

MIDLANDS STATE UNIVERSITY



FACULTY OF COMMERCE

DEPARTMENT OF ACCOUNTING

**THE IMPACT OF ZIMSTAT DATA IN FINANCIAL PLANNING IN
ORGANISATIONS. A CASE STUDY OF ZIMSTAT.**

BY

VIOLET CHADENGANAGA

R114189Q



*This dissertation is submitted in partial fulfilment of the requirements of the Bachelor of
Commerce Accounting Honours Degree in the Department of Accounting, Faculty of
commerce at Midlands State University.*

Gweru, Zimbabwe, April 2015

MIDLANDS STATE UNIVERSITY

P.BAG 9055

Tel: (263)54 260404/2560337

Gweru

Fax: (263)54 260233/260311

Zimbabwe

FACULTY OF COMMERCE

DEPARTMENT OF ACCOUNTING

RELEASE FORM

NAME OF STUDENT

CHADENGANGA VIOLET

DISSERTATION TITLE

The impact of ZIMSTAT data in financial planning in organisations, A case study of Zimbabwe National Statistical Agency.

DEGREE TITLE

Bachelor of Commerce Accounting Honours Degree

YEAR OF AWARD

2015

Authorisation is hereby granted to Midland State University to produce single copy for private and scholarly purposes only. The author reserves other publication rights. Neither this dissertation nor extensive extracts from it may be printed or reproduced without the author's written permission.

SIGNED

DATE

MIDLANDS STATE UNIVERSITY

P.BAG 9055

Tel: (263)54 260404/2560337

Gweru

Fax: (263)54 260233/260311

Zimbabwe

FACULTY OF COMMERCE

DEPARTMENT OF ACCOUNTING

APPROVAL FORM

The undersigned certify that they have supervised the student Violet Chadenganga dissertation entitled The impact of ZIMSTAT data in financial planning in organisations. A case study of Zimbabwe National Statistical Agency, submitted in partial fulfilment of there requirements of the Bachelor of Commerce Accounting Honours Degree at Midlands state University.

.....

SUPERVISOR

.....

DATE

.....

CHAIRPERSON

.....

DATE

.....

EXTERNAL EXAMINER

.....

DATE

DEDICATIONS

This dissertation is dedicated to my family for their support both financially and morally. I would also like to dedicate this research to the Almighty who gave me life and time to complete this project.

ACKNOWLEDGEMENT

All the credit goes to the almighty God for his grace and guidance. I am indebted to my supervisor Miss C Mhaka, for her excellent dedication and professionalism in guiding me through this project. I am also grateful to my friends Ngonidzashe, Perfect, Knosana, Rumbidzai and Bianca for their suggestions, constructive criticism and assistance. A word of appreciation goes to the ZIMSTAT officials for their support and contributions during the data collection exercise. Lastly, a special thanks goes to my parents, relatives and my siblings who gave me a continuous support and inspiration throughout the preparation of the project and for their social, moral and spiritual support.

May God Bless You All!!!!

ABSTRACT

The purpose of this study is to examine the impact of Zimbabwe National Statistical Agency data in financial planning in organisations. The study used quantitative methodology with self-administered questionnaires to obtain data from employees of the. Structured interviews were also used to determine the impact of ZIMSTAT data in financial planning of organisations. The results from the findings shows that there is statistical gap in developing countries. Limited literature using African data meant that the research could not be compared with previous researches. The results indicated that ZIMSTAT data have got a positive with the quality of financial planning of organisations. The findings of this research imply that ZIMSTAT needs to adopt another method in the production of official statistics so as to improve the quality of statistics.

TABLE OF CONTENTS

ITEM	TABLE OF CONTENTS	Page number
	PRELIMINARY CONTENTS	
	Release form	I
	Approval form	ii
	Dedication	iii
	Acknowledgements	iv
	Abstract	v
	Table of contents	vi
	List of tables	iv
	List of figures	x
	List of appendices	xi
	CHAPTER 1	
	Introduction	
1.0	Introduction	1
1.1	Background to the study	1
1.2	Statement of the problem	4
1.3	Main research question	4
1.4	Research Objectives	4
1.5	Sub-research questions	5
1.6	Significance of study	5
1.7	Limitation of the Study	5

1.8	Delimitation of study	6
1.9	Assumptions	6
1.10	Definition of key terms	6
1.11	Summary of the study	6
2	CHAPTER 2:	
	LITERATURE REVIEW	
2.0	Introduction	7
2.1	Effects of official statistics in organisations	7
2.1.1	Design and implementation of policies	8
2.1.2	Allocation of resources	9
2.1.3	Closing down of companies	10
2.1.4	Performance of organisations	11
2.2	The causes of limited provision of statistical data	13
2.2.1	Manual system	13
2.2.2	Staff Turnover	15
2.2.3	Lack of office accommodation and computer rooms	16
2.2.4	Political issues	17
2.2.5	Government budget deficit	19
2.3	Funding options	20
2.3.1	Public private partnerships	21
2.3.2	Donations and fundraising activities	22
2.3.3	Debt financing	23
2.3.4	Use of mobile technology	24

2.4	Challenges of implementing funding options	25
2.4.1	Political environment and complexity of PPP	25
2.4.2	Donations are not reliable	26
2.5	Best practice funding options	27
2.6	Chapter summary	28
3	CHAPTER 3:	25
	RESEARCH METHODOLOGY	
3.0	Introduction	29
3.1	Research design	29
3.1.1	Mixed research approach	31
3.2	Descriptive research	31
3.2.1	Case study	32
3.3	Population sample and sampling techniques	32
3.3.1	Population	32
3.3.2	Sample size	32
3.3.3	Sampling techniques	34
3.4	Sources of data	34
3.4.1	Primary data sources	35
3.4.2	Secondary data sources	35
3.5	Research instruments	36
3.5.1	Questionnaires	36
3.5.2	Interviews	37
3.6	Reliability and validity	38

3.6.1	Reliability	38
3.6.2	Validity	38
3.7	Data presentation and analysis	39
3.8	Chapter summary	39
4	CHAPTER 4:	40
	DATA PRESENTATION	
4.0	Introduction	40
4.1	Analysis of questionnaire and response rate	40
4.2	Findings and Discussion	41
4.2.1	Effects of ZIMSTAT data in organisations	41
4.2.1.1	Design and implementation of policies	41
4.2.1.2	Allocation of resources	43
4.2.1.3	Closing down of companies	44
4.2.1.4	Performance of organisations	44
4.2.2	Causes of limited provision of official statistics	46
4.2.2.1	Manual system	46
4.2.2.2	Staff Turnover	47
4.2.2.3	Government budget deficit	49
4.2.2.4	Lack of office accommodation and computer rooms	50
4.2.3	Financin options	52
4.2.3.1	Public private partnership	52
4.2.3.2	Donations and fundraising	53
4.2.3.3	Debt financing	54

4.1.3.4	Mobile technology	55
4.2.4	Challenges of implementing funding options	57
4.2.4.1	Political environment	57
4.2.4.2	Complexity of Public private partnership	58
4.2.4.3	Complexity of donations	59
4.2.4.4	High interest on debt financing	60
4.3	Analysis of interviews and response rate	61
4.3.1	Effects of official statistics in organisations	61
4.3.2	Causes of limited provision of official statistics	63
4.3.3	Financing options	65
4.2.4	Challenges of implementing	66
4.3	Best practices	66
4.4	Best practice to enable to produce data efficiently	67
4.5	Summary	70
5	CHAPTER 5:	
	SUMMARY AND RECOMMENDATIONS	
5.0	Chapter Introduction	71
5.1	Executive summary	71
5.1.1	Chapter 1	71
5.1.2	Chapter 2	72
5.1.3	Chapter 3	73
5.1.4	Chapter 4	73
5.2	Main research findings	73

5.2.1	The effects of official statistical data in organisations	73
5.2.2	The cause of limited provision of data at ZIMSTAT	74
5.2.3	The financing option of statistical projects in agency	74
5.2.4	Challenges of financing options	75
5.2.5	The best option to enable ZIMSTAT to produce data efficiently	75
5.3	Recommendations	75
5.4	Suggestions for further study	76
5.5	Summary	77
	REFERENCES	78
	APPEDICIES	

LIST OF TABLES

TABLE	LIST OF TABLES	Page number
1.1	Annual expenditure report	2
1.2	Statistical production	3
3.1	Targeted population sample	33
3.2	Likert scale	37
4.1	Questionnaire response rate	41
4.2	Questions on Funding options responses	43
4.3	Responses to the best option to produce statistics	67

LIST OF FIGURES

FIG	LIST OF FIGURES	Page number
4.1	Design and implementation of policies	42
4.2	Allocation of resources	43
4.3	Performance of organisations	44
4.4	Manual system	46
4.5	Staff turnover	47
4.6	Government budget deficit	49
4.7	Lack of accommodation	50
4.8	Public Private Partnership	52
4.9	Donations	53
4.10	Debt financing	54
4.11	Mobile technology	56
4.12	Complexity of Public Private Partnership	58
4.13	Complexity of Donations	59
4.14	High interest on debt financing	60
4.15	Best practice	68

APPENDIX

APPENDIX	LIST OF APPENDICES	Page number
A	Request for permission	93
B	Questionnaire	94
C	Interview Guide	98

CHAPTER ONE

1.0 Introduction

This chapter introduces the research topic, the background of the study, statement of the problem, the objectives of the research, limitations, and delimitation encountered by the researcher in carrying this research

1.1 Background of the study

The impact of official statistics data in organisations has been research by various researchers which include Simpson (2011), Dilnot (2012), Stowell (2013) and Pool et al (2014). These researchers come out with their outcome basing on the economy which was perfect. However these researchers did not focus on developing countries which have unstable economy like Zimbabwe as stated by Governor Mangudya on his speech in 2014, that this economy is subject to political instability and policy inconsistency.

For the past four years ZIMSTAT has experienced no expansion of the data range and provision and during a board meeting in 2012, Hoto the chairperson of the board mentioned that 84% of the organizations in Zimbabwe are complaining on the provision of ZIMSTAT data which has affected them in their financial planning. Statistician Makumbe in the management meeting (11/04/2014) said ZIMSTAT in the past four years its production capacity has been reduced to 48% and also there is great reduction in access of essential statistics ranging between 29% and 58% for monthly statistics and 22% and 36% for annual statistics, monthly statistics was always 100%. The Statistician continued saying that from 2011 43% of ZIMSTAT data are not produced and 30% are in work in progress this has been affected due to lack of funds to finance the data collection projects. This is shown on the expenditure analysis table below.

Table 1.1

The Annual expenditure for Surveys

Year	Budgeted \$	Actual \$	Expenditure Gap \$	% of Expenditure Gap
2012	42.770m	16.610m	26.16m	61.2%
2013	14.120m	3.2m	10.92m	77.33%
2014	11.330m	1m	10.33m	91.17%

Source: ZIMSTAT Expenditure Report 2014

The above table 1.1 shows that ZIMSTAT budgeted expenditure for 2012 was \$42.770million and \$16.610million was actually received and expensed giving an expenditure gap of \$26.16million and this resulted in a percentage expenditure gap of 61.2%, 2013 budgeted was \$14.120million and \$3.2million was actually expensed received giving an expenditure gap of \$10.92million and this resulted in a percentage expenditure gap of 77.33% and in 2014 budgeted was \$11.330million and \$1million was actually expensed received giving an expenditure gap of \$10.33million and this resulted in a percentage expenditure gap of 91.17% and this expenditure gap refers to gap in statistics which did not produced in that year

According to <http://www.herald.co.zw> (28/02/2011) Mr Mafuratidze a former chief legal officer in the Attorney-General's Office said we experienced problems when we were trying to come up with policies to protect the elderly population in the country, we did not have current statistics of Zimbabwe. According to Kiregyer (2014) developing countries' historical data lacks continuity

due to lack of funds and there is inconsistent manner over time period hence data cannot be used to make important decisions. The effect is illustrated in the production frequency table below.

Table 1.2

Statistical Production by ZIMSTAT

Statistics Produced	Frequency Of Producing (years)	Current Statistics/ Available(years)	Gap up to 2014(years)
Census of Industrial Production	1	2011	3
Consumption and expenditure	3	2010	4
National Income	1	2010	4
Education Statistics	3	2009	5

Source : Strategic Plan (2012)

The Table shows that Census of Industrial Production statistics is produced annually and the current statistics is for 2011 and it is now 3years after the release of the statistics. Consumption and Expenditure statistics is produced after 3years and the current statistics is for 2010 and it is now 4years after the release of the statistics. National statistics is produced annually and the current statistics is for 2010 and it is now 4years after the release of the census statistics and Education Statistics is produced after 3years and the current statistics is for 2009 and it is now 5years after the release of the census.

1.2 STATEMENT OF THE PROBLEM

Statistical data provision at Zimbabwe National Statistics Agency (ZIMSTAT) has problems in producing statistical data due to lack of facilities to produce them and this has strained

ZIMSTAT in meeting their objectives for they were established hence consequently reduced their existence as going concern. Failure to produce of ZIMSTAT data will result in financial crisis in Organisations due to poor financial planning. This has necessitated the investigation to establish factors behind production of ZIMSTAT data, impact on ZIMSTAT data on financial planning and remedial strategies to curb ZIMSTAT data.

1.3 Main Research Question

Assessment on the impact of ZIMSTAT data on financial planning in Organisations. (a case study of ZIMSTAT)

1.4 Research Objectives

- To evaluate the effects of statistical data in Organisations
- To establish the causes of limited provision of data at ZIMSTAT
- To find options of financing statistical projects at Statistical Agencies
- To assess the challenges of the financing options
- To establish best options to enable ZIMSTAT to produce data effectively

1.5 Sub Research questions

- What are the effects of statistical data in Organisations?
- What causes limited provision of data at ZIMSTAT?
- What are the options which can finance statistical projects?

- What are the challenges of the financing options established?
- What are the best options to enable statistical data to be produced?

1.6 Significance of the study

The research is in partial fulfilment of the Bachelor of Commerce Honours Degree. The research will increase the student's knowledge on the topic. This will developed the researcher the ability to use time planning skills since the research will be time bound. In addition, the capability to research and resolve difficulties problem will enable the researcher to advance skills which may help in the future in her accounting career. The research will assist the organisation with additional evidence to put in library source and also to be benefit to other students who would like to further research in this area. This research will help the agency to have a wider assistance of how to improve the performance of undertaking statistical surveys from an academic point of view.

1.7 Limitations of the study

The researcher's access to confidential information useful to carry out the research study is limited and respondents may not be willing to release some of the information being asked. The researcher will assure the organization that the information released will be used for academic purpose only. The researcher's lack of skill will adversely affect the results. Unavailability of other essential resources such as reference books and money for additional expenses may include undertaking phone calls to the relevant personnel of the research study.

1.8 Delimitations of the study

This research focused on the Assessment on the impact of ZIMSTAT data on financial planning in Organisations. The research was limited to ZIMSTAT-Harare and the data collected covered period January 2011 to December 2014. Due to the nature of the study, the sample population will be obtained from management and accounting personnel.

1.9 Assumptions

The area of study is homogenous to other provinces and the findings will portray a national representation.

The employees at ZIMSTAT and other responses are true and honest thereby providing reliable information required making the research successful.

1.10 Summary

This chapter looked at the research background, statement of the problem, main research question, research objectives, research questions, significant, limitation and delimitation of the study.

1.11 Abbreviation/ Acronyms

ZIMSAT-Zimbabwe National Statistical Agency

PPP - Public Private Partnership

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature written by other authors which affects the provision of statistical data through use of journals, publications and other literature which are relevant and related to the research topic. It covers an assessment of effects of statistical data in organisations, challenges which can be faced in sourcing finances for statistical projects; find alternative methods to enable the provision of statistical data and how other statistical agencies dealt with statistics problem.

2.1 Evaluation of the effects of statistical data in organisations

Lack of official statistics has intense effects on financial planning in organisations in many African countries including Zimbabwe. This was validated by many scholars who investigated on this. Ferdinal (2013), Stowell (2013) and Ogwoke (2014) all agree that official statistics are causing negative effects on financial planning in most organisations in Africa even worldwide. According to Ferdinal (2013) official statistics is causing theatrical result on organisations as they face problems in decisions marking concerning generating current income, technical resource. This was supported by Stowell (2013) who proposed that the unavailability of statistical data affect the performance of business it can be improved when there are enough statistics to enable effective financial planning. Adding on to that Ogwoke (2014) highlighted that Nigeria statistical data is not reliable and not delivered in time, however the trend is said to have changed due to rapid change in the economy and this is making it difficult for financial management of businesses to budget their finance taking into account the going concern concept.

2.1.1 Design and implementation of national policies

Availability of relevant, timeous, complete and comparable statistics has a great impact on policy making and implementation. According to Daas (2012) stated that governmental financial policy decisions concerning public ministries and other matters rely on sound statistics. This was supported by Paris (2010) who asserted that design and implementation of national policies structure such as Zimbabwe Medium Tem Plan and globally agreed goals such as the Millennium Development goals rely on data produced by statistical agencies. Canglianese (2012) cited that Statistics facilitates the study of multifaceted social and financial issues and enables government and private sector to make proper policies and adjust policies in order to attain maximum impact. Canglianese continued arguing that good statistics improve the transparency and accountability of policy decisions for suitable development through evidence based policy making,. This shows that success of government in attaining their great objectives is greatly influenced by availability of statistical data in the country. This was supported by UNESCO (2010) saying statistics are important in financial policy planning in the developed countries and developing countries and demand for and supply for statistics is far from universal since they are an important tool for evidence based policy making

However, Lausanne (2013), Ki-moon (2010), Snijkers et al (2014) argues that official statistics does not influence effective policy making but qualifications of personnel has a great impact in designing and implementing financial policies in the country. Ki-moon (2010) stated that monetary policies are influenced by high qualified personnel in the ministry of policies. This was argued by Lausanne (2013) who asserted that the personnel who are involved in designing policies must have expertise or technical knowledge in statistical data. Snijkers et al (2014) cited

that in Australia qualification of the policy makers has affected the quality of policies which were being formulated.

Moreover, Shangodoyin and Lasisi (2011) said that it's not that clear that statistics are important in policy making it depends with the policy which is implemented. Further evidence is needed to be gathered on official statistics having great impact in policy formulation.

2.1.2 Allocation of resources

Allocation of resources has been supported by Jacques (2012), Batti (2014), Nyamu (2012) and Biti (2010). According to Heyer (2014) statistical agencies are there to provide data for allocation of resources locally and at national level. Jacques (2012) who noted that limited production of Statistics has resulted in bad economic and social problems in developing countries, the demand for statistics has increased as a result of the need to have evidence based allocation of resources to state programmes. Finance Minister Biti (2010) says a key tool which is used in monitoring performance of the economy is the supply of economic statistics and this is an important gap which needs to be solved. Minister Biti continued saying this has affected the financial planning to the Ministry of Finance considering the allocation of resources to the various ministries. This was supported by Jacques (2012) who cited that official statistical data helps in the government in allocating state resources to government institutions including government statistical agencies. This was supported by Batti (2014) who cited that Nigerian statistical agencies' expenditure is being allocated from the state budget. Nyamu (2012) argued that effective and efficient allocation of state resources in government organizations need enough

quality statistics data such as number of ministries, imports and exports and also inflation figures.

However, Dilnot (2012) United Nations (2013) and Mankiw (2013) argues that official statistics are not of importance in allocation of resources, they support the use of strategic planning in allocation resources. According to Dilnot (2012) vision and goals for the future of the company are important good strategic planning to enable allocation of resources to different departments. This was supported by United Nations (2013) who asserted that a company can only allocate its funds for unmet consumer needs and wants by project budget plan which is entailed through its vision and objectives. Dilnot (2012) cited that meeting objectives means that there is efficient allocation of resources. Mankiw (2013) cited in his research that both statistical data and budgeting plan are very important aspects in allocating resources and also Lausanne (2013) highlighted that statistics sometimes do not have a great impact in allocation of resources in organisations they are needed in rare cases and in this case the researcher needs to obtain new evidence on the effects of statistics in allocation of resources in developing countries.

2.1.3 Closing down /Liquidation of companies

Statistical data available in most African organisations is now causing businesses to liquidate their operations. This was supported by scholars like Mrope et al (2012), Paquette (2011) and Batti (2014). According to Mrope et al (2012) Kenya agriculture sector had continued to face problems in their sector due to outdated statistics available in their sector and this has affected their financial planning to enable survival in their sector. Paquette (2011) supported Mrope saying agricultural companies in Kenya are closing down and 50% of the operating capacity of

dairy companies are below standard. Batti (2014) noticed that longitudinal studies to map is changing rapidly in agriculture companies and due to lack of statistics they are being affected resulting in liquidation of companies. Chibanda et al (2009) also noticed that environment in which business of construction organisations operate is changing rapidly and organisations are failing to adopt and respond to the complication of the new environment and they tend to have problems in survival.

However, Ljungquist (2007), Triveldi (2010) and Balaji et al (2014) differs with arguments of like Mrope et al (2012), Paquette (2011) and Batti (2014). According to Ljungquist (2007) the characteristics of the board of that company result in downfall of businesses which is subjective to the ineffective of the board is in discharging its duties. Triveldi (2010) argued that downfall of companies is not because of limited statistics but it is affected by the effectiveness of the management boards in utilizing its resources. Balaji et al (2014) stated that liquidity crisis is causing companies to close down in developing countries. Moreover, political instability has resulted in liquidation of companies as they don't have reliability in customer choice in forecasting for continuity therefore in this case more evidence need to be gathered by the researcher concerning the closing down of companies.

2.1.4 Performance of Organisations

All over the world, the operating environment in which organizations activities are done is changing rapidly. Organizations are facing problems in surviving due to failure in adopting and responding to difficulties of the new environment (Lee et al. 2014). Kiregyera (2010) in support of companies noted that statistical agencies or systems in developing countries have resulted in

poor performance in companies which rely on statistics. According to Shangodoyin and Lasisi (2011) statistics are importance in calculation of (GDP) gross domestic product and recognising the contribution to financial activities of businesses. Cheung et al (2014) noticed that the statistics which is available in statistical agencies is irrelevant to the what is needed on the ground such as inflation figures, flow of funds and value added, this has great impact on financial planning hence poor performance on businesses. Carre and Chen (2010) stated that public enterprises in Nigeria are performing far below expected capacity due to outdated statistics information that they are basing on hence affecting their financial planning progress. This was supported by Jerry (2012) who said lack of relevant and timeous statistics data in financial planning of organisations disturb the clearness of objectives hence poor performance in the reporting entity. Nyamu (2012) cited that poor statistical data is a factor that affect targeting of supplies for production and processing in agriculture sector and at the end entities prepare and present losses in their financial statements.

Conglianese (2012) observed that negative project performance is caused by customer dissatisfaction, poor workmanship and incompetence of contractors in the South African building industry. Mbachu and Nkando (2011) established that quality and attitude to service is one of the key factors constraining successful project delivery in South Africa. Carre and Chen (2010) argued that statistics data of previous year is necessary when financial management are planning and measuring performance of the organization. Carre and Chen (2010) was supported by Nordbotten (2010) who pointed that statistics of 20 years back in some organizations are needed in financial planning and performance measuring.

However, performance of the business may be affected by various indicators. Cheung et al (2011) found that performances of organisations can be affected by external conditions and internal conditions. Mansell et al (2012) highlighted that poor performance of companies need a thorough investigation so as to get to the bottom of the actual cause. Performance of businesses can be destructed through limited resources and high competition in marketplace on the other side, contractors have to be capable of continuously Sikomwe et al (2014)

In Zimbabwe with an unstable economy limited statistics has affected the daily administration and decision making of businesses leading to poor performance at their reporting periods, more research need to be taken on the performance of companies.

2.2 Causes of limited provision of statistical data

Many statistical agencies in Africa are experiencing limited provision of statistics information to organisations and the causes to that seems to fall within the same channel. Issues to do with politics and government budget deficit and in efficient of statistics surveys are the major causes of limited provision of statistics in most developing countries.

2.2.1 Manual System

One of the causes of limited production of statistics in Africa is use of too expensive manual data collection. This was supported by McCracken (2013), Mandel (2015), Trivedi (2010) and Elias et al (2011). Elias et al (2011) manual system in conducting statistics surveys and processing the data has caused problems of over population of the workforce and this result in more of expenses in wages and salaries. Elias continued says the impact of manual system is on financial issues when it comes to research surveys. McCracken (2013) supported Elias saying data collection and

capturing for processing using manual system is a difficult and there is intensive use of resource in statistics agencies. Mandel (2015) more explained on the effects data collection on manual survey saying it time consuming and there is more of human errors because it's hard to process it. Trivedi (2010) supported Mandel on the existing system used in developing countries to conduct their statistics projects saying this system uses more resources and has challenges of time lag also with impact to the frequency to provision of statistics in the countries hence poor financial planning in organizations. Trivedi continued saying this manual system need more people to be enrolled to carry out the survey and more supervision leading to more costs in production. Jeffery (2012) stated that more manpower to carry out survey results in inefficiency use of resources hence limited provision of statistics.

However, Faridi et al (2013) cited that statistical agencies in African countries are one of the institutions who creating employment to the people in the country through surveys. El-Sayegh (2012) reported that uses of enumerators in conducting surveys results to accurate information due to direct questioning to the households. Furthermore, by Hatry (2010) in his research who argued that its difficulty to obtain evidence that manual may affect the production and processing of goods and services.

This case is applicable to ZIMSTAT where every survey which needs to take place at this agency people are enrolled to collect data in difference regions and provinces. After data has been collected other people are being enrolled to carry out data entry so that statisticians will use data in the system. According to the expenditure report (2013), labour force survey expensed US\$8.4 million and more costs were on payment of enumerators. This has been supported by Elias et al (2011) manual system in conducting statistics surveys and processing the data has caused

problems of over population of the workforce and this result in more of expenses in wages and salaries. In developing country such as Zimbabwe limited statistics are as a result manual system being used of which it's very costly that lead the expenditure budget being not attained. There is need for more information on the impact of use of manual system in provision of statistics.

2.2.2 Staff turnover

Lack of qualified personnel results in inaccurate and limited provision statistics to individual users and organisations, Bracker (2014) stated that dissatisfaction about pay is one of the main reasons for the employees to resign in companies. This was supported by Derek et al (2010), Fogarty et al (2013), Bloom et al (2011), Gachuhi (2011) and Chivore (2010). Derek et al (2010) noticed that turnover of employees is clearly related with the business ineffectiveness and workers turnover in organization and is broadly affecting the whole performance of the organization. Derek et al (2010) found a positive relationship between employee turnover and efficiency of an organization, and concluded that there is unimportant undesirable relationship between employee turnover and performance of organizations. Bloom et al (2011) cited that lack of experts in Pakistan resulted in limited service provision in their organisation. Bloom was supported by Fogarty et al (2013) who stated that provision of statistics can be affected by lack of an expert in a certain statistics section and statistics of that section without a statistician cannot be produced because there is no an expert that can process and analyse data. Gachuhi (2011) stated that attractive remunerations other countries is causing educated personnel to leave their jobs in moving affected by lack of unqualified management and Chivore (2010) stated that quality of services in most developing nations has been compromised because of the failure by the government to pay civil servants salaries above poverty datum line.

However, Reymods (2012) and Kanyongo (2013) have argument on this cause. Reymods (2012) noted that the quality of statistics information has improved in developed countries as compared to previous decade even though there is high staff turnover. Adding on that Kanyongo (2013) also highlighted that in developed countries government does not focus on the quality of statistics data but with the number of statistics that is being produced. Harris et al (2012) cited that uses of multinational cross panel regressions in the organization turn down the growth and progress of any organization and the overall. Beverly & Philip (2014) further justify that there is no evidence that job satisfaction has an effect on staff turnover of workers in one public sector agency. Aldag (2013) evaluated studies showing that pay can satisfy higher needs in organisations.

In Zimbabwe with unbalanced economy many educated people are leaving the country looking for greener pastures hence affect the production of statistics. This was validated by Chivore (2011) who stated that quality of services in most developing nations has been compromised because of the failure by the government to pay civil servants salaries above poverty datum line. Still more evidence to be investigated to this factor.

2.2.3 Lack of office accommodations and computer room

The scholars have supported the view that most African agencies need to provide all statistics information but does not have adequate available processing facilities, problem of computer rooms and office accommodation at statistical agencies. This is one of the causes of limited provision of statistics information which may need attention by the government. Lack of office accommodation results in other collected surveys being in work in progress and some statistics not yet captured Buck (2013). Scholars like Otichilo (2014), Buck (2013 and Deloitte (2012)

supported this argument. According to Otichilo (2014) lack of office accommodation and computer rooms at government agencies in Kenya is a major problem which threatens the quality of statistics produced. The shortages of agency facilities is due to government of Kenya which is failing to fund the state agencies.

This was also supported by Burk (2013) when he noted that the Zimbabwean agencies require extensive amount of financing surveys and computer rooms, office accommodation and research facilities. Burk also noted that the statistics agencies are seeking accommodation surrounding provinces with no security because of lack of office accommodation and are too high to rent. In addition to that Deloitte (2012) noted that crowded computers and office accommodation is evidenced by lack of funds in an organisation. Cohen (2012) highlighted that problem to process statistics needed by organisations is caused by increase in quantity for statistics needed hence limited office accommodation and computer rooms. Due unstable economy government does not have enough funds to build infrastructure to the government agencies leading to agencies renting to office accommodation to individuals hence more evidence is needed. However, according to Davies (2010) highlighted that the reason why agencies are experiencing limited provision of statistics is not because of lack of accommodations but it is because of the preferences that they give to projects like the social statistics at the expense of business statistics.

2.2.4 Political issues

Several scholars agree that political issue are major causes of limited statistics within the statistical agencies. Scholars like Oyugu (2012), Lowry (2010), Ehlers (2014) and Okpala (2012) all agree that unstable political environment cause a gap in provision of statistics in the country.

According to Oyugu (2012) statistical agencies in developing countries have been funded by government but due to political issues funds are being diverted to expenditure such as election campaigns and members of the politburo's salaries and wages for and this affects the quality of statistical data. This was also supported by Lowry (2010) who noted that government agencies' funding was compacted due to enlargement of recipients of political population. In addition Ehlers (2014) also noted that budget allocation to statistical agencies is being affected in countries with serious political instabilities due to concentration in political issues such as election campaigns hence statistical gap in agencies.

However, Abdesslem (2011) disagrees with the saying in developed countries citing that political issues are critical areas which need enough allocation of funds from the budget and it does not affect other parts like government agencies. Abdesslem's arguments were supported by Darrel et al (2010) who noted that there is equal distribution of government among ministries and the government funds are to the whole country. Darrel goes on saying statistics information is the beginning of all financial planning in organisations so statistical provision must not be disturbed by whatever issues.

The matter of politics in causing statistical gap in Zimbabwe whereby Zimbabwe is politically unstable and with lots of issues that are waiting within the politburo. The allocation of government funds in the government budget is understandable that first choice areas that do with politics is the first expenditure that has to be accomplished by the government funds during the time of election, in this case there is need of further investigation on this factor.

2.2.5 Government budget deficit

To one side from political matters budget deficit is additional cause of limited provision of official statistics. Scholars like Makosiri (2013) Kalama et al (2012) and Okpala (2012), all agree that government budget deficit is another major cause of limited statistics in statistical agencies. . This was validated by Webb (2012) who explained that expected revenue and received revenue is what constitute the government budget and in such type of circumstances in a nation it will be a challenge for that country to finance all ministries and it will end up in statistics gaps in government agencies. According to Okpala (2012) difference between received revenue and what government is anticipated to receive is what we call budget deficit. Okpala went on explaining that when there is such type of circumstances in a country it will be very complicated for that country to finance all ministries and this will end up in statistics gaps in other government agencies. This was also supported by Kalama et al (2012) who pointed out that reduction in investment, decline in net exports and imports and decrease in national saving are effects of government budget deficits. Kalama et al (2012) went on elaborating that seeking help from the World Bank or the IMF is the only way to solve the budget deficit but however borrowing from IMF and the World Bank, the government has to meet are certain conditions. Furthermore, Makosiri (2013) also cited that the government of Zimbabwe source of revenues is from collecting taxes from companies and individuals through PAYE.

However, in Zimbabwe many people are unemployed due to the rate at companies are closing and government source of revenue from taxes has reduced hence government budget deficit which results in gaps in Zimbabwe statistical agencies Makosiri (2013). Makosiri further noted that the government of Zimbabwe with its outstanding arrears is no longer having access to international funding support. Furthermore Hawkins as quoted by Makosiri (2014) noted that the

state mopped available little liquidity on domestic market, in which the expenditure of projects was directed to consumptive expenditure. This was supported by Machadu (2013), who noted that high demand of pay increase of civil servants is worsening the budget deficit since the budget will be consuming genuine.

Impacts of budget deficit can be clearly understood with what is happening at ZIMSTAT. All statistical projects at ZIMSTAT are financed by government and most of them are stagnant because of the limited finances as a result of budget deficit. This can be supported by the arguments of Kalama et al (2012) who highlighted that decrease in investment, decline in net exports and imports are effects of government budget deficits to the nation.

2.3 To evaluate options of financing projects

Afande (2014) noted that in developing countries companies are being funded by venture capital. Venture capital is defined as money invested to start a business by investors and is provided when firms have been observed for long term potential in growth. Venture capital is very significant source of financing firms that do not have entrance and access to capital markets. Technical and managerial expertise are factors that are contained within venture capital. Statistical agencies projects can be financed by Public private partnership, fundraising activities, donations and debt financing.

Kalama et al (2012) posited that African agencies are always being financed by the government. Ki-moon (2010) noted that day to day activities of the agencies in developed countries are funded by token of sold statistics. However Olugbenga (2011) argued that statistics produced in

the country are not for profit making and the token in providing statistics is insignificant to finance the statistics survey.

2.3.1 Public Private Partnership

Ehlers (2014) defined Public Private Partnership (PPP) as a risk sharing relationship based between public sector and partners from private sector in providing public approved goods and services. It can also be defined as a business project which is financed or operated through partnership of government institutions and private sector companies. According to Heyer (2014) PPP is also a government tool used in putting traditional method to contract public sectors using competitive tendering, Lambert (2014) noted that PPP can be shown when public and private sector cooperate in producing products and sharing risks resources and also costs relating to the products.

Kernaghan (2012) highlighted that when there is sharing of responsibilities, work and power in achieving a goal this can be regarded as partnership. Heyer (2014), Barlow et al (2013), Tan et al (2012) and Bothra (2012) agreed that funding gap in the country can be augmented by the introduction of public private partnerships. Heyer (2014) noted that due to financial problems Nigerian government is facing the official statistics have to be financed by PPP. This was supported by Barlow et al (2013) who validated that operations of public statistics Asian government is engaging PPP even though it fear efficiency in private sector. Furthermore, Bothra (2012) noted that statistics provision gap for agencies have be solved through financing institutions, statistics debt fund and PPP. Moreover, Tan et al (2012) postulates that to avoid borrowing in statistical agencies PPP should be implemented to fund public institutions. This

was supported by Liu (2014) and Leland (2013) who posited that in Australia building hospital, schools and maintenance of roads and construction of houses to citizens in North Carolina is being done through PPP. Finally Ehler (2014) noted that relief burden to the government on financial, relief administrative, bureaucracy and also and encouragement on growth are benefits of PPP to the government and this method has not yet used to overcome the statistics gap at ZIMSTAT.

However Kling (2010), Busler et al (2010) and Sfakianakis (2011) do not have confidence in the private sector. Kling (2010) posited that the idea PPP is less ideal.. Kling was supported by Busler et al (2010) who denotes that due to lack of assurance in partnership resulting in reverting to tradition forms and separate responsibilities PPP do not match the idea of funding public institutions and they are just implemented in Europe. Sfakianakis (2011) also add on to that saying fiscal policy of the government can be weakened by PPP and private partnerships is associated with challenges associated. Lambert (2014) also posited that planning effectively and good communication is a necessity in PPP. Kling (2010) also denotes that PPP are not genuine partners in sharing risk and profits with the government, he said conventional contracting carry out items that are subject to standard budget process are disguise with it and in this factor the researcher need gather more information to confirm if PPP can be a finance official statistics.

2.3.2 Donor funding and fundraising activities

According to Masser et al (2014), Obangy (2010) and Huebner (2012) agreed that donations can be sourced to fund capital projects for state universities. Huebner (2012) stated that donations can survey projects in statistical agencies and this was supported by Masser et al (2014) who posited that major projects for public resources can be augment by private donors and also noted

that part of private enrichment is use of private donors in establishing money for maintenance of service programs and in financing statistical projects. At ZIMSTAT donations are used in financing the statistical projects. Obangy (2010) posited that endowment funds can finance statistical agencies. Obangy further stated that donors enable the creation of endowment fund when specification of the gift has be identified and spending for specific purpose can be from the income earned from the donation. Moreover, Obangy (2010) stated that there are two categories of endowment funds that is, quasi and true endowment. Obangy defined true donation as when the amount is held inviolate, perpetuity and is capitalised to produce income to expend for the detailed purposes as stated by the donor while quasi endowment are when institution's governing board designated funds as grant.

However, Barakat et al (2012) argued that private donors may increase government reserves and could not be used in the way they intend for due to budget deficit than in private sectors. Barakat et al (2012)' argument was supported by Afande (2013) who stated that there is a motive of local tax base which increases if donation is funded to the government . Moreover, according to Sobolewski (2010) donor funding has problems of lacks accountability and continuation in funding government agencies.

2.3.3 Debt financing

Carey et al (2011) denote that projects bonds can solve the problem of financing statistical projects by government. A bond is when an investor lends money any company for a specified period of time earning interest rate which is fixed. Bonds are used financing various projects and accomplishments by corporations, states agencies, municipalities, and overseas governments.

Agarwal (2013) indicates that it is an advantage to the agency to use debt financing because recurrent and capital expenditure can be financed and the obligation is recovered in instalments. Agarwal further stated that debt financing has benefit of enabling growth through funding the purchase of assets if loans have small percentage of interest. Lambert (2014) added that debt financing involves recovering in instalments that is spread over the period of the agreed term. Jameson K (2011) advanced on saying that agreements subject acceleration and allow demand to loan by the lender. and also the major disadvantage of this type of funding is that the debt has to be repaid plus interest.

However, United Nations (2013) argued that there is high risk in government agency of membership with investors of debt financing. Jamson (2011) postulates that at the repayment time there is accrue of interest through debt financing. Capital projects and operations of an organisation can be rented from others organisation or ministries. Agarwal (2013) moreover stipulated that this funding method is associated with costs. There is need for more evidence for this challenge if it is applicable to official statistics agencies in developing countries.

2.3.4 Mobile technology as an efficient use of available funds

Mobile technology makes the whole process of producing statistics cheap and timeous and also the produced statistics data will be reliable and accurate. This was supported by Teixeira et al (2013) who noted that financing gap of government institutions can be augmented by efficient use of available resource since the government has insufficient funds to finance its projects. Gherghina (2011) also stated that government agencies in France are funded by the government and all surveys are financed from the state budget. Stokes (2014) stated that agencies should seek to control their expenditure through use of efficient technology. Stokes continued saying efficient use of resources result in attaining high quality goods and services using scarce resources. According to Davey (2012) use of funds efficiently is a cost effective resolution to limited resources allocated to the agency from the state budget. Lane et al (2010) cited that mobile technology is programmable which has cheap powerful inserted sensors such as accelerometer, digital compass and camera which enables collection of data to be effective. In addition, mobile phone sensing set of rules and systems eventually provide both micro and macroscopic which views cities, and communities functions which helps in collection of statistics data.

Lepori et al (2014) opposed this saying efficient use of resources cannot fund a statistical agency since amount budgeted for statistics provision may be far from what the government has allocated to the agency. Deloitte (2012) supported Lepori et al saying resourceful is hard to attain in government institution because of poor financial reporting and accountability. Furthermore, in this economy there is need for more evidence to see if it is applicable to a developing country

like Zimbabwe. Ki-moon (2010) highlighted not that clear that mobile technology can improve the provision of statistics there are other matters which need to be considered.

2.4 To assess the challenges of implementing funding options

2.4.1 Political environment and Complexity of Public Private Partnerships

According to Mahalingam (2010) a challenge that may arise in implementation of PPP is lack of political unwillingness in developing the PPP and also public private partnerships on public sector lacks capacity to prepare statistical project and poor planning in projects. Partnerships on public to private partition are not complying with government rules and regulation pertaining public private partnerships (Barlow et al 2013).

Cabello (2011) denotes that in Brazil public private partnerships is having many challenges in government operations. According to Cabello PPP is lack experience about how to handle issues in the government agencies. PPP involve complex communications in terms of what they do their transactions and are costly to implement them. Apart from these public private partnerships lack competent workforces and monetary backing to build up it. Cabello (2011) further highlighted that PPP require political assurance and good policies for it to effectively implement. According to Heyer (2014) noted that poor and insufficient services may be supplied to the public sector from private sector.

2.4.2 Donor is not reliable

According to Afande (2013) donor funding lacks accountability, complications project evaluation, bureaucracies in distribution of fund and it has many tasks. According to Smith (2010) in donor funding there is ineffective of statistical projects due to lack of accountability. Smith (2010) enlightened more on accountability saying when there is satisfactory transparency on the subject of the purpose, duty, content and presentation and performance of the agency which is development.

Afande (2013) also indicated that complications in evaluation of project is challenge commonly encountered in fund from donors. According to Masser et al (2014) feedback coil in donor funding must be eradicated so as to perform effectively. He continued saying the behaviour of the statistical agency may not be affected if there is well done evaluation of the projects. Independent foreign aid to project evaluation is solution to the donor funding. In addition, problems may arise when not undermining local relationship in accountability in use of external funding even though they adopt formal evaluation of statistical projects. According to Smith (2013) another trial in donor funding is bureaucracy in disbursement of finance when they pass through institutional frameworks this can delay the disbursement of funds hence delay in data collection. Afande (2013) specified that donors with multiple objectives such as political independence and gender discrimination bring challenges in suggesting trade offs in the short run.

However, Masser et al (2014) who lighted that donor funding cannot have challenges because there are rules and regulations of the organisations they must take into account. Banks et al

(2014), highlighted that even though donor funding is the way to close the gap in provision of services, it has challenges in inability for long term financing and they are seasonal. The researcher need to gather more information on challenges that can be encountered in implementing donor funding.

2.5 Best financing options to enable statistics provision

Odebe (2011) define best practise as the process or procedure that consistently indicate outcomes greater than the other options, this can also be used as benchmark. Moreover, a best practice are discoveries that result in better outcome to the problem if implemented. Stowell (2013) cited that performance and competitive based funding solve the statistics gap in agencies. According to Gherghina (2012), statistical agencies in European countries are funded through government budget and it is allocated in percentages according to the revenue received. Samadi and Behboodi (2013) noted that Public Private Partnership is the best way of financing government statistical agencies because it does not require interest on it and also it integrate with private sector hence effective planning. McCracken (2013) cited that mobile technology systematically captures and process data across the organization to the main sever and is crucial in research success. Fedorciowa (2014) stated that technology is far much better than manual system because technology serves time and also cut wastage of resources to perform a certain task in provision of goods and services. Mandel (2015) cited in his research that national governments has to better make rapid change in technology correction to improve planning and effectiveness so as to avoid inefficient use of resources of state funds. Elias (2011) the introduction of mobile technology is more efficient in production and delivery methods for goods and services. He continued saying developments in information technology is the best

way to finance agencies. Lane et al (2010) cited that mobile technology is programmable and comes with a growing set of cheap powerful embedded sensors. Lane et al (2010) continued saying mobile phone sensing systems will ultimately provide both micro and macroscopic views of cities, and society when collecting household data is a whole. Stokes (2014) supported mobile technologies saying it enable provision of information outside usual business hours and encourage the development of service provision from distant centres. Stokes also said mobile technologies is the solution to the problem of official statistics reliability, completeness and timeous because it involve harmonisation of questions used on surveys to collect household information and the adoption of common coding procedures.

However, use of mobile technology will lead to unemployment of people in Zimbabwe if there will be rapid progress in information and communication technologies. This was supported by Faridi et al (2013) who noticed that statistical agencies in African countries are one of the government institutions that are creating employment to the people in the country through surveys. El-Sayegh (2012) reported that uses of enumerators in conducting surveys results to accurate information due to direct questioning to the households. In this case more evidence is needed to enable to evaluate this factor of mobile technology in an unstable economy.

2.6 Summary

This chapter review previous work on the subject of gap in statistics data. Attention was given to the valuation of effects ZIMSTAT data in organisations, challenges which can be faced in

sourcing statistics funds, find alternative methods to finance official statistics and best practise to enable statistical agency to produce data efficiently and effectively.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter comprises of the research methods that are to be used to gather data and also research design, including samples and sampling techniques employed, population from which sample to be drawn, sources of data to be collected, and also methods of data collection to be used by the researcher to solve the problems identified in chapter one. It also highlights methods of data and ways data is to be analysed. According to Burns and Burns (2008) research methods refers to way of performing, algorithms and systematic plan or arrangements used in a research. Research methods can also be described as all methods used by a researcher during a research or methods that help in finding solutions to the problem as they help in collecting data, samples and find a solution to the problem.

3.1 Research design

According to Babbie et al (2011) a plan showing how the study is going be carried out is called research design is. In addition, research design exhibits the data which is essential, the technique used in collecting data and also analysing the data as how the questions are going to be completed. Burns (2009) highlighted that the research design is also a blue print used for carrying out the research that has uniquely shows the structures in which the research is imposed. The aspects of research are established in the design. The research approaches include qualitative, quantitative and mixed approach and these vary with details of data collection and choice of data analysis technique. In this study the researcher used a mixed research method.

3.1.1 Mixed research approach

According to Creswell (2011) mixed research methods include both philosophical assumptions and methods of investigation. Mixed approach include both qualitative and quantitative in gathering and analysing data in a study. Elliot (2009) in his study says quantitative approach is which include closed ended information for instance information established in performance instruments while qualitative data is data that involve open ended information for example the information that the researcher gathered through interviews by way of participants. Qualitative data approach will give the researcher authentic, descriptive of experience and also bring out peoples experience, emotions and feelings on the variables. Quantitative approach help the researcher in examining the variables in the research so as to analysed numbered data. The researcher used mixed approach because it gives more understating in all the areas of the research problem.

3.2 Descriptive research

According to Burns (2011) descriptive research requires careful observation and also analysis of the area of study being researched. Alceso (2011) cited that it helps the researcher in designing on how to gather information on the existing conditions of the problem. Descriptive research is used to collect observation as they are at the time of research, aspiring to know the various activities within the government agencies. The researcher will make use of descriptive research because it involves the collecting of data, describe events then organise, arrange, and describe the data collection. According to Penwardern (2014) descriptive research helps in statistical conclusion on the targeted population through use of data analysis. The researcher will take on a descriptive research on a case study as suitable to the study that involves research on the impact of official statistics in financial planning in organisations. There researcher will use descriptive

research design because its conclusive in nature and it help to acquire more information on this research study.

3.2.1 Case study

According to Hill (2010) a case study is a research strategy that examines an observable fact with its real life context. Denzin and Lincoln (2011) denote that case study is intensive because it gives more facts, intensity, comprehensiveness and disagreement of information. The aim of a case study was focusing on the impact of ZIMSTAT data in organisations and it was based on objectives and research questions. The aim of the researcher in using a case study is to get information on what is readily available and how it reached that stage.

3.3 Population, sample, and sampling technique

3.3.1 Population

According to Hassan (2015) research population is the collection of the persons with the same characteristics with common binding. Creswell (2011) defined population as a group of persons with exact features or characteristics and where a sample can be drawn to determine the characteristics. In this research the targeted population comprised of 26 elements, staff from the accounts department, projects, field works and estates and registry. The researcher targeted these people because they have knowledge about what is happening at ZIMSTAT in terms of provision of official statistics and involved in decision making.

3.3.2 Sample

According to Booth (2012) sample is when interviewed respondents represents the compartment of the targeted population.. In this case, to attain accurate results and simplify results to the total population the sample must be most favourable. In the case a sample of a certain number of

individuals should be selected because the researcher could not have the ability to examine every one included in the population. This was acceptable by Fielding (2007) who cited that a high-quality sample should be at least 30% of the target population. The sample which is going to be used by the researcher is shown in the diagram below.

Table 3.1 Target population and sample

Sample elements	Target population	Target sample	Percentages
Principal Accountant	1	1	100%
Senior Accountant	2	1	50%
Accounting clerks	5	3	60%
Projects Accountant	1	1	100%
Director projects	1	1	100%
Admin and Registry	5	3	60%
Statistician manager	1	1	100%
Statisticians	10	5	50%
TOTAL	26	16	65%

The above table indicate 65% as the sample size and this sample size is favourable as it will give assurance in deriving conclusion to the research area representing the whole population. This was supported by Hassan (2015) who postulated that sample size gives the researcher the results that represent the entire population in the researcher's conclusion.

3.3.3 Sampling techniques

The researcher will make use of judgmental sampling which was explained by Dulport et al (2011) as non- likelihood sampling procedure in which elements to be sampled are chosen looking on the knowledge or facts and specialized judgment of the researcher. Mouton (2010) validated that judgmental sampling is also known as an authoritative sampling and purposive sampling. Greef (2011) investigated that judgmental sampling is much preferred as the researcher will make use of his or her own judgment when selecting units from the population under the study. He continued saying if population to the study is not easy to access this kind of sampling is the most suitable one. The judgmental sampling helped the researcher in selecting people who are involved in provision of statistics and these people understand are familiar to the research area being investigated in terms of the causes of limited provision of statistics at ZIMSTAT.

3.4 Sources of data

According to Creswell (2009) data is raw and unrefined observations the researcher gathered during the research study. Source of data comes in two ways or forms which are primary and secondary sources and this study the researcher will use both of them in order to get enough evidence from the ground.

3.4.1 Primary data sources

Collis et al (2009) cited that primary data is data gathered from original bases or source through use of questionnaires and interviews. Burns (2008) added that primary data is data gathered by the researcher for the purpose of the research study. Burns & Burns (2008) mentioned that the major benefit of this method of data collection is that the collected data is direct, most recent, minimum biasness and specific to the research study. The researcher will collect primary data through questionnaire and also interviews. The researcher will make use of primary data that will help the researcher to thoroughly answer the research question and it give more reliable dependable information since it is original and direct from the people who are involved in the operation of producing statistics.

3.4.2 Secondary data source

According to Collis (2009) raw information gathered from other sources is referred to as secondary data. Secondary data which is to be used in this research will include book, magazines, journals, data from the internet, meeting minutes, research projects and management reports. Jackson (2011) noted that secondary data can be data from other researches and also from websites. The researcher is going to use secondary data from journals, newspapers, meetings report, newsletters and also internal management reports. This will help the researcher in having information which is readily available and knowledge and professionalism is high since they have been prepared with due care hence enable the researcher to link the information gathered with literature review and the primary source.

3.5 Research instruments

Greef (2011) defined instruments as tool, methods or techniques one may use to gather information about the research and as their setting. The suitability of the instruments used will determines the validity and reliability of the research. The researcher will make use questionnaires and interviews and these will help to gather data needed in full and to the other key issues not listed on the questionnaire.

3.5.1 Questionnaires

These are structured questions that the researcher used and in this research the researcher decided to use questionnaires because of their advantages. The researcher will use closed ended questions. The researcher will interpret and quantify the questionnaire using statistical tools and this will enable the researcher to come out with a conclusion. The researcher will use closed questions to gather data and this will enable the researcher to obtain non disguised results. This was validated by Kumar (2011) who cited that closed ended questions give the respondent set limits in completing the questions. Questionnaires are also easier to direct to the targeted individuals and also questionnaires are less expensive to administer. In addition, the collection of data does not need too much time of the researcher.

Likert scale is a measurement scale used to obtain data from the question asked (Gomez & Jones 2010). According to Jones (2010) Likert scale is normally used in questionnaires to get respondent's points of view through a statement by means of an ordinal scale. This scale measure one character only and it's a noncomparative scaling technique. In this scale agree response positive response, the same as disagree response indicate adverse response. The will make

researcher use of a Likert scale because it is a simplest scale to construct and control or manage for the researcher and the respondents comprehend it without complications are easy to answer and also the researcher will not have difficulties or problems in analysing and giving conclusion to the research problem.

Table 3.2 Likert scale

Strongly agree	Agree	Unsure	Disagree	Strongly disagree
5	4	3	2	1

Source: (Gomez&Jones2010)

3.5.2 Interviews

Brynard (2014) said interviews are practises used in collecting data which contains questioning of respondents as a group or as individuals. An unstructured or formless interview is the method to be used by the researcher in gathering data. This method allows the contributors to feel open to express their views and understanding on the subject of the impact of ZIMSTAT data in organisations, causes of limited provision of statistics at ZIMSTAT and what can be done to enable provision of statistics in Zimbabwe. According to Brynard (2014) interviews enable the researcher to give details to the interviewee on matters that are not clear for example illustrating unclear responses from participants. Moreover, Brynard (2014) interviews permits the researcher to examine questions that results in deeper and clear understanding of the research topic and also

different ways can be discovered during the interviews. Brynard also added that during interviews contributors are open to say out anything they exercise in their about the research.

3.6 Reliability and Validity of Research instruments

3.6.1 Reliability

According to Flick (2009) reliability is where a questionnaires provides the researcher the consistency result on the repetitive attempts. The researcher relied on the guidance from the supervisor on reliability of the tools to be used on the data collection. Editing of questionnaires enables the researcher to review questionnaires with the objective of increasing accuracy and precision so as to gather enough evidence to the research study.

3.6.2 Validity

According to Franklin (2012) validity means that an instrument measures what it is supposed to measure correctly. Furthermore, Flick (2009) validity refers to the extent to which the research instruments, are measuring what they are intended to measure. The researcher will gather all questionnaires and check if they are correctly completed. The researcher will use short and precise questions that are clear and not confusing to respondents so as to ensure validity of the results that will help the researcher in determining the credibility of the results and ensuring that data collected is free from error and bias so as to have the best conclusion to this research questions.

3.7 Data Presentation and analysis tools

According to Creswell (2011) data is when useful information is collected, analysed, summarised and presented in drawing a conclusion to a particular problem. Creswell (2011) continued saying that data analysis is the refining of data in preparation for application of logistical inferences. Microsoft excel will be used in arranging data and making statistical analysis of responses received from research respondents. Descriptive statistics which include means, standard deviation and frequency distribution are to be used in the analysis of data. The research findings will be represented with pie graphs charts, and tables will be used. Graphs gives a summary of collected data or information and an analysis in words after every paragraph will be highlighted to make it more clear and understandable. The use of tables will be involved to record raw data from questionnaire and special purpose tables to facilitate interpretation, analysis and summarisation of material selected

3.8 Summary

This chapter identified and elaborated how the research is to be carried out and outlining the research methods and techniques to be used in coming up with the target population, techniques and sampling methods to be used in data collection. This chapter also justify the techniques to be used in this research. The research methodology enclosed by reliability and validity of data collected the as a convincing agent to the accuracy of gathered data.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter four will focus on the presentation, interpretation and analysis of data gathered or obtained through use of questionnaires and interviews hence this will try to find answers to the research study and the research gap mentioned in chapter one. The researcher will make use of pie charts, tables and bar graphs in analyzing the information gathered. The data to be presented and analysed is in line with the impact of ZIMSTAT data in financial planning in organizations.

4.1 ANALYSIS OF QUESTIONNAIRE RESPONSE RATE

According to Roger (2011) response rate refers to the number of research participants who successfully completed their questionnaires that were issued to them divided by the overall number of participants to whom the questionnaires were issued. When the response rate is high there is probability of prejudice is low and it enables accuracy. The response rate indicates or gives assurance of the research that can be found and also the openness of the results gathered. The researcher distributed sixteen questionnaires in all the intended departments at Zimbabwe Statistical Agency and managed to receive all sixteen of them. This shows that the response rate is 100%. On the other hand the researcher managed to carry out five interviews out of five so as to have a thorough research. The table below shows the questionnaires response rate and the interview response rate.

Table 4.1 Questionnaire response Rate

Description	Responses	% Response
Questionnaires returned	16	100
Questionnaires unreturned	0	0
Total sent out	16	100

Table 4.1 Questionnaire Response Rate

The researcher managed to get a significant responds from the questionnaires administered which is 16/16 (100%) completed returned. The response rate is valid as it is supported by Richardson (2005) who validated that favourable response rate of a research should range from 60% and above so as to get enough evidence for the overall population of the research.

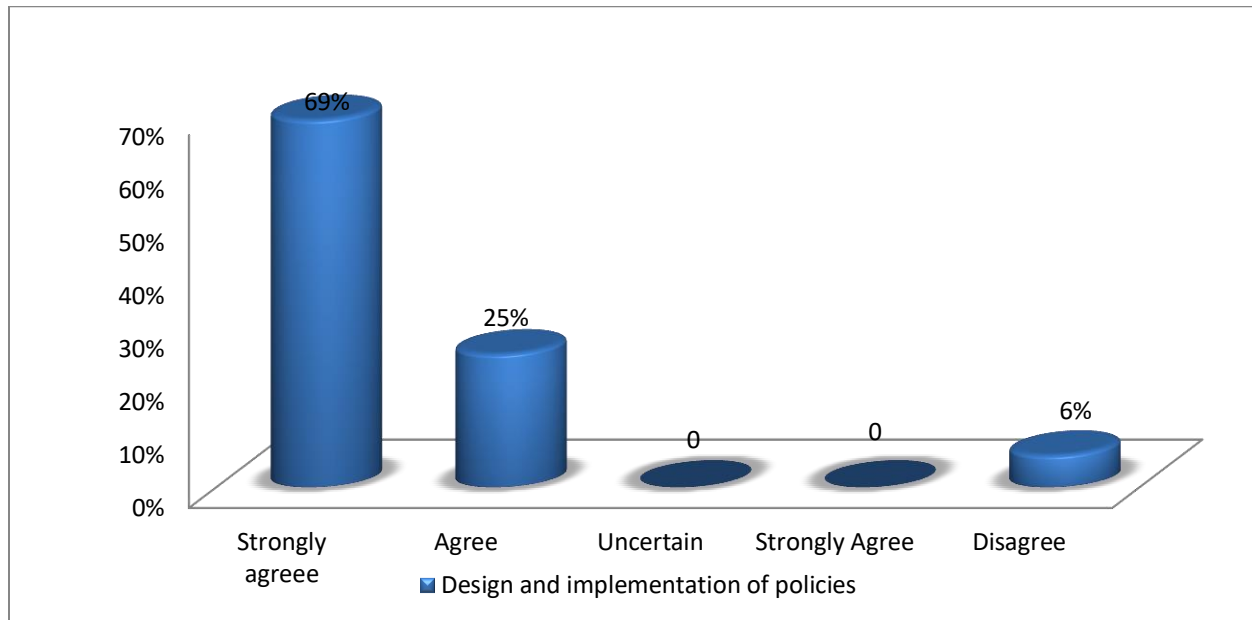
4.2 Findings and Discussion

4.2.1 The effects of ZIMSTAT data in organizations.

4.2.1.1 Design and implementation of policies

The aim was to confirm whether ZIMSTAT data is used for designing and implementation of policies in organizations.

Fig 4.1



From Fig 4.1 above, of the 16 questionnaires sent out, 11/16 (69%) of the respondents strongly agreed, 4/16 (25%), 0/16 (0%) uncertain, 0/16 (0%) strongly disagree and 1/16 (6%) disagree. This means that 94% (69%+25%) agree that official statistics are important in design and implementation of policies in organizations.. This was in line with the ZIMSTAT Strategic Plan (2011) which cited that lack of data has affected policy makers in planning, implementation and management of manufacturing sectors in their organizations. This is in line with what has been said by Daas (2012) who postulated that government financial policy decisions regarding public health, social equity, education, the environment, sighting of critical facilities and other matters depends on sound statistics.

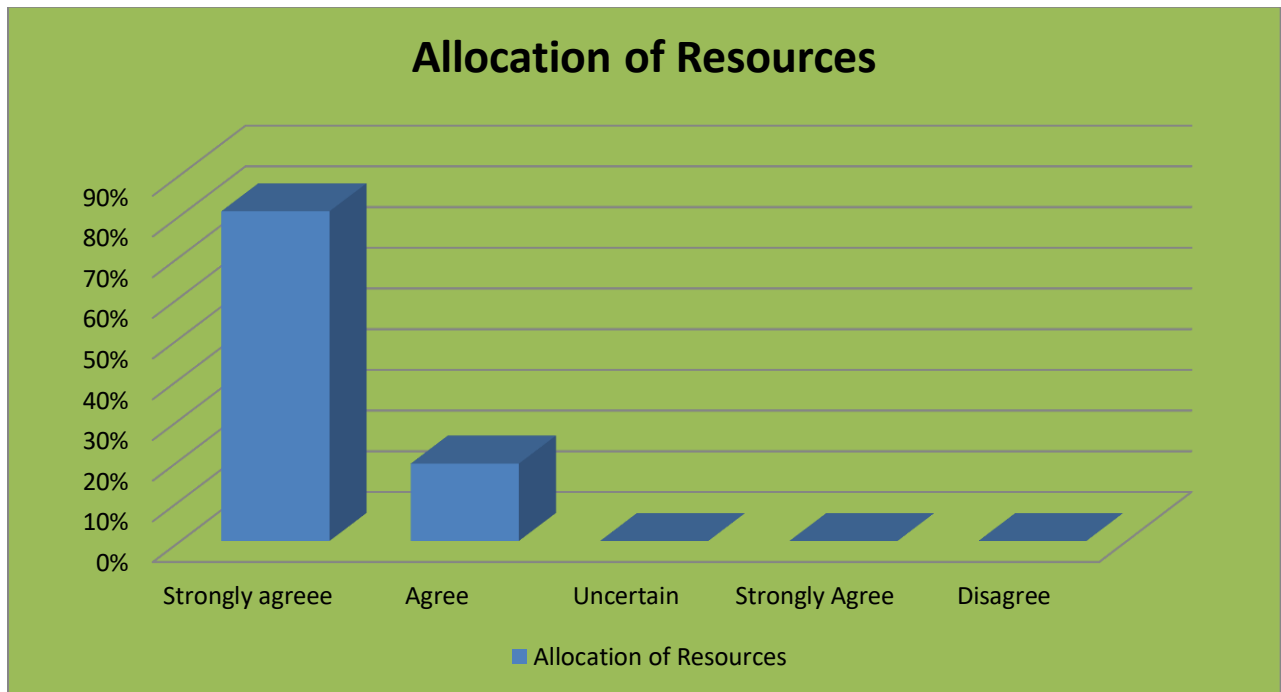
The 6% disagree means that none of the population are against the importance of statistics in policy making. This means that design and implementation of policies cannot be affected by lack of statistical data. This was validated by Snijkers et al (2014) who cited that in Australia

qualification of the police makers has affected the quality of policies which are being formulated. In this case neither of the respondents were uncertain nor disagree in on the use of ZIMSTAT data in design and implementation of policies. In conclusion, the researcher finds that official statistics have great impact in design and implementation of policies in organizations since.

4.2.1.2 Allocation of Resources

The aim was to confirm if ZIMSTAT data has effects on allocation of resources in organisations

Fig 4.2



Source: raw data

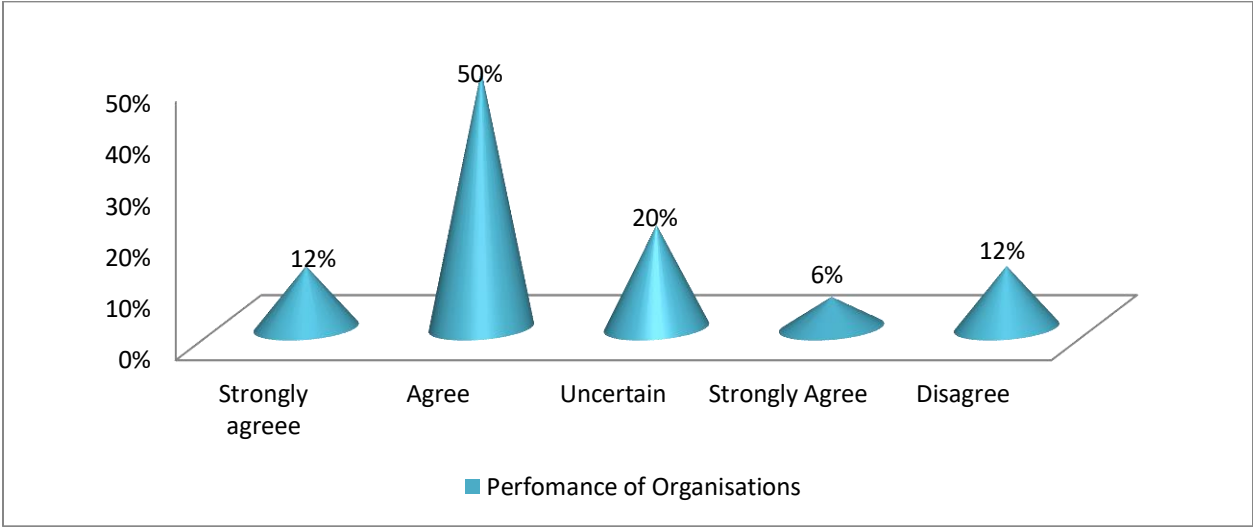
From fig 4.2 above, 13/16 (81%) which % and 3/16 (19%) agreed. This means that 100% which 16/16 of the respondents agreed that the allocations of resources need statistical data and this was cited in the Strategic Plan (2011) saying lack ZIMSTAT data has affected environment sectors in understanding the climate changes in informing the adaptation strategies in allocation of

resources and analyzing the cost and benefits. This was supported by Heyer (2014) who noted that statistical agencies are there to provide data for allocation of resources locally and at national level. This was validated by Jcques (2012) who cited that official statistical data helps in the government in allocating state resources to government institutions. Neither of the respondents was uncertain nor disagrees on the effects of statistics in allocation of resources. Conclusively, from the facts above the researcher finds that official statistics have a great impact in allocation of resources.

4.2.1.3 Performance of Organisations

This was to find out whether performance of organizations can be affected by official statistics produced by ZIMSTAT.

Fig 4.3



As shown in fig 4.3 above, 2/16 (12%) and 8/16 (50%) agreed on statistical data having a great impact in performance of organizations and 3/16 (20%) were uncertain, 12% disagree and 6% strongly disagree. From the graph above 62% agree on the fact that ZIMSTAT data has effects in the performance of organizations and in the board meeting held on the 15th of November 2012, Hoto the chairperson of the board mentioned that 84% of the organizations in Zimbabwe are complaining on the provision of ZIMSTAT data which has affected their performance in the market they operate. This is in line with Kiregyera (2010) who noted that statistical agencies or systems in developing countries have resulted in poor performance in companies which uses statistics. Minister Biti (2010) gap supply of statistics has affected the financial planning to the Ministry of Finance considering the allocation of resources to the various ministries.

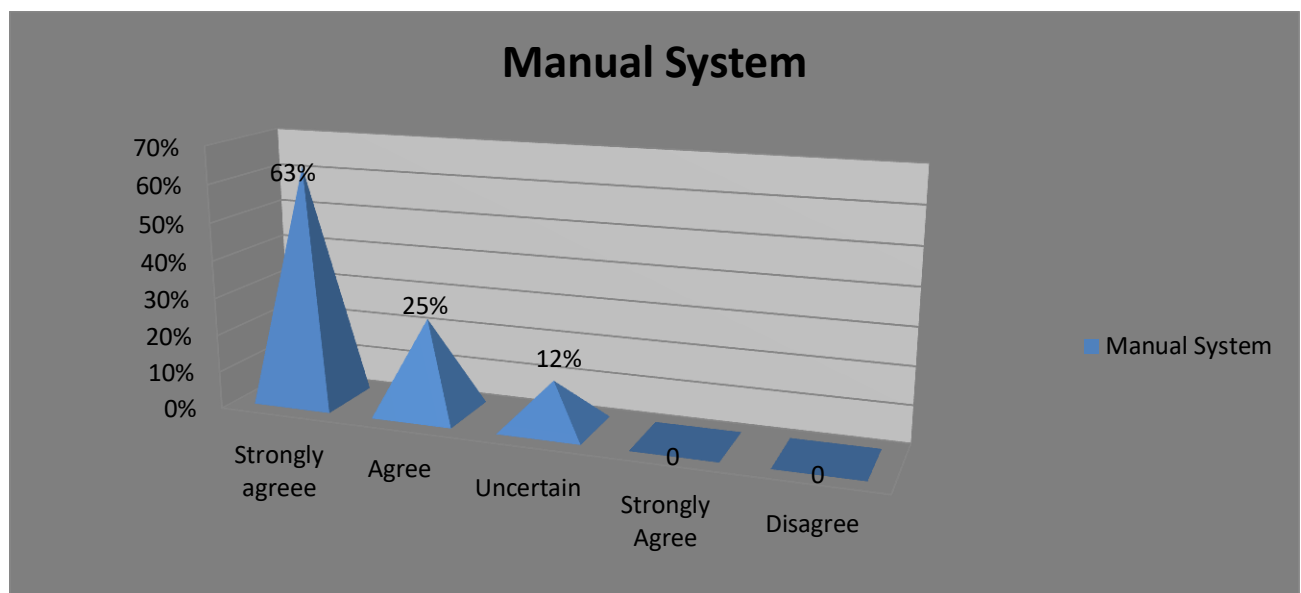
The 18% disagree of the respondents means that statistical data does not have effects on the performance of organizations. This was validated by Mbachu and Nkando (2011) who established that quality and attitude to service is one of the key factors constraining successful project delivery in South Africa and Carre (2010) argued that there are some indicators which affect performance of organizations. The 20% respondents were uncertain and this means that they are not sure if statistics data has effects in the performance of organizations. This was validated by Mansell et al (2012) who highlighted that poor performance of companies need a thorough investigation so as to get to the bottom of the actual cause. . By using the modal of 10 (2+8) as a measure of central tendency, it can be concluded that the respondents are in support of the fact that performance of companies is one of the effects of statistical data.

4.2.2 Causes of limited provision of statistical data

4.2.2.1 Manual system

The aim of this question was to confirm whether use of manual system is a cause which limits production of statistics at ZIMSTAT.

Fig 4.4



Source: raw data

Indicated in fig 4.4 above, 12/16 (63%) strongly agree, 4/16 (25%) agree and 2/16(12%) were uncertain that use of manual system is a cause for limited provision of statistical data at ZIMSTAT. Out of the population sample 88% agree meaning that the majority of the personnel at ZIMSTAT understand that use of manual system is causing statistical data not efficiently produced. This is in line with Elias et al (2011) who stated that manual system in conducting

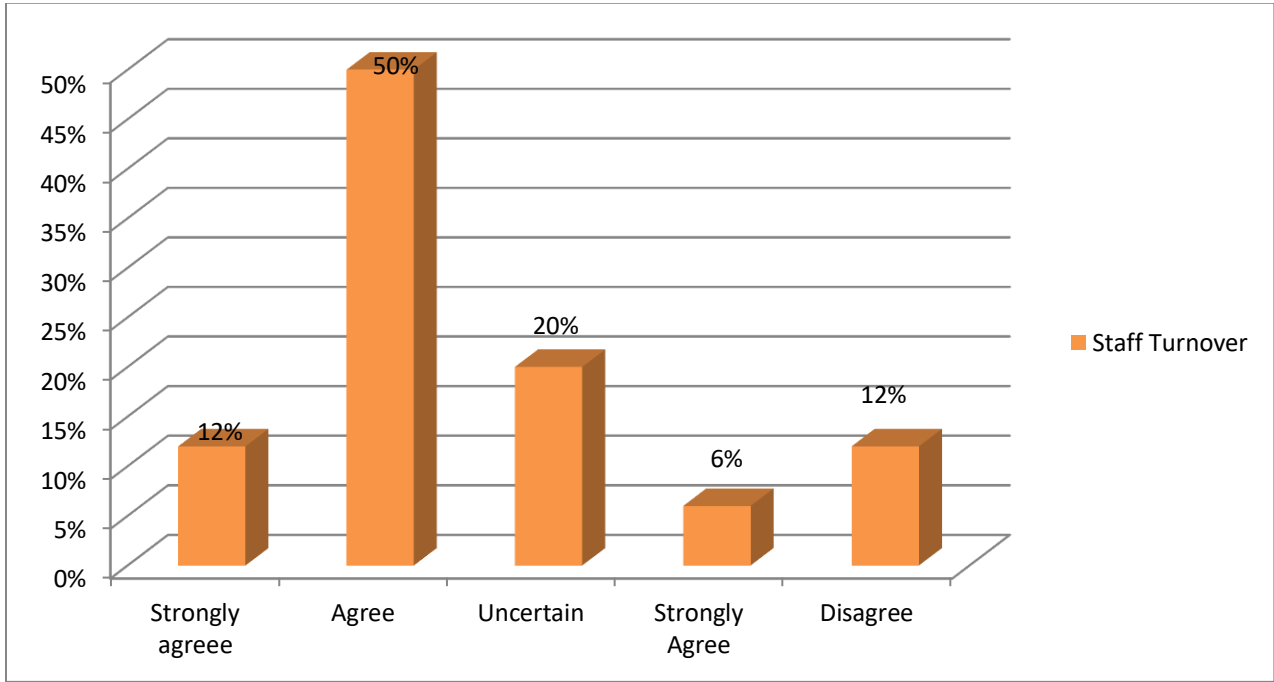
statistics surveys and processing the data has caused problems of overpopulation of the workforce and these results in more of expenses in wages and salaries.

Moreover, 12% of the respondents mean that there is no adequate assurance that limited production of official statistics because of use of manual system. This was validated by Hatry (2010) in his research who argued that its difficulty to obtain evidence that manual may Affect the production and processing of goods and services. Finally, majority of the respondents have agreed on use of manual system as a factor that is affecting production of statistics at ZIMSTAT.

4.2.2.2 Staff turnover

The aim of the question was to confirm if the reason behind limited provision of statistical data was caused of high staff turnover.

Fig 4.5



Source: raw data

From fig 4.5 above, 2/16 (12%) strongly agree and 8/16 (50%) agree on the factor of staff turnover at ZIMSTAT which is causing limited provision of statistics. This means that 62% of the population is certain that staff turnover is affecting the provision of statistics. This is in support with the Strategic Plan (2011) which says 98 posts are vacant in different statistics data sections. According to the financial gazette, Webdev (2011) ZIMSTAT was looking for a director and for the past five year there was no director for the provision of statistics agency in Zimbabwe. This was supported by Derek (2010) who noticed that employee's turnover is positively associated with the organization inefficiency and employee turnover in organization is one of the main issues that extensively affect the overall performance of an organization

Moreover, 3/16 which is 20% are not sure whether the reason behind failure to produce statistical data on time is because of high staff turnover. This is in line with what has been said by Beverly & Philip (2014) who justify that there is no evidence that job satisfaction has an effect on voluntary turnover of workers in public sector agency. Furthermore, (1/16 +2/16) which (20%) of the respondents disagree on this factor. This means that 20% of the people at ZIMSTAT are not in support with high staff turnover as the reason behind limited provision of statistics. This was validated by Reymods (2012) argued that the quality of statistics information has improved in developed countries as compared to previous decade even though there is high staff turnover. In conclusion the majority of the population sample agreed that the higher the staff turnover the the greater the impact in provision of official statistics.

4.2.2.3 Government budget deficit

This question was aiming to gather data on the factors behind the limited provision of statistics at ZIMSTAT.

Fig 4.6

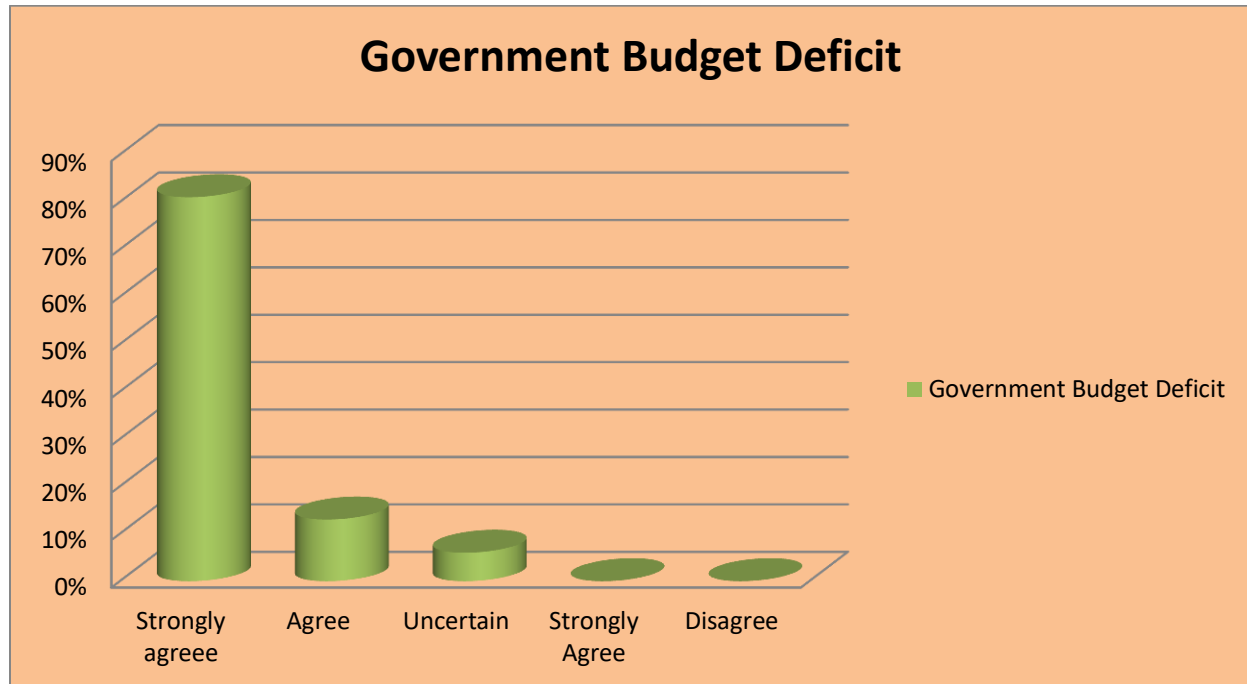


Fig 4.6 above, indicate that 13/16(81%) strongly agree and 2/16 (13%) agree on government budget deficit as a factor affecting the production of official statistics. Out of the 16 respondents 15 of them agree and this means that 94% of the people at ZMSTAT are aware that limited provision of statistics has caused by the government budget deficit. This has been indicated in the ZIMSTAT Expenditure Report (2014) whereby ZIMSTAT had budgeted \$11.330 million and it received \$1 million leaving a gap of \$10.330million. This was validated by Webb (2012) who explained that government budget involves revenue received and revenue expected to be received and in such type of circumstances in a nation it will be very difficult for that country to

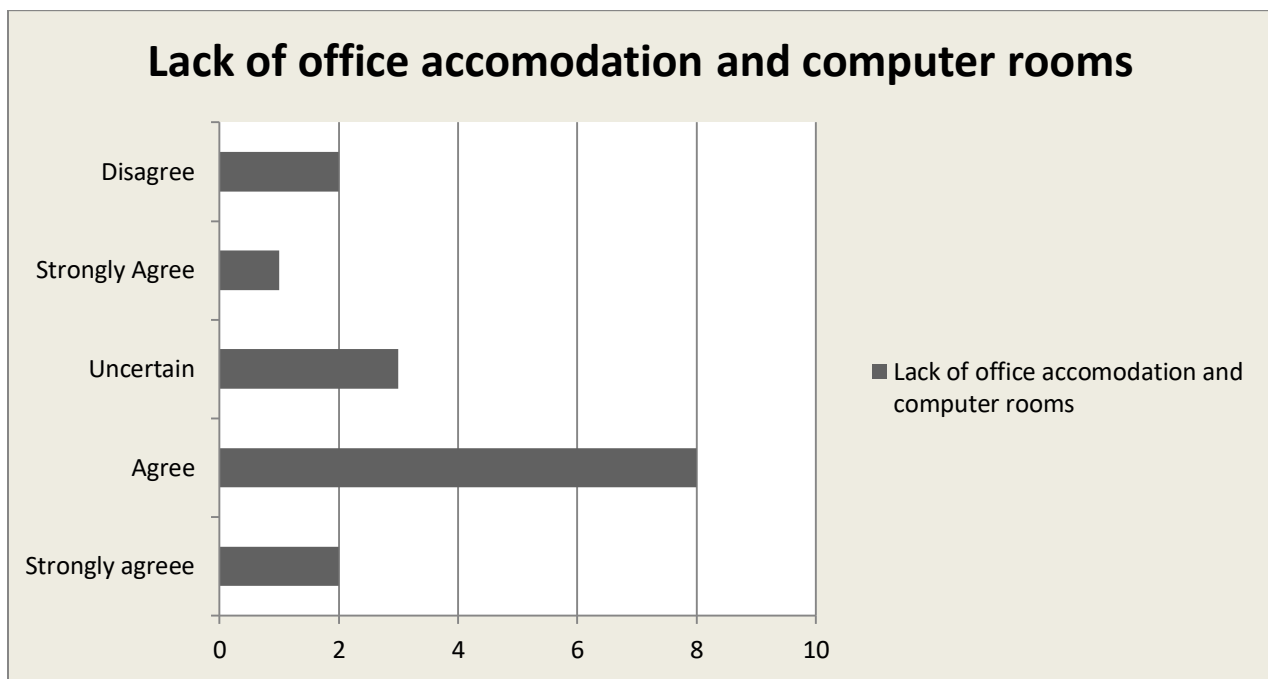
finance all ministries and it will end up in statistics gaps in government agencies.

However, 1/16 (6%) was uncertain on whether government budget deficit is affecting the production of statistical data. In conclusion to this factor 15/16 which is 94% agreed meaning government budget deficit has a great influence in the production of official statistics. From the above responses it has been shown that government budget deficit affect is causing official statistics not to be produced in time.

4.2.2.4 Lack of office accommodation and computer rooms

This question was gathering information on whether limited office accommodation and computer rooms are a cause for limited provision of statistics information.

Fig 4.7



Source: primary data

As illustrated in fig 4.7 above, it shows that 2/16 (13%) strongly agree and 8/16 (50%) agree together which is 10/16 as a percentage 63% support that lack of accommodation in statistical agencies affect the production of official statistics. This means that the majority of the population at ZIMSTAT is in support that government budget deficit has affected the production of official agencies and this in line with h is in the Strategic Plan (2011) which stated that there are only six provincial offices which are functioning each with one computer and the only point to process data is the headquarters, this has limited the number of official statistics to be produced at the same time. This is has been validated by Burk (2013) who pointed out that Zimbabwean agencies have need of additional amount of funding computer rooms, accommodations and research facilities and because of lack of office accommodation around all provinces resulted them renting to buildings where there is no security and also rentals are too high.

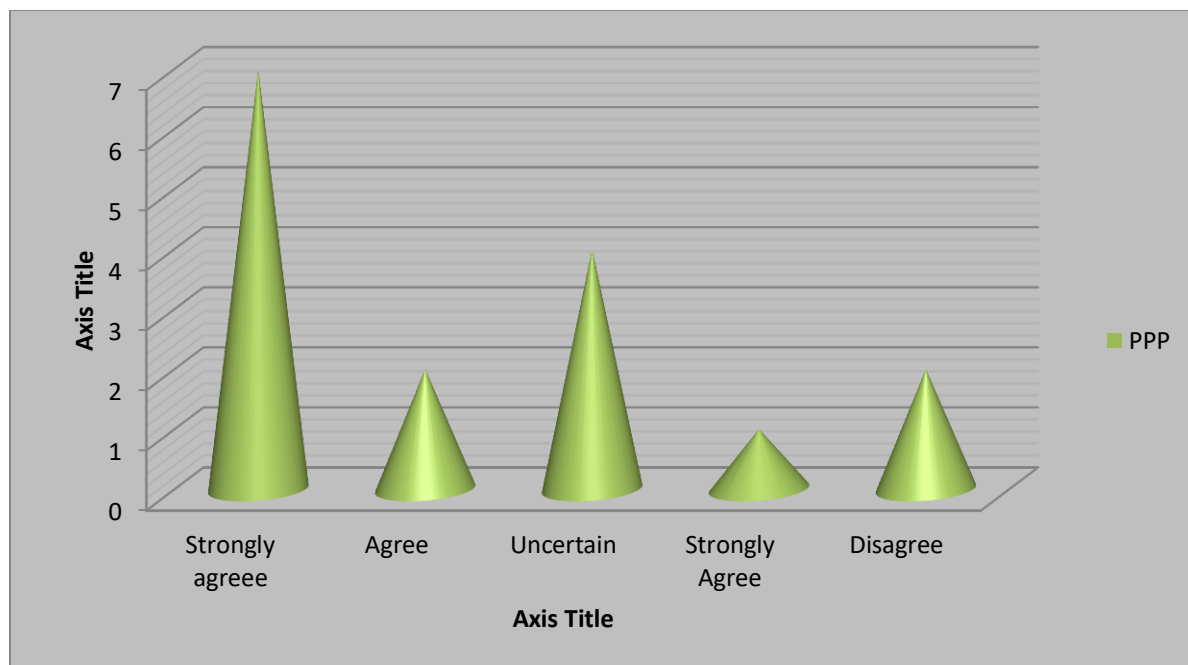
Three out of sixteen were not sure on whether lack of accommodation was a cause for not producing statistics and 1/16 (6%) strongly disagree on this factor and 2/16 (13%) also disagree, this is in line with what has been said by Cohen (2012) who said increase in number of official statistics needed by organizations has caused office accommodation and computer rooms problems to process the data at the same time. From this analysis, it has shown that lack of accommodations and computer room is affecting the number of computer statistics to be produced at the same period.

4.2.3 Options of financing statistical projects

4.2.3.1 Private Public Partnership

This question wanted to confirm whether private public partnership can be an option to finance statistical projects.

Fig 4.8



Source .Primary data

Fig 4.8 above indicate 7/16 (44%) who strongly agree and 2/6 (12%), 4/16 (25%) uncertain, 1/16 (6%) strongly disagree and 2/16 (13%) disagree on this factor as an option to finance statistical projects. The 56% of the respondents' means that 56% of the overall population at ZIMSTAT is certain that they use of PPP is an option to finance the provision of statistics. This was validated by Tan et al (2012) who postulates that PPP are designed to fund public institutions to evade borrowing costs and Van Ham et al (2011) denoted that PPP involves private and public sector

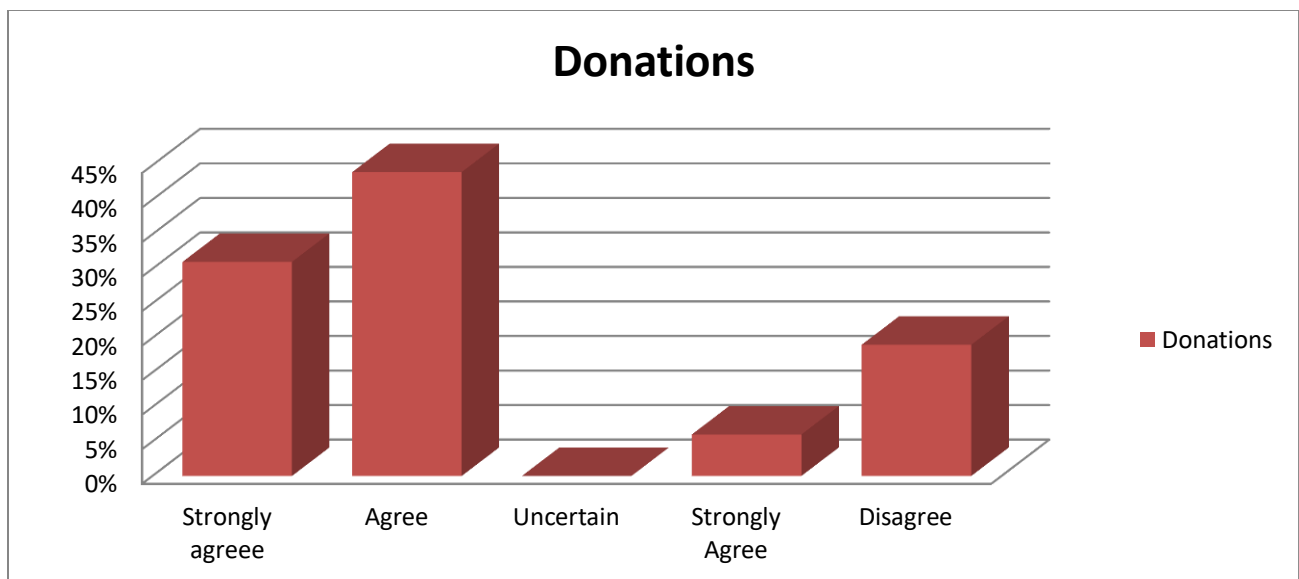
where by risk, cost and resources concerning the both developed products and services can be shared between the two.

The 25% means that quarter of the employees at ZIMSTAT are not sure whether PPP can finance statistical projects This was in line with Belka (2008) who cited that there is need for further investigation on PPP financing government statistical agencies. The19% disagree on private public partnership this is in line with Busler et al (2010) who highlighted that PPP are most popular in Europe but does not match the idea of financing public institutions due to lack of assurance in partnership ending up reverting to custom forms and separate responsibly and this is in line. In conclusion to this option the majority of the respondents are in agree that PPP can be an option to finance statistical projects.

4.2.3.2 Donor Funding

The question wanted to confirm whether donor funding is an option to finance statistical projects.

Fig 4.9



Shown on the graph above, 5/16(31%) strongly agree and 7/16(44%) also agree on donor funding as an option for financing statistical projects. This means that 75% of the employees at ZIMSTAT support use of donors. This was validated by Masterson (2015) who points out that donors have excellent technological resources since they have large investment pools and also out of 16 respondents none of them were uncertain on this option of donor funding.

Furthermore, 1/16 strongly disagree and 3/16(19%) disagree on donor funding as an option to finance statistical projects and this is in line with Brannons (2001) who argued that donors are secure in donating private foundation than to the government institutions at it can add to government coffers. Conclusively in this factor most of the respondents which is (5/16+7/16) 75% agree on the donor funding as an option to finance statistical projects.

4.2.3.3 Debt financing

On the question the main object was to gather information on whether debt financing can be an option to financé statistical projects.

Fig 4.10

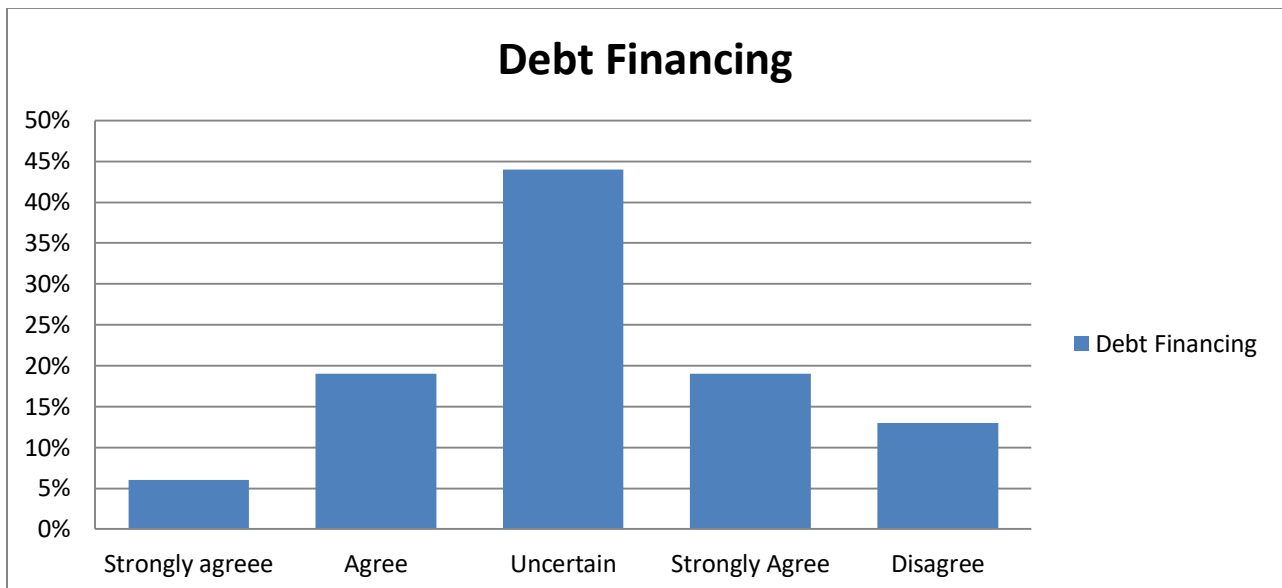


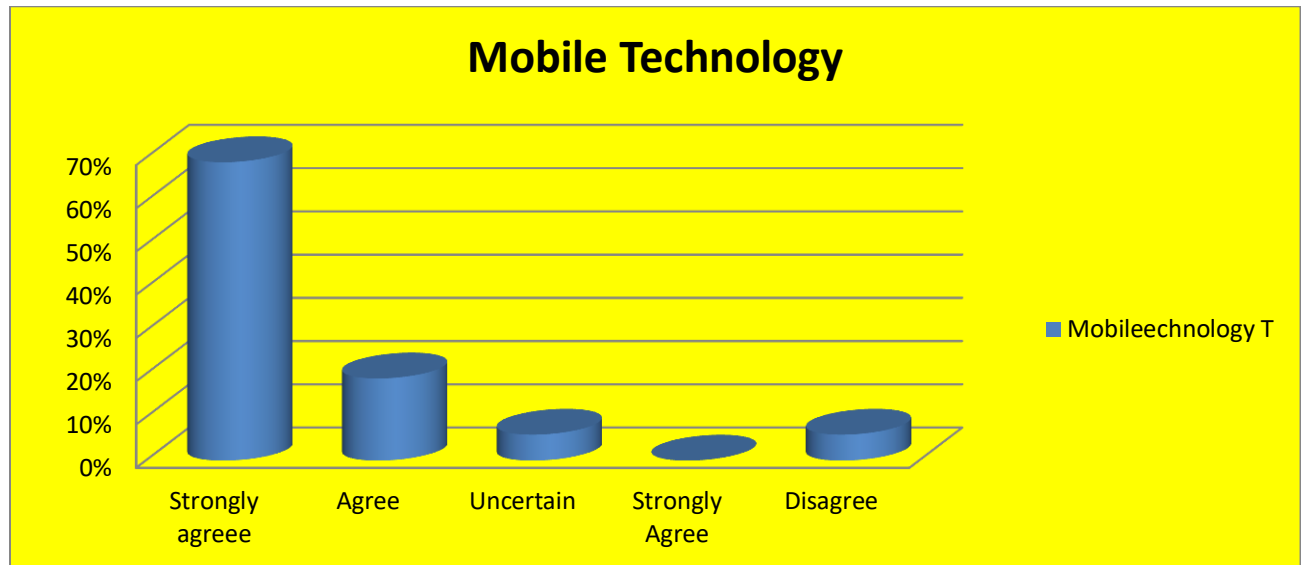
Fig 4.2.3.3 above, illustrate 1/16 (6%) strongly agree and 3/16 (19%) strongly agree on debt finance as an option to finance statistical projects. This means that 25% of the population agrees in use debt financing. this was in line with was has been said by Carey et al (2011) who denote that if government had failed to finance the projects it has to breach the gap by use of projects bonds.

On the other hand more which is 7/16 (44%) respondents were uncertain on the use of debt financing in producing statistical data. This was validated by Smith (2013) who cited that investing in donor funding remain uncertain strategy to be used by government institutions in solving the downturn in surveys. In addition, 3/16 (19%) strongly disagrees and 2/16 (13%) disagrees on this option to finance statistical agencies and this is in line with Jamson (2011) who postulates that debt financing has disadvantages in that it accrue interest at the time of repayment. In this column chart more respondents are in uncertainty on debt financing as a source to finance statistical projects.

4.2.3.4 Mobile Technology

This question wanted to confirm if use of mobile technology can enable to production of statistical projects at ZIMSTAT.

Fig 4.11



From fig 4.11 above shows that 11/16 (69%) strongly agree and 2/16(13%) agree on use of mobile technology in an unstable economy to finance statistical projects. This shows that 82% of the population at ZIMSTAT support the use of mobile technology. This was validated by Teixeira et al (2013) who stated that financing gap of government institutions can be augmented by use of available resources since the government has insufficient funds to finance its projects.

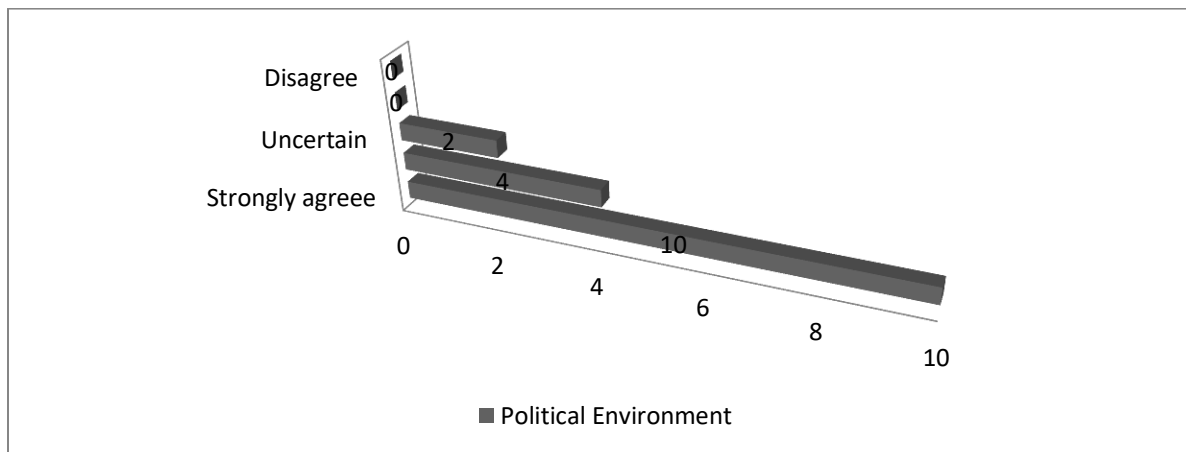
1/16(6%) was uncertain on whether mobile technology will enable finance statistical projects properly. However, 1/16(6%) disagree on use of mobile technology to finance statistical projects an this is in line with what has been said by Faridi et al (2013) use denote that use of mobile technology will lead to in developing countries and he noticed that statistical agencies in African countries are one of the institutions that are creating employment to people through surveys. In conclusion, the majority of the respondents which is 82% are in favour of the use of mobile technology in statistical projects.

4.2.4 Challenges of implementing financing options.

4.2.4.1 Political Environment

This question wanted to gather information on whether political environment will be a challenge in implementing financing options.

Fig 4.12

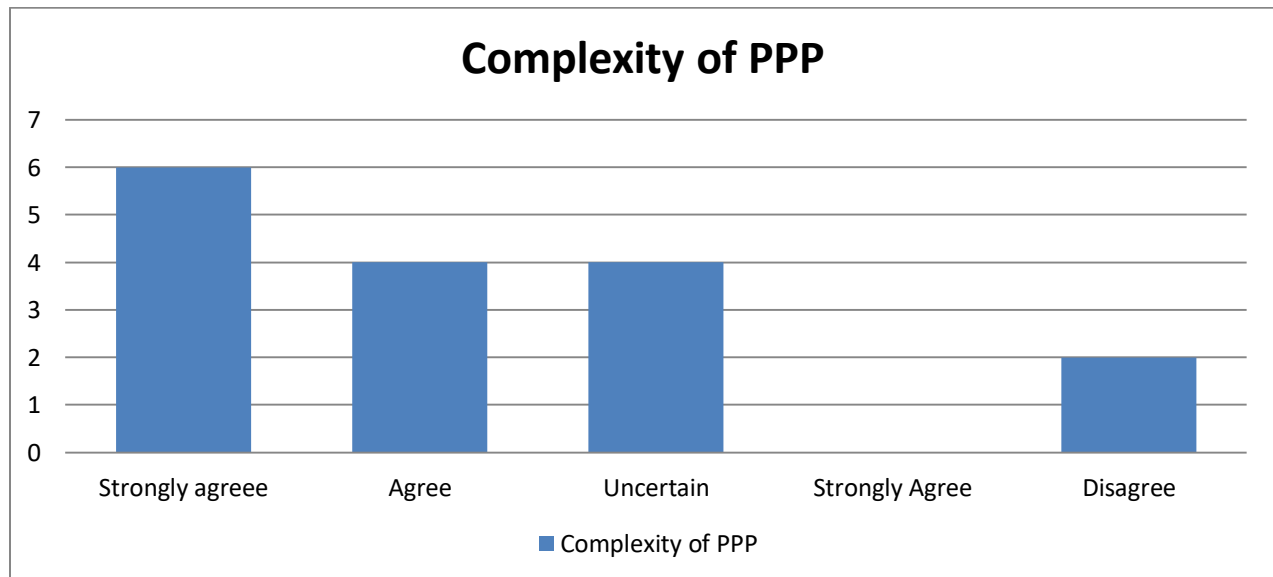


From fig 4.2.4.1 above, it indicate that 10/16 strongly agree and 4/16 agree that political environment can affect the implementation of the financing options. This is in line with what has been said by Mahalingam (2010) who cited that lack of political unwillingness challenge in implementing PPP in public sector. Moreover, 2/16 were uncertain on whether political environment can affect the implementation of financing options and 0/16 strongly disagree and disagree on political environment as a challenges. However, on this factor 14/16 respondents agreed on political environment as a challenge in implementing the financing options.

4.2.4.2 Complexity of Public Private Partnership

The question wants to get evidence on whether complexity of public partnership will be a challenge in implementation of the financing option of PPP.

Fig 4.2.4.2



Source: raw data

Fig 4.12 shows 6/16 strongly agree and 4/16 agree on the issue of complexity of PPP which result in 10/16 when aggregated and this was in line with Matos-Castano et al (2012) who pointed out that in implementation of PPP there is complexity that interplay between government institutional regulative mechanisms and the outcome on the projects and also political willingness in implementing policy into action in enabling to foster PPP development.

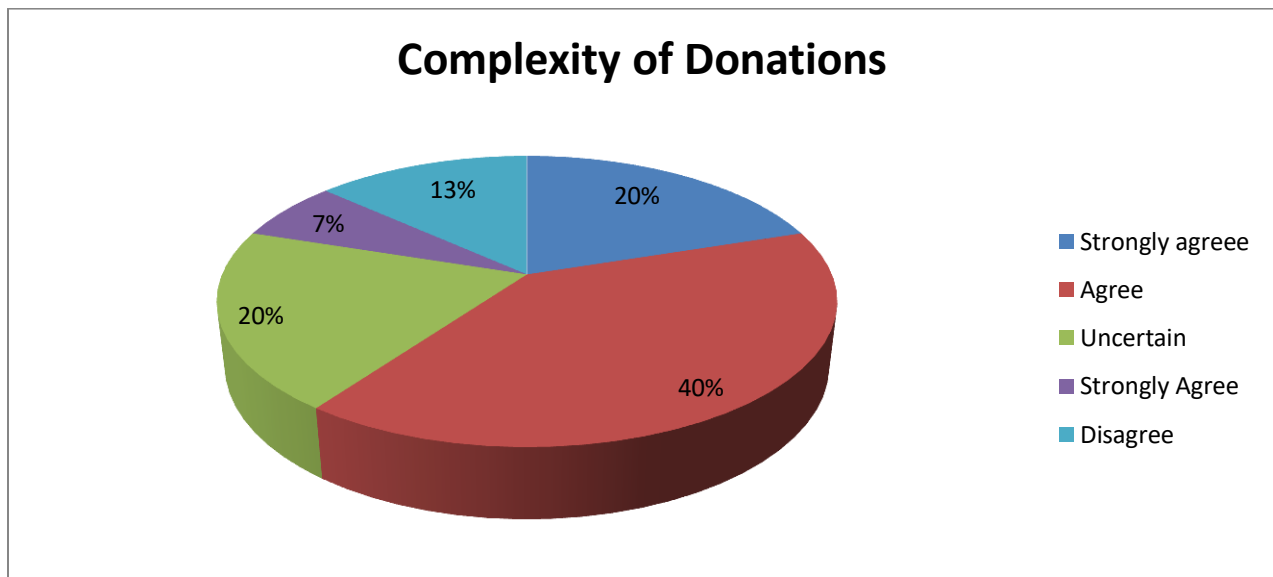
Furthermore, 4/16 respondents were also uncertain on whether there will be complexity of PPP if implemented. This was in line with Belka (2008) who cited that there is need for further

investigation on PPP financing government statistical agencies. On the other hand 2/16 (13%) disagrees on the complexity of the PPP as a challenge.

4.2.4.3 Complexity of donations

This question wanted to confirm on complexity of donations may be a challenge in implementing financing options.

Fig 4.13



Source: raw data

From fig 4.13 above 3/16 (20%) strongly agree and 6/16 (40%) agree and 3/6 (20%) where uncertain, (7%) strongly disagree and (13%) disagree on this question. The respondents (20%+40%) 60% who agree were supported by Afande (2013) who validated that with donor funding there is lack of accountability, complexity of project evaluation, fund disbursement bureaucracy and also multiple objectives and tasks in it. Banks et al (2014), highlighted that even

though donor funding is the way to close the gap in provision of services, it has challenges in inability for long term financing and they are seasonal.

The 20% of uncertainty represent the population at ZIMSTAT that are not sure whether donor funding has problems in implanting it. This was revealed by Snell and Passmore (2011) in his research highlighted that there is need of further investigation of on the complexity of donors and how they will operate in government institutions. Furthermore, 20% disagree on the complexity of donors at as challenges and this was supported by Masser et al (2014) who lighted that donor funding cannot have challenges because there are rules and regulations of the organisations they must take into account. From the findings, the researcher concludes that there are challenges in donor funding which should be taken into account.

4.2.4.4 Debt financing attracts high interests

Fig 4.14

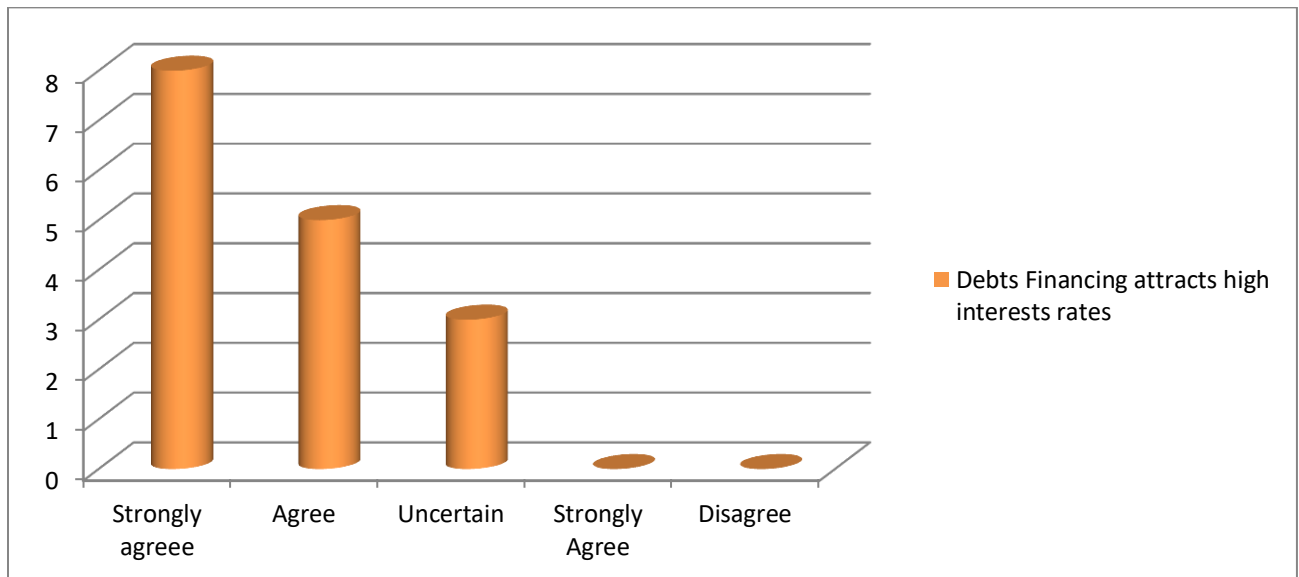


Fig 4.14 illustrates the response given by the respondents which are 8/16 (50%) strongly agree and 5/16 (31%) agree and 3/16(19%) not sure whether debt financing has high interests. None of the participants disagree on this factor. From the findings above it can be concluded that debt financing involve high interest rates and it inhibits the implementation of the financing option. This is congruent to what was eluded by Lambert (2014) debt financing has challenges in borrowing limits and this affects organisations which needs a lot of funds to provide services. However, the 19% uncertain means that the employees at ZIMSTAT does not know if there is complexity in debt financing this was in line with Ehlers (2014) who denotes that complexity of debt financing is not certain since there are private companies are involves in this markets and there is well documentation of the loan terms. This concludes that there is complexity of debt financing.

4.3 INTERVIEW RESPONSE

4.3.0 Analysis of interview response

4.3.1 What do you think are the effects of statistical data in organizations

From the interviews done all 5 of them were in support that statistical data are important in allocation of resources and design and implementation of policies. Respondents also add on to the effects saying some unavailability of official statistics result in poor allocation of state resources as they do not have the actual information on different ministries hence affecting the completion some of the projects in the country for example Tokwemukosi dam. The project manager continued saying statistics such as population are very important in allocation of the resources in the Ministry of Finance. This was supported by Biti (2010) who noted that there is

an important gap which is the supply of statistics for instance looking in the economic statistics which are the key tools in allocation of resource and monitoring economic performance and this was supported by Nyamu (2012) who argued that there is need for enough statistics data such as number of ministries , imports and exports and also inflation figures to enable effective and efficient allocation of resources in government organizations.

The design and implementation of policies was also one of the effects of statistics data in the organizations which was mentioned by the interviewees. They argued saying such national policies framework such as Zimbabwe Medium Term Plan is formulated through use of official statistics. This was in line with what has been said by UNESCO(2010) postulated that statistics are important in financial policy planning in the industrialized countries, emerging economies and developing countries to improve their economy. Moreover, the respondents have revealed that official statistics can affect the performance of companies as they need statistics data in their financial planning enabling continuity in their operating business. Statistician manager continued saying business sectors such as agriculture sector and those businesses which deals with imports and exports has been affected in their operation due to lack of up to date statistics and some organisations have closed down due to poor financial forecasting and budgeting as a result of unavailability of relevant and timeous statistics at ZIMSTAT. These effects have been highlighted by Cheug et al (2014) who noticed that availability of statistics which are irrelevant statistics have impact on financial planning hence poor performance on performance of businesses, also on closing down of companies this was in line with Mrope et al (2012) saying Kenya agriculture sector had continued to face problems in their sector due to outdated statistics available to them and has affect their financial planning to enable survival in their sector.

The project manager also added that ZIMSTAT statistics affect the daily operations of businesses in terms for those which use statistics such as exchange rate and inflation figures; they can sell their goods at low prices hence affecting their profits.

4.3.2 What are the causes of limited provision of statistical data at ZIMSTAT?

Budget deficit

Use of manual system

Staff turnover

From interviewing the top management at ZIMSTAT, 3 out of 5 revealed that budget deficit and use of manual system and also staff turnover are the major causes of limited provision of statistical data at ZIMSTAT. Budget deficit is a cause of limited provision of statistics as the agency does not generate income from producing the statistics and it receives funds from the government. In this case with unstable economy the government do not have enough funds to allocate to its ministry to enable the agency to meets its budget hence statistics are not produce

The Finance manger continued saying the only statistics which are being produce are those which do not need a lot of money and which takes less time to collect data and process it. He also mentioned that due to political issues the government cannot borrow funds from the IMF and World Bank because it does not afford to meet certain conditions due to poor relations. This was supported by Kalama et al (2012)who elaborated that the only way is to borrow from IMF and World Bank but there are certain conditions which need to be met.

The interviewee also mentioned that ZIMSTAT is using more of manual system method of which it is very costly to carry out the surveys. The Principal Accountant continued saying more than 60% of the costs are wages and salaries of enumerators for each survey and this has led the government not meeting the budget. This has been supported by Trivedi (2010) saying the existing manual system method used in developing countries to conduct their statistics projects uses more resources and has time lag challenges with impact to limited provision of statistics in the countries hence poor financial planning in organization. However the statistician manager disagree that manual system is causing limited provision of statistics. This was in support of El-Sayegh (2012) who reported that uses of enumerators in conducting surveys result in accurate information due to direct questioning to the households and also Faridi et al (2013) cited that statistical agencies in African countries are the ones who are creating employment to people.

The respondents agreed that staff turnover has affected the production of statistics at ZIMSTAT. The project manager also revealed that there is few experts of different statistics department and if we need to produce them there will be no one who will be able to interpreted and analyses the data collected. All the respondents mentioned that employees are moving to other sectors and other countries to look for greener pastures and this has be supported by Gachuhi (2011) who stated that quality of service in government institutions has been affected by lack of unqualified management since most qualified personnel are moving to other countries where there are attractive remunerations. However the finance manager was uncertain whether staff turnover is a cause for limited production of statistics since there are other personnel who now have experience in that department. This was supported by Beverly and Philip (2014) who justify that there is no evidence that job satisfaction in public sector agency has an effect on production.

However, 2/5 of the respondents revealed two factors that do have significant impact in production of poor coordination of data producers is affecting the production, Saying there is no harmonisation of methodologies. Furthermore, the statistician manager highlighted another factor which is poor strategic planning at ZIMSTAT. He further elaborated that poor management change affect the provision of statistics which involve lack of reviews and monitoring of the processes of data collection.

4.3.3 What can be the financing options for statistical projects?

From the information gathered most respondents revealed that donor funding, PPP and use mobile technology are options that can be implemented for statistical projects. These options have been mentioned by different authors who include Bothra (2012), Huebner (2012) and Stokes (2014). Borthra (2012) who noted that due to funding gap in statistical agencies in the country there is need to introduction of public private partnership and on donor funding it was supported by Huebner (2012) who agreed that projects surveys in statistical agencies can be funded through donations. Mobile technology was supported by Stokes (2014) who stated that agencies should seek to leverage their expenditure through use of efficient technology.

However, they also revealed that it is uncertain that PPP maybe be allowed to be implemented by the government and also use of donor funding since they are seasonal and political issues involved in it. The Finance manager also mentioned that he is uncertain that mobile technology will be implemented since there is high unemployment and also the network which will be used will be use of Netone of which it has problems in network coverage.

4.3.4 What can be the challenges in implementing financing options?

From the information collected, the 4 of the respondents pointed out that funding through PPP results in poor output on projects and also political issues on not to implement policies to enable PPP in a statistical agency. On implementing donor funding there is a challenge of accountability and project complexity and also on mobile technology government may not approve it to create employment to people due to high unemployment rate. Other respondents also unveiled that political environment and also lack of knowledge on how the technology will be operated.

From the above responses gathered it can be concluded that implementation of donor funding and implementation of PPP has lot of challenges. This is congruent with what has been said by Cabello (2011) who cited that a major challenge in implementing PPP is lack of experience about handling it. Mahalingam (2010) implementing PPP in public sector involves lack of political unwillingness to implement it. According to Afande (2013) implementation of Donors results in lack of accountability, funds disbursement bureaucracy and also project complexity.

4.3.5 What do you think are the best ways of financing statistical agencies in Zimbabwe?

All respondents supported use of donor funding and mobile technology as the best way to finance statistical agencies. All statisticians argued that use of mobile technology is the best way because the economy is unstable and the government does not have money due to many issues we need to be attained by the state, so use of mobile resources will efficiently enable statistics to be produced with available resources the government allocated to ZIMSTAT. The finance manager argued that use of donors will be the best way to finance the production of statistics through donors like UNICEF, UNFPA, USAID, This was supported by Mandel (2015) who

alluded that programmers and national government has to better make rapid changes in technology so as to improve planning and effectiveness and avoid inefficient use of state funds.

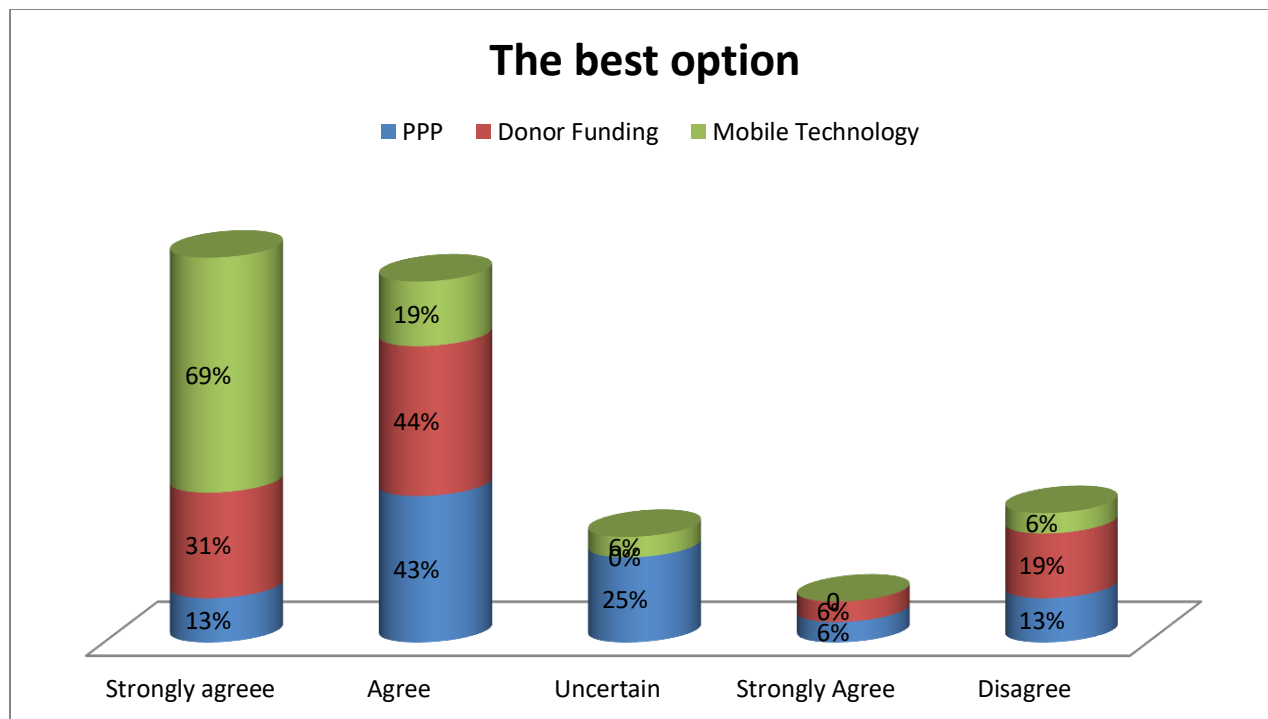
4.4 Best practice to enable ZIMSTAT to produce data efficiently

This question wanted to gather evidence on the best practice that can be done to enable production of statistical data efficiently at ZIMSTAT

Table 4.

Column1	Strongly agree	Agree	Uncertain	Strongly Agree	Disagree
PPP	2	2	4	1	2
Donor Funding	5	7	1	1	2
Mobile Technology	11	3	1	0	1

Table 4.3



From the table above it shows that 2/16(13%) strongly agree, 7/16(44%) agree and 4/6(25%) were uncertain and the (1+2)(13%) disagree that PPP is the best way to finance statistics agencies. From the above findings it can be concluded that implementation of PPP is the best practice to finance statistical agencies. This is in support with Tan et al (2012) who cited that to a PPP is way designed avoid borrowing costs in funding public institutions and this was supported by Van Ham et al (2011) who postulate that PPP is the best way to finance government agencies since it incorporate private sector and does not involve use of loans which requires interests.

Busler (2010) denotes that PPP are popular in Europe but they do not go with financing public institutions due to lack of assurance and it will end up reverting separate responsibilities. Sfakianakis (2011) supported Busler saying the introduction of PPP in government institutions weakens the government fiscal policy and this was in line with the 13% of the respondents who disagree on PPP as the best practice.

4.4.1 Donor funding

From fig 4.5 above, it shows that 5/16 strongly agree, 6/16 agree, 0/16 were uncertain, 1/16 strongly disagree and 4/16 disagree on donor funding as the best practice to enable production of statistics. This illustrates that 69% of the population sample agree, 31% disagree and using the modal it can be concluded that donor funding is the best practice to finance statistical projects. This is supported by Huebner (2012) who agreed that projects surveys in statistical agencies can be funded through donation. However, Afande (2013) argued that implementation of Donors results in lack of accountability, funds disbursement bureaucracy and also project complexity. This was in line with the 31% of the population sample who disagree on donor funding as the best practice to enable production of statistics.

4.4.2 Mobile technology

Fig 4.5 above indicate 11/16 who strongly agree, 3/16 who agree, 1/16 uncertain and 1/16 who disagree on use of mobile technology as the best option to enable provision of official statistics efficiently. This shows that 88% of the population sample agrees on use of mobile technology as the best option and 6% were not sure if it is the best option and also 6% disagree on mobile technology as the best option. The 88% population was in line with what has said by Fedorciowa (2014) who stated that technology is better than manual system because technology serves time and reduce wastage of resources to perform task in provision of goods and services This was supported by Stokes (2014) who said mobile technologies is the solution to problem of official statistics in terms of reliability, completeness and timeous because it involves harmonization of questions used in surveys to collect occupational information and also it is cheap to carry out or collect data from households. In conclusion, using the modal we can conclude that mobile technology is the best option to produce official statistics in Zimbabwe.

4.5 Summary

The research results from chapter three were presented for analysis. The questionnaires were 100% successful, and the interviews were wholly completed with 100% success rate. The results are to be presented by question under the broad headings in the research questions. Data was presented in tables, graphs and some on pie charts and then analysed. The next chapter will focus on the conclusions and recommendations.

CHAPTER 5

RECOMMENDATIONS, CONCLUSIONS AND SUMMARY

5.1 INTRODUCTION

This chapter gives remarks on the results of the study in relation to the objectives and to the extent to which they were achieved. It summaries the main research findings and implications and conclusions are provided regarding the extent on which findings comply with other researchers. The chapter will focuses on the summary of the chapters, research findings, and conclusions of the study, the recommendations made and suggestions of areas which may need further investigations. This chapter express an opinion of recommendations to the intended beneficiaries and of further research.

5.1 Executive Summary

5.1.1 Chapter 1

Chapter one introduced the problem of the study which is that the continuity of limited provision of official statistics at ZIMSTAT has affected the organizations in their financial planning for the past 3 years. The production of statistical data is not frequency in developing countries as stipulated in their statistics strategic plan. The researcher highlighted that because of this, growth of the country has been affected. The main research question was addressed which is to research if ZIMSTAT data has impact in financial planning in organizations. The chapter went on to reveal the gap that is in the previous literature which was mostly developed countries with stable economy and the research was extended to developing countries with unstable economy.

5.1.2 Chapter 2

Chapter two reviewed literature by other authors basing on the research objectives identified in chapter one. It was however proved from the literature that there is a great impact of official statistics in financial planning in organizations. The current literature that was mainly developed countries was linked to developing countries and linked to the statistical agency under study and there was need for further evidence for ZIMSTAT data. The main authors of this research were Stokes (2014), Ogwoke (2014,) Daas (2012), Lambert (2014) and Elias et al (2011). Ogwoke (2014,) validated that official statistics are imposing negative effects on financial planning in most organisations in Africa even in the whole world at large. According to Daas (2012) stated that government financial policy decisions concerning all public ministries and other matters rely on sound statistics. Elias et al (2011) highlited that manual system in conducting statistics surveys and processing the data has caused problems of over population of the workforce and this result in more expenses in wages and salaries. Furthermore, Lambert (2014) explained on the causes of limited provision of statistics saying government budget involves revenue received and revenue expected to be received and in such type of circumstances in a nation with political instability it will be very difficult for that country to finance all ministries and it will end up in statistics gaps in government agencies. Stokes (2014) validated the option which can implemented to enable statistical data to be produce effectively and efficiently saying mobile technologies is the solution to problem of official statistics in terms of reliability, completeness and timeous because it involves harmonization of questions used in surveys to collect occupational information and also it is cheap to carry out or collect data from households.

5.1.3 Chapter 3

Chapter three highlighted the qualitative approach as the research methodology used by the researcher using the interviews and questionnaires as instruments. Various documents to be used in analyzing which includes articles, journals, minutes and reports were outlined. The procedures used in data presentation and data analysis procedures were also outlined. The reliability and validity of data collected enclosed to the methodology as convincing agent to the accuracy of gathered data.

5.1.4 Chapter 4

In chapter four, the research findings from chapter three are presented for analysis. The questionnaires were 100% successful, and the interviews were wholly 100% success rate. The findings are presented question by question under the broad headings in the sub research questions. Data was presented in tables, graphs and some on pie charts. The evidence from the respondent is supported by the secondary data available and also validated by the literature review of scholars. Recommendations and conclusions are to be drawn from this chapter.

5.2 Major Research findings

This section presents the conclusions of the research study. The conclusions are based on the findings from the various tests that were undertaken during the research period. Below is an outline of major findings in this research.

5.2.1 The effects of official statistical data in organisations

From the information gathered it was concluded that the Zimbabwe national statistical agency data is important in organisations and there is statistics gap at ZIMSTAT. It has revealed that the

agency is no longer producing statistics according to its frequency hence quality of official statistics has been reduced in terms of reliability, relevance, comparability, timeliness,

Overall results indicated that official statistics have a great impact in financial planning in organisations. It has been revealed that official statistics are important in design and implantation of policies, allocation of resources and monitoring performance of companies. Statistics gap result in poor design and implementation of policies, inefficient allocation of resources, poor performance of organisation and in problems in survival of organisations

5.2.2 The cause of limited provision of data at ZIMSTAT

From the findings gathered the respondents revealed that limited provision of statistics data is caused by a number of factors which are use of manual method or system to carry out surveys and processing it, budget deficit, poor funding policies mismanagement of funds available, poor planning and unstable political environment. Respondents made known that unstable economy has affected government source of revenue hence budget deficit and this result government not able to fully fund or allocate the required funds to the agency to carry out the statistics surveys.

5.2.3 The financing option of statistical projects in agency

From the information gathered on this research, the respondents revealed that statistical agencies in developing countries can be financed through public private partnership, donor funding and use of mobile technology to carry out the statistics projects.

5.2.4 Challenges of financing options

From the finding of this research it was concluded that there are challenges which comes up with implementing of the financing options to finance statistical projects and from this research the challenges arose include poor management and poor quality on output when PPP has implemented. On implementing donor funding there is a challenge of accountability and project evaluation complexities and overriding of controls. On implementing mobile technology there are challenges of government willingness, need of training costs, good enough IT-system and reliable or good network system to be used. This shows the level of obstacles involved in implementation encountered by ZIMSTAT.

5.2.5 The best option to enable ZIMSTAT to produce data efficiently

From the research findings, it was concluded that due to economic unstable of the country the best option in enabling provision of official statistics effectively and efficiently was use of donors and mobile technology.

5.3 Recommendations

The researcher recommends that ZIMSTAT should consider adopting donor funding, and this will help the agency in carrying out statistics surveys. The donors will be agreed to fund all statistics which does not have political interests in them. This can change the financial position, financial position of cash flows and financial performance of the agency.

The introduction of mobile technology will help agency in reducing the cost of producing a statistic data since the economy is unstable government is facing challenges in financing the budgeted expenditure of the agency. This will help the agency in using less costs in terms of hiring and purchasing of computer rooms and also office accommodations in provinces will be reduce since data collected will be automatically directed to the servers at the headquarters and there automatically processed. Since $\frac{3}{4}$ of the cost of a survey is salaries and wages this means that with use of mobile technology there will be no need of many enumerators in data collection and also in data capturing and processing since it is done by the system. This reduces the cost of stationery and which is needed in the data collection from households there will be no need to have expenses in courier services such as SWIFT. Mobile technology is fast and easy in collection of data and this enable the agency to produce statistics time.

Zimbabwe National Statistical Agency in implementing of mobile technology there should be good IT-system and expertise in the information technology so that there are backups when the system is down. There is need for training on how the mobile technology operates in the collection of data. is need to train high qualified and professional accountants. Furthermore, the company need to develop financial management system to enable accuracy and timely

5.4 Suggestions for further studies

Future research may wish to extend the research to other government ministries and agencies to see if the results are similar. .The study therefore indicated that other sources of funding such as debt funding and PPP should be considered. The respondents also agreed with the scholars in

suggesting that debt funding and PPP should be considered. Those who are in charge of corporate governance at the agency should research further on the practicability of a debt funding policy and PPP policy and its effects on the debt equity ratio, statistics provision of the agency.

5.5 Summary

In the light of the findings, applying the above recommendations the quality of statistical data may be improved and also the number of accounts being qualified by the AG may be reduced. The improvement in the quality of financial reports produced by ZIMSTAT is important as it will demonstrate public accountability to its stakeholders whose support is vital in achieving its objectives.

REFERENCE LIST

JOURNALS

Abdali, F, (2011), Impact of Employee Turnover on Sustainable Growth of Organization in Computer Graphics Sector of Karachi, Pakistan, Afro Asian Journal of Social Sciences, Volume 2, No. 2.4 Quarter IV 2011

Abdessalem .T (2011), “Scope, relevance and challenges of financing Government institutions: the case of Tunisia. Prospects”, Vol.5, No.2, 2011, Available at <http://www.iisite.org> [Accessed on 14 January 2015]

Afande, O. F. (2013), ‘Factors affecting use of donor aid by international non-governmental organizations in Kenya’ A case of USAID. International Journal of Business Management and Administration Vol. 2(5), pp. 089-116, May 2013, Available online at <http://academeresearchjournals.org>

Afangideh, U.J (2014), “Financial Development and agricultural Investment in Nigeria: Historical”, Research Journal of Finance and Accounting. Vol.5, No.13

Afangideh,A, Olofin, S. and Udoma, J. (2013), “Financial Structure and Economic Growth in Nigeria”, Journal of Securities and Finance Vol. 13, No. 1, May 2013, Pp 47-68, Available from <http://www.irjcjournals.org> [Accessed 10 February 2015]

Banks, N, Hulme, D and Edwards M (2014), NGOs, States, and Donors Revisited: Still Too Close for Comfort? Volume 66, February 2015, Pages 707–718 , **Available at** <http://www.sciencedirect.com>

Barlow, J., Roehrich, J., & Wright, S. (2013). Europe sees mixed results from public-private partnerships for building and managing health care facilities and services. *Health Affairs*, 32(1), 146-154.

Batti, R.C (2014), Performance and Sustainability of Community Health centres in Kenya's Rural Areas: Case study of centres in Kathonzi , *Developing Country Studies*, Vol.4, No.12, Available at www.iiste.org

Booth, M. L. (2012), 'International physical activity questionnaire', 12-country reliability and validity. *Medicine & Science in Sports & Exercise*, 195(9131/03), 3508-1381.

Bothra, R. (2012), Striving towards a Green India Inc.: A Critical Essay on the Environmental Policies of the Indian Corporations. *NUJS L. Rev.*, 2, 243.

Carey, M. (2011), Credit risk in private debt portfolios. *The Journal of Finance*, 53(4), 1363-1387.

Cheung, S.-O.; Suen, H. C. H.; Cheung, K. K. W (2011), Web-based construction project performance monitoring system, Vol 13, No 3 , Available at <http://www.iisite.org> [Accessed on 27 January 2015]

Chibanda M, Ortmann G.F and Lyne M.C (2009), "Institutional and governance factors influencing the performance of selected smallholder agricultural cooperatives in KwaZulu-Natal", Vol 48, No 3, Available online at <http://www.iisite.org> [Accessed on 5 February 2015]

Daas,P (2014) “An Examination of the Effect of Funds Provided by Cooperative” Journal for Developing Studies. Vol.4, No.5. Available from <http://www.irjournals.org> [Accessed 10 February 2015]

Darrel, L. and Dundar, H. (2010), ‘Equity Effect of Developing Countries’, Khazar journals of Humanities and social science, Vol. 3 No 3(5).

Davey H, (2013), National Survey Using Digital Technology 2013:Journal Of Contemporary Research In Business, Vol 4, No 9 Available online at <http://www.iisite.org> [Accessed on 10 February 2015]

Emmanuel, I., and Catherine, E. Obang.(2009), ‘Tourism: A Strategy for Sustainable Economic Development in Cross River State Nigeria’. International Journal of Business and Social Science 3.5 124-129.

Ferdinal, P., (2013), Party funding and political corruption in East Asia: The cases of Japan, South Korea and Taiwan. Funding of Political Parties and Election Campaigns, 55-68.

Gherghina, R., & Crețan, G. C., (2012), Education funding methods in European states. *Journal of Knowledge Management, Economics and Information Technology*, 2(5).

Greef, E. D., & Suytack, S., (2008), ‘Custom memory management methodology: Exploration of memory organisation for embedded Policy, 13(6), 795-814

Heyer, G. D., (2014), Examining policy strategic resources allocation in a Time of Austerity, Salus Journal;, issue 2,no1

Huebner, G. (2012), Catalytic power of pyruvate decarboxylase. Rate-limiting events and microscopic rate constants from primary carbon and secondary hydrogen isotope effects. *Journal of the American Chemical Society*, 113(22), 8402-8409.

Idoko, C. U and Ikpeze, N.I (2013), Income Inequality by Income Sources in Eastern Senatorial District of Kogi State, *Research Journal of Finance and Accounting (Online)* Vol.4, No.4, Available at www.iiste.org

Jameson, K. P. (2011), The Indigenous Movement in Ecuador The Struggle for a Plurinational State. *Latin American Perspectives*, 38(1), 63-73.

Jeffrey I. E (2012), "Understanding the Poor Performance Of Nigerian Public Enterprises Focusing On The Theories Of Administrative Weaknesses", *Journal of Contemporary Research in Business Research* Vol. 4, No .5

Jones, J. (2010), Qualitative research: consensus methods for medical and health services research. *Bmj*, 311(7001), 376-380

Kalama, J, Etobu, C.E Martha C. A, & John, C.M. (2012), Legisture Jumbo Pay Cost of Government and the state of Nigeria: *Journal of Educaction and social Reasearch*.

Kanyongo, G Y.(2007), "Zimbabwe's Public Education System Reforms: Successes and Challenges." *International Education Journal* 6.1 65-74.

Kernaghan, K. (2012), Partnership and public administration: conceptual and practical considerations. *Canadian Public Administration*, 36(1), 57-76

Kwabena, A. B. M (2014), "Credit Risk Management in Financial Institutions: A Case Study of Ghana Commercial Bank Limited", *Journal of Finance and Accounting*, Vol.5, No.23.

- Leland, B. A. (2013), Description of several chemical structure file formats used by computer programs developed at Molecular Design Limited. *Journal of chemical information and computer sciences*, 32(3), 244-255
- Liu, X. (2014), Equitable financial evaluation method for public-private partnership projects. *Tsinghua Science & Technology*, 13(5), 702-707.
- Ljungquist, U (2014), ‘Core Competency beyond Identification; Presentation of a Model Management Decision’, Vol. 45, No. 3
- Lowry, R. C, Alt, J. E. (2010) ‘Divided Government, Fiscal Institutions, and Budget Deficits: Evidence from the States’, *American Political Science Review*, 88(04), 811-828.
- Mahalingam, A. (2010), PPP experiences in Indian cities: barriers, enablers, and the way forward. *Journal of Construction Engineering and Management*, 136(4), 419-429.
- Mandel, J (2015), Problems with Official Drug Statistics. [online] *Stanford Law Review*, Vol. 21, No. 5, pp. 991-1040
- Mansell. R.L., J. Winter, M. Krzepkowski, M.C, (2012), Moore Size, role and performance in the oil and gas sector Volume 5•Issue 23•July 2012, Available at www.policyschool.ca
- Martin, R., & Randal, J. (2008), How is donation behaviour affected by the donations of others?. *Journal of Economic Behavior & Organization*, 67(1), 228-238.
- Masser, B, Smith, G AND Williams L.A, (2014), Donor Research in Australia: Challenges and Promise *Transfus Med Hemother*. 2014 Jul; 41(4): 296–301.

Mbachu, J.; Nkando, R. (2007), “Factors constraining successful building project implementation in South Africa”, *Construction Management and Economics* 25(1): 39–54.

Mendelsohn, R.,(2013), *Social Causation or Social Construction of Suicide? An Investigation into the Social Organization of Official Rates*. Vol. 51, No. 1, pp. 80-100.

Muzividzi, D.K (2011), *An Evaluation of the Effectiveness of Public Financial Management System being used by Government Departments in Zimbabwe*. (2000 – 2011) (Online) *Research Journal of Finance and Accounting* Vol.4, No.4, 2013, Available at www.iiste.org

Mykland,P. A (2003), *Financial Options and Statistical Prediction Intervals*¹, *Institute of Mathematical Statistics* Vol. 31, No. 5, 1413–1438

Nordbotten ,S (2010),*The Use of Administrative Data in Official Statistics – Past, Present, and Future – With Special Reference to the Nordic Countries*, *Research Journal of Finance and Accounting* (Online) Vol.5, No.11, 2014, Available at www.iiste.org

Nyoro, J K. (2012), *Agriculture and Rural Growth in Kenya Implementation of Performance Contracting in Kenya*, *Journal of International Public Management Review* ,Vol .10 No. 2.

Obang.(2012), ‘Tourism: A Strategy for Sustainable Economic Development in Cross River State Nigeria’. *International Journal of Business and Social Science* 3.5 124-129.

Okpala, K E., (2012), *Fiscal Accountability Dilemma in Nigeria Public Sector:A Warning Model for Economic Retrogression*. *Research Journal of Finance and Accounting*. Vol 3, No 6.

Olugbenga, F. (2014), An Examination of the Effect of Funds Provided by Cooperative. Journal for Developing Studies. Vol.4, No.5.

Pescosolido, B A. and Mendelsohn, R. A., (2010), Investigation into the Social Organization of Official Rates. [online] American Journal of Sociology, Volume 51, Number 1, pp. 80-100

Samadi, A.H and Behboodi, M (2013), An investigation into the relationship between government budget deficits, defense expenditure and transfer payments in Iran, online Journal of Emerging Issues in Economics, Finance and Banking Volume:1 No.1 January 2013, Available at www.globalbizresearch.com

Sfakianakis E.,Van de Laar M.(2013), Fiscal effects and Public risk in public-private partnerships, Built Environment Projects and Asset Management, Vol 3 Iss:2, pp181-198.

Shangodoyin ,D. K & Lasisi ,T. A (2011), The Role of Statistics in National Development with Reference to Botswana and Nigeria Statistical Systems. Journal of Sustainable Development Vol. 4, No. 3; [Available www.ccsenet.org](http://www.ccsenet.org)

Sikomwe, S, Mavengere, A and Kandufa, N. P., (2014), An Evaluation of the Accuracy of Aggregate Performance: Indicators Used in the Measurement of the Performance of Zimbabwe's Manufacturing Sector. Developing Country Studies, Vol.4, No.5.

Simpson, L (2011), "Statistical exclusion, the impact of missing data", Australian Journal of Political Science, Vol.44, No.2 June 2011, pp.193–211, Available at <http://www.iisite.org> , [Accessed on 27 January 2015]

Smith, S. L. (2010), Getting More by Asking for Less: The Effects of Request Size on Donations of Charity1. Journal of Applied Social Psychology, 17(4), 392-400.

Stockwell, E .G (2013), “Some Problems concerning the Use of Official Statistics in Sociological Research”, The Milbank Memorial Fund Quarterly , Vol. 43, No. 1, pp. 10-16

Struijs P, (2014), “Statistics in Nertherlands, Journal of Economics”, Vol 10, No 11 Available online at <http://www.iisite.org> [Accessed on 28 February 2015]

Sydeny, P (2012), “Fiscal Accountability Dilemma in Nigeria Public Sector”: A Warning Model for Economic Retrogression. Research Journal of Finance and Accounting. Vol.3, No.6 Available at <http://www.iisite.org>[Accessed on 27 January 2015]

Tandberg, D. A. (2008), The politics of state higher education funding. *Higher Education in Review*, 5, 1-36.

Teixeira, P. (2006), Program diversity in higher education: an economic perspective. *Higher Education Policy*, 13(1), 99-117.

Ugwoke A.R. O., (2014),The State Joint Local Government Account System: Challenge on Rural Development in Nigeria, Research Journal of Finance and Accounting, Vol.5, No.18.

Ugwuanyi, G.O and Igwebuike A.E (2013), “The Effect of External Agencies’ Financial Assistance and Bank Credit on the Development and Growth of Small and Medium Enterprises in Nigeria”, Research Journal of Finance and Accounting, Vol.4, No.12.

Yermo, J and Severinso,C (2010), “The Impact of the Financial Crisis on Defined Benefit Plans and the Need for Counter Cyclical Funding Regulations”, Research Journal of Finance and Accounting, Vol.4, No.12.

BOOKS

Afande, O. F, (2014), 'Factors affecting use of donor aid by international non-governmental organizations in Kenya' A case of USAID

Barakat, S, Rzeszut, K and Martin, N (2012), What is the track record of multi donor trust funds in improving aid effectiveness? Systematic review, An assessment of the available evidence, London

Bumpstead, R and Alldritt, R (2011), Statistics for the people? The role of official statistics in the democratic debate 58th World Congress of the International Statistical Institute, Dublin

Burns, R. B,(2011), 'Introduction to research methods', Addison Wesley Longman.

Carre, M and Chen, M A. (2010), Llobalization and the Informal Economy: Impact on the Working Poor. Radcliffe. Harvard University

Chivore and Tarirai G.I. (2007), 'Empowering Small Business: The Effectiveness of Public Organizations in Small Business Development', Diss. Columbia University.

Collis, J., & Hussey, R. (2003), 'Business research', Basingstoke eNH NH: Palgrave Macmillan

Creswell, J. W. (2012), 'Qualitative inquiry and research design', Choosing among five approaches: Sage publications

Daas, P. J.H. and Puts, M. J.H., (2014), Statistics Netherlands, Division of Process development, IT and Methodology Methodology sector, Heerlen, The Netherlands

Davis J. (2009), 'OECD Review of Tertiary Education': Finance Land

Dereck R (2010), Linking Customer and Employees Satisfaction, Harvard Press, USA

Elliot, J., (2009), Action research for educational change. McGraw-Hill International.

Estache, A, (2014), 'Infrastructure services in developing countries: access, quality, costs, and policy reform (Vol. 3468): World Bank Publications.

Faridi, A. and El-Sayegh, S (2011), "Significant factors causing delay in the UAE construction industry", Vol.24, No.11

Fielding, N. G.,(2007), Computer analysis and qualitative research. Sage.

Flick, U, (2011), 'Introducing research methodology', A beginner's guide to doing a research project. Sage.

Franklin, C., (2012), Reliability and validity in qualitative research. The handbook of social work research methods, 273-292.

Gachuhi, P., (2011), The extent of mobile commerce adoption by selected small and medium enterprises in the central business district of Nairobi, Kenya.

Holloway, I., & Freshwater, D., (2009). Narrative research in nursing. John Wiley & Sons.

Jacques. P., (2012), Analysis of the future research needs for official statistics, Luxembourg, SA

Kiregyera, B, (2010), The evidence gap and its impact on public policy and Decision-making in developing countries, Kampala, Uganda

Kling, R. (2010), "Hopes and Horrors: Technological Utopianism and Anti-utopianism in Narratives of Computerization," in Computerization and Controversy, Kling, R. (Ed.) Academic Press, San Diego

Lausanne, L.S .,(2013) ,Strengthening civil registration and vital statistics for births, deaths and causes of death. (Resource Kit)

Lawson, M., (2011), 'Foreign Assistance: Public-Private Partnerships (PPPs)'. In C.R. Servie

Lee, A.; Cooper, R.; Aouad, G, (2001), A methodology for designing performance measures for the UK construction industry. Salford University

Lepori, B,M, Benningoff, B. Jongblood, C, Salerno and S.Slipsaeter (2007), Changing Models and Parttens of higher education funding: Strategic Knowledge, creation specialization and performance in Europe, PRIME Series on Reasearch and Innovation Policy in Europe. Cheltenham: Edward Elgar Publishing Limited.

Muhammad .N (2009), The Impact Of Employee Turnover On The Efficiency Of The Organization, Lahore

Mwamuye M. K, Nyamu H. M & Mrope N. P.,(2012) Factors Influencing Performance of Agricultural Companies in Kenya, Nairobi, Kenya

Ottichilo, W. K., J. Grunblatt, et al. (2014), Wildlife and livestock population trends in the Kenya rangeland. Wildlife Conservation by Sustainable Use, Kenya

Oyugi, W. O., (2012), "Bureaucracy and management of health services in Kenya" development policies in the Third World. Amsterdam, Vu University Press.

Penwerden R,(2014), Descriptive Research, "Definingn your respondents and drawing conslusions", Fluid Surveys University.

Tan, K. C., (2009), Stimulating carbon efficient supply chains: carbon labels and voluntary public private partnerships (Doctoral dissertation, Massachusetts Institute of Technology).

Trivedi, P, (2010), How to Evaluate Performance of Government Agency: A manual for Practitioners. World Bank

UNESCO Institute of statistics, (2010), Challenges faced by developing countries, Quebec, Canada

Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). Business research methods. Cengage Learning

OTHER SOURCES

Alceso, M. A , (2011), Descriptive Research, Available at www.slideshare.net/Angilo.

Biti T (2012) ,The 2013 National Budget Statement, 19 December, 2012

Burk. P , (2013) ,‘Donar Centered Fundraising’, Cygnus Applied Research

Busler M., (2014) ,‘The role of properly structured public –private partineships in promoting economic development’, World journal of entrepreneurship

Cabello, M., Chiappe, F., Crawford, L., De, S. & Jakobsen, M. (2011), Growth in Indonesia: is it sustainable?

Coglianesi, C., (2011), Measuring regulatory performance Evaluating the impact of regulation And regulatory . www.oecd.org.

Dilnot, A (2012), Official statistics and the voluntary sector,Monitoring Brief 5/12 Available at www.statisticsauthority.gov.uk

Ehlers, T, (2014), Understanding the challenges for infrastructure finance: Monetary and Economic Department, BIS Working Papers No 454

Hassan, M.A (2015), Research Population , Available at www.academia.edu

Ki-moon, B (2010) ,World Statistics Day recognized the important role of official statistics in policy-making for development, Available at <http://data.worldbank.org>

Lambert, D, (2014) Under Construction: India’s Infrastructure Debt Funds Their Importance, Challenges, and Opportunities, ADB South Asia Working Paper Series, No. 29

Masterson, R (2015), The Best of Both Worlds: Using Private Foundations and Donor Advised Funds, Available at www.exponentphilanthropy.org

Masterson, R(2015), The Best of Both Worlds: Using Private Foundations and Donor Advised FundsExponent Philanthropy, Available at www.exponentphilanthropy.org

McCracken, T, (2013), Technology survey Available [at www.nsba.biz](http://www.nsba.biz)

Nordbotten, S, (2010), The Use of Administrative Data in Official Statistics – Past, Present, and Future – With Special Reference to the Nordic Countries, Official Statistics in Honour of Daniel Thorburn, pp. 205–223

Paquette, K, (2011), Current Statistics on the Prevalence and Characteristics of People Experiencing Homelessness in the United States, Available at www.samhsa.gov

Richardson, J.T.E, (2010), Instruments for obtaining student feedback: a review of the literature

Stowell. R ,(2014) ,Using R for Statistics. Apress, Available at <http://www.apress.com>
The financialgazette.co.zw (25/02/2011)

United Nation (2013), Statistics and indicators for the post-2015 development agenda, United Nations Resolution on World Statistics Day, [Online] Available:
<http://www.un.org>

ZIMSTAT Expenditure Report 2013

ZIMSTAT Financial review meetings minutes

APPENDIX A: COVER LETTER

Midlands State University

P.Bag 9055

GWERU

04 April 2015

To whom it may concern

REF: QUESTIONNAIRE TO SOLICIT FOR INFORMATION

My name is Violet Chadenganga, a final year student at the Midlands State University, doing a Bachelor of Commerce Accounting Honors Degree.

In partial fulfilment of the programme we are required to carry out a research project. The title of my project is: **The impact of ZIMSTAT data in financial planning in organisations**

All information obtained will be treated with strict privacy and confidentiality and will be used for academic purposes only. Anonymity shall be maintained at all levels. Please assist by answering the below questions. There is no or right answer.

Your positive response on this is greatly appreciated.

Yours faithfully

Violet Chadenganga

Registration number R114189Q

APPENDIX B: QUESTIONNAIRE

Instructions

1. Do not write your name on the questionnaire.
2. Show response by ticking the respective answer box and fill in the relevant spaces provided.

Questions

1. The following are the effects of ZIMSTAT data in organisations

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Design and implementation of policies					
Allocation of Resources					
Performance of Organisations					

Causes of limited provision of statistical data

	Strongly Agree	Agree	Uncertain	Strongly Disagree	Disagree
Manual system					
Staff Turnover					
Government Budget deficit					
Lack of Accommodation and computer rooms					

2. Could the following be options of financing statistical projects

	Strongly Agree	Agree	Uncertain	Strongly Disagree	Disagree
Public Private Partnerships					
Donations and fundraising activities					
Debt Financing					
Mobile technology					

3. Challenges of the financing options

	Strongly Agree	Agree	Uncertain	Strongly Disagree	Disagree
Political environment					
Complexity of donations					
Complexity of public private partnership					
Debt financing attracts high interest rates					

5. Best practise to enable ZIMSTAT to produce data efficiently

	Strongly Agree	Agree	Uncertain	Strongly Disagree	Disagree
Are Public Private Partnerships best practises					
Is Donor Funding and fundraising activities the best practise					
Is Debt Financing the best practise					
Is Mobile Technology the best practise					

Appendix C

Research project interview guide

Interviews questions

1. What are the effects of statistical data in organisations?

.....
.....

2. What are the causes of limited provision of statistical data at ZIMSTAT?

.....
.....

3. What are the financing options for statistical projects?

.....
.....

4. What are the challenges of the financing options?

.....
.....

5. What do you think are the best ways of funding statistical agencies in Zimbabwe?

.....
.....

