

# Investigating the impact of procurement procedures and policies on supply chain performance in International Humanitarian Organizations in South Sudan

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## Abstract

This study aims to explore the impact of procurement procedures and policies on the supply chain performance in International Humanitarian Organizations (IHOs) in South Sudan. The study examines how the procurement processes within the IHOs influence the overall effectiveness, efficiency, and sustainability of the supply chain. By understanding the connection between procurement and supply chain performance, the study aims to not only provide insights and recommendation for improving procurement practices in order to enhance the IHOs' overall supply performance and response capacities in emergencies and humanitarian contexts, but also to find out whether or not IHOs had aligned their procurement policies, processes and procedures with their humanitarian response agenda and commitments to enhance supply chain performance. The research was guided by three main objectives that sought to determine the effect of procurement policies and procedures, the relationship between procurement procedures and policies and the challenges faced in the implementation of procurement procedures and policies on supply chain performance in selected IHOs. Data was collected using questionnaires that were administered through drop and pick later method. The study established that most of the selected IHOs have in place procurement procedures and policies that have enabled them to achieve transparency, efficiency and accountability in their operations. It was also clear that there were challenges in procurement procedures and policies on supply chain performance represented by more than 70% of the respondents. Further research on the same topic can be conducted in other organizations or UN agencies using more predictors to establish if procurement procedures and policies have impacts on supply chain performance. It is also recommended that in order to boost the performance of supply chains in humanitarian organizations in South Sudan, there is need to invest in various strategies. This therefore calls upon the management of various IHOs to follow up procurement procedures which outlines the strategies and guidelines in detail and ways of operationalization. This should be done in a consultative approach so as to smoothen the process.

**Keywords:** Procurement procedures and policies, supply chain performance, international humanitarian organizations

## 1. Introduction and Background

As of 2023, International Humanitarian Organizations (IHOs) supported over 128 million people across more than 120 countries and territories around the world. In addition to emergency food relief, IHOs offers technical and development assistance, such as building capacity for emergency preparedness and response, managing supply chains and logistics, promoting social safety programs, and strengthening resilience against climate change (Leenders et al. 2008). They are also major providers of direct cash assistance and medical supplies, and provides

passenger services for humanitarian aid workers (Talluri 2008). There are a number of studies that have been carried out on procurement procedures and policies on supply chain performance in public and private sectors in other regions and countries (Kiragu & Njue 2013). Gyamfi (2010) examined the issues and challenges facing financing of IHOs in Ghana. Batti (2012), while analyzing challenges facing IHOs in war-torn and developing countries in resource mobilization, confirmed that IHOs for a long time and even still rely on the generosity of donors to sustain their initiatives and programs through aid, grants and donations. This suggests that the funding sources for NGOs from donors are frequently inadequate to meet the needs and rising costs for project implementation and monitoring. Procurement policies entail a set of rules and regulations put in place to govern the process of acquiring goods and services needed by an organization to function efficiently (Wisegeek 2013). IHOs regularly design and apply procurement policies to guide on procurement matters. Procurement policies are thus a set of rules and regulations that are designed by organizations to govern on application of various procurement procedures (Bartik 2009). Procurement is the process in which or private organizations buy supplies or services to fulfill various functions such as shelter, transport and need for infrastructures (Erik & Vennstrom 2008). Through procurement, the organization facilitates the achievement of its own policy goals such as sustainable development (Talluri 2008). Effective procurement policies are strategies followed when making organization purchasing decisions. Implementing effective procurement policies significantly improve the effectiveness of purchasing decisions (Sobczak 2008).

Procurement performances are set of activities undertaken by an organization to promote effectiveness management of its supply chain (Semanik 2012). Its proper practices lead to competitive purchase and getting quality materials (Walter et al 2015). Procurement is vital to organizations and its strategies have become part of organizational success. It boosts efficiency and competitiveness and to realize these, it is vital to give emphasis about the strategic factors that affect the performance of the procurement function. According to Leenders et al. (2008), around the world, public and private sector organizations are experiencing an unprecedented pace of change and as a result, they are rapidly re-evaluating their operating models and market strategies not just to withstand these market forces but capitalize on them. Clearly, procurement has a significant role to play in helping the organizations achieve their objectives and prepare for the uncertainty ahead. In part, this will require procurement to focus on driving costs out of the cost base. According to Kipyego (2012), supply chain performance leads to a better understanding of the system and the introduction of common standards. Despite the challenges that are created, developing an effective and efficient supply chain can become a core competency or even a distinctive competency (Gray et al. (1997). Literature has shown that the basis of competition in many industries in the future will revolve around supply chain development (Moncska et al. 2010). Procurement policies and procedures including procurement strategies and plans, composition of procurement committees and responsibility, ethics, supplier selection management and tender evaluation must be taken in to consideration to enhance supply chain performance in the humanitarian sector (Kiragu & Njue 2013).

Supply chain procedures of International humanitarian organizations in South Sudan have become more complex due to increased number of strategic partners within the supply chain structure. This has called for a highly integrated and coordinated mechanism to develop policies and procedures that help co-ordinate flow of goods, services and finances within the organization. Procurement policies adopted by many organizations include procurement

strategies and plans, composition of procurement committees and responsibility and ethics whereas procurement procedures include supplier selection and tender evaluation (Duncan 2009). Various studies have been done on procurement policies and supply chain performance (Kiragu & Njue 2013; Githui 2012). However, these studies have provided contradictory and inconclusive evidence on the relationship between these variables. They further noted that quality of goods and services is delivered through the procurement process is the most important set target of the procurement function and safety of employees the least important of the non-financial measures. Erik & Vennstrom (2008) found that procurement policies are intended towards optimizing operational chain performance by delivering a product or service to the ultimate customer at minimal cost and at the required time. Hrebiniak (2006) found that procurement policies yield benefits to organizations such as cost reduction, enhanced profitability, assured supplies, quality improvements and competitive advantage. A study conducted by Njoroge (2012) found that professionalism in implementation of procurement policies and procedures ensures assessment of the procurement procedures in public and private sectors. Chemoiwo (2014) found that the extent of compliance with humanitarian procurement policies and procedures are too limited and therefore have a significance negative influence on the supply chain performance. In addition, procurement is perceived as prone to delays, wrong supplies, unsuitable sites for conference, late activity implementation, substandard works/service delivery, occasioning waste and affecting quality of service and life improving opportunities (Githui 2012). There is need to reverse this worrying trend and maintain donors' confidence. Despite IHOs' efforts to improve the procurement system such as the introduction of vendor list, procurement matrix, procurement review committee, it is still marred by number constrains (Baily et al. 2005). A study conducted by Hamza et al. (2016) to assess impact of procurement policies in the NGOs sector majored on procurement procedure, staff competency, and resource allocation found procurement policies as having very much influence on procurement performance. For years, procurement performance has been drawing great responsiveness from experts, academicians, and investigators due to deprived performance (Lisa 2010; Gelderman 2006). Improper implementation of recommended performance standards results in unnecessarily high operation costs and uncoordinated project activities (Sebastian 2016; McGill 2007). Although a number of studies have been done on policy implementation, a knowledge gap still exists on the relationship between policies procedures and supply chain performance of organizations and challenges faced in the implementation of procurement policies in organizations. Therefore, this study seeks to establish the impact of procurement procedures and policies on supply chain performance in International humanitarian NGOs operating in South Sudan.

### **1.1 Research Objectives**

This study consisted of three research objectives as follows:

- i. To determine the effect of procurement procedures and policies on supply chain performance in IHOs operating in South Sudan.
- ii. To determine the relationship between procurement procedures and policies and the performance of supply chain in IHOs.
- iii. To determine the challenges faced in the implementation of procurement policies and procedures in IHOs in South Sudan.

## 1.2 Research Questions

- i. What are the effects of procurement procedures and supply chain policies in an organization?
- ii. What are the relationship between procurement policies and supply chain in organizational performance?
- iii. What are the challenges facing the managers in the implementation of procurement procedure and supply chain policies in IHOs?

## 2. Literature Review

Many studies have been done on policies, procedures and supply chain performance in different sectors. Jones and George (2009) found that bureaucratic control mechanism is controlled by a comprehensive system of formal rules and standard operating procedures that shapes and regulates the behavior of divisions, functions and individuals. Moncska et al. (2010) held that the procurement function has a significant impact on corporate performance. Thus, traditional procedures are becoming obsolete in modern organizations. Procedures provide guidance that staffs follow in performing activities, put constraints on behavior and show how the procurement function should work to achieve strategic objectives. Baily et al. (2005) argued that public procurement procedures tend to be characterized by high levels of bureaucracy independent of order value; poor communications and focusing on unit price rather than long-term relations.

Githui (2012) found out that the rise of supply chain management and procurement in Kenya has given rise to a number of unethical business practices that violates codes of conduct. For instance, when tendering processes is not executed in a transparent manner, then suppliers may have chances and vantages to solicit for consideration by advancing bribes and other forms of corruption. According to Gray et al. (1997), transparency, fair treatment in bidding and awards of tenders, accountability and responsible purchasing and supply have a positive implication on procurement processes in any organization and could thus result into increased performance and delivery. This is not possible without employing ethical theories and principles which form the basis and foundations of ethical organizations (Githui 2012). According to Rossi (2010), compliance with the formal elements gives an indication of knowledge of the rules. Gelderman (2006) maintained that procurement managers will comply with the rules if they perceive them as clear. Lack of clarity increases the possibilities for procurement regulations noncompliance. Eyaa and Oluka (2011) stated that lack of familiarity with procurement rules results into poor compliance levels and this leads to inefficiency which negatively affects supply chain performance.

Procurement is an essential component in the delivery of the services and functioning of various departments of the public entities. Procurement means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by procuring entity and includes all functions that pertain to the obtaining of any goods, works or services including descriptions of requirements, selection and invitation of tenders, preparation and award of contracts (PPA 2011). An effective procurement process that is laid down; ensures the continuous availability of the right materials in the right quantities, from the right suppliers available at the right time and reasonable prices. Apart from that, procurement faces numerous challenges especially due to the nature of current market structure, the legal framework and the political environment that procurers have to deal with (Thai 2009). According to Leenders et al. (2008), around the world,

public and private sector organizations are experiencing an unprecedented pace of change and as a result, they are rapidly re-evaluating their operating models and market strategies not just to withstand these market forces but capitalize on them. Clearly, procurement has a significant role to play in helping the public sector achieve their objectives and prepare for the uncertainty ahead. In part, this will require procurement to focus on driving costs out of the cost base. But the opportunity also exists for the function to add value in a much more strategic way. Thai (2001) describes two types of goals in the procurement system: non-procurement goals and procurement goals. Procurement goals are primarily associated with quality, reduction of financial and technical risks, and protection over competition and integrity in the system. Non procurement goals usually involve the economic, social, and political goals within the system.

### ***Procurement Procedures***

Procedures are operating instructions detailing functional duties or tasks. According to Lisa (2010), the division between public and private sectors creates two different worlds, requiring different approaches to procurement. Public ownership imposes obligations with regard to public accountability, leading to prescribed procedures and policies. All steps of the procurement cycle must be properly documented with each step being approved by the designated authority. Maiyo (2009) argued that public procurement procedures tend to be characterized by high levels of bureaucracy independent of order value; poor communications and focusing on unit price rather than long-term relations. Muge (2009) explored whether opportunities for fraud and corruption might be reduced or increased by rules governing public procurement. They focused on specific European Legislation Procurement Directive 2004/18 on the coordination of procedures for the award of contracts for public works, public supply and public services by public bodies within all EU Member States. They concluded that fraud risks in public procurement may be summarized in terms of insider-driven specifications, low visibility of procurement processes, and ample opportunities for renegotiation of terms. Risks may be increased by innovative procurement practices that have the effect of extending the maneuvering between renderers and public bodies, such as competitive dialogue.

Talluri (2008) stated that every organization develops procedures to enable its personnel implement policies and plans; designed to meet her objectives. Victor (2012) postulated that bureaucratic control mechanism is control by a comprehensive system of formal rules and standard operating procedures (SOPs) that shapes and regulates the behavior of divisions, functions and individuals. SOPs and rules allow employees to perform activities efficiently and effectively. Raymond (2008) held that the procurement function has a significant impact on corporate performance. Thus, traditional procedures are becoming outdated in modern organizations. Procedures provide guidance that staffs follow in performing activities, put constraints on behavior and show how the procurement function should work to achieve strategic objectives. Development of cross-functional teams aligns organizations with process oriented structure, which is much needed to realize a smooth flow of resources in a supply chain. As suggested by Lisa (2010), such teams promote improved supply chain effectiveness. They minimize or eliminate functional and departmental boundaries and overcome the drawbacks of specialization, which according to John (2012), can distribute the knowledge of all value adding activities such that no one, including upper level managers, has complete control over the process. Such teams helped in the formation of modern supply chains by promoting greater integration of organizations with their suppliers and customers. The strategic, operational and

tactical levels are the hierarchies in function, wherein policies and trade-offs can be distinguished and suitable control exerted (Hrebiniak 2006).

According to Rushton and Oxley (1989), such a hierarchy is based on the time horizon for activities and the relevance of decisions to and the influence of different levels of management. The strategic level measures influence the top level management decisions, very often reflecting investigation of broad based policies, corporate financial plans, competitiveness and level of adherence to organizational goals. The tactical level deals with resource allocation and measuring performance against targets to be met in order to achieve results specified at the strategic level. Measurement of performance at this level provides valuable feedback on mid-level management decisions. Operational level measurements and metrics require accurate data and assess the results of decisions of low level managers. Supervisors and workers are to set operational objectives that, if met, will lead to the achievement of tactical objectives.

### ***Supply Chain Performance***

Lisa (2010) describes supply chain management as a collection of seven principles consisting of customer segmentation, customized logistics, demand planning, customization, strategic sourcing, supply chain strategy, and supply chain performance measurement. Inherent in both process-based definitions is the need for the internal and external players of the supply chain to coordinate to ensure that supply chain operations (demand planning, logistics, and supply management) address specific customer requirements. The supply focus is synonymous with rationalization and streamlining of the supply base, and integration of suppliers into product development and manufacturing activities. Managing the supply chain implies reducing and streamlining the supplier base to facilitate managing supplier relationships (John 2012), developing strategic alliances with suppliers (Mason 1996), working with suppliers to ensure that expectations are met, and involving suppliers early in the product development process to take advantage of their capabilities and expertise (Raymond 2008). The two essential requirements for supply chain performance are proper integration in the partnerships with suppliers and the effective utilization of information technology. It is argued by most researchers that active involvement and support of all the supply chain entities can create competitive values (Cuthbertson et al. 2014). The ultimate judge of supply chain performance is the customer in terms of effective and timely responses to their ever- changing tastes and preferences (Maiyo 2009). The performance of the supply chain needs similar attention as firm performance measurement. The literature on the tools that can be used is limited by the ever-increasing amount of literature addressing theories and practices of supply chain performance management which lack effective methods. Most of the supply chain performance evaluation techniques and methods are best suited to measure the value of simple SCM applications and rely on financial measures. For complex supply chain networks, the SCOR model with four business processes (plan, source, make and deliver) can be used to study the concept of supply chain performance within the context of operations management (Poluha 2007).

According to Gunasekaran et al. (2004) the Supply Chain Operations Reference (SCOR) Model is a framework for understanding the scope of SCM based on five basic functions: developing a strategy that balances the available organization resources with service and customer requirements for competitiveness (plan); after developing the supply chain strategy and network, the firm procures goods and services to meet planned or actual demand (source); the operations function then transforms the procured goods and services to a finished state to meet demand (make); the finished products requires a number of logistical support in an effort to manage

orders, transport, and distribute them to the customers (deliver); and after delivery, there should be proper management of customer returns, maintenance, dealing with excess goods (return). Based on the SCOR model, this study borrowed greatly on the supply chain performance measures of effectiveness of enterprise distribution, range of products; order lead time, inventory flow rate, inventory turnover ratio, inventory cost, and reduction in unit costs, total average inventory and sales volume. The above measures cut across the scope of supply chain performance based on five basic functions in the SCOR model. Procurement process means successive stages in the procurement cycle, including planning, choice of procedures, measures to solicit offers from tenderers, examination and evaluation of those offers, award of contract and contract management (PPA 2004). In other words, the procurement process spans a life cycle from identification of the need, through the selection of suppliers, to post-contract award management, including disposal (Sarfo 2011).

## 2.1 Theoretical Underpinnings

The construct can further be espoused by reviewing its theoretical foundations. To this effect, the key theories informing this research are the *Agency Theory* and the *Resource Based Theory*. According to the agency theory, various agency problems may arise, such as asymmetric information between the principal and the agent, conflicting objectives, differences in risk aversion, outcome uncertainty, behavior based on self-interest, and bounded rationality (Diamond 2002). The contract between the principal and the agent governs the relationship between the two parties, and the aim of the theory is to design a contract that can mitigate potential agency problems. The most efficient contract includes the right mix of behavioral and outcome-based incentives to motivate the agent to act in the interests of the principal (Maiyo 2009). The resource-based theory, on the other hand, is based on an industrial organization and with a relation between an organization structure and performance, where performance of the agency is put outside of its structure (Paulraj 2011). This theory, which was first introduced by Wernerfelt in 1984, suggests that organizations that own “Strategic Resources” have important competitive advantages over those that do not have strategic resources. The resources become strategic resources when they are valuable, exceptional, difficult to imitate and non-substitutable. The theory basically tries to justify why organizations in the same sector perform differently by looking for the internal sources of sustained competitive advantages (Mokogi et al. 2015). The organization resources include all tangible and intangible assets such as technological, human and physical assets as well as the capabilities, organization processes and information. If the resources are not sufficient, they should be accompanied by capabilities which result from complex pattern of interactions and coordination amongst the resources. This theory is relevant in the study from the view point that procurement practices and performance results from availability of enough work tools or tangible and intangible assets such as computers, human resources, photocopy machine, internet services, printers and financial resources that will facilitate procurement officers to conduct their activities and their responsibilities in the most effective and efficient manner (Olva 2022).

## 2.2 Challenges in the implementation of procurement procedures and policies

Burritt (2004) argues that one of the major obstacles to the procurement system is political interference with the tender process where political leaders and senior bureaucrats intervene and influence tender awards. The threat of being suspended or fired has in many cases intimidated officers into obeying illegal ministerial directives leading to non-compliance (Akech 2005). In support of this, Hui et al. (2011) asserted that interference from the local politicians,

businesspersons, members of parliament and very influential top management individuals has interrupted the procurement processes and deterred transparency. According to Hrebiniak (2006), if the corporate strategy drafted by the organization is a poor or a vague strategy, then it can limit the implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad policy or a poor strategic planning effort. It will be of interest to note that the need to start with a formulated policy that involves a good idea or concept is the most crucial and critical factor, which helps promoting its successful implementation. As Allio notes, good implementation naturally starts with good policy input: the soup is only as good as the ingredients (Allio 2005).

The kind of procurement policies formulated should therefore be implementable. For a procurement organization to operate both efficiently and effectively in such a complex environment useful structures need to be created and suitable instruments put to use. Information technology can have an important function in this regard. Used appropriately it can offer: smoother and faster process flow, efficient distribution of information, decentralization of tasks and decisions, increased transparency and better control. In addition, information technology helps not only to support internal processes, but also those involving business partners, Government officials and elected leaders have increasingly come to realize that agencies must utilize ICT in order to enhance the procurement processes in the sector. Faced with tight budgets and a retiring workforce, today's government agencies are operating in an environment defined by the need to 'do more with less'. According to Raymond (2008), quality of personnel in procurement relates not only to the levels of education and qualifications of the workforce but also to the professional approach in the conduct of business activities. If the workforce is not adequately educated in procurement matters, serious consequences; including, breaches of codes of conduct occur. Raymond (2008) also linked lack of a high degree of quality of personnel in procurement to corruption, which ultimately impedes compliance. The procurement officers must be trained and aware about all regulations in relation to procurement and related procedures (Hui et al. 2011).

Policies may look extremely logical on paper but if those entrusted with the responsibility of implementation are unwilling to implement, nothing will happen. Policy implementation process may fail if the policy does not achieve support and commitment by the majority of employees and the middle management. Shared understanding without commitment would result in 'counter effort and may negatively affect the supply chain performance. The understanding between middle management and those at the operational level to that of the top management team's strategic goals is of prime importance to successful implementation.

### **2.3 The relationship between procurement procedures and supply chain performance**

Knudsen (1999) suggested that procurement performance starts from purchasing efficiency and effectiveness in the procurement function in order to change from being reactive to being proactive to attain set performance levels in an entity. According to Van Weele (2006) purchasing performance is considered to be the result of two elements: purchasing effectiveness and purchasing efficiency. Performance provides the basis for an organization to assess how well it is progressing towards its predetermined objectives, identifies areas of strengths and weaknesses and decides on future initiatives with the goal of how to initiate performance improvements. This means that purchasing performance is not an end in itself but a means to effective and efficient control and monitoring of the purchasing function (Lardenoije et al. 2005). Purchasing efficiency and purchasing effectiveness represent different competencies and



capabilities for the purchasing function. CIPS Australia (2005) presents the differences between efficiency and effectiveness. Efficiency reflects that the organization is “doing things right” whereas effectiveness relates to the organization “doing the right thing”. This means an organization can be effective and fail to be efficient, the challenge being to balance between the two. Amaratunga and Baldry (2002) suggest that performance is a key driver to improving quality of services while its absence or use of inappropriate means can act as a barrier to change and may lead to deterioration of the purchasing function. Organizations which do not have performance means in their processes, procedures, and plans experience lower performance and higher customer dissatisfaction and employee turnover (Artley et al. 2005). Measuring the performance of the purchasing function yields benefits to organizations such as cost reduction, enhanced profitability, assured supplies, quality improvements and competitive advantage as was noted by (Batenburg & Versendaal 2006).

## **2.4 The effecting of procurement processes in organizations**

There are five methods which affect procurement processes in organizations: procurement methods, training, record keeping, ethical issues, and use of ICT. In organizations procurement methods are normally conducted in manner that the required good, work or service is procurement throughout applicable authorize procurement framework/regulation. The opted procurement method either competitive tendering, national tendering, classified tendering, international procurement or single source procurement should abide with existing legal structures. In handling all procedures professionally and diligently any procurement method selected shall enable organization/s attain the intended purpose, hence apart from compliance with required regulations also it achieve value for money through conducting procurement (Sebastian 2016). Training in Procurement improves and imparts knowledge and required skills to staff performance also enable the staff to be prepared for future challenges such as changes in legislatives, regulations as well as technological in procurement industry.

Furthermore through training concerned staff grows in their career and expertise. Trained employees normally make the best use of available resources and enable working with confidence with minimum supervision from their superior’s. Skilled staffs are the most important and valuable assets of any organization, in view that without skillful workforce any technology or practice is absolutely not bring any positive result in organization due to deficiency of technical know-how. As business became competitive better trainings apart from enhancing organization performance shall also enable organization win competition from opponents on the same industry. Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee’s productivity and when the economy slows or when profits decline, many organizations first seek to cuts in their training budgets (McGill 2007). In regards to procurement related functions a person or an office/team whom are not conversant with required regulation will have a negative contribution to organization growth as procurement industry is among of fast changing professionalism hence acquiring of new skills is paramount for better performance (Sebastian 2016).

Record keeping is one of crucial elements in facilitating efficiency procurement functions. This function can be performed either traditional means (paper work based applications) or electronically in view of analyzing the previous decision made for awarding, performance or termination of underperforming tender. Through record keeping the lesson learned, good practices as well as mistakes done in the past can be analyzed for future and continual

improvements; learning process is a continual endeavor so as record keeping for procurement. Mlinga (2009) observed that record keeping was among the areas found to perform poorly in revealed during the procurement Audits conducted in various public organizations. Ethical are principles and acts defining our behavior in conducting goods or bad actions or manners in accordance to our perceptions and beliefs. Ethical procurement prohibits employees from any attempt to realize personal gain through conduct unmoral/inconsistent act during proper discharge of the employee's duties. Should organization succeed in upholding ethical values in procurements the intended purpose of value for money in public procurement shall be achieved (Sebastian 2016). The ICT application and usage in performing procurements related duties is sometimes refereed as E-procurements and modern world is focusing in reducing paperwork's (traditional working style) due to the merits associated with adopting e-procurements, hence ICT application and usage is unavoidable in modern world. In view of enhancing efficiency, organizations should therefore strive to accept new technological changes such as E-procurements applications for procurement related functions (Sebastian 2016).

### **3. Research Methods**

This section presents the research methodology that was applied in conducting the study. It discusses the research design, target population, sampling procedures and sample size, data collection procedures and instrument, determination of reliability and validity as well as data analysis techniques. According to Sunder (2007), a research design is the general plan of how one goes about answering the research questions. Cresswell (2008) also stated that research designs are strategies and procedures for effective study investigation which extracts decisions from assorted questions to detailed methods of data collection and analysis. A case study research design was adopted in this study which was comprehensively studied in a specific context in a particular period in an organization. The design was deliberately chosen because of the study objectives compared with other designs. The research used descriptive case study to analysis the various measures and categorical variables of procurement procedures and policies on supply chain performance in humanitarian NGOs. This method made the data collection to be easy because the researchers were completely free to approach the problem from any respondent to save both time and the cost. The population of the study in this research was all IHOs in South Sudan. According to Relief and Rehabilitation Commission (RRC) there are about 200 IHOs, 100 UN agencies, 300 International Development organizations (IDO), and more than 400 national NGOs registered in South Sudan (RRC 2019). The IHOs therefore were the target population of the study. The researchers collected primary data from supply chain and operations managers from the selected IHOs in South Sudan carrying the same responsibility. Supply chain managers or their equivalents were considered appropriate since they understood better the impact of procurement policies and procedures on supply chain performance. The data was collected by use of an closed ended questionnaire that were administered by "drop and pick later" method. The questionnaire was in the form of Likert scale where respondents were required to indicate their views on a scale of 1 to 5. This information was analyzed using SPSS Data for accuracy and to make it easy to understand.

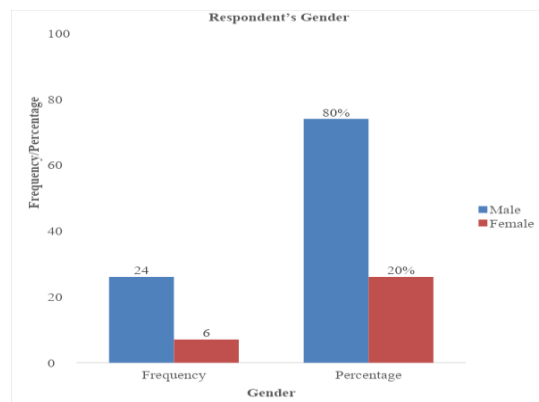
A descriptive statistical technique was used in the computation of percentages, frequencies and totals. According to Saunders et al. (2016), descriptive statistics enable researcher to describe and compare variables numerically. Tables, pie charts, graphs were used to present and summarize the data for easy interpretation and displayed of information. A simple random sampling was used to choose each individual that was entirely represent the respondents by

chance and each member of the population has an equal chance or probability of being selected. The technique helps in saving time and resources as each respondent was merely chosen by chance. It was employed to ensure that it fairly have an equal chance of representation based on the institution estimated total sample of respondents from organization employees. Quantitative data collected was analyzed by use of descriptive statistics to generate percentages and frequencies. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions. Tables and other graphical presentations as appropriate were used to present the data collected for ease of understanding and analysis. Information generated was then interpreted and explained.

#### 4. Data Analysis and Findings

This study was carried out to understand the impact of procurement procedures and policies on supply chain performance of IHOs in South Sudan. It was guided by three main objectives that sought to determine the effect of procurement policies and procedures, the relationship between procurement procedures and policies and the challenges faced in the implementation of procurement procedures and policies on supply chain performance in the said organizations. A total of 40 questionnaires were distributed to humanitarian organizations selected in South Sudan, particularly in Bor and Juba. Out of 40 questionnaires which were given out, 30 were returned to the researchers. This represents a response rate of 75%. Cooper and Schindler (2003) indicated that a response rate of between 30% to 80% of the total sample size is sufficient to represent the opinion of the entire population. The 25% who never returned the questionnaires cited busy schedules as the main reason for lacking time to fill them. The first part of the questionnaire contained general information regarding the organization and the respondent. The areas sited in this part were: the gender of the respondent, age, level of education, the duration the respondent has worked in that position and the position of the respondent in the organization. Figure 1.1 below indicates the gender of respondents.

Figure 1.1 Respondents' Gender



Source: Authors' Data

The findings indicated that 40 of the respondents were male which constitutes 80% while 20 of the respondents were female which constitute 20%. This reveals that the procurement department in organizations is dominated by men. This illustrates that there is gender disparity as majority of the respondents are males. Figure 1.1 above shows that (0%) of the respondents were between 18-24 years; (20%) of the respondents were between the age group 25-30 years; (10%) were

within the age group 31-34 years; (30%) of respondents were within the age group 35-40 years; (20%) are within the age group of 41-44 years; (20%) were within the age of 45-50 and (0%) were over 51 years of age. This implies that most of the respondents were within the economic active age group of 31-34 years represented by 30%.

**Respondent Highest Level of Education**

Respondents were further required to indicate the highest education level they had attained. This is of great importance as it depicts respondent’s knowledge and ability to perform with respect to the achievement of the organization common goal. The analysis is as presented in figure 1.2 below.

Figure 1.2: Highest Level of Education

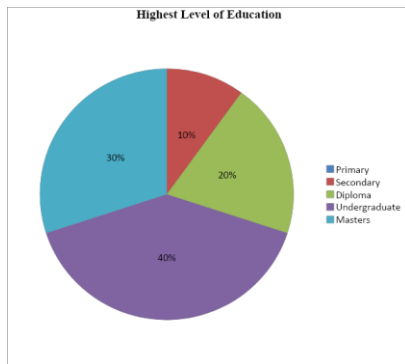


Figure 1.3 Years of Service/Experience

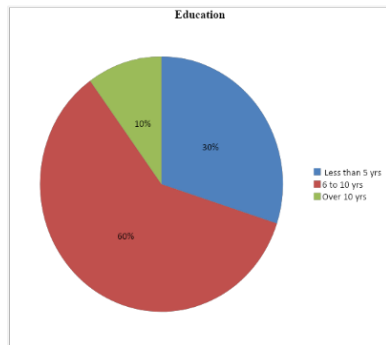


Figure 1.4 Position in the Organization

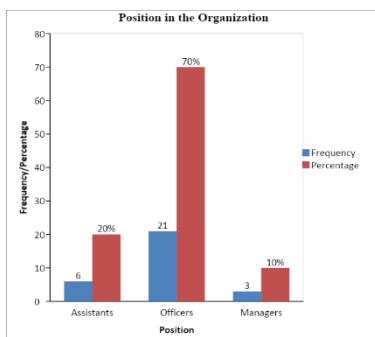


Figure 1.2 indicates 30% had attained masters level, 40% of the respondents had attained degree level another 20% of them had attained college qualification and higher national diploma. The remaining 10% of them had attained secondary education. This indicates that the respondents had the relevant knowledge to respond to the questions under study. The respondents were asked to indicate the number of years they have worked in their respective organizations and the results are as in figure 1.3 above. From the figure above, most of the respondents (60%) had worked for 6-10 years, 30% for over 10 years and (10%) had less than 5 years of service. This confirms that the respondents had worked in their respective organizations for a long period to thus deem well conversant with the impacts of procurement procedures and policies on the supply chains performance. Since supply chain concept is relatively new in South Sudan, this probably explains the reason why most of the respondents had served as supply chain managers for less than 10 years.

With regards to respondents' positions in the organizations (as depicted in figure 1.4), the study sought to establish the designation of the respondents who participated in the research. The study targeted supply chain managers, officers and their assistants or their equivalents in organizations in South Sudan. The findings, as illustrated in figure 1.4 above, confirms that 10% of the respondents who participated in the study are supply chain/procurement managers while 20% were assistant supply chain/procurement officers and supply chain/procurement officers represented 70%. This confirms that the researcher was able to access a large number of supply chain employees who are considered more knowledgeable on matters related to supply chain management practices in their organizations.

#### *The effects of Procurement Procedures on Supply Chain Performance*

The study sought to establish the effects to which the operating organizations in South Sudan determine their procurement policies and procedures, a number of questions were fronted to the respondents who gave their responses on a scale. Table 1.1 shows the frequency and percentage of factors that were used by the researcher to determine which organizations had embraced procurement procedures and policies. A responses ranging from different reactions, shows the responding organizations that have adopted the factor based on the respondent's views on the extend, while other views shows the organizations that have adopted that factor to a large extent.

Table 1.1 Effects of procurement procedures and policies

Effects of procurement procedures and policies	Frequency	Percentage (%)
Procurement policies are considered in the Procedures	18	60
Fairness and equal opportunity is upheld to supplier confidence.	24	80
A prequalification criterion is well known to all stakeholders	12	40
Documents required for vetting are communicated to all suppliers	21	70
Penalties are clearly spelt out for non-adherence to procurement procedures to reduced malpractices.	21	70

*Source: Authors' Data*

Table 1.1 shows that the following factors had been adopted by many organizations to a some extent: evaluating the procurement process in the organization had been agreed 60% on the objectives considered in procurement process, while 80% strongly disagreed on fairness upheld in procurement resulting for supplier confidence, prequalification publicity to all stakeholders for transparency 40% agreed, while 70% agreed on the penalties and vetting are clearly documented and communicated for authenticity. All of the above factors had large percentage of 80% that have disagreed on the fairness. Meaning they have not adapted to these factors to a larger extent. However, the study showed a less percentage 40% on pre-qualifications for stakeholders clearly spelt out. This showed that for many organizations, this factor was adapted to a small extent. Table 1.1 therefore shows that most organization in South Sudan had embraced to improve the use of procurement policies and procedures in trying to streamline their supply chain performance in an organizations.

#### *Link between procurement procedures and supply chain performance*

The study sought to determine the relationship between procurement policies and procedures and the performance of supply chain in IHOs operating in South Sudan. The study conducted a descriptive analysis to assist elucidate this relationship. All the independent variables were measured from of each of the variables obtained from the respondents. The results are summarized in Table 1.2 below.

Table 1.2 Relationship between procurement procedures and supply chain performance.

Relationship between procurement procedures and supply chain performance	Frequency	Percentage (%)
Tender evaluation committee composition is interdepartmental for transparency	24	80
There is integrity and professionalism in procurement processes.	21	70
Sourcing decisions are easily made due to the existence of procurement policies for better supply chain performance.	20	67
Procurement plans and strategies are clearly understood by departmental heads	27	90
Procurement policies and procedures have improved quality of goods, works and services rendered	12	40

*Source: Authors' Data*

As Table 1.2 shows, procurement plans and strategies were agreed at 90% and 40% on policies to improve quality of goods has less responses on the relationship of supply chain performance. The Table also shows that 80% agreed that supplier selection and management has positive relationship on supply chain performance. The finding also shows that 67% which implies that sourcing decision has a positive relationship on supply chain performance. The findings further revealed that 70% implied that integrity and professionalism had a positive relationship on supply chain performance which shows the average to imply that it has positive statistical significance on supply chain performance. Table 1.2 above illustrates the model summary of multiple relationships, the results showed that all the five predictors (procurement plans and

strategies, composition of procurement committee and responsibility, supplier selection and management and tender evaluation) gave the average 50% variation of supply chain performance. This showed that using the five tested variables supply chain performance can only be predicted as positive. There is thus less number of respondents who were not sure of the policies existence in an organization.

#### *Challenges faced in the implementation of procurement procedures*

The challenges faced in procurement policies and procedures were analyzed in this section. Statements were outlined in the questionnaire and the respondents were required to agree or disagree with the statements. The statements were in relation to the issues that are likely to pose a challenge in the implementation of procurement policies and procedures. The following table illustrates the percentage against their frequencies results.

Table 1.3 showed the challenges faced in the implementation of procurement policies and procedures

Challenges faced in the implementation of procurement policies and procedures	Frequency	Percentage (%)
Did the procurement policies being aligned with the overall organizations vision and mission.	18	60
It is difficult to share procurement policies and procedures information across the various business sub-units.	24	80
Cannot we rely on procurement policies and procedures to cut costs for the organization.	21	70
Our operations are not flexible enough to allow for effective procurement policies and procedures	17	57
The cultural set up has made it difficult for procurement policies and procedures to be applied.	27	90
There is interference by top management and board in procurement process	21	70

*Source: Authors' Data*

A scale was used to show the extent to which the respondent thought the challenges of the implementation of procurement policies and procedures were disagreed or agreed. Therefore, a majority of between 60% - 90% shows an agreement that the challenges affects implementation of procurement policies and procedures. A less number of the respondents shows that operations are not flexible enough to allow for effective procurement policies and procedures (57%). The highest percentage (90%) shows that the respondent strongly agree that the cultural set up has made it difficult for procurement policies and procedures to be applied. The research shows that the majority of our respondents agreed that almost all the mentioned challenges affects implementation of procurement policies and procedures. This therefore means that the above factors pose a challenge in the implementation of procurement policies and procedures. The research showed that less respondents were undecided on the notion of cultural set up interference in the procurement policies and procedures.

## 5. Discussions of Findings

This study was carried out to understand the impact of procurement procedures on and policies on supply chain performance of international humanitarian organizations (IHOs) operating South Sudan, particularly in Bor and Juba, especially on those organizations whose focus is on various projects such, food security and livelihood. The study objectives have been determined on the impact of procurement procedures on and policies on supply chain performance and the challenges faced in the implementation of procurement procedure in organizations. The findings revealed that the effects of procurement policies and procedures was positively related to supply chain performance, therefore, this shows that most humanitarian organizations in South Sudan had embraced the use of procurement policies and procedures in trying to improve/streamline their supply chain operations. On the relationship between procurement policies and procedures and supply chain performance, the research found out that cultural setting and supplier selection have a significant effect on supply chain performance while procurement plans and strategies had a significant effect on supply chain performance. The researchers also looked into the challenges facing implementation of procurement policies and procedures among the humanitarian organizations in South Sudan. The research confirmed that it was difficult for procurement policies and procedures to integrate with the overall organizations vision and mission, procurement policies and procedures cannot be relied on to cut costs for the organization's operations not being flexible enough to allow for effective procurement policies and procedures.

The cultural set up of most organizations viewed as a hindrance to the implementation of procurement policies and procedures, the number of projects and the nature of work being done has made it difficult for the implementation of procurement policies and procedures, lack of adequate procurement policies and procedures knowledge under operations department has made it difficult to fully implement procurement procedures and changes in the market prices have made it impossible to implement procurement plans. The larger percentage of 80% have disagreed on the fairness. Meaning that they have not adapted the procedures in a larger extent. However, the study showed a less percentage 40% on pre-qualifications for stakeholders clearly spelt out. Therefore, most IHOs operating in South Sudan had embraced to improve the use of procurement policies and procedures in trying to streamline their supply chain performance. The relationship between procurement procedures and supply chain performance, shows; procurement plans and strategies to be agreed at 90%, 40% on policies to improve quality of goods has less responses on the relationship of supply chain performance. The finding also shows that sourcing of decision has a positive relationship on supply chain performance. The findings further revealed that integrity and professionalism had a positive relationship on supply chain performance which shows the average to imply a positive statistical significance on supply chain performance.

The challenges faced in procurement policies and procedures were analyzed in relation to the issues that are likely to pose a challenge in the implementation of procurement policies and procedures. The research shows that the majority of our respondents agreed that almost all the mentioned challenges affects implementation of procurement policies and procedures. This therefore means that the above factors pose a challenge in the implementation of procurement policies and procedures. The research showed that less respondents were undecided on the notion of cultural set up interference in the procurement policies and procedures. The study demonstrated that most humanitarian organizations in South Sudan were aware of the impacts of



procurement policies and procedures in their day to day operations. The study also confirmed that most humanitarian organizations in South Sudan had created a purely independent and autonomous procurement department as opposed to the old structure where organization had procurement as a function under operations. This finding is in line with Moncska et al (2010) who held that the procurement function has a significant impact on organizational performance. Thus, traditional procedures are becoming obsolete in modern organizations. Procedures provide guidance that staffs follow in performing activities, put constraints on behavior and show how the procurement function should work to achieve strategic objectives.

The research also found out that most respondents were of the opinion that penalties for non-adherence to set procurement policies and procedures were not being enforced as was evident in most of the organizations. This finding is in line with Gelderman (2006) who maintained that procurement managers will comply with the rules if they perceive them as clear. Lack of clarity increases the possibilities for procurement regulations non-compliance. It was evident that some respondents were of the view that interference by the organizational culture in procurement process makes it difficult to implement the policies and procedures. These findings are the same as Hui et al. (2011) asserted that interference from the local politicians, business persons, members of parliament and very influential top management individuals has interrupted the procurement processes and deterred transparency. Baily et al (2005) who also argued that public procurement procedures tend to be characterized by high levels of bureaucracy independent of order value; poor communications and focusing on unit price rather than long-term relations. Some respondents also were of the opinion that sharing procurement policies and procedures information across the various business sub-units was expensive. It was also clear from the study that there was a significant relationship between the procurement policies and procedures variables and supply chain performance; however, supplier selection had the highest percent. This study confirms an earlier study carried out by Gray et al. (1997) which reported that transparency, fair treatment in bidding and awards of tenders, accountability and responsible purchasing and supply have a positive implication on procurement processes in any organization and could thus result into increased performance and delivery. This is not possible without employing ethical theories and principles which form the basis and foundations of ethical organizations (Githui 2012).

## **6. Conclusions and Recommendations**

Based on the study findings it can be concluded that most IHOs in South Sudan have in place procurement policies and procedures that could enhanced supply chains and in the long run has also lead to improved organizational performance. This is supported by the results from a descriptive analysis conducted that indicated that there is a relationship between procurement procedures and supply chain performance. The important of this research is to highlight the position of IHOs and other NGOs with respect to how they implemented the procurement procedures and policies on supply chain performance to meet the urgent needs that would help the humanitarian organizations to stands with respect to their operations and goals in South Sudan. The study has revealed that procurement policies and procedures are applied to varying degrees by IHOs in South Sudan in enhancing its supply chain performance. It will be important /advisable to urge IHOs in South Sudan and other organization to adopt strong procurement policies and procedures in order to enhance performance. It is also recommending that in order to boost the performance of supply chains performance in the humanitarian organizations, there is need to invest in various strategies. This therefore calls upon the management of various

humanitarian organizations to come up with a procurement policies and procedures which outlines the strategies and guidelines in details and ways of operationalization. This should be done in a consultative approach so as to smoothen the process. First, the researchers recommend further research on the same topic be conducted in organizations using more predict or to establish if procurement policies and procedures have impacts on supply chain performance. Future studies should focus on investigating determinants of improper functioning of factors affecting procurement process in both public and private organizations. Despite the study objectives, there is need for further research into the cause and consequences of how do ethical matters affects procurement in South Sudan for Public, Parastatal organizations and UN agencies. This study has learned that there was very little application of ICT and computerized system in procurement related functions, hence a comprehensive study on why there is limited usage of ICT and computerized system in procurement related functions for organizations need to be conducted. Further research is also need to be conducted into the modern techniques for record keeping in regard to procurement related documents as this study learned that humanitarian NGOs still rely mostly in paper based record keeping system which apart from involving extra storage space is also difficult in maintaining the records in case an organization is involved with numerous procurements transactions.

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