An Assessment of the Effect of E-Procurement on Procurement Processes and Efficient Performance in Zambia's Government Institutions: A Case Study of the Local Government Service Commission

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ABSTRACT: This study aimed at assessing the impact of e-procurement on procurement processes and performance within Zambia's government institutions, focusing specifically on the Local Government Service Commission (LGSC). The specific objectives were: to examine enhancements in procurement supply chain management facilitated by e-procurement implementation, to assess the impact of e-procurement on service delivery within the LGSC, and to analyze challenges encountered in e-procurement during the procurement processes inherent in the e-GP platform. The study adopted a mixed-method approach, combining both quantitative and qualitative methods to comprehensively assess the impact of e-procurement on procurement processes and efficient performance within Zambia's government institutions.

The study used 50 respondents involved in procurement processes across different levels within the Local Government Service Commission (LGSC) and other government institutions. Data collection methods included questionnaires, interviews, and personal observations conducted in the LGSC, two Ministries, and one Local Council in Lusaka Province. Purposive and simple random sampling were used as techniques. The data analysis involved content analysis techniques to interpret non-numeric data and provide insights into human experiences, perceptions, and behaviors related to e-procurement while excel / SPSS was used for quantitative data. Findings from the study revealed that e-procurement adoption holds significant potential for improving efficiency, transparency, supplier management, cost savings, and data management within government institutions. The findings underscored the policy implications for enhancing e-procurement practices within the LGSC and other government institutions in Zambia. Recommendations included investment in technological infrastructure, promoting a supportive organizational culture, and establishing mechanisms for continuous improvement. Future studies could focus on policy analysis and formulation processes, examining the alignment of e-procurement initiatives with broader national development goals and regulatory frameworks.

KEYWORDS: Assessment, Effect, E-procurement, Procurement processes, Performance, Public Institutions, Zambia.

1. INTRODUCTION BACKGROUND

Countries globally are increasingly utilizing digital technologies to enhance their services and achieve better outcomes efficiently. E-procurement, which involves integrating digital technologies to replace or revamp paper-based procurement processes, emerged in the 1980s alongside the evolution of Electronic Data Interchange (EDI). Over time, EDI improvements enabled organizations to establish online vendor catalogs. Today, e-procurement encompasses various tasks such as supplier evaluation, contract management, electronic ordering, and payment processing (Pratt, 2007-2024). The World Bank announced that starting from September 1, 2023, Rated Criteria would become the default method for most international procurements, aiming to enhance procurement flexibility and attract top suppliers to Bank-funded projects, thereby fostering global competition and market-driven solutions (World Bank, 2023). E-procurement notably enhances efficiency by eliminating laborious paper-based tasks, fostering greater competition, and leading to improved procurement outcomes, including lower costs and higher quality.

The widespread adoption of information and communication technologies (ICT) globally has significantly contributed to e-government initiatives, improving government efficiency through technology-driven processes and systems that increase productivity, effectiveness, reduce operational costs, and enhance revenues. E-procurement, as a key ICT-enabled solution, has

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been recognized for rationalizing organizational spending, reducing administrative costs, and enhancing operational efficiency. Hapompwe, Banda, & Chalwe (2024) agree that, "technology is an equalizer, stressing that less developed countries can begin adding technology to their production .... *The Artificial Intelligence (AI) can be of great use in revolutionizing service provision by the public sector which is mostly marred with delays, bureaucratic inertia and red tapeism*." Furthermore, scholars like Shakya (2017) emphasizes the critical role of procurement in organizational cost structures, highlighting the context-dependent benefits of e-procurement, such as increased competitiveness, dematerialization, and reduced corruption. Developed nations like Singapore, Australia, the UK, the USA, and Japan have successfully implemented public e-procurement systems, experiencing significant benefits. Consequently, many governments, including those in Sub-Saharan Africa, are adopting e-procurement to combat corruption and drive economic impacts (Vaidya and Campbell, 2016).

In Zambia, the Zambia Public Procurement Authority (ZPPA) introduced electronic government procurement (e-GP) in 2016 for all companies and government institutions (Nyondo, 2016). Despite this, implementation has been slow (Chenga, 2019). The e-GP system aims to reduce malpractice and improve efficiency in monitoring bids and contracts, allowing bidders to submit offers from anywhere in the world and automating compliance validation (Mwenda, 2019). The system curbs corruption by reducing face-to-face transactions and maintaining bidder anonymity until bids are opened (Bubala and Lesa, 2024). By implementing e-GP and introducing more oversight and integrity mechanisms, ZPPA hopes to reduce interference in procurement processes, improve process efficiency, and enable more widespread monitoring (Chenga, 2019). E-GP supports public procurement through various functions, promoting efficiency and effectiveness (Nyambane and Ozor, 2020).

The E-Government Act of 2002 in the United States promotes the utilization of information technology to enhance government efficiency and accessibility (E-Government Act of 2002). Similarly, Zambia's e-Government initiatives, as outlined in the SMART Zambia Master Plan (2018), aim to leverage ICT to deliver public services, enhance managerial efficiency, and uphold democratic values. E-procurement, a crucial aspect of Zambia's governance strategy, emphasizes accountability, efficiency, citizen engagement, and procurement transparency. The implementation of e-GP aims to modernize procurement processes, making them more accessible and reliable, promoting fair competition, and reducing opportunities for corruption.

This study assesses the impact of e-procurement within Zambia's Local Government Service Commission (LGSC), focusing on the level of adoption, efficiency, transparency, and overall impact on public service delivery. Historically, inefficiencies, lack of transparency, and corruption have plagued procurement processes, underscoring the need for e-procurement reforms. This study aims to bridge the research gap by examining the practical implications of e-procurement on the LGSC, contributing to better governance practices and policy decisions.

1.1. Statement of the Problem

Despite the government's efforts to implement electronic Government Procurement (e-GP) systems, the full potential of these systems remains untapped. Many procuring entities still rely on manual tendering methods, which restrict data volume and result in incomplete representations of actual procurements (Nyondo, 2016). The LGSC faces significant inefficiencies in e-procurement practices, exacerbated by issues such as connectivity problems, power interruptions, high staff turnover, maintenance costs, and integration complexities (Chikulo, 2020). These challenges hinder the seamless operation of e-procurement systems, affecting the LGSC's ability to achieve efficient procurement processes and service delivery objectives (Mwamba, 2017). A study by the Zambia Public Procurement Authority (ZPPA) in 2020 revealed that only 35% of procuring entities had fully adopted e-procurement systems, highlighting the need for a comprehensive assessment of the factors influencing e-procurement adoption and its impact on procurement efficiency. Additionally, Madzimure et al. (2020) found that while certain e-procurement functions improved supply chain performance, they did not enhance supplier integration, indicating gaps in the system's effectiveness. A study by Musheba and Hapompwe (2024) which assessed the effect of technological integration on the performance of a government parastatal (ZAMTEL) in procurement established that technology brought about efficiency and effectiveness in the process.

This study aims to bridge the research gap by assessing the *impact of e-procurement on procurement processes and performance within Zambia's government institutions*, the variables driving this impact, and the resultant effects on procurement efficiency within the LGSC as none of the studies above focused on this aspect.

1.2. Research Objectives

1.2.1.   To examine the enhancements in procurement supply chain management facilitated by e-procurement implementation.

1.2.2.   To assess the impact of e-procurement on service delivery within the Local Government Service Commission.

1.2.3.   To analyze challenges encountered in e-procurement during the procurement processes inherent in the e-GP platform.

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2. EMPIRICAL REVIEW OF LITERATURE

2.1. Enhancements in Procurement Supply Chain Management Facilitated by E-Procurement Implementation

Muhammad (2022) conducted a detailed study examining the influence of e-procurement practices on supply chain performance within the B2B procurement context in Pakistan. The research explored the relationship between electronic procurement practices such as e-sourcing, e-negotiation, e-design, and e-evaluation and their impact on supply chain performance in Pakistani industries. The findings revealed significant enhancements in supply chain performance through increased efficiency, reduced costs, and improved operational effectiveness. By digitizing key procurement aspects, organizations reduced lead times, improved supplier relationships, and increased transparency. The study emphasized the need for integrating supply chain members to enhance overall performance, suggesting a more collaborative approach facilitated by e-procurement tools.

Medhi (2020) investigated the impact of e-procurement on supply chain management in Pakistan's manufacturing sector, focusing on e-payment, e-tendering, e-invoicing, and e-customer relationship management. The study found that e-procurement significantly reduced uncertainty in supply chain functions, expedited order fulfillment processes, and improved overall supply chain performance. Medhi's research highlighted the growing importance of e-procurement for future efficiency and effectiveness in supply chain management, suggesting its transformative potential for traditional procurement practices.

Waithaka and Kimani (2021) examined the impact of e-procurement practices on supply chain operations within county governments in Kenya. Their study revealed a positive correlation between e-procurement adoption and improvements in supply chain performance, including reduced processing time, cost savings, fewer errors, and improved delivery. The researchers recommended enhancing electronic systems and fully transitioning to electronic order processing to optimize procurement processes.

Nuwahereza (2015) explored the role of e-procurement at the Century Namamve Bottling Company in Uganda, emphasizing benefits such as cost reduction, enhanced responsiveness to customer demands, and decreased inventory investments. The study advocated for prioritizing electronic procurement methods to leverage technological advancements for operational improvement.

2.2. Impact of E-Procurement on Service Delivery within the Local Government Service Commission

Sánchez et al. (2019) focused on e-procurement implementation within SMEs, examining factors such as top management support, IT challenges, and strategic purchasing. The study found a positive correlation between e-procurement adoption and improved procurement and business performance. The research recommended prioritizing organizational buy-in from top management, proactive measures to address IT challenges, and aligning procurement practices with business objectives to enhance service delivery. This study's findings are similar to those of the study carried out by Musheba and Hapompwe (2024) which focused on the effect of technological integration on procurement efficiency at Zamtel. However, the study also established some challenges with resolution recommendations.

Hayatullah et al. (2022) analyzed challenges in public e-procurement practices in Sub-Saharan Africa concerning public service delivery. The study identified issues like a lack of skilled professionals and insufficient strategic handling of procurement transactions, concluding that entrenched administrative cultures emphasizing bureaucracy and corruption hinder effective e-procurement implementation.

Boafo et al. (2020) assessed e-procurement's impact in Ghana's public sector, finding enhancements in e-tender evaluation effectiveness, transparency in supply selection, procurement record management, and supply relationship simplification. The study recommended significant investments in e-procurement infrastructure to maximize its benefits in service delivery.

Muwema (2019) evaluated the influence of IFMIS on public sector procurement in Zambia, focusing on transparency, efficiency, speed, and financial leakages. The study found that IFMIS did not significantly enhance transparency or reduce financial leakages due to limited accessibility and non-compliance in procurement practices. The research underscored the need for inclusive system design and robust monitoring mechanisms to improve service delivery.

2.3. Challenges Encountered in E-Procurement During Procurement Processes in the E-GP Platform

Ivambi (2016) studied challenges in procurement processes within Tanzanian public organizations, identifying issues such as lack of ICT knowledge, inadequate record-keeping, and insufficient training. The research emphasized the need for targeted interventions to address technical and capacity-related challenges to improve procurement efficiency. Hayatullah et al. (2022) identified persistent bureaucratic cultures, lack of skilled professionals, and corruption as significant obstacles to public e-procurement in Sub-Saharan Africa, impacting service delivery. The study called for strategic interventions to foster transparency and accountability.

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Phiri (2014) evaluated the risks associated with e-procurement implementation in Zambia, highlighting cyber-attacks, inadequate internet infrastructure, high internet costs, and frequent internet failures. The study recommended adherence to ISO 27001 standards, incorporation of manual processes as safeguards, and improvements to internet facilities to mitigate these risks.

In summary, empirical review herein highlights the positive impact of e-procurement on supply chain management and service delivery, while also identifying significant challenges that need to be addressed. Studies from various regions and contexts consistently show that e-procurement can enhance efficiency, reduce costs, and improve transparency. However, successful implementation requires overcoming technical, infrastructural, and cultural barriers. These insights provide a comprehensive understanding of the benefits and challenges of e-procurement, offering valuable lessons for the Local Government Service Commission and other organizations looking to optimize their procurement processes through digital solutions.

2.4. Research Gap

While the existing literature underscores the benefits and challenges of e-procurement, there is a noticeable gap in the contextual application of these findings to local government settings in developing countries, particularly in Zambia. Most studies focused on either global or continental perspectives, with limited regional insights specific to Zambia's unique socio-economic and infrastructural context. Additionally, there are lack of longitudinal studies that track the long-term impact of e-procurement implementation on service delivery and procurement efficiency. Addressing these gaps will provide a more nuanced understanding of how e-procurement can be tailored to meet the specific needs of local governments in Zambia and similar contexts.

2.5. Theoretical Frameworks

2.5.1. Technology Acceptance Model (TAM): The Technology Acceptance Model (TAM) was prominently employed in this study. Developed by Davis (1989), TAM aims to predict and explain individuals' behavior regarding the adoption or rejection of information technology. It is built upon the Theory of Reasoned Action (TRA), with its key constructs being perceived usefulness and perceived ease of use. Perceived usefulness refers to the belief that using a system will enhance job performance, while perceived ease of use refers to the belief that using the system will be effortless. TAM has been applied in various ways, including reproducing the model, extending it (TAM2), and comparing different adoption models.

2.5.2. Theory of Reasoned Action (TRA): The Theory of Reasoned Action (TRA) was another significant theory utilized. It originates from social psychology and serves as the foundation for the Theory of Planned Behavior (TPB). Developed by Fishbein and Ajzen (2021), TRA explores the connections between attitudes, beliefs, intentions, norms, and behaviors. It posits that behavior is influenced by an individual's attitude and personal norms regarding the behavior, as well as the subjective norm, which is the perception of what important others believe about the behavior.

2.5.3. Diffusion of Innovations (DOI): The Diffusion of Innovations (DOI) theory was also referenced in this study. Introduced by Rogers (2023), DOI explains how new ideas are adopted in a community, considering factors like communication channels and opinion leaders. Rogers proposed a five-stage model of innovation acceptance and implementation. DOI has been used to develop instruments for measuring perceptions related to adopting information technology innovations, aiding in understanding how these innovations are adopted and spread within organizations over time.

2.6. Conceptual Framework

The framework shows the linkages between variables on how e-procurement impacts on the efficiency and performance of procurement processes.

Figure 1: Conceptual Framework
Source: Authors Construction (2024)

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As shown above the study is governed by three variables where e-procurement policy and platforms act as independent variables that enable the occurrence of dependent variables such as prompt delivery of goods and services, transparency, and efficient supply chain management. Intervening variables, on the other hand, can either hinder or enhance the impact of the dependent variables, positively or negatively. These intervening variables include the proficiency of staff and suppliers in utilizing the e-procurement system, as well as the level of acceptance of the system by its users.

3. METHODOLOGY

The study adopted a mixed-method approach, combining both quantitative and qualitative methods to comprehensively assess the impact of e-procurement on procurement processes and efficient performance within Zambia's government institutions. The study used 50 respondents involved in procurement processes across different levels within the Local Government Service Commission (LGSC) and other government institutions. Data collection methods included questionnaires, interviews, and personal observations conducted in the LGSC, two Ministries, and one Local Council in Lusaka Province. Purposive and simple random sampling were used as techniques. The data analysis involved content analysis techniques to interpret non-numeric data and provide insights into human experiences, perceptions, and behaviors related to e-procurement while excel / SPSS was used for quantitative data.

4. FINDINGS

4.1. Adoption of E-Procurement System

The adoption of e-procurement systems within the Local Government Service Commission (LGSC) demonstrates considerable engagement across different roles. According to the data, 73.3% of respondents are actively involved in e-procurement, with high participation from procurement officers (80%), senior management (80%), end-users (70%), and suppliers (66.7%). However, perceptions of adoption levels vary: 7% rated it as very low, 13% as low, 27% as moderate, 30% as high, and 23% as very high. This variability reflects diverse experiences and acceptance of e-procurement within the LGSC. The data highlights a generally positive integration of e-procurement, though differing views on its extent suggest areas for further improvement and reinforcement of digital procurement practices to ensure consistent and effective implementation across all levels.

4.2. Impact of E-Procurement on Service Delivery

The adoption of e-procurement systems within the Local Government Service Commission has positively impacted service delivery in several ways. Respondents observed improvements in efficiency and speed, with procurement processes becoming quicker and more streamlined. Enhanced transparency and accountability were noted, reducing corruption and ensuring auditable transactions. Better supplier management and cost savings were highlighted, with e-procurement platforms offering improved tools for supplier performance evaluations and competitive pricing. Data management and reporting have also benefited, allowing for more informed decision-making. Additionally, e-procurement has expedited delivery timelines, improved service quality, and increased customer satisfaction by reducing delays and ensuring more predictable procurement processes. Overall, e-procurement has significantly contributed to more effective resource allocation and better service delivery within the LGSC.

4.3. Challenges Encountered with the Use and Adoption of E-Procurement

The implementation of e-procurement within the Local Government Service Commission (LGSC) has faced several significant challenges. Technical issues and system reliability problems have caused frequent disruptions, leading to delays in the procurement process. Staff resistance and a steep learning curve due to unfamiliarity with the new system have hindered smooth adaptation. The complexity and lack of user-friendliness of the e-procurement platform have been particularly challenging for suppliers. Additionally, insufficient training and technical support have further impeded effective system utilization. Finally, integrating the e-procurement system with existing legacy systems has resulted in inconsistencies and data synchronization issues. Addressing these challenges through improved training, system simplification, enhanced support, and seamless integration efforts is essential for maximizing the benefits of e-procurement within the LGSC.

The study on the transparency of the e-procurement system within the Local Government Service Commission (LGSC) reveals mixed perceptions regarding its impact on prompt delivery and supply chain management. Approximately 41.7% of respondents believe that e-procurement contributes to prompt delivery, with 11.7% strongly agreeing and 13.3% agreeing, though 6.7% remain neutral and a small percentage express disagreement. Regarding supply chain management, 63% of respondents' view e-procurement positively, indicating that it enhances efficiency, while 13% are neutral, and 30% express dissatisfaction, citing concerns over system functionality and perceived inefficiencies. These findings highlight diverse opinions on how e-procurement

affects transparency and operational efficiency, suggesting a need for further investigation into the system's effectiveness and the factors influencing varying perspectives within the LGSC.

5. DISCUSSION OF FINDINGS

5.1. Adoption of E- Procurement System

The adoption of e-procurement systems within the Local Government Service Commission (LGSC) in Zambia shows both alignment and divergence with global, continental, and regional trends. Significant engagement from procurement officers, end-users, suppliers, and senior management reflects a robust move towards integrating e-procurement, echoing findings from similar implementations in Kenya and Pakistan that reported improvements in processing time, cost savings, and delivery efficiency (Waithaka & Kimani, 2021; Muhammad, 2022). However, the variability in adoption levels within the LGSC, with perceptions ranging from very low to very high, contrasts with more uniformly positive outcomes reported elsewhere, suggesting local factors such as infrastructure, training, and organizational culture play a crucial role. Challenges identified, including technological limitations and resistance to change, align with issues noted in other Sub-Saharan African contexts (Ivambi, 2016; Hayatullah et al., 2022), underscoring the need for comprehensive reforms and strategic investments. Additionally, the significant role of senior management and experienced personnel in driving adoption highlights the importance of leadership and expertise (Sánchez et al., 2019). Overall, while the LGSC exhibits substantial progress in e-procurement adoption, targeted interventions addressing local barriers are essential to fully harness the system's potential and enhance procurement efficiency and transparency.

5.2. Impact of E-Procurement on Service Delivery

The adoption of e-procurement systems within the Local Government Service Commission (LGSC) in Zambia has led to notable improvements in procurement processes, aligning with global, continental, and regional literature. Respondents highlighted increased efficiency, enhanced transparency, better supplier management, cost savings, and improved data management, echoing findings by Muhammad (2022) and Sánchez et al. (2019), who reported similar benefits in Pakistan and other contexts. Regionally, Waithaka and Kimani (2021) observed similar improvements in Kenyan county governments, reinforcing the positive impacts noted in the LGSC study. Despite these advancements, the LGSC's variability in adoption levels, with some respondents reporting very low to very high adoption, indicates ongoing challenges related to infrastructure, training, and bureaucratic practices, as identified by Ivambi (2016) and Hayatullah et al. (2022) in other Sub-Saharan African contexts. These insights emphasize the need for targeted interventions to address local barriers, ensuring the full potential of e-procurement systems is realized within Zambia's government institutions.

5.3. Challenges Encountered with the Use and Adoption of E – Procurement

The study of e-procurement adoption within the Local Government Service Commission (LGSC) in Zambia reveals significant challenges that echo broader global and regional issues. Key obstacles identified include technical issues, resistance to new technology, system complexity, insufficient training, and integration difficulties. These challenges align with findings from Phiri (2014) and Ivambi (2016), who noted inadequate internet infrastructure and ICT knowledge in Zambia and Tanzania, respectively. The findings are equally not distant from those by Musheba and Hapompwe (2024), who established resistance to change and high implementation costs are stumbling blocks. Resistance to technology and the need for user-friendly systems, as highlighted by Hayatullah et al. (2022) and Sánchez et al. (2019), further underscore the human factors influencing e-procurement success. Additionally, Muhammad (2022) and Boafo et al. (2020) emphasized the importance of comprehensive training programs to address knowledge gaps and system integration issues, a sentiment echoed in the LGSC study. These insights suggest that overcoming these barriers requires strategic interventions focusing on technological upgrades, capacity building, and simplifying systems to enhance user experience and engagement, ensuring the full potential of e-procurement systems is realized.

6. CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

The adoption and impact of e-procurement systems within the Local Government Service Commission (LGSC) in Zambia present a nuanced picture of both progress and persistent challenges. The significant engagement across various roles, including procurement officers, end-users, suppliers, and senior management, indicates a robust movement towards integrating e-procurement into procurement processes. This integration has led to improvements in efficiency, transparency, supplier management, cost savings, and data management, mirroring global trends observed in similar studies. These improvements underscore the potential of e-procurement systems to streamline procurement activities and improve service delivery, aligning with the broader literature that highlights the strategic benefits of such digital transformations.

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However, the study also reveals a variability in e-procurement adoption levels within the LGSC, with some respondents perceiving the adoption as low to very low. This variability contrasts with the uniformly positive outcomes reported in other contexts and points to local factors such as infrastructure, training, and organizational culture that significantly influence the extent of e-procurement adoption. The challenges identified, including technical issues, resistance to new technology, system complexity, insufficient training, and integration difficulties, echo broader trends. These findings suggest that while the framework for e-procurement is established, comprehensive reforms and strategic investments are necessary to address these barriers effectively. Targeted interventions focusing on technological upgrades, capacity building, simplifying systems, and fostering a culture of innovation and adaptability within organizations are essential to overcome these hurdles. By addressing these challenges, the LGSC can fully leverage the benefits of e-procurement, enhancing procurement performance and service delivery, and setting a precedent for other government institutions in Zambia and similar contexts.

6.2. Recommendations

Recommendations for Enhancing e-Procurement Practices within the Local Government Service Commission (LGSC):

6.2.1. Enhance Technological Infrastructure: To address the technical issues and system reliability challenges identified, it is essential to invest in robust and reliable technological infrastructure. Upgrading internet connectivity and ensuring system security can minimize vulnerabilities and support smoother e-procurement operations.

6.2.2. Comprehensive Training and Capacity Building: Insufficient training and a lack of ICT skills were significant barriers to e-procurement adoption. Implementing ongoing and comprehensive training programs for all stakeholders, including procurement officers, end-users, suppliers, and senior management, can enhance their competency and confidence in using e-procurement systems. Such initiatives should focus on both technical skills and change management to address resistance to new technology.

6.2.3. Simplify E-Procurement Systems: The complexity of e-procurement systems was a major concern for users. Simplifying these systems to make them more user-friendly and intuitive can increase their adoption and effectiveness while emphasizing the need for systems that are easy to navigate, especially for suppliers who interact with them regularly.

6.2.4. Address Integration Issues: Integrating e-procurement systems with existing legacy systems remains a challenge. Developing robust integration mechanisms and strategic planning to ensure seamless data synchronization and operational consistency is essential. This recommendation is in line with Medhi Abbas's findings on the importance of integration in the manufacturing sector.

6.2.5. Continuous Monitoring and Evaluation: Implementing a framework for continuous monitoring and evaluation of the e-procurement system can help identify and address emerging issues promptly. Regular feedback from all users should be gathered and analyzed to make iterative improvements, ensuring the system remains effective and responsive to users' needs.

6.2.6. Government and Policy Support: The government should provide policy support and incentives for adopting e-procurement across all public sector organizations. Establishing clear guidelines and standards for e-procurement can help harmonize practices and enhance overall efficiency and transparency.

By implementing these recommendations, the LGSC can overcome the identified challenges, fully leverage the benefits of e-procurement systems, and enhance procurement performance and service delivery. These strategies will ensure that the LGSC's e-procurement initiatives align with both local needs and global best practices.

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