

# Collaborative Supplier Relationship Management Practices and Supply Chain Performance: A Case Study of Friendship Textile Mill – Juba City

Prof. Mugisha David Begumya<sup>1</sup>, Opoka Kenneth Jimmy<sup>2</sup>, Garang Ngony Kur<sup>3</sup>

<sup>1</sup>Professor, Faculty of Business and Management, International University of East Africa, Kampala, Uganda

<sup>2</sup>Acting Dean, Faculty of Business and Management, International University of East Africa, Kampala, Uganda

<sup>3</sup>Student, Faculty of Business and Management, International University of East Africa, Kampala, Uganda

DOI: <https://dx.doi.org/10.47772/IJRISS.2025.91100243>

Received: 24 November 2025; Accepted: 30 November 2025; Published: 06 December 2025

## ABSTRACT

The study examined the influence of Collaborative Supplier Relationship Management (CSRM) practices, specifically collaborative planning, trust-based partnerships, and transparent information sharing on supply chain performance at Friendship Textile Mill in Juba City, South Sudan. Guided by relational and resource-based theoretical perspectives, the study adopted a descriptive research design and collected primary data from staff across procurement, production, and logistics functions through questionnaires. The data were analyzed using descriptive statistics. The findings revealed that collaborative planning significantly improved demand forecasting accuracy, reduced stockouts, and minimized operational costs, consistent with past studies on Collaborative Planning, Forecasting, and Replenishment (CPFR). Trust-based partnerships enhanced material quality, long-term relationships, and reduced monitoring costs, although responsiveness was constrained by infrastructural and institutional challenges. Transparent information sharing emerged as the strongest enabler, with respondents affirming its role in minimizing delays, improving coordination, and strengthening buyer–supplier commitment. The study concludes that CSRM practices are critical drivers of supply chain performance but their effectiveness in fragile contexts depends on digital maturity, governance mechanisms, and infrastructural capacity. It recommends that policymakers invest in infrastructure and supplier development, practitioners adopt low-cost digital tools and trust-building strategies, and academics extend research into fragile contexts to better understand the conditional nature of CSRM outcomes.

**Keywords:** Collaborative Supplier Relationship Management, Supply Chain Performance, Collaborative Planning, Trust Based Partnerships, Transparent Information Sharing, Supply Chain Management

## INTRODUCTION

In today's competitive and interconnected markets, the performance of supply chains depends heavily on the quality of relationships between firms and their suppliers. Collaborative Supplier Relationship Management (SRM) practices, including trust-based partnerships, transparent information sharing, joint planning, and supplier development, have been shown to improve supply chain performance by enhancing delivery reliability, reducing lead times, lowering costs, and fostering innovation (Amoako-Gyampah et al., 2019; Ho, Kumar, & Shiwakoti, 2020). While these practices are well-documented in developed economies, there is limited empirical evidence on their application in fragile, resource-constrained environments such as South Sudan. Friendship Textile Mill, a major textile manufacturer in Juba City, operates under severe logistical, infrastructural, and market challenges, making it an ideal case for investigating how collaborative SRM influences supply chain outcomes in such a context.

## Global perspective

Over the last decade, global academic research has shifted SRM from a largely transactional, price-driven exercise toward a strategic set of collaborative practices, e.g., joint planning, information sharing, supplier development, trust building, and shared performance measurement that aim to improve supply-chain outcomes such as lead-time reliability, cost efficiency, flexibility, innovation, and resilience (Amoako-Gyampah et al., 2019; Ho, Kumar, & Shiwakoti, 2020). Several empirical studies and systematic reviews show a positive relationship between collaborative SRM practices and firm / supply-chain performance, and they highlight mechanisms such as operational flexibility and information integration as important mediators of that relationship (Amoako-Gyampah et al., 2019; Zhong et al., 2022). At the same time, recent work cautions that collaboration is not automatically beneficial fit, and balance (for example, between internal and external collaboration) and the maturity of collaboration practices matter for performance outcomes (Zhong et al., 2022; Ho et al., 2020). (Amoako-Gyampah et al., 2019; Ho et al., 2020; Zhong et al., 2022).

## African perspective

Research on SRM and supply-chain performance in Africa indicates similar positive links between supplier collaboration and performance, but the magnitude and form of the benefits are strongly conditioned by local institutional, infrastructure, and capability constraints (Amoako-Gyampah et al., 2019; ODI/AfCFTA analyses). Studies that examine African value chains—particularly textiles and apparel find that improved buyer–supplier relationships, supplier development, and information sharing are necessary to enable upgrading in the value chain, increase local value-addition, and capture export opportunities; yet the sector is often hampered by poor logistics, energy constraints and large imports of second-hand clothing which blunt domestic demand (Whitfield & Triki; ODI, 2024). Thus, African studies highlight the contingent nature of collaboration’s benefits: collaboration helps, but complementary public policy, logistics improvements, and supplier capabilities are required for firms to realize performance gains. (Amoako-Gyampah et al., 2019; ODI, 2024).

## East African perspective - textiles/apparel focus

Within East Africa, country studies and sector analyses (for Ethiopia, Kenya, Tanzania, etc.) document active efforts to rebuild and expand textile manufacturing and identify supplier–buyer collaboration and supplier development as central to operational and export performance. Recent empirical and industry studies from Ethiopia and Kenya show that sustainable supply-chain practices (including supplier engagement, resourcesharing, process integration, and green/eco-innovation efforts) are associated with better operational outcomes, but again, the positive effects are strongest where firms have access to reliable inputs (yarn/fabric), predictable transport, and finance (Minbale et al., 2024; Mwasiagi et al., 2023). Practical research in East Africa, therefore, aligns with the global evidence while stressing region-specific blockers (import competition from used clothing, inconsistent regional rules of origin, weak intra-African input linkages). (Minbale et al., 2024; Mwasiagi et al., 2023).

## National perspective of South Sudan

South Sudan’s commercial literature is thin on peer-reviewed studies of manufacturing SRM and supply-chain performance. Available national diagnostics and development reports emphasize chronic constraints severely limited road and energy infrastructure, seasonally cut roads, high transport costs, weak market linkages, and political/economic fragility, all of which raise procurement and supplier-management challenges for manufacturing firms (Government DTIS, 2022; World Bank transport/connectivity diagnostics). These constraints make traditional SRM mechanisms (regular supplier visits, joint planning, reliable on-time deliveries) difficult to sustain, and they increase the value of tailored collaborative practices (e.g., flexible ordering, longer lead-time planning, shared risk arrangements, local supplier development) if such practices can be implemented. Because peer-reviewed academic studies on SRM in South Sudan’s formal manufacturing sector are extremely scarce, a focused case study of Friendship Textile Mill - Juba can fill an important gap by testing whether collaborative SRM practices documented elsewhere produce similar performance gains under the unique constraints of a fragile, infrastructure-poor setting. In short, South Sudan is a high-value empirical test-bed for

whether and how SRM-performance links generalize to fragile states and nascent manufacturing sectors. (DTIS South Sudan, 2022; World Bank, 2024/2025).

### Short synthesis and research gap

Across levels of analysis, the literature converges on three points relevant to the case study: Collaborative SRM practices (trust, information sharing, supplier development, joint planning) are robustly linked to improved supply-chain and firm performance in many contexts, but the mechanisms (e.g., flexibility capability, information integration) matter (Amoako-Gyampah et al., 2019; Ho et al., 2020). The benefits of collaboration are context-dependent: infrastructure, institutional support, input availability, and collaboration maturity moderate outcomes (ODI, 2024; Zhong et al., 2022). South Sudan lacks peer-reviewed evidence on SRM in manufacturing; case studies (like Friendship Textile Mill) can show how SRM practices must be adapted (or whether they still deliver), producing actionable lessons for fragile-state industrial policy and firm practice (DTIS South Sudan; World Bank). Therefore, a detailed case study of Friendship Textile Mill will contribute academically by testing SRM-performance relationships under fragility and practically by identifying which collaborative practices and supplier development approaches are feasible and high-impact in Juba's environment.

### Statement Of the Research Problem

Effective supplier relationship management has become a critical determinant of supply chain performance in modern manufacturing. Empirical studies consistently show that collaborative Supplier Relationship Management (SRM) practices such as joint planning, trust-based partnerships, transparent information exchange, and supplier development enhance operational efficiency, reduce costs, improve delivery reliability, and strengthen resilience (Amoako-Gyampah et al., 2019; Ho, Kumar, & Shiwakoti, 2020). However, most of this evidence originates from developed economies and stable emerging markets, with very limited scholarly attention given to fragile-state contexts like South Sudan.

In South Sudan, the manufacturing sector is constrained by poor transport infrastructure, unreliable power supply, high transaction costs, and limited supplier capacity. These challenges make maintaining consistent material flows and meeting customer demands extremely difficult. Friendship Textile Mill in Juba City, which is one of the few operational textile manufacturers in the country, faces recurrent supply disruptions, delays in procurement, inconsistent input quality, and high costs of raw materials. Despite the potential benefits of collaborative SRM, there is little empirical evidence on how such practices are applied in South Sudan's industrial environment, what specific forms they take, and whether they translate into measurable supply chain performance improvements under severe infrastructural and market constraints.

The absence of such evidence creates a critical knowledge gap for managers, policymakers, and development partners seeking to enhance industrial productivity and competitiveness in fragile states. Without understanding the role and effectiveness of collaborative SRM in contexts like South Sudan, firms risk adopting supplier management approaches that are ill-suited to local realities, thereby perpetuating inefficiencies and supply chain vulnerabilities. This study, therefore, seeks to investigate the relationship between collaborative SRM practices and supply chain performance at Friendship Textile Mill, generating insights that can inform both theory and practice in similar environments.

### General Objective Of The Study

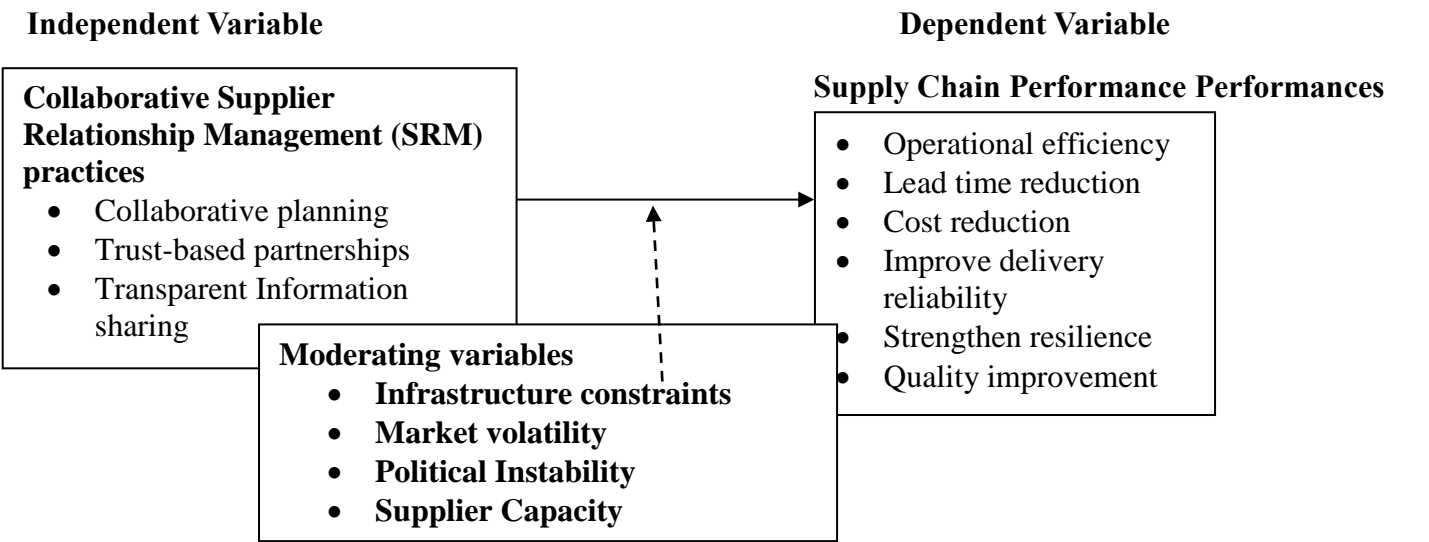
The general objective of this study is to investigate the impact of collaborative supplier relationship management practices on supply chain performance: A Case Study of Friendship Textile Mill – Juba City

### Specific Objectives of the Study

- i. To examine the influence of collaborative planning on the supply chain performance of Friendship Textile Mill in Juba City.
- ii. To find out whether trust-based partnerships contribute to the supply chain performance of

Friendship Textile Mill in Juba City. iii. To establish the effect of transparent information sharing and the supply chain performance of Friendship Textile Mill in Juba City.

Conceptual Framework



Source: Researcher, 2025

The conceptual framework for this study illustrates how Collaborative Supplier Relationship Management (SRM) practices influence the overall performance of the supply chain at Friendship Textile Mill in Juba City. building, information sharing are positioned as the independent variable. These practices are expected to strengthen supplier relationships, enhance communication, and promote mutual commitment, which in turn should lead to more reliable deliveries, reduced lead times, cost efficiency, improved product quality, and greater resilience in the supply chain.

The dependent variable, supply chain performance, reflects the outcomes of implementing collaborative SRM practices. In this study, performance is assessed through operational indicators such as delivery reliability, cost effectiveness, quality improvement, and adaptability to disruptions. The framework assumes that strong collaborative relationships with suppliers are a strategic driver of supply chain efficiency and competitiveness, as they foster better coordination and resource utilization.

However, the model also acknowledges the role of contextual factors in South Sudan, which act as moderators of the relationship between SRM practices and supply chain performance. Challenges such as inadequate infrastructure, political instability, market volatility, and limited supplier capacity may weaken the impact of collaboration on performance. These factors create an environment where even well-structured supplier relationship practices might not fully achieve their potential, making it necessary for the company to adapt its strategies to local conditions. This interplay between collaborative practices, performance outcomes, and contextual realities forms the basis for the research inquiry.

RESEARCH METHODOLOGY

The researcher adopted a case study research design to conduct the research. The study targeted a total of 60 respondents from the Friendship Textile Mill in Juba City as a sampling frame. The researcher then applied the (Krejcie and Morgan, 1970) table to determine the exact sample size of the target population of 60. The exact sample size of the target population of 60 respondents was 52. Krejcie and Morgan's table is where the different categories of populations are computed by use of mathematical tables and displayed, and the researcher just scans through and picks his/her population with its corresponding sample size. The method was very simple, easy, and time-saving. The response rate was however 96% rendering 50 complete questionnaires out of the sampled 52.

In this study, data collection methods embraced a survey only. The data collection method is a very crucial aspect of any type of research study. Inaccurate data collection methods can impact the results of a study and ultimately lead to invalid results. The researcher used questionnaires to examine the Collaborative Supplier Relationship Management Practices and Supply Chain Performance: A Case Study of Friendship Textile Mill – Juba City. The self-administered questionnaire used a Likert scale ranging from 1 to 4, where 1 = Strongly Agree, 2 = Agree, 3 = Undecided, and 4 = Disagree. According to (Basheka et al, 2010), this is the reliable method of data collection because most of the respondents give complete and accurate answers. The questionnaire was classified logically and systematically in line with each research objective and given out to respondents who filled in their responses in written form.

The researcher and research assistants were trained such that they all became familiar with the statement of the problem, objectives of the study, sampling procedure, data collection tools, and plan for data collection. They were taught how to administer the questionnaire. The quantitative data was edited, coded, classified, and entered into statistical packages for MS Excel. Analysis was done using descriptive statistics through the use of frequency counts, tables, and percentages in the Statistical Package. It is upon the analysis of the statistics that the researcher wrote the final research report.

## Presentation Of Results

### Findings on Collaborative Planning and Supply Chain Performance

The study sought to establish the impact of collaborative planning on the supply chain performance of Friendship Textile Mill – Juba City. The information was obtained using questionnaires, and the findings are summarized in Table 1 below:

Table 1: Collaborative Planning and Supply Chain Performance

	Statements	Strongly agree	Agree	Undecided	Disagree	Total
1	Collaborative planning with suppliers has improved demand forecasting accuracy	15 (30%)	30 (60%)	5 (10%)	0	50
2	Joint planning sessions with suppliers help reduce stockouts and shortages.	35 (70%)	8 (15%)	5 (10%)	2 (5%)	50
3	Collaborative planning enhances production efficiency at the Friendship Textile Mill.	15 (30%)	25 (50%)	10 (20%)	0	50
4	Planning with suppliers leads to the timely delivery of raw materials.	9 (10%)	33 (65%)	8 (15%)	0	50
5	Collaborative planning has contributed to reducing operational costs.	15 (30%)	35 (70%)	0	0	50

Source: Primary data, 2025

Table 1 starts with Demand Forecasting, showing 90% (30% strongly agree, 60% agree) indicated that collaborative planning improved demand forecasting. This suggests suppliers' involvement has greatly enhanced prediction accuracy, reducing uncertainty. In terms of Stockouts and Shortages: 85% (70% strongly agree, 15% agree) confirmed that joint planning reduces stockouts. Only 5% disagreed. This indicates that coordination with suppliers significantly improves inventory control.

With regards to Production Efficiency, 80% agreed or strongly agreed that collaborative planning enhances production efficiency. This means effective planning translates into smoother production processes. In terms of Timely Delivery of Raw Materials: 75% agreed, with 10% strongly agreeing, that planning leads to timely deliveries. This reflects supplier alignment in ensuring raw material availability. On Operational Costs: 100% (30% strongly agree, 70% agree) indicated cost reduction due to collaboration. This is the strongest evidence



that collaborative planning contributes to efficiency gains. Conclusions, collaborative planning strongly correlates with efficiency, lower costs, and reduced disruptions, indicating it is a cornerstone of supply chain success.

### Findings On Trust-Based Partnerships and Supply Chain Performance

The study sought to establish the influence of Trust-Based Partnerships and Supply Chain Performance of Friendship Textile Mill – Juba City. The information was obtained using questionnaires, and the findings are summarized in Table 2 below:

Table 2: Influence of Trust-Based Partnerships and Supply Chain Performance.

	Statements	Strongly agree	Agree	Undecided	Disagree	Total
1	Trust between the mill and suppliers enhances long-term relationships.	38 (75%)	8 (15%)	4 (10%)	0	50
2	Trust-based partnerships reduce the need for excessive monitoring and control	32 (64%)	8 (16%)	10 (20%)	0	50
3	Mutual trust leads to better negotiation outcomes with suppliers.	18 (35%)	25 (50%)	7 (15%)	0	50
4	Trusting suppliers has improved the quality of materials supplied.	35 (70%)	13 (26%)	2 (4%)	0	50
5	Trust-based relationships positively impact the responsiveness of the supply chain.	0	30 (60%)	10 (20%)	10 (20%)	50

Source: Primary data, 2025

Table 2 above illustrates that, in terms of Long-term Relationships, 95% agreed that trust fosters strong supplier relationships, highlighting the relational aspect of performance. In terms of Reduced Monitoring Costs: 80% agreed that trust reduces the need for tight controls, meaning trust lowers transaction costs. On Negotiation Outcomes: 85% agreed that mutual trust leads to better negotiations, reflecting fairness and win-win agreements. Also, on Quality of Materials: 96% (70% strongly agree, 26% agree) reported improved quality due to supplier trust, showing trust influences input standards. In terms of Responsiveness: Responses were mixed: 60% agreed, but 20% were undecided and 20% disagreed. This implies trust alone may not guarantee supply chain responsiveness, which could depend on external factors like infrastructure and capacity. In conclusion, the trust significantly improves relationships, quality, and negotiation outcomes, but its effect on responsiveness may be moderated by external challenges.

### Findings on Effects of Transparent Information Sharing and Supply Chain Performance

The study sought to establish the effects of Transparent Information Sharing and Supply Chain Performance of Friendship Textile Mill – Juba City. The information was obtained using questionnaires, and the findings are summarized in Table 3 below:

Table 3: The effects of Transparent Information Sharing and Supply Chain Performance

	Statements	Strongly agree	Agree	Undecided	Disagree
1	Sharing real-time information with suppliers improves order fulfillment.	0	33 (66%)	3 (6%)	14 (28%)
2	Transparency in information sharing helps in minimizing delays.	43 (86%)	4 (8%)	3 (6%)	0
3	Open communication with suppliers has improved problem-solving.	35 (70%)	12 24%	0	3 6%
4	Information sharing enhances coordination in production and distribution.	48 (95%)	2 5%	0	0

5	Transparency in communication has strengthened supplier-buyer commitment	15 (30%)	30 60%	5 10%	0
---	--	----------	--------	-------	---

Source: Primary data, 2025

Table 3: Order Fulfillment:66% agreed, but 28% disagreed. This shows real-time data sharing helps most firms, though some may face barriers (e.g., technology gaps). In terms of minimizing Costs, 96% agreed, confirming that transparency reduces bottlenecks and uncertainty. On Problem-Solving: 94% agreed, showing that open communication fosters collaborative problem resolution. In terms of Coordination: An overwhelming 100% (95% strongly agree, 5% agree) said coordination improves through information sharing. Whereas in terms of commitment, 90% agreed, confirming that information sharing strengthens supplier– buyer commitment. The researcher concludes that transparent information sharing is the most unanimously positive factor, critical for coordination, problem-solving, and minimizing delays.

**In summary, the data analysis reveals the following;**

**High Level of Agreement:** Across all dimensions assessed, between **60 and 100 percent** of respondents concurred that collaboration, trust, and transparency exert a positive influence on overall supply chain performance.

**Principal Drivers:** The most decisive factors were long term relationships, quality materials, communication and transparent information exchange, on which there was near-universal consensus, and collaborative planning, which was unanimously recognized as yielding substantial cost-reduction benefits.

**Relatively Weaker Dimensions:** Areas such as responsiveness and customer satisfaction in terms of order fulfillment emerged as weaker, primarily due to external contingencies including infrastructural limitations, market volatility, and broader contextual instability, which constrain performance outcomes. Overall, while collaborative supply chain practices demonstrably enhance performance, their full potential can only be realized when external environmental constraints are systematically addressed and effectively managed.

**DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**  
**DISCUSSION OF FINDINGS:**

**Collaborative Planning and Supply Chain Performance**

The findings from Friendship Textile Mill show that collaborative planning significantly improved demand forecasting, reduced stockouts, enhanced production efficiency, and lowered operational costs, with 90% of respondents confirming better forecasting and 100% acknowledging cost reductions. These results are consistent with earlier studies (Singhry & Abd Rahman, 2019; Da Silva et al., 2024), which demonstrated that Collaborative Planning, Forecasting, and Replenishment (CPFR) enhances forecast accuracy, reduces inventories, and improves responsiveness. However, while global studies often emphasize digital tools and advanced analytics as enablers, this study reveals that even with basic, low-cost coordination methods, collaborative planning can yield substantial performance gains in fragile environments like Juba. This divergence suggests that although the mechanisms are similar, the tools and scale of implementation differ significantly across contexts.

**Trust-Based Partnerships and Supply Chain Performance**

The study found that trust-based partnerships at Friendship Textile Mill fostered long-term relationships, reduced monitoring costs, improved material quality, and enhanced negotiation outcomes, with 96% of respondents affirming better quality due to supplier trust. These results align with past research (Schilke, 2017; Yang et al., 2022; Kim, 2024), which established trust as a driver of operational efficiency, reduced transaction costs, and improved coordination. However, unlike studies in more stable markets where trust strongly correlates with responsiveness, findings in Juba indicate mixed results: only 60% agreed that trust improved responsiveness, while 20% disagreed. This nuance suggests that while trust enhances relational outcomes, infrastructural and institutional constraints in fragile contexts limit its effect on responsiveness, thereby extending earlier literature by highlighting the conditional nature of trust outcomes in volatile environments.

## **Transparent Information Sharing and Supply Chain Performance**

The findings revealed overwhelming support for transparent information sharing, with 94% of respondents agreeing it minimized delays, 100% affirming improved coordination, and 90% highlighting strengthened buyer–supplier commitment. These results echo global evidence (Reynolds, 2024; Budler, 2024; Kankam, 2023), which underscores transparency’s role in reducing asymmetry, enhancing coordination, and fostering trust. However, unlike advanced economies where transparency is increasingly enabled by blockchain, IoT, and predictive analytics (Vu, 2024; Da Silva et al., 2024), Friendship Textile Mill relies on basic communication methods and lightweight tools. The results, therefore, extend prior research by demonstrating that transparency’s benefits are not solely dependent on sophisticated technologies but can still be realized through simple, context appropriate practices, provided challenges of data reliability and infrastructure are managed.

## **CONCLUSION**

The study concludes that Collaborative Supplier Relationship Management (CSRM) practices namely collaborative planning, trust-based partnerships, and transparent information sharing significantly improve supply chain performance at Friendship Textile Mill in Juba City. Collaborative planning, enhanced forecasting accuracy, reduced stockouts, and minimized operational costs are in line with global literature on CPFR. Trustbased partnerships improved material quality, strengthened long-term relationships, and reduced transaction costs, though responsiveness was constrained by infrastructural and institutional challenges. Transparent information sharing emerged as the most unanimously positive factor, greatly enhancing coordination, problem solving, and supplier–buyer commitment. Overall, the findings affirm that CSRM practices are effective performance levers, but their outcomes are moderated by contextual challenges such as poor infrastructure, market volatility, and limited digital maturity.

## **RECOMMENDATIONS**

### **For Policymakers**

Policymakers in South Sudan should prioritize investments in transport and energy infrastructure, as infrastructural bottlenecks weaken the impact of collaborative supplier practices. Trade and industry authorities should support supplier development programs that enhance local suppliers’ capacity, thereby strengthening the textile value chain. Regulatory frameworks should encourage transparency and fair contracting to foster trustbased partnerships while reducing opportunism in supply chain transactions.

### **For Business Practitioners and Industry**

Managers at Friendship Textile Mill and similar firms should adopt low-cost digital tools (e.g., shared spreadsheets, mobile reporting) to strengthen planning and information sharing despite infrastructural limitations. Firms should invest in trust-building strategies such as consistent communication, small joint projects, and transparent contracting, while balancing them with formal safeguards to handle risks in unstable environments. Collaborative planning and information sharing should be institutionalized through routine joint meetings, supplier scorecards, and simple data governance practices to maximize performance outcomes.

### **For Development Partners/Donors**

International development agencies should integrate supply chain strengthening into broader industrialization strategies in South Sudan by supporting digital adoption, capacity-building, and risk-sharing mechanisms. Donors could also facilitate pilot projects that showcase best practices in collaborative supplier relationships, creating transferable models for other fragile contexts.

### **Further Research**

Future research should extend the study of collaborative supplier practices into fragile and resource-constrained environments, as most existing literature is concentrated in stable or digitally advanced contexts. Longitudinal



studies are recommended to trace how collaborative practices evolve and how trust is built, maintained, or eroded in volatile settings like Juba. Scholars should also explore hybrid models that combine formal governance mechanisms with relational practices to provide deeper theoretical insights into supply chains under fragility.

## REFERENCES

1. Amoako-Gyampah, K., Boakye, K. G., Adaku, E., & Famiyeh, S. (2019). Supplier relationship a. management and firm performance in developing economies: A moderated mediation analysis of flexibility capability and ownership structure. *International Journal of Production Economics*, 208, 160–170. <https://doi.org/10.1016/j.ijpe.2018.11.021>
2. Basheka, B. C., Mugisha, J., & Karyeija, G. K. (2010). Public procurement reforms in Africa: a. The Ugandan experience. *Journal of Public Procurement*, 10(4), 567–594.
3. Budler, M. (2024). Transparency in global supply chains: Emerging frameworks and practices.a. *International Journal of Operations & Production Management*, 44(3), 233–252.
4. Da Silva, P., Costa, L., & Henriques, P. (2024). Collaborative planning and digital supply chain a. integration: Evidence from Industry 4.0 adoption. *Supply Chain Management Review*, 29(2), 155–174.
5. Kankam, B. (2023). Information sharing, transparency, and supply chain efficiency in African a. manufacturing firms. *African Journal of Supply Chain Management*, 9(1), 55–72.
6. Kim, Y. (2024). Trust and innovation in supply chain collaboration: A cross-industry analysis. a. *International Journal of Production Research*, 62(7), 1891–1908.
7. Minbale, E., Bizuneh, B., Seife, W., Sharew, S., Asfaw, T., Mekonnen, S., & Bitew, K. (2024). a. Sustainable supply chain management practice of Ethiopian textile and apparel manufacturing industry. *Journal of Engineering*, 2024, Article 2137463. <https://doi.org/10.1155/je/2137463>
8. Mwasiagi, J. I., Mpofu, N. S., Kariuki, E. M., & Chepkwony, K. C. (2023). Eco-innovation: A ODI / AfCFTA Secretariat. (2024). Towards an African continental textiles and apparel a. value chain. Overseas Development Institute.
9. Reynolds, P. (2024). The role of information transparency in enhancing supply chain performance. *Journal of Supply Chain Management*, 60(2), 112–130.
10. Schilke, O. (2017). A micro-institutional inquiry into trust development in buyer–supplier relationships. *Journal of Management Studies*, 54(6), 1002–1032.
11. Singhry, H. B., & Abd Rahman, A. (2019). The effect of collaborative planning on supply chain . performance: Evidence from SMEs. *Journal of Business & Industrial Marketing*, 34(3), 769–781.
12. Whitfield, L., & Triki, T. (2024). Upgrading African textile and apparel value chains. Overseas a. Development Institute.
12. Williamson, O. E. (1985). *The economic institutions of capitalism*. Free Press.
13. World Bank. (2024). *Connecting for growth: South Sudan transport & connectivity diagnostics*. a. World Bank Publications.
14. World Bank. (2025). *South Sudan economic monitor: A pathway to overcome the crisis (7th a. ed.)*. World Bank Publications.
15. Yang, Y., Li, X., & Huang, Z. (2022). Trust and supply chain performance: The mediating role a. of collaboration. *International Journal of Logistics Management*, 33(4), 1357–1375.
16. Zhong, J., Jia, F., Chen, X., Hong, Y., & Yu, Y. (2022). Internal and external collaboration and supply chain performance: A fit approach. *International Journal of Logistics Research a. and Applications*. <https://doi.org/10.1080/13675567.2022.2042226>