

**CONTRACT MANAGEMENT AND SERVICE DELIVERY IN
UGANDA NATIONAL BUREAU OF STANDARDS**

KAMUKAMA FIONAH

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DECLARATION

I, KamukamaFionah, declare that this is my original work and that it has never been presented to any University or Institution for the award of any academic qualification. Any material that is not my original work is clearly identified and acknowledged.

Signed: 

Date: 20/12 2014.

APPROVAL

This is to certify that this Report entitled “*Contract Management and Service Delivery in Uganda National Bureau of Standards*” has been submitted for examination with my approval as supervisor at Kyambogo University.

Supervisors:

DR. TITUS B. WATMON

Signature: *Bwatmon* Date: 30/12/2014

Kyambogo University

MR. MATTHEW KALUBANGA

Signature: *Mkhalubanga* Date: 29/12/2014

Kyambogo University

DEDICATION

My parents Mr. Bambalira Jeremiah and Ms. Mary Behangana,
My husband Mr. Kirabira Ibrahim, Son Walakira Bilal Ismael.

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NOMENCLATURE

UNBS	-	Uganda National Bureau of Standards
PPDA	-	Public Procurement and Disposal of Public Assets
PPDAA	-	Public Procurement and Disposal of Public Assets Authority
IAPWG	-	Interagency Procurement Working Group
UNDP	-	United Nations Development Program
OGC	-	Office of Government Commerce
ANAO	-	Australian National Audit Office

ABSTRACT

The purpose of this study was to examine the influence of Contract management on Service delivery in UNBS. A self-administered Opened ended questionnaire was designed and was administered to a sample of 152 staff of UNBS from different regional offices however, out of the 152, 140 questionnaires were returned showing a 92.1% response rate. The study involved one of each variable; the independent, moderating and dependent variable. The independent variable; contract management measured in the aspects of contract monitoring, the level of stakeholder involvement and records management. The moderating variable; Corruption was measured using respondents opinions on practices viewed to subject unethical influence outside the procurement process. The dependent variable; service delivery was measured using the timeliness. The items capturing the constructs and consequently the variables were tagged to a five point likert ordinal scale which ranged from; Strongly Disagree to Strongly Agree which points were coded one to five. That is 5 for Strongly Agree, 4 for Agree, 3 for Not Sure, 2 for Strongly Disagree and 1 for Strongly Disagree. A factor structure of contract management carried out showed stakeholder involvement as the most important factor followed by contract monitoring and lastly records management. A correlation analysis indicted a significant positive relationship between contract management and service delivery ($r=0.354$, $p=0.01$). Regression showed that contract management had a significant positive effect on service delivery of ($Beta=0.478$, $P<0.1$). The predictive power of contract management on service delivery was found to be 11.90% ($Adjusted\ R\ Square=0.119$). Descriptive statics were used for other factors that influence Service Delivery as well as recommendations for service delivery improvements. The other factors that influenced service delivery were established and Recommendations for service delivery improvements recommended. While the moderating variable test of corruption indicated no effect on the relationship between contract management and service delivery. In conclusion, the results obtained support the hypothesis that contract management has a positive effect on service delivery.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

In the ancient Athens, Roberts (1982) found out that service delivery was a matter of concern as a result, politicians had the responsibility to ensure service delivery effectiveness to the society and the people they lead and the leader's effectiveness was even measured on the level of service delivery to his masses.

Meanwhile more than 1000 years in Medival England (Joliffe, 1937), service delivery effectiveness was priority by the citizens and as a result the leaders were supposed to be accountable to their masses. Service delivery effectiveness was the key characteristics of accountability divorced from ideas of political democracy. The king had responsibility of ensuring service delivery effectiveness and as a result, he was accountable to God for his actions, by the 12th century, a division of labour and specialization had developed among his servants in a rudimentary system of fiscal accountability, The system created the need for machinery of control user those charged with carrying out the kings business and make them answerable for the way in which they perform their tasks. These developments strengthened the issues of service delivery.

Service delivery involved various aspects including; the Defects Liability Period (now called the 'rectification period) begins upon certification of practical completion and typically lasts six to twelve months. Retention which is a percentage (often 5%) of the amount certified as due to the contractor on an interim certificate, that is deducted from

the amount due and retained by the client. A bid bond is often used as security for bids submitted on a contract. A performance bond, also known as a contract bond, is a surety bond issued by an insurance company or a bank to guarantee satisfactory completion of a project by a contractor. Other areas covered include; Termination, Contract review, Release of bid security, Contract Manager/Team, Contract Management Plan, Supplier performance, Vendor rating and Amendments and Variations of contract.

1.1 Service Delivery

Service delivery is a contemporary issue for most governments and researchers alike. Most scholars are in agreement that public service delivery is critical to ensuring the national welfare and stimulation of economic development. This is because often governments undertake a number of activities to provide citizens with services and at the same time guarantee that these services are provided in accordance with the service delivery requirements within the rule of law (Mampe, 2012; Bola, 2011; Nandain, 2006; Kaunda, 2005 and Shan, 2005). Some studies carried out in Uganda after launching the decentralization policy in 1993 revealed that there was enhanced level of service delivery in districts, (Ministry of education and sports MOES, 2010) where a number of primary schools benefited from classroom construction.

Government bodies are realizing that efficient service delivery improves value for money (Dugganetal, 2008). Accordingly, government bodies must find ways of improving efficiency and effectiveness of service delivery. In public procurement, service delivery management is concerned with meeting fully the deliverables that were agreed upon in the contract, (Shah, 2005). This however requires supplier's close monitoring by way of implementing contract management in line with the agreed upon deliverables set out in the contract. While the Clackmannanshire Council (2013)

emphasizes the need for service delivery to be managed throughout the lifetime of the contract to ensure that goods/services are delivered in line with the performance or service level expectations as identified in the original contract.

Olukaetal, (2014) sights Contract Management in public procurement having significant implications for service delivery. He further indicates that contract management offers an important framework for ensuring the success of any procurement undertaking for which service delivery is one of them. ANAO, (2012) however believes developing and managing contracts is a skill required by public sector entities in the management of the majority, if not all, programs. Aberdeen group (2006) found out that inefficient management of supplier contracts and unclear policies and procedure can have significant impact on the enterprises and hurt service delivery. While Joshua et al, (2004) in a study comparing similarities and differences of key contracting components for city, state and federal governments of the united states of America, found that for all government in the federal systems, the public management functions of contracting are remarkably similar, and the contract management and the achievement of accountability is key in the contracting process. Walton, (2009); Elsey, (2007), refer to Contract management as an aid to parties to a contract to meet their obligations in order to deliver the objectives required of the contract. Contract management, except the capacity to amend or terminate, shall pass from a procuring and disposal unit to a user department on award of contract (PPDA Act, 2003; PPDA Amendment Act, 2011) for management of service delivery.

1.1.1 Procurement Systems

Lynch, (2013) believes that Contract management in public procurement has been a neglected area. In Australia, the Australian Government Audit office report (2007) estimated about 30% of the audited contract management process, had irregularities

and indicates that the deliverables specified in the statement of works had not been received, either in whole or in part. In Uganda a baseline survey report on Public Procurement Systems in Uganda (PPDAA, January 2010), indicates significant variances between the actual and indicative time frames in contract completion. In addition, Sabiiti notes that the Government at times pays for no work done or very shoddy work and sometimes, contracts are not delivered on time which has affected the ability of the Government to deliver quality services to the general public (as cited in Rwothungeyo, 2013). Meanwhile the Public Procurement and Disposal of Public Assets Authority (PPDA) Audit reports of UNBS, (2009 and 2013) indicate high risks with 27% and 19% in 2010 and 2013 respectively accruing from service delivery management where there were missing contract management records, delayed deliveries, delayed payment for received goods and services.

Although there is a slight improvement in the UNBS' weighted performance of upto 5% in 2012/2013 compared to 2009/2010, the performance of the entity is still unsatisfactory, (PPDA Audit report, 2013). This was re-affirmed by Mubangizi, (2013) in his report on procurement performance of UNBS where he reports on; complaints of poor quality of products/services received, high cancellation of contracts, high priced goods/services, lack of delivery or partial delivery, delayed completion of contracts, missing contract management documents and delayed payment of providers among other issues.

1.2.0 Statement of the Problem

UNBS PDU annual report, (2012) indicates over 200 awarded procurement contracts in financial year 2011/2012 but the levels of service received/delivered on most of these procurements remain unknown. Mubangizi (2013) reported high complaints of poor quality products/services delivered with 30% contracts cancelled, 5% of contracts

either not delivered at all or received in part, 10% deliveries made over the stipulated delivery period and 60% of the contracts performed paid after 30days stipulated payment period, high priced goods/services and missing contract management records among other issues. The persistent high complaints in service delivery in UNBS warrant examining the influence contract management on service delivery.

1.3.0 Purpose of the Study

The purpose of the study was to examine the influence of Contract management on Service delivery in UNBS

1.4.0 Objectives of the Study

The objectives of the study were;

- i. To establish the relationship between contract management and service delivery.
- ii. To establish other factors that may influence service delivery.
- iii. To suggest recommendations for service delivery improvements in UNBS.

1.5.0 Research Questions

- i. What is the relationship between contract management and service delivery?
- ii. What are the other factors that may influence service delivery in UNBS?
- iii. What recommendations are there for service delivery improvements in UNBS?

1.6.0 Scope of the Study

1.6.1 Subject Scope

The scope of the study covered Contract Management and its influence on service delivery.

1.6.2 Geographical Scope

The researcher considered; UNBS headquarters in Nakawa and UNBS regional offices.

1.7.0 Significance of the Study

The study made recommendations to UNBS on the involvement of stakeholders in contract management as well as intensifying service delivery. The other benefits of the study are;

The study contributed to the existing literature for future researchers to obtain more knowledge on contract management and service delivery.

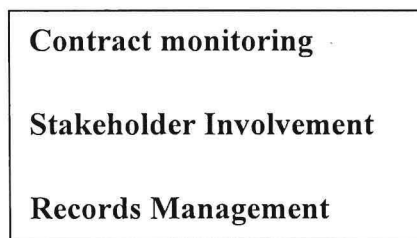
The study provided UNBS management with key areas like monitoring and stakeholder involvement where more emphasis can be vested.

The study findings can be used by the general public to aid monitor contract implementation and service delivery and hold the civil servants accountable for poor service delivery.

1.8.0 Conceptual Framework

The concept for this project is based on the following framework.

Contract Management



Service Delivery

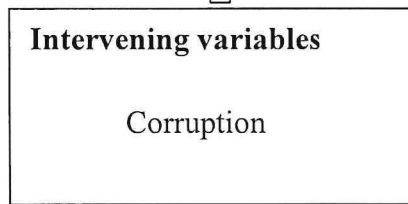
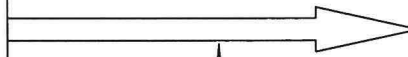
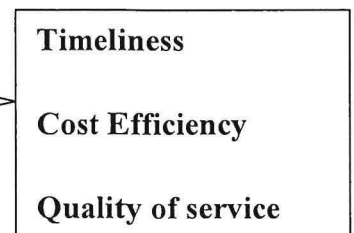


Figure 1:-Diagrammatic expression of the relationship between contract management and service delivery in Uganda National Bureau of Standards.

Source: Developed by the researcher from Kyte (2003), Krappe and Kallayil (2003), Art et al (2008), and Drallo and Thuiller (2004).

This conceptual frame work shows the relationship between contract management and service delivery.

It is conceptualized that the dependent variables of contract monitoring all the activities involved in contract management for example; on ground inspection, problem identification and solving, progress reporting, obtaining approvals for any change orders as well as ensuring no material deviations from the contract are made without approval for achievement of quality, cost efficiency and timeliness of any project is to be achieve.

Stakeholder involvement has a direct influence on service delivery. Stakeholders are both internal stakeholders like the end users and managers and external stakeholders like the vendors and the general public that is affected by our activities. These or their representatives must be involved in the contract management processes of their service delivery to represent their interests and ensure they are met.

The records management on the other hand complements the contract management and service delivery process by generating records that can be used as accountability to the interested parties, provide an accurate record of what transpired, record of completeness of the entire assignment and most importantly a record that can be relied on by other people thus offering an account of cost efficiency and quality of service offered.

The intervening variables in the form of political influence and corruption should as well be given due consideration because they may hamper achievement of a given project.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews available literature on the influence of contract management on service delivery, factors that may influence service delivery, and recommendations for service delivery improvements.

2.0 Contract Theory

Contract theory was developed by Botton Patrick and DewatriPort (2005) and it seeks to understand how competency and rewards are harmonized.

The theory takes into consideration a clear distribution between the agent and the principle. The theory assumes that there is need to clearly understand the requirement of the agent to meet that requirement in the right quantities, quality and in the specified period of time. The theory further assumes that those parties have the same information on what is expected of the other.

However, Arrow Smith and Trybus (2003) put it clear that information is available but the concerned officers avail in to some and not all. This therefore, creates information gap to some stakeholders. The theory therefore, may not apply given such circumstances. The theory assumes that the two parties understand clearly the terms and conditions and they will comply as stated.

The theory will be used in the study to establish whether contract management has influenced service delivery in the parastatal bodies. Whether there is a well stream line

communication channel between the client and service provider and whether the service providers are able to provide efficient service delivery.

The theory further emphasizes that if the principle employs agent, then the later should be paid an equivalent of the efforts exerted. The theory will be used to establish whether contractors are paid and an equivalent of work done to ensure service delivery effectiveness. The theory assumes that the needs are clear, the working conditions and the rewards are known to the employer and the contractor/agent and the additional benefits are presented by the employer in case of additional work.

The theory can be used to explain that if government identifies the need then it must clearly define the terms and conditions normally done through specification to enable the potential providers deliver what is expected and not something similar to what is required leading to inefficiency in service delivery.

But at times contractors do not understand what employer wants, contractors/agreements are breached and not rectified in time or not rectified at all and government workers do not hinder, Arrow Smith S. Trybus (2003) for fear to be the force of contrary and some are bribed to stay silent. The theory helps to explain that if government is to perform, there is need for the procuring entity and the providers to clearly understand to follow the procurement procedure, and that the process should be efficient, timely, in the right quantity, and quality (Ross, 2009).

2.1.0 Contract and Service

2.1.1 Contract Management and Service Delivery

The complexity and volume of contract drastically increased globally in the recent years. Some of the causes that can be attributed to this include globalization, outsourcing, intense competition for existing markets as well as complicated and numerous partnership. Over the last fifty years, the world's largest firms have

advanced from being simple manufactures of hard goods, or providers of basic services, to being sophisticated vendors using advanced business models. This means that commitment of customers and suppliers to contractual obligations has increased, thus, the need for sustainable contract management polices (Krappe and Kallayil, 2003).

The contract management process is now increasing in importance as contractors and suppliers become virtual extensions of the buying organization. Organizations are increasingly relying on critical services and production contracts as their key to maintaining competitive advantage, the organization's competence and process capability in contract management is now more important than ever. Some organizations are using process capability maturity models to assess, measure, and improve critical core processes, such as software development and project management. Although, the application of capability maturity models to the contract management process is just beginning to emerge as a best practice (G. Rendon, 2006).

2.1.2 Basis for Contract

Contracts are the basis for all activities in every enterprise and in almost every department of an enterprise. Having no contracts means there are no employees, no clients, no IT systems, no material and no partners. However the mere presence of a contract is not sufficient. It is the content of a contract that determines the future of an enterprise: What will an enterprise have to pay for and how much will that cost? How much will we receive or what are our expected deliverables? How will we work together with other partners? Are there any risks or (unknown) opportunities related to the contracts? When will the contract terminate or in which circumstances can it be cancelled and when? (Mockler, 2010).

Still (2005), argues that contracts are the life blood of the modern business. Without this vital legal glue, entering into arm's length commercial deals would be fraught with peril yet for medium to large sized organizations contract management brings challenges of its own. This means that in order to rely on contracts, managers must ensure that their terms and conditions are largely defensible. According to the survey by the international association for contract and commercial management of 2008, there are fewer high value global contracts coming to the market and an increasing number of 'second tier' companies entering the market and seeking to secure smaller but potentially more complex contracts.

2.1.3 Contract Management Opportunities

Contract management presents opportunities that allow the contract manufacturers to achieve improved optimization through changes to production, process or organizational strategy. In addition firms, investing in project organization often do so in order to become flexible adaptable and customer oriented towards achieving efficiency in service delivery (Lind, 2008). The National Audit office (2008) indicates that focus is frequently placed on the procurement process itself than the implementation of the contract yet it is only after the contract is awarded that the benefits of the procurement process can be realized. Contract management if well-handled has the ability to decrease costs and improve service delivery, (South Africa: Contract Management Guide, 2010).

2.1.4 Tendering and Contract Phases

The success of contract management is largely influenced by what happened during the tendering and contract award phases, the terms and conditions that have been agreed to and the type of relationship between customer and supplier (The National Audit office, 2008; Rendon, 2006). The UN practitioner's handbook (2006) indicates

that each contract is unique from the other and as such must be handled distinctively. The objective, the resources to be used, the start and end dates, coordination and planning of activities as well as the documentation because each contract process vary greatly.

Rendon (2008) contents that contract management is a key activity in the procurement process. He observes that one of practices involved would be conducting among research to collect and analyse information about how a specific industry or sector process contain types of products and services and the best ways of ensuring that customer needs are delivered and met timely in order to create efficiency in service delivery system. Such information would include contract strategy, type of contract used, pricing arrangements as well as terms and conditions with a view of ensuring service delivery efficiency.

The Contract Management guide (2010) observes that practicing good contract management has the capacity to decrease costs and enhance service delivery thus guaranteeing the quality obtained. Responsibilities for managing service delivery must be clear and appropriately apportioned between the organization's contract manager and its service provider's representative for attainment of effective service delivery (UNOPS Procurement manual 2010: the UK Office of Government Commerce, 2008). This helps to evaluate whether or not the provider is delivering the project or services or goods specified in a timely manner, in the quantity required and ensuring that the quality of the services provided are up to standard, (Sigma, 2011).

According to the contract management guide (2002), contract management is one of the most important project management and time management techniques. It involves preparing a sequence of steps to achieve some specific goals. Management of a contract provides a strategy for an organization to plan on how to meet the needs of a

specific customer's and also to improve on its level of service delivery. For contract between two parties provides a platform for project strategy. Arto et al, (2008) define project strategy as a direction to a project that contributes to success of a project in its environment. They interpreted direction in this context to mean either one or several of the following; goals, plans, service deliveries, means, methods, tools or governance system and mechanisms.

New regulatory requirements, globalisation, increasing number in signed/awarded contracts and their complexity have resulted in an increasing need to put more emphasis on the importance and benefits of effective contract management, (Abadeen group, 2004: Elsey, 2007). After an organization awards a contract it must monitor to ensure the service is being delivered as specified. This implies that the service has been provided as to the agreed standards and price. Protiviti, (2009), argues that not having a formal, well defined and documented contract management process in place can have significant long term impact on the organisation's ability to track and monitor service delivery as well as meet stakeholders expectations. Accordingly, stakeholder involvement is fundamental to the effective planning, monitoring for efficient service delivery for each contract.

2.1.5 Key aspects in contract management

a) The Defects Liability Period

The defects liability period (now called the 'rectification period begins upon certification of practical completion and typically lasts six to twelve months. During this period, the client reports any defects that arise to the contract administrator who decides whether they are defects in the works (i.e. works that are not in accordance with the contract), or whether they are in fact maintenance issues. If the contract

administrator considers that they are defects, then they may issue instructions to the contractor to make good the defects within a reasonable time.

At the end of the defects liability period, the contract administrator prepares a schedule of defects, listing those defects that have not yet been rectified, and agrees with the contractor the date by which they will be rectified. The contractor must in any event rectify defects within a reasonable time.

When the contract administrator considers that all items on the schedule of defects have been rectified, they issue a certificate of making good defects. This has the effect of releasing the remainder of any retention and results in the final certificate being issued

b) Retention

Retention is a percentage (often 5%) of the amount certified as due to the contractor on an interim certificate, that is deducted from the amount due and retained by the client. The purpose of retention is to ensure that the contractor properly completes the activities required of them under the contract. Retention can also be applied to nominated sub-contractors, and the main contractor may also apply retention to domestic sub-contractors.

Half of the amount retained is released on certification of practical completion ('substantial completion' for Institution of Civil Engineers (ICE) contracts) and the remainder is released upon certification of making good defects (or 'final statement' for design and build contracts such as Joint Contracts Tribunal

Interim certificates should make clear the amount of retention and a statement should also be prepared showing retention for nominated sub-contractors.

Retention can be a large amount of money and may cause cash flow problems for contractors. It has even been suggested that retention clauses do not comply with the

Housing Grants, Construction and Regeneration Act (which sets out requirements for the withholding of payments) (ref Klein, Building, 30 June 2000).

A possible alternative to retention is a retention bond, where the client agrees to pay the amounts which would otherwise have been held as retention, but instead a bond is provided to secure the amount that would have been retained. As with retention, the value of the bond will usually reduce after practical completion has been certified.

c) A bid bond

A bid bond is used as security for bids submitted on a contract. Placing security on a bid guarantees that the bidder will execute the contract at the bid price, upon award of the bid. If security is not submitted with the bid, the bid is rejected. Additionally, if the winning bidder does not enter into a contract, the security is forfeited.

The Bid Bond also guarantees that the bonding company will provide a performance bond for the principal if awarded the contract. A claim can be filed if the bonding company refuses to place the performance bond. It is for this reason that bonding companies underwrite bid bonds with the same amount of scrutiny as if it were a performance bond. In short if the bonding company will not approve a performance bond, then they will reject the bid bond as well.

If the bid is withdrawn before bid opening, the bid security will be returned to the bidder. If the bidder is allowed to withdraw the bid before it is awarded, no action may be taken against the bid security or the bidder.

A successful bidder may not withdrawal their bid after the bid opens without penalty (forfeiture of security) unless the bidder can prove by “clear and convincing evidence” that a non-judgmental mistake was made in the original bid.

d) A Performance Bond

A performance bond, also known as a contract bond, is a surety bond issued by an insurance company or a bank to guarantee satisfactory completion of a project by a contractor. A job requiring a payment and performance bond will usually require a bid bond, to bid the job.

A performance bond is commonly used in the construction industry as a means of insuring a client against the risk of a contractor failing to fulfill contractual obligations to the client. Performance bonds can also be required from other parties to a construction contract.

Whether or not a performance bond is required will depend, in the main, on the perceived financial strength of the party bidding to win a contract, as the most common concern relates to a contractor becoming insolvent before completing the contract. Where this occurs the bond provides compensation guaranteed by a third party up to the amount of the performance bond. Bonds are typically set at 10% of the contract value. This compensation can enable the client to overcome difficulties that have been caused by non-performance of the contractor, such as, for example, finding a new contractor to complete the works.

Bonds can be 'on demand' or 'conditional', with conditional bonds requiring that the client provides evidence that the contractor has not performed their obligations under the contract and that they have suffered a loss as a consequence.

The obligation for the contractor to provide the client with a bond is set out in tender documents. The choice of bondsman and terms in regard to cost falls entirely to the contractor who secures it prior to the start of work. From a client viewpoint it is wise to stipulate that the bond stays in place until the end of the defects liability period when the final certificate is issued.

Bonds can be issued either by an insurance company or by a bank, and the cost of the bond is usually borne by the contractor (albeit, this is likely to be reflected in the contractor's tender price). The cost of the bond gives the client a good guide as to the credit worthiness and reputation of the contractor in the bond market, which will view each contractor differently in respect of its history, management and financial health.

2.1.6 Importance of Contract Management

Contract management is important in ensuring service delivery processes and involves; contract planning, monitoring, stakeholder involvement, performance assessment and records management (Australian National Audit Office, 2007; IAPWG, 2006). It encompasses various activities that need to be completed on a day-to-day basis, including: developing and maintaining contact details of key people involved in the contract, scheduling meetings and other actions required by the contract, delivery and acceptance of goods or services, making payments, maintaining complete records for the contract itself and establishing and maintaining contract documentation.

PricewaterhouseCoopers (2007) argues that the overall goals of service delivery must be clearly understood; quality of service (the accessibility, timeliness and quality of service levels); cost of service (value for money obtained); and customer segmentation (the need for different service channels and service offerings based on comprehensive customer insight). When parastatal bodies contract a vendor, they remain responsible for ensuring the work is performed satisfactorily and government funds are used appropriately. Accordingly, the parastatal body is responsible for the consequences of poor performance whether the agency or a vendor provided the service/project or goods as agreed (Hinton, 2003). The parastatal bodies thus must see to it that service delivery is monitored closely through effective contract management to foster achievement of contract deliverables as agreed.

The level contract management conducted on service delivery by parastatal bodies is largely at their discretion, it primarily depends on the nature or complexity of the contract (Republic of South Africa; Contract Management Guide, 2010). More importantly, review of the service delivery process must be done to evaluate the benefits obtained or lost due to insufficient contract management otherwise; there will be little opportunity to benefit from lessons learned. Good contract management requires follow-up, feedback, and enough awareness of what is occurring during the service provision to eliminate surprises.

Management of contracts requires flexibility on both sides and a willingness to adapt the terms of the contract to reflect changing circumstances. It is important to recognize that problems are bound to arise which could not be foreseen when the contract was awarded that might impair the service delivery (Else, 2007).

2.2.0. Monitoring and Service Delivery of Contracts

2.2.1. Contract Monitoring and Service Delivery

The involvement of the intended beneficiaries of government services into monitoring service delivery is a critical component in measuring the performance of government delivery of appropriate and quality services. Currently the emphasis of government's monitoring is on internal government processes and the voice of the intended beneficiaries/stakeholders is largely absent. This presents a risk, as stakeholder interests are not taken into account. It is therefore necessary to support the systematic ways to bring the experiences of stakeholders into the monitoring of services. This will provide a measure of the gap between the perceived and the actual experiences of service delivery, for both user and provider (The Performance monitoring and evaluation department of South Africa, 2013).

United Nations Development Program, (2004) defines monitoring as a continuous function that aims primarily to provide management and the main stakeholders of an on-going programme or project with early indication of progress or lack of achievement objective. According to the UNDP, without monitoring there is no way of knowing if the contractors work is in line with the contract terms. Monitoring is also regarded as the process of assessment and measurement of progress in implementing development interventions (European Commission, 2007). Monitoring is the systematic collection and analysis of information as a project progresses, it is aimed at improving the efficiency and effectiveness of a project set and activities planned during phase of work in order to determine the efficiency of service delivery.

2.2.2. Contract Monitoring

Contract monitoring enables evaluating agency performance and determining the quality of service delivery. The purpose of monitoring is to improve programme performance through early identification of questions and answers resolutions and identify potential problems that may require additional surveying, evaluate strategy service performance control to ensure there is a reliable basis for validating service delivery and to ensure that financial documentation is adequate and accordingly so that costs will not be questioned later on and above all to determine the level of stakeholder involvement in the future dates so that an organization is able to evaluate its service provider performance. In South Africa monitoring is largely conducted on a voluntary basis and can therefore be relatively low cost (Munniket al, 2011).

According to Russell, (2003) Monitoring the performance of the contractor is a key function of proper contract administration. The purpose is to ensure the contractor is performing all duties in accordance with the contract and for the entity to be aware of and address any developing problems or issues. The writer further asserts that, the

contract manager/administrator is responsible for the oversight of all contractors, suppliers and service providers, by monitoring their compliance with the terms and conditions of their respective contracts to ensure greater service delivery. “Strategic public engagement in providing an oversight role in the delivery of public services is an essential dimension of building public accountability in local government” (Smith, 2011). Smith notes that “since 1994, South Africa has made greater strides in delivering basic services than it has in strengthening constructive public engagement about delivery where the public has access to recourse for the government’s poor performance.

2.2.3 Contract Monitoring Emphasis

Contract monitoring emphasis is usually on collecting and analysing information to provide assurance to the acquiring entity that progress is being made in line with agreed timeframes and towards providing the contract deliverables. Monitoring can be undertaken directly by the acquiring entity or through a third party arrangement. Monitoring teams/persons are required to prepare and maintain documents and records pertaining to the procurement process and the administration of contracts following award of contracts to successful firms (European Bank for Reconstruction and Development, 2010). Monitoring may be undertaken directly by the acquiring entity or indirectly by 3rd party but the overall responsibility for accepting contract deliverables remains with the acquiring entity. Information provided by a third party or the contractor for monitoring purposes should be reviewed and audited, as necessary, to ensure its accuracy and reliability. Information provided may be verified through end-users who may be consulted to establish whether the goods and services they received met their requirements in respect to performance metrics like; quality, timeliness, and cost. While the broad arrangements for actual monitoring over the life of the contract

should generally have been set out in the contract itself, they may need further or more detailed explanation at contract start up or during the transition phase.

2.2.4 Complexity of Contract

The level and formality of any approach to monitoring needs to be governed by the complexity of the contract and/or the degree of risk involved. In some cases the approach to monitoring may be set out in a checklist, in others, a plan setting out detailed monitoring arrangements may be needed. It is imperative to focus monitoring activity on key deliverables because detailed monitoring can be costly and can unjustifiably shift the focus away from achieving contract outcomes (Developing and Managing Contracts, 2007). This may require establishing priorities for measurement at specific intervals in service provision. Having a systematic approach to monitoring will assist in identifying any potential problems and allow early corrective action to be taken and timely reporting to senior management and other stakeholders. Brown and Potoski, (2006) argue that for easily monitored services, contracting may reduce costs not only because vendors might produce services more efficiently, but also because vendors may perform management tasks like monitoring more efficiently. The authors further indicate that service delivery contracting includes not just allocating to vendors responsibility for producing the service but also includes delegating to vendors important management responsibilities, such as monitoring the quality of service outcomes to which internal monitoring can be supplemented. Contract monitoring takes place in three separate areas which are administrative, fiscal and program.

2.2.5 Administrative

This evaluates the contractor's compliance with the Terms and Conditions included in the contract. Administrative monitoring includes such areas such as the contractor's compliance with insurance coverage and any licensure requirements. Another

significant area of administrative monitoring is to ensure efficiency of the service delivery.

2.2.6 Fiscal

Fiscal evaluates compliance with the fiscal requirements included in the contract. Monitoring in this area may cover reviews of the agency's invoices to ensure that they are being submitted timely and in the format specified in the contract. The monitor is likely to check that the billed rates included on the invoice agree with the contractually agreed upon rates and those units of service, or activity being billed for, are supported by adequate documentation. If the contractor is compensated on a cost reimbursement basis, the monitor would verify that the contractor's accounting system adequately accounts for costs being reimbursed and costs are documented, reasonable and allowable. Other areas for review would be whether the accounting system separately accounts for the contracted program if the contractor operates more than one program, and that shared administrative costs are apportioned to the various programs using a cost allocation plan.

2.2.7 Program (Service Delivery)

Monitoring the performance of the contractor is a key function of proper contract administration. The purpose is to ensure that the contractor is performing all duties in accordance with the contract and for the agency to be aware of and address any developing problems or issues (Statewide Contract Management Guide, 2014).Evaluates whether or not the contractor is adequately delivering the agreed upon services specified in the Statement of Work in a timely manner, in the quantity required and that the quality of the services provided. Program performance measures measure both how well services are provided, and its impact on improving outcomes for the end users and the general public. Service delivery reviews are usually based on

a review of pre-determined records such as contract management plans, minutes, payments, variations and performance reports among other documents.

However, depending on the complexity and contract requirements, the contract monitoring areas can change from organization to the other or contract to the other. What is important is to ensure that what has been agreed upon between the entity and the contract meets the entity's policies and procedures and is being adequately met by the provider as agreed in the contract.

2.3.0 Stakeholders Involvement in Service Delivery

Stakeholders vary in their impact, significance, interest and relevance in relation to contract management and service delivery objectives (Bolt, 2011). To manage complex contracts with multiple stakeholders it is useful to establish committees with membership that is representative of stakeholders. Jeffery (2009) argues that stakeholder engagement is premised on the notion that those groups who can affect or are affected by the achievements of an organization's purpose should be given the opportunity to comment and input into the development of decisions that affect them. Using committees can provide a structured approach for communicating with relevant parties. Ghebreyesus *et al* (2008) contends that incorporating stakeholders in the day to day operations of managing their own services delivery through effective contract management would go a long way to enable them receive goods and services that meet their requirements and maintain a sufficient customer satisfaction on a sustainable level. Whereas Mubangizi, (2013) report stresses the need for UNBS to put in place measures to provide feedback to user departments, track procurement progress on implementation of contracts and service delivery procedures to be followed if value for money is to be attained. Engagement with stakeholders develops an open and inclusive

environment where information, comments, opinion and criticism are valued and used (NSW Health, 2013).

2.3.1 Communications between Parties

The aim of having a relationship between stakeholder involvement and service delivery is to keep the communications between the parties open and constructive, non-adversarial and based on mutual trust (Elsy, 2007). This should assist in preventing problems arising and also with resolving them in a timely manner should they arise. Veronesi *et al* (2009) says having a professional, constructive relationship should assist the effective management of performance, particularly in decision making processes during service delivery. Accordingly, management of complex contracts with multiple stakeholders requires establish committees with membership that is representative of stakeholders and end-users (Brown, *etal* 2006).

Metcalf (2008) defines a stakeholder as any individual or group who has a vested interest in the outcome of a body of work. A stakeholder has also been defined as any person, or group, who has an interest in the project or could be potentially affected by its delivery or outputs (Gray, 2007). Maintaining a good relationship does not mean that concerns of non-compliance or under-performance cannot be discussed and acted upon. It means that there is a greater likelihood that such issues can be discussed and resolved in a cooperative manner (OGC: Contract management guidelines, 2002). The approach to stakeholder involvement in service delivery vary depending on the contract, but it is important that the specific responsibilities are not neglected, even though there may not be a nominated individual assigned to the role of relationship manager.

2.3.2 Transparency and Accountability

Stakeholder's demand for transparency and accountability is fundamental for service delivery in parastatal bodies in Uganda, (Joshi, 2010). Joshi further argues that effective service delivery relies on commitment to engage and communicate openly and honestly with stakeholders. Stakeholders involve; politicians (e.g. not adopting appropriate policies); or of public officials/ end users (not delivering according to rules or entitlements, not monitoring providers for appropriate service levels); or of providers (not maintaining service levels in terms of access and quality). Stakeholders are used as a means to improve communications, obtain wider buy-in for projects, gather useful data and ideas which enhance public sector or corporate reputation, and provide for more sustainable decision-making for service delivery across parastatal bodies, (Stakeholder engagement toolkit, 2007).

The need to identify the necessary technical skills, knowledge and experience with the appropriate level of authority required of the members of the stakeholder team, the importance of the ability of stakeholder team members to work together effectively and the significance of the role of the contract manager should be recognized for each service delivery, (Elsley 2007).

2.3.3 Managing Stakeholder Relationship

A successful relationship must involve the delivery of services that meet requirements. The approach to managing stakeholder relationship will vary depending on the type of contract. Stakeholders vary in their impact, significance, interest, longevity and relevance in relation to the service delivery objectives (Bolt, 2011). For long-term strategic contracts, the emphasis on building a relationship will be emphasized while for some non-strategic contracts, a more tactical approach may be suitable. In fact, the requirement for the original procurement may have been for a relationship between

stakeholders and service delivery providers to be realized, rather than for a specified set of services/products to be provided. Stakeholders are diverse for each contract and may change depending on circumstances (Metcalfes, 2008).

In long term contracts, where interdependency between customer and provider is inevitable, it is in the interests of the organization to make the relationship work. The three key factors for success are trust, communication, and recognition of mutual aim. Establishing clear lines of responsibility and accountability for all decision-making is another important aspect of successful contracting and service delivery. Ensuring the necessary authorizations and delegations are in place at the beginning of the contracting cycle is an important prerequisite to ensuring that all contracting decisions and payments are valid and legally appropriate. These instruments should be periodically reviewed and kept up-to-date. It is in the contracting authority's own interest to make the relationship work as the costs of early termination and the consequences of poor performance and unplanned changes of economic operator are highly damaging (Sigma; Contract Management, 2011)

2.4.0 Records Management in Service Delivery

Records represent a particular and crucial source of information that is reliable, legally verifiable and a source of evidence of decisions and actions taken (International Records Management Trust, (2000). Ngoepe (2008) and Mampe *etal* (2012) assert that better service delivery begins with better records management. Bola (2011) and Kimoni (2007) believe that proper record management helps governments to realize and achieve their service delivery goals which include; organization decision making, accountability, requirements of the law, future reference and management of state resources. Accordingly, the Better Practice Guide, (2007) states that all records created and received in conducting a procurement activity, either paper based or electronic or

both should be captured in an entity's recordkeeping system(s) in accordance with the entity's recordkeeping policies and procedures (Manuals - Public Procurement Act, 2003, Act 663). The contract management guide (2010) indicates that relevant documents relating to procurement processes should be maintained as per company policies and procedures.

In support of the above, Ngoako (2011) argues that governments must ensure permanent management of its records since it needs to account to its citizens for its administrative actions taken by it. An effective records management will enable compliance with transparency requirements. Kemoni (2008) warns that poor records management practices would have adverse consequences for public service delivery.

2.4.1 Problem of Poor Records Management

Popoola (2007) stated that, the problem of records management is not with records and information per se but with those having interface and interactions with these two vital resources during the service delivery process. The problems of records management can be summarized into inadequate knowledge of the life-cycles of records, inertia in implementing a form of system and information. He further notes that information and records management are the foundation of business activity. If there is no information, the management is crippled in its planning and decision-making processes. Information serves as the factor input in achieving rational organizational decision-making and high quality service delivery. It is needed to develop, deliver and assess the effectiveness of organizational policies, make informed choices between alternative courses of action, provide the basis for openness and accountability, protect individual rights and enforce legal obligations. Lynch (2013) supplements by indicating that there should be a systematic approach to recordkeeping from the beginning of the contracting cycle through to service delivery completion.

According to the developing and managing contracts; Better Practice Guide, (2007) and Manuals - Public Procurement Amendment Act, 2011, draw a list of documents that may be created and maintained during the contract management phase to include;

2.4.2 Risk Assessments

Risk assessments of the procurements, Contract management plan or checklists, Contract conditions analyses, All communications with the contractor, Copies of evidence of insurances, indemnities, deeds and/or licences required under the contract, Records of briefings of stakeholders and/or management team members, Changeover plans, Record of agencies' minutes, meetings, discussions relating to the contract, Contract lists, schedules of tasks and meetings, Records of payments made and outstanding, Records of performance reports, analysis, discussions, performance assessments, feedback and of any non-compliance or under or non-performance, Variations to the contract and their approvals by relevant authorities, Records of any disputes and related discussions or negotiations, Assistance or expert advice received. According to Lynch (2013) there should be a systematic approach to recordkeeping at the beginning of the contracting cycle which will assist an entity to:

- i. Provide evidence of procurements conducted and decisions made
- ii. contract management records,
- iii. Manage legal and other risks like confidentiality of information,
- iv. Provide accountability and audit trail obligations.

As such, keeping good records should be seen as an integral part of, rather than incidental to, contract management activity.

2.5.0 Other Factors that may Influence Service Delivery

Service delivery requires leadership style and management policy to be effective and an organization's service level is only as good as its employees, (Hermon and

Whitmon, 2007). More so stake holder involvement is essential in achieving effective service delivery system in an organization as this ensures transparency in the system.

During service delivery, the key challenge is often with the nature of service providers contracted to perform the services and their ability to provide quality and efficiency as well as to have the resources to do the job well. The general feeling is that management lacks responsiveness to address issues raised by stakeholders encountered during service delivery and this in turn affects the quality of service delivered.

Chan et al (2005) noted that quality, cost and time have long been recognized as the major targets of concern by the client and is closely linked to time and cost and vice versa. Accountable project with poor quality can result in extra cost and time extensions, a project with time and cost poorly controlled can affect the conformance to quality requirements. For the majority of projects, the cost and time parameters are the mean pre- occupying factor for attributing success in achieving service delivery effectiveness. Baily et al, (2004), Defines quality as “conformance to specification”, these definitions have been widely used in many sectors and industries and academic as Bailey, (2004) stipulates that if a product doesn’t meet this specified standard defined according to customer demand and requirements, then it is defective i.e. the customer will be dissatisfied with the product. Similarly, Ardizi and Gunaydon (1998) found that clear and comprehensive project specifications are important determinants to quality performance. The client’s requirements have to be translated into practical designs and specifications to ensure that production, testing, maintenance and servicing are technically and economically feasible. Boroughs and Edgar (2008) argue that service delivery is more than simply meeting specification and that the customer’s point of view is very important because the quality is what the customer says it is and it’s the customer who set the quality and value of service but not company. The author

further says that customers consider reliability and ability and service effectiveness as indicators of service delivery.

Zou, Fang, Wang and Loose more (2007) observed that the Chinese Government requires project clients (owners to enhance on site supervision). On site project supervision process is essentially the responsibility of the supervisory company which is usually appointed by the competitive selection process. Milican and Monicious (2005) note that as organizations mature the nature of on-site supervision reduces but in the initial stages site supervision is necessary to ensure that service delivery is efficient.

Char et al, (2005) asserts that professionals and researchers recognize the need for proper training and widening experience in providing proper services to the customers in a competitive business environment. A successful contract quality assumption system needs an adequate supply of conscientious workers. Barthelemy and Geyer (2004), observed that any out sourcing contract should include a clause confining, dispute procedures; who has responsibility for write and the lines of reporting. When entering a contract there is need to ensure the parties interpret the contract in the same way to achieve the desired quality levels (Will cocks and Lester, 1997).

Cooper and Sheere (2004) contented that if service delivery is to be achieved, every employee should get involved in the decision making that makes them feel they are part and own the company, other than leaving the responsibility to one department with management taking the lead. They add that participatory work style and the change in the thinking that makes every employee responsible for service delivery is critical in sustaining organization process of the organization.

A study by young, (2008) found that, monitoring quality enabled organization ensure they are supplied with quality products at the same time reduced the cost of acquisition

of purchases. Monitoring quality by the contracting institutions helps to reduce costs in the service delivery process while ensuring active commitments to continuous improvement to attainment of quality (uron et al, 2005).

Whereas there is an increase in the total amount of funds available to government bodies in Uganda, their economic and financial profile is still poor as compared to the development programmes expected to be carried out. Ahmed (2005) noted that many government bodies in Uganda, however, are unable to deliver services to residents. He said this might be because of lack of finances or lack of capacity to provide a good service at an affordable price. So government entities should find other ways to ensure that the services are improved and reach the people most in need of them.

Johan, (2006) argues that hard-earned and limited resources allocated to government entities are always misused. Priorities are misdirected; projects are done without due consideration of the demands of their stakeholders but based on selfish motives and exaggeration of the political leadership in collaboration with the senior administrators at the government entities' level of administration. This situation is similar to the mismanagement and embezzlement of these funds by the councils (Bailey, 1998). Lawal (2000) further asserts that corruption has been rampant among the senior government bureaucrats to whom public funds meant for developmental purposes are entrusted.

At every stage in public procurement, there are risks of integrity right from procurement planning through to contract management (OECD, 2007). All these affect service delivery at the end of the day. If government parastatal bodies fail to manage these risks, accountability and eventual service delivery is greatly endangered.

2.6.0 General Recommendations for Service Delivery Improvements

According to Nadiope, (2005) there is need for trained procurement personnel in order to ensure service delivery improvement in government parastatal, the author further observes that the government lacks trained procurement personnel as most of the procurement officers either lack professional competence or the academic qualification. In Uganda the need for training procurement personnel particularly to contract management can only be established after what is known about the same has been established. Public Procurement Authorities must continuously formulate and implement strategies to address the existing capacity gaps within PDEs especially in the area of contract award and management so that service delivery efficiency is meant and realized by the government parastatal bodies. This is evidenced by the PPDA Capacity Building Report (2010) which noted that some PDEs had serious constraints in execution and monitoring of contracts

In an effort to attain these demands, organizations constantly look for employees who have skills necessary to deal with the wide variety of tasks (Monczka et al., 1998; Sauber et al., 2008). Notwithstanding the above, Lan, Riley and Cayer, (2005) suggest that finding, hiring and retaining dedicated, energetic, and ethical employees with special skills is always hard. The supervisors (contract managers) should be knowledgeable in contract management. Organizations must, therefore, assign experienced staff to supervise the consultant and contractors for effective service delivery. This should be accompanied by proper record keeping in order to eliminate errors in the contract management process for the service delivery effectiveness realization.

2.6.1 Public Procurement Regulatory Framework

The public procurement regulatory framework dictates that contracts must be drawn carefully involving all stakeholders for completeness to avoid as unnecessary deviations in order for the achievement of service delivery effectiveness to the population, Minahan (2007) notes that it is possible to design contracts that are robust enough to profitably continue operations in the face of expected deviations and unexpected disruptions and quickly recover from disasters. The foundation is a strong, stable supply network forged from good supply base management, strong supplier links, and continuous improvement and a corporate culture that embraces change and flexibility. But one may ask whether multi-stakeholder collaborations are important and how sustainable they are? While attending the Common Market for Eastern and Southern African (COMESA) Trainers of Trainers Workshop held in Addis Ababa, Ethiopia from 25th July-5th August 2010, participants identified key issues that can influence contract management to assure service delivery to the public as follows; apportioning of resources; clear reporting lines, defining of roles and responsibilities, ensuring timely payments and managing of risks.

According to, Thai (2005) and Bolton (2006), contract management challenges in both public and private organizations are endemic in any contractual relationship due to lack of transparency and poor record keeping the authors further recommend for an increased level of transparency in contract management for the attainment of efficiency in service delivery in public organizations. Successful contract management and completion is often defined, as procurement of the right item, in the right quantity, for the right price, at the right time, with the right quality, from the right source (Thai, 2004), The author further contends that effective management of the contract enhance transparency in contract management so that service delivery effectiveness in public institution is achieved. However Prager (1994), contends that proper and effective

management and monitoring of contracts helps improve the quality of goods and services and reduces procurement cost thus achieving three broad goals: quality products and services, timely delivery of products and services, and cost effectiveness (within budget).

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 given or existing contract as such will help the organization in achieving of service delivery effectiveness, (Sanders, Locke, Moore, & Autry, 2007; Laratta (2009) and Saunders, (2000). Successful and efficient contract management practices are those that meet the needs of the company's stakeholders, achieve optimum conditions and value in regard to the allocation of scarce tax payers resources (best value for money), ensure rational and efficient of funds available, stimulate valuable competition and manage the risk and potential liabilities to the buyer thus improving service delivery.

McCrudden (2004) highlights factors such as delayed funding from the government, bureaucracy in the procurement system and poor capacity of local contractors contributing poor contract implementation, hence hurting service delivery, the author further states that if the government is to realize service delivery effectiveness funding must be availed to the different government institutions in time to enable them plan earlier so not compromised. In Uganda, funds are only released only when an entity has met the basic accountability requirements and when there is money in the treasury. All this makes it almost impossible for the service providers to do their work effectively and in the shortest time possible and hence making it hard for them to meet the scheduled deadlines. This is supported by Martin and Miller (2006) who argue that standards set are usually weak and are often not adhered to and as a result quality is compromised. Abi-Karam (2002) suggests six types of constraints: proposal writing,

surety and liability schedule, contractual, performance that service delivery is and price constraints. Davison and Wright (2004) further expound on the definition of these challenges to include their relationship to the procurement process and the criteria for successful contracting. They further break down the challenges as such: Acceptance of wrong Products either as a result of poor specifications or laxity of the suppliers causing unnecessary delays in service delivery.

2.6.2 Elimination of Corruption

Elimination of corruption is imperative in enhancing service delivery effectiveness in a public institution, (Charles & Oludele, 2003), A World Bank survey of government and civil representatives in the sixty developing countries confirmed that corruption is one of the greatest obstacles to successful contract management and service delivery effectiveness. The procurement function of an enterprise is for example one area that is targeted second most by fraudsters, (Plavsic, 2004). Helsby and Kaizer (2003) contends that enterprises should do more to prevent fraud by actively evaluating and estimating the obstacles that maybe encountered in the process of execution and that these measures should be closely supported by on-going monitoring. Corruption in Africa is significant, unabated and country specific, driven by conditions ripe for unaccountable and less than transparent behavior of the 34 African countries ranked in the Corruption Perception Index (CPI) produced by Transparency International in 2004, only six African countries were ranked in the top 50 per cent of the 146 country index. This assertion could probably explain Uganda's poor Corruption Perception Index (CPI Reports, 2009; 2010 and 2011) as being as low as 2.5. A research study done by Kramer (2003) and Cooper, Farank and Kemp (2000) indicates that the most significant fraud schemes occur in, or as part of, the procurement process partly because of the huge public procurement expenditure this therefore makes countries

lose billions of tax payers' money in such corrupted ways hence hampering service delivery in public sector, the authors further states that eliminating corruption is crucial towards attaining service delivery effectiveness in a government parastatal.

2.6.3 Service Delivery Effectiveness

For service delivery effectiveness to be achieved in a public institution control of inflation is instrumental since inflation can make the contract management system in any business organization fail to carry out or rather implement its policies successfully and smoothly this normally happens when the prices for the products to be supplied keep on changing. If the price of the commodity to be supplied increases greatly compared to the one that was set at the time the contract is signed, the supplier is more likely not to supply such commodities on time hence sabotaging the smooth running of the business organization and hurting service delivery, Levy and Ferazani 2006).

Stakeholder involvement is necessary if service delivery effectiveness is to be achieved, 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 given or existing contract (Sanders, Locke, Moore, & Autry, 2007; Laratta (2009) and Saunders, 2000). Successful and efficient contract management practices are those that meet the needs of the company's stakeholders, achieve optimum conditions and value in regard to the allocation of scarce tax payers resources (best value for money), ensure rational and efficient of funds available, stimulate valuable competition and manage the risk and potential liabilities to the buyer thus improving service delivery.

CHAPTER THREE

METHODOLOGY

This section outlines the strategy that was used to accomplish the research undertaking outlined above. It covers the research design, area of study, target population, sampling method, sample size selection, data collection, processing, analysis and measurement of variables.

3.0 Research Design

A cross sectional survey design was adopted for this study. A quantitative approach was used and was largely descriptive relying on responses from staff members, regional heads, executive director of UNBS with the aim of arriving at a conclusion of the relationship between contract management and service delivery in UNBS.

3.1.0 Area of the Study

The study was carried out at UNBS headquarters in Nakawa Industrial area on Plot M217 and its regional offices in Uganda.

3.1.2 Target Population

The target population was the 259 employees of UNBS in different branches whose duties influence contract management and service delivery and these were; 1 Executive Director, 10 management staff, 11 division heads, 5 regional offices and 227 staff members.

3.2.0 Sampling Method

The study employed the stratified sampling method to enable every member in the different categories to have an equal chance to be selected into the sample so as to have a widely representative sample. The UNBS population was divided into five different strata that were homogeneous in nature (executive director, management staff, division heads, regional heads and other staff members) from which a simple random selection with equal proportion was used to obtain representative samples from each of the stratum.

The formula for Proportional Allocation under stratified sampling is as specified below;

Where

$$n_h = \frac{nN_h}{N}$$

n_h = the sample size of the h^{th} stratum.

n = the sample selected from the whole population of UNBS (n=152)

N_h = the total population of the h^{th} stratum.

N = total population of UNBS employees. (N=259)

3.2.1 Sample Size, Techniques and Selection

Using Krejcie and Morgan's (1970) table for sample size determination, a sample size of 152 employees was selected from the total population of 259 employees.

Table 3.1: Population Size and Sampling Technique

Category\Office location	Head Office	Katwe	Lira	Jinja	Mbarara	Mbale	Stratum population	Stratum sample
Accounting Officer	1						1	1
Manager	9	1					10	6
Division Heads	6	1	1	1	1	1	11	6
Regional Heads	5	1	1	1	1	1	10	6
Staff Members	151	42	3	8	9	14	227	133
Total							259	152

Source: UNBS Employee List, (2013)

3.2.2 Data Collection

3.2.3 Sources of Data

- a) Primary data:* This was collected by the researcher by use of a well-designed self-administered questionnaire structured to obtain relevant data and to gain opinions and practices on the influence of contract management on service delivery at UNBS.
- b) Secondary data:* secondary data was sourced from reputable and relevant organizations such as UNBS, PPDA audit reports and related journals.

3.3.0 Research Instrument

Questionnaires were used to obtain the necessary primary data to answer the research questions and achieving the research objectives. The questionnaire was designed in a manner that motivates respondents with simple structured questions with the option of providing any addition information to the structured questionnaire as an option to obtain relevant data from them.

3.4.0 Measurement of Variables

The study involved one of each variable; the independent, moderating and dependent variable. The independent variable, Contract management was measured contract monitoring practices, the level of stakeholder involvement and record management practices. The moderating variable, that is; corruption was measured using the respondent's opinions on practices viewed to subject unethical influence outside the procurement process. The dependent variable, service delivery was measured using the timeliness in execution of the procurement activities, the cost effectiveness and the quality of the service. The items capturing the constructs and consequently the variables were tagged to a five point Likert ordinal scale which ranges from; strongly disagree to strongly agree which points are coded one to five. That is; 5 for strongly Agree, 4 for agree Not Sure assigned 3, Disagree allocated 2 and strongly disagree

allocated 1. The Likert ordinal scale has been used by numerous scholars who have conducted similar studies such as Bowling, (1997).

3.4.1 Validity and Reliability

The quality of the data was ensured by gauging the validity and reliability of the questionnaire.

- a) **Validity:** This refers to the extent to which the instrument measures what it is intended to measure. Validity of the questions was ensured by seeking expert opinion from experts in the field of procurement, both in academics and practice.
- b) **Reliability: This measures internal consistency of the questionnaire. The Cronbach's Alpha coefficient was used to test the reliability of the research instrument. The results of the Cronbach's Alpha test statistic were summarized in the table below;**

Table 3.2: Results of the Cronbach's alpha.

Variable.	Cronbach's Alpha coefficient.
Contract management & service delivery	0.701
Other factors that may influence service delivery	0.725
Recommendations for service delivery improvements	0.827

A reliability test was conducted using Cronbach's Alpha coefficient. The statistics obtained were 0.701, 0.725 and 0.827 as indicated in the table 2 are above the minimum of 0.70 which is indication of internal consistence according to Nunnally, (1978).

3.5.0 Data Processing and Analysis.

After gathering data from the questionnaires, they were checked adequately for reliability and validity from which the data was found to be valid that is without any out of range and missing data using a single variable rule (frequencies) for analysis.

The data was analyzed using quantitative techniques such as frequency distributions, factor analysis, correlation and regression analysis and test for moderation effect. These analyses constituted both descriptive and inferential statistics. The analyses were performed using SPSS version 20.

3.6.0 Limitations of the Study

The researcher had a challenge of inadequate resources to carry out the research activities to accomplish the report in time. In addition, respondents had reservations in providing certain information as this was viewed as confidential information.

However the researcher consistently encouraged respondents to fill in and return the questionnaires by assuring them of the confidentiality of the information provided. Thus the high response rate obtained.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

This chapter deals with the presentation and interpretation of the research results from data collected.

4.0 Questionnaires Response Rate.

The study distributed 152 questionnaires to sampled staff members of UNBS in all its headquarters. Out of those, 140 sample respondents filled in and returned the questionnaires while 12 respondents did not return the questionnaires contributing to 92.1% response rate and analysis conducted on the justification that this was well above 50% which is okay as argued by (Mubazi, 2009). This commendable response rate was attributed to the data collection procedure, where the researcher personally administered questionnaires and waited for the respondents to fill in and picked the questionnaire once filled. The response rate demonstrates the willingness of the respondents to participate in the study.

Table 4.1: Showing the Response Rate.

Category	Number
Administered questionnaires	152
Returned questionnaires	140
Percentage response	92.1%

Source: Primary Data

4.2 Characteristics of Respondents

The back ground characteristics cut across a number of variables and these included gender of respondents, level of education, work station, time spent in contract management and service delivery and roles of respondents.

4.2.1 Gender of Respondents.

The gender of respondents was studied to establish the proportion of male to female counterparts in the study.

Table 4.2: Showing Gender of respondents.

Category	Frequency	Percent
Male	87	62.1
Female	53	37.9
Total	140	100

Source: Primary data

According to the findings, 62.1% of the respondents indicated that they were male while 37.9% of the respondents indicated that they were female. The results are show that UNBS has more male staff than the female ones.

4.1.2 Educational level of respondents.

The education level of respondents was established to find out whether the responses provided would be relied on in this study.

Table 4.3: Education Level of Respondents

Category	Frequency	Percent
Master's Degree	40	28.6
Professional Qualification	19	13.6
Postgraduate	19	13.6
Bachelor Degree	62	44.3
Total	140	100

Source: Primary data

The study results revealed that, 44.3% of the respondents had acquired a Bachelor' degree, 28.6% acquired a Master's degree, 13.6% acquired a postgraduate degree and professional qualifications. These levels of distribution of academic qualifications

indicate that the respondents could give responses that are factual and were well qualified for the study. Results are as shown in the table 4.3 above.

4.1.3 Work station distribution.

The distribution of respondents in the various work stations was studied.

Table 4.4: Distribution of respondents' work station.

Category	Frequency	Percent
Head office	94	67.1
Mbarara	5	3.6
Lira	2	1.4
Katwe	25	17.9
Jinja	6	4.3
Mbale	8	5.7
Total	140	100

Source: Primary Data

The study results reveal that 67.1 % of the respondents are stationed at the head office, 17.9% are stationed in Katwe, 4.3% and 1.4% are stationed in Jinja and Lira while 3.6% were stationed in Mbarara. This distribution shows that the head office employs more staff than the other regional offices.

4.1.4 Number of participation in contract management/service delivery.

The study sought to understand the experience of participants in contract management in years.

Table 4.5: Years spent participating in contract management/service delivery.

Category	Frequency	Percent
Less than 1 year	6	4.3
1-2 years	13	9.3
2-3years	20	14.3
3-4years	42	30
4 & above	59	42.1
Total	140	100

Source: Primary data.

The results reveal that the majority of respondents 42.1% had served in the Organization for more than four years followed by 30.0% between 3-4years, 14.3%

between 2-3years, 9.3% between 1-2 years while the least (4.3%) had spent less than one year in this service. This means that the entity has highly experienced staff in the area of contract management and service delivery who could have given the relevant information to the study area more objectively and generally these enhance reliability and credibility of the findings.

4.1.5 Role of respondents in contract management and service delivery.

The researcher studied the roles played by respondents in contract management and service delivery to establish which role had the most participation

Table 4.6: Role of respondents in contract management and service delivery

Category	Frequency	Percent
Monitoring	25	17.9
Quality Assurance	5	3.6
Inspection	20	14.3
Records Management	5	3.6
Verification	85	60.7
Total	140	100

Source: Primary Data.

The results revealed that 60.7% of the respondents are involved in verification, 17.9% are involved in monitoring, 14.3% do inspection, 3.6% are involved in records management and Quality Assurance. This shows that most of the employees of UNBS are involved in Verification of goods.

4.2 Factor structure of Contract management

The factor structure of Contract management was ascertained so as to bring out the influence that each of the variables under Contract management has on its variation.

Table 4.7: Factor structure of Contract management

Items/Components	Stakeholder involvement	Contract monitoring	Records management
Stakeholders understand their role in contract management	0.648		
Stakeholders are often involved in contract management	0.643		
Conflict resolution is consultative in nature	0.643		
There are effective mechanisms for obtaining feedback from stakeholders on contract management	0.624		
Contract monitoring is carried out as planned		0.725	
Management is involved in identifying contract managers		0.708	
Regular random inspections of the supplied goods and/or services is conducted during the contract period to ensure specification are met and are of a suitable standard		0.706	
The supplier's progress is regularly checked to ensure that contractual obligations are being met		0.674	
Contingency plans for the eventuality that the contract is terminated are in place.		0.663	
The monitoring reports are always prepared and disseminated to the concerned stakeholders		0.5	
Reports generated are accurate, timely and readily available to the concerned stakeholders			0.623
There are appropriate procedures for capture of data			0.615
The records' archiving system enables easy records retrieval			0.571
Records kept are of quality and availability of documentation, instructions, technical manuals for future reference			0.507
<i>Eigen Value</i>	8.832	3.675	2.239
<i>Variance (%)</i>	31.542	13.12	7.995
<i>Cummulative variance (%)</i>	31.542	44.67	52.661

Source: Primary data

The factor structure of contract management showed that stakeholder involvement (Eigen value = 8.832, Variance = 31.542%) was relatively the most critical factor,

followed by contract monitoring (Eigen value = 3.675, Variance = 13.120%) and lastly, records management (Eigen value = 2.239, Variance = 7.995%). All of those factors combined explain 52.661% of the variation in contract management of UNBS.

The salient issues regarding stakeholder involvement include; Stakeholders understanding their role in contract management (0.648), Stakeholders being involved in contract management often (0.643), Conflict resolution is consultative in nature (0.643) and existence of effective mechanisms for obtaining feedback from stakeholders on contract management (0.624).

The issues underlying contract monitoring include; carrying out contract monitoring as planned (0.725), involvement of management in identifying contract managers (0.708), conducting regular random inspections of the supplied goods and/or services during the contract period to ensure specifications are met and are of a suitable standard (0.706), regularly checking the supplier's progress is to ensure that contractual obligations are being met (0.674), existence of contingency plans for the eventuality that the contract is terminated (0.663) and are regular preparation and dissemination of the monitoring reports to the concerned stakeholders (0.50).

Finally, records management practices were significantly manifested by; reports generated being accurate, timely and readily available to the concerned stakeholders (0.623), existence of appropriate procedures for capturing of data (0.615), The records' archiving system enabling easy records retrieval (0.571) and records kept being of quality and availability of documentation, instructions, technical manuals for future reference (0.507).

4.2 Objective one: Examining influence of contract management onto service delivery.

In order to determine the examining influence of contract management onto service delivery both correlation and regression analyses were conducted. The correlation analysis was performed as a precursor to determination of the causal relationship and to also establish how each of the variables under contract management relate with service delivery.

4.4.2 Correlation analysis of Contract management and Service Delivery

Table 4. 8 Correlation analysis

		1	2	3	4	5
Contract management (1)	Pearson					
	Correlation	1				
	Sig. (2-tailed)					
	N	140				
Contract monitoring (2)	Pearson					
	Correlation	.561**	1			
	Sig. (2-tailed)	.000				
	N	140	140			
Stakeholder involvement (3)	Pearson					
	Correlation	.534**	.478**	1		
	Sig. (2-tailed)	.000	.000			
	N	140	140	140		
Records management (4)	Pearson					
	Correlation	.630**	.513**	.515**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	140	140	140	140	
Service delivery (5)	Pearson					
	Correlation	.354**	.410**	.362**	.314*	1
	Sig. (2-tailed)	.000	.000	.000	.027	
	N	140	140	140	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

Results in table 10 above indicate that there was a significant positive relationship between contract management and service delivery ($r = 0.354$, $p < 0.01$). The result was

extended to the relationship between all the variables of contract management and service delivery. That is; contract monitoring ($r = 0.410$, $p < 0.01$), stakeholder involvement ($r = 0.362$, $p < 0.01$) and records management ($r = 0.314$, $p < 0.05$). This implies that existence of good contract management practices in terms of contract monitoring, stakeholder involvement and records management corresponds with good service delivery.

4.2.2 Regression analysis

Table 4.9: Regression of Service delivery on Contract management

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.718	.200		8.590	.000
Contract management	.325	.058	.478	5.563	.000
a. Dependent Variable: Service Delivery					
R Square	0.125		F statistic	39.42	
Adjusted R Square	0.119		Sig. F statistic	0.000	

Source: Primary data

The findings in table 11 above showed that Contract management had a significant positive effect on service delivery of ($\beta = 0.478$, $p < 0.01$). This implies that when Contract management practices of UNBS improve, they cause an improvement in the procurement service delivery. The predictive power of Contract management on service delivery was found to be 11.90% (Adjusted R Square = 0.119). This result indicates that the variation in Contract management accounts for 11.9% variation in service delivery. Further still, the regression model of service delivery was found to be significant ($F = 39.420$, $p < 0.01$) and hence well specified, which means that Contract management satisfaction was an appropriate predictors of service delivery.

4.3 Objective two; Establishing other factors that may influence service delivery.

Table 4.10: Other factors that may influence service delivery

Item	Min.	Max.	Mean	Std
Uniqueness of the Order ie make to order, limitation in order quantities	1	5	3.51	1.08
Long lead time for consumables	1	5	3.94	1.14
High level of bureaucracy as a result of very strict reporting procedures	2	5	4.39	0.95
Stringent reporting requirements on stakeholders make service provision to be deemed as a burden.	1	5	3.87	1.10
Multiple stake holder requirements are burdensome to confirm	2	5	3.78	1.08

. Source: Primary data

From the above analysis in table 12, the other factors that were found to influence service delivery include; (1) Uniqueness of the Order that is make to order, limitation in order quantities (Mean=3.51, SD=1.08), (2) High level of bureaucracy as a result of very strict reporting procedures (Mean=4.39, SD=0.95), (3) Stringent reporting requirements on stakeholders make service provision to be deemed as a burden (Mean=3.87, SD=1.10), (4) Multiple stake holder requirements are burdensome to conform to (Mean=3.78, SD=1.08) and Long lead time for consumables (Mean=3.94, SD=1.14). These finding offer useful information on which areas policy makers and practitioners need to put emphasis.

4.4 Objective 3: To establish recommendations for service delivery improvement.

Table 4.11: Recommendations for service delivery improvement

Item	Min.	Max.	Mean	Std
Assigning experienced staff to supervise the consultant and contractors for effective service delivery	1	5	4.1	0.94
Intensify monitoring of the performance during service provision	1	5	4.16	0.83
Proper and effective management and monitoring of contracts helps improve the quality of goods and services received.	1	5	4.35	0.90
Clearly defining roles and responsibilities of all key stakeholders involvement in service delivery	2	5	4.36	0.67
funding must be availed to different government institutions in time to enable them fulfill their mandates	1	5	4.60	0.65
Assessing performance of vendors/suppliers and providing feedback on their performance	1	5	3.59	1.05

Source: Primary data

From the analysis in table 13 above, the major recommendations that can bring about Service delivery improvement include; (1) Assigning experienced staff to supervise the consultant and contractors for effective service delivery (Mean=4.10, SD=0.94), (2) Intensify monitoring of the performance during service provision (Mean=4.16, SD=0.83), (3) Proper and effective management and monitoring of contracts helps improve the quality of goods and services received. (Mean=4.35, SD=0.90), (4) clearly defining roles and responsibilities of all key stakeholders involvement in service delivery. (Mean=4.36, SD=0.67), (5) Funding must be availed to different government institutions in time to enable them fulfill their mandates. (Mean=4.60, SD=0.65), (6) Assessing performance of vendors/suppliers and providing feedback on their performance. These findings offer useful information on which areas policy makers and practitioners need to put emphasis from the vast recommendations that were suggested. (Mean=3.59, SD=1.05).

4.4 Test for Moderation

As depicted in the conceptual framework, where corruption is hypothesized to moderate the relationship between contract management and service delivery, the test for moderation was conducted to validate the hypothesis.

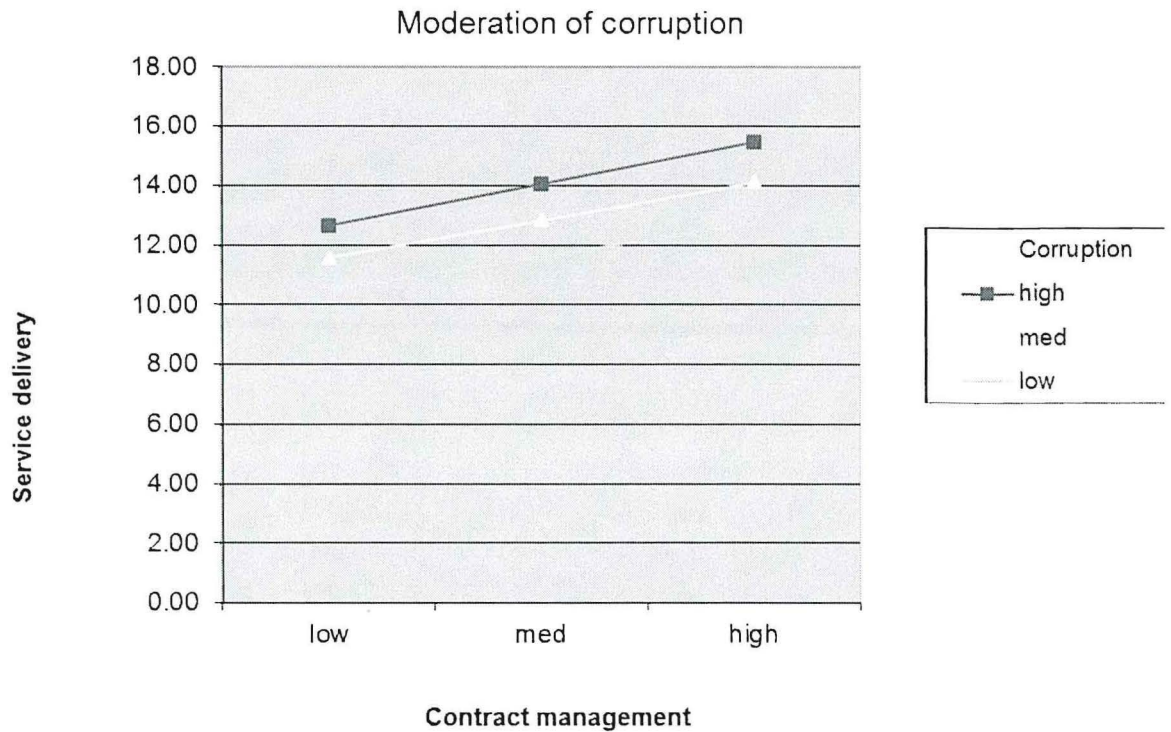


Figure 2: Test for moderation of corruption on the relationship between contract management and service delivery

The parallel lines illustrated in the modgraph above indicated that; corruption does not have a moderation effect on the relationship between contract management and service delivery implying that their relationship does not vary with the level of corruption in the opinion of the respondents.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATION

This chapter represents the general summary and conclusion of the findings from the analysis and provides policy recommendations and areas of further research.

5.1 Summary of Findings.

The main objective was to examine the effect of contract management onto service delivery in UNBS. Both descriptive and inferential statistics were run. The descriptive statistics revealed that most employees of UNBS were male and that most employees had worked for UNBS for four years, hold bachelor's degrees and work at the head office in the verification department

The inferential statistics was mainly run to answer the specific objectives with the help of correlation and regression analysis

5.1.1. The relationship between Contract Management and Service Delivery.

A correlation analysis was run using the pearson product moment method and the results revealed that there was a positive significant (0.354) correlation between contract management and service delivery. The study also found out from the model summary that contract management accounted for only 11.9% of the changes in service delivery which proved that there were more variables that affect service delivery apart from contract management in UNBS. These findings are similar to other studies reviewed such as PricewaterhouseCoopers (2007) who argue that the overall goals of service delivery must be clearly understood; quality of service (the accessibility, timeliness and quality of service levels); cost of service (value for money

obtained); and customer segmentation (the need for different service channels and service offerings based on comprehensive customer insight). When government bodies contract a vendor, they remain responsible for ensuring the work is performed satisfactorily and government funds are used appropriately. Accordingly, the parastatal body is responsible for the consequences of poor performance whether the agency or a vendor provided the service/project or goods as agreed (Hinton, 2003). The parastatal bodies thus must see to it that service delivery is monitored closely through effective contract management to foster achievement of contract deliverables as agreed.

5.1.2. The other factors that may influence service delivery

A descriptive analysis was carried out and the findings showed that the major factors that influence service delivery were (1) Uniqueness of the Order that is made to order, limitation in order quantities (2) High level of bureaucracy as a result of very strict reporting procedures (3) Stringent reporting requirements on stakeholders make service provision to be deemed as a burden (4) Multiple stakeholder requirements are burdensome to conform to. These findings are similar to other empirical findings reviewed for instance; Zou et al (2007) observed that the Chinese Government requires project clients (owners to enhance on-site supervision). On-site project supervision process is essentially the responsibility of the supervisory company which is usually appointed by the competitive selection process. Milican and Monicious (2005) note that as organizations mature the nature of on-site supervision reduces but in the initial stages site supervision is necessary to ensure that service delivery is efficient. Char et al, (2005) asserts that professionals and researchers recognize the need for proper training and widening experience in providing proper services to the customers in a competitive business environment. A successful contract quality assumption system needs an adequate supply of conscientious workers. Barthelemy and Geyer (2004),

observed that any contract should include clauses on dispute procedures; who has what responsibility in the contract and the lines of reporting. When entering a contract there is need to ensure the parties interpret the contract in the same way to achieve the desired quality levels (Will cocks and Lester, 1997).

5.1.3. The recommendations for service delivery improvements in UNBS.

Descriptive analysis was carried out and as per the analysis, the main recommendations that could improve service delivery in UNBS were; Assigning experienced staff to supervise the consultant and contractors for effective service delivery, Intensify monitoring of the performance during service provision, Proper and effective management and monitoring of contracts helps improve the quality of goods and services received, Clearly defining roles and responsibilities of all key stake holders involvement in service delivery, Funding must be availed to different government institutions in time to enable them fulfill their mandates and Assessing performance of vendors/suppliers and providing feedback on their performance. These findings offer useful information on which areas policy makers and practitioners need to put emphasis from the vast recommendations that were suggested respectively, these are in line with various empirical studies reviewed for instance; In an effort to attain these demands, organizations constantly look for employees who have skills necessary to deal with the wide variety of tasks (Monczka et al., 1998; Sauber et al., 2008). Notwithstanding the above, Lan, Riley and Cayer, (2005) suggest that finding, hiring and retaining dedicated, energetic, and ethical employees with special skills is always hard. The supervisors (contract managers) should be knowledgeable in contract management. Organizations must, therefore, assign experienced staff to supervise the consultant and contractors for effective service delivery. This should be accompanied

by proper record keeping in order to eliminate errors in the contract management process for the service delivery effectiveness realization.

5.2 Conclusions

The results obtained supported the hypothesis that contract management has a positive significant effect on service delivery in UNBS. In conclusion therefore the management of UNBS should mind its contract management practices, if service delivery regarding procurement activities is to improve. Particular attention should be accorded to stakeholder involvement since the findings revealed stakeholder involvement to be the most important aspect of contract management. Similarly contract monitoring should also be strengthened.

5.3 Recommendations

Based on the results from the analysis, the following recommendations are made.

- a)* There should be assigning of experienced staff to supervise the consultant and contractors for effective service delivery.
- b)* There should be intensified monitoring of the performance during service provision and Proper and effective management of contracts as this helps improve the quality of goods and services received.
- c)* Assessing performance of vendors/suppliers and providing feedback on their performance.

5.4 Areas of Further Research.

This research was carried out in one Government Parastatal body UNBS and hence further research should be carried out in other government parastatal bodies to ascertain whether these findings are universal.

- I. Further research should be carried out to look at other factors other than the ones mentioned as having an influence on service delivery.

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Section B: Relationship between Contract Management and Service Delivery.
This section mainly looks at the contract management aspects of contract monitoring, stakeholders' involvement and records management and how these influence service delivery in terms of timeliness, quality of service and cost efficiency and the intervening variables.

SA- Strongly Agree, A-Agree, NS- Not Sure, D- Disagree, SD-Strongly Disagree

No	Question	SA	A	NS	D	SD
	Contract Management					
	Contract Monitoring					
1	Contract Monitoring is used in effective risk management	5	4	3	2	1
2	Management has concerted efforts to monitoring of contract implementation	5	4	3	2	1
3	Contract monitoring is carried out as planned	5	4	3	2	1
4	Contingency plans for the eventuality that the contract is terminated are in place.	5	4	3	2	1
5	The monitoring reports are always prepared and disseminated to the concerned stakeholders	5	4	3	2	1
6	Management is involved in identifying contract managers	5	4	3	2	1
7	Supplier performance is evaluated regularly					
8	The supplier's progress is regularly checked to ensure that contractual obligations are being met					
9	Regular random inspections of the supplied goods and/or services is conducted during the contract period to ensure specification are met and are of a suitable standard					
10	Any breaches of contract are prepared to take action (after seeking legal advice) if any non-conformance with the contract occurs					
	Stakeholder management					
1	Stakeholders achieve intended outcomes from the contracts ie performance	5	4	3	2	1
2	Stakeholders understand their role in contract management	5	4	3	2	1
3	Stakeholders are often involved in contract management	5	4	3	2	1
4	There are effective mechanisms for obtaining feedback from stakeholders on contract management	5	4	3	2	1

5	Conflict resolution is consultative in nature	5	4	3	2	1
6	quality of regular stakeholder meetings is regularly evaluated to ensure continued relevancy					
7	Stakeholder engagement decreases risk of project failure					
	Records Management					
1	There are appropriate procedures for capture of data	5	4	3	2	1
2	Records kept are of quality and availability of documentation, instructions, technical manuals for future reference	5	4	3	2	1
3	Records contributes to the smooth operation of your agency's programs	5	4	3	2	1
4	Reports generated are accurate, timely and readily available to the concerned stakeholders	5	4	3	2	1
5	The records' archiving system enables easy records retrieval	5	4	3	2	1
6	Adequate written records of all dealings with the supplier and of the administration of the contract are kept securely					
	Service delivery (Timeliness, cost efficiency and quality of service)					
1	Compliance with terms and conditions, paperwork requirements, and administrative aspects of the	5	4	3	2	1
2	Long lead times affect the timely delivery of requirements	5	4	3	2	1
3	Standards (Specifications or Terms of Reference) are enforced during service delivery.	5	4	3	2	1
4	Contract implementation is restricted to the specific contract terms and conditions ie agreed price, quantities	5	4	3	2	1
5	There are procedures in place to verify payments before they are effected/made	5	4	3	2	1
6	The contractor provides after sales services, warranty and guarantees for services rendered or goods supplied.	5	4	3	2	1
7	Contractor client relationships are stronger through contract management	5	4	3	2	1
8	Performance issues are identified clearly and addressed by all parties on time					
9	There are sufficient funds for contract management	5	4	3	2	1

	Corruption					
1	Contracts are awarded to a supplier or a business that directly or indirectly benefits a public official	5	4	3	2	1
2	Public officials have the ability to control or influence the contract award decisions in favour of a particular company	5	4	3	2	1
3	Some public officials own a stake or family member or close associate in a company that is awarded a contract	5	4	3	2	1
4	Emergency bid or sole contracts for goods and services are being routinely awarded to the same bidders when other potential bidders exist	5	4	3	2	1
5	Money or something of value must be paid by the bidder to obtain a contract	5	4	3	2	1
6	contracting officials intentionally limit the contract specifications so that only particular companies can meet the contract requirements	5	4	3	2	1

Section C: Other factors that may influence service delivery. This section mainly looks at the other factors other than contract management that influence service delivery in UNBS.

SA- Strongly Agree, A-Agree, NS- Not Sure, D- Disagree, SD-Strongly Disagree

No	Question	SA	A	NS	D	SD
1	Leadership style and management policy enhance effective organization's service levels	5	4	3	2	1
2	Poor quality and time extensions can affect the conformance to quality requirements and timely delivery of the services.	5	4	3	2	1
3	Lack of clear and comprehensive project specifications	5	4	3	2	1
4	Lack of adequate supervision during service provision	5	4	3	2	1
5	Stringent reporting requirements on stakeholders make service delivery provision to be deemed as a burden	5	4	3	2	1
6	High levels of bureaucracy as a result of very strict reporting procedures	5	4	3	2	1
7	Limited financial capacity of most suppliers to deliver on contracts	5	4	3	2	1
8	Multiple stakeholder requirements are burdensome to conform to	5	4	3	2	1
10	Lack of training and vast experience in providing the services	5	4	3	2	1
12	Lack of integrity with the people providing the services	5	4	3	2	1
13	Inefficiencies/ un predictability of the supply chains ie the breakdown of the suppliers of their suppliers	5	4	3	2	1
14	Long lead times for most consumables	5	4	3	2	1
15	Uniqueness of the order, ie make to order, limitations in order quantities	5	4	3	2	1
	Stakeholders are involved in the contract management of their	5	4	3	2	1

	service provision					
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Please suggest any other factors that may influence service delivery in UNBS.

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Section D: General Recommendations for service delivery improvements. This section explores the suggestions for improvement of service delivery in UNBS.

SA- Strongly Agree, A-Agree, NS- Not Sure, D- Disagree, SD-Strongly Disagree

No	Question	SA	A	NS	D	SD
1	Emphasize need for trained procurement personnel	5	4	3	2	1
2	Employees should be equipped with the skills necessary for multi-tasking	5	4	3	2	1
3	Assigning experienced staff to supervise the consultant and contractors for effective service delivery.	5	4	3	2	1
4	Intensify Monitoring of performance during service provision	5	4	3	2	1
5	Proper record keeping in order eliminate errors in the contract management process to attain efficient service delivery.	5	4	3	2	1
6	Enhancing of client confidence in the integrity of the service providers by involvement of all stakeholders.	5	4	3	2	1
7	In build transparency and accountability in the service delivery procedures	5	4	3	2	1
8	Involvement of key stakeholders in public procurement regulatory framework implementation to avoid as unnecessary deviations	5	4	3	2	1
9	Increased funding and commitment by government to enhance service delivery	5	4	3	2	1
10	Ensuring timely payments to service providers for services rendered	5	4	3	2	1
11	Clearly defining roles and responsibilities of all key stakeholders involved in service delivery	5	4	3	2	1
12	Assessing performance of vendors/suppliers and providing feedback on their performance	5	4	3	2	1
13	Proper and effective management and monitoring of contracts helps improve the quality of goods and services received	5	4	3	2	1
14	Funding must be availed to the different government institutions in time to enable them fulfill their mandates	5	4	3	2	1
15	Elimination of corruption in public procurement will lead to service delivery effectiveness	5	4	3	2	1
	Control of inflation by responsible bodies is instrumental in bringing down the cost of service delivery	5	4	3	2	1

Please suggest any other recommendations for service delivery improvements in UNBS.

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