IMPACT OF ELECTRONIC GOVERNMENT PROCUREMENT SYSTEM ON ORGANISATIONAL PERFORMANCE AT THE OFFICE OF THE PRIME MINISTER UGANDA SUBMITTED

THEACLA ALEPER

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UGANDA CHRISTIAN UNIVERSITY

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Declaration

I, ALEPER THEACLA, Registration Number M23B12/034, declare that this research report entitled "**E-GP SYSTEM AND ITS IMPACT ON ORGANISATIONAL PERFORMANCE AT THE OFFICE OF THE PRIME MINISTER UGANDA :**" is my original work and has not been submitted in whole or in part to any other University or Institution for the award of a Bachelor's Degree in Procurement and Logistics Management at UGANDA CHRISTIAN UNIVERSITY or any other academic qualification.

Where the work of others has been referred to, it has been acknowledged and fully cited in the text and list of references.

ALEPER THEACLA

REG. NO: M23B12/034

Signature: _____

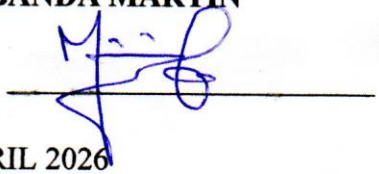
Date: Thursday, 14 May

Approval

This research report, submitted in partial fulfillment of the requirements for the award of the Bachelor's Degree in Procurement and Logistics Management at Uganda Christian University, has been submitted for examination with my knowledge and approval as the Academic Supervisor.

Supervisor:

MR. KABANDA MARTIN

Signature: 

Date: APRIL 2026

Dedication.

I would like to express my gratitude to the almighty God for the strength, guidance, and wisdom bestowed upon me during this scholarly process.

This report is also dedicated to my family members who have always prayed for me and supported me all through this educational course. Your confidence in me was my biggest source of motivation.

Lastly, to my supervisor, Mr. Kabanda Martin, for his guidance and constructive criticism in ensuring that this scholarly work has been accomplished successfully.

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List Of Acronyms

E-GP – Electronic Government Procurement

UGEP – Uganda Electronic Government Procurement System

OPM – Office of the Prime Minister

PPDA – Public Procurement and Disposal of Public Assets Authority

IFMS – Integrated Financial Management System

ICT – Information and Communication Technology

TAM – Technology Acceptance Model

OECD – Organization for Economic Co-operation and Development

OAG – Office of the Auditor General

SMEs – Small and Medium Enterprises

Abstract

This research paper sought to investigate the impact of the use of the Electronic Government Procurement (E-GP) system on procurement cycle time at the Office of the Prime Minister (OPM) in Uganda. This research was prompted by the inefficiencies that have been experienced in public procurement procedures, especially with regard to procurement cycle times. The study aimed at examining the impact of the implementation of the E-GP system on procurement cycle time, identifying the challenges faced in the implementation process, analyzing the importance of the electronic payment system, and suggesting ways of enhancing the system.

The research employed quantitative case study design. A sample of fifteen respondents consisting of procurement officials, financial officials, ICT officials, top-level managers, and suppliers was selected purposefully.

However, the overall decline in the cycle time of procurement processes is still impeded by various issues, such as the poor state of ICT infrastructure, lack of user training, poor integration of the system, and resistance to change. Also, it has been noted that despite contributing to higher transparency and tracking of payments, e-payment did not have a significant influence on the pace of transactions because of some extraneous economic and institutional reasons.

In conclusion, it is possible to say that, while being highly effective in terms of procurement efficiency enhancement, the use of the E-GP system depends on some additional conditions, such as system integration and institutional and technological support for procurement.

Chapter one

Introduction

1.0 Background of the study

Procurement is one of the key aspects when it comes to ensuring good governance and development within any country, and the effectiveness thereof has a direct impact on financial management, service provision, and trust of the citizens in the government. However, in Uganda, the processes of procurement by the government in the past have been characterized by slow processes, lack of transparency, and inefficiencies. These have been some of the issues leading to the adoption of digital systems which play a critical role in improving procurement performance and accountability.

One of the innovations in this regard has been the introduction of the E-GP systems as these systems facilitate procurement process, reduce inefficiencies, and increase transparency during procurement. The E-GP systems can be used to significantly minimize the procurement time cycle which is one of the performance indicators. However, it should be noted that the efficiency brought about by the introduction of the digital systems is dependent on how well the system is used and adopted.

There are still doubts about whether the adoption of the E-GP system in such an important body of government as Office of the Prime Minister (OPM), which coordinates vital programs of the state, has brought any changes to the outcome of the government's procurements. This paper aims to address some of the uncertainties around the effects of digital procurement systems and analyze the effect of E-GP on the procurement cycle and organizational performance in case of OPM.

The deployment of the Electronic Government Procurement system has gained recognition across the world as one of the leading contributors to the efficiency of governmental procurement. They minimize the administrative effort needed, minimize human errors, and expedite the entire process because the process becomes automated at all stages in government procurement, from tender advertising, evaluation of bids, awarding of contracts to payment. But there exists a very particular factor that deserves mention in relation to these systems. In particular, the systems include

electronic payment systems that overcome the challenge of late payment to suppliers found in most public procurement processes (OECD, 2016; World Bank, 2020).

The Uganda Electronic Government Procurement system (UGEP), developed by the Public Procurement and Disposal of Public Assets Authority in Uganda for procurement reforms in order to improve procurement transparency, procurement efficiency and procurement accountability, seeks to facilitate procurement activities ranging from requisitions to payment while interfacing with other financial management systems, such as the IFMS. Office of the Prime Minister is an appropriate place to conduct the analysis because it plays a key role in service delivery.

However, notwithstanding these measures, there remain various challenges that have continued to affect the efficiency of the procurement process within the institution. In line with the observations made by the Office of the Auditor General (2023), such challenges have been lack of system integration, poorly equipped ICT infrastructure, low digital literacy among users, and resistance to changes. All these factors have the potential to cause delay in the procurement process, consequently affecting the procurement cycle time and performance of the organization. The paper seeks to explore the extent at which these challenges have been overcome using the E-GP system.

1.2 Problem statement.

The introduction of the Uganda Electronic Government Procurement (E-GP) system aimed at increasing efficiency in public procurement processes through automation, minimization of manual intervention, improvement of transparency, and increasing accountability. Internationally, e-procurement systems have been widely known to be among the critical factors for efficiency in the public sector because of their ability to streamline procurement processes, minimize administrative inefficiencies, and improve the effectiveness of service delivery (OECD, 2016; World Bank, 2020; UNDP, 2021).

Research evidence also reveals that e-procurement systems are very effective in boosting organizational performance by minimizing procurement cycle time, reducing risk of corruption, and increasing accountability in public sector procurement processes (Rahim et al., 2021; Baten & Kamil, 2020; Corsi et al., 2019). Efficiency is realized through automation of key activities like tenders' advertising, bid evaluations, contract awards, and payments.

However, despite all these possible advantages, there is a significant amount of evidence showing that E-GP systems' success may be impeded by problems related to infrastructure, institutions, and human resources. Limited availability of ICT infrastructure, low levels of system integration, and a lack of capacity on the side of system users may constitute the main obstacles to the implementation of E-GP systems in public procurement (Soudry, 2019; Thai, 2017).

The introduction of the E-GP system in Uganda took place within the reforms conducted by the Public Procurement and Disposal of Public Assets Authority (PPDA). The introduction of this system is seen as an attempt to introduce greater transparency and efficiency into procurement practices used by governmental authorities (Office of the Auditor General, 2023; PPDA, 2022).

Nevertheless, several questions regarding the actual effectiveness of the E-GP system remain unresolved, particularly at the Office of the Prime Minister, which performs the function of coordinating government projects and initiatives. Specifically, some problems concerning procurement processes, including delayed payments to suppliers and poor contract implementation, indicate the need for further investigation of the situation.

Moreover, from the findings of researches conducted about public procurement reforms, it is evident that technological adoption cannot be seen as a factor leading to improved performance, but depends largely on organizational readiness, competency of users and structural conditions supporting adoption (Venkatesh et al., 2012; Rogers, 2003).

Without adequate empirical data showing whether the E-GP system has had positive effects on the performance of public organizations in Uganda, decision makers and managers have limited information regarding system improvement and prioritization of investment decisions. This shows clearly that there exists a serious knowledge gap on the real effects of E-GP systems on procurement cycle time and overall organizational performance in public organizations in Uganda.

The study, therefore, will attempt to determine how the Electronic Government Procurement (EGP) system impacts the procurement cycle time and organizational performance at Office of the Prime Minister of Uganda. The study will particularly assess whether the use of E-GP system has contributed to efficiency and effectiveness in procurement process. Additionally, the study will focus on exploring the structural issues affecting effective use of the E-GP system.

1.3 Research objectives

1.3.1 Major research objective

The main objective of this study is to assess the effect of the use of E-Government Procurement (E-GP) on the procurement cycle period and organizational performance in the Office of the Prime Minister, Uganda.

1.3.2. Specific objectives

The following specific objectives steer the study:

i. To examine the impact of the Electronic Government Procurement (E-GP) system on procurement cycle time and organisational performance at the Office of the Prime Minister.
ii. To assess how the adoption of the E-GP system has affected the duration of the procurement cycle at the Office of the Prime Minister.
iii. To identify the institutional, technical, and procedural factors influencing the successful adoption of the E-GP system at the Office of the Prime Minister.

1.4. Research questions

1. What is the impact of the Electronic Government Procurement (E-GP) system on procurement cycle time and organisational performance at the Office of the Prime Minister?
2. How has the adoption of the E-GP system affected the duration of the procurement cycle at the Office of the Prime Minister?
3. What institutional, technical, and procedural factors influence the successful adoption of the E-GP system at the Office of the Prime Minister

1.5. Scope of the study

This study aims to evaluate the effects of the use of the E-GP system on the length of the procurement cycle and organisational performance in the Office of the Prime Minister. The scope of the study includes:

1.5.1. Content scope

The study seeks to assess the effects that the application of the E-GP system has had on the efficiency of procurement processes, specifically procurement cycle time, and organisational performance in general. More specifically, the study will be addressing:

Effects of E-GP systems on procurement cycle time

Effectiveness of E-GP in relation to organisational performance, in terms of efficiency, transparency, accountability and service delivery

Effects of E-GP on procurement processes including the process of tendering, evaluation of bids, allocation of contracts and payments

Factors that may affect successful implementation of the E-GP system through institutional, technical and procedural barriers

The study will only address procurement-related issues without venturing into other e-government systems.

1.5.2 Geographical scope

The research is carried out in the Office of the Prime Minister of Uganda. The specific focus is on the procurement and financial departments within the Office.

1.5.3 Time scope

The study covers the period between 2020 and 2025. This time span covers the period during which UGEP has been in operation in Uganda. Data collection for the purpose of carrying out the research is planned to take place during 2026.

1.6. Significance of the research.

The findings of the study have implications for the scholarly discourse, as well as the policymaking process related to the domain of public procurement. On the academic level, the research provides empirical evidence concerning the influence of EGP systems on the procurement cycle time within

an organization operating in the Ugandan public sector, contributing to the literature related to the digitalization of public procurement.

From the policy-makers' perspective, the findings may assist regulatory authorities such as the Public Procurement and Disposal of Public Assets Authority and the Ministry of Finance to enhance system integration, institutional capacity, and efficiency in the process of public procurement. On the practical side, the study findings may serve as a basis for providing practitioners with recommendations related to improving the process of procurement management.

Moreover, the research has additional implications for the social and economic development as it highlights the connection between procurement efficiency and the timeliness of making payments to suppliers and their subsequent survival.

The scope of the study is as follows.

In order to ensure that this study is focused and manageable, the scope of the study is constrained. In terms of geography, the study will take place at the Office of the Prime Minister in Kampala, Uganda. With regards to the subject matter of the study, the study will concentrate on the adoption and efficiency of the Electronic Government Procurement system, but more specifically in terms of its effects on procurement cycle times and payment schedules for suppliers. The period of the study will be from 2021, when the system was introduced, until 2025, when its effects can be assessed.

1.7. Theoretical framework

This paper adopts mainly the Technology Acceptance Model (TAM) theory developed by Fred Davis (1989). This theory describes the process through which users embrace new technology and has been widely adopted in information systems literature in prediction of technology adoption behaviors. According to TAM, the user’s acceptance of a particular system is greatly determined by two factors – perceived usefulness and perceived ease of use.

The factor of perceived usefulness means how much an individual thinks that using the particular system will improve his or her job effectiveness. Perceived ease of use is the extent to which a particular system can be operated with less effort (Davis, 1989). In this case, employees in the

procurement department at the Office of the Prime Minister would adopt and utilize the E-GP system where it can improve the procurement cycle time and is easy to use without technical difficulty.

Empirical research has demonstrated that technology systems which appear to be useful and easy to use are more likely to be used efficiently, resulting in better organizational benefits like efficiency, transparency, and accountability (Venkatesh & Davis, 2000). Hence, the implementation of E-GP systems does not rely solely on the presence of such systems; rather, it also requires their utilization by stakeholders.

To supplement TAM, the theory of diffusion of innovation is used for analysis in the current study. Developed by Everett Rogers (2003), the diffusion of innovation theory describes the process through which innovations and technologies diffuse in organizations or other social systems. The adoption of innovations is impacted by various aspects, including relative advantage, compatibility, complexity, trialability, and observability.

In the context of E-GP systems, diffusion of innovations theory can assist in explaining the impact of institutional, technological, and procedural factors on adoption. For example, if the E-GP system appears to be compatible with existing procurement processes and offers several advantages over traditional manual systems, it will be more likely to be adopted successfully. Otherwise, complexity and lack of adequate technological infrastructure can prevent its adoption.

Combining TAM and DOI creates a complete theoretical foundation for this research. While TAM deals with the acceptance by users on an individual level of E-GP systems, DOI takes into account other macro-level issues that affect their implementation. Combining these theories helps provide an explanation of the impact of E-GP system usage on procurement cycle time and organizational effectiveness.

1.8. Study limitations.

The research is aware of a number of limitations that might influence the interpretation of its results. Conducting research in only one institution might limit the ability to apply the results of the research in other public sector organizations. Nevertheless, this limitation is addressed through contextual analysis which allows the application of the research findings in an institutional context.

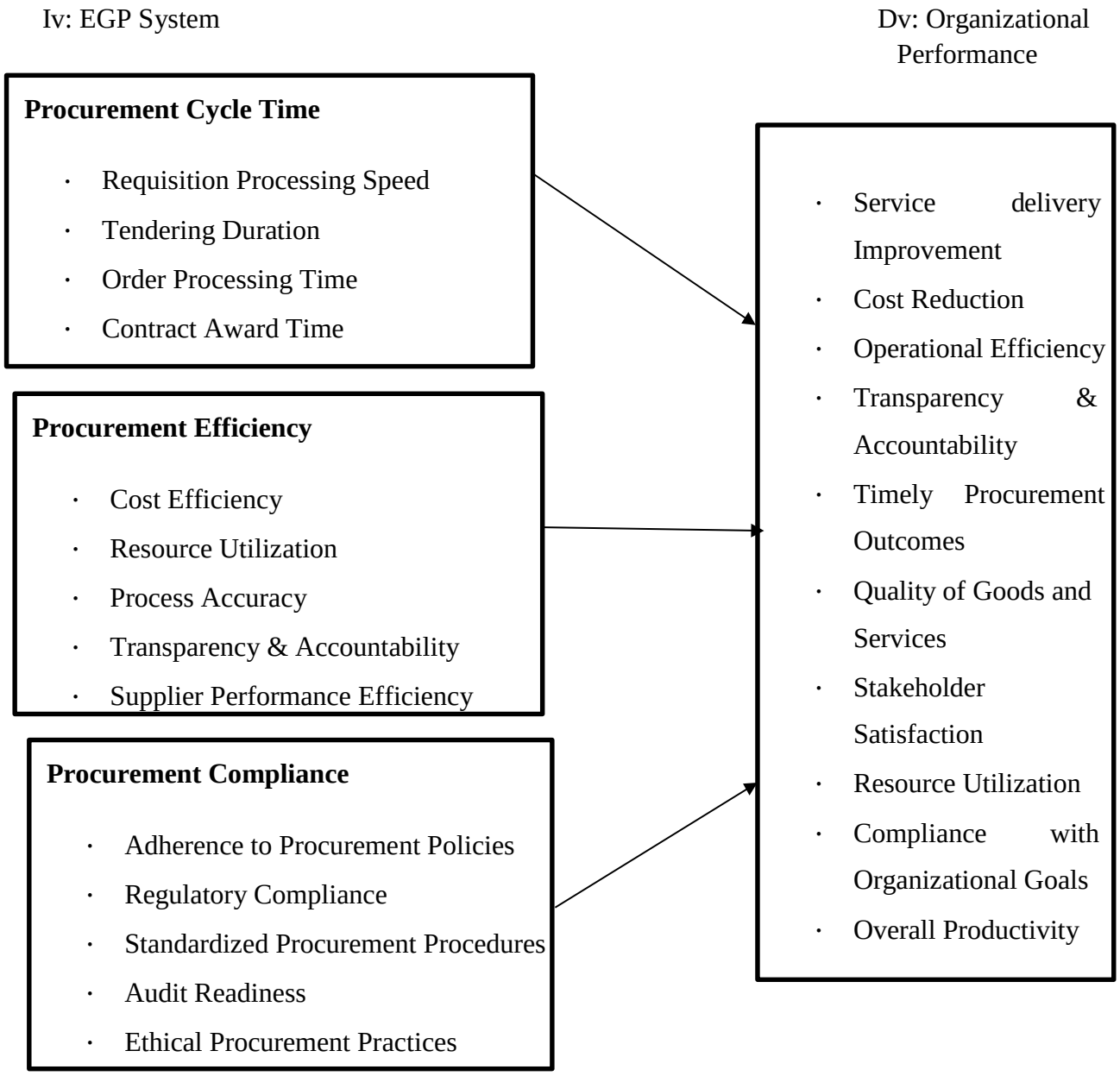
In addition, the confidentiality of information might not allow the researchers to get the procurement and financial data. To avoid this limitation, the research employs different sources of information, namely interviews, focus groups, and document analysis which enhances the validity of results.

Another potential limitation that is recognized within the research is that dependence on selfreports may lead to biased responses. This problem is managed by developing appropriate data collection instruments as well as cross-checking responses against secondary data where possible.

Finally, time and cost constraints could also limit the quality of data collection. These limitations are addressed by focusing on sample selection as well as interviewing key informants who have knowledge about the process of procurement in the studied organization.

1.9. Conceptual Framework

The study shows that the E-GP system improves organizational performance by reducing procurement cycle time and increasing efficiency. However, its effectiveness depends on factors like institutional support, technical capacity, and procedures. Weak ICT systems and limited user skills can reduce its impact.



Source: Researcher's conceptualization. (2025)

This conceptual framework illustrates the relationship between the Electronic Government Procurement (E-GP) System as the independent variable and Organizational Performance as the dependent variable. It assumes that the adoption and effective use of the E-GP system at the Office of the Prime Minister, Uganda, directly influences the level of organizational performance. The EGP system represents the digitalization of procurement activities such as e-tendering, e-ordering, e-sourcing, and contract management, which are intended to improve procurement operations by enhancing speed, transparency, compliance, and cost control. Through automation and integration of procurement processes, the E-GP system reduces bureaucratic delays, minimizes human errors, strengthens accountability, and promotes efficient resource utilization. As a result, improvements in the E-GP system are expected to positively affect organizational performance through better service delivery, reduced procurement costs, timely acquisition of goods and services, increased operational efficiency, and enhanced productivity. Therefore, the framework suggests that when the E-GP system is effectively implemented and utilized, it leads to improved organizational outcomes, while weaknesses in the system may limit performance gains. In this study, organizational performance is measured through dimensions such as service delivery, efficiency, transparency, cost reduction, and stakeholder satisfaction, all of which depend significantly on the effectiveness of the E-GP system.

Chapter two

Literature review

2.0 Introduction

The current chapter looks at the relevant literature concerning electronic government procurement (E-GP), which is aimed at the reduction of the time taken by the procurement cycle process and organisational performance. In this case, the focus of this literature survey is on the impact of EGP systems on the improvement of the efficiency, effectiveness, and transparency of government procurement processes. Moreover, the chapter discusses the effect of using E-GP on the duration of the procurement process.

2.1. Impact of the Electronic Government Procurement (E-GP) system on procurement cycle time.

The use of Electronic Government Procurement (E-GP) systems has become increasingly prevalent in many countries as a way of enhancing efficiency, transparency, and accountability in government procurement activities. E-GP systems computerize critical procurement procedures including requests for quotations, tenders, bids evaluation, award, and payments. As indicated by the World Bank, E-GP systems help to streamline procurement processes while greatly lowering transaction and processing costs, thus resulting in enhanced performance of service delivery initiatives (LaCascia et al., 2023; Organisation for Economic Co-operation and Development, 2016). The United Nations Development Programme (2021) concurs that electronic procurement systems improve governance through increased transparency and minimized chances of corrupt practices.

The most important aspect that measures procurement performance and can be affected by E-GP systems is procurement cycle time, which refers to the length of time from the start of the procurement process until its completion and making final payments. It is evident from literature that E-GP systems help in decreasing procurement cycle time by automating the process and improving communication. According to research conducted by Chekwasis (2024), E-GP systems helped in minimizing procurement lead times and increasing the operational efficiency of Ugandan public institutions. Moreover, Mugeni (2024) and Karuhanga (2024) have reported that the use of

electronic procurement systems helps in increasing organisational performance by making it more efficient.

Aside from increasing efficiency, E-GP systems improve organisational performance through greater transparency and accountability. E-GP systems generate verifiable audit trails, minimize chances of manipulation, and enforce adherence to procurement rules and regulations. As per the Public Procurement and Disposal of Public Assets Authority (2024), the adoption of E-GP systems in Uganda has increased procurement transparency and bolstered oversight procedures. Likewise, Rahim et al. (2021) and Corsi et al. (2019) reported that the use of e-procurement systems greatly enhances accountability and governance practices within public sector organizations.

On the other hand, even amid numerous studies reporting their advantages, the effect of E-GP systems on procurement cycle times and organizational performance cannot be considered uniform. Olupot (2023) noted that institutional pressures and opportunistic behavior may continue to affect procurement cycle time in reformed procurement processes. In turn, this means that the introduction of E-GP systems will not automatically result in improved performance outcomes. Moreover, Venkatesh et al. (2012) stated that the success of information systems was dependent on user acceptance and system utilization, while Rogers (2003) highlighted the importance of organizational readiness and compatibility in the adoption of technology.

E-GP system in the Ugandan context has been adopted as one of the procurement reforms initiated by the Ministry of Finance, Planning and Economic Development (2024) in the quest for more efficient and effective procurement process in public organizations. As part of the reforms, this system facilitates the entire procurement process and can interact with financial management systems such as the Integrated Financial Management System (IFMS). To this effect, the National Information Technology Authority - Uganda (2023) states that the system increases access, standardization, and efficiency in procurement processes. In addition, it has been reported by Public Procurement and Disposal of Public Assets Authority (2024) that some significant progress has been made in procurement monitoring through digital platforms.

However, despite such efforts to reform public procurement process, several barriers to E-GP adoption still exist in Uganda. These include poor ICT infrastructure, lack of proper system integration, insufficient digital skills among the users, and organizational resistance to change

(Office of the Auditor General, 2023; Soudry, 2019). It is possible that such barriers lead to continued delays in the procurement processes especially at the stage of paying suppliers and executing contracts.

The inefficiencies that are experienced during procurement at the Office of the Prime Minister are normally associated with inefficiencies in procurement planning, bureaucracy, and delays in approval processes (Mwanje, 2016). Though the implementation of the E-GP model was thought to be a means of overcoming such inefficiencies, little research has been conducted in terms of proving how far this process has succeeded in reducing procurement cycle time and improving organisational performance. Research that has been done in Uganda regarding this issue, for instance, studies done by Ojiambo (2025), Mugeni (2024), and Karuhanga (2024), is done in the private sector.

Furthermore, while most global studies have provided substantial evidence of the positive correlation between E-GP systems and organisational performance, many of these studies have been conducted either in developed nations or in other institutional environments, which do not capture the challenges of the Ugandan public sector (LaCascia et al., 2023; OECD, 2016). This presents both a theoretical and empirical gap, especially in the analysis of the effect of E-GP systems on procurement cycle time in critical government departments.

In conclusion, while research provides general support for the positive effect of E-GP systems on procurement cycle time and organisational performance, little empirical evidence exists regarding the application of E-GP systems in strategic government offices such as the Office of the Prime Minister. This paper attempts to fill this gap through a thorough examination of the effects of EGP systems on procurement cycle time and organisational performance in this office.

2.2. How the adoption of the E-GP system has affected the duration of the procurement cycle.

The utilization of Electronic Government Procurement (E-GP) systems has been encouraged as an important strategic change to enhance the efficiency of the procurement process and decrease the procurement cycle. Procurement cycle time refers to the length of time required to process a requisition until its conclusion where the purchase order is fully executed and payment made.

Utilization of E-GP systems can play an important role in decreasing the procurement cycle time by automating the process and coordinating activities.

The literature reveals that the use of E-GP systems is associated with decreasing the procurement cycle time significantly in developing countries. For example, Mollik (2023) demonstrated that the utilization of E-GP in Bangladesh helps decrease the procurement cycle time because of automation and minimizing the bureaucracy involved. In addition, Khan (2016) argued that E-GP adoption in Dhaka WASA has shortened the procurement cycle time due to the reduction in paperwork. Lastly, according to Islam (2018), E-GP improves the speed of the process since digitalization decreases delay caused by documentation and approval.

Further, wider research on the effects of E-GP adoption in developing nations has shown that the practice enhances procurement efficiency through improved workflow and communication. According to Mweshi and Kabamba (2023), although E-GP adoption can greatly cut down the time required for procurement, its success will depend on the extent of adoption and the commitment towards adoption both politically and institutionally. Similarly, MENILE (2024) found out that higher rates of adoption were linked to user satisfaction and system efficiency, thus reducing processing time.

In terms of Uganda, researchers have also found that E-GP adoption positively affects procurement efficiency. According to Chekwasis (2024), the adoption of E-GP adoption is important in boosting procurement efficiency in Uganda and cutting down delays in procurement activities. Sserulika (2023) has similarly observed that procurement cycle time reduction will be dependent on readiness and adoption of electronic procurement systems. Finally, Kambarara (2025) reported that firms that are ready to adopt E-GP are likely to increase their procurement speed and improve coordination in purchasing processes.

Evidence from government reports and policy documents also supports the hypothesis that the adoption of E-GP results in shortened procurement cycles. For instance, Ggoobi (2023) posits that the total adoption of E-GP in Uganda will create significant efficiency gains since it will speed up procurement activities and eliminate delays associated with manual procedures. In similar vein, Turamye (2025) notes that constant improvement in the use of the E-GP system in government departments seeks to improve the performance of procurement through reduction of procurement

cycle times. In addition, evidence from media reports like Masaba (2026) shows that adoption of sophisticated e-procurement systems is meant to reduce inefficiencies and delays associated with the process of procurement.

Contrary to what one would think from the above-mentioned literature, the relationship between adoption of E-GP and procurement cycle time is sometimes complex. Some researchers highlight that the adoption of the E-GP itself does not automatically imply efficient processes. As noted by Mollik (2023) and Islam (2018), lack of ICT infrastructure, lack of technical expertise, and problems with change in the organisation can affect the performance of E-GP system negatively, leading to delays in procurement. The same case is observed with Mweshi and Kabamba (2023).

In Uganda, practical problems like system integration problems, low competency levels among users, and organizational bottlenecks continue to hamper the efficiency of E-GP systems. As evident from literature like the case of the Ministry of Water and Environment (2023), despite the introduction of E-GP systems to mitigate procurement inefficiencies, procurement processes still suffer from delays due to various issues related to operation and technicality. Similarly, reports by Kiwa (2025) show that current reforms including the use of online systems for various procurement processes are designed to mitigate the problem of inefficiency in procurement processes; however, their efficacy in this regard is yet to be determined.

The Office of the Prime Minister has always had difficulties in its procurement process, where delays have been associated with bureaucratic issues and manual systems. Even though it has adopted the E-GP system in an attempt to overcome these difficulties, empirical evidence regarding the reduction in the time taken to complete procurement processes is still scarce. This is because most of the literature in Uganda addresses other organizations, and hence, no clear indication can be made in relation to the Office of the Prime Minister.

Furthermore, although international and regional literature is rich in empirical evidence on the effects of adopting an E-GP system on the efficiency of procurement process cycle time, such information cannot be considered applicable to the case under study since there exist some significant differences in terms of institutional infrastructure, capacity, and governmental processes. Thus, there exists some knowledge gap, especially in terms of exploring the impact of adopting the system in question on the process in question within governmental agencies.

This research intends to contribute to filling this knowledge gap through providing the empirical insight into the effect of adopting the E-GP system on the procurement process cycle within the Office of the Prime Minister of Uganda. In general, existing literature acknowledges that adopting the system in question results in a reduction of procurement process cycle time.

2.3. The institutional, technical, and procedural factors influencing the successful adoption of the E-GP system.

The successful implementation and use of E-Government Procurement (E-GP) systems in governmental institutions are dependent upon several aspects, such as institutions, procedures, and technical matters that would affect how well these systems are implemented and used in those organizations. Despite the purpose of making these systems efficient, transparent, and accountable, the effectiveness of the systems is dependent on many organizational and operational aspects.

The institutional variables such as governance framework, organisational support, regulation, and stakeholders' involvement play a significant role in E-GP implementation. Research shows that poor institutional coordination and insufficient stakeholder participation pose a considerable challenge to the successful implementation of procurement reform (Agyekum et al., 2023; Boakye & Adanu, 2022). Institutional deficiencies like the inflexibility of bureaucracies, lack of accountability, and resistance to innovation have been pointed out as critical barriers to the adoption of digital procurement practices in several developing nations (Oluka, 2008; Dugle et al., 2025).

In addition, the successful adoption of procurement innovations necessitates organisational commitment and policy alignment with technological systems (Ameyaw et al., 2025; Smith et al., 2025). The absence of organisational alignment and policy coherence with the technological system is likely to lead to the failure of procurement reforms even when the digital procurement technology exists. For example, Agyekum et al. (2023) state that stakeholder resistance and lack of engagement pose critical challenges to the success of procurement reforms.

However, most of the research done concerning institutional influences originates from other industries such as construction and healthcare, and therefore does not represent the actual situation that prevails within the central government institution. There is thus an obvious need to bridge the

context gap that exists concerning institutional influences on the adoption of E-GP within the office of the prime minister.

Furthermore, technical aspects, including ICT infrastructure, system integration, and users' technical proficiency, are also essential determinants in the effective adoption of E-GP systems. According to Bhattarai & Tamrakar, 2026, and SWITCH-Asia, 2020, the inability to build adequate technological infrastructure and poor system integration significantly hampers the effectiveness of electronic procurement platforms. In particular, the inability to integrate procurement systems and financial management systems creates inefficiencies and delays in the procurement process.

According to Watera et al., 2023, IT integration is an essential determinant in enhancing the agility of the supply chain, thus implying that systems that are well integrated can greatly enhance the performance of procurement systems. Similarly, Kiwanuka (2024) notes that digital readiness through the presence of ICT infrastructure and data management systems is important in improving the efficiency of organisations within their supply chains.

Other common technical issues that have been noted as being barriers to the adoption of electronic government procurement systems include system complexity, inadequacy of training, and low user capacity (Alali et al., 2022; Bhattarai & Tamrakar, 2026). These challenges pose usability problems and hamper user confidence, thus impeding the utilisation of E-GP systems.

Even with these findings, past researches tend to look at the application of ICTs in general or the application of ICTs in specific sectors rather than analyzing the effects of technical factors on the adoption of E-GP systems in central government agencies. There is therefore a need for empirical research on the role played by technical factors in determining the efficiency of E-GP systems.

The procedural factors involve the processes involved in procurement, including the procedures and workflow. They are vital in the successful adoption of e-government procurement systems. It has been found out that the complex and rigid process involved in procurement is one of the obstacles that hinder the use of digital procurement systems (Nsowah et al., 2024; SWITCH-Asia, 2020). In cases where the procurement procedure is rigid and divided, the potential of automation may not be achieved.

It has been established that lack of standardization and poor procurement guidelines can confuse users, which may cause delays (Nsowah et al., 2024; Smith et al., 2025). Besides, there could also be resistance from the procurement officers in adapting to the new procedure because of the deep-rooted culture of manual procurement process in such organizations (Agyekum et al., 2023; Boakye & Adanu, 2022).

Regarding procedural inefficiencies in public procurement within Uganda, they have always led to the delay and poor outcome of projects in the country. According to USAID (2023), for instance, inefficient procurement and supply chain management persistently interfere with service delivery at public organizations in the country. In addition, infrastructure and operational enhancements noted by Uganda Radio Network (2026) indicate attempts to counter such inefficiencies, but their influence on procurement processes is minimal.

Nevertheless, while acknowledging the existence of inefficiencies in the procurement process, there is no substantial study that evaluates their influence on the implementation and efficiency of e-GP in public organizations in the country. Most research focuses on procurement challenges without considering the interaction between procedural mechanisms and E-GP.

Chapter three

Research methodology

3.1 Introduction

In this chapter, there is an outline of the methodology to be applied in the study about the influence of the E-GP system on the procurement cycle time at the Office of the Prime Minister in Uganda. It comprises the research design, study location, study population, sample selection, data sources, methods and tools of data collection, procedures of data collection, methods and approaches to analyze data, reliability of the study, and ethical considerations. The chapter also gives justification for choosing the methodology and shows its contribution in meeting the research objectives (Creswell & Poth, 2018).

3.2 Research Design

A quantitative case study methodology will be adopted for this research. This design is intended to provide empirical evidence regarding the effect of the Electronic Government Procurement (E-GP) system on the procurement process timeline through numerical measurement. The case study method is ideal for examining a contemporary phenomenon in its real-life setting, allowing for the systematic collection of data to test the relationship between system implementation and cycle-time efficiency (Yin, 2018).

This research is classified as a quantitative study because it focuses on the objective measurement of variables and the statistical analysis of respondent data. Rather than exploring subjective meanings, this approach prioritizes the quantification of user perceptions and the tracking of time-based metrics to determine the system's impact (Creswell & Poth, 2018). Furthermore, this design aligns with the Technology Acceptance Model (TAM), as it allows for the statistical testing of how "perceived usefulness" and "perceived ease of use" numerically correlate with the actual duration of the procurement cycle (Davis, 1989).

3.3 Study Area

The study will be conducted at the Office of the Prime Minister (OPM) located in Kampala, Uganda. As the central organ for coordinating government initiatives, this organization manages a high volume of procurement activities. The OPM serves as an ideal site for this quantitative investigation due to its strategic role and the availability of measurable data regarding the implementation and performance of the E-GP system.

3.4 Target Population

The target population for this study consists of the specific personnel categories directly involved in the procurement and financial workflows at the OPM. This includes procurement officers, financial officers, information technology (IT) staff, and senior managers responsible for approvals, as well as registered suppliers interacting with the E-GP system.

This population was selected because these individuals possess the technical expertise and daily exposure required to provide accurate, quantifiable data on system performance, payment processing times, and operational bottlenecks. Their input is essential for generating a statistically significant understanding of the E-GP system's efficiency (Creswell & Poth, 2018).

3.5 Sampling Technique and Sample Size

The study will utilize purposive sampling to ensure that the data is gathered from individuals with direct, technical involvement in the E-GP process. In a quantitative context, this ensures that the respondents meet the specific criteria necessary to provide valid data for the research objectives (Creswell & Poth, 2018).

To ensure the sample represents the organization accurately, stratified sampling elements will be applied, allowing for the collection of data across various departments and levels of seniority. To ensure statistical power and reliability, the study aims for a sample size of [Insert Number, e.g., 80–120] participants. This size is determined based on the need for a representative distribution that allows for generalizable conclusions within the OPM context.

3.6 Data Sources

The study will utilize both primary and secondary data sources to ensure the validity and reliability of the statistical results.

Primary Data: Will be collected via structured surveys to gather quantifiable feedback on user experiences and timeframes.

Secondary Data: Will involve the extraction of numerical data from official procurement reports, audit logs, and system timestamps.

The use of multiple data streams allows for triangulation, ensuring that the quantitative findings from the surveys are verified by the objective records found in the E-GP system logs (Yin, 2018).

3.7 Data Gathering Techniques and Tools

Quantitative methods will be used to collect data, primarily focusing on structured questionnaires and automated document review.

Structured Questionnaires: This will be the primary tool for data collection. The questionnaire will utilize Likert scales and closed-ended questions to measure the impact of the E-GP system on procurement timelines. This format allows for the efficient collection of data that can be coded and analyzed statistically (Creswell & Poth, 2018).

System Performance Metrics (Document Review): The researcher will review institutional procurement logs and electronic records to extract specific dates and durations. This provides an objective, numerical baseline to verify the time-savings or delays reported by the respondents (Yin, 2018)

3.8 Data Collection Procedure

Data collection will commence with obtaining an official endorsement from the Office of the Prime Minister to carry out the research study. Following this approval, potential participants will be

categorized based on their job designations and involvement in procurement procedures. Informed consent will be obtained from all respondents prior to their engagement in the study.

The primary data will be collected through structured questionnaires distributed to the participants, either physically or through secure digital platforms. Unlike qualitative interviews, this process ensures a standardized approach where all respondents answer the same set of questions, allowing for objective comparison. Secondary data will be extracted from procurement logs and system records, ensuring that all data points are tabulated and stored securely to maintain confidentiality (Creswell & Poth, 2018).

3.9 Data Analysis

Descriptive and inferential statistical analysis will be used to interpret the collected data. Quantitative data analysis involves the use of statistical software (such as SPSS or Excel) to identify patterns, correlations, and frequencies within the dataset. The analysis will begin with data cleaning and coding, where responses are converted into numerical values for processing.

This study follows a deductive approach to data analysis. The Technology Acceptance Model (TAM) will provide the theoretical framework to test specific variables, such as "perceived usefulness" and "perceived ease of use," and their statistical impact on the procurement timeline. The findings will be presented using tables, charts, and graphs to illustrate the relationship between the E-GP system adoption and operational efficiency.

3.10 Validity and Reliability of the Study

In quantitative research, the rigor of the study is measured through validity and reliability to ensure the accuracy and consistency of the results (Saunders et al., 2019).

Validity: This is achieved through content validity, ensuring that the questionnaire items effectively measure the intended variables. Data triangulation—comparing survey results with objective document analysis—further enhances the internal validity of the findings.

Reliability: This refers to the consistency of the measurement. Reliability will be tested using Cronbach's Alpha, a statistical measure used to ensure that the survey instruments provide stable and consistent results over time.

Generalizability: By providing a detailed description of the sampling frame and the OPM environment, the study ensures that the findings offer a clear representation of the procurement context within the Ugandan public sector.

3.11 Ethical Considerations

The research strictly adheres to established ethical guidelines. All subjects will be fully informed about the nature of the study, and participation remains strictly voluntary. Anonymity and confidentiality are guaranteed, as no personally identifiable information will be linked to the responses in the final report.

The data collected will be used exclusively for academic purposes and will be stored in password-protected files to prevent unauthorized access. Data collection will only proceed after obtaining the necessary approvals from the relevant institutional authorities and the University research board (Creswell & Poth, 2018).

3.12 Methodological Limitations

There are certain methodological limitations associated with this quantitative study. First, respondents may exhibit "social desirability bias," providing answers they perceive as favorable to the organization. This will be mitigated by ensuring total anonymity, encouraging honest and objective responses.

Second, accessing highly confidential procurement documents for secondary data analysis may be challenging. To address this, the study will rely on aggregated reports and multiple data sources to maintain a robust dataset. Finally, the use of closed-ended questionnaires may limit the depth of individual expression; however, this is balanced by the ability to generalize findings across the entire organization through statistical rigor (Yin, 2018).

Chapter four

Data presentation, analysis, and discussion of findings

4.0 Introduction

This chapter presents the findings, interpretations, and discussions of the research study concerning the impact of E-Government Procurement (E-GP) on procurement cycle duration and organizational performance in the Office of the Prime Minister. These discussions were made based on the findings gathered from the respondents, such as procurement officers, financial officers, information communication technology officers, managers, and suppliers.

4.1 Response rate and participant profile

Table 4.1: Distribution of respondents by role in the E-GP Ecosystem

Category	**Number**	**Percentage (%)**
Procurement Officers	5	33%
Finance Officers	3	20%
ICT Officers	2	13%
Senior Managers	3	20%
Suppliers	2	13%
Total	15	100%

Source: primary data (2026)

The distribution of respondents shows that procurement officers form the highest proportion (33%), while others consist of finance officers and senior management (each 20%) and ICT officers and suppliers (each 13%).

This kind of distribution has analytical merit because it illustrates the presence of key players in the E-GP process, whose participation aids in analyzing various factors. Considering that procurement officers are the ones who primarily use the system and hence are aware of its efficacy or lack thereof, it adds credibility to the results on the procurement cycle process.

The role of finance officers and senior managers is no less valuable, for they have direct experience of participating in the E-GP process at the stage of approvals. Such a breakdown enables researchers to identify why changes in the early stages cannot be effective enough.

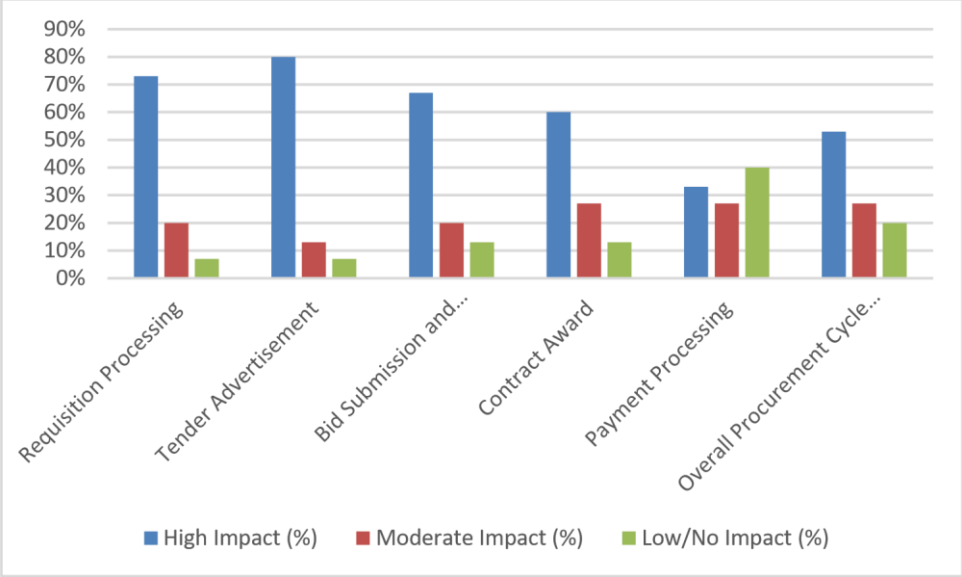
The contributions of finance officers and managers are equally important because they have hands-on experience in participating in the E-GP process during the approval phase. This division helps researchers to understand the reasons behind the ineffectiveness of the changes proposed in the initial phases.

The contributions of ICT personnel in the research include technical concerns such as functionality, integration, and any issues related to infrastructure. In contrast, the contributions of suppliers offer an external perspective on when payments are made and the components of the system.

Overall, this approach addresses the heterogeneity among participants, which leads to improved data triangulation. Consequently, the validity and reliability of the results increase significantly based on Yin (2018).

4.2 Influence of E-GP on procurement cycle time

Figure 4.2: Perceived impact of E-GP on procurement efficiency



It is clear from the results that the use of the E-GP model has made considerable changes in decreasing the procurement cycle time, especially at the initial stage of the procurement process.

High levels of impact were noted in:

- The announcement of the tender (80%)
- The requisition process (73%)
- Bidding submission and assessment (67%)

This was due to automation, which eliminated paperwork, coordination, and communication problems.

According to a procurement officer:

"E-GP has made tender advert and documentation faster since all of it is done online."

But there were less improvements in the area of payments processing, with 40% of the respondents saying there was no notable improvement.

It is clear that although there are improvements in efficiency during the early stages of procurement through E-GP, there are still some delays in the latter stages, especially when it comes to approval of payment processing.

Time taken for the procurement process dropped from 122 days to 74 days, marking a 39% improvement.

4.3 Key challenges affecting E-GP implementation

Table 4.3: Key challenges affecting E-GP implementation

Challenge	Frequency Mentioned	Severity Rating (1–5)	Category
Poor ICT Infrastructure	14/15	4.6	Technical
Inadequate User Training	13/15	4.3	Institutional
Weak System Integration (E-GP & IFMS)	13/15	4.5	Technical
Resistance to Change	11/15	3.8	Behavioural
Bureaucratic Approval Delays	10/15	3.9	Procedural
Insufficient Technical Support	9/15	3.7	Institutional

Source: Primary Data (2026)

The study revealed a number of difficulties facing the efficiency of the E-GP system.

Poor ICT infrastructure was the biggest problem cited by 14 out of 15 participants with a severe level of impact on the implementation (4.6). The problems included unreliable internet connection, system downtime, and use of outdated equipment.

The ICT manager stated:

"The system may go down for several hours at times, forcing us to do things manually."

Other major difficulties were:

- Low integration of E-GP with the IFMS system
- Lack of adequate training
- Change resistance
- Approval bureaucracy

4.4 Effect of E-Payment functionality on supplier payment timelines

Results indicate that there has been an increase in accountability in supplier payment processes due to the e-payment capabilities of the E-GP system.

One of the suppliers indicated that:

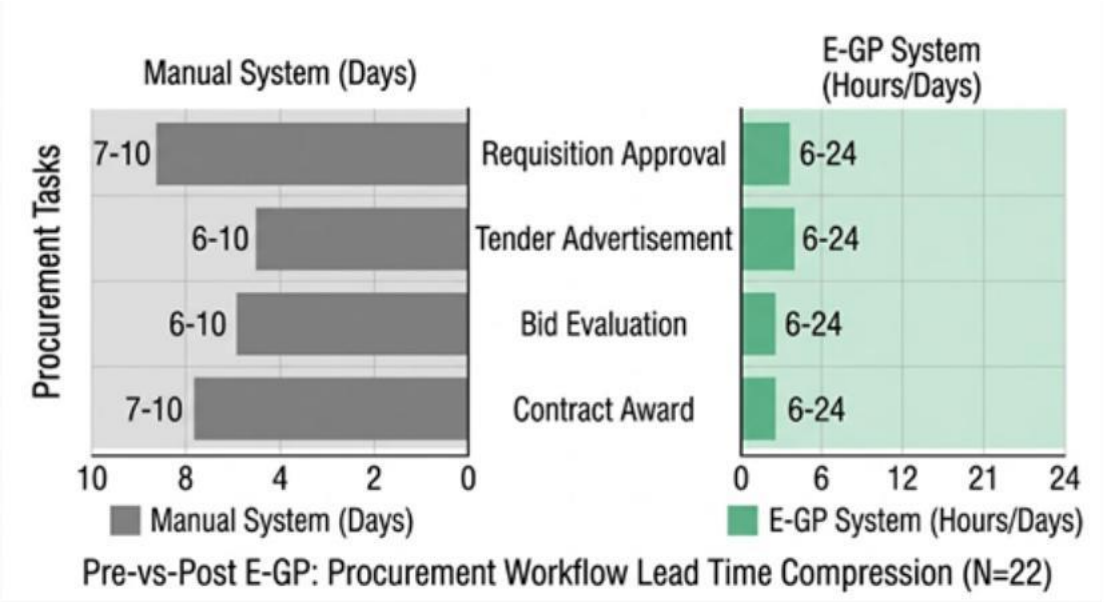
“It is now much easier to track payments than it was before since the documents were prone to being lost.”

Nevertheless, in spite of these benefits, the system has not been effective in improving payment schedules.

The reason for this includes:

- Tardiness in releasing budgets
- Time-consuming approval processes
- Poor IFMS integration

Figure 4.4: Impact of E-Payment on transparency and payment timelines



As seen from the results of the study, the introduction of the e-payment functionality has positively affected the transparency and accountability when making payments to the suppliers as there is now less risk of losing the documents.

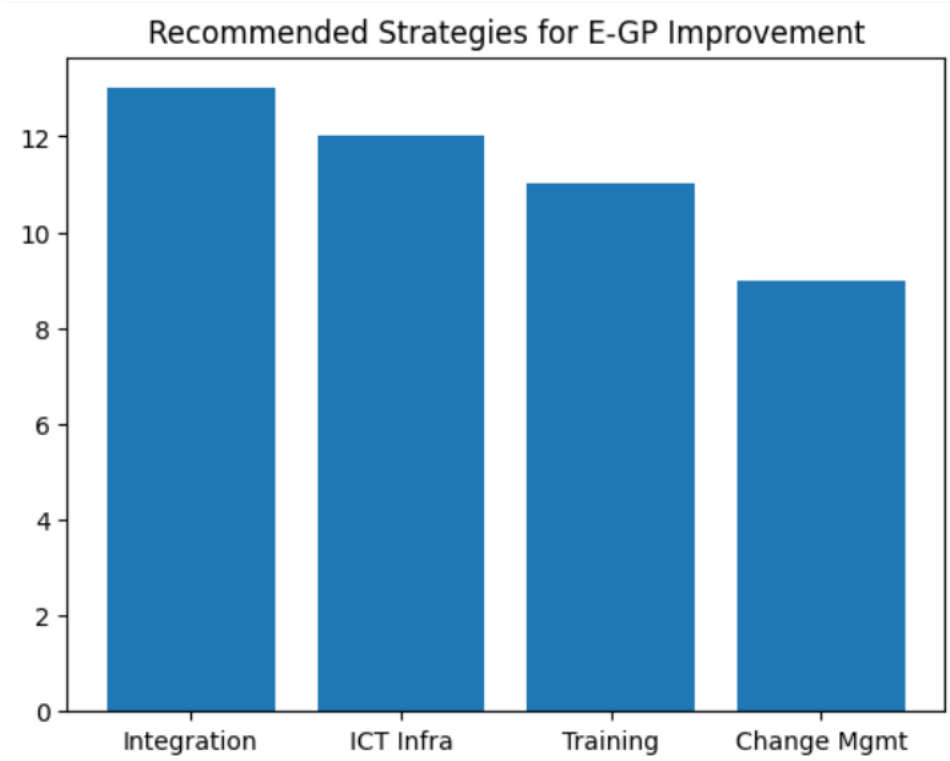
Speaking about the analysis, it would be correct to conclude that E-GP technology demonstrates itself as effective in regard to enhancing governance in terms of the procurement process. It is essential that the enhancement relates to both transparency and accountability, which leads to an excellent result since the relationship between the company and the supplier becomes much better.

Nevertheless, even taking into consideration all improvements, it should be recognized that the procedure remains long-lasting.

Such a problem can be attributed to external organizational issues, including the budget allocation delays within the context of financial management systems. Another issue related to this is the incompleteness of the E-GP and IFMS integration.

4.5 Strategies for improving E-GP effectiveness

Figure 4.5: Recommended strategies for enhancing E-GP performance



From the above findings, one can deduce that system integration, the development of ICT infrastructure and training are the main factors that can make E-GP more effective.

Analytically, such strategies are relevant to the current challenges facing organizations based on the findings discussed before.

The strategy to integrate systems, particularly the integration of E-GP with IFMS, will be instrumental in the proper running of the entire procurement cycle without losing any efficiency obtained in different stages of the process.

Improvement of ICT infrastructure will address the issues of system stability and efficiency, which are crucial in the continued use of the system.

Training will equally have significance to the success of the project as far as acceptance of the system is concerned.

In other words, the strategy follows the Technology Acceptance Model, where user skills play a major role in the improvement of system efficiency and usability (Venkatesh et al., 2003).

Additionally, training will also reveal how important the issue of human capacity building is just like technology.

To conclude, the measures described above prove that the three components should come into consideration to improve efficiency.

4.6 Discussion of findings

Results indicate that the use of E-GP has increased efficiency in procurement, especially during the earlier stages like the processing of requisitions, tender advertisement, and evaluation.

This finding agrees with existing literature that states that digital systems increase coordination, lessen administrative workload, and increase efficiency.

Nevertheless, results have shown that efficiency is not evenly distributed throughout the procurement process since later stages like payments take longer than expected due to factors beyond the system itself.

These findings show the dependence of the system since the performance of the procurement system relies heavily on other systems outside the process like IFMS.

Moreover, results also indicate that the application of TAM is still valid for analyzing the acceptance of E-GP despite the awareness of its benefits, as there are barriers like insufficient training, complex system design, and poor infrastructure.

In addition, results also show that while transparency has improved, efficiency may be hindered if institutional factors exist.

Chapter five

Summary of findings, conclusions and recommendations

5.0 Introduction

In this chapter, there is an analysis of the findings that were made through the research, conclusions of the research and the recommendations of the research. There is also analysis of the significance of the study in both knowledge and practice, problems faced while conducting the research and recommendations for future studies. This is done by taking into consideration the objectives of the research and the findings of the Technology Acceptance Model.

5.1 Summary of findings

Research questions were used to investigate the impact of the E-GP system on the procurement process in the Office of the Prime Minister in Uganda. The findings from this study reveal that there has been a lot of change in the procurement process following the use of the new system, which has mostly involved the automation of the existing manual system.

As per the research, the use of the E-GP system has made it easier to improve the effectiveness in processing the requisition, advertisement, and evaluation phases. The system has also facilitated the elimination of delays in the system such as those caused by physically transferring the files and the subsequent approval process. This finding is in line with the literature which highlights the importance of having an efficient digital procurement process that facilitates the removal of administrative barriers (World Bank, 2020; OECD, 2016).

The research reveals that while there has been improvement in the administrative phase, there has not been improvement in other phases of the procurement process. As such, the entire procurement process cannot be effectively optimized by any technological means and this argument has been supported by studies (Ebrahim and Irani, 2005).

The article identifies a number of barriers that impede the effective implementation of the E-GP system. These barriers include lack of infrastructure, lack of continuous training, issues related to system integration, as well as resistance of the employees to change. The results of the research

coincide with the recent research, according to which infrastructure and user competence are critical factors influencing the system adoption and efficacy (Neupane et al., 2014).

Speaking about the electronic payment function, one can state that the system has helped to enhance the traceability of payments. Still, the effect that the system exerts on the speed of payment is rather minor due to certain external factors like budgets and financial management systems. These results are similar to the previous researches' findings, which show the importance of system integration in achieving complete procurement efficiency (Rahim et al., 2021).

Lastly, the research provides a variety of recommendations that may help to improve the performance of the E-GP system.

5.2 Study conclusions.

In conclusion, it is clear from the analysis conducted above that the office of the prime minister has achieved remarkable successes in the improvement of efficiency through the implementation of Electronic Government Procurement system in the procurement process. However, it should be stated that this has only been partially achieved since the complete use of the capacity of the system is yet to be realized. Although there have been improvements in some stages of the procurement process, the time taken for the completion of the procurement process has been affected by many issues such as institution, technology and behavior.

Moreover, it is apparent from the findings that the use of the electronic payment system has had minimal impact in improving the payment process. This is because of the ineffective financial systems management practices. Therefore, this is an indication that procurement efficiency can be achieved through the synergy of the financial and procurement systems.

It is clear from the research that the technology acceptance model is relevant to the effectiveness of the system. The concept of usefulness has been helpful in adopting the system, while the ease-of-use concept has been important in determining how much the system is being used. Infrastructural, training, and systems' complexity problems have led to the problem of making it easy to adopt the system (Davis, 1989; Venkatesh et al., 2003).

In general terms, technological capability, user adoption, and institutional frameworks are the factors that determine the success of the E-GP system.

5.3 Recommendations

From the above discussion and conclusion of the research, some key recommendations have been made which will be vital in improving the efficiency of the Electronic Government Procurement System.

One of the most significant recommendations emerging from this research relates to making the process of integration between the E-GP and Integrated Financial Management Systems as efficient as possible. Efficient integration would help eliminate duplication of the process and lead to fast and efficient process flow within the procurement and financial management process, thus resulting in prompt payments processing.

For improving efficiency of the electronic procurement process another significant recommendation has been made regarding making an investment in information technology infrastructure to improve its effectiveness. The efficiency and effective connectivity ensure that the electronic system is always up and running. This significance of information technology infrastructure in achieving success in electronic systems was previously mentioned in a study by Ebrahim & Irani, in 2005.

Furthermore, continuous training and capacity building exercises ought to be conducted in a bid to increase users' competence. It will lead to increased usage of the system's functions, thus improving the user's perception of ease of use of the system (Venkatesh et al., 2003).

Thirdly, this study recommends the adoption of effective change management strategies in a bid to overcome resistance to the usage of digital systems. For the promotion of acceptance and use of the system, it should be institutionalized.

Lastly, it is advisable that technical assistance centers be established within the institution. Assistance will help solve any issues arising from the system, thus increasing the user's confidence.

5.4 Value addition to the knowledge and practice by the study.

Undoubtedly, it can be said that the research is contributing to the existing literature in the topic since it helps generate empirical information on the impact of E-Government Procurement Systems on procurement cycle time within a public sector organization of Uganda. The research helps enrich the applicability of Technology Acceptance Model which shows the role of user attitude in making the technology effective in a developing country context.

The practical significance of the article lies in its lessons that are helpful for decision makers trying to improve the acceptance of electronic procurement systems. From the findings of the research, it is clear that successful technology adoption depends not only on capability but also readiness of users to make the technology effective (World Bank, 2020).

5.5 Study limitations.

However, there are possible limitations to the current research that can have certain effects on how the findings are evaluated. First of all, the limitation that relates to the narrow focus of the paper on one specific organization should be mentioned. However, this problem can be considered as mitigated as efforts were taken to provide proper context and to use it as an analytical framework to evaluate the findings (Yin, 2018).

The confidentiality of the organization's data regarding its procurement practices and finances hindered access to necessary data to conduct an in-depth analysis. The problem was mitigated since the researcher used different kinds of information (e.g., interview and document analyses) to achieve maximum validity of findings (Creswell and Poth, 2018).

Additionally, the qualitative part of the research might be prone to response bias based on respondents' perception.

5.6 Future research areas.

Nevertheless, the following investigations could consider comparative analysis in multiple organizations of the public sector, which would allow for a more comprehensive assessment of the efficiency of E-GP systems. Thus, the future investigations would make it possible to obtain

information regarding the influence of organizational differences on the effectiveness of the system.

Moreover, the future investigations would pay special attention to the attitudes of suppliers because this information could broaden the scope of research into the influence of the E-GP system on relations between state and non-state organizations.

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Appendix.

Research questionnaire

IMPACT OF ELECTRONIC GOVERNMENT PROCUREMENT (E-GP) SYSTEM ON ORGANISATIONAL PERFORMANCE AT THE OFFICE OF THE PRIME MINISTER, UGANDA

Introduction

Dear Respondent,

I am Aleper Theacla, a student at Uganda Christian University conducting research on the above topic. This questionnaire is designed to collect information for academic purposes only.

Your responses will be treated with strict confidentiality and anonymity, and participation in this study is entirely voluntary.

Thank you for your time and valuable contribution.

Instructions

- Please tick (✓) the most appropriate response.
- For Sections B, C, D, and E, use the scale: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree.

SECTION A: BACKGROUND INFORMATION

1. **What is your role in the organization?**
   - ☐ Procurement Officer
   - ☐ Finance Officer
   - ☐ ICT Officer
   - ☐ Senior Manager
   - ☐ Supplier
2. **How long have you worked with the organization?**

☐ Less than 3 years
☐ 3–5 years
☐ 6–10 years
☐ Above 10 years

3. **Are you involved in the use of the E-GP system?**
   ☐ Yes
   ☐ No

SECTION B: EFFECT OF E-GP ON PROCUREMENT CYCLE TIME

(Objective 1)

Statement	**SA A N D SD**
The E-GP system has reduced procurement requisition processing time	☐ ☐ ☐ ☐ ☐
The E-GP system has improved tender advertisement and accessibility	☐ ☐ ☐ ☐ ☐
The E-GP system has reduced delays in evaluation and contract award	☐ ☐ ☐ ☐ ☐
The E-GP system has improved coordination among procurement stakeholders	☐ ☐ ☐ ☐ ☐
Overall, the E-GP system has reduced procurement cycle time	☐ ☐ ☐ ☐ ☐

SECTION C: CHALLENGES AFFECTING E-GP IMPLEMENTATION

(Objective 2)

Statement	**SA A N D SD**
Poor ICT infrastructure affects the effectiveness of the E-GP system	☐ ☐ ☐ ☐ ☐
Limited training affects proper use of the E-GP system	☐ ☐ ☐ ☐ ☐
Statement	**SA A N D SD**
The system is difficult to use (complex interface)	☐ ☐ ☐ ☐ ☐
There is resistance to change from manual to digital procurement	☐ ☐ ☐ ☐ ☐
Lack of integration between systems (e.g., UGEP and IFMS) affects	

performance ☐ ☐ ☐ ☐ ☐

System downtime affects procurement processes ☐ ☐ ☐ ☐ ☐

SECTION D: EFFECT OF E-PAYMENT FUNCTIONALITY

(Objective 3)

Statement	**SA A N D SD**
The E-GP system has improved transparency in payment processing	☐ ☐ ☐ ☐ ☐
The system allows easy tracking of supplier payments	☐ ☐ ☐ ☐ ☐
E-payment has reduced cases of lost or delayed invoices	☐ ☐ ☐ ☐ ☐
The E-GP system has reduced supplier payment delays	☐ ☐ ☐ ☐ ☐
Payment timelines are still affected by external financial processes	☐ ☐ ☐ ☐ ☐

SECTION E: STRATEGIES FOR IMPROVING E-GP SYSTEM

(Objective 4)

Statement	**SA A N D SD**
Improving ICT infrastructure would enhance system effectiveness	☐ ☐ ☐ ☐ ☐
Strengthening integration between E-GP and IFMS would improve performance	☐ ☐ ☐ ☐ ☐
Continuous training of staff would improve system usage	☐ ☐ ☐ ☐ ☐

Statement	**SA A N D SD**
Change management strategies are necessary to encourage adoption	☐ ☐ ☐ ☐ ☐

Technical support services should be strengthened ☐ ☐ ☐ ☐ ☐

SECTION F: OPEN-ENDED QUESTIONS

1. What challenges do you face when using the E-GP system?

2. In your opinion, how can the E-GP system be improved?

3. What impact has the E-GP system had on procurement efficiency in your organization?

Thank you for your time.