

THE IMPACT OF E-PROCUREMENT SYSTEMS ON ORGANISATIONAL PERFORMANCE CASE STUDY: WAR CHILD SOUTH SUDAN

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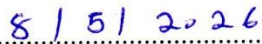


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DECLARATION

I, Diana Shally, declare that this research report entitled The Impact of E-procurement System on Organizational Performance: A case study of War Child South Sudan is my original work and it has not been submitted, either in part or in full, to any other institution or university for the award of any academic qualification.

Signature:  Date: 

APPROVAL

I hereby certify that the research report titled, “The Impact of E-Procurement on Organizational Performance” has been submitted by Diana Shally of M23B12/009 for examination with my approval as the university supervisor.

Signature.....

Date.....

MRS. COMFORT TUMUHAMYE

DEDICATION

This research is dedicated to the administration of Uganda Christian University for their continued support towards my academic journey, which has helped me come this far.

I also dedicate this work to the wider community, especially War Child South Sudan, for enabling me to carry out my research with them.

Furthermore, I dedicate this work to my family for their financial support towards my academic journey, which has contributed to my success in this journey.

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I also extend my gratitude to all staff of WCSS for their support, all lecturers of Uganda Christian University, course mates, and not forgetting all the relatives and friends. May god bless you all

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ABBREVIATION

Word	Meaning
WCSS	War Child South Sudan
ICT	Information and Communication Technology
NGO	Non- Governmental Organization
OECD	Organization of Economic Co-operation and Development
SD	Strongly agree
D	Disagree
N	Neutral
A	Agree
SA	Strongly agreed

ABSTRACT

This study examined the impact of e-procurement systems on organizational performance at War Child South Sudan. The study was guided by three objectives: to examine the relationship between e-procurement and overall organizational performance, to assess its impact on procurement efficiency and cost effectiveness, and to evaluate its impact on procurement transparency, accountability, and donor confidence. The research was motivated by the need to address inefficiencies associated with manual procurement systems in humanitarian organizations operating in fragile states like South Sudan.

A descriptive research design was adopted for this study using an approach. Data was collected from 40 respondents at WCSS using questionnaires. The data were analyzed with statistics, such as frequencies and percentages, and presented in tables and charts. The study looked at procurement efficiency, cost-effectiveness, transparency, accountability, and overall organizational performance. These key variables helped understand their impact on WCSS with a focus on procurement efficiency and how it affects cost-effectiveness, transparency, and accountability, ultimately driving performance.

The study found that e-procurement really helps WCSS work. Most people who took part in the study said that e-procurement makes it faster to buy things, reduces paperwork and mistakes, helps different departments work together better, and costs less. Also, e-procurement helps make things clear and makes people more responsible. Makes donors trust WCSS more because it's easier to keep track of records and there's less chance of cheating. The e-procurement system at WCSS makes a difference. It helps WCSS work.

CHAPTER ONE

1.0 Introduction

This chapter provided a detailed account of the background of the study and problem statements. It goes ahead to outline the purpose and objectives, research questions, significance, and scope of the study.

1.1 Background of the Study

The world today has embraced technology in all aspects of life. This development led to the emergence of e-procurement, which has proven to be an essential tool for enhancing efficiency, transparency, and accountability in organizational operations. (Joyce & Chan, 2002) define e-procurement as the use of internet-based platforms and digital tools to manage procurement processes such as e-tendering, e-bidding, e-contracting, and e-payment.

In their research, Davila, Gupta & Palmer (2003) show that globally, governments and organisations in the private sector have adopted the use of e-procurement systems to streamline processes and reduce costs. Further studies indicated the benefits of e-procurement adoption as seen in research (Croom & Brandon-Jones, 2007). E-procurement has improved efficiency, competitiveness, and organizational performance, particularly when supported by management commitment and robust ICT infrastructure.

This progress has been slowed down by things like old technology, high costs, and people not wanting to change, which have made it hard for digital technology to work well, especially in places that are still developing. The progress of digital technology has been hindered by these things. The main issues with digital technology progress are technology, high costs, and people not wanting to change. Digital technology progress is still a problem in places.

Findings by Vaidya et al., 2006 showed that e-procurement had gained momentum across Africa as part of the governance and institutional reforms aimed at fighting corruption and reducing inefficiencies in traditional procurement processes. Further studies by Twiringiyimana & Kamukama 2015 indicated that African countries had made significant efforts to digitalize procurement systems, although with varying levels of success. For example, in Tanzania, the National Housing Corporation reported that e-tendering and e-payment systems improved efficiency and costs as reported by Mrope & Namusonge 2023. The Ministry of Finance and Economic Planning in Rwanda also noted transparency and operational performance after adopting e-procurement practices, according to Twiringiyimana & Kamukama 2015. E-procurement further accelerated in East Africa during the COVID-19 pandemic, enabling organizations to minimize contact and improve the supplier networks, as noted by Mutinda & Kamau 2012 and this change has been beneficial for e-procurement in East Africa.

In a country like South Sudan that is really struggling the process of buying things had been mostly done by hand on paper. It was often slow, dishonest, and not very effective (World Bank 2023). These problems are especially serious in the area of helping people in need, where the way things are bought can affect how quickly people get the things they need to survive (World Bank, 2023). South Sudan is behind other countries in East Africa when it comes to using computers to buy things because it does not have a good system for information technology, the government is not very stable, and the organizations in charge are not very strong (World Bank 2023).

War Child, a humanitarian organization, works in areas affected by conflict. They have an office in South Sudan with its location in Juba. There, they provide education, protection, and livelihood programs. War Child UK reported on this in 2024. Like other organizations that help people, War Child South Sudan relies heavily on funding from donors and on buying things through a process called procurement to carry out their projects, as War Child UK stated in 2024. Usually, problems with procurement, such as delays, high costs, and lack of openness have limited how well they can operate. Weiu noted these challenges in 2024. War Child noticed these issues. Over the past five years started using electronic procurement. Early results suggest this has improved efficiency, accountability, and reduced costs. Made it more competitive for suppliers to bid according to Wieu in 2024.

The question of how much e-procurement helps organizations work better in places like South Sudan is not really clear. Most research has looked at government agencies or private companies in stable places. For example, researchers like Davila, Gupta, and Palmer in 2003 and Croom and Brandon-Jones in 2007 have studied this topic. This study wants to learn more about how e-procurement systems affect how well War Child South Sudan works. War Child South Sudan and other organizations like War Child UK, and people like Wieu, in 2024 should find the results to make their work more efficient and accountable, and also to inform what they do in other places affected by conflict.

1.2 Problem Statement.

Procurement systems aim to make organizations run smoothly, openly, and at a lower cost. They are expected to promote efficiency, transparency, and cost-effectiveness in operations. Through automation and digital tracking, e-procurement can help achieve this. It can enhance accountability, minimize corruption, and ensure service delivery. This way, procurement systems can make a difference.

Many organizations, in countries like South Sudan that are still developing or have been through conflict, still use manual procurement processes. These manual procurement processes are slow. They make a lot of mistakes. They are also easy to cheat and waste resources. The World Bank said this in 2023. When organizations use these procurement processes, it often takes a long time to get things done. It also costs money, and the organization does not work as well as it should. Manual procurement processes cause a lot of problems for organizations, including delays and increased costs, which reduce efficiency, as in South Sudan.

Although efforts had been made to transition from traditional procurement systems to e-procurement in some African countries, such as Rwanda and Tanzania, implementation remained inconsistent due to infrastructural, technical, and organizational challenges. (Twiringiyimana & Kamukama, 2015; Mrope & Namusonge, 2023).

In South Sudan, War Child South Sudan had introduced e-procurement systems intended to enhance transparency, accountability, and efficiency in its operations. However, available information showed that limited empirical evidence of improvement in organizational performance within the humanitarian context.

This lack of evidence created a significant knowledge gap, making it difficult to assess the impact of e-procurement systems. Therefore, this study sought to address this gap by examining the impact of e-procurement systems on the organizational performance of War Child South Sudan.

1.3 Purpose of the study

The purpose of the study was to examine the impact of e-procurement systems on the organizational performance at War Child South Sudan

1.4 Objectives of the study

- To examine relationship between e-procurement and overall organizational performance including service delivery outcomes at War Child South Sudan.
- To assess the impact of e-procurement on procurement efficiency and cost effectiveness at War Child South Sudan.
- To evaluate the effect of e-procurement on transparency, accountability, and donor confidence at War Child South Sudan.

1.5 Research questions

1. What was the connection between the adoption of e-procurement and overall organizational performance at War child South Sudan?
2. How did e-procurement affect efficiency and cost effectiveness at war Child South Sudan?
3. What was the impact e-procurement on transparency, accountability, and donor confidence at War Child South Sudan?

1.6 Significance of the study.

- This study contributed to existing literature on the adoption of e-procurement systems in post-conflicted countries, particularly focusing on the humanitarian sector.
- The findings provided insights for developing and implementing effective procurement policies and strategies aimed at enhancing efficiency, transparency, and accountability.
- The study also provided evidence on how e-procurement systems improved transparency and accountability in resource utilization and supported better allocation and management of resources.

1.7 Scope of the study

1.7.1 Geographical scope

The study focused on War Child South Sudan's headquarters located at plot No. 41B, Martyrs Street, 1st floor – NPA building, Juba, Republic of South Sudan.

1.7.2 Time scope

The study covered the period of August 2020 to December 2025 to explore the required information during the study.

1.7.3 Content scope

The study examined the impact e-procurement systems organizational performance at War Child South Sudan.

1.8 Limitations of the study

Despite the aim of examining the impact of e-procurement system on organizational performance at War Child South Sudan, several limitations could affected the study.

- Generalization of the result is limited because the study focused only on War Child South Sudan's operations in Juba, and did not represent other humanitarian organizations.
- The study relied on self reported data from staffs and officer, which may have been influenced by personal biases or subjective interpretations
- External factors such as political instability, and unreliable ICT infrastructure that affected the data collection process and may have influenced the findings.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gives a detailed overview of the existing literature related to this study “The Impact of E-procurement Systems on Organizational Performance at War Child South Sudan.” The purpose of this review is to set and establish a clear conceptual foundation, identify gaps, by positioning the research, and comparing existing research findings.

2.1 Definition of Key Variables

2.1.1 E-Procurement System

E-procurement is defined as the process of sourcing and ordering items using internet-based, web-focused and digital platforms that do private procurement activities such as requisitioning, tendering, bidding, contracting and payment (Croom & Brandon-Jones 2018). It combines information technology with procurement management, thus minimizing the need for manual paper-based and human-based processes.

As Neef (2020) states, e-procurement provides an organization with benefits such as cost savings, reduction in delays and transparency. Its principal elements are e-tendering (electronic submission of bids), e-sourcing (online supplier selection), e-ordering (automated purchase orders), and e-invoicing (digital payment management).

E-procurement presents an opportunity for War Child South Sudan to avoid the pitfalls of traditional supply chain challenges, such as delays in importing paper documents, unregulated supplier competition and high transaction costs. So automating these processes, the organization ensure efficiency, accuracy and accountability in managing the resources funded by donors.

2.1.2 Organizational Performance

Organizational performance indicated the extent to which an organization was able to operate its intended goals, objectives (Richard et al., 2009). It includes financial and non-financial aspects like cost-effectiveness, productivity, employee satisfaction, service quality and stakeholder contentment.

As Barney (2016) points out, some organizational performances can be traced back to how well resources and systems are aligned to achieve the desired results. Evaluation in humanitarian organizations is limited to the timeliness of delivery of services, cost-effectiveness, transparency (financial management), and accountability to donors and beneficiaries (Mugisha, 2021).

In this paper, e-procurement is measured on how it can help the organization of War Child South Sudan to make their organizational performance more efficiently in aspect of cost reductions, operational efficiency etc. and improve transparency and accountability through adopting the e-procurement

2.2 To Examine the Relationship Between E-Procurement and Overall Organizational Performance Including Service Delivery Outcomes at War Child South Sudan

E-procurement is increasingly recognized as a strategic tool that enhances organizational performance by streamlining procurement processes, improving resource utilization, and promoting accountability. Organizational performance refers to the ability of an organization to achieve its objectives efficiently and effectively through the optimal use of resources, resulting in improved service delivery, customer satisfaction, and operational excellence (Armstrong & Taylor, 2017). In places like War Child South Sudan people care about how they do their job. They want to make sure they help people quickly do not waste money and are honest, about how they use the money that donors give them. Using computers to buy things has helped War Child South Sudan do these things better. It gets rid of a lot of work that people used to have to do which makes things happen faster. This means that War Child South Sudan can respond to problems quickly and do a better job of helping people. War Child South Sudan is an example of how using computers to buy things can really make a difference.

Empirical studies show that e-procurement contributes significantly to performance by automating processes and promoting better information management. E-procurement systems, as noted by Croom and Brandon-Jones (2007) integrate all procurement functions from requisitioning to payment which enhances coordination and reduces costs. This automation of e-procurement eliminates duplication improves data accuracy. Provides real-time visibility across e-procurement activities. As a result organizations that use e- experience not only reduced administrative costs but also improved service delivery, as goods and services are acquired in a timely manner to support organizational goals. E-procurement also increases sourcing as found by Davila et al. (2003). Enables organizations to evaluate supplier performance more effectively leading to higher quality and reliability, in supply chains through the use of e-procurement.

In the context studies show that organizations that use e-procurement see real improvements in how well they work and the services they deliver. For example Twiringiyimana and Kamukama (2015) found that government agencies in Rwanda that started using e- systems were able to manage their money better and deliver public services on time. Similarly Mrope and Namusonge (2023) saw that in Tanzania using e-procurement in institutions made the procurement process more transparent, reduced costs and improved how well the institutions worked. This shows how e-procurement helps organizations achieve their goals in places with limited resources like South Sudan and e-procurement is very important for e-procurement to work well in these places so e-procurement is really helpful, for organizations that use e-procurement.

At War Child South Sudan the organizations performance is tied closely to War Child South Sudans ability to deliver aid efficiently and transparently. War Child South Sudan had a lot of problems with the manual procurement system it was slow and had a lot of paperwork and it was hard to keep track of what was going on with procurement.. Then War Child South Sudan started using e-procurement, which is a much better system and now War Child South Sudan can do things like automate the process of asking for something getting it approved and paying for it, which has made things a lot faster and improved communication between different departments at War Child South Sudan. This change to a system has made War Child South Sudan more accountable and has helped War Child South Sudan use donor money more effectively and it has also made it easier for War Child South Sudan to make decisions quickly and get to the information they need in real

time which helps War Child South Sudan respond to emergencies and meet its humanitarian goals, at War Child South Sudan.

E-procurement is really good for organizations because it helps them learn and get better all the time. The people who wrote about this Lysons and Farrington said in 2016 that the information we get from e- systems is very useful for managers to see how things are going if the suppliers are doing a good job and if we are using our budget wisely. This way of using data to make decisions helps us find the problems in our processes and fix them which makes our services better. In a place like South Sudan being able to do this is crucial, for helping people in need because if we can show that we are reliable and accountable then the people who give us money will trust us and keep giving us funds according to Lysons and Farrington (2016).

The thing is, even though eprocurement has some things to offer there are some problems that might get in the way. For example War Child South Sudan has limited ICT infrastructure the internet does not always work properly. The staff are not very good, at using computers. These problems can make it hard for people to use the system they might not trust it. It can be hard to get all the information to work together. So it is really important for War Child South Sudan to keep helping the staff get better at using the system make sure the system is working properly and talk to the people who are affected by it so they can keep making progress with eprocurement.

2.3 To Assess the Impact of E-Procurement on Procurement Efficiency and Cost Effectiveness at War Child South Sudan

In the non-profit world, procurement efficiency and cost effectiveness are really important for an organization to be sustainable and perform well. Procurement efficiency means that an organization can get the goods and services it needs at the time in the right quality and for the correct costs without wasting any resources. According to Thai (2007) this is a part of being efficient. On the hand cost effectiveness is about getting the best results or services without spending too much money as explained by Lyson and Farrington (2016). E-procurement is a way to make organizations more efficient comply with rules and reduce costs thanks, to automated processes, digital documents and better negotiation practices as noted by Subramaniam and Shaw (2021).

Traditional manual procurement systems have inefficiencies due to requisition. Approvals take time. The unavailability of suppliers is also a problem because of which you cannot book the required stock with an order.. There is no real-time information sharing. Traditional manual procurement systems have inefficiencies due to requisition and this is a big issue. Traditional manual procurement systems are not good they have inefficiencies due to requisition and this causes a lot of problems like approvals taking time and the unavailability of suppliers due to which you cannot book the required stock with a single order and there is no real-time information sharing, in traditional manual procurement systems. The consequences of these problems are extended procurement cycles, increased operational expenses, and lower transparency. However, e-procurement systems facilitate these processes through the automation of repetitive tasks like requisition authorization and supplier selection as well as automatic purchase order generation (Croom & Brandon-Jones 2007). This reduces the procurement cycle as well as lowers related administrative costs of printing, filing, and physical documentation. As noted by Davila, Gupta and Palmer (2003)

Internationally, e-procurement has significantly enhanced procurement efficiency. E-procurement systems are designed to eradicate duplication of approval stages which reduces human errors and improves operational productivity, demonstrated in studies such as Vaidya et al (2006) Likewise, Subramaniam and Shaw (2021) stated that automation reduces manual interventions which execution of faster procurement cycle times and improve interdepartmental coordination. With real-time data sharing and electronic approval systems, organizations are now better positioned to make timely purchasing decisions without unnecessary delays that would drain the coffers.

There has been an adoption of e-procurement in Africa as part of the public sector. This has been aimed at improving efficiency and cost management. A study conducted in Rwanda by Twiringiyimana and Kamukama (2015) showed that there was a 35% reduction in procurement costs and in improvement in transparency and supplier competition and this came with the adoption of e-procurement. Furthermore, in a study conducted in Tanzania, Mrope and Namusonge (2023) found out that the public institutions implementing e-procurement experienced reductions in lead time and administrative costs hence achieving greater cost effectiveness. This really shows that e-procurement is very important for making things work better and saving money in different

situations. E-procurement can make a difference, in how well things run and how much money is saved.

Coming back to War Child South Sudan, the adoption of e-procurement is a step forward for War Child South Sudan to improve War Child South Sudans operational efficiency in a really tough humanitarian environment. War Child South Sudan had a lot of problems before they started using e-procurement, like delays and mistakes with documents and trouble working with suppliers. This was because War Child South Sudan was relying too much on doing things by hand. When War Child South Sudan introduced e-procurement it helped automate a lot of tasks such as processing requests evaluating suppliers and approving payments, which has made the whole workflow, at War Child South Sudan more efficient.

War Child South Sudan depends a lot on donor money so being cost effective is very important. Armstrong and Taylor (2017) say that e-procurement helps with accountability by letting organizations track costs, against budgets in real time. This is what happened with War Child South Sudan, where the system stopped purchases and prevented budget overruns, which helped them follow donor financial rules. Taylor (2017)

E-procurement is also good for the environment because it helps manage resources in a way. The system supports operational sustainability. It does this by reducing the need for paper cutting down on transport for moving documents and lowering storage costs. This is what the Organisation for Economic Co-operation and Development said in 2018. E-procurement also works well with accounting systems. This helps the people in charge of buying things and the people in charge of money work together smoothly. This makes the financial reports more accurate. It also makes it easier to make decisions and prepare for audits as Mutinda and Kamau found out in 2019. E-procurement really makes a difference, in how the procurement and finance departments work together.

The thing is, when we do not have computer systems and internet connections that work all the time and people are not taught how to use them properly it can really stop us from saving time and money with Information and Communication Technology or ICT for short and this is a big problem, with ICT. ICT can be very helpful. Only if we have good ICT infrastructure and good internet connections and people know how to use ICT.. Despite a promise of trust in the system, poor

security is likely to lead to power outages and connectivity disruptions that could undermine its reliability in South Sudan. War Child South Sudan will need to continually build capacity, provide support for systems at local level and help stabilize infrastructure, if it wants to realize the cost and efficiency benefits in full.25 | Page

2.4 To Evaluate the Effect of E-Procurement on Transparency, Accountability, and Donor Confidence at War Child South Sudan

Transparency and accountability lie at the core of any procurement management process, especially for humanitarian agencies that use donor money. While transparency strives to have procurement decisions become supported by verifiable and documented information, the decision-making process must be transparent, traceable as well as fair. Accountability requires that everyone, individual sources or departments covering with the bulk of any procurement are answerable for its actions (OECD, 2018). It was noted nationally, that e-procurement is a game-changing concept to advance these principles, by ensuring automated transactions and reducing the opportunities for corruption, favoritism and mismanagements (Mutinda & Kamau, 2019)

Traditional manual procurement systems can be manipulated because of minimal documentation required in comparison to an automated system where additional information such as documents or audit logs are generated in various ways which explains the choice of suppliers (Davila et al, 2003). This lack of transparency frequently leads to unethical behavior, including collusion and misallocation. On the other hand, e-procurement offers an electronic board for all phases from requisition to payment so that all documents can be stored and accessed digitally by permitted parties. The traceability helps procurement officers and suppliers operate within guidelines, compliance, and ethical behavior (Croom & Brandon-Jones 2007).

Open bidding process, electronic tenders' publication, and online supplier registration systems facilitate transparency in e-procurement. Such mechanisms facilitate equal access to information, which enhances fairness and levels the playing field among suppliers (OECD, 2018). According to Mrope and Namusonge (2023); Ouma (2020), e-procurement in Kenya and Tanzania reduces favoritism as well as increases supplier confidence through the creation of an equal platform. For example, Ouma (2020) discovered that transparency improved organizational image and

reputation with stakeholders and promoted more robust partnerships between organizations and their ultimate donors or suppliers.

This is more pronounced in the case of War Child South Sudan which has a heavy reliance on external funding and works in a very fragile, conflict-affected context, thus transparency and accountability are of paramount importance. War Child uses an e-procurement system for all transactions that is fully documented and traceable with the transaction phases from requisition approval to delivery. This digital traceability helps us keep an eye, on procurement activities all the time. It reduces the chances of corruption, irregularities and financial mismanagement. The automated approval workflows make sure procurement decisions follow the rules and guidelines set by donors and other important stakeholders. This strengthens controls and compliance.

E procurement also works with electronic audit trails and reporting systems, which helps to create accountability. This is very different from the manual systems. Records in procurement make it easier to do internal and external audits because all transactions can be easily traced. We can always find the data that shows what happened in each transaction. As Armstrong and Taylor said in 2017, this makes things a lot clearer. This accountability mechanism is important because it helps with donor reporting requirements. This means that the funds are used in a way, that is also good, for War Child South Sudan.

At the same time e-procurement makes it easy to be accountable for operations. This method makes roles and responsibilities, in procurement clear. The system allows for approvals and access permissions. Only authorized staff can make procurement decisions with these permissions (. Shaw, 2021).

There are lots of studies that show how e-procurement, accountability and donors confidence are connected. For example Mutinda and Kamau (2019) found out that organizations that use e-procurement have problems with audits and are better at keeping donors. Ochieng (2019) also said that when organizations report things on time and in a way donors get more involved. This is really important in places like South Sudan, where the system of governing's not very strong because e-procurement helps prevent people from taking resources they should not have and it gives donors the confidence they need to keep supporting these organizations and that is why e-procurement is

so important for getting and keeping donors confidence and having good accountability as seen in the studies, by Mutinda and Kamau (2019) and Ochieng (2019).

Even with all the good things about it there are still problems with e-procurement. Some people do not have internet connections some staff members are not trained well and many people do not know much about technology, which can make things not transparent as the World Bank said in 2023. Also if we do not connect e-procurement to the systems that manage our money we might not have information and we might not be able to trust the records of what we do. So we need to update our systems and help our staff learn more so that we can keep being transparent and accountable, at War Child South Sudan.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter gave a detailed approach taken and methods used to investigate the effect of e-procurement systems on War Child South Sudan organizational performance. It defined the research design, presented details on participant selection, discussed sampling techniques used, and specified instruments and procedures used for data collection. It also outlined data processing and analysis methods, as well as the strategies adopted to ensure reliability and validity of results.

3.1 RESEARCH DESIGN

To ensure effective collection of data and information relevant to this study, a research design was created. For this study, focused on War Child South Sudan, a mixed method design was implemented to fit the nature of the case study. This design combined a quantitative and qualitative approaches.

The quantitative approach aimed at determining the effects of e-procurement on the organizational performances. This was achieved through the collection of responses guided by structured questionnaires.

To complement the quantitative data, a qualitative approach was also used. We got the information we needed by talking to the people at War Child South Sudan. We had conversations with them that were not too formal so they could share their thoughts and experiences with us. The people at War Child South Sudan were very helpful. Told us a lot of useful things. We collected all the data and information from these conversations with the key people, at War Child South Sudan.

This way of doing research is a fit for this study. It gives us information about how e-procurement works. The research approach also helps us understand the things that can affect how e-procurement is put into place. We get to see what challenges people face when they try to use e-procurement. This study is about e-procurement. This approach is good, for e-procurement because it looks at the big picture.

3.2 SAMPLING TECHNIQUE

The study. two ways are used to get people to be in the study. They used a method where they picked people on purpose and another method where they picked people by chance. This was done so they could get the information they needed about the study topic, the data and the information, about the things they were looking at the data and the information.

We chose people to talk to because they were important at War Child South Sudan. These people were picked because they knew a lot about buying things and making decisions for War Child South Sudan. We wanted to talk to them because of their experience with procurement and decision-making, at War Child South Sudan. The Key respondents included staff from the procurement, finance, logistics and administration departments.

The second sampling technique used was simple random sampling. This targeted the wider employee population where respondents were randomly selected for the questionnaire survey. This method helped ensure fairness and reduced selection bias.

The combination of these two sampling techniques ensured that data were collected from all relevant respondents and that participation was inclusive.

3.3 SAMPLE SIZE

For the study, an appropriate sample size was essential for collecting sufficient and relevant data. Two approaches were used to determine the sample size.

The first approach was the qualitative approach where in-depth interviews were conducted with purposely selected staff members from departments such as the procurement and finance departments. These participants were chosen because of their direct involvement in the e-procurement implementation.

The second approach was quantitative one, where structured questionnaires were distributed to employees of War Child South Sudan.

The sample size for the survey was determined using Yamane's (1967) formula which has a 95% confidence level and only a 5% error margin.

$$n = N/1+N(e)^2$$

n= sample size

Where:

N= Population size

e = margin of error

$$n = 44/1+44(0.05)^2$$

$$n = 44/1.11$$

$$n = 39.63$$

$$n = 40$$

From the above calculation, the final sample size was 40.

3.4 DATA COLLECTION SOURCES

To obtain comprehensive data for the study, both primary and secondary data sources were utilized.

Primary data were collected from the staff of War Child South Sudan through structured questionnaires and semi-structured interviews. This approach provided firsthand information regarding the use and impact of e-procurement systems.

Secondary data were obtained from reviewing and analyzing internal documents from War Child South Sudan, including procurement policies, procurement reports, and audit reports. Additional secondary data were sourced from academic publications.

3.5 DATA COLLECTION INSTRUMENTS

This study employed two data collection instruments. The structured and semi-structured tools.

The semi-structured involved designing interviews guides to obtain detailed qualitative information from selected key personnels. This included open-ended questions that allowed for in-

depth discussion on the adoption and implementation of e-procurement systems at War Child South Sudan.

The structured approach involved use of structured questionnaires used to collect quantitative data from a larger group of employees. The questionnaire included a five-point Likert scale that ranges from Strongly Disagree to Strongly Agree. It was designed to capture demographic information and statements aligned with the objectives of the study.

3.6 DATA COLLECTION PROCEDURES

This study followed a well designed procedure for data collection.

First, an introductory letter was obtained from the university and this was presented to the management of War Child South Sudan. This was intended to seek authorization and approval to conduct the study.

Upon approval, the pre-designed questionnaires were distributed to the selected respondents and collected upon completion. At the same time, interviews were scheduled with key respondents.

To ensure transparency, all participants were informed about the purpose of the study. Data was collected and It was done ethically..

3.7 RELIABILITY AND VALIDITY

Reliability is about how consistent the tools for collecting data're. To check if the questionnaire was reliable we used something called Cronbachs alpha. A score of 0.7 or higher is considered good. We also made sure that all the interviews followed a set guide so everything was done in an consistent way. Reliability is important so we checked it with tools like Cronbachs alpha. Made sure our guides, for interviews were standardized and our data collection tools gave consistent results.

Validity focused on ensuring that the instruments measured what they were intended to measure. Content validity was ensured through a comprehensive review of literature and consultation with academic supervisors. The use of both quantitative and qualitative methods enhanced methodological triangulation, thereby strengthening the credibility and robustness of the findings.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND PRESENTATION OF FINDINGS

4.0 INTRODUCTION

This chapter presents the analysis, interpretation, and presentation of data from 40 respondents at War Child South Sudan. The data was collected using a questionnaire and focused on key demographic characteristics such as gender, age, level of education, department, and length of service of the respondents. In addition, the chapter presents findings on the impact of e-procurement efficiency and cost effectiveness, the effect of e-procurement on transparency and accountability, and the relationship between e-procurement and organizational performance.

4.1 FINDING ON DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

4.1.1 GENDER DISTRIBUTION

The table below illustrate the gender distribution of the respondents

Gender	Frequency	Percentage (%)
Male	21	52.5
Female	19	47.5
Total	40	100

Table 4.1: Gender distribution of respondents

1. Gender

40 responses

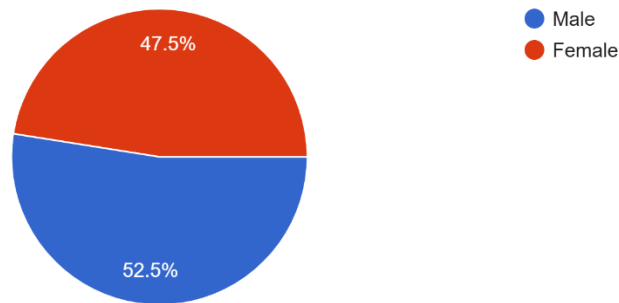


Figure 4.1: A Pie Chart Showing Gender Distribution of Respondents

From the data, it is evident that the majority of the respondents 21 (52.5%) were male, while 19(47.5%) were female. This indicates both genders were fairly represented among employees at War child South Sudan, which allowed the study to capture balanced perspectives regarding the use of e-procurement systems in the organization

4.1.2 Age Bracket

The table below shows the age distribution of the respondents

Age bracket	Frequency	Percentage(%)
18-25 YEARS	22	55
26-30 YEARS	13	32.5
31-35 YEARS	4	10
36- 40 YEARS	1	2.5
41 YEARS AND ABOVE	0	0
TOTAL	40	100

Table 4.2: Age distribution of respondents

2. Age Range

40 responses

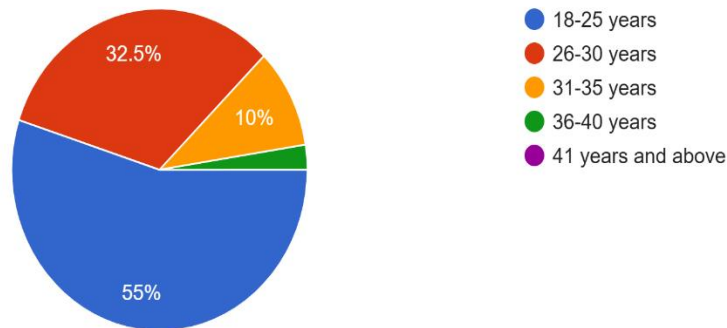


Figure 4.2: A pie chart showing the Age Bracket Distribution for respondents

The findings indicate that 22 (55%) respondents fall within the 18-25 years age bracket, followed by 13 (32.5%) within the 26-30 years bracket. with 4(10%) of the respondents between the age 31-35, while 1(2.5%) of the respondents fall between 36-40 years age bracket, finally the finding indicated that organization had no one at the age bracket of 41 and above with 0%. This shows that the workforce in the organization consist largely of young professionals who are likely more adaptable to technological systems such as e-procurement which is a new technology that is coming out into the industry.

4.1.3 Level of Education

The Educational qualifications of the respondents are displayed in the table below

Level of Education	Frequency	Percentage (%)
Certificate	0	0
Diploma	3	7.5
Degree	36	90
Master's	1	2.5

Total	40	100
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Table 4.3: Level of Education of respondents

3. Level of Education

40 responses

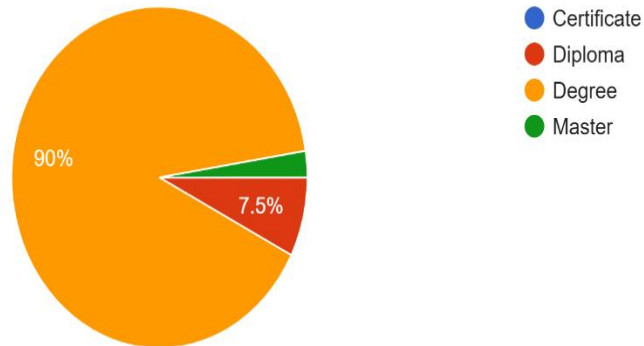


Figure 4.3: A pie chart showing level of Education of Respondents

The finding show that the majority of the respondents 36 (90%) holds bachelor's degrees this portray how much the workers are qualified to the standard of the modern innovation that in attached to current trend of higher institutions of learning, followed by 3 (7.5) with diplomas, and 1 (2.5%) with a master's degree. This implies that the organization employees a highly educated workforce capable of effectively adopting technological systems such as e-procurement with the better understanding of the system trends.

4.1.4 Department of respondents

The distribution of respondents across different department within the organization is shown below.

Department	Frequency	Percentage(%)
Procurement	13	32.5
Finance	5	12.5

Logistics	3	7.5
Marketing	4	10
Other department	15	37.5
Total	40	100

Table 4.4: Department of respondents

4. Department

40 responses

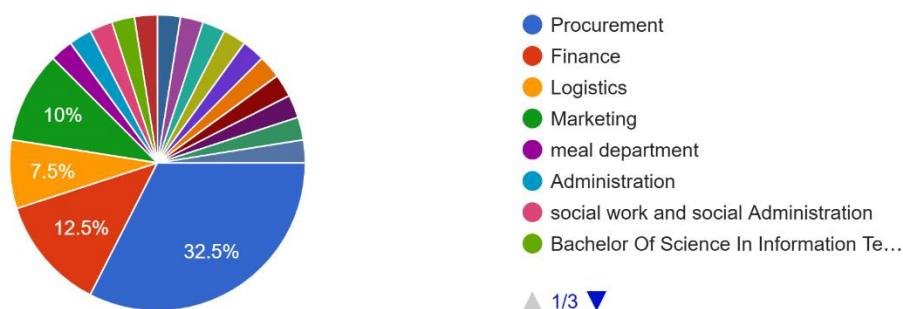


Figure 4.4: A pie chart showing Departments of respondents

The findings indicate that the procurement department had the highest number of respondents 13 (32.5%) this depict how much the procurement department is vital in the operation of the organization, finding from respondents from other department came next with a 15(37.5%), followed by 5(12.5%) respondents from finance department, the marketing department with 4(10%),and finally logistics department with 3(7.5%) of respondents, generally this shows the organization is dominated by procurement department who are the most engaged in the procurement circle processes.

4.1.5 Length of service of respondents

Length of service	frequency	Percentage(%)
0-5	34	85

6-15	5	12.5
16 years and above	1	2.5
Total	40	100

Table 4.5: Length of service of respondents

5. Length of service

40 responses

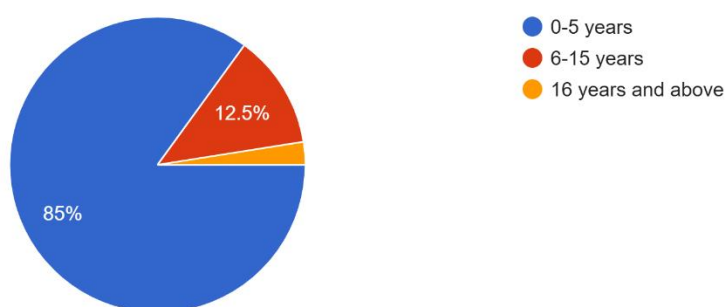


Figure 4.5: A pie chart showing Length of service of respondents

The data shows that the majority of the respondents 34 (85%) have worked with the organization for 0-5 years, followed by 5 (12.5%) worked with the organization for 6-15 years, and lastly 1 (2.5%) of the respondents who worked with the organization for above 16 years. This findings indicates that most employees are relatively new in the organization and since digital procurement is new era to world many are well informed of the innovation of the system, which may influence how quickly they adopt digital procurement system.

4.2 Finding on the impact of E-procurement on procurement efficiency and cost effectiveness

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%

E-procurement has reduced procurement cycle time	1	2.5	2	5	9	22.5	15	37.5	13	32.5
The system has reduced paperwork and manual errors	0	0	1	2.5	4	10	19	47.5	16	40
Procurement costs have reduced since adopting e-procurement	2	5	2	5	9	22.5	16	40	11	27.5
Competitive supplier selection has improved	2	5	0	0	7	17.5	16	40	14	35
Coordination between procurement and finance department has improved	1	2.5	0	0	1	2.5	22	55	16	40

Table 4.6: Impact of E-procurement on Efficiency and Cost Effectiveness

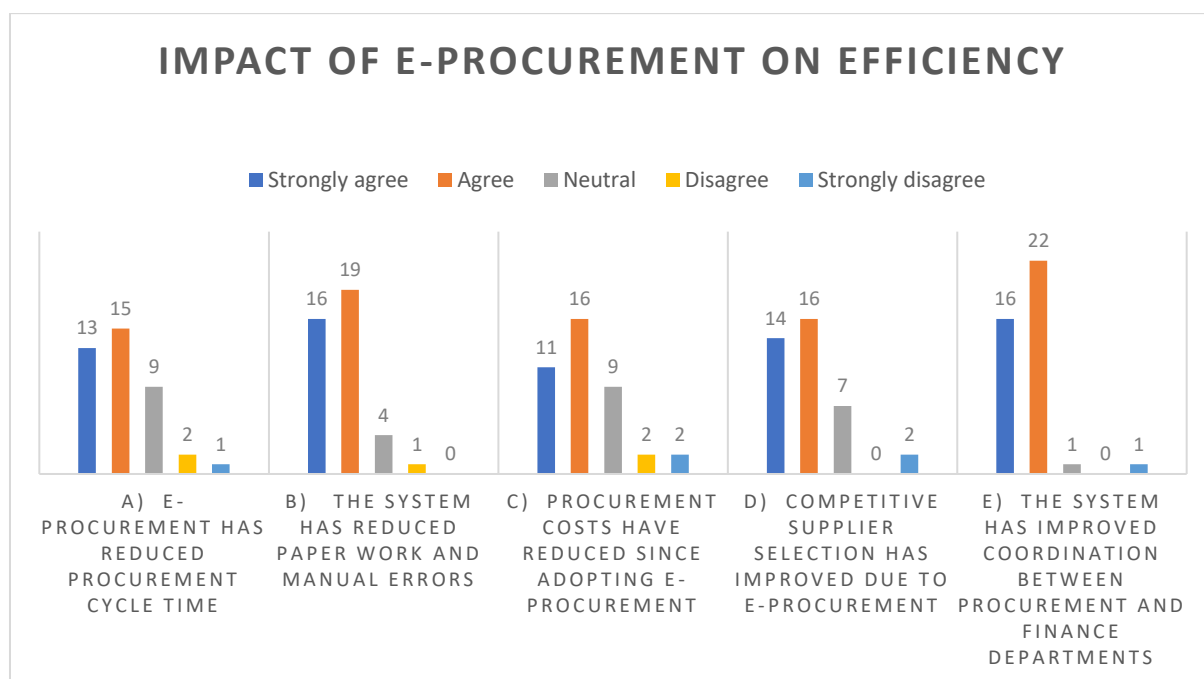


Figure 4.6: Impact of E-procurement on Efficiency

The study data and findings on Impact of E-procurement on Efficiency reveals that 15(37.5%) respondents agreed, and 13(32.5%) strongly agreed, while 9(22.5%) were neutral, 2(5%) disagreed,

and 1(2.5%) strongly disagreed all that above are finding depicted different options on E-procurement reducing procurement cycle time, also the outcomes of system system reducing paperwork and manual errors with 19(47.5%) agreeing and 16(40%) strongly agreeing, only 4(10%) remained neutral, 1(2.5%) disagreed, and 0(0%) strongly disagreed. The above data shows how digital transition has successfully streamlined task and accelerated procurement timeline.

Additionally, procurement cost finding reflect that at a total of 16(40%) respondents agreed and 11(27.5%) strongly agreed that costs have dropped since adopting e-procurement. However, 9(22.5%) participants took a neutral stance, while 2(5%) disagreed, while 2(5%) strongly disagreed. While the two-thirds of the workforce recognizes as a financial benefits, however the disagreement rates suggests that cost-effectiveness may still be influenced.

Competitive supplier selection indicates e-procurement findings reveals that 16(40%) of the respondents agreed and 14(35%) strongly agreed that selection has improved, supported by 7(17.5%) who are neutral. Only 2(5%) strongly disagreed and 0(0%) disagreed with the statement. This suggest that the transparency and reach of the e-procurement system allow for more rigorous and beneficial vendor comparison that previous manual methods, leading to better informed purchasing decisions.

The coordination between the procurement and finance departments, the findings portrays that 22(55%) of the respondents agreed and 16(40%) strongly agreed that cooperation has improved. Only 1(2.5%) respondents remained neutral and 1(2.5%) strongly disagreed, while 0(0%) disagreed. Overall the findings shows that implementing e-procurement has not only improved individual task efficiency and cost effectiveness but also unified internal departments through data sharing and communication.

4.3 Findings on the effect of E-procurement on Transparency, accountability, and donor confidence

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%

E-procurement has increased transparency	3	7.5	1	2.5	3	7.5	20	50	13	32.5
Records are easily traceable	4	10	1	2.5	2	5	19	47.5	14	35
The system minimizes fraud	2	2	3	7.5	3	7.5	17	42.5	15	37.5
E-pronouncement improves accountability	3	7.5	1	2.5	2	5	19	47.5	15	37.5
The system strengthen donor confidence	1	2.5	1	2.5	9	22.5	15	37.5	14	35

Table 4.7: Effect of E-procurement on Transparency, Accountability, and Donor Confidence

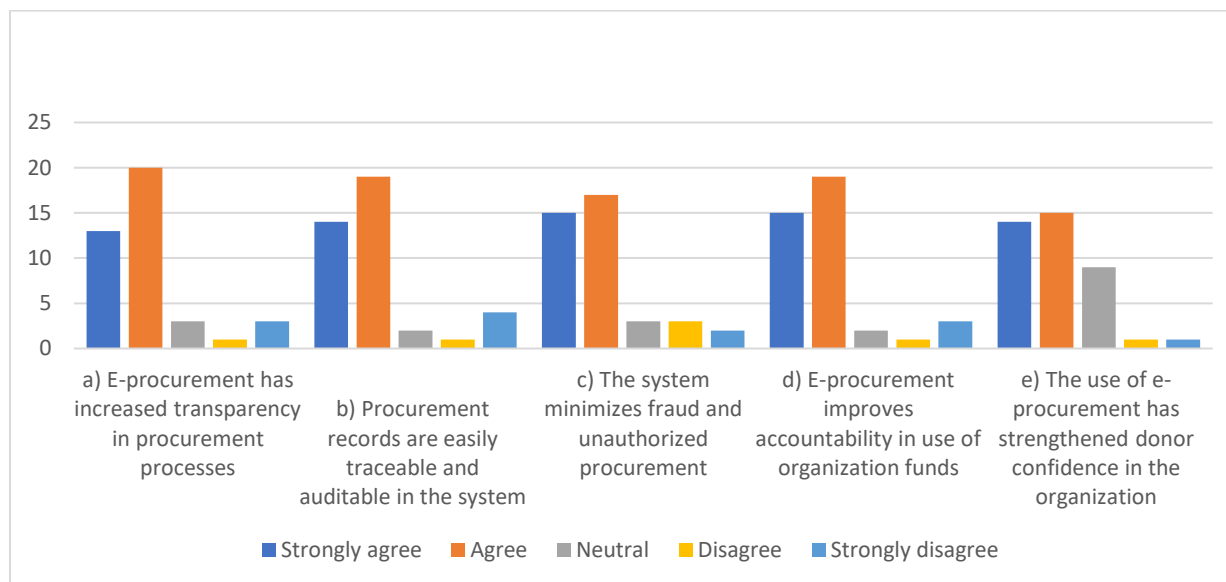


Figure 4.7: Effect of E-procurement on transparency and accountability

The findings indicate that increased transparency data revealed that 20 (50%) of respondents agreed and 13 (32.5%) strongly agreed, while 3 (7.5%) were neutral, 1 (2.5%) disagreed, and 3 (7.5%) strongly disagreed. Similarly, on the traceability of records, 19 (47.5%) agreed and 14 (35%) strongly agreed. A small portion of 2 (5%) remained neutral, while 1 (2.5%) disagreed and 4 (10%) strongly disagreed. The findings shows that digital transition has significantly paved way for procurement process, proving a clear success of the innovation into the digital compared to the manual system that was used previously.

Findings on minimizing fraud depicted that 17(42.5%) agreed and 15(37.7%) strongly agreed, however 3(7.5%) of the respondents are neutral, 3(7.5%) disagreed, and 2(5%) of the respondents strongly disagreed. But also, the findings about improved accountability were promising with 19(47.5%) agreeing and 15(37.5%) of the respondents strongly agreeing, with 2(5%) neutral, only 1(2.5%) disagreed, and 3(7.5%) strongly disagreed. The findings suggest how e-procurement is a robust internal control way that cuts off financial misuse and ensure the responsible persons are accountable for any financial malpractice.

Still finding on strengthening of donor confidence shows that 15(37.5%) of the respondents agreeing plus 14(35%) strongly agreed, meanwhile 9(22.5%) of the respondents had a neutral stand, however 1(2.5%) disagreed as well as 1(2.5%) strongly disagreed. The neutral stand of the respondents of how the system is of value internally the success and progress of transparency are clear, employees are yet to establish how digital innovation is being rated by external partners over the long.

Further the research findings across the five metric covering transparency, record tracking, fraud minimization, accountability, and strong bond with donors reflect that e-procurement is an importance tool for maintaining institution. The data confirms that by digitalizing the supply chain, War Child South Sudan has created a more verifiable and honest environment for managing humanitarian resources.

4.4 Findings on the relationship Between E-procurement and organisational performance

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
E-procurement improves organisational efficiency	4	10	2	5	3	7.5	17	42.5	14	35
Service delivery has improved	1	2.5	3	7.5	9	22.5	19	47.5	8	20

E-procurement supports decision making	2	5	3	7.5	7	17.5	14	35	14	35
Resource management has improved	2	5	0	0	6	15	21	52.5	11	27.5
Overall organisational performance has improved	1	2.5	0	0	7	17.5	20	50	12	30

Table 4.8: Relationship Between E-procurement and organizational Performance

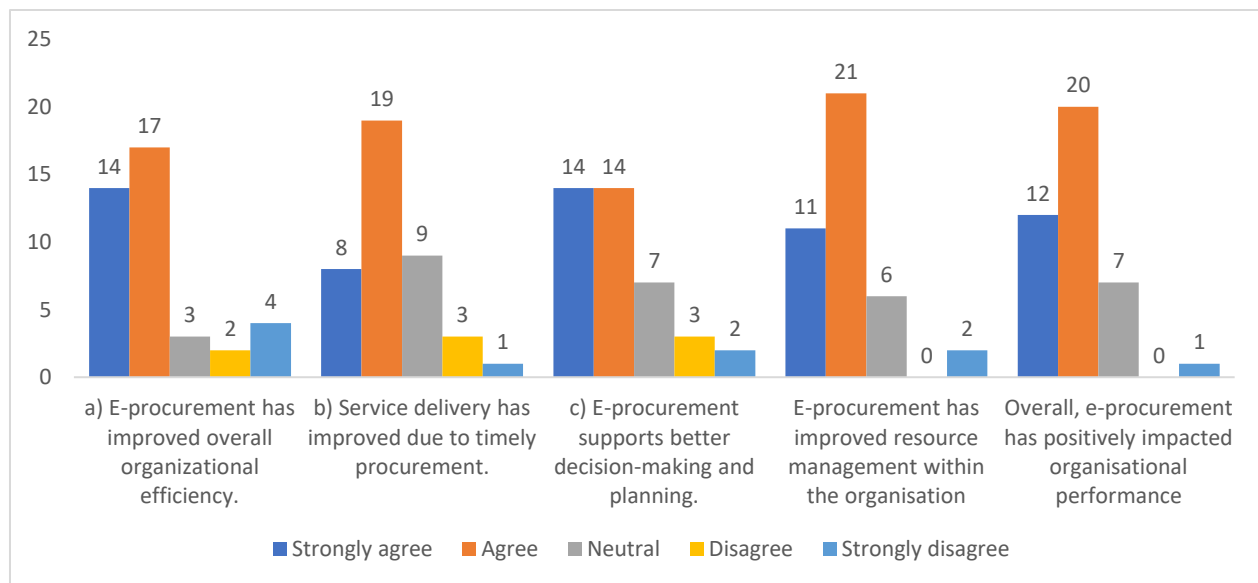


Figure 4.8: Relationship Between E-procurement and Organisation Performance

The findings indicate that Organisational efficiency data revealed the following 17(42.5%) of respondents agreed and 14(35%) strongly agreed, while 3(7.5%) were neutral, 2(5%) disagreed, and 4(10%) strongly disagreed. However, on improved service delivery 19(47.5%) agreed and 8(20%) strongly agreed. A significant 9(22.5%) participants remained neutral, while 3(7.5%) disagreed and 1(2.5%) strongly disagreed. These findings show that while efficiency gains are widely recognised, a larger portion of the staff is still observing how those internal gains translate into external service quality.

Research data on supporting decision making shows that 14(35%) agreed and 14(35%) strongly agreed, whereas 7(17.5%) were neutral, 3(7.5%) disagreed, and 2(5%) strongly disagreed. On the other side, resource management findings are more positive, with 21(52.5%) agreeing and 11(27.5%) strongly agreeing.

strongly agreeing, only 6(15%) were on the neutral, 0(0%) disagreed, and 2(5%) strongly disagreed. These findings suggest that the system provides data-driven visibility.

Further, the data from the overall improvement of organizational performance reflect a high level of consensus, with 20(50%) of respondents agreeing and 12(30%) strongly agreeing. 7(17.5%) maintaining a neutral stand, while 0(0%) disagreed and only 1(2.5%) strongly disagreed towards the overall organizational performance. The overall findings and data show that the five metrics of E-procurement improve organizational efficiency, Service delivery has improved, E-procurement supports decision-making, Resource management has improved, and Overall organizational performance has improved.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion, summary, conclusion, and recommendations based on the findings of the study on the impact of e-procurement on organizational performance at War Child South Sudan.

5.1 Discussion of the Findings

5.1.1 Impact of E-procurement on procurement efficiency

The research study shows that e-procurement significantly improves procurement efficiency in the organization. The outcomes showed that 70% of the respondents agreed and strongly agreed that the use of electronic procurement reduced the procurement cycle, with 87.5% respondents saying the system has reduced paperwork and Manual errors involving extensive documentation, which improves accuracy and reduces administration costs.

Reduction in procurement cycle indicates procurement processes like supplier selection, approval of purchase have improved as 75% respondents noted compared to the manual traditional system, this is simplify because e-procurement automates most for the procurement activities and eradicates unwanted administrative processes. This is important for the South Sudan context, where humanitarian needs are often urgent. This support the argument of Lysons and Farrington(2020), who stated that digital systems simplify procedure and improve information flow.

With 95% agreement rate regarding improved coordination between the procurement and finance department, the feedback support the argument of Keneth Lysons and Brian farrington who stated electronic procurement systems enhance operations by easing procurement procedures and information flow between departments.hence reducing administration bottleneck that delayed delivery.

The research outcomes agree with the findings of Antonio Davila, who argued that organizations that adopt e-procurement systems experience lower transaction costs and performance. According to Davila, e-procurement platforms allow organizations to automate supplier communication, bidding, and contract management, which significantly reduces procurement costs.

The research findings therefore, demonstrate the significance of e-procurement system adoption contributions towards improved procurement efficiency cost effectiveness within the organization

5.1.2 Effect of E-procurement on transparency and accountability

According to the findings, 82.5% of respondents agreed that e-procurement has increased transparency within the organization. This strongly aligns with OECD(2018), which asserts that digital platforms promote fairness by providing traceable and open access to information. At WCSS people can see what is happening with a tender or purchase order. This helps everyone make decisions. It is very important that things are fair, in the sector. When people think things are fair like Fisher and Patton said in 2014 it makes people working there happy.

Moreover, 82.5% of respondents expressed their agreement that records are now easily traceable, and 80% agreed that the system minimizes fraud. This indicates that the digital has enhanced internal accountability. This strongly supports Croom and Brandon-Jones (2007), who argued that electronic records provide real-time visibility and a clear history of transactions. By ensuring that every approval is digitally stamped and recorded, WCSS has created a system where accountability is maintained, making it much harder for resources to be misallocated or lost without a trace.

Additionally, 72.5% of the respondents expressed that e-procurement strengthened the partners' confidence. This matches with Multinda and Kamau (2019), who noted that organizations with very strong e-procurement practices experience better donor involvement due to report transparency. WCSS, which mostly relies on external funding, has the ability to show that every dollar is well accounted for through the e-procurement system as a strategic investment. This tells that e-procurement is not a mere technology for internal work but also a very important tool that proves that WCSS partners and donors are credible and responsible for any humanitarian response in South Sudan.

5.1.3 Relationship Between E-procurement and Organization Performance

The research findings showed that most of the people who answered the questions, 80% thought that e-procurement makes organizations work better. This is similar to what Davila, Gupa and Palmer said in 2003 they think e-procurement helps make organizations more efficient and competitive. At a place like War Child South Sudan using tools helps get everything organized so the organization can reach its goals by making sure all the work inside the organization is done in a smooth way. When the organization uses tools for procurement the whole organization works better because all the departments work together in a better way and this is what e-procurement does it helps organizations, like War Child South Sudan to have better e-procurement.

The data shows that a lot of people 67.5% of respondents think that the service delivery outcomes have gotten better. This is similar to what Armstrond and Taylor said in 2017. They said that things work well when we have the resources and systems in place to get the results we want. At WCSS they used to do things but now they do things digitally. This means that people can get the help they need like protection and education materials, when they need it. The service delivery outcomes, at WCSS have improved because they made this change from manual to digital.

What is also interesting is that a lot of people 22.5% of respondents did not have an opinion about whether the service delivery got better. This is a bit surprising because the organization itself did a job of making things work better internally.. World Bank said in 2023 that in countries like South Sudan that are having a tough time things, like bad roads and political problems can get in the way of digital systems working well even if they are really good digital systems.. This suggests that while e-procurement optimizes the process of acquiring goods, the physical delivery of those goods to remote field sites remains a challenge influenced by external South Sudanese environmental factors.

5.2 Summary of the findings

From the findings of the research conducted on war child South Sudan, it was revealed that organizational performance is driven by the technical adaptability of a young, highly educated workforce (90%-degree holders). The dominant factors identified included the automation of workflows, reduction in manual errors, and enhanced interdepartmental coordination, especially

between finance and procurement (95% agreement). While internal efficiency and costs have seen massive improvements, external infrastructure challenges still result in some neutrality regarding the final speed of service delivery to beneficiaries.

Regarding the system's impact, the organization has predominantly moved away from slow, paper-based manual methods. This is evident from the strong acknowledgement of traceability, reduced cycle times, and competitive supplier selection. This demonstrates that the procurement process is now more participatory and data-driven. However, a minor drawback remains in the high costs of maintaining reliable ICT infrastructure in a fragile state like South Sudan, which can sometimes influence the perceived cost-effectiveness of the system.

The study showed that e-procurement is really important for making things clear and open which helps people in charge be responsible and builds trust with the people who donate to e-procurement. E-procurement is very good, at helping with this because it makes e-procurement more transparent and accountable which is what the people who donate to e-procurement want to see in e-procurement.. It effectively minimizes opportunities for fraud and provides an unalterable audit trail that satisfies international donor requirements. Thus, while e-procurement is a powerful tool for management, it is most effective when the organization continuously invests in staff capacity and ICT resilience to ensure the system remains functional despite external economic or technical disruptions.

5.3 Conclusion

In conclusion, three studies have established that the adoption of e-procurement at war child South Sudan has successfully bridged the gap between manual inefficiencies and organizational excellence. The main impact lies in the reduction of procurement cycle time, minimization of human error, and the creation of a transparent audit trail, as opposed to the slow and opaque manual systems of the past. The findings show that the organization benefits from technological innovation, the youthful workforce that is fresh with much digital growth and innovation that enhanced internal and external coordination and reporting.

Despite the success and advantages of the system, the research findings indicate that while the back office is efficient, the external factors and infrastructure of South Sudan remain a major

limiting factor for service delivery. It is proven that e-procurement is a vital and very useful tool or technology for the management of humanitarian resources; it requires a stable ICT environment to get the full potential of e-procurement. Also, digital procurement has fortified the organization's reputation and donor confidence, ensuring that WCSS remains a transparent and efficient delivery of life-saving service in a complex environment

5.4 Recommendations

Based on the research findings of the study, the following recommendations are proposed for the WCSS

- ❖ The organization should provide continuous training of employees on the e-procurement system.
- ❖ The organization should invest in reliable internet infrastructures to reduce delays in procurement processes.
- ❖ The organization should also invest in system maintenance and software updates regularly
- ❖ With the digital threats, strong cybersecurity measures should be implemented to protect the data from the procurement processes
- ❖ Suppliers, as well, should be well-trained to effectively participate in the e-procurement system.

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Appendix

QUESTIONNAIRE

Study Title

The Impact of E-Procurement Systems on Organizational Performance at War Child South Sudan

Introduction to the Respondent

Dear Respondents

My name is Diana Shally, A student at Uganda Christian University, pursuing a degree in procurement and logistics management. I am conducting a study titled “The Impact of E-procurement system on organizational performance at WCSS.”

The purpose of this questionnaire is to collect your opinion on how e-procurement systems influence efficiency, cost-effectiveness, transparency, and overall organizational performance. We want you to know that you do not have to take part in this if you do not want to. The things you tell us will be kept secret. We will only use them to help us learn more about the topic we are studying. We are doing this to help with our school work.

Please tick (✓) the option that best reflects your opinion.

The items are organized into clear sections, using a 5-point Likert scale;

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Thank you for your cooperation.

SECTION A: DEMOGRAPHIC INFORMATION

1. Age Range

- ☐ 18-25 years
- ☐ 26-30 years
- ☐ 31-35 years
- ☐ 36-40 years
- ☐ 41 years and above

2. Gender

- ☐ Male
- ☐ Female

3. Level of Education

- ☐ Certificate
- ☐ Diploma
- ☐ Degree
- ☐ Master

4. Departments in the War Child South Sudan

- ☐ Procurement
- ☐ Finance
- ☐ Logistics
- ☐ Marketing

5. Length of service

- ☐ 0-5 years

☐ 6-15 years

☐ 16 years and above

SECTION B:

6. IMPACTS OF E-PROCUREMENT ON PROCUREMENT EFFICIENCY AND COST-EFFECTIVENESS AT WAR CHILD SOUTH SUDAN

To what extent do you agree with the following statements?

SN	Statement	1	2	3	4	5
C1	E-procurement has reduced procurement cycle time					
C2	The system has reduced paperwork and manual errors					
C3	Procurement costs have reduced since adopting e-procurement					
C4	Competitive supplier selection has improved due to e-procurement					
C5	The system has improved coordination between procurement and finance departments					

C6 In case there are any other impacts of e-procurement on procurement efficiency and cost effectiveness at War Child South Sudan apart from the above-mentioned, please specify.

SECTION C:

7 EFFECT OF E-PROCUREMENT ON TRANSPARENCY, ACCOUNTABILITY, AND DONOR CONFIDENCE AT WAR CHILD SOUTH SUDAN

Kindly indicate your level of agreement with the following scale above

SN	Statement	1	2	3	4	5
D1	E-procurement has increased transparency in procurement processes					
D2	Procurement records are easily traceable and editable in the system					
D3	The system minimizes fraud and unauthorized procurement					
D4	E-procurement improves accountability in the use of the organization's funds					
D5	The use of e-procurement has strengthened donor confidence in the organization					

D6 In case there is any other effect of e-procurement on transparency, accountability, and donor confidence at War Child South Sudan apart from the above-mentioned, please specify?

SECTION D:

8 RELATIONSHIP BETWEEN E-PROCUREMENT AND ORGANISATIONAL PERFORMANCE AT WAR CHILD SOUTH SUDAN

To what extent do you agree with the following statements?

SN	Statement	1	2	3	4	5
E1	E-procurement has improved overall organizational efficiency.					
E2	Service delivery has improved due to timely procurement.					
E3	E-procurement supports better decision-making and planning.					
E4	E-procurement has improved resource management within the organization					
E5	Overall, e-procurement has positively impacted organizational performance					

E6 In case there is any other relationship between e-procurement and organizational performance at War Child South Sudan apart from the above-mentioned, please specify.

SECTION E: OPEN-ENDED QUESTIONS

1. In your opinion, how has e-procurement influenced organizational performance?

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2. What major challenges have you experienced when using the e-procurement system?

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3. What recommendations would you suggest to improve the effectiveness of the system?

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Thank you for participating dedicating time to complete time to complete this questionnaire. Your responses are highly valued and will contribute significantly to the success of this study.