

**ROLE OF PROCUREMENT STAKEHOLDERS IN EFFECTIVE CONTRACTS  
MANAGEMENT IN UGANDA: A CASE OF JINJA DISTRICT LOCAL  
GOVERNMENT**

**BY**

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## DECLARATION

I, OPWONYA Victor Harmstrong hereby declare that, this is my original work and has not been presented to any University or Institutions of Higher Learning for any academic award. Where secondary sources of information used in this work, it has been honestly acknowledged

Signature:	-----
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## APPROVAL

This dissertation has been written under our supervision and has been submitted for the award of the degree of Masters in Public Procurement with our approval as Uganda Management Institute supervisors.

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Date:	-----

## **DEDICATION**

I dedicate this research work to my family whose presence in my life drove me to yearn for a meaningful life as I put forth a strong foundation. With all this I pray for God's love, care and abundant blessings, Amen.

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## **LIST OF ABBREVIATIONS**

<b>CC</b>	-	Contract Committee
<b>CVI</b>	-	Content Validity Index
<b>DV</b>	-	Dependent Variable
<b>EC</b>	-	Evaluation Committee
<b>FY</b>	-	Financial Year
<b>IGG</b>	-	Inspectorate General of Government
<b>IV</b>	-	Independent Variable
<b>JDLG</b>	-	Jinja District Local Government
<b>MDAs</b>	-	Ministries Departments and Agencies
<b>MOLG</b>	-	Ministry of Local Government
<b>PDE</b>	-	Procurement and Disposal Entity
<b>PDU</b>	-	Procurement and Disposal Unit
<b>PPDA</b>	-	Public Procurement and Disposal of Public Assets Authority
<b>PPOA</b>	-	Public Procurement Oversight Authority
<b>UD</b>	-	User Department
<b>UMI</b>	-	Uganda Management Institute

## ABSTRACT

The purpose of the study was to establish the role played by procurement stakeholders in effective contracts management using Jinja District Local Government in Uganda. The specific objectives sought to explore the relationships between roles played by (i) end users', (ii) procurement department, (iii) contract management team, and (iv) regulatory bodies and effective contracts management. The study used correlational design while adopting quantitative and qualitative approaches. The study was conducted in Jinja District on a target population of 170 officers at the level of Accounting officer, User department, Procurement department, Contract committee, Evaluation committee (ad hoc), Regulatory bodies, Financier/Donors, Providers and Local council leaders.

The findings revealed a statistically positive but moderate significant relationship between roles played by procurement stakeholders and effective contracts management. The correlation analysis findings revealed a positive but a low significant relationship ( $\rho = 0.404^{**}$ ) between roles played by end user and effective contracts management. There was a moderate and statistically positive significant relationship ( $r = 0.501^{**}$ ) between procurement department and effective contracts management. The findings also revealed a high and a statistically positive significant relationship ( $\rho = 0.623^{**}$ ) between contract management team and effective contracts management. There was a high and statistically positive but high significant relationship ( $\rho = 0.676^{**}$ ) between regulatory bodies and effective contracts management. It was concluded that end users, procurement departments, contract management teams and regulatory bodies have influence on effectiveness of contracts management to a larger degree in JDLG.

This study made recommendations in areas of departmental input, allocation of fund to contract management committees, improving processes for imparting pre-contract knowledge and simplifying compliance procedures and charts for effective contracts management.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

Effective contracts management has emerged as a crucial function to improve profitability, support compliance and manage risk (Prosidian consulting, 2011). To this effect, involve contractors or suppliers in one way or another to support in providing service or product to meet its intended requirements (Kumar & Markeset, 2007). However, no contract arrangement can guarantee a problem free in project execution, it is the quality of the people, management system of the company and contractor that are the best guarantor of success (Bhardwaj, 2011). Therefore, there is a need to acquaint organizations with the knowledge on stakeholder roles. Managing for stakeholders involves attending to the interests and wellbeing of these stakeholders, at a minimum (Harrison, Bosse& Phillips, 2010). The groups are included, such as communities, special interest or environmental groups, the media, or even society as a whole.

This particular section established the effects of the relationships to the roles of procurement stakeholders in effective contracts management. Roles of procurement stakeholders' in this study was conceived as independent variable while effective contracts management is the dependent variable as explained in the conceptual framework. This chapter presents the background to the study, statement of the problem, purpose of the study, research objectives, hypotheses and research questions, justification

of the of the study, significance of the study, scope of the study, conceptual framework a and operational definitions.

## **1.2 Background to the Study**

The subsection presents historical background, theoretical background, conceptual background and contextual background.

### **1.2.1 Historical Background**

According to Freeman (1984), term stakeholder first appeared in the management literature in an internal memorandum at the Stanford Research Institute, in 1963. Stakeholder management promotes a practical, efficient, effective, and ethical way to manage organizations in a highly complex and turbulent environment (Freeman, 1984; Freeman, Harrison and Wicks, 2007). As Tantaló and Priem, (2014) attributed that, “treating all stakeholders well creates a sort of synergy”. It is how a firm treats its customers influences the attitudes and behavior of the firm’s employees, and how a firm behaves towards the communities in which it operates influences the attitudes and behavior of its suppliers and customers (Cording, Harrison, Hoskisson&Jonsen, 2014)

In Uganda, according to the draft national public procurement policy, (2016 p.15) Good Governance is the primary core value of the Public Sector Procurement system. The principles of good governance include but not limited to segregation of responsibilities, focusing on the organization’s purpose, making informed, transparent decisions and managing risk. The institutional framework and predominant management mindset of each country reflects its distinct history and the peculiarities of its socio-political configuration (Jamali&Mirshak 2007).This genesis creates the worthiness to align stakeholder roles in the proper management of public service contracts especially in

procurement process as value creation and services delivery to the citizens.

### **1.2.2 Theoretical Background**

The study was guided by the Stakeholder Theory of Freeman, Harrison, Wicks, Parmar, & De Colle, (2010). As Freeman et al (2010), fronted Stakeholder Theory is an idea about how business really works and for any business to be successful it has to create value for customers, suppliers, employees, communities and financiers, shareholders, banks and others people with the money. Further, Freeman (2010) pointed that you cannot look at any one of their stakes or stakeholders if you like, in isolation.

The theory contends interesting and important aspect that it is comprehensive in its approach. It advocates for treating all stakeholders with fairness, honesty, and even generosity. As Harrison, Bosse and Phillips (2010, p. 58) put it, A firm that manages for stakeholders allocates more resources to satisfying the needs and demands of its legitimate stakeholders than what is necessary to simply retain their willful participation in the productive activities of the firm.

In this study the theory became useful in enhancing the role of various stakeholders in ensuring effective contracts management. Effectiveness of contracts management can be realized if the user department defines their roles thereto for procurement. The procureme nt entity equally provides professional advice, monitor and report procurement performan ce. The contract management team significantly contributes to managing the procurement procedures, procurement strategy development, contract documentation and agreement.

It is the regulatory bodies that enforce, guide and control business finance. The indicators best fitted the dimension of the stakeholder theory as used in this study.



### 1.2.3 Conceptual Background

The key concepts in this study were roles of procurement stakeholders (IV) and contract management (DV). Explanation of the concepts is presented in the table below;

**Table 1: Indicating conceptual background**

Variables	Construct	Working definition	Author	Operationalization
Procurement stakeholders roles	End User/User Department	A department, division, branch or section of the procuring and disposing entity, including any project unit working under the authority of the procuring and disposing entity, which initiates procurement and disposal requirements and is the user of the requirements	PPDA Act, (2003)	End user roles played include defined user needs, provide technical expertise, approve review stages, ensure compliance
	Procurement unit/department	A division in each procuring and disposing entity responsible for the execution of the procurement and disposal function	PPDA Act, (2003)	Procurement unit roles include providing professional advice, measure and report procurement performance
	Contract management team	Is the group empowered within the terms of the project, PPP contract to act as representative of the government and to exercise specific powers or rights under the project/PPP contract or  Is the committee provided for under Part III of the PPDA Act	PPDA Act, (2003)	Procurement strategy development, managing procurement procedure, contract documentation and agreement
	Regulatory bodies	Means the Public Procurement and Disposal of Public Assets Authority	PPDA Act,	Provides guidance for the business, enforce requirement through legislations, regulations

		established in section 5 of the PPDA Act 2003 and other competent authority “Government office which has the mandate to perform a specified function	(2003)	and penalties, control tax levels and public funding
Effective contract management	Proper drafting of the right contract	A systematic practice for creation, execution, compliance, and analysis of business contracts in order to maximize operational performance, reduce costs, and minimize risks.”	World Bank Contract Management General Principles, (2017)  Aberdeen Group, (2006)	Refers to the systematic and efficient planning, execution, monitoring, and evaluation to ensure that both parties fulfill their contractual obligations with the ultimate goal of achieving VfM and contractual results
	Effective evaluation procedure			
	Effective contract management team			
	Efficient relationship management			
	Risk and change management			
	Monitoring contract performance			

#### **1.2.4 Contextual Background**

Jinja District Local Government, procurement and disposal entity is a structured local government entity in Uganda and is responsible for the National Local Government procurement activities and extension of service delivery through her PDE as guided by the public procurement and disposal of public assets act (2003) and as amended and the local government act, Act 2 (Amended) (2006). The target stakeholders include members/respondents from JDLG entity and procurement regulatory bodies. In Jinja District various stakeholders got involved in contracts management. The district is constituted of the various user departments that have always under taken their roles of defining needs and providing technical guidance whenever required. The procurement department equally offered professional advice, monitored and reported procurement performance. The contract management teams have always put in place clear procurement procedures, strategy and contract documentation. In Jinja District the regulatory bodies from time to time ensured that right procurement practices are adhered to, they provided business guidance and ensured control of public funding. Even with the stakeholders undertaking their role, Jinja District Local Government PDE, has consistently indicated high levels of ineffective contracts management. The Auditor General Report on JDLG of (2014) and (2016) respectively pointed that, some contracts failed to meet the minimum national standards of Education Service Delivery. This clearly contravened the (LGMSD) Local Governments Management and Service Delivery operational manual section 2.1.2 (a). The vice has severely foiled the image of JDLG PDE thus resulting to loss of trust and reduced performance which subsequently leads to impinged service delivery to the region, since it is the industrial and economic hub for Eastern part of the country.

### **1.3 Statement of the problem**

Effective contracts management is of great importance world over in both developed and developing countries. Prosidian Consulting (2011) contend that, findings of recent international surveys conducted by supply and demand chain executives on the complexities and risks of project contracts shows that there is a significant loss of money due to ineffective management of project contracts. For example, research firm Aberdeen Group, has advocated that enterprises lose US\$153 billion each year due to ineffective project contract management. A Green Point Global (2013) reveal that 60-80% of business transactions are governed by agreements or contracts and more than 10% of all executed contracts are lost. In Uganda, (PPDA, 2010) report, cites significant challenge to contract management due to poor stakeholders' roles engagement.

Jinja District Local Government PDE in particular, had consistently indicated high levels of ineffective contracts management. As Auditor General Report on JDLG of (2014) and (2016) indicated that, "some contracts failed to meet the minimum national standards of Education Service Delivery." This is a problem that clearly contravened the (LGMSD) Local Governments Management and Service Delivery operational manual section 2.1.2 (a). The vice has severely foiled the image of JDLG PDE thus resulting to loss of trust and reduced performance which subsequently leads to impinged service delivery to the region, since it's the industrial and economic hub for Eastern part of the country. Therefore, since no study has ever been conducted to examine the influence of stakeholder's roles in effective contracts management in JDLG PDE that renders its strategic objective to remain in dilemma, the study was conducted to investigate the problem.

#### **1.4 Purpose of the Study**

To establish the effects of roles played by procurement stakeholders in effective contracts management

#### **1.5 Objectives of the Study**

The study was guided by the following objectives:

- (i) To determine the effects of the roles played by procurement end users in effective contract management.
- (ii) To examine effects of the role played by the procurement department in effective contract management.
- (iii) To determine the effects of the role played by the contract management team in effective contracts management.
- (iv) To establish the effects of the role played by procurement regulatory bodies in effective contracts management.

#### **1.6 Research Questions**

The following questions guided the study:

- (i) What is the effect of the roles played by procurement end users on effective contract management?
- (ii) What is the effect of the roles played by procurement department on effective contract management?
- (iii) What is the effect of the roles played by contract management team on the effective contract management?
- (iv) What is the effect of the roles played by procurement regulatory bodies on effective contract management?

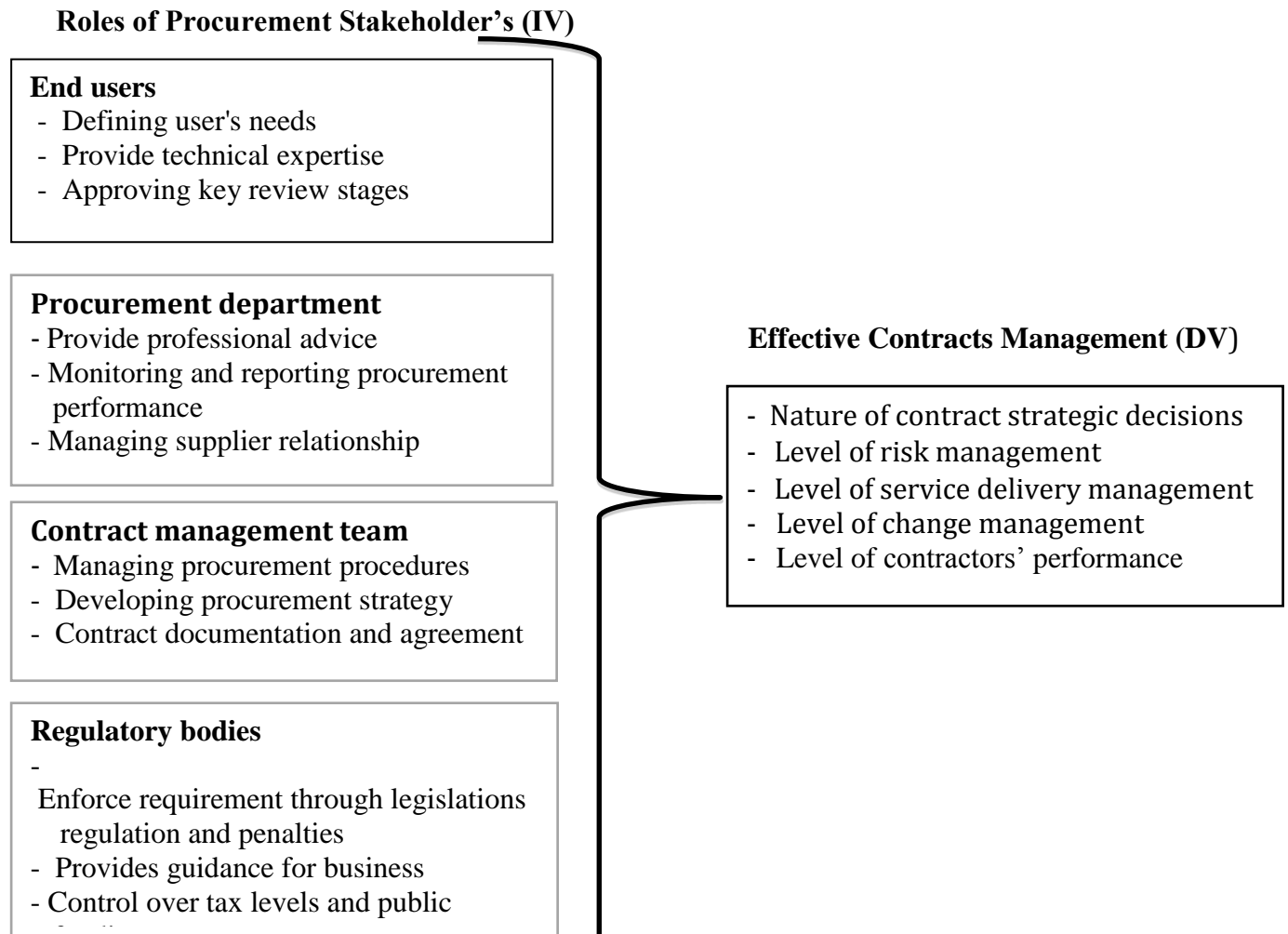
## **1.7 Study Hypotheses**

The study was guided by the following hypotheses:

- (i) There is significant effect of the role played by procurement end users on effective contracts management.
- (ii) There is significant effect of the role played by procurement department on effective contracts management
- (iii) There is significant effect of the role played by contract management team on effective contracts management.
- (iv) There is significant effect of the role played by procurement regulatory bodies on effective contracts management.

## 1.8 Conceptual framework

**Figure 1: Conceptual Frame Work**



**Source:** *From literature (the PPDA act, 2003; Scottish Government's Public Procurement Policy Handbook, 2008, and World Bank Contract Management General Principles, 2017)*

Fig.1 A conceptual framework showing the effect of the roles played by procurement stakeholders and effective contracts management.

The framework shows that effective contracts management is influenced by the roles played by stakeholders; end user department, procurement department, contract management, and regulatory bodies. Contracts management effectiveness on the framework is shown by; nature of contract strategic decisions, level of service delivery management, level of relationship management, level of risk management, level of contractor's performance

and level of change management. The end user factor has indicators of defining user's needs, providing technical expertise and approving key review stages. Procurement department is also very elaborate in the framework with indicators such as providing professional advice, evaluating and reporting procurement performance as well as managing supplier relationships. The contract management team factors included; managing the procurement procedures, procurement strategy development, contract documentation and agreement. The framework further shows that the regulatory bodies have roles to play for effective contracts management. These roles include; enforcing requirements, providing guidance for business and controlling public funding. It is expected that if these stakeholders play their roles effectively then the level of contract management will improve.

### **1.9 Significance of the study**

The study is significant to the following:

The policy makers especially PPDA, Ministry of finance planning and economic development and donors can now use the findings from this study to plan and develop relevant policies to improve procurement management.

Jinja District Local Government can now use the information from the study to effectively undertake necessary changes in delivery of procurement services.

The outcome of this study can now be used by academicians as secondary source of literature for their research projects.

### **1.10 Justification of the Study**

Uganda spends over 55% of her budget on public procurement (PPDA 2012). This is equivalent to Shs. 6,000 billion or \$ 2.4 billion of the year 2012 government budget. Procurement is therefore central to achieving efficiency in public expenditure, service



delivery and accountability of the government to public. Besides, Public procurement is also essential in promotion of the private sector through the business opportunities availed to service providers (PPDA, 2012). In line with that, “Most of the problems of contract management are as a result of some of the problems within the procurement process” (Rwothungeyo, 2012). Therefore, Public officers are being held accountable not for results in service delivery but adherence to procedural requirements of the procurement processes. This is an aspect that greatly links relationship between stakeholder roles and effective contracts management.

Several studies have been conducted in relation to the role of procurement stakeholders and effective contracts management. However, most of the studies did not bring out clearly how specific stakeholders’ roles affect the practice. For instance, no information is available to show how user department, procurement department, contract management team and procurement regulatory bodies roles have affected the level of contract management at district local government in Uganda. Therefore, given the gap the study was conducted to find out the effects of the roles played by procurement stakeholders on effective contracts management.

## **1.11 Scope of the Study**

### **1.11.1 Content Scope**

The study focused on the roles of procurement stakeholders (IV) and effective contracts management (DV). The procurement stakeholders’ roles that were limited to the user department roles include; defining the user's needs, providing technical expertise and approving key review stages of the procurement activities.

The roles of procurement department were aligned as included herein; providing professional advice, evaluating and reporting procurement performance as well as managing supp

lier relationships. The contract management team played such Pertinent roles; managing the procurement procedures, procurement strategy development, contract documentation and agreement.

The regulatory bodies roles were limited to; enforcing requirements, providing guidance for business and controlling public funding. It is expected that if these stakeholders play their roles effectively then the level of contract management will improve. Contract management effectiveness were judged based on; nature of contract strategic decisions, level of relationship management, level of risk management, level of contractor's performance and level of change management.

### **1.11.2 Geographical Scope**

The study was conducted in Jinja District Local Government headquarters in Busoga Square within municipality (Administrative headquarters). JDLG is located on the south shores of L. Victoria in Eastern Region of Uganda, and borders Iganga district, Kamuli to the North, Mukono to the south-west, Kayungato the West, Mayuge to the East and the sub counties includes; Budondo, Batagaya, Buyengo, Busede, Mafubira, Masese, Mpumude-Kimaka and Walukuba. The specific location of the study was at the Procurement and Disposal Entity of JDLG and procurement regulatory bodies. The choice of the location was based on the fact that procurement stakeholders over a period played a significant role in ensuring effective contracts management. However, there was continued outcry of ineffectiveness in contract service related.

### **1.11.3 Time scope**

The duration of the focus for the study was from 2014-2017. The choice of this period was based on the fact that stakeholders at various levels of procurement engagement played significant roles in ensuring effective contracts management. However, it was at

this period that Jinja District local government registered alarming rate of contract management deficiencies (Auditor General reports; 2015,2016 and 2017).

### **1.12 Operational definition of terms and concepts**

**Stakeholders** in this study referred to any group within or outside an organization that has a stake in the organization and/or its performance or affects strategic decision-making within an organization (Daft et al, 2007).

**Contract Management;** in this study referred to the nature of contract decisions level of relationship management, level of risk management, level of contractors performance and level of change management.

**User Department/End User** in this study was used to refer to department, division, branch or section of the procuring and disposing entity, including any project unit working under the authority of the procuring and disposing entity, which initiates procurement and disposal requirements and is the user of the requirements

**Effective contracts management** in this study referred to managing contracts in the most effective and efficient way.

**Service providers** in this study referred to the person (entity) who is normally contracted by another person's (entity) in the provision of goods, works and services in business.

**Heads of Departments** the leaders that are responsible for managing the daily affairs of the entity or an organization.

**Contract management team** in this study referred to those teams or groups entrusted with the supervision and handling of the contracts or procurement activities.

**Procurement department** in this study relates to division in each procuring and disposing entity responsible for the execution of the procurement and disposal function (PPDA act 2003).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two construed the review of literatures written by other researchers and scholars about the existing knowledge, such as computer and Internet search, journals, thesis and dissertations, papers presented in conferences and books. The presentation of the literature has been based on the themes generated from the study objectives. The actual literature review is preceded with theoretical review, empirical review on factors of end user, procurement department, regulatory bodies and effective contracts management. The last section features a summary of the literature review and gaps to the literature.

#### **2.2 Theoretical Review**

World over, there has been proliferation of models ascertaining stakeholder role in the organization or institutions effectiveness and value creation. However, this study was pinned by the most prominent and distinct stakeholder Theory of Freeman (1984). The theory posits three vital aspects “ instrumental power, descriptive accuracy and normative validity ” used to justify theoretically stakeholder roles in effective contracts management .The first aspect of the theory created a “ framework for checking the connections between the practice of stakeholder management and the success of a corporation’s performance ”, thereby strategizing the various stakeholder roles inputs as per the official or designated capacity into effective contracts management. The second aspect of the theory “was used to describe particular corporations’ behaviors”, this depicts organization standard criterion such as the running policy, morals and ultimately ethics. And the third aspect, the normative validity as a fundamental basis of the theory used to “interpret the purpose of companies”. Thereto in these study service delivery an element

of effective contracts management were considered as the ultimate purpose for existence of Jinja district local government that relates through the stakeholders engagement.

As Mitchell et al., (1997) argues, a number of factors can affect the importance a certain stakeholder has in a particular project; such as Legitimacy, the moral or legal claim a stakeholder has to influence a particular project, thereby providing trust and respect of individuals in business arena or management. Besides, Newcombe (2003) pointed that effective stakeholder management begins “with the identification of key stakeholder.

In another development the critics of theory, argues notable faults amidst its concept such as ambiguous features, problem of balancing and contract or regulation protection of stakeholders and the enforcement issue. Since this are issues not easily understood by every stakeholder and besides organization environment keeps changing in response to standards and business needs. As Fassin (2009), pointed out criticizes early stakeholder conceptualizations and proposes that a distinction should be made between stakeholders, stakeholders and stakekeepers. Despite the criticism of the theory, it was still use full to apply the theory because it embraces various disciplines such economics, ethics and problem solving that provide a level ground for business relations or interactions.

### **2.3.1 End users’ and effective contracts management**

There has been persistent significant interest among scholars on the roles played by end users in effective contracts management. Indeed, end users are the last or final point of interaction in a supply chain. Odera (2010) contend that, competence of procurement managers is paramount in ensuring service quality among User Departments. Further, Vathanophas& Thai (2007) maintains that organizations should ensure required competencies among staff in order to achieve effective results.

Benson and Josephat (2016), argued that, in well managed procurement function, end use

rs are involved in strategic planning decisions of procurement activities, development of procurement strategy and execution of the proposed strategies throughout the life cycle of the procurement exercise backed with implementation, review and corrective actions.” This fact therefore exhibits great contribution of the end users as stakeholder role in an effective contracts management.

Asiimwe (The New Vision 29th June 2011) cited, CollineMpaata, (IPPU) assert that, user department liaises with and assists the procurement unit throughout the disposal process. Therefore, is further prudent to consider end user role for an effective contracts management and results; this is evidenced through positive contribution they deliver.

In another development, a paper presented in the 10th International Annual IPSERA Conference (2001) revealed that, user involvement requires top management commitment and communication. If top management does not clearly communicate the different possibilities for professional purchasing involvement, effective involvement of product users will remain problematic. The assertion provides supportive information on the relevance to the end user role and consideration by the respective organization management as a clear chain of command or point contact in order to ease work/projects and its completion. Besides it places clear structure in respect to user involvement in purchasing, a fact obligates end users’ involvement in effective contracts management.

The world business trend is becoming so much competitive and without active involvement and deliberation of end user roles in the business process the firm deems failures in projects and works right from initiation to results output and probably increased complaints/damages to the organization, therefore in a bid to remain vibrant organizations supply chain must support effective and efficient end user roles

engagement since they form part of stakeholders.

The authors present a common view those points to the fact that end users play a significant role in ensuring effective contracts management. However, the literature did not bring out clearly how such a view was arrived at. More over the conclusion reached remains generic in nature.

### **2.3.2 Procurement department role and effective contracts management**

Procurement Unit/department are vital support function and strategic in its operation in most entities ranging from lower to higher local government entities in East Africa. In Uganda there are generally termed as PDU/PDEs and entrusted with duties and responsibilities to that respect.

Asiimwe, The New Vision Reporter (29<sup>th</sup> June 2011) pointed that, procurement services sector involves the sourcing for goods, services and works, meaning that the process brings many players together for it to succeed. Thus placing procurement department one of the significant stakeholders in effective contracts management.

As Olumbe (2010) cited Boyatzis (2007) contends that, maximum performance is believed to occur when the person's capability or competency is consistent with the needs of the job demands (roles and responsibilities) and the organizational environment, systems and structures. Therefore, as the procurement department is a clearly defined office with structure can properly deliver their roles as part of the stakeholders within the district.

Further, Asiimwe (The New Vision 29<sup>th</sup> June 2011) cited CollineMpaata (IPPU) contend that the procuring entity manages all procurement and disposal activities, adding that the procurement department is the backbone in the whole process however does not involve in adjudication and the award of contracts. The normal operation of procurement

department is to support the whole entity in relation to the procurement process and procedures that transmit a very strong foundation for mutual benefit from all stakeholders thereby causing effective contracts management.

Kakwezi & Nyeko (2010) attributes that purchasing efficiency and purchasing effectiveness represent different competencies and capabilities for the purchasing function. The emphasis for the proper procurement input and output is systematically embedded in the operation of procurement process and department as a function, this basis ideally put forward procurement department so paramount in realizing the goals of the organization, which in this study is ultimately counted as effective contracts management. Besides CIP S Australia (2005) think that, to differentiate between efficiency and effectiveness. It is about doing things right and doing the right thing an effect that is subject to the organization operations through her stakeholders participation in order to realize better results. Smith and Street (2004) supports the view. Monczka et al, (2008) asserts that, it is an essential strategic decision, which needs to fit the overall corporate and functional strategy of an organization. Coe, (1989) McCue & Gianakis, (2001) note that public procurement supports all government functions.

In another development, Gary (2018), cited that, “The strategic role of Procurement”, The movement of the procurement function from a “passive” or reactive role to strategic role is becoming ever more prevalent across organizations. It is amazing that procurement department shall always remain a great yard stick for the organization procurement performance despite the various challenges amidst its operation way back such as organizations politics, unaligned duties & responsibilities and structures of the organization influence.

Further, Margret et al (2014), cited Awino (2002) argued that, The process of identifying



the best suppliers and maintaining them is perhaps the single most important role of the procurement department in any forward looking organization. Quite noticeably this has ever been a lifetime saver in the procurement process audit, query and problem probing and its subsequent solving. Therefore, it propagates relevance of procurement department role in an effective contracts management.

The procurement department also undertake the task of verifying business documents such good receipt note, price list and quotation schedules and delivery note amongst others, this are documents that justify the transaction progress between the entity and the clients such suppliers and contractors thus prompting purchasing department role very instrumental in effective contracts management. Musau (2015), attributes that procurement department is vital since they contribute in verifying invoices presented by suppliers.

What came out clearly as a common feature from the literature is that procurement department in various organizations has significantly undertaken its mandate in ensuring effective contracts management. However, evidence provided in the sources did not present empirical facts to prove this claim in which this study exploited.

### **2.3.3 Contract management team and effective contracts management**

The influence of the Contract Management Team as procurement stakeholder's role in effective contracts management is so paramount and records a lot of memorable benefits to the individual, organization and the institution at large. According to a report by APMG International (2018) on Governance and Contract Management Team Establishment, it was pointed out that the contract management team acts as the representative of the government within the public regulatory environment. In some instances, this is achieved through internal delegations or institutional arrangements

within the government, while in others a specific form of legislation may establish and empower the contract management team. Thus it indicates the need for contract management team for an effective contracts management.

Oluka and Basheka (2014), argued that in the process of ensuring that contract management successfully takes the right course, all the parties involved must keenly pay attention to all provisions in the contract. Further, Oluka (2014) cited, (Sanders et al., 2007) asserted that, successful and efficient contract management practices must meet stakeholders' needs, achieves best value for money, manages the potential risks and liabilities and improves service delivery. Hence this demand a kin interest and endless endeavor from the contract management team in order to realized effectiveness and efficiency in contracts management.

Procurement professionals and practitioners believe that administrative inefficiencies are the ones that undermine efforts to create a better procurement governance regime Basheka, Tumutegyereize & Kakooza (2017). The contract management teams form the pivotal point in the success or failures of projects or work especially in relations to the administration of procurement process implementation by the respective stakeholders assigned in each project, therefore this provide the importance of contract management team roles in effective contracts management. Bautista and Ward (2009) recommend that, the entire procurement team should also be engaged in managing the post award contracting activities.

Kolltveit et al. (2007) think that stakeholder perspective highlights the effective management of relationships between a project and its key stakeholders in order to ensure project success. Relationship management is an invisible but great role intertwined within the function of contract management team roles and subsequent effective contracts

management however its absence can negatively impact on the organization performance. Contract management team is further tasked with the overall contract management responsibilities as far as authority to conduct, stop or nullify procurement proceedings of the entity, a concept as often as not experienced in most contracts.

Rendon and Snider (2008), cited Rendon (2010) affirm that the quintessence of contract management evolves proper planning, award, and administration of contracts and the monitoring of providers' performance. These are activities that are directly undertaken by the contract management team, therefore it presumed a litmus test to the fact that contracts effectiveness largely depends on stakeholders' roles through integration of the various activities in contracts management.

The literature significantly provided highlights of the responsibilities of contract management team and put forth their relevance for existence in organizations. There is however contentions whether performance or contract management is only linked to existence of such teams in place and undertaking their roles. This is because of continued poor contract management in organizations.

#### **2.3.4 Procurement regulatory bodies and effective contracts management**

Procurement regulatory bodies is literary the unit or organization that ensure proper management and regulate the procurement process. PPDA Act, (2003) asserts that, Government office which has the mandate to perform a specified function. Jamali and Neville (2011) attribute that, as we travelled the world we have noticed that a lot of management techniques firms used within the particular countries are as a result of tradition in those countries. This notion aid to strengthen positively the roles played the regulatory in relations to developing, publishing and implementing the various policies, legislation and

regulation in the country that shapes the conduct of effective contracts management as per the countries land law.

East Africa, Kenya particularly as contrasted with Uganda the public procurement regulatory bodies carry much related functions and roles (Peter, Noor, Mark & Ngaita, 2016). This distinctively present a very good indicator to the regulatory bodies as a national concerned with respect to their statutory establishment and obligations in relations to their roles in procurement as a very key stakeholders that form the strong or weak foundation for the practices and thus effective or ineffective contracts management in the country Uganda, and beyond the boarder lines.

As Peter et al (2016) contends that the oversight authority is the organization charged with maintaining oversight over the procurement system and is tasked with ensuring that the procurement procedures mandated by the Act are complied with, monitoring and reporting on the functioning of the procurement system, developing procurement policy and assisting in the operation of public procurement by developing the appropriate documentation, assisting procuring entities and supporting the capacity development of the procurement workforce (Section 9 PPDA 2005). This provides the view on the role manifestation of procurement regulatory bodies and their relevance in effective contracts management.

Lwitiko (2013) attribute that the legal framework of the procurement system in Tanzania since the enactment of PPA (2004) has the PPRA as an oversight body of all related procurement functions. These evidently confirm the assertion put forth by Peter et al (2016).

Uganda as point of focus in study, the procurement regulatory bodies generally perform

the same functions as witnessed in other East African countries this includes monitoring, effecting performance audits and investigations on procurement allegations, research and producing procurement documentation. Therefore, besides instituting the various procurement oversight bodies, Uganda in particular the bodies includes PPDA, IGG, the Uganda Police Force, other independent bodies. In support that, there has been more legislation in the fields such energy and mineral development, transport and water related management, which used to be scattered due to the fact that they were created to solve allocated problems, (Havekeset al., 2015).

Seychelles Procurement Oversight Unit (2018) relates that, the role of the Procurement Oversight Unit is to serve as a procurement policy making and monitoring body. That aims to ensure compliance to procedures and instructions as laid out in the Public Procurement Act of (2008) and the Public Procurement Regulations of (2014), by the various stakeholders and promote the fundamental principles of; transparency, competition, economy, efficiency, fairness and accountability in Procurement Procedures and the principle of best value for money in government expenditures.

The key highlights in the literature showed clearly that the regulatory bodies oversee the functions and roles of entities. These roles have been performed as desired. However, within such performance effectiveness the literature did not bring out clearly the factors why there is continuous complain about defects in contract management in organizations.

A factor that this study set out to investigate

#### **2.4 Summary of literature review**

The significant used of the above literatures revealed a number of contributions with regard to stakeholder's roles as a gist in effective contracts management in organizations,

as confirmed by the wide used of the Stakeholder theory Freeman (1984), PPDA Act (2003) and its attendant regulation (2006).

The authors present a common view, which points to the fact that end users play a significant role in ensuring effective contract management. However, the literature did not bring out clearly how such a view was arrived at. More over the conclusion reached remains generic in nature. Besides, the literature pointed out that procurement department in various organizations has significantly undertaken its mandate in ensuring effective contract management. However, evidence provided in the sources did not present empirical facts to prove the claim.

In addition, it is also clears to in the literature that contract management team played a significant role in ensuring effective contracts management in organizations. There is however contentions whether performance or contract management is only linked to having such teams in place and undertaking their roles. This is because of continued poor contract management in organizations. Still, whereas the authors in the literature commonly agreed that the regulatory bodies oversee the functions and roles of entities. These roles have been performed as desired. However, within such performance effectiveness, the literature did not bring out clearly the factors why there is continuous complain about defects in contract management in organizations. Therefore, to fill the knowledge void, this study comes in handy to empirically examined relationship between parameters justified between the Independent and Dependent variables to the study.

## **CHAPTER THREE**

### **METHODOLOGY OF THE STUDY**

#### **3.1 Introduction**

This chapter presented the research design and procedures that were used to carry out the study. A detailed to the research design, study population and justification, study area, sample size and sampling methods have been made. The research methods and tools, data collection methods and instruments, research procedure, measurement of variables, data analysis techniques and ethical considerations presented.

#### **3.2 Research Design**

Research design, referred to a detailed blueprint or plan to guide the implementation of a research (Creswell, 2016). The study adopted a correlational research design. Sinks Sarah (2007), notes that, it is the measurement of two or more factors to determine or estimate the extent to which the values for the factors are related or change in an identifiable pattern. As Sekaran & Bougie (2010) asserts, it relies on deductive reasoning or deduction, and makes use of variety of quantitative analysis techniques that ranged from providing simple descriptive of the variables involved, to establishing statistical relationships among variables through complex statistical modeling. The study used majorly quantitative techniques and supplemented it with qualitative technique.

#### **3.3 Study Population**

Population refers to any group of Institutions or people or objects that have common characteristics (Creswell, 2014). The target population for the study constituted 206 officers in Jinja District. These included; End user's or department (85), Head of department

ents' (15), Procurement and disposal unit (6), Accounting officer (1), Contract's committee (5), Evaluation committee (ad hoc) (5), procurement regulatory bodies (30), Contractors and Suppliers (28), Local council leaders (15) and Financers or Donors (16).

The choice of the above categories in the population was based on their unique roles and contributions towards ensuring effective contracts management. Thus they presented ideal information most required for this study.

### **3.4 Determination of sample size**

#### **3.3.1 Sample Sizes and procedure**

According to Amin (2005) a sample is a collection of elements of a population. Sample can also be defined as a smaller group obtained from a population (Mugenda and Mugenda, 2005). The sample saves money, time and personnel required. The sample size was determined using Morgan and Krejcie (1970) table for determining sample size. This made it possible for the sample to be more representative and covered all categories involved in the study. The study sampled 170 as guided by Morgan and Krejcie (1970) sampling estimations and as tabulated below. However only 130 were obtained due to different commitment the respondents had and I researcher could not access them all.



**Table 2: Population category and sample size**

<b>Category</b>	<b>Population</b>	<b>Sample</b>	<b>Sampling technique</b>
Accounting officer	1	1	Purposive
Staffs of User department	70	50	Simple random
PDU Staffs	5	5	Purposive
Heads of Department	10	7	Simple random
Contract committee	5	5	Purposive
Evaluation committee	5	5	Purposive
Local council leaders	15	15	Purposive
Finance & Financers/Donors	7	3	Simple random
Procurement regulatory bodies	25	15	Simple random
Service providers	27	21	Simple random
<b>Total</b>	<b>170</b>	<b>130</b>	

**Source:** *Primary data 2018*

### **3.5 Sampling Technique**

Sampling technique is a plan for obtaining a sample from a given population in such a way that the sample element selected, represent the population. The study employed the use of probability and nonprobability sampling techniques. Simple random sampling was used for probability sampling. While purposive sampling, was used for nonprobability. Purposive sampling technique was used to get data from the Accounting officer, PDU staff, contract committee members, evaluation committee members and local council leaders. The use of the sampling technique was based on the fact that the categories occupy positions of responsibilities relevant to provide information that would be got without their input for the purpose of this study. Purposive sampling was also used to select respondents with required characteristics. Personal judgment was used to gage their insight knowledge regarding the study variables.

Simple random sampling on the other hand was used to get information from User department staff, heads of department, PPDA and regulatory bodies and service providers. This was because of the need to ensure equal representation of the views from

the existing large samples. Simple random sampling involved allocating each subject a number of the accessible population. Whoever had corresponding numbers was included in the study. For purpose of accuracy a number that was picked and selected for the second time was ignored. Interviewees were identified in relation to the sample size and this gave each respondent an equal chance to be selected to participate in the study.

### **3.6 Data Collection Methods**

The study employed the use of both quantitative and qualitative approaches of data collection that included; Questionnaire survey for quantitative data and interview for qualitative data.

#### **3.6.1 Questionnaire Survey Method**

Nueman (2011) contends that, a questionnaire is a reformulated written set of questions to which respondents record their answers usually with closed defined attitudes. The study used questionnaire to collect primary data from the respondent selected by the researcher, and delivered to the respondents personally by the researcher. The choice of the questionnaire was on the basis that it can collect fast considerable amount of information (data) in a short time with less resources (Sekeran,2009). The method provided opportunity for respondents to answer questions without bias. The method was found to be less expensive compared to other methods used during data collection. It provided opportunity for the respondents to answer questions at their own convenience time. Because of its merits questionnaire methods was used to collect data from User department staff, contract committee members, evaluation committee members and local council leaders, regulatory bodies and service providers.

#### **3.6.2 Interview Method**

Interview is an oral questionnaire where an investigator gathers data through direct verbal

interaction with participants (Kenneth and Bruce, 2007). The choice of the method was based on the fact that the research was self-administered, and in that respect it was administered to Accounting officer, Head of PDU and head of Internal audit.

This helped to enhance the accuracy of the data especially the information that were not captured using questionnaire. More over the method proved useful in getting in depth information from participation whose official responsibilities would warrant them to respond to questionnaire questions. Data from the Interview became useful in supporting interpretation of quantitative data generated by use of questionnaire method.

### **3.6 Data Collection Instruments**

Data collection instruments included; self-administered questionnaires, interview guide and document review checklist.

#### **3.7.1 Self-Administered Questionnaire**

The questions were designed based on the dimensions of the variables, the study objectives, the research questions, and hypotheses. The study used a close end self administered structured questionnaires guide. The respondents were given particular responses in relation to the stated alternatives. The use of the instrument enhanced the processes of getting valid information as respondents gave response at their own convenience.

#### **3.7.2 Interview guide**

Interview is face to face encounters which involve obtaining actual information (Creswell, 2014). To ensure collecting accurate information the researcher held informal discussion with the respondents prior to data collection. This was meant to build rapport. The interview guide questions were designed in such a way that it supplemented what was not captured in the questionnaire in regard to the study variables. The instrument was

particularly administered to the head of PDU, head of internal audit and the accounting officer.

### 3.8 Validity and Reliability

#### 3.8.1 Validity

Validity refers to the degree to which evidence and theory support the interpretation of the test scores entailed by use of tests (Amin, 2005). The validity of instruments is the extent to which it does measure what is supposed to measure (Creswell, 2014). Validity is the accuracy and meaningfulness of inference, which are based on the research results. The degree to which results obtained from analysis of a data validated in terms of content (Amin, 2005). The content related techniques measures, the degree to which the questions items reflected the specific areas covered. Upon developing the research tools the researcher pretested the tool in order to ascertain its validity and later adjustments were made. The content Validity Index (CVI) was arrived at using Nunnally and Bernstein (1994) formula:

$$CVI = \frac{\text{Total number of items declared valid} \times 100}{\text{Total number of items (questionnaire/interview schedule)}}$$

$$CVI = n/N$$

Where n=items that are rated relevant

N= total number of items

**Table 3: Showing content validity index results**

Research Instruments	Total number of items	Number of items rated as valid	Content Validity Index
Questionnaire	41	31	0.76

Creswell (2014) notes that if the instrument has an average index of 0.7 or above it is accepted as valid. Therefore, the CVI in this study was at 0.76, which implied the instrument was valid to measure what was required of it.

### 3.8.2 Reliability

According to McMillan & Schumacher (2006) reliability represents the degree to which a test is free from measurement errors. It is the degree to which research instrument yields consistent results or data after repeated trials (Amin, 2005). Consequently, reliability test for the questionnaire was run in SPSS to establish whether the instrument used were stable and consistent in measuring particular concepts that were to be measured. Cronbach's coefficient alpha, which ranges from 0 to 1 with the recommended value closer to 1, was used to test internal consistency. The Cronbach Alpha test (min=0.6) measured the scale reliability for the internal consistency of the items.

Alpha Coefficient was applied as below;

$$\alpha = \frac{N - \sum (t^2)}{N - 1}$$

The Cronbach Alpha Coefficient value was 0.904 after pretesting the questionnaire and it implied there was consistency in the research tool based on used as indicated below:

**Table 4: Reliability statistics**

Cronbach's Alpha	Cronbach's Alpha based on standardized items	No. Items
.904	.912	41

### 3.9 Data collection procedure

A letter of introduction was obtained from UMI and this enabled the researcher to proceed with data collection. Permission was also sought from the authorities of Jinja District Local Government, Uganda prior to data collection. The data was collected with the help of (2) trained research assistants and the collected data there after processed, analyzed and a written report was produced.

### **3.10 Data Analysis**

#### **3.10.1 Qualitative Analysis**

The study employed data content analysis technique. As (Kothari 2004), asserts collected data will be prepared for analysis after interview, document review and observation. The qualitative data generated from open-ended questions were categorized into themes based on the study objectives and reported in narrative form along with quantitative presentation. The qualitative data was used to reinforce quantitative data.

#### **3.10.2 Quantitative Analysis**

The coding of quantitative data from data from questionnaire was done. This information was then entered into the computer for computation of a descriptive statistics. The Statistical Package for Social Sciences (SPSS Version 21) was used to run descriptive statistics in terms frequencies and percentages so as to present the quantitative data inform of tables and graphs based on the major research questions (Amin, 2005).

### **3.11 Measurement of Variables**

The study dimensions procurement stakeholder roles and effective contracts management was measured based on standardized items developed as per the conceptual framework. Likert five points measurement scale options of 1 to 5, which represent answers as tabulated below was used:

1. Strongly Disagree	2. Disagree	3. Neither disagree nor agree	4. Agree	5. Strongly Agree
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In addition, ordinal measurement was applied as nominal scale on the background information.

### **3.12 Ethical Consideration**

Creswell (2009) assert that ethical issues arise in discussion about codes of professional conduct for a researcher. Therefore, the following ethical considerations were undertaken and these fostered the smooth conduct of the study in the following ways:

**Objectivity and openness** the researcher observed the principles and ethics required in undertaking research and avoid bias in all forms. Gender consideration in this case was upheld. Equally, every respondent opinion was respected and considered.

**Seeking consent of the respondents** the researcher introduced and brought the purpose for the study and besides a written consent form that was signed by every participant who had shown willingness to participate in the study.

**Confidentiality and personal integrity** Confidentiality issue of the respondents was enhanced by ensuring that the outcome of the study did not bear the credentials of any individual respondent rather got assured of purpose of the research was just for academic purpose.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

#### **4.1 Introduction**

This chapter presents the analyses and interpretation of results obtained from the study on the roles of procurement stakeholders in effective contracts management in JDLG. The presentation begins with analysis and interpretation of the response rate and the demographic characteristics. It is then preceded by the explanations of the presentation of empirical findings, analyses and interpretation of data collected based on the themes derived from study objectives.

#### **4.2. Response rate**

Response rate in a research study refers to the number of people who answered research questionnaires divided by the number of people in the sample, and it is usually expressed in form of a percentage (Creswell, 2014). A total of 170 respondents were targeted in respect to the questionnaire, interview guide and document review guide but only 130 questionnaires and three interview with the Head PDU, Head Internal Audit and Accounting officer were obtained and returned as indicated in the table below 4.1 below:



**Table 5: Response rate**

<b>Category of respondent</b>	<b>Sample size</b>	<b>Frequency</b>	<b>Percent (%)</b>
Accounting officer	1	1	100%
Staffs of User department	70	57	81.4%
PDU Staffs	5	3	60%
Heads of Department	10	7	70%
Contract committee	5	4	80%
Evaluation committee	5	3	60%
Local council leaders	15	12	80%
Finance & Financers/Donors	7	3	42.8%
Procurement regulatory bodies	25	17	68%
Providers (contractors)	27	23	85.2%
Total response rate for questionnaire	170	130	76.5%
Key informants interview	3	3	100%
<b>Overall response rate</b>			<b>88%</b>

**Source:** *Primary data*

The table 4.1 above indicates that data was collected from 133 respondents with the overall response rate of 88% the respondents. This means the response rate was high since 8 in every 10 responses targeted in the study and implied that the data generated were adequate to represent the overall view of the targeted population. As Amin (2005) asserts that a high response rate is indicative of a good representative position of the sample selected from the population. It also implied that the information gathered is useful to describe the effects of stakeholders' roles on effective contracts management.

#### **4.3. Background Information about Respondents**

Data on the demographic characteristics of the respondents was collected. This included information on background information on; gender, age, education level and years of service. This was meant to relate the respondents' diversities to the procurement stakeholders' role on effective contracts management.

### 4.3.1 Gender of the respondent

Information concerning the gender of respondents was collected and the results tabulated in table 6 below.

**Table 6: Respondent gender**

<b>Gender of respondent</b>	<b>Frequency</b>	<b>Percent (%)</b>
Male	76	58.5%
Female	54	41.5%
<b>Total</b>	<b>130</b>	<b>100.0%</b>

**Source:***Primary data*

Table 6 above shows that a slight majority of the respondents 76 (58.5%) were males. This means that the data collected is a representation of the equal views of both male and female. It implied that, the results from the study are free from error as a result of bias arising from gender.

### 4.3.2 Age of the respondents

**Table 7: Respondent age**

<b>Age bracket of the respondent</b>	<b>Frequency</b>	<b>Percent (%)</b>
20 years and below	5	3.9%
21 to 30	24	18.5%
31 and 40	45	34.6%
41 and 50	33	25.4%
Above 50 years	23	17.7%
<b>Total</b>	<b>130</b>	<b>100.0%</b>

**Source:***Primary data*

The researcher set out to gather information regarding the age of respondents. The table 7 above shows that majority, 102 (78.5%) of the respondents were between the ages of 21 to 50 years. This means that the respondents were mature enough to understand the

essence of the study and provided adequate and reliable information. Implying that, the data generated were free from any error and provided a good basis for the analysis, interpretation and eventual recommendations.

#### 4.3.3 Educational level attained

**Table 8: Highest Education Attained**

<b>Respondent levels of academic qualification</b>	<b>Frequency</b>	<b>Percent (%)</b>
Certificate (Ordinary certificate)	20	15.4%
Diploma level	21	16.1%
Bachelor degree	71	54.6%
Masters	4	3%
Others specify,(CIPS, ACCA, etc.....)	14	10.8%
<b>Total</b>	<b>130</b>	<b>100.0%</b>

**Source:** *Primary data*

The researcher proceeded to seek knowledge about each of the respondents' level of education. The finding revealed that majority 112 (86.1%) had attained qualification ranging from certificate, diploma and bachelor degree levels. This means that the categories of respondents were competent and knowledgeable. The implication is that the information that the respondents gave was accurate, correct and valid to draw conclusion regarding the effects on the stakeholders' roles on effective contracts management.

#### 4.3.4 Year of service

**Table 9: Showing years of Service with JDLG**

<b>Respondent number of years in service</b>	<b>Frequency</b>	<b>Percent</b>
Less than 2 year	17	13%
3 to 4years	20	15.4%
5 to 6 years	18	13.8%
7 to 8 years	31	23.8%
9 years and above	44	33.8%
<b>Total</b>	<b>130</b>	<b>100.0%</b>

**Source:** *Primary data*

In order to ascertain the experience of the respondents at their service station, a question was posed and 93 (71.5%) of the respondents gave information showing that they were 5 years and above. This means that such employees or respondents had vast experience in what goes on within their places of work. This implied that such experience at work was used effectively to bring out required information for the study which could have been missed out if other groups were used.

#### **4.4 End users' and effective contracts management**

The first objective of the study was to establish the relationship between end user role and effective contracts management in JDLG. The end user factors included defining user needs, technical advice and approving key review stages measured using 7 items scored on 5-point Likert scale ranging from 5=strongly agree to 1= strongly disagree.

According to Plonsky (2007), when presenting results of statistical tests, the researcher should give descriptive statistics before the corresponding inferential statistics. This was therefore the basis for the presentation. Upon presenting the descriptive statistics for each of the objectives, qualitative data was also presented and interpretations drawn. Inferential statistics using Pearson correlation coefficient were computed and interpreted as well. Conclusions on each of the specific objectives were then drawn based on both the qualitative and quantitative data.

**Table 10: Descriptive results for end users'**

<b>End users'</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>N</b>	<b>Me an</b>	<b>Std. Deviation</b>
1. My organization has set a vision on effective contract management	18	26	16	56	14	130	3.17	1.265
	12.4%	17.9%	11%	38.6%	9.7%			
2. My organization has processes for efficient management of contracts and supplies key review stages	17	13	17	72	11	130	3.36	1.181
	11.7%	9%	11.7%	49.7%	7.6%			
3. My organization (JDLG) has set a great departmental input to oversee management	19	31	26	39	15	130	3.00	1.264
	13.1%	21.4%	17.9%	26.9%	10.3%			
4. My organization management has process for acquiring knowledge about new product/services and service delivery management	24	27	17	41	21	130	3.06	1.385
	16.6%	18.6%	11.7%	28.3%	14.5%			
5. My organization has process to implement on the PPDA regulations and procedures	23	24	27	41	15	130	3.01	1.297
	15.9%	16.6%	18.6%	28.3%	10.3%			
6. My organization has processes for inter organizational collaboration with all stakeholders	27	33	15	44	11	130	2.84	1.322
	18.6%	22.8%	10.3%	30.3%	7.6%			
	10.3%	13.8%	17.2%	40%	8.3%			

**Source:** *Primary Data*

Table 10 Findings about end users role reveals mixed feelings of the respondents

regarding on the statement relating to role of end users on effective contract management as discussed below;

When respondents were asked whether the organization had set a vision on effective contract management 70 (54%) agreed. This means that to some extent efforts have been put in place to make the organization stakeholders get to know the direction for the

organization. This implied that not all those employed might work towards achieving the set goals for effective contract management given the fact some of them are equally not aware of the vision.

Respondents were again asked whether their organization has processes for efficient management of contracts and supplies key review stages 83 (64%) with mean 3.36 agreed. This means that there exists mechanism within the institution that defines the processes for efficient contract management. This implied that such processes were being followed to ensure standards in managing contracts in this organization.

Asked whether the organization greatly used departmental input to oversee contracts management, 76 (59%) of the respondents did not consent to the statement. This means that there is minimal value in regard to the contributions of the department in ensuring effective contract management. Such views implied that without departments fully engaged in undertaking their duties and responsibilities, contract management will be ineffective.

The respondents were further asked to give their views whether organization management had means for acquiring knowledge about new product/services and service delivery management 68 (52%) did not affirm this statement. The average percentage would mean that there are instances that management would selectively seek knowledge in areas deemed vital for contract performance.

However, such selectivity if being practiced would undermine wholesome functionality of the whole organization in ensuring effective contracts management.

Regarding whether organization had process to implement on the PPDA regulations and procedures 74 (57%) consented to the statement. This means that the stakeholders are fairly aware of the PPDA requirements in guiding execution of their roles in contracts

management. This implied that at every stage in contract management, the PPDA regulation and procedures have been used to show cause to the processes.

The respondents were made to give their reactions on whether the organization had processes for inter organizational collaboration with all stakeholders 75 (58%) objected to the statement. This means that minimal attempts have been made to bring on board key actors in the contract management processes. It may also mean that management has undermined the value of linkages of stakeholders in ensuring effective contracts management. The implication of such management thoughts is creation of gaps of what a particular stakeholder would do in ensuring effective contract management. Such practices would further imply weak contract management.

When asked whether the organization had processes of effective legal system to address contract matters 70 (54%) agreed. This means that management to some extent appreciates the use of formal procedures and regulation in executing its mandate in contract management. It further means in some cases procedures and regulations are ignored in executing contract activities. The implication of faulting regulations by stakeholders would be failure in fulfilling mandates resulting to inefficiencies in contract management processes.

#### **4.4.1 Testing first hypothesis on end users**

The first hypothesis stated that, there is significant relationship between the role played by end users and effective contract management in Jinja District local government. Pearson rank order correlation coefficient ( $\rho$ ) was used to determine the strength of the relationship between end users and effective contract management. The significance of the coefficient ( $p$ ) was used to test the findings by comparing  $p$  to the critical significance level at (0.01).

**Table 11: Correlation between roles played by end users and effective contracts management**

Correlations		End user	Effective Contracts Management
End user	Pearson Correlation	1.000	.404**
	Sig. (2-tailed)	.	.000
	N	130	130
Effective Contracts Management	Pearson Correlation	.404**	1.000
	Sig. (2-tailed)	.000	.
	N	130	130
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source:** *Primary data (2018)*

Findings in Table 4.6 above, shows a moderate correlation ( $\rho = 0.404$ ) exists between end users and effective contract management. The coefficient of determination, which is a square of the correlation coefficient ( $\rho^2 = 0.163$ ) was computed and expressed as a percentage to determine the variance in the effective contracts management due to end users. These results imply that end users accounted for 16.3% variance in effective contract management. The significance value of 0.00 is less than the two-sided critical significance value of 0.01, affirms that there is a significant variant relationship between the two variables. Therefore, the hypothesis “There is slight significant relationship between the role played by end users and effective contract management in Jinja District Local Government” was accepted. The implication of these findings is that the roles played by end users (other factors constant) would be responsible for a considerable 16.0% effectiveness in contract management within Jinja District Local Government and otherwise. This mild contribution could be attributed to the fact that most procurement activities are not primarily limited to individual department, but involves many stakeholders creating effective contracts management within Jinja District Local Government.



Therefore, it is worth concluding that, end user's has a relative impact on the effective contracts management in Jinja District Local Government.

The same conclusion would be drawn based on data from interviews that end user to some degree creates an effective contract management for the organization. On the subject interviewee J1 narrated that:

*It is normally difficult to get the required services due to many factors that are beyond our department.*

And J2 had this to say:

*Yes it is true that end user has got a great input into the projects or contract of the district, especially in relation to specification definition, drawing individual budget line and product designs. For example our office here, this FY we intend to face lift it by tiling the floor and painting this financial year so we have place our needs for the specific types and make of tiles to be purchased by other stakeholders within entity JDLG. However it is unfortunate that by the time of delivery and actual work of tiling, almost halfway the tile type and make will be contrary to the requirements and there are always justifications for such mishaps and the end result is ineffective contracts management.*

#### **4.5 Procurement department and effective contracts management**

Prior to testing of the second hypothesis, descriptive results (percentages) relating to procurement department role were presented, analyzed and interpreted. The second objective of the study was to establish the relationship between procurement department role and effective contracts management in JDLG. The procurement department factors included providing professional advice, measuring and reporting procurement performan

ce and relationship management measured using 7 items scored on 5-point Likert scale ranging from 5=strongly agree to 1= strongly disagree.

**Table 12: Descriptive results for procurement department**

<b>Procurement Department</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. My organization has professional teams for handling procurement procedures and processes	11	19	26	52	22	130	3.42	1.180
	8%	15%	20%	40%	17%			
2. My organization is able to adequately prepare the consolidated procurement plans for the entity JDLG every year	6	21	11	68	24	130	3.64	1.100
	5%	16%	8%	52%	18%			
3. My organization has processes committed to make the various timely and promptly procurement reports	9	23	26	49	23	130	3.42	1.173
	7%	18%	20%	38%	18%			
4. My organization has a process for proper contracts and supplies management archives	12	18	12	65	23	130	3.53	1.202
	9%	14%	9%	50%	18%			
5. My organization has processes for imparting pre-contract knowledge through capacity building processes	14	23	31	48	14	130	3.19	1.175
	11%	18%	24%	37%	11%			
6. My organization has processes for contract monitoring and integrating different sources and types of knowledge	2	28	18	60	22	130	3.55	1.057
	2%	22%	14%	46%	17%			
7. Performance feedbacks are always considered during promotion.	7	18	19	63	23	130	3.59	1.098
	5%	14%	15%	48%	18%			

**Source:** *Primary data*

Seven items were used to analyze and interpret the findings regarding the effects of the role of procurement department.

Respondents gave their views on whether the organization had professional teams for handling procurement procedures and processes 74 (57%) with mean 3.42 agreed. Existence of professional teams would mean effectiveness in providing professional advice and effectiveness in monitoring procurement performance. Would mean effective reporting of procurement performance. The implication is the procurement entity staff must understand their unique and professional roles to guide other individuals in ensuring effective contract management.

Asked about organization ability to adequately prepare the consolidated procurement plans every year 92 (71%) with mean 3.64 consented. This means that the organization had everything required for stakeholders to participate in delivering contract management services in terms of availing procurement plans. It implied that management in the organization providing necessary support to the staff to ensure that they play their roles for effective contract management.

When asked whether the organization had processes committed to make the various timely and prompt procurement reports 72 (55%) agreed. This means that there exist plans that ensure timely and promptly procurement reports. This implied that if those plans are used properly there would an effective contract management.

Respondents also participated in giving views on whether the organization had a process for proper contracts and supplies management archives, 88 (67%) agreed. This means there are records that would be used to improve contract management processes in the organization. This therefore implied that as individual stakeholders play their roles they would reflect on such archives for better direction to proper contract management.

Furthermore, respondents were asked on whether the organization had processes for imparting pre-contract knowledge through capacity building 68 (52%) disagreed. This

may mean that if those processes exist they could be defective and never popularized the processes to the stakeholders.

This therefore, implied that with deficient pre contract knowledge and limited capacity building it may not be possible for stakeholders to embrace the practices and use them in contract management.

Asked whether the organization had processes for contract monitoring and integrating different sources and types of knowledge 82 (63%) agreed. This means that their stakeholders are conversant with the processes and knew how to integrate the processes in the contract management activities. This means that if stakeholders utilized these processes the contract management practices would be effective.

Respondents' views were sought whether JDLG is able to measure and report procurement performance feedbacks are always considered during procurement management 86 (66%) agreed.

On the procurement department role in effective contracts management, interviewee J3 had this to say:

*Internally JDLG, all procurement processes are audited and most reports produced evidently challenged the notion of ineffective contracts thus one can conclude that there is effective contracts management in JDLG. Thus procurement department as stakeholder are playing their role positively to effective contracts management.*

Interviewee J2 noted:

*There is remarkable truth that with all procurement processes well laid and adhered to procurement department, there are challenges to effective contracts*

management in the district that is commonly attributed to natural factors and proclaimed corruption practices from a technically professional view. This is evidenced by the dismay of the public that just few months down the road on the projects cycle, we witnessed handful of complaints either directly or indirectly through rumors along the office corridors. “Hahaa that project sincerely there is no value for money; in fact the money has been eaten.” For instance the 3 km main street road project has taken more than the expected duration.

#### 4.5.1 Testing second hypothesis procurement department role

The second hypothesis stated, “There is significant relationship between the role played by procurement department and effective contract management in Jinja District Local Government”. Pearson correlation coefficient (*rho*) was used to test the hypothesis. Table 13 below presents the test results.

**Table 13: Correlation between roles played by procurement department and effective contracts management**

Correlations		Procurement department	Effective Contracts Management
Procurement department	Pearson Correlation	1.000	.501**
	Sig. (2-tailed)		.000
	N	130	130
Effective Contracts Management	Pearson Correlation	.501**	1.000
	Sig. (2-tailed)	.000	
	N	130	130
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source:** Primary data

Findings reveal that there was a positive correlation ( $r = 0.501$ ) between procurement department and effective contracts management in Jinja District Local Government. The coefficient of determination ( $rho^2 = 0.251$ ) shows that procurement department

accounted for 25.1% variance in effective contracts management. These findings were subjected to a test of significance (p) and it is shown that the significance of correlation ( $p = 0.000$ ) is less than the recommended critical significance at 0.01. Thus, the effect was significant. Because of these findings, the hypothesis “There is significant relationship between the role played by procurement department and effective contracts management in Jinja District Local Government” was accepted.

The meaning of this finding's is that procurement department had a positive effect on effective contracts management at Jinja District Local Government. The 25.1% correlation implied that the role of procurement department was not very strong in effective contracts management. This was seen from the fact that requirements of procurement department like the issues of technical specification and knowledge of imparting pre-contract terms within the procurement department were not highly rated by the respondents. Generally, most of the questions related to procurement department were rated just above average. This was mainly because of the restricted nature of the roles of procurement department in organizational procurement processes. However, the other factors like “My organization is able to adequately prepare the consolidated procurement plans for the entity JDLG every year” were able to significantly improve the mild role of the department on effective contracts management. In conclusion, procurement department plays a positive role in effective contract management at Jinja District Local Government but to a less extent.

#### **4.6 Contract management team and effective contracts management**

To test the relationship between contract management team and effective contracts management at JDLG. The third objective of the study was to establish the relationship between role of contract management team and effective contracts management in JDLG.

The contract management factors included managing procurement procedures, procurement strategy development and contract documentation and agreement measured using 4 items scored on 5-point Likert scale ranging from 5=strongly agree to 1= strongly disagree. Then inferential statistics followed to answer the third objective through measuring the strength of this relationship and thereafter conclusions drawn based on these statistics.

#### 4.6.1 Descriptive results for contract management team

Table 14 below presents the percentages on how the respondents answered the different questions on roles played by contract management team.

**Table 14: Descriptive results for contract management team**

<b>Contracts Management Team</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. My organization has teams for managing the contracts procurement processes, procedures and regulation	6	13	3	65	43	130	3.97	1.085
	4.6%	10.0%	2.3%	50.0%	33.1%			
2. The organization contracts management team is able to provide Procurement strategy development	4	21	21	68	16	130	3.55	1.005
	3.1%	16.2%	16.2%	52.3%	12.3%			
3. My organization contracts management team has proper coordination strategies	12	14	25	58	21	130	3.48	1.163
	9.2%	10.8%	19.2%	44.6%	16.2%			
4. My organization has proper leadership teams for effective contracts management	21	24	27	46	12	130	3.03	1.251
	16.2%	18.5%	20.8%	35.4%	9.2%			

**Source:** *Primary data*

Four items were used to analyze and interpret the findings regarding the effects of the role played by contract management team.

Respondents were asked whether the organization had teams for managing the contracts procurement processes, procedures and regulation 108 (83%) with mean 3.97 agreed. The strong positive response regarding the existence would mean the human resources required to fulfill the tasks of contract management processes. This would imply that if the available team is properly utilized then the effectiveness of contract management is realized by the organization.

The respondent opinions were also sought whether the organization contracts management team are able to provide Procurement strategy development, 84 (65%) agreed. This implied that, the organization had competent contract committee capable of understanding the direction of the organization in regard to procurement practices. This would imply that proper use of such team members would propel the organization to achieve in meeting its target of ensuring effective contract management.

Further, the respondents were also asked whether the organization contracts management team has proper coordination strategies, 79 (61%) agreed. This means that ideally they understand the significant role of coordination in ensuring effective contract management. It may also mean that the organization underscores the role of coordination in perfecting organization most valued activities that may not be limited to contract management. This implied that if management supports the teams in execution of their duties through proper coordination it would result to effective contracts management.

The respondents were also asked whether the organization had proper leadership teams for effective contracts management 72 (55%) disagreed. This means that although leadership structure exists within team it is not properly constituted. This implied that unless management put right leadership issues within the team, the role of stakeholders might not cause any positive effects on contract management.



In an interview when asked whether these contract management teams are functional an interviewee J1 noted that:

*With all the efforts put in place as far as the best technical contract management teams are constituted, their functionality is challenged by financial constraint since there is no budget for such teams and to that respect their operational activities are normally affected and as a result it relates directly to contracts management output.*

Interviewee J2 observed:

*Our contract management teams are always optimistic at the time of their constitution and creation. However, during implementation of actions they are challenged. For instance due financial and other official commitment their sittings are being postponed time and again. This is very common with evaluation committees (ad hoc), as such delays in processes cause challenges in the project life cycle and the end results is ineffective contracts management. Sincerely government should allocate budget for these committees in order to enhance effective contracts management.*

#### **4.6.2 Testing of the hypothesis on roles of contract management team**

The third objective of this study was to determine the role played by the contract management team in effective contract management in Jinja District Local Government. The following hypothesis was tested. There is significant relationship between the role played by contract management team and effective contracts management in Jinja District Local Government. Pearson correlation coefficient ( $\rho$ ) was used to test the hypothesis and Table 15 below shows the extent to which contract management team

influences effective contract management at Jinja District Local Government. The result measured the degree to which these two variables are correlated.

**Table 15: Correlation between roles played by contract management team and effective contracts management**

<b>Correlations</b>		<b>Contract management team</b>	<b>Effective Contracts Management</b>
Contract management team	Pearson Correlation	1.000	.623**
	Sig. (2-tailed)		.000
	N	130	130
Effective Contracts Management	Pearson Correlation	.623**	1.000
	Sig. (2-tailed)	.000	
	N	130	130
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source:** *Primary data (2018)*

Result from Table 15 above shows a strong correlation existed between contract management teams and effective contract management within Jinja District Local Government. This could be seen from the Pearson correlation coefficient ( $\rho = 0.623$ ) and the test of significance ( $p$ ) of 0.000 was obtained. The value of  $\rho$  means that contract management team improves effective contract management by 38.8% ( $\rho^2 = 0.388$ ). These findings were subjected to a test of significance ( $p$ ) and it is shown that the significance of the correlation ( $p = 0.000$ ) is less than the recommended critical significance at 0.01. Thus, the effect was significant. Because of these findings, the hypothesis “There is significant relationship between the role played by contract management team and effective contracts management in Jinja District Local Government” was accepted. This was based on the fact that contract management team as

part of the wider stakeholders plays a key role in effective procurement management. The positive result was also based the idea that most organizations currently believe in having a team that is drawn from different departments would exploit their technical expertise for effective procurement services. This therefore means that, contract management team played essential roles in achieving effective contracts management at Jinja District Local Government. In conclusion, contract management team positively contributes to effective contract management at Jinja District Local Government.

#### **4.7 Procurement regulatory bodies and effective contracts management**

The fourth objective of the study was to establish the relationship between role played by procurement regulatory bodies and effective contracts management in JDLG. The procurement regulatory bodies factors included enforce requirement through legislations, regulations and penalties, provides guidance for business, control over tax levels and public funding measured using 6 items scored on 5-point Likert scale ranging from 5=strongly agree to 1= strongly disagree. Then inferential statistics followed to answer the fourth objective through measuring the strength of this relationship and thereafter conclusions drawn based on these statistics. Six items were used to analyze and interpret the findings regarding the effects of the role of on regulatory bodies; Table 16 below presents the percentages on how the respondents answered the different questions on regulatory bodies.

**Table 16: Descriptive results for regulatory bodies**

<b>Procurement Regulatory Bodies</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>N</b>	<b>Mean</b>	<b>Std Deviation</b>
1. My organization has processes for implementing procurement policies	5	15	9	57	44	130	3.92	1.104
	3.8%	11.5%	6.9%	43.8%	33.8%			
2. My organization has processes for collaboration with institutional procurement stakeholders	11	19	22	54	24	130	3.47	1.196
	8.5%	14.6%	16.9%	41.5%	18.5%			
3. My organization has processes to comply with PPDA mandate on contract management	24	27	15	48	16	130	3.04	1.349
	18.5%	20.8%	11.5%	36.9%	12.3%			
4. My organization is able to apply professional knowledge to adjust strategic direction especially with national interest	12	18	14	73	13	130	3.44	1.134
	9.2%	13.8%	10.8%	56.2%	10.0%			
5. My organization is able to implement the procurement threshold	6	21	6	76	21	130	3.65	1.076
	4.6%	16.2%	4.6%	58.5%	16.2%			
6. My organization makes procurement knowledge and information accessible	9	27	15	63	16	130	3.38	1.151
	6.9%	20.8%	11.5%	48.5%	12.3%			

**Source:**Primary data

The respondents were asked the organization had processes for implementing procurement policies 101 (78%) with mean 3.92 agreed. This means that there are standards and procedures that are followed when the organization implements

procurement activities. The availability of procurement policies would imply that implementers used the framework and they would not deviate from the set intentions. It would imply effective implementation of contract management plans by the stakeholders. Respondents were further asked whether the organization had processes for collaboration with institutional procurement stakeholders 78 (60%) agreed. This means that there is institutional arrangement to propagate the process of relationship management amongst stakeholders. This implied that, with strong collaboration stakeholders would undertake their roles considerate of the consequences on collaborative efforts towards effective contracts management.

Respondents, opinion were also sought on whether the organization had processes to comply with PPDA mandate on contract management 66 (51%) disagreed. This means that even if the processes existed, it may not be strong to influence effective contract management. The implication is that unless management work on the strategy of strengthening the implementation processes of compliance the role of stakeholders will not be strong in ensuring effective contracts management.

Further, the respondents were also asked whether the organization is capable of applying professional knowledge to adjust strategic direction especially with national interest 86 (68%) agreed. This means management of the organization is conversant of the national policies, laws, procedures and actually applying them from time to time. The implication of being obedience to such frame works would have seen in directing the strategies to effective contracts management.

When asked whether the organization effectively implements the procurement threshold 97 (75%) agreed. This means that management takes into consideration the standard requirements for spending in the category of procurement activities. This implied that

activities related to contract management are budgeted for and implemented based on a well laid down procedures.

Finally, the respondents' opinion was sought on whether organization makes procurement knowledge and information accessible 79 (61%) agreed. This means issues related to procurement are made public with consciousness of high level of integrity and transparency. This implied that stakeholders clearly aware of the underlying procurement issues would be in position to undertake their roles of contract management with clear knowledge of what is required of them.

On the procurement regulatory bodies and effective contracts management, especially provision of procurement knowledge and accessible information interviewee J3 noted:

*Reliable, effective and clear information enhances transparency and integrity in the procurement process, since all stakeholders are enabled to learn, know and distinguished their roles into effective contracts management in the district. For instance the procurement cycle charts provided by the PPDA (2014) have answered a lot of procurement process and procedures mismatch administratively. This implied that, conceptually all the effort put in place by the authority has provided recommendable change that contributes to effective contracts management.*

This adequately demonstrated the strong relationships between procurement regulatory bodies and effective contracts management.

And interviewee J1 observed that:

*Analytical decision, comprehensive and logical decision are easily derived since there are clear roles stipulations to every stakeholders and besides the limits are clearly defined by the PPDA chart (2014) on procurement, disposal and administr*

ative review process and procedures as to who plays what, where, when and how. However, I really feel there is great need to translate this into the various local languages given the nature of our providers “most of them have limited education levels.

**Table 17: Correlation between role played by procurement regulatory bodies and effective contracts management**

Correlations		Regulatory bodies	Effective Contracts Management
Regulatory bodies	Pearson Correlation	1.000	.676**
	Sig. (2-tailed)	.	.000
	N	130	130
Effective Contracts Management	Pearson Correlation	.676**	1.000
	Sig. (2-tailed)	.000	.
	N	130	130
**. Correlation is significant at the 0.01 level (2-tailed).			

**Source:** Primary data

The findings in Table 17 above present a high positive correlation ( $\rho = 0.676$ ) between regulatory bodies and effective contracts management. The corresponding coefficient of determination ( $\rho^2 = 0.457$ ) implies that regulatory bodies alone accounted for 45.7% variance in effective contract management of Jinja District Local Government, other factors constant. The obtained significance value (p) of 0.000 implies that the relationship between the two variables is very significant since it is less than the two sided critical value of 0.01. Therefore, the hypothesis, there is significant relationship between the role played by procurement regulatory bodies and effective contract management in Jinja District Local Government was accepted. The strong correlation implies that regulatory

bodies is such a relevant force if any District Local Government is to have an effective contracts management over others.

Data from interviews also points in the same direction. With many of those interviewed citing the necessity of a strong regulatory mechanism in the local government service delivery if the decentralization processes is to be sustainable. One of the interviewee J2 pointed out that;

*We have procurement requirements on a daily, weekly and monthly basis and these needs to be met by the procurement function in a timely manner. And this must be done with a high level of compliance to the procurement regulations throughout in order to provide services to public as expected of us.*

It is therefore necessary to conclude according to the interviews that policies and regulation are very fundamental if organizations are to have an effective contract management. In conclusion, regulatory bodies positively contribute to effective contracts management at Jinja District Local Government.

#### **4.8 Effective contracts management**

The dependent variable of the study was to establish whether effectiveness of contracts management resulted from the relationship of procurement stakeholders' roles that included end users, procurement department, contract management team and regulatory bodies factors. The effective contracts management factors included nature of contract strategic decisions, level of risk management, level of change management and level of service delivery management measured using 7 items scored on 5-point Likert scale ranging from 5=strongly agree to 1= strongly disagree. The descriptive results effective contracts management is presented together with the analysis and interpretation as illustrated in table 4.13 below.



**Table 18: Descriptive results for effective contracts management**

<b>Effective Contracts Management</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. My organization has processes to support proper strategic decision and drafting of the right contracts	13	20	14	66	17	130	3.42	1.193
	10.0%	15.4%	10.8%	50.8%	13.1%			
2. My organization is able to implement effective evaluation procedures	9	32	18	58	13	130	3.26	1.145
	6.9%	24.6%	13.8%	44.6%	10.0%			
3. My organization has effective contract management team	19	26	16	55	14	130	3.15	1.277
	14.6%	20.0%	12.3%	42.3%	10.8%			
4. My organization has a risk management strategy in place	6	18	10	78	18	130	3.65	1.033
	4.6%	13.8%	7.7%	60.0%	13.8%			
5. My organization is proactive to efficient service delivery	10	24	19	62	15	130	3.37	1.142
	7.7%	18.5%	14.6%	47.7%	11.5%			
6. In my organization there is proper contract performance measurement	5	14	18	76	17	130	3.66	.969
	3.8%	10.8%	13.8%	58.5%	13.1%	129	3.51	1.091
7. My organization, has a change management strategy in place	8	21	12	73	15			
	6.2%	16.2%	9.2%	56.2%	11.5%			

**Source:** Primary data

Table 18 shows that majority of the respondents were in agreement on all the seven statements used to measure effective contracts management as explained below;

Asked whether the organization had processes to support proper strategic decision and drafting of the right contracts, 83 (64%) agreed. This means that to some extent there are

well laid procedures used in undertaking strategic procurement decisions. This implied that key stakeholders are in a way support the processes of strategic decision in contract management.

Asked whether the organization had the ability in implementing effective evaluation procedures 71 (55%) agreed. The moderate responses in this case could mean that there are factors at play that do influence the organization effective evaluation procedure. This would imply identification those factors that would hinder effective evaluation procedures. This would eventually improve contract management effectiveness.

Correspondents were tasked to provide view on whether organization has effective contract management team 69 (53%) agreed. The moderate percentage could mean that within the organization there employees who may by virtue of their status may not play effectively the role assign. This would imply over utilization of the few effective employees or spending to build capacities of those incapacitated or else keeping them on post without effective contribution.

Moreover, when respondents were asked whether the organization has a risk management strategy, 96 (74%) agreed. This means that the organization was conversant of the value of having risk management strategies. It implied that management ought to embrace strategies that would embrace risk management for effective contracts management.

Again correspondents were asked whether organization is proactive to efficient service delivery, 77 (59%) agreed. This means that the entity values the need for effective service delivery and works towards achievement. This implied that for effective service delivery every stakeholder in the contract management process ought to be aware the organization goals related to ensuring effective service delivery.

The respondents also gave their views on whether the organization had proper contract performance measurement 93 (72%) agreed. This means that the efforts to ensure proper contract performance had been made by management available as a criterion to ensure performance measurement. It implied that stakeholders used such criterion to effectively undertake their duties in contract management.

Asked whether organization had a change management strategy in place (67%) agreed. This means that management understands the value of change management strategy in ensuring effective contract management. The implication is that unless key stakeholders are made aware of change management strategies and use those strategies effectively their efforts may not yield the expected effective contract management practices.

**Table 19: Descriptive qualitative analysis of responses on stakeholders' roles in effective contracts management from key informants**

Areas of interest		Summary responses from key Informants	
1	Describe the level of Stakeholders' roles engagement in contract management of JDLG	Respondent J1	The performance of JDLG contracts management is at 80% due to positive engagement of the relevant stakeholders.
2	What are the roles of stakeholders in effective contracts management	Respondent J2	<ul style="list-style-type: none"> <li>- Provision of bid notices</li> <li>- Managing contracts</li> <li>- Bids evaluation</li> <li>- Contract drafting and Award</li> <li>- Procurement planning</li> <li>- Provisions of Service, Works &amp; Goods</li> </ul>
		Respondent J3	<ul style="list-style-type: none"> <li>- Regulating procurement Procedures</li> <li>- Solving dispute</li> <li>- Contract monitoring &amp; Evaluation</li> <li>- Provision of contracts progress reports</li> <li>- Maintain contract records</li> </ul>
3	Discuss the challenges to stakeholders role in effective contracts management	Respondent J2	<ul style="list-style-type: none"> <li>- Poor leadership commitment</li> <li>- Lack of funds to committees</li> <li>- Natural factors</li> <li>- Political intrigue</li> <li>- Limited professional knowledge</li> <li>- Corruption &amp; bribery</li> <li>- Poor coordination among teams</li> <li>- Inflexible laws and regulation</li> <li>- Limited contractual capacity</li> <li>- Tight job Schedules</li> <li>- Nepotism</li> <li>- Conspiracy</li> </ul>
4	Describe any strategies put in place by JDLG to ensure effective contracts management	Respondent J1	<ul style="list-style-type: none"> <li>- Splitting of contracts</li> <li>- Transparency</li> <li>- Effective contracts supervision</li> <li>- Management committee</li> <li>- Project commission (works)</li> </ul>
		Respondent J3	<ul style="list-style-type: none"> <li>- Progressive reporting (project)</li> <li>- Stakeholder training/education</li> <li>- Effective communication</li> <li>- Top Leadership commitment</li> <li>- Flexibility</li> <li>- Stakeholder connectivity</li> <li>- Project management plan</li> <li>- Certification of works</li> <li>- Prompt payment to providers</li> </ul>
5	Discuss your view on how best JDLG benefit from stakeholders roles engagement and effective contracts management	Respondent J2	<ul style="list-style-type: none"> <li>- Quality assurance</li> <li>- Value for money</li> <li>- Improved service delivery</li> <li>- Trust and confidence</li> </ul>

**Source:** *Primary data*

#### **4.8 Summary of qualitative data analysis**

The analysis of qualitative data presented opinions of the key informants' who are largely instrumental in the procurement and disposal process in JDLG. These respondents shared their experiences based on different areas of responsibility purposely selected for the study. They included a member in Senior Management; PDU Office, Audit and Accounting officer. Their identities are disguised by alphabetically numbering each key informant for item views given and not necessarily reflecting the number of key informant interacted with.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the study summary, discussion of findings, conclusions and recommendations made. It also presents proposed areas for further study. The discussion, conclusions and recommendations are presented according to the study objectives.

#### 5.2 Summary of the study findings

The purpose of the study was to find out whether the roles played by procurement stakeholders have a positive impact in effective contracts management using Jinja District Local Government as a case. The researcher collected data from different stakeholders, specifically from the end users, procurement departments, procurement team and members of the Procurement Regulatory Bodies. Views from the different stakeholders associated with Jinja District Local Government procurement function were sought using structured self-administered questionnaires and interviews. Data collected was analyzed using SPSS. The research findings were both qualitative and quantitative (descriptive and inferential statistics).

##### 5.2.1 End users and effective contract management

Findings showed a strong positive correlation ( $rho = 0.404$ ) exists between end users and effective contract management. The corresponding coefficient of determination ( $rho^2 = 0.163$ ) means that end users, as a component of procurement practices accounts for 16.3% variance in effective contract management at Jinja District Local Government. These findings were subjected to a test of significance ( $p$ ) and obtained a value of

( $p = 0.000$ ) which was less than the critical significance value of 0.01. This means that the relationship between the two variables was thus significant. Therefore the hypothesis; *“There is significant relationship between the role played by end users and effective contract management in Jinja District local government”* was accepted. The mild correlation implies that end users department may have a limited role in achieving effective contract management in Jinja District Local Government.

### **5.2.2 Procurement department and effective contract management**

The study findings indicated a moderately strong correlation ( $\rho = 0.501$ ) between procurement department and effective contract management. The corresponding coefficient of determination ( $\rho^2 = 0.251$ ) means that procurement department accounts for 25.1% variance in effective contract management at the district. These findings were subjected to a test of significance ( $p$ ) and obtained a value of ( $p = 0.000$ ) which was less than the critical significance value of 0.01. This means that the relationship between the two variables was thus significant. Therefore the hypothesis; *“There is significant relationship between the role played by procurement department and effective contracts management in Jinja District Local Government”* was accepted.

### **5.2.3 Contract management team and effective contracts management**

The findings above present a relatively strong correlation ( $\rho = 0.623$ ) between contract management team and effective procurement management. The corresponding coefficient of determination ( $\rho^2 = 0.388$ ), this means that procurement contract services offered by contract management team accounts for 38.8% variance in effective procurement management at JDLG. These findings were subjected to a test of significance ( $P$ ) and obtained a value of ( $p = 0.000$ ) which was less than the critical significance value of 0.01. This means that the relationship between the two variables was thus significant.

Therefore the hypothesis; “*There is significant relationship between the role played by contract management team and effective contract management in Jinja District Local Government*” was accepted.

### **5.2.1 Regulatory bodies and effective contract management**

The findings present a high positive correlation ( $\rho = 0.676$ ) between regulatory bodies and effective procurement management at Jinja District Local Government. The corresponding coefficient of determination ( $\rho^2 = 0.457$ ) implies that regulatory bodies alone accounted for 45.7% variance in effective procurement management of Jinja District Local Government, other factors constant. The obtained significance value (p) of 0.000 implies that the relationship between the two variables is very significant since it is less than the two-sided critical value of 0.01. Therefore the hypothesis, *There is significant relationship between the role played by procurement regulatory bodies and effective contract management in Jinja District Local Government* was accepted. The strong correlation implies that regulatory bodies are relevant force to consider if the district is to have an effective procurement management.

## **5.3 Discussion of the findings**

### **5.3.1 End users and effective contract management**

Findings revealed a positive significant correlation between end users and effective procurement management in Jinja District Local Government. End users played a key role in effective procurement management at Jinja District Local Government was accepted. The implication of these findings is that the contribution of end users (other factors constant) would be responsible for a considerable 16.3% effectiveness in procurement management within Jinja District Local Government and otherwise.



Therefore, it is worth concluding that, end users has a relative contribution to effective procurement management at Jinja District Local Government.

Majority of the respondents agreed that end user departments enabled them to become more effective when managing procurement processes, and this has helped them to set targets to improve work performance. The findings in this study comply with earlier findings by Gualandris and Kalchschmidt (2014), argue that “Increasing demands from a variety of stakeholders have driven companies to adopt sustainable supply chain management.” The researchers clearly outline the roles end users can play in order to help maintain effective contract management. Most studies show that end user involvement requires top management commitment and communication. If top management does not clearly communicate the different possibilities for professional purchasing involvement, effective involvement of product users will remain problematic Conference (IPSERA, 2001).

In contrast Benson and Josephat (2016) argue that, “*ordinary end users are the last intersection in the supply chain*”. Increasing their involvement in the procurement management processes would increase effectiveness.

The researcher believes that the insignificant results about the roles of end users in procurement management at Jinja District Local Government may not necessarily be as a result of weaker system that cannot support effective procurement management, but it may largely be due to other conditions such as the tedious and long processes by the different stakeholders in procurement. As argues by Mitchell et al., (1997), that “a number of factors can affect the importance a certain stakeholder has in a particular project; such as legitimacy, the moral or legal claim a stakeholder has to influence a

particular project.” Thereby providing relevance and respect of individuals in business arena or management.

### **5.3.2 Procurement department and effective contracts management**

The findings showed that procurement department plays a great role in ensuring effective contracts management as evidenced by averagely correlated ( $\rho = 0.501$ ). The findings agree with the hypothesis that procurement department is a stakeholder that can positively contribute to effective contracts management at Jinja District Local Government. This result is in line with the literature about procurement department regarding its roles on effective contract management specifically the view advanced by Adrine (2009) that, procurement practices like procurement departments influence commitment through improvement of employee skills and quality of work. Procurement departments as a procurement practice, is one of the activities that impact most critically on effective contract management in an organization.

Similarly, Akampumuza, Kayonga and Flavian(2009),noted thatthe procurement department is the backbone in the whole process of procurement; it supports the procuring entity in managing all procurement and disposal activities. The normal operation of procurement department is to support the whole entity in relation to the procurement process and procedures that transmit a very strong foundation for mutual benefit from all stakeholders point of view. Margret et tal (2014), citing Awino, (2002), equally note that, the process of identifying the best suppliers and maintaining them is perhaps the single most important role of the procurement function in any forward looking organization. This view is further supported by Karanu (2014), who argues that, the role of procurement department creates an effective contract management processes within the organizations, thus achieving their organizational goals. The above assertion

was confirmed with the outcomes arising from the interactions with the head of departments during field study. The researcher believes that the significant results about the effect of procurement department on effective contract management may be as a result of a strong procurement system within Jinja District Local Government that support organizational operations. As argued by Barungi (2005), that procurement department helps the employer to exploit an employee's embedded skills and capabilities to secure his/her commitment to work and organization as a whole.

The researcher noted that head of departments at Jinja District Local Government had wide knowledge regarding procurement activities and very supportive in ensuring effective contract management.

However, Musau (2015) thinks that as a practice of procurement, effective contract management can be achieved through resources that are valuable, rare, inimitable, and cannot be substituted. This means that organizations with high levels of internal integration processes and resources are more likely to achieve effective procurement management practices. In support to the above assertion inevitably, effectiveness of any form of procurement management practice is greatly determined by the role played the departments within an organization. Therefore, procurement department as an entity by and large remains a strong pillar in directing the effectiveness of contract management.

### **5.3.3 Contract management team and effective contracts management**

The study established a relatively strong correlation ( $\rho = 0.602$ ) between the role of contract management team and effective contracts management. The study agreed with the idea that contract management team is a factor that can positively contribute to effective contract management. The results showed that majority of respondents were of the view that contract management team did not have proper leadership for effective

contracts management. This result is in line with the literature about contribution of contract management team on effective contract management. For instance Nzau (2014) asserts that contract management team acts as the representative of the government within the public regulatory environment, thus indicating the need for contract management team in order to achieve an effective contracts management. This view is supported by the study findings conducted by Khudsen (2008), who argues that the performance procurement team contributes to the set strategic objectives an organization and this relates to efficiency and effectiveness of procurement management. Similarly, Cuganesan (2007), who argues that contract management team fulfil an important role in an organization by minimizing potential opportunistic behavior of individual in procurement processes and reducing unanticipated transaction costs. Stakeholder perspective highlights the effective management of relationships between a project and its key stakeholders in order to ensure project success (Kolltveit et al., 2007).

However, Basheka, Tumutegyereize & Kakooza (2017) contrary view that, “procurement professionals and practitioners believe that administrative inefficiencies are the ones that undermine efforts to create a better procurement governance regime.”

The researcher believes that contract management team forms a pivotal role in the success or failures of procurement projects or work, especially in relation to the respective stakeholders in each project. The role of contract management team provides the needed ingredient to effective contract management. Therefore, the strong and positive relationship on contract management team as indicated by the study can help Jinja District Local Government develop their capacities in achieving an effective contract management.

### **5.3.4 Regulatory bodies and effective contracts management**

The study findings about the role of regulatory bodies on effective contract management indicated that there is a significant relationship between regulatory bodies and effective contract management of the district. The findings present a high positive correlation ( $\rho = 0.676$ ) between regulatory bodies and effective contract management and the corresponding coefficient of determination ( $\rho^2 = 0.457$ ). This implies that regulatory bodies alone accounted for 45.7% variance in the effective contract management of Jinja District Local Government, other factors constant. The obtained significance value (p) of 0.000 implies that the relationship between the two variables is very significant since it is less than the two sided critical value of 0.01. Data from interviews also points in the same direction with many of those interviewed citing the necessity of complying with the legal requirements if the district has an effective procurement management system.

Accordingly, the PPDA (Act, 2003), provides that a "contract" means an agreement between a Procuring and Disposing Entity (PDE) and a provider, resulting from the application of the appropriate and approved procurement or disposal procedures and proceedings as the case may be, concluded in pursuance of a bid award decision of a contracts committee or any other appropriate authority. Oluka and Basheka (2014) share the same view asserting that; "in the process of ensuring that contract management successfully takes the right course, all the parties involved must keenly pay attention to all provisions in the contract." Successful and efficient contract management practices must meet stakeholders' needs, achieves best value for money, manages the potential risks and liabilities and improves service delivery (Sanders et al.2007). This implies that any procurement undertaking must be regulated to achieve the ideal purpose.

The study concurred with the idea that regulatory bodies are factors that can bring about effective contracts management within Jinja District Local Government. This result is also in line with the literature about contribution of regulatory bodies on effective contract management as advanced by Jamali and Neville (2011). As we travelled the world, we have noticed that a lot of management techniques firms used within the particular countries are as a result of tradition in those countries. This provides different arena of legislation and regulation in the conduct of effective contracts management as per the countries land law, a factor that translate directly to the role of regulatory bodies in a particular country.

Peter, et. al. (2016) asserts that “The Oversight Authority in the organization is charged with the responsibility of maintaining irregularities and ensuring that the procurement procedures mandated by the Act are complied with. The roles also include monitoring and reporting on the functioning of the procurement system, developing procurement policy and assisting in the operation of public procurement. The provisions of PPDA (2005), gives guidelines on the role procurement regulatory bodies and their relevance in effective contracts management. They are charged with the mandate of developing appropriate documentation, assisting procuring entities and supporting the capacity development of the procurement workforce. The effectiveness of contract management greatly depends on how the authorities like PPDA undertake their procurement and regulatory obligations.

The significant results regarding the effects of regulatory bodies’ effective contract management may help Jinja District Local Government identify new opportunities with procurement stakeholders and how to manage the different competing interests that exists in procurement management. The researcher believes that the provisions of regulatory

bodies can guide the district in ensuring that the needs of effective contract management are met.

## **5.4 Conclusions**

In view of the findings of this study, and in regard to literature reviewed earlier, the researcher made the following conclusions.

### **5.4.1 End users and effective contract management**

The findings for the study clearly showed a positive effect of end users' roles on effective contract management in organization. End user departments enabled an organization to become more effective when managing procurement processes. This is specifically significant at the time of setting targets to improve work performance. Half of the staff agreed to the view that end user involvements are vital especially in regards to user needs definition, provision of technical expertise, and approval of key review stages.

However, the researcher found out that there were gaps especially in regard to top management support to end users. Effective end user involvement requires top management commitment and communication. If top management does not clearly communicate the different possibilities for professional purchasing involvement, effective involvement of product users will remain problematic.

### **5.4.2 Procurement department and effective contract management**

The findings showed that procurement department plays great role in ensuring effective contract management. The findings agreed with the hypothesis that procurement department is a stakeholder that can positively contribute to effective contracts management. Procurement department supports the procuring entity in managing all procurement and disposal activities. The study found out that the notable practice of procurement management to effective contracts management is achieved through

resources that are valuable, rare, inimitable, and cannot be substituted. This means that ensuring high levels of internal integration processes and resources, especially the human capital.

However, the study found gaps in regards to facilitating procurement department as a unit or function, procurement does not have a budget allocation from the government ministries and only survives on the meager resources solicited from within the district activities in a bid to facilitate the evaluation exercise and allowances to contract committee and evaluation committee (ad hoc).

#### **5.4.3 Contract management team and effective contracts management**

The findings from the study showed a strong bearing on the role of contract management team in effective contracts management. Contract management team is a factor that can positively contribute to effective contract management. Good performance of the procurement team contributes to the set strategic objectives of an organization and this relates to efficiency and effectiveness of procurement management.

However, ineffectiveness of contract management may arise if contract management teams have no proper leadership and financial support during contract administration as discovered by the study. These can be problematic in areas such as prequalification stages, evaluation, contract award and the actual implementation of the contracts in the field. Therefore, effective contracts management is still inadequate.

#### **5.5.4 Regulatory bodies and effective contracts management**

The study revealed that regulatory bodies are strong factor that can bring about effective contracts management in an organization. The effectiveness of contract management greatly depends on how the authorities like PPDA, IGG and Uganda police under take their juridical procurement obligations. This is because of their unique roles in procurement



management that would directly affect contracts management. These roles include; Monitoring and reporting on the functioning of the procurement system, developing procurement policies and updating as well and assisting in the operation of public procurement, restraining and according disciplinary actions.

The researcher also found out that down to the grass roots the regulatory bodies outreached have yielded averagely. Therefore, there is need to do more especially in regards translating and simplifying these laws, regulations, procedures and processes to the least understanding of a local man since the country business hierarchy is still dominated by the majority illiterate.

## **5.5 Recommendations**

Arising from the outcomes of the findings and conclusion, the study therefore recommends as follows;

### **5.5.1 End users and effective contracts management**

To mitigate other factors that are limiting End users to perform their roles for effective contract management there should be deliberate efforts to improve top management commitment and communication especially to the local council leaders and accounting officers. This will specifically strengthen level of relationship amongst the teams and empower them.

### **5.5.2 Procurement department and effective contract management**

To ensure effectiveness in the procurement department that is crucial to contract management; it is recommended that management should ensure resources that are valuable, rare, inimitable, and cannot be substituted are made available to procurement department. This means that ensuring high levels of internal integration processes and resources.

### **5.5.3 Contract management team and effective contract management**

To ensure effectiveness in contract management there is need to address the critical issue of weak leadership among the contract management team. This can be done through different methods that the organization deemed fit to address the leadership gaps identified within the entity.

### **5.5.4 Regulatory bodies and effective contracts management**

To ensure effectiveness in contracts management entities like local government should consider the principle of togetherness, transparency and abide by the requirements stipulated by the regulatory authorities. This may be done through regular interface with the responsible bodies and institutions in search for technical guidance and perhaps translate this laws into the various local languages for easy interpretation by users especially the business community.

## **5.6 Limitations of the Study**

The following major limitations were encountered that affected the researcher during the study:

Time duration; it was presumed that time estimated for data collection was going to be adequate. However, because of the respondents' busy schedules it became implausible for the researcher to obtain the data from them easily. Therefore, it affected the timings in relation to data collection. This was however mitigated by agreeing with individual respondents and rescheduled the engagements.

Issue of confidentiality; it was anticipated that some of the respondents because of their sensitive positions in government would fear responding to some sensitive questions. However, the study considered this fact and ensured that the instruments especially the questionnaire bore assurance of confidentiality.

## **5.7 Areas for further Studies**

The end user, procurement department, contract management team and regulatory bodies statistically predicted 55.1% of the variance of effective contracts management in Jinja District while other factors predicted remaining variance of 44.9%. Therefore, the following are proposed areas for further research. This was based on the gaps identified during the study;

The effects of resource planning on contract management.

Top management commitment and contract management.

Leadership practices and contract management

Procurement compliance and contract management

Impact of pre contract knowledge and performance of service delivery

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## APPENDICES

### Appendix I: Research Questionnaire

#### A questionnaire to assess the knowledge on roles played by procurement stakeholders and effective contracts management in JDLG

Dear respondent,

This is an academic research intended to assess the **knowledge on roles played by procurement stakeholder and effective contracts management in JDLG**. The purpose of this study and its findings is purely academic. I kindly request for your assistance by sparing some of your precious time and respond to the following questions. The study will take about 30 minutes only and your honest opinions, is appreciated. Be rest assured for your responses shall be completely anonymous and all information you provide here will be treated with strict confidentiality. Thank you

<b>QUESTIONNAIRE NUMBER</b>	<table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table>				

<b>Section A: Institutional Information</b>			
01	Name of the PDE/Department/Office _____		
02	Employer	Local.....1 Central.....2 Statutory body.....3	Enter the Correct code

<b>Section B: Personal profile of the respondent</b>			
03	Gender of respondent	Male.....1 Female.....2	Enter the Correct code
04	Years spent working in this for Entity/Office	0-1 Years.....1 2-3 Years .....2 4-5 Years .....3 6-9 Years .....4 10-19 Years.....5	Enter the Correct code
05	Age of the respondent (in complete years)		
06	Level of	Diploma.....1	Enter the Correct

	Education	Bachelor.....2	code
		Master level.....3	
		Others Specify.....4	

**For the following narratives, please tick the number of your choice as indicated in the Key**

1.Strongly Disagree	2. Disagree	3.Not Sure	4.Agree	5.Strongly Agree
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**INDEPENDENT VARIABLES**

**Section C: End Users/Departments role and effective contracts management**

1.	My organization supports inter departmental relationship	1	2	3	4	5
2.	My organization vision supports effective contracts management	1	2	3	4	5
3.	My organization has a great departmental input to oversee contracts management	1	2	3	4	5
4.	My organization supports end user involvement in developing specifications	1	2	3	4	5
5.	My organization has processes of implementing the PPDA regulations and procedures	1	2	3	4	5
6.	My organization has processes for user legal address to contract matters.	1	2	3	4	5

**Section D: Procurement department role and effective contracts management**

1.	My organization has professional teams for handling procurement procedures and processes	1	2	3	4	5
2.	My organization is able to adequately prepare the consolidated procurement plans for the entity JDLG every year.	1	2	3	4	5
3.	My organization has processes committed to make the various timely and promptly procurement reports.	1	2	3	4	5
4.	My organization has a process for proper contracts and supplies management archives.	1	2	3	4	5
5.	My organization has processes for imparting pre-contract knowledge through capacity building processes	1	2	3	4	5
6.	My organization has processes for contract monitoring and integrating different sources and types of knowledge.	1	2	3	4	5
7.	My organization is able to measure procurement performance.	1	2	3	4	5

**Section E: Contract management team and effective contracts management**

1.	My organization has teams for managing the contracts procurement processes, procedures and regulation	1	2	3	4	5
2.	The organization contracts management team is able to provide Procurement strategy development	1	2	3	4	5

3.	My organization contracts management team has proper coordination strategies	1	2	3	4	5
4.	My organization has proper leadership teams for effective contracts management.	1	2	3	4	5
<b>Section F: Procurement regulatory bodies role and effective contracts management</b>						
1.	My organization has processes for implementing procurement policies	1	2	3	4	5
2.	My organization has processes for collaboration with institutional procurement stakeholders	1	2	3	4	5
3.	My organization has processes to comply with PPDA mandate on contract management.	1	2	3	4	5
4.	My organization is able to apply professional knowledge to adjust strategic direction.	1	2	3	4	5
5.	My organization is able to enforce the procurement threshold	1	2	3	4	5
6.	My organization makes procurement knowledge and information accessible	1	2	3	4	5
<b>DEPENDENT VARIABLE</b>						
<b>Section G: Effective contracts management</b>						
1.	My organization has processes to support proper strategic decision and drafting of contract.	1	2	3	4	5
2.	My organization is able to implement effective contract evaluation process.	1	2	3	4	5
3.	My organization has a reliable contract management team.	1	2	3	4	5
4.	My organization has efficient risk management strategy	1	2	3	4	5
5.	My organization is proactive to efficient service delivery	1	2	3	4	5
6.	My organization is able to handle change management.	1	2	3	4	5

Thank you

## Appendix II: Interview Schedule

Dear respondent,

My name is **Opwonya Victor Harmstrong**, a student of Uganda Management Institute. Am conducting an academic research intended to assess the **knowledge on roles played by procurement stakeholder and effective contracts management in JDLG**. The purpose of this study and its findings is purely academic. I kindly request for your assistance by sparing some of your precious time to respond to a number of questions pertaining the study. The study will take about 30 minutes only. All information reserved utmost confidentiality.

Thank you

### Key Questions

1. Tell me about this PDE Jinja district local government? (Probe for the years in existence, number of staff, the management structure etc...)
2. On the overall, what is the organizational performance status of this PDE? (Probe for the market size, profitability, quality of services, openness, quality of workforce etc....)
3. Tell me about procurement stakeholders role and effective contracts management practices adopted in your organization? (Probe and ensure that the respondent mentions and defines knowledge acquisition, conversion and application)
4. What is the relationship between roles played by end users/departments and effective contracts management in this PDE? (Elaborate with examples)
5. What is the relationship between roles played procurement department and effective contracts management in this PDE? (Elaborate with examples)
6. What is the relationship between roles played contract management team and effective contracts management in this PDE? (Elaborate with examples)
7. What is the relationship between roles played by procurement regulatory bodies and effective contracts management in this PDE? (Elaborate with examples)
8. What strategies are being put in place to improve effective contracts management in your PDE? (Explain in detail)
9. Any other information?

**Thank you.**

### Appendix III: Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	373
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	225	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: “ N ” is population size

“ S ” is sample size

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**Appendix IV: Work plan and Timeframe**

<b>Activity</b>	<b>August 2018</b>	<b>September 2018</b>	<b>October 2018</b>	<b>November 2018</b>
Proposal Writing				
Proposal presentation				
Data collection				
Data analysis				
Report writing				
Editing of Report				
Final Report				

### Appendix V: Budget

SN	ITEMS	UNIT	UNIT COST(UGX)	TOTALCOST(UGX)
1	Field work costs	1	600,000	600,000
2	Research assistants	2	350,000	350,000
3	Stationery	1	100,000	100,000
4	Communication(airtime, Internet bundles)	1	150,000	150,000
5	Printing & binding costs	6	35,000	210,000
6	Miscellaneous	1	100,000	200,000
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>1,610,000</b>



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Website: <http://www.umi.ac.ug>

Your Ref

Our Ref: G/35

Handwritten notes: *DCAO*, *Harmstrong*, *1st November, 2018*, *noted sit*, *1st Nov 2018*, *05/11/18*

TO WHOM IT MAY CONCERN

## MASTERS IN MANAGEMENT STUDIES DEGREE

Mr. **Opwonya Victor Harmstrong** is a student of the Masters in Public Procurement of Uganda Management Institute 4<sup>th</sup> Intake 2016/2017, **Reg. Number 16/MPP/KLA/WKD/0010**.

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to his research.

His research Topic is: *"The Role of Procurement Stakeholders in Effective Contracts Management in Uganda: a case of Jija District Local government"*.

Yours Sincerely,

Oluca Pross Nagitta  
HEAD, DEPARTMENT ECONOMICS AND MANAGERIAL SCIENCE

CHIEF ADMINISTRATIVE OFFICE  
JINJA DISTRICT LOCAL GOV'T

JINJA DISTRICT LOCAL GOV'T  
CAO'S OFFICE  
05 NOV 2018

PHONE NO. 256-77-6-613296



OFFICE OF THE  
CHIEF ADMINISTRATIVE OFFICER  
JINJA DISTRICT LOCAL GOVERNMENT  
P.O. BOX 1551  
JINJA

OUR REF: CR/220/1

6<sup>th</sup> November 2018

YOUR REF:

The Deputy Chief Administrative Officer/JDLG  
The District Finance Officer/JDLG  
The District Internal Auditor/JDLG  
The Principal Human Resource Officer  
The District Planner  
The Senior Procurement officer  
The District Engineer  
The O/C Registry  
The Clerk to council  
The various user departments

**RE: RESEARCH**

This is to introduce to you Mr. Opwonya Victor Harmstrong a student of the Masters in Public Procurement of Uganda Management Institute. He wishes to carry out a research on topic titled **“The role of procurement stakeholders in effective contracts management in Uganda: A case study of Jinja District.** This is therefore to inform you that he has been permitted to undertake this research in our District in your Sector.

Please render him the necessary assistance.



**NAKINTU SHARIFAH**  
FOR: CHIEF ADMINISTRATIVE OFFICER

**Cc:** The Head, Department Economics  
And Managerial Science. (UMI)



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Your Ref:

Our Ref: G/35

1<sup>st</sup> November, 2018

Mr. Opwonya Victor Harmstrong  
16/MPP/KLA/WKD/0010

Dear Mr. Opwonya,

### FIELD RESEARCH

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field.

Yours Sincerely

Oluka Pross Nagitta  
HEAD, DEPARTMENT ECONOMICS AND MANAGERIAL SCIENCE