

Analysis of Current Management Strategies on Business Operations of Two State Enterprises

Titos Mbambi¹, Dr Dominic Uzhenyu²

¹Student, Zimbabwe Open University

²Programme co-ordinator, Zimbabwe Open University

ABSTRACT

The study sought to establish how effective were the business management strategies currently being used by two state enterprises in the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development namely, the Grain Marketing Board (GMB) and the Zimbabwe National Water Authority (ZINWA). The study was prompted by the negative media reports and the complaints from key stakeholders about the operations of these institutions. The main theory underpinning the study was the Resource-Based Entrepreneurship theory (RBET) by Hussain et al. (2019) complimented by the organisation theory (Oyibo and Gabriel, 2020). The pragmatism philosophy was applied to ensure that both quantitative and qualitative aspects of study were accommodated. The study used the mixed methods paradigm and the explanatory sequential design. The target population was made up of 97 managers from both the GMB and the ZINWA, as well as government officials from the parent ministry from which a sample of 46 respondents was used to obtain quantitative data responses. A self-administered structured questionnaire and semi-structured interview guide were used. The major findings were that the two parastatals had several strategies which if fully utilised could improve their operations such as outsourcing some non-key services, holding of regular meetings to get updates on the economic activities which might impact on the entities and working with reputable partners to build business growth. The major recommended strategies are that both parastatals should conduct research to facilitate innovation and development, creating and enforcing prudent and transparent financial management systems, adoption of sound corporate governance framework (practices), as well as carrying out organisational restructuring, nurturing appropriate organisational culture and having effective performance management systems.

Keywords: Business, Business Strategy, Business Solution, Parastatal, Economy

BACKGROUND OF THE STUDY

The dramatic change in the performance of the Zimbabwe's economy following the onset of the economic and financial crises meant that business has not been business as usual, and these challenges called for a proactive management to deal with the vagaries of the economic environment (Wushe *et al*, 2015). The business environment in Zimbabwe has become turbulent, ushering in viability and operational challenges which directors and management of state-owned enterprises (SOEs) must grapple with in order to mitigate their effects (Wushe *et al*, 2015). According to a study carried out by Wushe *et al* (2015), the Zimbabwean economy witnessed large corporate failures which, if they were to be left unabated, could have brought the economy to a standstill, leaving citizens exposed to the vagaries of the economic environment. Dlamini and Mbira (2017) point out that the liquidity crisis has beleaguered banks and has been bedeviling

companies since 2009, after the introduction of the multi-currency system which has affected the Zimbabwean economic development.

STATEMENT OF THE PROBLEM

The performance of two parastatals; namely the GMB and ZINWA in Zimbabwe have not been performing to the expectation of stakeholders despite receiving government support in terms of protective legislations which give them monopoly and receive capital injection from government. The GMB operations have resulted in farmers losing confidence and not willing to supply it with grains due to delayed payments which are usually eroded by inflation.

The water situation in Zimbabwe, despite the various strategies proposed or adopted by ZINWA to attain portable and adequate water, remained unresolved (British Geological Survey, 2023; Kanyepi and Tanyanyiwa, 2021). Cities in Zimbabwe have experienced serious perennial water woes particularly because of droughts and purification challenges with residents in Harare turning to unsafe sources of water for their consumption (British Geological Survey, 2023; Kanyepi and Tanyanyiwa, 2021)..

RESEARCH OBJECTIVES

- To determine how effective are the restructuring strategies being used by GMB and ZINWA in their business operations.
- To determine how effective are the International oriented strategies in their business operations.
- To determine how effective are the Marketing and investment strategies in their business operations.
- To determine how effective are the Corporate governance strategies in their business operations.
- To determine how effective are the Human resources (workers) strategies in their business operations.

LITERATURE REVIEW

Theoretical framework

Resource-Based Entrepreneurship theory (RBET) by Hussain et al. (2019) In this study, the RBET's three theories developed by Hussain *et al.*, (2019) namely the Financial Capital/Liquidity Theory, Social Capital/Social Network Theory and Human Capital Entrepreneurship Theory supported the adoption of good strategies of business management (Hussain *et al.* 2019). The Financial Capital/Liquidity theory averred that access to financial resources or Adequate liquidity capacitates an organization to meet its obligations in time and allowed founders of businesses to grab new opportunities and in the process growing their businesses further avers that Liquidity management is credited as a lifeline of every concern and efficacious liquidity management is cardinal for well-being of an organization.

The organisation theory (Oyibo and Gabriel, 2020), maintains that organisations and managers are often confronted with challenges from their environment of the business and these challenges evolve and cause them to shift and adapt regularly and transform themselves to meet the expectations of their clientele. The theory also advances that organisations operate in fluid environments and therefore vital for them to align and re-align their elements and structure in order to survive and compete effectively.

METHODOLOGY

This study adopted a pragmatism philosophy that subsequently resulted in using the mixed methods methodology. Purposive sampling was used to select participants A self-administered structured questionnaire and semi-structured interview guide were used to obtain both quantitative and qualitative

data. The explanatory sequential design was used to collect and analyse quantitative data first, followed by qualitative data (Wiklund and Cooper, 2017). Quantitative data was analysed using descriptive statistics and for qualitative data, thematic analysis was used.

FINDINGS

Presentation of results or findings

Key: SA - Strongly agree numbered 1, A-Agree numbered 2, NS-Not sure numbered 3, D-Disagree numbered 4, SD-Strongly disagree numbered 5

1. RESTRUCTURING STRATEGIES

Table 1: Responses on restructuring strategies

STRATEGIES	RESPONSES							
	1 %	2 %	3 %	4 %	5 %	TOTAL L	1+2 %	4+5 %
1.The parastatals reduced operational costs through contracting out or outsourcing some of their services	26	28	9	20	17	100	54	37
2.The parastatals decentralised their administrative functions for quick decision making and implementation	17	43	11	22	7	100	61	28
3.Privatisation and/or commercialisation of some of the operations of the parastatals helped to stimulate business growth	9	46	26	17	2	100	54	20
4.Business restructuring helped to keep the parastatals viable	17	48	24	9	2	100	65	11

Strategy 1: Reduction of costs through contracting out or outsourcing

The majority, 54% of the total number of respondents who either agreed and/ or strongly agreed concurred that parastatals were contracting out or outsourcing non-essential services with a view to reduce operating costs. This resonates with research in America by Pang *et al* (2021) who unearthed that outsourcing is a valuable strategy for firms to gain more benefits from the global supply chain with the U.S. outsourcing industry’s revenue growing to over 20 billion U.S. dollars from 2010 to 2019 while globally, the total outsourcing industry revenue increased from 93.1 billion U.S. dollars to 135.5 billion U.S. dollars.

Strategy 2: Extent of decentralization

On decentralisation as strategy, the majority making 61% of the total number of respondents who either agreed and/ or strongly agreed confirmed that parastatals decentralised their administrative functions for real-time decision making. Mosely (2008) avers that in the past two decades there has been a strong trend toward decentralisation in labour market policies, which has been documented by discussions and conferences at the OECD level whose results show clearly that decentralisation is a complex and multifaceted process that can improve policy implementation but can also have undesirable negative effects.

Although the results suggest that decentralisation is being observed at GMB and ZINWA but this seems to apply to routine decisions and those that were major such as policy approval, recruitment of senior staff

members and board members, pricing decisions were not decentralised and left usually to for the parent ministry to determine (Mazikana, 2019, Munhenga and Mbigi, 202; Zhou, 2023).

Strategy 3: Privatisation and commercialization of some operations

Table 2: Showing responses on privatisation and/or commercialisation of some of the operations of the parastatals helped to stimulate business growth

STRATEGY	RESPONSES							
	1	2	3	4	5	TOTAL	1 + 2	4 + 5
Privatisation and/or commercialisation of some the operations of the parastatal helped to stimulate business growth	9	4 6	26	1 7	2	100	54	20

Majority making 54% of the total number of respondents held the view that the strategy helped to stimulate parastatals’ business growth in Zimbabwe. However, a study by Mapuva (2024) established that an attempt to privatise ZINWA had failed due to lack of political will and also made water less accessible to the rural and poor urban communities. For the GMB, this strategy had failed owing to perennial loss making and debt ridden and political interference (Zhou, 2012) supported by Mashingauta (2024) who raised the issue of use of political power to capture the GMB by the state, diverted GMB from its original mandate thereby inducing or worsening food shortages overtime. Privatisation elsewhere in the world scored high (Ndayako, 2009).

Strategy 4 : Effect of business restructuring on viability

Majority of respondents constituting 65% of respondents were of the view that restructuring of parastatal helped to bring back these entities to profitability. Grigorian and Raei (2010) argue that corporate debt restructuring is an important step toward recovery from a financial crisis as was done in Ukraine, Russian Federation, United States Auto Industry. However, a study by Mashingauta (2024) contends that restructuring at GMB had failed because it had been captured by the Ruling Party and individual politicians for political expediency which altered its trajectory and ultimately food security in the country. On the other hand the restructuring in water governance systems through the creation of ZINWA has led to the challenges of accessing water by the poor and vulnerable communities and there is need to provide a policy framework that supports holistic and complimentary water governance systems (Chiweshe, 2023). The following paragraph looks at international orientation strategies.

2. INTERNATIONAL ORIENTATION STRATEGIES

Table 2: Responses on international oriented strategies

STRATEGIES	RESPONSES							
	1	2	3	4	5	TOTAL	1 + 2	4 + 5
	%	%	%	%	%	%		%
1.Going global helped the parastatals to maintain viability by accessing new markets	15	15	30	27	13	100	30	40
2.The parastatals adopted an export-oriented business approach for their products and services	4	13	35	33	15	100	17	48

3.Performance comparison with similar parastatals in other countries promoted efficiency	17	37	15	20	11	100	54	30
4.The parastatals embarked on licensing and franchising to quickly penetrate foreign markets	17	18	24	24	17	100	35	41

Strategy 1: Access to global markets

The saturation of home markets led parastatals in progressive countries to consider foreign markets. Kam (2021) avers that globalization is part of our world, its effects increase day by day rapidly in economic, political, social, cultural, and technological spheres according to a research done in Central Poland. However, the strategy has not been embraced in Zimbabwe as only 30% supported its use as a good strategy. The another 30% of the total number of respondents was not sure while 40% disagreed and/ strongly disagreed with the impact of the application of the strategy in the Zimbabwean parastatals. According to this analysis, the strategy is not largely used in the local parastatals.

Strategy 2: Impact of adopting export-oriented business.

The majority making 48% of respondents who either disagreed and/ or strongly disagreed were of the view that the strategy has not been used by parastatals with the effectiveness of the strategy when applied in parastatals. This is supported by Ketels (2010) who avers that traditionally, export-led growth has been perceived as one of the most promising pathways to do so. Ketels (2010) argues that the experience of several waves of Asian economies that achieved high and sustained growth while pursuing a strong export orientation provided the empirical backdrop for this approach. Export drive is necessary particularly for GMB which should boost its forex reserves if it were to pay farmers timely and that there be incentives for commercial farmers (Gwanongodza, 2020).

Strategy 3: Effect of comparison with other countries on efficiency.

The majority making 54% of respondents who either agreed and/ or strongly agreed felt that products and services helped parastatals. The strategy is supported by Horvathova (2021), a research on benchmarking designed to find the best practices for knowledge and know-how by learning from other companies, competitors and industry leaders to gain a competitive advantage in global competition. Comparisons are very helpful for parastatals to benchmark themselves against highflyers in the same trade or business in SADC (Lorenz Carl and Rempe, 2016).

Strategy 4: Extent to which licensing and franchising were used to penetrate foreign markets.

On the adoption of this strategy, the majority making 41% who either disagreed and or strongly disagree revealed that the strategy is not being used in parastatals. The analysis shows that most parastatals in Zimbabwe do not undertake foreign investments. Although respondents in this study appear not familiar with the strategy, elsewhere it is used such as in Africa, the case of Ghana. Tumaku and Ren (2020) note that franchising approach has transformed many businesses in all sectors of the economy for most countries and Ghana should not be left out. The following paragraph examines the marketing and investment strategies.

3. MARKETING AND INVESTMENT STRATEGIES

Table 3: Responses on marketing and investment strategies

STRATEGIES	RESPONSES							
	1 %	2 %	3 %	4 %	5 %	TOTAL L %	1 + 2 %	4 + 5 %
1.The parastatals adopted public/private partnerships in resources mobilisation	24	22	37	11	7	100	46	17
2.Acquisition of capital equipment and assets through lease arrangements was of great help to the parastatals	15	46	15	13	11	100	61	24
3.Creation of good relations with financiers helped the parastatals to revamp their operations	28	50	9	11	2	100	78	13
4.Adoption of latest and efficient technology enhanced the business of the parastatals	33	39	2	15	11	100	72	26

Strategy 1: Adoption of public private partnerships

On the adoption of the strategy, majority making 46% of respondents who either agreed and or strongly agreed were for the adoption of public/private partnerships in financing parastatals, while 37% were not sure about the strategy with 17% not for it. The analysis points to the need to support use of the strategy as it is not popular with parastatals and hence its limited use in parastatals in Zimbabwe. This resonates with a study of the Dutch Foreign Ministry where it was concluded that Public-Private Partnerships were increasingly envisaged as an attractive proposition for involving the private sector in international development cooperation and by 2011, the Dutch Government had spent 48.3 million Euros on 54 PPPs in sectors like healthcare, water and sanitation and food security (Ruben, 2013). The results differ with a study by Zinyama and Nhema (2015) whose major finding was that there was a low uptake of Public-Private Partnerships (PPP) in Zimbabwe owing to lack of legal and clearly defined institutional frameworks. The reasons for low uptake of PPPs in Zimbabwe need to be scrutinized so that GMB and ZINWA can find if it's worthwhile to venture into such arrangements.

Strategy 2: Effect of acquisition of capital equipment and assets through lease

The study on this revealed that the majority making 61% of respondents who either agreed and or strongly agreed acknowledged the role of leasing arrangements in helping some parastatals to acquire critical capital equipment. The importance of leasing to finance acquisition of equipment was affirmed by a survey by the World Bank which reviewed rural leasing spanning several regions of Africa, South Asia, Central Asia, and Latin America, and several institutions in which it concluded that it is cheaper than ordinary loans (Nair *et al*, 2004). Leasing by Zimbabwe parastatals as an alternative means to minimize costs has not been effective in Zimbabwe due to speculation and risk associated with government conduct like expropriation of private property like during the chaotic land reform around 2000(Mazwi *et al*, 2019).

Strategy 3: Nature of relations with financiers on revamping operations

According to the study, the creation of good relations with financiers helped the parastatals to revamp their operations with 78% of the total number of respondents concurring that the strategy did help. The study is supported by a study Bednarikova and Cassanmagnago (2022) who aver that bankers can connect business owners with resources that can benefit them, such as other advisors or entrepreneurs as well as assisting a business owner in preparing for long-term profitability, business sale or transition, and other events. In Zimbabwe, parastatals have been known to be loss making as a result of political interferences and corruption which affect the relations with financiers such as banks who are sceptical and find them to be highly risk (Wadesango and Ndlovu, 2021). The next paragraph looks at the corporate governance strategies.

4. CORPORATE GOVERNANCE STRATEGIES

Table 4: Responses on corporate governance strategies

STRATEGIES	RESPONSES							
	1 %	2 %	3 %)	4 %	5 %	TOTAL L %	1 + 2 %	4 + 5 %)
1.Increased transparency and financial disclosure have been key in the parastatals’ performance	52	17	15	9	7	100	70	15
2.The adoption and implementation of good corporate governance policies worked for the parastatals	26	39	13	22	0	100	65	22
3.Placement of the parastatals under a dedicated supervisory agency helped to promote viabilities	9	50	26	11	4	100	59	15
13.Constantly monitoring and reporting on projects helped to improve performance of the organisations	43	37	18	2	0	100	80	2

Strategy 1: Level of transparency and financial disclosure

There was very high subscription to use or fact that increased transparency and financial disclosure to improve performance was embraced by parastatals with those in agreement making 70%. This is supported by a scientific perspective on the corporate governance framework that urges corporates to ensure that timely and accurate disclosure is made on all material matters regarding the corporation, including the financial situation, performance, ownership, and governance of the company (Janning et al, 2020). In Zimbabwe, reality showed that parastatals had poor financial prudence owing to lack of financial audits and political interference as well as protection of these abusing funds (Chilunjika and Mutizwa, 2019).

Strategy 2: Adoption and implementation of good corporate governance.

On the need for parastatals to incorporate good corporate governance policies in their list of policies, 65% of the total number of respondents either agreed and/ or strongly agreed with the adoption of strategy. The analysis points to the fact that the adoption and implementation of good corporate governance policies as

a strategy had a positive effect on parastatals. Good corporate governance in parastatals has been lacking, resulting in abuse of resources. The rampant abuse of resources triggered lack of confidence by stakeholders (Mashavave, 2017).

This is supported from a scientific perspective by the findings of a study in Indonesia by Janning *et al.* (2020) which revealed that good corporate governance is key in creating confidence to the public. Appropriate financial disclosure is very important. A study by Mazikana (2019) supported by one conducted by Zhou (2023) found that issues of good governance were not properly followed within most parastatals despite the existence of Boards which were at times not involved in decision and policy making.

Strategy 3: Effect of placement under dedicated supervisory Agency.

On whether the placement of the parastatal under a dedicated supervisory agency has helped to promote viability in parastatals, the majority making 59% of the total number of respondents who either agreed and/ or strongly agreed felt the strategy helped parastatals. The analysis points to the critical role of supervision in parastatals and therefore the need to enforce it. This is supported by a study on the importance of creating a dedicated supervisory firm carried out in New Delhi on grants extended to institutions (Siddiqui, 2018). A study by Lin et al (2020) on supervision of Chinese SOEs resulting in assets reaching RMB151,711 billion. The office in the President’s office responsible for state enterprises, State Enterprises Restructuring Agency (SERA) need to be capacitated and given legislative framework that should guide it to ensure that parastatals should be reformed in a business manner without political interference (World bank, 2021).

Strategy 4: Effect of monitoring and reporting on projects

According to the study, the strategy was highly subscribed to, with 80%of total respondents being in agreement with the importance of the strategy in Zimbabwe. Regionally, as the case of Kenya, SOEs have been reporting huge losses due to lack of close supervision which has resulted in diversion and misuse of resources. The spirit of close supervision needed to be fostered in order to streamline parastatals’ operations and bring them back to profitability (Kenya National Assembly Official Record (Hansard), 1991). For Zimbabwe parastatals, monitoring and supervision of projects or business is enshrined in the concept of Public Sector Management Reforms (PSMR) but most parastatals have failed and blaming the issue of economic sanctions yet workers attribute failure to corruption and lack of legal frameworks and policies to support the successful implementation of PSMR (Mazibuko, Smith and Chuma, 2018). The next paragraph is on human resources strategies.

5. HUMAN RESOURCES STRATEGIES

Table 5: Responses on human resources (workers) strategies

STRATEGIES	RESPONSES							
	1 %	2 %	3 %	4 %	5 %	TOTAL %	1 + 2 %	4 + 5 %
1.Development and maintenance of an appropriate human capital base for current and future requirements helped to improve performance	24	41	20	15	0	100	65	15
2.Implementation of management changes helped to improve organisational performance	26	46	11	15	2	100	72	17

3.The creation of teams of creative thinkers and doers helped to spearhead new developments in the parastatals	26	35	28	9	2	100	61	11
4. Production-linked incentives to motivate the workforce	22	32	22	13	11	100	54	24

Strategy 1: Development and maintenance of human capital base

On improvement of performance brought about by this strategy, 65% of the total number of respondents who either agreed and or strongly agreed held the view that the strategy brought some good results. The strategy is supported by a study in Nigeria on the importance of training and development of manpower which has been confirmed to be important in enhancing organizational performance, productivity and chance of survival in highly competitive and changing corporate environment (Onwaeke and Onyebuchi, 2017).

Strategy 2: Effect of management changes on organizational performance

According to this study, management changes helped to improve organisational performance of Zimbabwe’s parastatals with majority making 72% of the total number of respondents supporting the strategy. Schoenberg et al. (2013), observed that changing the top management team ensures that the organisation has new and trusted blood which has no influence of previous management. A study by Chirasha and Ganya (2018) found out that in ZINWA the changing of Boards and board committees were ineffective due to some reasons like politicking among members, lack of resources, lack of government support and lack of technocrats (experts). Furthermore, high levels of corruptions and lack of regulation and legislation enforcement were culminating in lack of accountability and commitment (Munhenga and Mbigi, 2020).

Strategy 3: Extent to which teams of creative thinkers helped in new developments.

Majority making 61% of respondents who either agreed and/ or strongly agreed felt it was critical to develop and maintain teams dedicated for new products and services development. The findings of the study resonate well with an earlier study by Strivastava and Agarwal (2012) which revealed that the future success of any organisation relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. Parastatals need to attract and retain skilled manpower if they adopt employee resourcing which includes talent management and competitive rewarding in order to retain technocrats and experts who can proffer innovation (Chamba, 2021).

Strategy 4: Impact of production/performance linked incentives on staff motivation.

On the use of the strategy of production-linked incentives to motivate the workforce, 54% of respondents who either agreed and/ or strongly agreed revealed that production-linked incentives motivated the workforce. The analysis generally points to the need for production-linked incentives in parastatals in Zimbabwe. Production-linked incentives come in different forms with motivation being one. The findings are supported by employee motivational incentive programs which have been found to be the most commonly adopted technique among organizations (Daniel, 2019). Daniel (2019) argues that the purpose of the program is to reward productive employee’s productivity, reinforce positive behaviour and stir interest in employee. Contrary to the results that there is need to motivate employees through the adoption of production linked incentives, the parastatals have been found wanting, particularly GMB which has a history of salary/wage arrears (Maunganidze, Mashavira and Mapira, 2017).

If you can classify them into those groups, it becomes easy

FINDINGS FROM INTERVIEWS

For GMB

Export orientation . Key informant 2 highlighted that although this could be a noble idea for GMB but the challenge is on the capacity which has been exacerbated by perennial droughts and in some cases side marketing by some farmers as they prefer private buyers who pay upon delivery of produce.

Key informant 2 said *“Exportation of grain has not been so much to talk about because crop production and ultimately stocks have been very low due to years of droughts and natural disasters. This has resulted in the restriction of exportation of grain by the Government. This has affected the export responsibility of GMB leading to a decline in foreign currents receipts which are key in the acquisition of capital equipment to support operations”*.

Self-sustaining financing mechanism

On the possibility of GMB coming up with self-financing mechanism, Key informant 10 highlighted that this could push the prices of grains beyond the reach of the general public as the prices will be determined by the cost of operating capital.

Key informant 12 who is a manager in GMB had this to say *“ although this a correct move in a the right direction for a competitive and liquid institution, for a key entity like GMB. a lot needs to be done first in view of the control by the government. Once GMB has the independence to develop self-financing mechanisms, the price of grain would go beyond the rich of ordinary citizens. It will take some time for GMB to manage these aspects without the support from government”*.

Importing agricultural commodities during short supply

GMB imports the same products during periods of short supply. Key informant 4 said *“Over the years, GMB has been importing grain to augment the little stocks from the meagre harvests by farmers despite the introduction of such initiatives as Pfunvudza and Presidential input schemes. The country has been struggling to feed its people from grain stocks from local farmers and hence the importation of grain to meet demand by citizenry”*

Food security

Food security through managing the whole grain value chain unlike in the past where it was playing more of a grain receiving role.

Key Informant 8 said *“The issue of managing food security can only be realised where the entity only subject to it being adequately resourced to purchase grain and make real-time payment of grain deliveries. In the absence of this, even when farmers are producing, they might end upside-marketing. This defeats the purpose of the GMB being tasked to ensure food security”*.

Various communication channels for continuous interaction.

GMB should establish various communication channels to be in touch with stakeholders particularly for information sharing.

Key Informant 2 said *“GMB has access to communication channels both public and private. The only challenge is the cost of doing so which affects the frequency of using the channels”*

For ZINWA

Water Infrastructure Projects

According to Key Informant 5, projects being undertaken by ZINWA require huge capital outlay which is not readily available. This has stalled the construction and completion of major projects with some like Tokwe-Mukorsi, Gwayi and Shangani dams not meeting completion targets.

Key Informant 5 said *“Projects being undertaken by ZINWA require huge capital outlay which is not readily available. This has stalled the construction and completion of major projects with some like Tokwe-Mukorsi, Gwayi and Shangani dams not meeting completion targets. Even general dam rehabilitations and repairs as in the cases of those damaged during periods of heavy flooding such as during cyclone Idai and Japhet require huge capital commitments which turns to be a barrier”*

Commercialisation of department

According to Key Informant 6, the decision to set up a commercial department was a long overdue initiative as this would ensure full utilisation of the water bodies. Key Informant 6 said *“the decision to set up a commercial department is a long overdue initiative as this would ensure full utilisation of the water bodies. ZINWA needs to spearhead utilisation of the infrastructure so that there is real and quick return on investments particularly that the country is experiencing perennial droughts and power shortages. Leasing of agricultural land by ZINWA helps in boosting food security by improving human livelihood”*.

Irrigation and Rural Development Department

The parent ministry in 2021 expanded the mandate of ZINWA to include irrigation development to ensure that all dams under construction are immediately utilised upon completion with the respective components of water supply, power generation (where applicable) and. ZINWA is implementing 13 major water infrastructure projects targeted under the National Development Strategy 1.

Key Informant 4 said *“ZINWA has a key role of addressing water and agriculture infrastructure development. Unlike in the past when its mandate simply looked at the construction of dams resulting in some water sources lying idle. The new mandate requires that it must make sure that appropriate use is immediately put in place such as development of agriculture and power generation as is happening at lake Mutirikwi and Tokwe-Mukorsi where mini-hydropower power stations are being set up. The whole essence is to ensure full utilisation of the infrastructures with citizens beginning to enjoy the benefits from the investments”*

CONCLUSION

In light of the findings and results, the study concluded that GMB and ZINWA had several strategies which if fully utilised could benefit them such as outsourcing some non-key services, getting into Public Private partnerships, maintaining a good human resources base for current and future requirements of the organisations. GMB and ZINWA could use incentives to motivate employee as well as promoting good corporate governance and increase financial disclosures as well thorough monitoring of projects.

RECOMMENDATION

The study makes the following major recommendations to improve business operations at GMB and ZINWA:

- To strictly adhere to good corporate governance practices such as budgetary allocations.
- To continuously monitor government projects once implemented and regularly appraise them.
- Put in place prudent and transparent financial management systems and adoption of private finance initiatives
- Get into partnerships such as public private partnership and work with credible partners
- Carry out organisational restructuring, re-design and nurturing of appropriate organisational culture
- To lease capital equipment as a way of operation financing

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