method of data analysis that is used to determine the direction and strength of the existing relationship between independent and dependent variables (Pallant, 2010). Therefore, the study used Pearson's correlation as an independent method of determining the direction of each independent variable and dependent variable.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter is concerned with the analysis and presentation of the findings of the study. It includes response rate, data analysis concerning demographic information and specific objectives of the study. Descriptive and correlation analysis were employed to analyze data.

4.2 Response Rate

Data in this study was obtained using 167 respondents. During the field researcher distributed 167 questions to respondents that were supposed to fill and return to the researcher timely. The drop and pick method were used by the researcher to administer the data collection procedure the researcher agreed with one employee at TANESCO who helped the researcher to gather all the filled questions and inform her for collection of the field questionnaire on the agreed time. In that matter, the anticipated questions were responded to which was 100% response.

Table 4.1: Response rate

Departments Department	Expected response	Actual response	Percentage response
PMU	38	38	23
Account and Finance	18	18	11
Generation	36	36	21
Distribution	37	37	22
Transmission	18	18	11
Investment and Project	15	15	9
Tender Board Member	5	5	3
Total	167	167	100

Source: Field Data (2023)

The response rate concurred with Daniel (2016) who suggested that a response rate above 30% is good for data analysis. Table 4.1 above indicates the response rate.

4.3 Descriptive Analysis for Respondent's Demographic Data

In this part, descriptive analysis was based on the essence of understanding the respondent's gender, age, work position, education level and work experience in relation to the study concept. The descriptive analysis of this part is explained in the below subsections.

4.3.1 Respondents Gender

Under this perspective, the researcher sought to assess the gender of respondents who participated in this study. The data is resented in Table 4.2.

Table 4. 2: Gender

	Frequency	Per cent
Male	86	51.5
Female	81	48.5
Total	167	100.0

Source: Field Data (2023)

The results based on the gender of the respondents indicated that 86(51.5%) of the total respondents were male while 81(48.5% of the total respondents were female.

This indicates that the study took into consideration for both genders.

This implies that public procurement indeed is prone to be practised by anyone either a man or a woman provided that can deliver, but also implies that males were more

than females which means males have more qualifications and experience than females. The assertion is complemented by (Makala, 2017) who explained that procurement in any country regardless of size, economic status and others can be practiced by anyone among individuals either male or female provided the fact is competent and able to produce as per requirements.

4.3.2 Respondents Age

The researcher wanted to know the age of each respondent. Results on the age of the participants were collected and clustered and are illustrated in Table 4.3.

Table 4.3: Age

	Frequency	Per cent
18-25	7	4.2
26-35	46	27.5
36-45	59	35.3
46 and Above	55	32.9
Total	167	100.0

Source: Field Data (2023)

Findings concerning the respondent's age showed that 7(4.2%) of the total respondents aged between 18-25 years, 46(27.5%) of the total respondents aged between 26-35 years, 59(35.3%) of the total respondents aged between 36-45 years while 55(32.9%) of the total respondents aged between 46 years and above.

This implies that most organization employees in public procurement as practitioners have a certain degree of experience in the practice that they have been at work for some time and there is the possibility of influencing implementation of

green procurement policy. The perception is in line with (Gerson, 2018) that green procurement is complex as a result it requires experienced practitioners in most cases though the young generation is involved to be groomed into becoming successors.

4.3.3 Work Position

The study wanted to understand the work position of the respondents involved in this study. Table 4.4 indicates the findings concerning the work positions of respondents.

Table 4.4: Work position

	Frequency	Per cent
Assistant Officer	20	12.0
Officer	86	51.5
Senior officer	48	28.7
Manager	13	7.8
Total	167	100.0

Source: Field Data (2023)

The results found that 20(12%) of the total respondents were assistant officers, 86(51.5%) of the total respondents were officers, 48(28.7%) of the total respondents were senior officers whereas 13(7.8%) of the total respondents were managers, this indicated that procurement audit was composed with all working group of which when they implementing procurement activities. The finding shows that the sample is composed of the required staff hence the study contains reliable information and this result implies that procurement functions are undertaken by a combination of seniors, managers, officers and assistants. The study is in line with (Jepkoech, 2014)

who proposed that the effective implementation of green procurement needs to be undertaken by the said combination which in turn needs to be executed by knowledgeable and skilled personnel.

4.3.4 Respondents Education Level

Education level is an important aspect in ensuring efficiency and effective procurement audit in public sector procurement audits. The researcher wanted to understand the education level of each respondent who participated in the study.

Table 4.5 indicates these results.

Table 4.5: Education level

	Frequency	Per cent
Diploma	28	16.8
Degree	99	59.3
Master Degree	40	24.0
Total	167	100.0

Source: Field Data (2023)

The descriptive analysis showed that 28(16.8%) of the total respondents had a diploma level, 99(59.3%) of the total respondents had a degree level while among all respondents, 40(24%) of the total respondents possessed a master's degree education level which implies that auditors involved in the implementation of sustainable procurement have relevant and enough education in performing their duties.

Since more than 75% of total respondents had a degree level of education, this reveals that TANESCO is staffed with trained Officers. It also implies that public procurement is composed of practitioners with different levels of education some are

highly qualified and some constitute limited qualifications most staff have knowledge, experience and awareness about green procurement and hence they have the necessary information regarding the effectiveness of sustainable procurement implementation practices in Public entities.

The result is supported by the (Mbaluka, 2016) that most of the public procurement practitioners in the government are a combination of highly qualified and some still possess limited qualifications. Therefore, to ensure the implementation of green procurement practices, procurement personnel need to be well-qualified.

4.3.5 Respondents Working Experience

In any project success, experience matters, in that contention, the researcher was interested to understand the years of experience possessed by the respondents involved in this study. Table 4.6 indicates the work experience of the respondents involved in this study.

Table 4.6: Year of experience

	Frequency	Per cent
1-3	7	4.2
4-6	51	30.5
7-10	103	61.7
11 and above	6	3.6
Total	167	100.0

Source: Field Data (2023)

The findings indicated that 7(4.2%) of the total respondents had work experience between 1-3 years, 51(30.5%) of the total respondents had work experience between 4-6 years, 103(61.7%) had work experience between 7-10 years whereas 6(3.6%) of

the total respondents had work experience of 11 years and above. The finding shows that the organization is occupied with experienced people with different levels of experience.

This implies that the majority of employees in all surveyed departments have worked for one year and above, therefore they were familiar with the implementation of sustainable procurement practices. The perception is in line with (Anthony,2016) who urged that most of the public procurement practitioners in the government are a combination of highly experienced and some still possess limited experience which may lead to effective green procurement implementation in procuring entities.

4.4 Descriptive Analysis

Descriptive analysis was used in this study to obtain the general and overall description and understanding of the effects of compliance level, auditor's competence and auditor's independence on the organization's performance in the public sector. Descriptive analysis was conducted to all specific objectives of this study as presented in the sections that follow.

4.4.1 Regulatory Framework

A descriptive analysis was done to assess the effects of regulatory framework implementation of sustainable procurement in enhancing organization performance. This objective was assessed using five sub-variables such as ECO –labelling standards, ISO green certification, product re-usability, eco-friendly products and

regular review concerning the implementation of sustainable procurement within the public sector procurement.

4.4.1.1 ECO –Labeling Standards

This study sought to assess whether ECO labelling standards in the implementation of sustainable procurement undertakings increase the performance of organizations or not. Table 4.7 indicates descriptive results of the same.

Table 4. 7: ECO labelling standards

	Frequency	Per cent
Strongly Disagree	4	2.4
Disagree	34	20.4
Neutral	24	14.4
Agree	78	46.7
Strongly Agree	27	16.2
Total	167	100.0

Source: Field Data (2023)

Table 4.7 above findings indicates that 78 (46.7%) of the total respondents agreed that ECO labelling standards concerning sustainable procurement have a great contribution to the effective implementation of sustainable procurement within the organization, 34(20.4%) of the total respondents disagreed that compliance with ECO labelling standards concerning the sustainable procurement has a great contribution to the effective implementation of sustainable procurement within the organization.

Also, the results indicated that 27(16.2%) strongly agreed that ECO labelling standards concerning sustainable procurement have a great contribution to the effective implementation of sustainable procurement within the organization,

24(14.4%) of the total respondents were neutral that ECO labelling standards concerning the sustainable procurement have a great contribution to the effective implementation of sustainable procurement within the organization while 4(2.4%) of the total respondents strongly disagreed that ECO labelling standards concerning the sustainable procurement has a great contribution to the effective implementation of sustainable procurement within the organization.

This means that the majority of respondents agreed that ECO labelling standards concerning sustainable procurement have a great contribution to the effective implementation of sustainable procurement within the organization. The assertion is complemented by (Kizingha, 2017) who propounded that ECO-labeling standards to green procurement policy such as recycling, re-using, reducing and using renewable energies which in turn leads to efficient and effective implementation of green procurement.

4.4.1.2 ISO green certification

This study intended to assess the effects of ISO green certification, and product re-usability on implementation of sustainable procurement within the public sector.

Table 4.8 indicates the results.

Table 4. 8: ISO green certification

	Frequency	Per cent
Strongly Disagree	9	5.4
Disagree	49	29.3
Neutral	34	20.4
Agree	61	36.5
Strongly Agree	14	8.4
Total	167	100.0

Source: Field Data (2023)

The findings indicated that 61(36.5%) of the total respondents agreed with ISO Green certification on the implementation of sustainable procurement within the public sector, and 49(29.3%) of the total respondents disagreed with ISO Green certification on the implementation of sustainable procurement within the public sector.

Results indicated that 34(20.4%) were neutral that with ISO green certification on implementation of sustainable procurement within the public sector, 14(8.4%) of the total respondents strongly agreed that with ISO green certification on implementation of sustainable procurement within the public sector while 9(5.4%) of the total respondents strongly disagreed that with ISO green certification on implementation of sustainable procurement within the public sector.

This means that the majority of respondents agreed that with ISO green certification on the implementation of sustainable procurement within the public sector. Table 4.8 indicates these results. This study is in line with (Fischer, 2010) who explained that to ensure environmental sustainability through green procurement from international perspectives, importers (Procurers) must have an ISO certificate to verify the legality and authentication of products that meet all international standards where each product should have minimal impact of the environment.

4.4.1.3 Product Re-Usability

Under this sub-variable, the researcher wanted to understand whether product re-usability on implementation of sustainable procurement within the public sector or not. Table 4.9 indicates the findings of these results.

Table 4.9: Product re-usability

	Frequency	Per cent
Strongly Disagree	58	34.7
Disagree	60	35.9
Neutral	2	1.2
Agree	35	21.0
Strongly Agree	12	7.2
Total	167	100.0

Source: Field Data (2023)

Findings from Table 4.9 indicated that 60(35.9%) of the total respondents disagreed that product re-usability has an important contribution to the implementation of sustainable procurement within the public sector, 58(34.7%) of the total respondents strongly disagreed that product re-usability has an important contribution to the implementation of sustainable procurement within the public sector.

Also, the results indicated that 35(21%) agreed that product re-usability has an important contribution to the implementation of sustainable procurement within the public sector, 12(7.2%) of the total respondents strongly agreed product re-usability has an important contribution to the implementation of sustainable procurement within the public sector while 1(1.2%) of the total respondents strongly were neutral product re-usability has an important contribution to the implementation of sustainable procurement within the public sector.

This means that the majority of respondents disagreed that product re-usability has an important contribution to the implementation of sustainable procurement within the public sector in terms of economy, efficiency and effectiveness hence increasing implementation of sustainable procurement. The findings imply that TANESCO

management has no culture of reusing materials or products after the end of its life cycle. This may lead to negative effects on the environment and has affected the effectiveness of green product implementation. The study is supported by (Ngugi, 2014) who suggested that procuring reusable products reduces the negativity of environmental impact and hence increases the sustainability of the environment.

4.4.1.4 Eco-Friendly Products

This study sought to assess if eco-friendly product undertakings increase the implementation of sustainable procurement or not. Table 4.10 indicates descriptive results of the same.

Table 4.10: Eco-friendly products

	Frequency	Per cent
Strongly Disagree	42	25.1
Disagree	65	38.9
Neutral	11	6.6
Agree	35	21.0
Strongly Agree	14	8.4
Total	167	100.0

Source: Field Data (2023)

Findings depicted in Table 4.10 indicated that 65(38.9%) of the total respondents disagreed that eco-friendly products concerning sustainable procurement have a great contribution to the implementation of sustainable procurement, 42(25.1%) of the total respondents strongly disagreed that eco-friendly products concerning the sustainable procurement have a great contribution to the implementation of sustainable procurement. Also, the results indicated that 35(21%) agreed that disclosure of information concerning the procurement audit has a great contribution to the organization performance, 14(8.4%) of the total respondents strongly agreed that

disclosure of information concerning the procurement audit has a great contribution to the organization performance while 11(6.6%) of the total respondents were neutral that disclosure of information concerning the procurement audit has a great contribution to the organization performance.

This means that the majority of respondents disagreed that eco-friendly products concerning sustainable procurement have a great contribution to the implementation of sustainable procurement in terms of social sustainability, economic sustainability and environmental sustainability.

4.4.1.5 Regular Review

This sub variable aimed to assess the effects of regular review in the implementation of the sustainable procurement process which increases organization performance or not. The results are presented in Table 4.11.

Table 4. 11: Regular review

	Frequency	Per cent
Strongly Disagree	31	18.6
Disagree	57	34.1
Neutral	17	10.2
Agree	39	23.4
Strongly Agree	23	13.8
Total	167	100.0

Source: Field Data (2023)

Table 4.11 indicates that 57(34.1%) of the total respondents disagreed that regular review on the implementation of sustainable procurement has a great influence on the implementation of sustainable procurement, 39(23.4%) of the total respondents agreed

that regular review on implementation of sustainable procurement has great influence to the implementation of sustainable procurement.

Also, the results indicated that 31(18.6%) of the total respondents strongly disagreed that regular review on the implementation of sustainable procurement has a great influence on the implementation of sustainable procurement, 23(13.8%) of the total respondents strongly agreed that regular review on implementation of sustainable procurement has great influence to the implementation of sustainable procurement.

The results also found that 17(10.2%) of the total respondents were neutral that regular review on the implementation of sustainable procurement has a great influence on the implementation of sustainable procurement. it shows that Organizations comply with green procurement policies which in turn lead to effective green procurement practice implementation. The study is supported by (Kimbereza, 2016) who argued that to ensure effective implementation of green procurement practices the procuring entities need to comply with all standards and laws which facilitate easy adoption of the said policy. Therefore, all PEs should adhere to the formulated policies and laws such as environmental standards such as recycling and purchase of disposable products or materials.

4.4.2 Stakeholders Competence

The second objective of the study was to assess the effect of stakeholder competence in the implementation of sustainability at TANESCO, Dar es Salaam. The researcher was interested to understand if staff experience increases the implementation of

sustainability in Tanzania or not. The objective was measured using five sub-variables which include experience in SP, expertise in SP, skills in SP, and knowledge of and regular training in SP. The results are presented in sub-sections below.

4.4.2.1 Experience on SP

The researcher in this sub-variable intended to obtain an understanding of whether stakeholders' experience in the execution of sustainable procurement increased the implementation of sustainability at TANESCO or not. Table 4.12 indicates this information.

Table 4.12: Experience on SP

	Frequency	Per cent
Strongly Disagree	11	6.6
Disagree	63	37.7
Neutral	31	18.6
Agree	45	26.9
Strongly Agree	17	10.2
Total	167	100.0

Source: Field Data (2023)

Concerning Table 4.12, the findings revealed that 63(37.7%) of the total respondents disagreed that stakeholders' experience in the execution of sustainable procurement increased the implementation of sustainable and 45(26.9%) of the total respondents agreed that stakeholders experience in execution of sustainable procurement in increase implementation of sustainable.

Also, the results showed that 31(18.6%) of the total respondents were neutral that stakeholders experience in execution of sustainable procurement in increase

implementation of sustainable, 17(1.2%) of the total respondents strongly agreed that stakeholders experience in execution of sustainable procurement in increase implementation of sustainable while 11(6.6%) of the total respondents strongly disagreed that stakeholders experience in execution of sustainable procurement in increase implementation of sustainable. These results collaborated with Waweru and Musyimi (2015) who concluded that employee competencies have a positive significant effect on the effective implementation of green procurement within the organization and therefore the organization that aims to effectively implement green procurement policy needs to ensure that there is competent personnel for procurement of sustainable products for the environment, economic and social sustainability.

4.4.2.2 Expertise in Implementation SP

The intention of the researcher in this sub-variable was to obtain an understanding of whether expertise in the execution of sustainable procurement increases the implementation of sustainable procurement in enhancing organization performance at TANESCO or not. Table 4.13 indicates this information.

Table 4.13: Expertise in implementation of SP

	Frequency	Per cent
Strongly Disagree	44	26.3
Disagree	48	28.7
Neutral	4	2.4
Agree	59	35.3
Strongly Agree	12	7.2
Total	167	100.0

Source: Field Data (2023)

Concerning table 4.13, the findings revealed that 59(35.3%) of the total respondents agreed that expertise in the execution of sustainable procurement increases implementation of sustainable procurement in enhancing organization performance at TANESCO and 48(28.7%) of the total respondents disagreed that expertise in the execution of sustainable procurement increases implementation of sustainable procurement in enhancing organization performance at TANESCO.

Also, the results showed that 44(26.3%) of the total respondents strongly disagreed that expertise in execution of sustainable procurement increases implementation of sustainable procurement in enhancing organization performance at TANESCO, 12(7.2%) of the total respondents strongly agreed that expertise in execution of sustainable procurement increases implementation of sustainable procurement in enhancing organization performance at TANESCO while 4(2.4%) of the total respondents were neutral that expertise in execution of sustainable procurement increases implementation of sustainable procurement in enhancing organization performance at TANESCO. The findings of this study aligned with Wallace (2016) who suggested that employee competencies have a significant positive influence on achievement and implementation of sustainable procurement practices.

4.4.2.3 Skills in Implementation of SP

The intention of the researcher in this sub-variable was to obtain an understanding of whether an auditor's experience in the execution of public procurement audits increases organization performance at TANESCO or not. Table 4.14 indicates this information.

Table 4.14: Skills in implementation of SP

	Frequency	Per cent
Strongly Disagree	6	3.6
Disagree	77	46.1
Neutral	11	6.6
Agree	66	39.5
Strongly Agree	7	4.2
Total	167	100.0

Source: Field Data (2023)

Results indicated in Table 4.14 revealed that 77(46.1%) of the total respondents disagreed that stakeholder skills increase the effective implementation of sustainable procurement in the public sector and 66(39.5%) of the total respondents agreed that stakeholder skills increase the effective implementation of sustainable procurement in public sector.

The results also showed that 11(6.6%) of the total respondents were neutral that stakeholder skills increase the effective implementation of sustainable procurement in the public sector, 7(4.2%) of the total respondents strongly agreed that stakeholder skills increase the effective implementation of sustainable procurement in the public sector while 6(3.6%) of the total respondents strongly disagreed that stakeholder skills increase the effective implementation of sustainable procurement in the public sector. Wanyoike (2015) noted that for the Government to achieve and effectively implement a sustainable procurement policy, there must be the presence of competent staff who will acquire goods that have no or minimum impact economically, socially and environmentally.

4.4.2.4 Knowledge of Implementation of SP

The purpose of the researcher in this sub-variable was to obtain an understanding of whether stakeholder knowledge increases the implementation of sustainable procurement in public procurement in Tanzania at TANESCO or not. Table 4.16 indicates this information.

Table 4.15: Knowledge of implementation of SP

	Frequency	Per cent
Strongly Disagree	11	6.6
Disagree	60	35.9
Neutral	21	12.6
Agree	61	36.5
Strongly Agree	14	8.4
Total	167	100.0

Source: Field Data (2023)

Results indicated in Table 4.16 revealed that 61(36.5%) of the total respondents agreed that stakeholder's knowledge increases the implementation of sustainable procurement in public procurement in Tanzania, 60(35.9%) of the total respondents agreed that stakeholder's knowledge increases the implementation of sustainable procurement in public procurement in Tanzania.

Also, the results showed that 21(12.6%) of the total respondents were neutral that stakeholder's knowledge increases implementation of sustainable procurement in public procurement in Tanzania, 14(8.4%) of the total strongly agreed that stakeholder's knowledge increases implementation of sustainable procurement in public procurement in Tanzania, while 11(6.6%) of the total respondents strongly disagreed that stakeholder's knowledge increases implementation of sustainable

procurement in public procurement in Tanzania within the organization. The findings of this study objective concurred with URT (2011) which proposed that to ensure the sustainability of procurement practices, there is a need to ensure that competent staff is employed within the organization.

4.4.2.5 Training on Implementation of SP

The intention of the researcher in this sub-variable was to obtain an understanding of whether training and seminars concerning sustainable procurement increase the implementation of sustainable procurement which enhances organization performance at TANESCO or not. Table 4.15 indicates this information.

Table 4.16: Training and seminars

	Frequency	Per cent
Strongly Disagree	26	15.6
Disagree	53	31.7
Neutral	23	13.8
Agree	36	21.6
Strongly Agree	29	17.4
Total	167	100.0

Source: Field Data (2023)

Results indicated in Table 4.15 revealed that 53(31.7%) of the total respondents disagreed that training and seminars concerning sustainable procurement increase the implementation of sustainable procurement which enhances organization performance at TANESCO, 36(21.6%) of the total respondents agreed that training and seminars concerning sustainable procurement increase the implementation of sustainable procurement which enhance organization performance at TANESCO.

Also, the results showed that 29(17.4%) of the total respondents strongly agreed that training and seminars concerning sustainable procurement increase the implementation of sustainable procurement which enhances organization performance at TANESCO, 26(15.6%) of the total strongly disagreed that training and seminars concerning sustainable procurement increases the implementation of sustainable procurement which enhance organization performance at TANESCO while 23(13.8%) of the total respondents were neutral that training and seminars concerning sustainable procurement increases the implementation of sustainable procurement which enhance organization performance at TANESCO.

The study is supported by (Ngugi, 2014) who suggested that competent stakeholders reduce the negativity of environmental impact and hence increase the sustainability of the environment.

4.4.3 Financial Resources

The third objective of the study was to assess the effect of financial resources on the implementation of sustainable procurement which enhances organization performance at TANESCO. This objective was measured using five sub-variables which includes price for sustainable products, budget availability for SP, financial support, cost of sustainable product and release of funds SP at TANESCO which are mandated to take into consideration in the organization's performance such as timelines, quality of audit and compliance with the laws and regulations. The results were presented in the sub-sections that follow.

4.4.3.1 Price for Sustainable Products

Researchers in this sub-variable sought to obtain an understanding of whether the price for sustainable products increases effective implementation of sustainable procurement at TANESCO or not. Table 4.17 indicates this information.

Table 4.17: Price for sustainable products

	Frequency	Per cent
Strongly Disagree	9	5.4
Disagree	37	22.2
Neutral	25	15.0
Agree	61	36.5
Strongly Agree	16	9.6
Total	167	100.0

Source: Field Data (2023)

Results indicated in Table 4.17 revealed that 61(36.5%) of the total respondents agreed that the price for sustainable products increases the effective implementation of sustainable procurement, and 37(22.2%) of the total respondents disagreed price for sustainable products increases the effective implementation of sustainable procurement.

Also, the results showed that 25(15%) of the total respondents were neutral that price for sustainable products increases effective implementation of sustainable procurement, 16(9.6%) of the total strongly agreed price for sustainable products increases effective implementation of sustainable procurement while 9(5.4%) of the total respondents strongly disagreed that price for sustainable products increases effective implementation of sustainable procurement. Also, Wanyoike (2015) noted that for the Government to achieve and effectively implement a sustainable

procurement policy, there must be the presence of financial resources that will acquire goods that have no or minimum impact economically, socially and environmentally.

4.4.4 Budget Availability for SP

Availability of budget is very crucial for green procurement implementation practices. Under this question, the researcher intended to know from the respondents if the availability of budget affects the effectiveness of green procurement practice implementation. Table 4.18 indicates this information.

Table 4.18: Budget availability for SP

	Frequency	Per cent
Strongly Disagree	5	3.0
Disagree	41	24.6
Neutral	17	10.2
Agree	51	30.5
Strongly Agree	53	31.7
Total	167	100.0

Source: Field Data (2023)

The findings based on this sub-variable indicated that 53(31.7%) of the total respondents strongly agreed that budget availability for SP increases the effective implementation of sustainable procurement within the organization and 51(31.5%) of the total respondents agreed that budget availability for SP increases the effective implementation of sustainable procurement within the organization.

Also, the results showed that 41(24.6%) of the total respondents disagreed that budget availability for SP increases the effective implementation of sustainable procurement within the organization, 17(10.2%) of the total respondents were neutral

that budget availability for SP increases the effective implementation of sustainable procurement within the organization while 5(3%) of the total respondents strongly disagreed that budget availability for SP increases the effective implementation of sustainable procurement within the organization.

The study was supported by Wanyoike (2015) who said that for the Government to achieve and effectively implement a sustainable procurement policy, there must be the presence of financial resources that will acquire goods that have no or minimum impact economically, socially and environmentally.

4.4.4.1 Financial Support

Financial support from donors who are more concise on the environment is very crucial because even if people are trained and there are good policies if it does not provide support it will be nothing. Under this question researcher intended to know from the respondents if the organization normally receive financial support from other environmental stakeholders. Table 4.19 indicates this information.

Table 4.19: Financial support

	Frequency	Per cent
Strongly Disagree	22	13.2
Disagree	35	21.0
Neutral	11	6.6
Agree	46	27.5
Strongly Agree	53	31.7
Total	167	100.0

Source: Field Data (2023)

The findings based on this sub-variable indicated that 53(31.7%) of the total respondents strongly agreed that the provision of financial support increases the

implementation of sustainable procurement at TANESCO and 46(27.5%) of the total respondents agreed that the provision of financial support increases the implementation of sustainable procurement at TANESCO.

Also, the results showed that 35(21%) of the total respondents disagreed that the provision of financial support increases the implementation of sustainable procurement at TANESCO, 22(13.2%) of the total respondents strongly disagreed that the provision of financial support increases the implementation of sustainable procurement at TANESCO while 11(6.6%) of the total respondents were neutral that that provision of financial support increases the implementation of sustainable procurement at TANESCO. The findings of this study aligned with Kiswili and Ismail (2016) who suggested that financial resources have a significant positive influence on achievement and implementation of sustainable procurement practices.

4.4.4.2 Cost of Sustainable Product

The aim of this sub-variable sought to understand if the cost of sustainable products increases the implementation of sustainable procurement or not. Table 4.20 indicates these results.

Table 4.20: Cost of sustainable product

	Frequency	Per cent
Strongly Disagree	20	12.0
Disagree	25	15.0
Neutral	15	9.0
Agree	69	41.3
Strongly Agree	38	22.8
Total	167	100.0

Source: Field Data (2023)

The findings from Table 4.20 showed that 69(41.3%) of the total respondents agreed that the cost of sustainable products increases the implementation of sustainable products and 38(22.8%) of the total respondents strongly agreed that the cost of sustainable products increases the implementation of sustainable products.

Also, the results showed that 25(15%) of the total respondents disagreed that the cost of sustainable products increases the implementation of sustainable products, 20(12%) of the total respondents strongly disagreed that the cost of sustainable products increases the implementation of sustainable products while 15(9%) of the total respondents were neutral that that cost of sustainable products increases implementation of sustainable products. The findings of this study aligned with Kiswili and Ismail (2016) who suggested that financial resources have a significant positive influence on achievement and implementation of sustainable procurement practices. Also, Wanyoike (2015) noted that for the Government to achieve and effectively implement a sustainable procurement policy, there must be the presence of financial resources that will acquire goods that have no or minimum impact economically, socially and environmentally.

4.4.4.3 Release of Funds SP

The aim of this sub-variable sought to understand whether the timely release of financial resources or not. Table 4.21 indicates these results.

Table 4.21: Release of funds SP

	Frequency	Per cent
Strongly Disagree	3	1.8
Disagree	29	17.4
Neutral	11	6.6
Agree	76	45.5
Strongly Agree	48	28.7
Total	167	100.0

Source: Field Data (2023)

The findings from Table 4.21 showed that 76(45.5%) of the total respondents agreed that the timely release of financial resources increases the effective implementation of sustainable procurement within the organization and 48(28.7%) of the total respondents strongly agreed that that timely release of financial resources increases the effective implementation of sustainable procurement within the organization.

Also, the results showed that 29(17.4%) of the total respondents disagreed that the timely release of financial resources increases the effective implementation of sustainable procurement within the organization, 11(6.6%) of the total respondents were neutral that that timely release of financial resources increases the effective implementation of sustainable procurement within the organization while 3(1.8%) of the total respondents strongly disagreed that that timely release of financial resources increases the effective implementation of sustainable procurement within the organization. The findings of this study objective concurred with Kizigha (2017) who proposed that to ensure the sustainability of procurement practices, there is a need to ensure that there is enough financial within the organization.

4.5 Correlation Analysis

The researcher also sought to establish the relation between these two variables to

reveal statistically the significance, degree and direction of the effect of legal framework, stakeholders' competence and finances on the implementation of sustainable procurement. The correlation coefficient value of +1 means that the variables are perfect positive correlated while the correlation coefficient of -1 means that the variables are perfect negative correlated.

Table 4.22: Correlation results

		Legal Framework	Stakeholders competence	Financial resources	Implementation of SP
Legal framework	Pearson Correlation	.222**	1	-.007	.310**
	Sig. (2-tailed)	.004		.930	.000
	N	167	167	167	167
Stakeholders competence	Pearson Correlation	.661**	-.007	1	.470**
	Sig. (2-tailed)	.000	.930		.000
	N	167	167	167	167
Financial resources	Pearson Correlation	.747**	.062	.432**	.740**
	Sig. (2-tailed)	.000	.425	.000	.000
	N	167	167	167	167
Implementation of SP	Pearson Correlation	.876**	.310**	.470**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	167	167	167	167

Source: Field Data (2023)

Table 4.22 above analysis showed that the correlation between the legal framework and implementation of SP was $r = .310^{**}$ which reveals that legal framework has a strong positive effect on the implementation of SP which means that the improvement of the framework within the organization positively influences the implementation of sustainable as the study was statistically significant at P-value =0.000 which is less than confidence level of 0.05.

Table 4.22 also indicated that the correlation between stakeholders' competence and implementation of sustainable procurement was $r=.470$ which revealed that there is a positive effect between stakeholders' competence and implementation of sustainable procurement, where proper decisions concerning competent stakeholders within the organization management lead to improvement sustainable procurement in Tanzania public sector. The results were evidenced by having a significant value of (P- value =0.000) =0.000 which is less than the confidence level of 0.05.

Table 4.22 also indicated that the correlation between financial resources and implementation of sustainable procurement was $r=.740$ which revealed that there is a positive effect between stakeholders' competence and implementation of sustainable procurement, where proper decisions concerning competent stakeholders within the organization management lead to improvement of sustainable procurement in Tanzania public sector. The results were evidenced by having a significant value of (P- value =0.000) =0.000 which is less than the confidence level of 0.05.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

The chapter shows the summary of the study from the beginning to the last chapter which is complemented by the conclusion and the recommendations to show the areas and issues that need to be further addressed for factors influencing the implementation of procurement in procuring entities in Tanzania. Therefore, the chapter consists of the following summary, conclusion and recommendations.

5.2 Summary of the Study

The study assessed the factors influencing implementation sustainability in procuring entities in Tanzania. It has been guided by three specific objectives and research questions on the factors affecting the implementation of sustainable procurement in Tanzania. The study was well justified by adequate theoretical and empirical studies; as well as the relevant conceptual framework as the model depicting study variables and the way they influenced one another in filling the research gap.

The study's main methodology was the descriptive design where data was collected and or obtained. Data were collected using the questionnaires as primary sources with secondary sources as complements to the primary data. The collected information was grouped and computed in SPSS for analysis and presentation of the gathered analytical data. Descriptive statistics were produced to provide information on the profile of the respondents.

Descriptive statistical analysis was also performed on every independent variable as the study objective was to show the relationship between predictors and the dependent variable. Besides that, Descriptive analysis was performed as well to show the relationship between study variables. The results were such that all three independent variables were positive and statistically significant on the implementation of sustainable procurement as the dependent variable.

5.3 Conclusion

After data analysis based on the findings from the field, the researcher's conclusion is on three parts depending on the objectives: -

5.3.1 Effects of Legal Framework on Implementation of Sustainable Procurement Implementation

Based on the results found in the field it is truly regulatory framework influences sustainable procurement implementation and the majority of respondents strongly agreed that regulatory framework leads to effective implementation of green procurement policy. Regulatory framework through re-us abilities, issuance of ISO green certificates, legal knowledge on green procurement and restrictions on the use of non-friendly environmental materials or products increases the implementation of green procurement. However, few respondents showed the opposite response but a large number of respondents influenced the researcher to finalize that the higher there is great influence of regulatory framework on suitable procurement implementation.

5.3.2 Effects of Stakeholders' Competence on The Implementation of Sustainable Procurement

Based on the result found afield it is true that staff competence has a large contribution to sustainable procurement implementation and it has been recognized that when procurement functions are undertaken by a competent staff leads to effective green procurement implementation. However, few respondents showed the opposite response but a large number of respondents influenced the researcher to finalize that the higher the the level of staff competency influences green procurement implementation and the lower the level of staff competence reduces the effectiveness of green procurement implementation.

5.3.3 Influence of Financial Resources on the Implementation of Sustainable Procurement

The results revealed that financial resource is the major driver for green procurement practice implementation simply because regardless of how well policies are formulated, and how competent staff are, without having financial resources, the implementation of green procurement practice will remain a dream. Respondents justified that normally they get support and have the budget for the implementation of green procurement practices implementation but the said budget is often inadequate to ensure effective implementation of the said policy. Therefore, financial resources play a great role towards effective sustainable procurement practices.

5.4 Recommendations

Under this part the researcher presents the recommendations which are based on the

study's findings, analysis and conclusions; also these recommendations are based on the specific research objectives which guided the researcher throughout the study. Below are recommendations which have been categorized into different categories.

5.4.1 To the Government

The government should support parastatal organizations such as TANESCO in particular by giving priority and ensuring that green procurement issues are given much attention but also providing policies, guidelines and directives in the Public Procurement Act regarding the procedures to follow when engaging in practice to effective green procurement practice implementation in Tanzania. The researcher also recommends that the government should provide training support seminars and financial support to the public sector to build the capacity and be able to know specifically the benefits of implementing sustainable procurement policy.

5.4.2 To Policy Makers

This research recommends that policymakers should make sure that there is a limitation on manual guidelines which govern the procurement of green products or materials, reusable, disposable equipment which facilitate the effectiveness of green procurement practice implementation. Not only that but these policies are supposed to be disseminated to all relevant procuring entities and make follow-up on their general applicability. All organizations shall adhere to and apply formulated environmental policies such as re-use, reduce, recycle and all applicable green procurement and logistics and green supply chains in general.

5.4.3 To the TANESCO-Kinondoni Office

Emphasis on the effectiveness of sustainable procurement implementation needs to be stipulated. Emphasis should be put on employing appropriate green strategies to enhance the effective implementation of green procurement thus increasing its procurement performance. This is because in this study it has been observed that lack of stakeholder competence, inadequate financial resources and noncompliance with the regulatory framework governing green procurement affects negatively the effectiveness of green procurement practice implementation. Also, TANESCO should execute procurement functions based on the Public Procurement Act 2011 as amended in 2016. Also, TANESCO is advised to provide training on green procurement issues so that employees, suppliers and management may have the knowledge and hence increase the effectiveness of green procurement practice implementation.

5.4.4 To the Future Researcher

Based on the conclusions, this study recommends the following to future researchers: Researchers should go further not only looking at the effectiveness of sustainable procurement practice implementation but also examine the effects associated with non-adherence of sustainable procurement, Strategies to be used in effective implementation of green procurement. Also, the future researcher should find out the role of procurement professionals in the implementation of green procurement as well as look at challenges other than stakeholders' competence, regulatory framework and financial resources that may affect the effective implementation of green procurement policy in Tanzania.

5.4.5 To the Practitioners

The researcher recommends that apart from being graduates at different academic levels from colleges and universities those practitioners should always update themselves by attending different procurement building capacity trainings offered by various environmental NGOs regarding green procurement periodically. Based on the findings it was observed that the majority of respondents from the organization are degree, masters, diploma and certificate holders which are too general. The researcher recommends that practitioners should attend relevant training or courses regarding green procurement for all environmental stakeholders including users who prepare specifications because they are required to prepare green specifications.

5.5 Areas for Further Studies

Even though the study assessed the effectiveness of the green procurement practice implementation in Tanzania; several other areas as avenues may be explored for further insights such as the role of procurement professionals in the implementation of sustainable procurement in Tanzania; also, An evaluation of e-procurement on compliance to sustainable procurement practices, implementation and strategies for implementation of sustainable procurement in Tanzania and the contribution of sustainable procurement policy on environmental conservation.

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APPENDICES

Appendix I: Questionnaires

Factors Impacting the Adoption of Sustainable Procurement in Tanzania

Dear Respondent

I, **John Sirati**, humbly ask for your response to the following inquiries in support of my pursuit of a Master of Project Management (MPM) degree from the Open University of Tanzania. I kindly urge you to provide your answers in English as specified. Please consider my request, and rest assured that any information you provide will be treated with the utmost confidentiality and will not be shared, published, or disclosed to any other organization. I want to express my heartfelt gratitude in advance for the help you will provide in completing this research.

Appendix II: Action Plan

Activities		2023												
		Feb			March			April			May			
1	Preparation – Research Proposal													
2	Submission of Research Proposal													
3	Data Collection													
4	Data Analysis													
5	Report writing													
6	Submission of Research Paper													
7	Research Defense													

PART I: Demographic Data (V100)

1. What is your gender?
 - (a) Male []
 - (b) Female []
2. How old are you?
 - (a) 20- 24 years []
 - (b) 25 -29 years []
 - (c) 30 -34 years []
 - (d) 35 and above []
3. What is your level of education?
 - (a) Masters +above []
 - (b) Bachelor Degree []
 - (c) Diploma []
 - (d) Certificate []
4. How long have you been serving the organization?
 - (a) 1-2 years []
 - (b) 3- 4 years []

(c) 5-7 years []

(d) 8 and above []

SECTION II: Legal Framework and Implementation of Sustainable Procurement (V200)

In this section please **TICK** on concerning the relationship between legal framework and implementation of sustainable procurement in Tanzania on the given Likert scale below:-

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

CODE	Statement	Response				
(V201)	Our organization has practices of ECO--labelling standards for the implementation of SP.	1	2	3	4	5
(V202)	Our organization has practices of ISO green certification for the implementation of SP.	1	2	3	4	5
(V203)	The organization has practices of product re-usability which increase the implementation of SP.	1	2	3	4	5
(V204)	Procurement of eco-friendly products within our organization increases the implementation of sustainable procurement.	1	2	3	4	5
(V205)	Regular review of an environmental policy practised by our organization increases the effective implementation of SP.	1	2	3	4	5

SECTION III: Stakeholder's Competencies and Implementation of Sustainable Procurement (V300)

In this section please **TICK** on concerning the relationship between stakeholder competencies and sustainable procurement practices in Tanzania on the given Likert scale below:-

1. Strong disagree 2. Disagree 3. Neutral 4. Agree 5. Strong Agree

CODE	Statement	Response				
(V301)	Stakeholders have no experience regarding sustainable procurement practices	1	2	3	4	5
(V302)	Stakeholder's expertise increases the implementation of sustainable procurement	1	2	3	4	5
(V303)	Using competent stakeholders increases the implementation of sustainable procurement practices	1	2	3	4	5
(V304)	Stakeholder's skills and knowledge in procurement increase sustainable procurement	1	2	3	4	5
(V305)	Regular training and seminars for stakeholders lead to the implementation of sustainable procurement	1	2	3	4	5

SECTION V: Financial Resources and Implementation of Sustainable Procurement (V400)

In this section please **TICK** on concerning the relationship between financial resources and implementation of sustainable procurement in Tanzania on the given Likert scale below: -

1. Strong disagree 2. Disagree 3. Neutral 4. Agree 5. Strong Agree

CODE	Statement	Response				
(V401)	The price for sustainable products is affordable hence increasing the effective implementation of SP	1	2	3	4	5
(V402)	There is budget availability for the effective implementation of sustainable procurement	1	2	3	4	5
(V403)	Our organization tends to provide financial support from stakeholders for the implementation of SP	1	2	3	4	5
(V404)	In my entity, the cost of sustainable products is reduced to increase the implementation of SP	1	2	3	4	5
(V405)	Our organization's release of funds for SP implementation	1	2	3	4	5

Thank You for Your Cooperation

Appendix III: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
 Dar es Salaam, Tanzania
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 E-mail: dpgs@out.ac.tz

Our Ref: PG202100063

Date: 16th March, 2023

Manager,
 TANESCO Kinondoni South,
 4 Minaki St, Dar es Salaam

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Sirati John, Reg No: PG202100063** pursuing a **Degree of Master of Project Management**. We hereby grant this clearance to conduct a research titled: **“Factors Impacting the Adoption of Sustainable Procurement in Tanzania: A Case Study of TANESCO Limited Kinondoni Office.”**, He will collect his data in TANESCO Kinondoni offices from 23rd March to 13th April, 2023.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic, Research and Consultancy) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours,

Prof. Magreth Bushesha
DIRECTOR OF POSTGRADUATE STUDIES