CONTRACT MANAGEMENT AND VALUE FOR MONEY IN HEALTH CENTRE IIIs CONSTRUCTION WORKS IN UGANDA.

A CASE OF TORORO DISTRICT LOCAL GOVERNMENT AND TORORO MUNICIPAL COUNCIL IN TORORO DISTRICT

BY

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A DISSERTATION SUBMITTED TO THE DIRECTORATE OF RESEARCH AND GRADUATE TRAINING IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT OF KYAMBOGO UNIVERSITY

NOVEMBER, 2024

DECLARATION

I Eroni Deogracias do declare that this dissertation's content is entirely my original work and has never been submitted to any university for any academic award; where other people's work has been used, due reference has been made to that effect.

Sign……Date ……

APPROVAL

This is to certify that the dissertation by Eroni Deogracias, on contract management and Value for money in construction works of Health Centre IIIs in Tororo District Local Government and Tororo Municipal Council, has been done under our supervision.

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DEDICATION

In a very special way I dedicate this dissertation to my dad the late Eroni Fred Opus (Rip), my mum Sanyu Rosemary, my wife Judith Cheptegei and my children Eliana, Elijah and Elvis Eroni for the inspiration and provision of an enabling environment for my studies.

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LIST OF ACRONYMS

ACODE	:Advocates Coalition for Development and Environment
ADB	: Asian Development Bank
BVfM	: Best Value for Money
CAO	: Chief Administrative Officer
CIPS	: Chattered Institute of Purchasing and Supplies
CSBAG	: Civil Society Budget Advocacy Group
CVI	: Content Validity Index
DFID	: Department for International Development
F/Y	: Financial Year
GOU	: Government of Uganda
HC	: Health Center
KPIs	: Key Performance Indicators
LG	: Local Government
MoH	: Ministry of Health
PAT	: Principal Agent Theory/ Principal-Agency Theory
PDE	: Procurement and Disposal Entity
PDU	: Procurement and Disposal Unit
PPDA	: Public Procurement and Disposal of Public Assets Authority
PSRRC	: Public Service Review and Reorganization Commission
SPSS	: Statistical Package for Social Scientists
TDLG	: Tororo District Local Government
TMC	: Tororo Municipal Council

VAT : Value Added Tax

VfM : Value for Money

ABSTRACT

This study sought to examine the relationship between contract management and value for money in the construction of health center IIIs in Tororo District covering Tororo District Local Government and Tororo Municipal Council. The objectives which guided the study were; to examine the relationship between contract implementation plan and value for money, to assess the relationship between contract monitoring and value for money, and to evaluate the relationship between contract completion schedule and value for money. The Principal Agency theory and institutional theory guided this study since these two theories resonated well with the study variables. The researcher used a cross sectional research design, in which both Quantitative and Qualitative research approaches were employed. The study population consisted of; accounting officers, PDU staff, Members of the user department, the contract managers/supervisors, contractors and the contracts committee members. The study population was 98 respondents from which a sample of 92 respondents was chosen (86 for quantitative and 6 respondents for qualitative). For quantitative study, 84 respondents returned the questionnaires constituting 97.6% response rate while for qualitative study, whereas for qualitative study only 4 respondents gave their responses during the interview sessions out of the targeted 6 respondents giving a response rate of 66.7%. The overall response rate for both qualitative and quantitative studies was 82.2%. The findings revealed a moderate and positive relationship between contract implementation plan and value for money ($r = 0.625^{**}$, beta=.18.7, $p<.05$), the study also revealed that contract monitoring and value for money have a strong, positive and significant relationship ($r=.729^{**}$, beta=.547, $p<.05$). Relatedly, a moderate and positive relationship was discovered between contract completion schedule and value for money was established ($r=.506^{**}$, beta=.093, $p<.05$). The findings from the regression analysis further revealed that contract management (contract implementation plan, contract monitoring and contract completion schedule) account for 54.6% of value for money in TDLG. The remaining 45.4% was accounted by other factors outside the scope of this study. The researcher recommends that TDLG and TMC should ensure prompt payment of suppliers, regular supervision, use skilled staff in management of contracts and adopting an electronic system in which contractors with multiple contracts can be identified early. Also there is need to increase the staff in the engineering/works department and need to employ at least one technical person monitor of government contracts at each sub county to help supervise construction works to enable the local government attain value for money.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Contract management refers to a process of executing and administering a contract so as to reduce risks and maximize operational and financial performance (Mchopa, 2015). PPDA Act of 2003 as amended presents that contract management follows after signing a contract which is an agreement between a Procuring and Disposing Entity (PDE) and a provider, as a consequence of using the proper and authorized procurement processes and procedures, completed in accordance with a contracts committee bid award decision. Effective contract management is aimed at ensuring that the parties involved in the contract fully meet their contractual obligations efficiently and effectively to obtain timely, cost effective and excellence in construction works which are major indicators of Value for Money (VfM) in public procurement (Nguyen, 2015; Matto, Ame, & Nsimbila 2021). Much as contract management mechanisms exist in Tororo district, there has been a challenge in attaining VfM in the construction of most Health Center (HC) IIIs in the district (Auditor General's Report 2022). This chapter therefore entails the background of the study, problem statement, purpose of the study, objectives of the study, research questions, study scope, significance and the conceptual framework.

1.1 Background to the study

The background of this study was divided into four categories, which are, historical, theoretical, conceptual and contextual as presented below:

1.1.1 Historical background

In a global perspective, contract management practices can be traced way back during 3000 BC when the Egyptians used scribes to manage the supply of massive projects (delivery

management) to achieve VfM (Callender and Mathews, 2000 as cited by Basheka, 2013). Lysons & Farrington (2006) contend that contract management was traced from the writing found in the red clay tablet in Syria between 2400 and 2800 BC. Contractual issues were further associated with the Roman Army in Spain early as 300 B.C., according to Livy (1966), quoted in Callender & Mathews (2000) and Grimm & Thai (2000). In the 1800s, the mining industry employed a "materials man" who was in charge tracking the purchasing of goods and services needed, the role was further to manage the clerical tasks that involved contracts (Babage, 1832 cited by Nollan, 2018). In 1990s as a call to develop contract plans, choose providers and administer contracts to ensure VfM by UK government (Barnett et al, 2010).

In the United States, contract management arose as a measure of controlling corruption that was evident in procurement. The measures were to have contract plans and administration mechanisms (Thai 2001). Successful countries in development like China gave high priority to contract management in their construction industry which led to rapid developments over the past 30 years (Pooworakulchai et al., 2017; Mughal, Shahzad & Hashim 2021). In Africa, most countries have taken countless actions to reform their procurement system, however, contract management has not been seen to have achieved the desired goal of maximizing value for money (Chikwere et al., 2019). Most African countries have been faced with a number of challenges in contract management that have led to massive loses of the tax payers' money (Cho & Pucick, 2005). For example, in Ghana, most of the public sector organizations were on spot for unsatisfactory performance with regards to contracts management especially late deliveries, and poor relationship management (Gordon, 2009).

World Bank report (2020) showed that improper procurement was wasting more than 19% of Nigeria's budget. The World Bank therefore determined that workable organizations and policies, such as district assemblies, user departments, ministry contract committees, and departmental contract committees, should be established.

In Uganda, the Public Service Review and Reorganization Commission (PSRRC), housed in the ministry of public service was established by the government to investigate and make suggestions for improving public services (Ministry of Public Service Report, 2008). The report further presented that the ultimate goal of the commission was to help in enhancing efficacy and efficiency built on openness in policies, procedures and systems for evaluating employee performance, and distinct organizational goals and objectives. The PPDA Authority was established as a government organ responsible for overseeing public procurement in Uganda as a result of the commission's findings.

The PPDA regulation (2014) mandates Procurement and Disposal Entities (PDEs) to create effective mechanisms for contract implementation and general contract administration, designate contract supervisors, establish protocols for contract awarding, identify specific contract types for related procurement categories, and handle price and payment (Government of Uganda, 2014). In a typical Procurement and Disposal Entity (PDE), the Accounting officer, Contracts committee, Procurement and Disposal Unit, Evaluation Committee, and User Department are all designated with specific roles, and are expected to work without interference in the execution of their functions under the PPDA Act 1 of 2003 and its aforementioned amendments are all intended to achieve Value for Money (VfM).

1.1.2 Theoretical Background

The Principal-Agency Theory (PAT) and Institutional theory guided this study since the two theories resonate well with the study variables of contract management and VfM in Local Governments (LGs). PAT started in 1970s by a group of economists and theorists who sought to explain the problems that often arise when an organization or individual, known as the "agent," tries to represent another organization or individual, known as the "principal," (Mitnick, 2019). The fundamental idea of the PAT is that in order to enable the achievement of high-quality, economically viable, and timely task completion, clear understanding of the principal's requirements and the agent's capacity to satisfy the requirements (Ketchen & Hult, 2006; Chiappori and Salanie (2003) as cited by Salim (2013); Oluka & Basheka, 2014).

PAT was used in this research using Tororo District Local Government (TDLG) and Tororo Municipal Council (TMC) as the principal and the contract supervisors/managers as agent(s). Consistent with PAT, there is need for robust contract management requirements inform of contract implementation planning, contract monitoring and contract completion schedule on VfM. The study of Institutional theory, in this study will look at how the local, state, and international settings affect Tororo District Local Government and Tororo Municipal Council. The Institutional theory assumes that there are three fundamental mechanisms through which isomorphism institutions change occurs namely; coercive, mimetic and normative (Di Maggio & Powell, 1973). Organizations and the people who work there are influenced by outside forces to implement organizational practices (Sarkis, 2011; Scott, 1995). Institutional theory asserts that institutional environment (which includes values, standards and expectations among others) has a significant impact on how formal structures develop inside an organization. Consistent with the institutional theory, procurement in

Uganda operates with external environment like donors, the Government of Uganda (GOU), through PPDA, has put in place well established laws and regulations which help the staff in the PDEs to manage contracts and to shape individual tenets in manning the contract process so as adhere to the rules and regulations about contract management.

1.1.3 Conceptual Background

The two major concepts of this study were; contract management and value for money in HC IIIs construction works. To ensure delivery the procurement and necessary operating goals required by the contract to offer better value for money, contract management involves execution of the terms specified in the contract document by respective parties that are involved in a contract. The aim is to ensure that they fulfill their duties in full and as effectively as possible (Nguyen, 2015; Park & Kim 2018). The government uses procurement contract management as a mechanism to deliver vital public services to the citizens (Matto et al, 2021). One of the final steps in Uganda's public procurement procedure is contract management. PPDA (contracts) regulations 2014, Part V 51(3) requires the contract manger/supervisor to prepare a contract implementation plan for purposes of further contract monitoring. Specifically, for this study, contract management was broken into contract implementation plan, contract monitoring and contract completion scheduling.

Figure 1. 1: Shows PPDA contract management process

Source: PPDA revised charts

In this study, Value for Money was the dependent variable and it measures the exact dedication to making sure the money invested yields the best results. Efficiency, effectiveness, economy, and equity are the four dimensions of VfM (Matto et at., 2021; Republic of South Africa, 2007). Effectiveness is meant to guarantee that quality of results is obtained from the resources invested in procurement of works. Economy measures of the cost of procuring a good/service/activity (Republic of South Africa, 2007). The term "VfM" is used to assess if a PDE has is able to maximize the benefits from the services offered by the provider while staying within the constraints of its available resources (University of Cambridge, 2010). The ratio of advantages received (from owners' perspective) to resources required for the whole project serves as a gauge for the project's value (Dallas, 2006). He further adds that VfM=benefits delivered/resources used.

The PPDA CAP 205 identify VfM as the fundamental principle guiding public sector procurement. VfM in procurement contracts is a useful indicator of how efficiently and

economically government funds are utilized to procure high-quality supplies, services and works for the delivery of public services (Mwaiseje & Changalima 2020; Mchopa 2015). VfM evaluates an organization's ability to maximize benefit from acquired goods, services and works within its available resources (UK Secretariat, 2001).

World Bank Guidance Document (2017) assert that effective contract management is crucial for suppliers, contractors, and consultants to meet their contractual commitments, requiring systematic planning, execution, monitoring, and evaluation to achieve VfM and contractual results, this tallies with the Asian Development Bank (ADB) VfM Guidance Note (2021), which asserts that economical, efficient, and successful utilization of resources is the best definition for VfM, this therefore necessitates weighing the pertinent costs and benefits in addition to evaluating the risks, non-prime qualities, and/or total cost of ownership as necessary (Kiage, 2013; Mbabazi et al., 2014). Due to construction work completion delays, cost and schedule overruns, and most importantly, subpar work performed by contractors, achieving VfM in the construction industry in Uganda's local governments has remained a challenge since it denies citizens the much-needed services in the health sector, given the fact that little has been done by researchers to investigate the role of contract management in attaining VfM in HC IIIs construction works projects.

1.1.4 Contextual background

In Uganda's local governments, delivery of quality health services has been constrained by corruption in contract management that has led to unjustified cost variations, shoddy work by contractors and delay in completion of construction works (OAG Report, 2022). Cases of contracts not being executed within the specified time frame in local governments, widespread failure to monitor contracts and cases of the shoddy work delivered due to

collusion have greatly undermined the attainment of VfM in Uganda's local government's procurement (CSBAG, March 2020). ACODE report (2020) indicated that most construction works in the district was characterized by shoddy construction, cost overruns, and construction delays which have all deprived the district on attainment of value for Money since incomplete and poorly constructed health facilities probably point's outs unsatisfactory health care service delivery since it discourages medical personnel from arriving at work early since they are forced to reside in distant places, making follow up it hard for follow up of patients after being given an admission in the wards hence limiting the quality of health service delivery in HC IIIs.

Tororo District Local Government (TDLG) is not an exemption; Tororo Municipal council PPDA audit report (2022), showed that key contract management records like progress reports, evidence of delivery, contract supervision reports, completion certificates and payment records were missing, contrary to regulation 119 (1) of the PPDA Local Government Regulations (2006). In TDLG cases of delays in completion of construction works in HC IIIs, shoddy execution of construction works by providers, abandonment of construction sites by contractors due to cost escalation has been evident in the construction of Out-Patient department block at Panyangasi HC III in Rubongi Sub County, upgrade of Malaba HC III to HC IV, Kamuli Health Centre III, and construction of staff houses at Sop HCIII, Kisoko HCIII and Merikit HCIII (Report of the Auditor General in the Financial Statement of TDLG, 2019/2020, 2020/2021 and 2021/2022). The failure of the district to have construction works completed in time, in a cost-effective manner and desired quality as per the specifications denies the PDE chance of maximizing the attainment of value for

money. It is against this background that the researcher seeks to investigate the relationship between contract management and VfM in the construction of HC IIIs in TDLG.

1.2 Problem Statement

Local Governments (LGs) are required to deliver decentralized services to the citizens in accordance with the minimum national construction works requirements and standard specifications by the Ministry of Health's (MOH) Department of Health Infrastructure Development and Management (Awanyo, 2019) .

Mchopa (2015) asserts that efficient handling of contracts helps to guarantee that each party to the contract fulfill obligations in the contract in order to achieve VfM. TDLG in her quest to achieve VfM, inserts terms and conditions to contracts as required by the PPDA Laws, such as having the contractor fill in the start and completion dates and provide performance bonds or guarantees, emphasis on retention fees, appointing of supervisors aimed at achieving VfM in the construction of HC IIIs.

Despite all the efforts cited above, results have been unsatisfactory evidenced in the construction of the Out-Patient department block at Panyangasi Health Centre III (2019/20 F.Y) where a contract of UGX.103, 444,358 was awarded to Ochoda Enterprises Ltd By the time of audit in September 2020, UGX.99, 528,990 had been paid to the contractor yet works were incomplete and the contractor had abandoned the site despite receiving more than 90% of the funds. In 2020/21 financial year the construction project to upgrade Malaba HC III to HCIV a contract was awarded to M/S Whimsy (U) Ltd. at a contract price of UGX.409, 521,999, shoddy works was observed during the inspection, In the same financial year 2020/21 a contract at Kamuli Health Centre III was awarded to M/S Visvar Investments Ltd,

at a contract sum of UGX.497, 217,873 (VAT inclusive). The audit report indicated that the initial completion date of 19/08/2020 was extended to 30/06/2021, during an inspection of on 19/08/2021 a month and a half months after the extended completion date revealed that works were still incomplete and of poor quality.

In the construction of a semidetached staff house at Sop Sop HCIII awarded to M/S HEAAT Engineering & Contractors Ltd at a contract price of UGX.147,714,946 in 2021/2022 F.Y, it was noted during inspection that the staff house was found incomplete with shoddy works evidenced by cracks on various sections of the building. In the construction of a semidetached staff house at Kisoko HCIII awarded to M/S Ochoda Enterprises Ltd at a contract price of UGX.136,589,444 during the financial year 2021/2022. In which the contract start date was 10th February 2022 and the completion date was scheduled for 30th May 2022, inspection undertaken on 12th August 2022 it was discovered that the staff house was incomplete with construction site abandoned and demobilized. A contract for the construction of a semidetached staff house at Merikit HCIII was awarded to M/S MPLAMB Construction Services & Joinery Co. Ltd at a contract price of UGX.141,337,324 during the financial year 2021/2022, works were not completed as scheduled (Report of the Auditor General on the Financial Statements of TDLG, 2019/2020, 2020/2021 and 2021/2022).

The researcher believes that if nothing is done to address this problem, a lot of tax payer's money will continue to be lost in addition to denying citizens the much-needed health services, therefore this study intends to identify the key factors that local governments can apply in leveraging contract management to achieve VfM in the construction projects of Health Center IIIs, thus a basis for this study.

1.3 Purpose of the study

The purpose of this study was to establish the influence of contract management on value for money in the construction works of HC IIIs in TDLG and TMC.

1.4 Specific objectives

This study was guided by the following objectives thus;

i. To examine the relationship between contract implementation plan and value for money in the construction of works HC IIIs in TDLG and TMC.
ii. To assess the relationship between contracts monitoring and value for money in construction works of HC IIIs in TDLG and TMC.
iii. To evaluate the relationship between contract completion schedule and value for money in construction works of HC IIIs in TDLG and TMC.

1.5 Research Questions

This study sought to address the following research questions thus;

i. What is the relationship between contract implementation plan and value for money in construction works of HC IIIs in TDLG and TMC?
ii. What is the relationship between contract monitoring and value for money in construction works of HC IIIs in TDLG and TMC?
iii. What is the relationship between contract completion schedules and value for money in construction works of HC IIIs in TDLG and TMC?

1.6 Hypothesis of the study

To best establish the association between contract management and Value for money, the researcher tested the following null hypothesis:

$H0_1$: Contract implementation plan does not have a significant relationship with value for money in construction works of HC IIIs in TDLG and TMC.

$H0_2$: There is no significant relationship between contract monitoring and value for money in construction works of HC IIIs in TDLG and TMC.

$H0_3$: Contract completion schedule has no influence on value for money in construction works of HC IIIs in TDLG and TMC

1.7 Scope of the study

This research study scope was covered in three perspectives, namely; content scope, time scope and geographical scope.

1.7.1 Content Scope

The study focused on contract management and VfM as the study variables. Contract management was the independent variable and it is denoted by contract implementation plan, contract monitoring and contract completion schedule while VfM was the dependent variable and was denoted by effectiveness, efficiency, economy and equity.

1.7.2 Time Scope

This research was conducted in a period of 6 months as required by graduate school, this period was adequate enough since it enabled the researcher to make the necessary write ups, collect the data, analyze it and compile a final report. The study concentrated in reviewing

the records of TDLG and TMC for the period of 5 years that was from 2019 -2024. This period was chosen because the problems in contract management were evident.

1.7.3 Geographical Scope

This study was conducted in Tororo District, in the Eastern part of Uganda, 210.4 Kilometers from Kampala the capital City.

1.8 Significance of the study

The findings of this study shall be made available to key stakeholders especially ministry of finance, ministry of Health, TDLG, contractors of the health facilities, consultants, future researchers among others. The study findings shall be of great significance in the following ways:

The findings which will enable to inform the policymakers in line ministries in identifying gaps in contract management and formulating sensible and dynamic guidelines and tactics that will support appropriate procurement contract administration in order to obtain value for money in addition to creating room for improvement.

The study findings will be significant in informing PDEs on ways of incorporating sustainability in contracts management especially basing on the equity principle of VfM.

Future researchers: the study will be important in generating more information on contract management and VfM in Uganda, therefore, those who may intend to undertake research on related variables may find this study helpful.

The researcher: this study shall be useful to the researcher since it is a requirement for partial fulfillment for the award of Master of Science degree in Procurement and Supply Chain Management of Kyambogo University.

1.9 Conceptual Framework

The conceptual framework showing the graphical view of interaction between the independent and the dependent study variables.

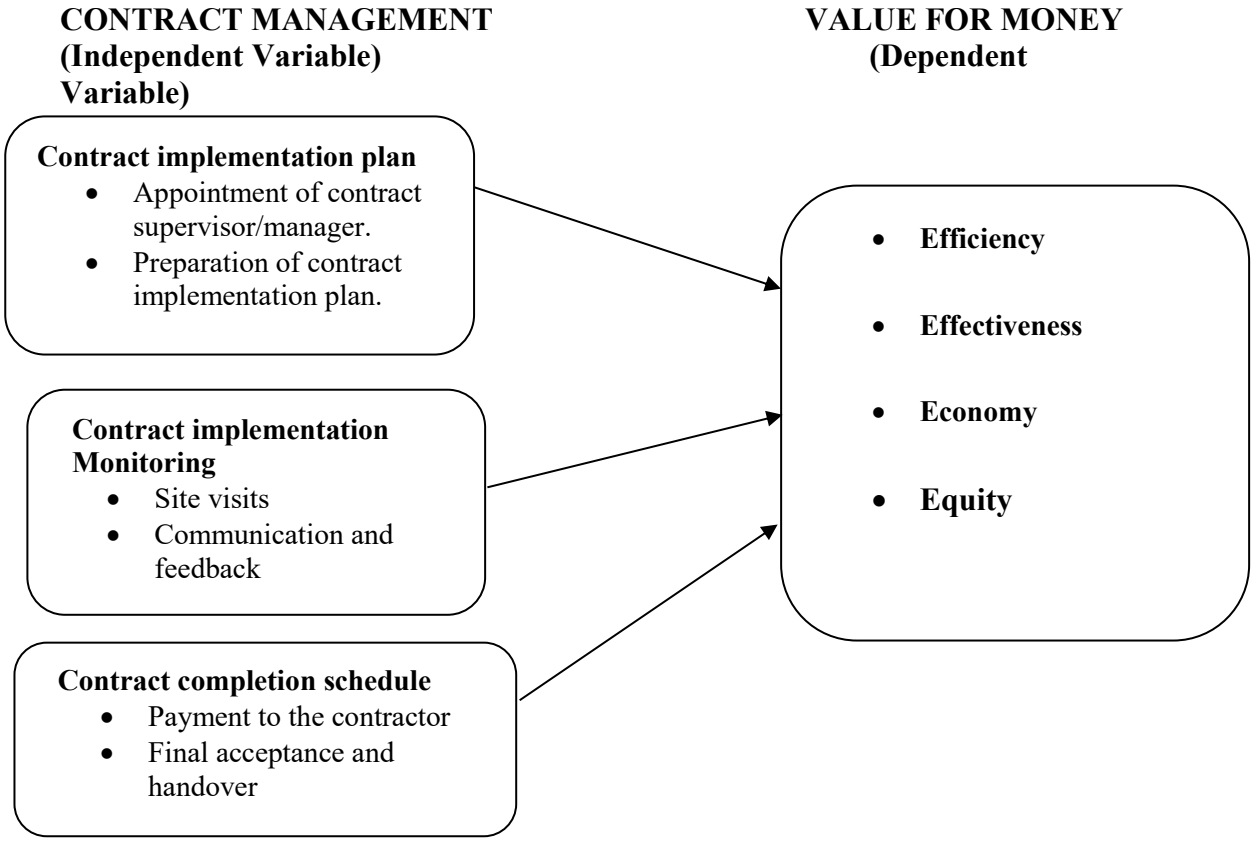

Figure 1.2: showing the conceptual framework relating to contract management and Value for money in construction works

Source: Adapted from PPDA Act (2003/CAP 205), PPDA (Contracts) regulations, ***2014;*** (Republic of South Africa, 2007)***;*** (Baker et al., 2013) ***&*** *modified by the researcher (2024)*

Basing on the above conceptual framework, contract management is the independent variable and it is conceptualized in form of contract implementation plan, monitoring contract

implementation and contract implementation schedules. Contract implementation planning, including setting objectives, strategies, and outlining tasks, ensures value for money in construction projects. Effective planning leads to cost and time savings, clearer scope definition and reduced change order (Venkataraman, & Pinto, 2023; Lines, 2014).

Contract monitoring is the process of keeping tabs on a contract's status and performance to make sure the responsibilities of each party to the contract are being carried out as intended. Monitoring construction contracts usually entails keeping an eye on the status of those contracts as well as the data related to them. Monitoring a contract is keeping a close eye on its terms and conditions. (Mwakibinga and Buvik, 2013; Mwelu et al., 2018). VfM is accomplished by procuring and disposing entities closely monitoring on the contract's performance (Kusi et al., 2014). Contract completion schedule is the date by which "practical completion" must be confirmed, proving that all contract parties have performed their obligations in order to obtain value for the money, including completing all legal, administrative, and managerial activities, and the contract is deemed complete. Once the contract is finished on schedule, value for money is always realized. A study conducted in Zambia, indicated that construction projects are rarely finished on time and within budget, which results in revenue losses from cost overruns and timetable delays (Isiofia et al., 2024; Kaliba, 2009). Consequently, disagreements and allegations emerge, resulting in increased costs and income losses for all concerned parties.

VfM is the dependent variable conceptualized in 4 Es that is Effectiveness, Efficiency, Economy and Equity. Economy is the process of getting the right amount and quality of resources at the lowest feasible cost by making the best use resources or funds (inputs) that an organization needs in order to provide the citizens with high-quality services. Efficiency

is the process of optimizing the conversion of inputs into outputs by maximizing the output produced per unit of resource used. Efficiency in the construction of health facilities and local government service delivery is frequently quantified by calculating the cost of a service per unit of output, per unit of resource consumed, or per beneficiary served. Effectiveness is the degree to which a PDE fulfils its procurement objectives; it is the relationship between the entity's desired goal and the actual results/outputs (Republic of South Africa, 2007). The fourth E is Equity is the degree to whereby every individual can get comparable results in life, including in terms of their health, the state of the economy, and their level of social engagement. Emphasizes the idea that services have to be tailored to each individual's needs in order to assist them. Equity can be evaluated during the design phase of a construction project, as well as during contract execution and close (Baker et al., 2013). Therefore, if TDLG and TMC effectively manage contracts, possibly maximize VfM in HC III construction.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter covered the review of relevant literature from sources like from books, scholarly journal articles, reports, conference papers, minutes of meetings, newspapers, magazines and periodicals. The literature focused on contract management and value for money. This chapter consists of a synopsis, a critical analysis, and a description of the research problem that is being studied.

2.1 Theoretical Review

2.1.1 Principal-Agency Theory (PAT)

PAT postulates that in order to reinforce desired behavior, there should be a clear understanding of the principal's goals by the agent and the agent's capacity to achieve these goals. (Ketchen & Hult, 2006; Oluka & Basheka, 2014). The principal and agents can more easily and effectively meet each other's needs when the procurement contract is well-defined and planned, which leads to the contract's timely implementation (Oluka & Basheka,2014). Consistent with PAT, TDLG represents the “principal” whereas supervisors/managers of construction work represent “agents”. PAT is very important to this research since it emphasizes the necessity of strong contract specifications and requirements as well as the impartial method of keeping an eye on contractors' performance. PAT is valid in probing the consequences of the principal and agent's contractual arrangement (Klay, 2015).

In theory, the agent may possess a significantly larger amount of information than the principal, and its goals could be different from the principal's and such a situation poses a risk to the principal. By implication, due to information advantage, adverse selection, risk

aversion and conflicting aims might cause an agent to act opportunistically by lying, cheating, or stealing (Chrisidu-budnik & Przedańska, 2017). The theory suggests that management sets strategies such as those that are both outcome and behavior based to address the agency challenges (Zu & Kaynak, 2012; Wang, Li, & Liu 2024). One difficult part of agency theory, though, is figuring out the management mechanism that separates the behavior-based from the outcome-based. Managers have the duty to determine which management method best suits the needs of PDEs. The conflicting goals can easily lead to a rise in agency fees, contract cancellation, and disagreements (Chrisidu-budnik & Przedanska, 2017). Many researchers have recommended that the principal build a robust monitoring process in response to this abnormality. (Keil 2005; Mwelu et al., 2018; Anane et al., 2019). Monitoring is one of the ways the procuring organization uses control to reduce risk and uncertainty.

Keil (2005) underlines that sufficient knowledge of the procurement topic must be held by the procuring body (primary) in order for monitoring to be successful. A contract management maturity model was also presented by various research as a way to evaluate, quantify, and enhance PDEs' achievement of VfM in order to reduce contract management risks (Rendon, 2015; Van Lithet al., 2015; Oliveira & Lopes, 2019). As a result, moral hazard, adverse selection, information asymmetry, and conflicting aims can all be reasonably reduced when employing this approach. Since the degree of mechanisms for oversight and control pertaining to procurement contracts, the principal-agency theory is likely relevant to this topic considering the procurement entity's (principal's) performance in terms of efficiency and effectiveness.

The PDE is considered a principal in this study, and the contract supervisors and managers are considered the PDE's agents. When a public entity engages in public procurement enters

a deal with a private individual (A supplier, contractor, or service provider) to accomplish a particular goal. This perspective holds that usually, the private entity wants to maximize profit when it enters into contracts. This could be linked to moral hazard, knowledge asymmetry, and competing goals. These factors frequently result in increased expenses for the procuring body, disagreements under the contract, and contract termination. Contract duties and responsibilities that are clearly defined make it easier for agents and principals to satisfy each other's needs, which leads to timely contract execution, cost-effective delivery, and achieving value for money. As a result, PAT can be used to evaluate how contract management including implementation planning, monitoring, and completion schedules which affects value for money.

2.1.2 Institutional Theory

The institutional theory by Scott (1995) examines the ways in which outside influences might affect an organization's adoption of organizational practices by its employees as well (Sarkis, 2011). According to institutional theory, an organization's formal structures can be developed with significant impact from its institutional environment, which includes expectations, standards, and values, among other things. Aspects within an organization known as institutional variables have varying degrees of impact over the actions and behaviors of individuals and organizations. (Ssejemba, 2015). Institutional theory assumes that there are three fundamental mechanisms through which isomorphism institutions change occurs namely coercive, mimetic and normative (Di Maggio & Powell, 1973). In other words, the tenets of institutional theory are coercive isomorphism, mimetic isomorphism and normative (Di Maggio & Powell, 1973). They add that isomorphism as the process that forces one unit or a population to resemble other units that face the same environment pressure". Coercive

isomorphism is the outcome of institutional pressure, as well as laws, rules, and regulations that ensure conformity and guarantee that corporations are functioning in a legitimate manner with regard to the environment. Mimetic isomorphism is the process through which businesses copy the procedures, policies, and practices of their rivals whether well-established or early adopters in an effort to meet comparable environmental standards. Normative isomorphism outcomes of the company's professionalism and industry-specific professional practices.

Institutional factors relate to the ability of a PDE to acclimatize to the alterations in the surroundings in addition to: independence, intricacy, consistency, congruence, and exclusivity. Coherence is the ability of an organization to make judgments about its primary responsibilities, manage its workload, and set up processes for the prompt and appropriate completion of duties, (Guy, 2000). Complexity is an entity's capacity to create and employ internal structures in order to accomplish its objectives and function in the current work environment.

Eyaa and Oluka (2011) identify the institutional factors: contract management team autonomy and independence; hierarchical reporting. Hierarchical reporting is implemented in order to minimize the damping impact of hierarchy and promote the free flow of ideas and information related to contract management (Baker, 1995). Autonomy is the capacity of a PDE to decide and act on its own behalf (Guy, 2000). Coordination is "the act of managing dependencies between entities and the cooperative effort of entities working together towards mutually defined goals" (Malone & Crowston, 1994). Consistent with the Institutional theory and in relation to the study, procurement in Uganda is government by the Government of Uganda; CAP 205, PPDA Regulations and Guidelines have been put in place to help districts

to manage contracts, benchmarking of contracts is encouraged as a best practice, professionalism is as well encouraged all this are meant to shape the individual tenets of individuals manning the contract process to adhere to the rules and regulations regarding contract management.

2.2 Value for money

Value for money is "the best utilization of resources in order to achieve the required objectives. The '4 Es in the definition of' VfM provides a framework of analysis based on economy, efficiency, and effectiveness and equity (Baker et al., 2013; Barr & Christie, 2014; Burger & Hawkesworth, 2011; DFID, 2011; Jackson, 2011). Regarding this, a number of qualitative have shown that the public sector is unable to achieve value for money (VfM) due to insufficient contract management procedures, which have raised project prices, prolonged project completion times, and produced subpar work.(Ibrahim et al.,2017; Guccio et al., 2012; Ibrahim et al., 2017; Mchopa, 2015). Best VfM is a comparative concept can be interchangeable with Best Value for Money (BVfM), which refers to the most advantageous result of any business process (Olatunji et al., 2017; Matto et al., 2021). BVfM is the best possible balance between affordability, sustainability, and quality to satisfy client needs. Cost refers to taking into account the total cost of ownership; quality is defined as satisfying a specification that is adequate to meet the needs of the customer and fit for its intended use; sustainability is defined as benefits to the economy, society, and environment. BVfM can be applied in all industries, sectors, geographic locations and cultures. Proper application of BVfM principles and practices is anticipated to assist entities in enhancing their performance (Akintoye et al., 2003).

2.3 Contract management

Mchopa (2015) assert that contract management involves executing and administering a contract with the intention of reducing risks and optimizing financial and operational performance.

Standardizing contract monitoring procedures, developing risk-based monitoring plans, checking invoices before payment, making sure that payment is contingent on performance, and setting minimal standards for staff competency and training are all part of contract monitoring programs (Lysons & Farrington, 2020; Brunet & César 2021).

2.4 Empirical review

2.4.1 Contract Implementation Plan and Value for Money

The PPDA regulations (2014) empowers the user department the authority to suggest a member with the necessary training and experience be appointed as a contract manager to the accounting officer. The accounting officer will assign a contract to a contract management team, which will have similar duties to that of a contract manager if the contract is complex, high value, or part of a bigger project. The accounting officer's designated contract manager will get a copy of the contract from the PDE's procurement and disposal unit. As soon as a contract is received, the contract manager must use Form 49 in Schedule 2 to create a contract management plan. A copy of the plan must be sent to the PDU of the Entity for oversight. The procurement reference number, the subject of the procurement, the contractor, the contract supervisor, or the engineer, the provider for the works, the contract amount, the date of starting and ending the contract, and the date on which the contractor takes control of the site are all recorded in the contract management plan.

Lines et al., (2014) explains that contract management plan entails deciding on what to do and how to do it before action is required. Establishing goals, developing plans of action, and detailing contractual activities and timelines are all part of a contract implementation plan, which guarantees that resources are used more efficiently and points contracting parties in the right direction (Davison Sebastian & Borger, 2014). Brown et al. (2002), noted that early contract implementation planning is crucial, and it is advised that these plans be incorporated into the first planning deliverable, which the contractor and PDE will work together to build. This guarantees plan coordination and establishes a constructive, cooperative rapport between the parties. Close coordination between the PDE, contractor, and other stakeholders including project management, finance, and legal teams is necessary for the contract implementation plan. In fact, there are many parties involved in contract management, both inside and outside the PDE. For the contract to be managed successfully, coordination, communication, and mutual trust between the parties are required (Nzanana & Kariuki, 2017; Chen et al., 2023). Effective and successful contract management depends on the PDE and the provider having a positive and cordial relationship. This facilitates the open exchange of information and enables both parties to identify problems early on that could compromise the effectiveness of the contract.

The nature of procurement dictates the type of connection that needs to be formed. The association may be good if it just consists of a matter where the contractor offers a service and the procurement entity pays for it. Collaborative relationships involve one-part win-lose or win-win, with both parties aiming to add value. Tracking progress against KPIs and milestones is crucial during contract implementation planning to ensure efficient relationship management and VfM, while transferring sufficient risk. Jefferies et al. (2014) noted that a

contract implementation plan is helpful in outlining important success factors for contract execution, such as the use of integrated alliances, contract objectives, strategies, key performance indicators specific to the project, and project scheduling, among other things.

Any successful contract management program must have a plan for contract implementation. A PDE may successfully implement a contract management plan to lower risks, improve contract visibility, and save time and money. It is crucial to remember that without a clear strategy, it can be challenging to guarantee that all contract responsibilities are fulfilled and that the contract management program is effective (Jefferies et al. 2014). Lines et-al (2014), observed that having a succinct and unambiguous contract implementation plan is crucial for managing contracts. The plan should specify the procedures to be followed in order to guarantee that your contracts are handled successfully, as well as how the contracts are to be managed and who is in charge of what.

The key aspects taken into account when planning for contract implementation: - Accurately defining the plan's scope, which should include the contracts to be included, the people in charge of overseeing each contract, and the procedures that will be employed to oversee the contracts. A contract's implementation plan consists of goals, tactics, and a schedule of activities and deadlines that help point its parties in the proper direction and guarantee that money is used more wisely, (Davison, Sebastian & Borger 2014). Contract management plan, involves creating schedules and benchmarks for every contract, indicating when important deliverables are required and when they must be completed by accurately laying out the duties and responsibilities of every team member in contract management; this includes identifying who is in charge of contract negotiations, who is in charge of monitoring contract performance, and who is in charge of contract administration. Latham and Lockie (2002),

assert that goal-setting is an element of contract management planning, and that goal-setting is a useful tool for progress since it makes sure that everyone in a group knows exactly what is expected of them. This aids project contract implementers in staying on course and focused, guaranteeing VfM in terms of service quality, cost effectiveness, delivery efficiency, and dependability. Setting goals on a personal level helps people strive toward contract management's ultimate goal.

Each party to a contract should designate a point person to oversee the implementation process, ensuring clear accountability and value for money. Proper identification of procedures for amendment, renewal, and termination of contracts is crucial. Setting specific timelines and milestones for each step ensures the contract implementation process stays on track and everyone knows what needs to be done at the right time. Wassennar, Dijkgraf and Grad (2010) added that a structured contract management system should be used for contracting. Therefore, defining the contract's objectives clearly is essential to ensuring that it is carried out as intended, which also makes it easier to use cash properly (Reohrich & Lewis, 2014).

Contingency plans are essential for contract implementation, as unforeseen events may occur. The contract management plan should include mechanisms for amendments and ensure the best party manages the risk at least cost (Celoza, Oliveira, & Leite 2023). This ensures low-cost, quality goods delivered at a predetermined time (Maria, 2013) Regular evaluations by both parties are necessary to find problems or hazards that can affect the execution of the contract. If issues do come up during this phase, they must be resolved right away to keep the project's performance from suffering as a whole. According to Ashworth (2002), the lack of scale, type, standard, cost, and timeframe in project contracts leads to their

failure most of the time when they lack adequate objectives and budgets to direct their work. Problems with these contracts include disagreements between the contractor and the clients, delays, overspending, and flaws (Beckers et al., 2013). Therefore, it is crucial that any project contract have specific goals in order to ensure that it provides value for the money.

2.4.2 Contract Implementation Monitoring and value for Money

Local Government Regulation (2006), regulation 105 points that the PDE shall employ a contract supervisor, who will typically serve on behalf of the procurement and disposing entity, as its agent in charge of overseeing the development and performance of the contract. Depending on the scope and magnitude of the contract, the supervisor could be the appropriate head of division or a technical officer designated by the head of department. When contractors, suppliers, and consultants are involved in a large-scale, cross-sectoral contract, the accounting officer may form a steering committee. Particularly on large-scale work contracts supported by donor agencies, the supervisor may be employed under a separate service contract, depending on the size and type of the contract as well as other particular criteria. The supervisor act impartially between the contracting authority and the contractor apply the terms of the contract in a fair and neutral manner. The supervisor may not have the authority to release the contractor from any of his or her obligations unless specifically stated in the contract.

PPDA Regulation (2014) regulation 53 sub regulation (2), demands that the contract manager keep vigilant tabs on the contract's development and confirm that the provider's requested payments are reasonable and compliant with the terms of the agreement. According to Sub regulation 3, the contract manager must make sure that the provider complies with all performance or delivery obligations as stipulated in the contract, submits all necessary

paperwork, and that the PDE complies with all payments and other obligations as stipulated in the contract. The contract manager must also make sure that there is appropriate cost, quality and time control, as needed. This is aimed at achieving VfM in Public procurement. Mamiro (2010) said that adequate oversight of contract execution guarantees that the delivery of the promised goods matches the amount paid for (value for the money).

An organizational governance technique that makes sure the contractor and PDE both fulfill the project's objectives is monitoring the implementation of procurement contracts. (North, 2016). A good way to ensure that a project is implemented successfully is to monitor construction activities on a regular basis and take corrective action when necessary (Jha & Misra 2007; Lam et al. 2008; Villena-Manzanares et al., 2023). Good contract monitoring contributes to timely completion of construction works, cost effectiveness, and the production of high-quality goods and services (within budget). Camillus and Rosenthal (2010), say that contract monitoring can be seen as a way to help avoid problems down the road, a way to find out whether the contractor needs technical support, and a way to get useful data about the efficiency and caliber of services being rendered. Choosing what to monitor, how to monitor it, and what to do with the information gathered from monitoring reviews are the two primary focuses of contract monitoring. In order to prevent confusion and disagreement, policy makers should explicitly define each agency's function in order to supervise the implementation of procurement contracts. Jha and Misra (2007) observed that the success of public procurement in the United States that demonstrated benefits to the construction industry that came from efficient tracking and supervision of contractors to prevent poor work, overspending, and corrupt tendencies (Bartle & Korosec 2003).

Additionally, continuous checking cautious construction workers guarantees adherence to safety regulations and fosters more effective project implementation (Love et al. 2016).

Lane (2015) asserts that by providing people with the necessary baseline knowledge about contracts, contract monitoring training increases the likelihood that people will monitor contracts reliably. Nyeko (2014) publicized that to provide efficient supplier oversight and administration, the contract manager must: periodically monitor the provider's progress to ensure that the terms of the contract are being fulfilled; spontaneously inspect construction sites over the duration of the contract to make sure that they are constructed to a suitable standard and that all terms and conditions are being followed; Any contract violations should be reported to the contract manager, who should be ready to take appropriate action.

Ntayi et al. (2010), poised that failed construction projects are caused by unreliable monitoring systems and unreliable contractors, which pose challenges to the construction industry. Monitoring a contract is keeping a close eye on its terms and conditions. Contract management actually assesses the way PDEs maintain tabs on the contracts' performance (Kusi et al., 2014; Matto et al., 2021). Guccio et al (2012) views, value-efficient work contract management with regard to the ability to finish the project on schedule and under budget. Monitoring is an ongoing, methodical process of self-evaluation; reviews that are periodic internal performance reviews and evaluations of independent assessments of the design, execution, and outcomes of a program, operation, initiative, or policy in relation to particular criteria (economy, efficiency, effectiveness, and equity) as well as other relevant evaluation criteria like relevance, sustainability, etc. Mchopa (2015) observed that efficient contract monitoring is necessary throughout contract implementation to guarantee that parties

shield themselves from unforeseen circumstances, rash choices, and opportunistic actions that could impede the PDE's ability to achieve value for money.

Contract monitoring is the process of making sure a vendor provides a contracted service in a suitable manner (Russell, 2003; Apumuza et al., 2020). According to Camillus and Rosenthal (2010), contract monitoring serves as a preventive strategy which gives a chance to ascertain whether the contractor requires technical support, and useful resource for learning about the efficacy and caliber of services being rendered.

Agere (2009) presented that contract management requires vigilant management of contract formation, implementation, observance, and scrutiny in order to reduce risk and maximize performance. Businesses are realizing how important it is to properly supervise contractors due to the growing business sophistication in publicly traded corporations, as well as the rise in the number and value of transactions under an increasingly stringent governing context (Bagaka & Kobia, 2010). Hinton (2003) in his research on "Best practices in government: elements of a successful contract monitoring system," contracting entails collecting and assessing data to ensure that the contractor will perform in accordance with the project goals and within the designated deadlines (Arrows, 2010). The contract should explicitly define the Key Performance Indicators (KPIs), which should then be measured, reported, and regularly watched over.

Mbalangu (2013) monitoring contractor performance during execution of a contract in Uganda has gradually grown in a significant activity since proper contract monitoring relates to securing the much-needed essential commodities and compliance with the intended outcomes. In the investigation by Kansiime (2014) on procurement reforms and service

delivery in Uganda, it was clearly pointed out that effective monitoring gives the PDE some degree of control and performance standards. In addition, proper application of contract management mechanisms in obtaining quality construction works has for long been the lifeblood of successful entities, since it provides better terms, in form of service levels and better contractor relationships (Mbalangu, 2013).

Hinton (2003) went on with his research conducted in England, identified ability of the employees; documented policies and procedures; backup plans; performance metrics; effective contract administration plan; clear communication of expectations between the parties; post-award meetings; Well-maintained contract files are useful tools for contract monitoring. Hinton also lists the following additional elements: prompt payment; consistent reporting; access to documents and the right to an audit; and mechanisms for resolving disputes (Hinton, 2003). Even though these are essential elements, not every contract is tracked using the same elements to determine achievement (Rendon, 2010). Aberdeen group (2005), on benchmarking contract management, few companies have efficient processes for drafting, managing, and controlling contracts, according to research on benchmarking contract management operations and performance at more than 300 businesses. The majority of businesses, on the other hand, continue to struggle with fragmented contract management procedures, where formal procedures are either absent or used in different ways throughout the organization, providing poor visibility into contracts, inefficient monitoring and management of contracts, and insufficient analysis of contract performance.

CIPS Guide on contract management (2007), indicates how contract monitoring should be done selectively and in a priority manner, depending on the contract's value and relevance to the entity, as it can be a costly and time-consuming task. In situations where time and

resources are scarce, this is especially crucial. The handbook also states that providers of valuable but risky goods and services should be thoroughly watched, maybe through frequent, on-site meetings at the supplier's location. Several research works have endeavored to elucidate the reasoning behind contract management concerning timeliness, expenses, and excellence for example, Mbabazi at al. (2014) use time, money, and excellence factors to establish a connection between performance and compliance in projects carried out in Uganda. The body of research demonstrates how troublesome contract management is in some nations, including those in East Africa like Uganda (Cankwo et al., 2015), Kenya (Shiundu & Roich 2014) and in Tanzania (Muhamed, 2016). The researcher's view, when contractors discover that PDE employees are not keeping an eye on their work, they might become negligent and deliver subpar work, or they might make changes and demand refunds for things that are already covered by the contract, which would add to the PDE's expenses and prevent them from achieving value for money.

2.4.3 Contract completion Scheduling and value for Money

Improving the living circumstances of residents is largely reliant on timely and successful completion of construction projects. The district's increased access to health facilities has enhanced accessibility to neighborhood stores, health facilities, schools, public transit, and public utilities like drinking water. It has also resulted in significant savings in travel times and costs. This enhances the communities' social well-being and contributes to getting value for the money. Utilizing a contract schedule that lists tasks and their due dates is an efficient way to manage time (Mchopa, 2015; Simushi & Wium 2020). The schedule permits the PDE to determine any instances of late completion. He stressed that the timeline for the contract should be created based on a realistic understanding of the tasks involved and the amount of

time it will take. Consequently, contracts must be correctly drafted in order to obtain VfM and throughout contract execution, the PDE's primary attention should be on efficient and real monitoring and control of costs, time, quality and risks as these factors affect achievement of VfM.

Most of the material that the researcher looked at suggests that one of the main issues facing the construction industry in both developed and more so in developing is completing construction projects on schedule. Musanzikwa (2013) emphasizes that creating a work schedule or program is necessary for construction works contracts in order to guarantee that the contract is finished on time. Ancarani et al., (2016) noted that Construction initiatives must be monitored under contracts, and progress must be evaluated in relation to the predetermined timeline, which determines the attainment of value for money. Pooworakulchai et al (2017), noted that managing contracts in line with the plan is one of the main aspects that leads to projects being completed on schedule and being successful overall. Kaliba (2008), asserted that a variety of factors can lead to cost and time overruns on several project types. The happiness of clients could be compromised if project expenditures or schedules beyond their estimated limits. Further schedule slippage could occur if the funding profile was no longer in line with the budget requirements. The ensuing effects would be negative, particularly for developing nations whose ability to provide infrastructure through the construction industry is a key determinant of their wealth. This is particularly true for projects involving the construction of health facilities, which account for a sizable portion of the construction works in the districts in Uganda. When a building project takes longer than expected to complete, it is referred to as a schedule delay (Simushi & Wium 2020). Time is a crucial component of every strategy a business creates for within the construction sector, it

is widely recognized that a project must be finished on time, under budget, in accordance with quality standards, and fairly satisfy the client's expectations in order to be deemed successful. Unquestionably, the fulfillment of these requirements has been linked to the proper choice and application of the procurement strategy in light of the particulars and complexity of the project (Naoum & Egbu, 2015). Ahmed et al. (2011) presents that based on how they execute their contracts, delays can be classified into one of four categories for health facilities: contemporaneous, non-excusable, non-compensable, and excusable. Delays are defined as the amount of time that exceeds the specified duration in the contract for the completion of the work or the delivery period (Guccio et al., 2012). In other situations, the existence of a delay suggests cost overruns that jeopardize value for money.

Cost overruns are extra expenses spent by the PDE over the budgeted amount specified in the contract (Guccio et al., 2012; Asiedu & Adaku 2020). Time and Cost overruns in procurement of construction works can be attributed to inadequate designs, poor specifications, inadequate detailing, design modifications and inadequate material testing during the design phase poor. The delays may be caused by inadequate funding, inadequate site investigations and unforeseen circumstances (Gunduz & Elsherbeny, 2020). Procuring entities must reduce the potential risks associated with a failure to control project expenses in order to maximize the best outcome (Schuhmann & Eichhorn, 2017). The procurement construction project's quality and timeliness are impacted by uncontrolled cost.

In order to guarantee that the clients are as satisfied as possible, under normal conditions a good contract needs to be completed and delivered at the required date and standard (Mbabazi et al., 2014). Managing the contract entails keeping an eye on the caliber and degree of service offered through the products or services supplied (Guarnieri & Gomes, 2019).

Appointing contract supervisors, creating inspection committees, and preparing thorough specifications are necessary for procuring entities to control the quality of delivery (Kiage, 2013). Mahamid (2013), suggested that the following were the primary reasons why infrastructure projects take longer than expected in Palestine: the contractor's financial difficulties, the owners' payment delays, the unique political environment in the research area, and its considerable impact on projects. The timelines for the projects were significantly impacted by other critical issues that could cause delays in project completion, like ineffective communication between contract parties, a deficiency of efficient equipment and tools and fierce rivalry among bidders.

In the study by Alhomidan (2015) an investigation into the major reasons behind the postponement of infrastructure projects in Saudi Arabia in carried out based on the opinions of contractors. It was discovered that there were problems with internal administration, delay in payments, and inadequate communication among the parties which delay decision making. In additional research, conducted in Hong Kong as cited by Chan et al. (2014), showed that the main reasons for construction delays were inadequate oversight and administration of the construction sites and erratic ground conditions. A study conducted in India by Singh (2015), indicated that the main causes of construction project delays in India were inadequate project plans and poor implementation procedures. An investigation by Alghbari et al. (2007) in Malaysia found that the most significant factors contributing to project delays are those linked to finances, inadequate coordination, and material issues, though, Sambasivan and Soon (2007) in another study conducted in Malysia discovered that the primary causes of time overruns in the construction are mainly attributed to the lack of capacity by contractors to execute the work and the resource envelope on the side of both the organization and the

contractor. A project's completion time can be significantly impacted by a number of variables, including poor project planning and site management by contractors, a lack of experience, improper coordination of contract related activities, poor coordination with subcontractors and other parties and the errors made during the project design phase. Delays can also be caused by the provider's inadequate financial resources, a scarcity of labor, supplies, and equipment, among other things. According to Vidalis and Najafi's (2002) study, project coordination issues, altered conditions, and plan adjustments are the main causes of cost and schedule overruns in Florida's construction industry.

Alinaitwe, Apolot and Tindiwensi (2013) examined the reasons behind Uganda's governmental sector experiences time and cost overruns in the construction projects the goal of prioritizing them based on how frequently, severely, and critically they occurred. At the Civil Aviation Authority, thirty projects in total were examined. It was discovered that modifications to the work scope, late payments to contractors, inadequate oversight and management, and high interest rates and inflation were the top five reasons for delays and cost overruns. Pratwick et al. (2018), revealed that the major contributor to budget overruns and timetable delays in most projects in construction are contractual disputes that may arise between the contractor and the PDE. Lisa and Obanda (2010) noted that the key indicator of compliance to the contract is timely completion of construction works. This does not only help in achieving the project objectives but helps in providing citizens with services.

To ensure that all parties are proactive in fulfilling their obligations under the contract, excellent communication is crucial during the construction project's execution. This will ensure that future problems are solved quickly, that services are provided on schedule, and that costs are kept to a minimum (Handfield et al., 2015). The anti - corruption report (2014)

indicated that Ugandans are paying more in taxes than they used to, which is surprising since better services are supposed to be made possible by the money collected in taxes. Instead, Ugandans have had to deal with subpar healthcare facilities, as shown by substandard work and exorbitant commodity costs due to the high expense of delivering them to these facilities. There have been many obstacles to achieving VfM by the fact that public workers designated to oversee the development of health facilities seldom have the time or resources to carry out their responsibilities.

2.4.4 Contract Management and Value for Money

Proper management of contracts ensures that the deliverables are met as agreed in the contract thus maximization of VfM (Mchopa, 2015). Local governments are empowered by the Local Government Act of 1997 with responsibilities for public services planning and delivery. Golola (2003) contends that the primary objectives of decentralization are increasing financial accountability, reduce the workload of central office staff by transferring real power to the districts, improve administrative and political control at the service delivery point, and strengthen local councils' ability to organize, fund, and oversee the provision of services to their constituents. TDLG as a lower administrative unit is mandated to construct and regularly maintain health center IIIs in every sub county in the district. These health facilities play a very important in preventive and curative health measures. Thus, this health center rural health facilities form the backbone of the country's growth.

In the view of Aberdeen Group (2006) Contract management is the systematic procedure of creating, carrying out, adhering to, and analyzing company contracts with the goal of optimizing operating efficiency, cutting expenses, and lowering risks. Building positive working relationships between the parties to a contract is an essential component of contract

management, and it must continue for the duration of the agreement. It is key to note that contract management makes it possible for both parties to fulfill their responsibilities and achieve the goals necessary to carry out the terms of the agreement. Three factors in particular receive a lot of attention in contract management: cost, quality, and time (Guccio et al., 2012).

Olatunji et-al (2017) explains that VfM is the client's assessment of the various project stakeholders' services and the project's performance in respect to the accomplishment of the set objectives. When the PDE determines that the service was worth the money paid, to attain value for the money. VfM evaluates the cost of obtaining a service in comparison to its quality of delivery. Resources must be deployed cost-effectively, efficiently, and effectively to achieve VfM and achieve the intended outcomes (Athumani & Bisama, 2018). VfM is the finest outcome that may be obtained from the acquisition of products, services, and works; it is determined by factors such as economy, efficiency, effectiveness, and equity. VfM is the process by which organizations optimize the total benefits derived from the acquisition of products, services, and labor (Changalima, 2016). The university of Cambridge (2010) and Erlendsson (2002), describe VfM as a way in which an organization gets the most out of the services it offers. The proportion of advantages obtained (from the viewpoint of the owner) the value obtained via the project is calculated using the resources for the full undertaking. Dallas (2006) provides that value is equated to the benefits derived from a given procurement. Since the resources used can always be converted into money, regardless of whether it is discussing technical, human, or raw material resources, the ratio is frequently referred to as "Value for Money" (Antoine, 2012). The findings further showed that because "Benefits Delivered" has both objective and subjective components, it may be evaluated with ease. The term "objective" value pertains to all aspects of the economy and can be precisely measured

in the term "subjective" value, on the other hand, refers to societal benefits and satisfaction, which is more challenging to describe because it depends on personal opinions. This makes it even more difficult to evaluate and quantify. The expenses associated with each step, such as procurement, construction, operations, and feasibility studies, should be addressed (Antoine, 2012; Erlendsson, 2002; Kelly et al., 2004). Rozsnyai, (2002) when it comes to quality, value for money is described as “Quality is perceived as VfM when considering Return on Investment." This implies that the "customer" will receive a high-quality good or service if a better or identical result can be acquired for the same price.

In African, several nations have made significant progress in overhauling their procurement systems, the area of contract management has not been effectively applied to provide the greatest outcomes in terms of VfM (Chikwere et al., 2019). There is evidence in the literature that certain East African nations, like Uganda, have difficulties with contract administration (Cankwo et al., 2015), Kenya (Shiundu & Rotich, 214) and Tanzania (Mohamed, 2016). In light of this, the study was structured as a contract implementation plan, contract monitoring, and contract completion dates in order to examine the contract management in Uganda’s Local Governments.

Contract management looks at how much PDEs oversee and keep an eye on contract performance to ensure timely, economical, and high-quality delivery (Larbi et al., 2019), however, the construction of health facilities in Uganda, particularly in local governments, has not been without its share of problems. These include uneven building costs, projects that take longer to complete, and subpar performance that results from mistrust between construction parties (Ntayi et al. 2010). In the researchers view, this has undermined the attainment of VfM in most local governments and given the limited studies that have been

carried out on contract management and value for money in Uganda's Local Governments. The researcher intends to quantify the association between contract management and value for money in Health Center III construction projects implemented by Local Governments.

2.5 Summary of Literature

The literature on contract management and value for money that was previously reviewed shows the association between VfM and the contract implementation strategy, contract monitoring, and contract completion timetable. Although excellent research has been done on contract management in Uganda, there hasn't been as much reported on the nation's local government agencies' value for money. Most available literature focuses foreign countries like China, South Africa, Tanzania among others (Jonnes, 2016). This study aims at making a contribution to the limited body of current literature on contract management and value for money in local government's HC IIIs construction projects in Uganda.

It's crucial to note that HC IIIs serve as the first point of contact between a patient and healthcare provider. The community can receive medical care from the facilities for both curative and preventive purposes. The HC IIIs are managed by in-charge mainly a Clinical Officer, with midwives, nurses, a Laboratory team and support employees that the district service commission hires and can be stationed anywhere in the district, thus they require accommodation within the hospital premises so as to offer 24 hours service a day and to attend to emergencies. Contracts for the construction works in health Centre IIIs if well managed and works completed within the required time, quality and cost will help in delivering the much-needed health care services to the citizens.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented the research design, target population, area of study, data collection methods and instruments, procedure for data collection, data analysis, limitations to the study and the delimitations.

3.1 Research Design

A cross sectional research design was used in this study to generate understanding on contract management and Value for Money. The design was used by the researcher since data was collected from a sample of participants at a single point in time (Yin, 2014). This design was helpful in this study since it was cost effective, time efficient and easy to implement. The investigator applied the use of both the quantitative and qualitative approaches for purposes of descriptive and analytical responses from the respondents.

3.2 Area of Study

The researcher conducted the study at Tororo District Local Government and Tororo Municipal Council, in Tororo district. Located in Eastern Uganda, approximately 210.4 Km from Kampala the Capital City. The area was chosen due to the prevalence of the research problem and thus, the researcher needed to make a contribution to solving the problem.

3.3 Study Population

The population of the study consisted of 98 participants, the population was arrived at basing the 35 construction projects that the district had undertaken in HC IIIs in the past five years. The researcher specifically considered those who were directly involved in construction works and in contract management activities in TDLG and TMC. In particular the study

considered the Accounting Officers of the District and the Municipal council, District and Municipal Engineers, chairperson and members of contracts committee, PDU staff, the user departments and the contractors (Health Center III management committees and the in charge of HC IIIs. (TDLG and TMC Human Resources Manual, 2024). To analyze value for money better, the study covered health facilities that had projects for construction recently or completed by contractors in last 6 Financial Years that is 2017/2018, 2018/2019, 2019/2020, 2020/2021, 2021/2022 and 2022/2023 These contracts were matched with those on the annual procurement report submitted by TDLG and TMC to PPDA for the above Financial Years (FYs).

3.4 Sample Size Selection

A sample of 92 respondents was considered out of 98 participants who were targeted. The population was considered and chosen to take part in this research. The selection of The Krejcie and Morgan table was used to determine the sample size, as shown below: -

Table 3.1: Sample size selection and techniques

S/N	Category	Study population	Sample size	Sampling Technique
1	Accounting officers	02	02	Census
2	District and municipal Engineers	02	02	Census
3	District and municipal Health Officers	02	02	Census
4	Contracts committee members	10	10	Census
5	PDU staff (TDLG & TMC)	04	04	Census
6	Contractors	33	30	Purposive
7	User department	35	32	Simple random sampling
8	Other Contract management team members (at the district/municipal council)	10	10	Purposive
	Total	**98**	**92**	

Source Krejcie & Morgan (1970)

3.5.2 Sampling Techniques

Census was used to choose all the members considered in the study due to their knowledge in the study and their number. Purposive sampling was also preferred for the study since it helped the researcher in deciding who have ever been awarded construction work to be included respondents in the sample as a result of the knowledge such respondents had concerning contract management and value for money (Kothari, 2019; Sekaran, 2003). In this study the members from the user department were chosen using simple random sampling since it gave each respondent of the population equal and independent chance of being selected to participate in the study (Amin, 2005; Sekaran, 2003).

3.6 Sources of Data

To best ascertain the relationship between contract management and VfM in the construction works of HC IIIs in Tororo District construction works, the study employed the use of both primary and secondary sources of data.

3.6.1 Primary Data

This type of data was generated by the researcher from the field of the study (TDLG and TMC) for the first time. The researcher obtained this data from respondents using survey questionnaires and interview guides.

3.6.2 Secondary Data

Secondary data refers to information that is already available from written materials on value for money and contract management. The researcher examined bid documents, contract management records, audit reports, journal articles, procurement reports, bid documents, and other library materials in order to gather data on contract management and value for money.

The researcher carefully reviewed these materials to obtain detailed information beyond what the respondents answered (Tran et al, 2013).

3.7 Data collection methods

The study employed the use survey data collection strategy that included the use of interviews, and questionnaire surveys to obtain data for the study.

3.7.1 Questionnaire Survey

Sekaran and Bougie (2009) A questionnaire is a pre-formulated written series of questions to which respondents record their responses from well defined choices. The survey questionnaire was chosen by the researcher because it was less costly, time-efficient, and easy to conduct (Sekaran & Bougie, 2009). The researcher knowing exactly what was needed and how to assess the study variables the researcher employed the use of a 5point Likert scale in the survey questionnaire due to its efficiency, simplicity and adequacy in variability while collecting data. The survey questionnaires allowed the researcher to collect quantitative data which was entered in the Statistical Package for Social Scientists (SPSS) software version 27, for analysis.

3.7.2 Interview method

The researcher employed face to face interviews to obtain qualitative data from those with more knowledge and expertise in contract management in TDLG and TMC. The qualitative data from interviews was collected concurrently with Quantitative data within a period of one month. Interview guide was used by the researcher to obtain information from the Accounting Officers of the district and the municipal council (CAO and the Town Clerk), the engineer (district and the municipal council) and the Health officers of both TDLG and

TMC. This method was employed by the researcher, since it helped to follow up leads so as to obtain in depth data and greater clarity (Kombo & Tramp, 2009).

3.8 Validity and Reliability of the data collection instruments

3.8.1 Validity of the instruments

The degree to which an instrument measures exactly what it is supposed to measure and functions as intended is known as its validity (Kothari, 2019). The researcher first prepared the research tools mainly the questionnaire and interview guide then presented to the research supervisors to verify the accuracy. The feedback from the supervisors was utilized to enhance the tools and get rid of mistakes. To produce results that are trustworthy and significant, the researcher made sure that every question was pertinent to contract management and VfM. A pretest of data and pilot study were conducted to ensure that the information gathered was appropriate enough for the study. The results of the pre-test were used to subject the questionnaire to a content validity test using the formula:

$$\text{Content Validity Index (CVI)} = \frac{\text{Agreed items by all Judges}}{\text{Total Number of items judged}}$$

As depicted in table 3.2, all the CVI coefficients for each variable are acceptable since they are above the recommended cut-off value of 0.700 (Amin, 2005), implying that the findings are valid.

3.8.2 Reliability

An instrument is considered reliable if it can yield results that are stable and consistent. One of the most widely used reliability coefficients is the Cronbach's alpha, which measures internal consistency by determining how each item should be tested internal coherence of data. The coefficient, which ranges from 0 to 1, represents the reliability. In this study,

Cronbach Alpha test was carried out the lowest coefficient generated was .738 which is above the recommended cut-off value of .700 as recommended by Malhotra (2004). (See table 3.2). This implies that the measurement instrument was reliable and so are the findings.

Table 3.2: Results of Content Validity Index and Cronbach Alpha Coefficient

Variable	**Anchor**	**Cronbach Alpha Value**	**Content Validity Index**
Value for money	Five point	.871	1.000
Contract management plan	Five point	.839	.875
Contract monitoring	Five point	.876	.909
Contract completion schedule	Five point	.738	.700

Source: Primary data, 2024

3.9 Study Procedure

Before beginning the process of gathering data, write-ups were done and the data collection instruments (questionnaire and interview guide) were prepared by the researcher and approved by the supervisors. The researcher after filling the progress report obtained an introductory letter from the University and he addressed it to the Chief Administrative Officer (CAO), Tororo for authorization to conduct research in the entity. After obtaining permission, the researcher started gathering data using the approved tools (survey questionnaires and the interview guides). After data was obtained from the field, it was sorted, edited, summarized and coded for analysis so as to draw insightful meaning, conclusions and recommendations.

3.10 Data Analysis

In this study, the researcher made use of both qualitative and quantitative data analysis methodologies as elaborated below: -

3.10.1 Quantitative Data Analysis

In the study, descriptive statistics were used to give numerical and graphical approaches to compress large amounts of data into manageable chunks and to summarize a collection of facts in a clear and logical manner. Frequency tables were used by the researcher to investigate the background variables using SPSS version 27. The tables and the numerical data was used to establish the patterns in the data collected, the numerical approach assisted the researcher in computing the mean and standard deviation. The researcher carried out the normality test of the data, since data was normally distributed, Pearson correlation coefficient was used to establish the relationship between contract management and VfM (Sarantakos, 2013). The researcher used multiple regression to establish how the dependent variable's value were predicted using information of each of the independent variable (contract management plan, contract monitoring and contract completion schedule on VfM). The researcher tested all the null hypothesis ($H0_1$-$H0_3$) basing on 95% confidence interval/level. Any null hypothesis not significant (sig <.05) was rejected (Bryman, 2016).

3.10.2 Qualitative Data Analysis

This data obtained from the interviews that were conducted by the researcher. Here the researcher generated a table and included the views that were similar. Since this data is one that is interpreted by explanations and substantiated using open responses from the field (Mugenda & Mugenda, 2005). Under this data, the researcher made conclusions under different themes to ascertain the connection between contract management and VfM.

3.11 Measurement of instruments

The independent variable which is contract management was operationalized in terms of (contract implementation plan, contract monitoring, and contract completion schedule) and Value for money as a dependent variable, operationalized as economy, efficiency, effectiveness, and equity. These variables were assessed using a five-point Likert scale (5 = Strongly Agree (SA), 4 = Agree (A), 3= Not Sure (NS), 2 = Disagree (D) and 1 = Strongly Disagree (SD). The fact that the respondents' opinions on the choice of questions were measured by assigning a numerical value to each point, the researcher was able to subject data to further manipulation in order to generate descriptive statistics that were used to attach meaning to the data and draw meaningful conclusions (Sekaran , 2003; Amin, 2005).

3.12 Ethical considerations

During this study, the researcher was bound to uphold all ethical aspects in research by observing the following: -

Confidentiality: the responders' identities who provided private information about the study remained undisclosed. Additionally, the researcher guaranteed that the opinions and viewpoints of the respondents remain confidential before, during, and after analysis.

Consent: The participants were informed by the researcher of the study's goal and objectives. The study only included participants whose agreement was freely provided.

Privacy: the study kept the respondents' identities of the respondents distinct. The researcher attached high value to respondents' individual privacy (Yin, 2009).

Plagiarism: All other researchers' works that were used in this study were duly cited and referenced. The content obtained was paraphrased to tie it to the current study without altering the author's original perspective in order to prevent plagiarism.

3.13 Limitations of the study

The study focused on contract management and Value for Money (VfM), meaning that there is a possibility of omission of certain key components in variables especially to do with contractor selection and evaluation, proficiency of procurement specialists; this would have given pertinent details to comprehend the topic of the investigation and attainment of value for money.

Common methods bias was likely to be a limitation in this study. The researcher evaluated every dimension using a survey questionnaire and the interview guide. Utilizing the closed-ended questionnaire's results may also omit crucial information that could have been discovered using alternative qualitative and quantitative approaches.

The study was conducted in TDLG and TMC which may not portray a better representation of all PDEs in Uganda.

The above precincts have been recognized by the researcher and have inspired researcher in defining the future research agenda.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter covered the presentation, analysis, and interpretation of the information gathered from the respondents. The chapter entails demographic information about respondents, empirical findings relating to value for money, contract implementation plan, contract monitoring, and contract completion schedule at TMC and TDLG Health Centre IIIs construction works projects. This chapter used statistical tools such as frequencies, percentages, descriptive mean ranks, correlation, and regression analysis to generate the study results. The following study objectives served as a guide for the findings' presentation; to examine the relationship between contract implementation plan and VfM in construction of HC IIIs in TMC and TDLG, to assess the relationship between contract monitoring and VfM in construction of HC IIIs in TMC and TDLG, and to evaluate the relationship between contract completion schedule and VfM in construction of HC IIIs in TMC and TDLG.

4.1 Response rate

The study targeted a total sample of 92 respondents were chosen to take part in the study, out of which 6 were selected to participate in the qualitative study whereas 86 were selected to participate in the quantitative study. The 86 respondents who were selected to participate in quantitative study were all issued with questionnaires and 84 of them filled and returned the questionnaires; indicating a response rate of 97.6% for the survey questionnaire. For the qualitative study, 4 respondents were interviewed out of the 6 respondents who were targeted to participate in the interview sessions of the study, giving a response rate of 66.7% for qualitative study. The overall response rate for both qualitative and quantitative study was

82.3%, implying that the study findings are acceptable a good representation of the sampled population (Mugenda & Mugenda, 2008). A response rate of 82.3% further shows that the findings are suitable and outstanding for the research results to be valid.

4.2 Background of the respondents

This describes the gender, age group, education level, marital status, work experience and department served by the respondent in TMC and TDLG.

4.2.1 Gender of respondents

Table 4. 1: Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	69.0	69.0	69.0
	Female	26	31.0	31.0	100.0
	Total	84	100.0	100.0	

Source: Primary Data 2024

From Table 4.1 above, the male gender dominated the study with 69% while the females constituted 31% of the respondents. This implies that there are more males engaged in contract management activities in construction works projects of Health Center IIIs than their female counter parts in TDLG and TMC.

4.2.2 Age group of respondents

Table 4.2: Age group of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34 years	4	4.8	4.8	4.8
	35-44 years	30	35.7	35.7	40.5
	45-54 years	36	42.9	42.9	83.3
	55-64 years	13	15.5	15.5	98.8
	65 years and above	1	1.2	1.2	100.0
	Total	84	100.0	100.0	

Source: Primary Data 2024

The findings from Table 4.2 above showed that most of the respondents were between the age bracket of 45-54 years (42.9%), followed by those in the age bracket of between 35-44 years (35.7%). Those in the age bracket of between 55-64 years came third in ranking (15.5 %), the study had those between the ages of 25-34 years follow with (4.8%) and finally, those above 65 years came last (1.2%). This implies that most of the respondents considered for this study were those in the age bracket of between 45-54 years meaning most of them were energetic and knowledgeable on contract management-related activities.

4.2.3 Education level of respondents

Table 4.3: Highest academic qualification of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	26	31.0	31.0	31.0
	Bachelors	34	40.5	40.5	71.4
	Masters	15	17.9	17.9	89.3
	Others	9	10.7	10.7	100.0
	Total	84	100.0	100.0	

Source: Primary Data 2024

Table 4.3 above revealed that most of the respondents had bachelor's degree (40.5%). This was followed by respondents with diploma 31.0%, them those with masters 17.9%. The respondents with other qualifications were 10.7%. This implies that majority of the respondents were educated and thus knowledgeable enough to give accurate information regarding the study.

4.2.4 Gender of respondents

Table 4. 4: Marital status of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	68	81.0	81.0	81.0
	Single	11	13.1	13.1	94.0
	Widow / Widower	5	6.0	6.0	100.0
	Total	84	100.0	100.0	

Source: Primary Data 2024

Table 4.4 above showed that majority of the respondents in the study were married representing 81.0% of the study, 13.1% of the respondents were single and finally 6.0% were widowed. This implies that majority of the respondents were responsible enough.

4.2.5 Work experience of respondents

Table 4.5: Work experience of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	2	2.4	2.4	2.4
	1-5 years	5	6.0	6.0	8.3
	6-10 years	29	34.5	34.5	42.9
	11-15 years	30	35.7	35.7	78.6
	Over 15 years	18	21.4	21.4	100.0
	Total	84	100.0	100.0	

Source: Primary Data 2024

Table 4.5 above revealed that the majority of the respondents (35.7%) had served or been engaged in TDLG or TMC for the period between 11-15 years, 34.5% had served for between 6-10 years, 21.4% had served for over 15 years, 6.0% of the respondents had worked for a period of between 1-5 years and finally 2.4% of the respondents had less than 1 year experience. The above findings indicated that majority of the respondents had over 6 years'

experience implying that they had a true understanding of TDLG and TMC contract management operations.

4.2.6 Department served by the respondent in TDLG/TMC

Table 4.6: Department served by the respondent in TDLG/TMC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Member of User department	32	38.1	38.1	38.1
	Staff in PDU	4	4.8	4.8	42.9
	Member of Contracts committee	10	11.9	11.9	54.8
	Contractors	30	35.7	35.7	90.5
	Contract Manager/ contract management team	8	9.5	9.5	100.0
	Total	**84**	**100.0**	**100.0**	

Source: Primary Data 2024

From table 4.6 above, the members from the user department constituted the highest percentage of 38.1%, followed by contractors who consisted of 35.7% contractors, the members of contracts committee comprised of 11.9% of the respondents, contract managers/supervisors consisted of 9.5% of the respondents and finally the staff in the PDU consisted of 4.8%. Findings show majority of the respondents being from the user department and contractors; these are all technical people who were involved in contract activities. This therefore implies that the researcher obtained responses from knowledgeable respondents.

4.3 Descriptive statistics

The study variables' descriptive statistics are included in this chapter. The variables under contract management- independent variable (contract management plan, contract monitoring and contract completion schedule) while the statistics for Value for money-dependent variable (Economy, Efficiency, Effectiveness and Equity). The constructs of this variables

were analyzed based on a 5-point Likert scale (5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree and 1= Strongly Disagree) under which respondents were asked to tick or circle the statement that best suits their understanding of contract management and VfM in TDLG and TMC. During the analysis, a mean of 3.5 and above indicates a high level of agreement, from 3 and below 3.5 indicates a divided opinion and that below 3 indicates a disagreement. The findings of the study were thus presented as below;

4.3.1 Descriptive statistics for contract management plan

In an attempt to best understand contract management plan in TDLG and TMC, respondents were required to rate their opinion on a 5-point Likert scale (5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree and 1= Strongly Disagree) and findings are presented below;

Table 4.7: Descriptive statistics for contract management plan

Measurement items	N	Min	Max	Mean	Std. Deviation
A contract manager/supervisor always sets clear objectives to guide contract implementation	84	1	5	4.07	.861
Planned contract objectives are clearly linked to financial budgets at TDLG/TMC	84	1	5	4.05	.805
Accounting officer appoints a contract manager/contract supervisor from the user department	84	1	5	4.05	.599
A contract supervisor in agreement with the contractor always prepares a schedule of activities to be followed during contract implementation	84	1	5	4.01	.720
Contract implementation strategies are made known to all stakeholders involved in contract management	84	1	5	4.00	.760
A contract manager/supervisor prepares a contract implementation plan which is approved by the contracts committee	84	1	5	3.95	.710
Contract implementation plans at TDLG/TMC are clearly linked to implementation objectives of health facilities construction projects	84	1	5	3.82	.809
Strategies for contract implementation are clear to all parties involved in contract management	84	2	5	3.79	.793
Grand mean				**3.9675**	**.757**

Source: Primary Data 2024

As shown above in table 4.7, respondents were asked on whether the contract manager/supervisor always sets clear objectives to guide contract implementation, the responses obtained yielded the maximum mean of 4.07 and standard deviation of .861, indicating that the majority of those surveyed agreed. The findings in table 4.7 reveal that TDLG and TMC have planned contract objectives which are clearly linked to financial budgets (mean = 4.05, SD= .805). The findings further show that a contract manager or contract supervisor from the user department is appointed by the accounting officer. (Mean = 4.05, SD = .599), and that contract supervisors in consultation with the contractors often prepare schedules of activities to be followed during contract implementation (mean = 4.01, SD = .720).

The findings reveal that contract implementation strategies are made known to all stakeholders involved in contract management was depicted with a mean of 4.00 and SD of .760.Relatedly, contract manager/supervisor prepares a contract implementation plan which is approved by the contracts committee (mean = 3.95, SD = .710).

Table 4.7 above revealed a mean of 3.82 and a standard deviation of .809 showing that the majority of responders concurred that contract implementation plans at TDLG and TMC are clearly linked to implementation objectives of health facilities construction projects. The table finally indicated a mean of 3.79 and a standard deviation of .793 indicating that most respondents agreed that the strategies for contract implementation are understandable and known to all parties engaged in managing contracts at TDLG and TMC.

Table 4. 8: Qualitative data for contract management plan

Sn	Sample Question	Emerging theme (s)	*Quotation sample(s)*
1	Comment on the appointment of contract managers/supervisor(s) in this PDE and the stage of the appointment	• Appointment of contract supervisors • The stage of appointment	*"Yes, the contract supervisors are always appointed, depending on the source of funding. The Health center IIIs planned and funded by the district budgets are supervised by the district engineering department headed by the district Engineer and The District Health Officer is the primary supervisor of those who get direct funding from the Ministry of Health, with assistance from the district Engineer".* *"Contract supervisors are always appointed immediately after award and approval of the contract by the Attorney General".*
2	Comment on contract implementation plan in this PDE	• Do they prepare plans • Are the plans followed	*"Implementation plans are prepared and the plans always guide during the implementation.* *"plans are followed but sometimes the circumstances fail the entities to follow the plans especially in cases where the contract delays to be approved by the Attorney General's Office and where contractors fail to complete work as planned due to either factors caused by the contractors since some at times have multiple contracts or delay in effecting payment by the PDE due to appropriation and budgeting issues where supplementary budgets have to be approved by parliament. This affects the implementation plans"*

Source: Primary data, 2024

4.3.2 Descriptive statistics for Contract monitoring in TDLG and TMC

In an attempt to understand contract monitoring practices in TDLG and TMC, it was vital for respondents to rank their opinions about contract monitoring, the results shown below and were based on a 5-point Likert scale (5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree, and 1= Strongly Disagree);

Table 4. 9: Descriptive statistics for contract monitoring

Measurement items	N	Minimum	Maximum	Mean	Std. Deviation
The accounting officer appoints a member of the user department to manage or supervise and monitor the awarded contract	84	1	5	4.25	.674
The district/council conducts Contract performance appraisal during project implementation	84	1	5	4.19	.828
The district/council provides reliable information to facilitate contract monitoring	84	1	5	3.96	.842
There is a clear system for feedback between the contractor, Contract supervisor and the PDE on health facilities construction projects	84	1	5	3.95	.849
The contract managers clearly understand their roles and responsibilities	84	1	5	3.93	.818
This PDE has approved procedures in place for contractor monitoring	84	1	5	3.89	.728
The district/council maintains records of contract management on health facilities construction works	84	1	5	3.85	.925
In case of complex and large volume of works, this PDE sets additional committees to supervise and manage contract performance	84	1	5	3.82	.946
The district/council has adequate number of staff with requisite supervisory skills to monitor contracts implementation	84	1	5	3.70	.979
TDLG/TMC conducts regular site inspections of construction works in health Centre IIIs	84	1	5	3.67	1.112
Tororo District sets budgets aside for contract monitoring	84	1	5	3.61	.932
Grand mean	**84**			**3.991**	**.6385**

Source: Primary Data 2024

The results in table 4.9 above indicate that most respondents concur that at TDLG and TMC, the accounting officer appoints a member of the user department to manage or supervise and monitor the awarded contract (mean =4.25, SD=.674). The table still revealed that the district

and the council conducts contract performance appraisal during project implementation (mean =4.19, SD=.828). The table further showed agreement by respondents that the district provides reliable information to facilitate contract monitoring (mean =3.96, SD=.842), a clear system for feedback between the contractor, Contract supervisor and the PDE on health facilities construction projects (mean =3.95, SD=.849), the contract managers clearly understand their roles and responsibilities (mean =3.93, SD=.818)

In the above table the findings show that the district has approved procedures in place for contractor monitoring (mean =3.89, SD=.728), the district and the council maintain records of contract management on health facilities construction works (mean =3.85, SD=.925). Additionally, table 4.9 above results demonstrated that in the event of complex and large volume of works, the district and the council sets additional committees to supervise and manage contract performance (Mean =3.82, SD=.496). Relatedly, the district has adequate number of staff with requisite supervisory skills to monitor contracts implementation (Mean =3.70, SD=.979).

It is also worth noting that table 4.9 above revealed that TDLG and TMC conduct regular site inspections of construction works in health Centre IIIs (Mean =3.67, SD=.1.112) the responses were however scattered and varied meaning that the responses were far from the mean. TDLG and TMC also set budgets aside for contract monitoring (Mean =3.61, SD=.923). Based on the above findings, the overall mean of 3.991 in agreement with the constructs on contract monitoring.

Table 4. 10: Qualitative data for contract monitoring

Sn	Sample Question	Emerging themes	Quotation sample(s)
1	Comment on monitoring of Health Centre IIIs contracts in this PDE	• Who monitors • How often is monitoring done • Reports on monitoring and action taken	*"In our entity monitoring is mainly the mandate of the user department, in most cases the Works department is the overall when it comes to construction. However, the monitoring can be by Gender and Labour office, Environmental and natural resource and at times the Political wing under works, Politicians and the community at large".* *"Monitoring is done regularly but due to some constraints the technical department does it at least in every 2 weeks, but the rest can monitor the progress at all times"* *"Reports are made at every visit by the technical staff and recommendations acted upon for as long as the action to be taken is within our mandate, those we cannot are forward and seek guidance"*
2	Does the entity encounter challenges during contract monitoring, if yes point out some	• Whether challenges exist • Challenges	*"Yes, our PDE faces challenges".* *"The challenges faced in contract monitoring are many, but some of them ere; - limited skilled staff to do monitoring in the entire district, political interference and influence, budget constraints, corrupt tendencies like connivance with contractors by the technical staff among others.*

Source: Primary Data 2024

4.3.3 Descriptive statistics for contract completion schedule

In an attempt to understand contract completion schedule at TDLG & TMC, respondents were required to rate their opinion regarding contract completion schedule constructs based on a 5-point Likert scale (5= Strongly Agree, 4= Agree, 3= Not sure, 2= Disagree and 1= Strongly Disagree) and the findings are presented below;

Table 4. 11: Descriptive statistics for contract completion schedule

Measurement items	N	Minimum	Maximum	Mean	Std. Deviation
The contract completion dates made known to the contractors	84	1	5	4.19	.885
This PDE sets contract completion dates	84	1	5	4.13	.803
A contract manager/supervisor closes the contract when its duration comes to an end	84	1	5	3.98	.931
Disputes are effectively resolved using the set procedures and mechanisms	84	1	5	3.70	.818
Contract are terminated due to poor performance and breach of contractual terms	84	1	5	3.65	.963
In case of amendment in time schedule for the contract, all the key stakeholders have to agree about it	84	1	5	3.54	.963
The contract supervisor always assesses the work and issues a certificate of provisional acceptance to close out the contract	84	1	5	3.46	.924
Do Cost variations occur in the construction works of HC IIIs in TDLG/TMC	84	1	5	3.11	1.018
Most health facilities contractor's complete construction works on agreed time schedules	84	1	5	2.86	1.043
The district/council pays contractors promptly and timely	84	1	5	2.83	1.004
Grand mean	**84**			**3.8899**	**.64279**

Source: Primary Data 2024

Table 4.11 showed a mean of over 3.5 indicating that most of the respondents were in agreement that contract completion dates made known to the contractors, the district and the council set contract completion dates, contract manager/supervisor always close the contract when its duration comes to an end, disputes are effectively resolved using the set procedures

and mechanisms, contract are terminated due to poor performance and breach of contractual terms and that in case of amendment in time schedule for the contract, all the key stakeholders have to agree about it.

The table further indicated divergent views of respondents on whether the contract supervisor always assesses the work and issues a certificate of provisional acceptance to close out the contract (mean =3.46, SD=.924) and whether Cost variations occur in the construction works of HC IIIs in TDLG and TMC (mean =3.11, SD=1.108)., this was evidenced by the mean of more than 3 but less than 3.5. Table 4.11 above finally showed that respondents disagreed on the views that most health facilities contractor's complete construction works on agreed time schedules (Mean=2.86, SD= 1.043) and on whether the district and the council pay their contractors promptly and timely (Mean=2.83, SD=1.004). These findings revealed a disagreement in addition to the divergent views as depicted by a standard deviation of more than 1.

Table 4. 11: Qualitative data contract completion schedule

Sn	Sample Question	Emerging theme(s)	Quotation sample(s)
1	Comment and give a justification on the contracts completion schedule of HC III construction projects in this PDE	• Completion time	*"Some are completed in time and others go beyond the planned time. The delays in completion are always attributed to delayed payment, delay in AG approvals, limited capacity by contractors especially in looting in procurement where one contractor can easily end up with multiple sites in different districts, issues relating to workers/labour, market prices, weather conditions and others".*
2	Does this PDE effect payments to the contractors as per the contract agreement	• Payment	*"Yes our Entity pays contractors as per the contract once they meet the obligations, but in cases where the contractor(s) fails to fulfill contractual obligation like passing approval for stage certification then payment cannot be effected. It is also true that at times our entity fails to pay contractors in time especially where say the contract crosses the financial year, in which money reverts to the national treasury. The process causes delays"*

Source: Primary Data 2024

4.3.4 Descriptive statistics on Value for Money

In an attempt to best understand Value for money, the researcher based the study on the 4 E's Economy, Effectiveness, Efficiency and Equity. Table 4.13 below presents the descriptive statistics showing the mean and standard deviation of the statements concerning the level of VfM:

Table 4.12: descriptive statistics for Value for Money

Measurement items	N	Minimum	Maximum	Mean	Std. Deviation
The costs of contracts reflect current market prices	84	1	5	4.05	.968
Contracts awarded by the district are within predetermined costs.	84	1	5	4.01	.925
The project benefits are shared as broadly as possible.	84	1	5	3.99	.912
Entities procure works within the stipulated budgeted prices as per the contract plan	84	1	5	3.99	.871
The contract management team is appointed on merit.	84	1	5	3.98	.744
Benefits accruing from managing the contract are fairly distributed to beneficiaries.	84	1	5	3.88	.856
Gender considerations are factored in assigning responsibilities in the contract management process.	84	1	5	3.80	.847
Contract management activities are inclusive of different indigenous beneficiaries.	84	1	5	3.77	.855
TDLG/TMC procure quality goods, services and works at less costs.	84	1	5	3.56	1.236
The procedure of contract award reduces lead time.	84	1	5	3.49	.938
Contractors who participate in the contract award process meet the delivery response time.	84	1	5	3.48	.925
Providers accomplish their contractual obligation as per the delivery /work schedule.	84	1	5	3.36	.914
All contractual responses are done in time	84	1	5	3.32	.867
Contractors deliver all outputs as per the Scope of Works (SOW).	84	1	5	3.31	1.097
The output that providers produce surpasses the resources that the entity uses to acquire the necessary resources.	84	1	5	3.23	1.144
The procurement of works is completed within the specified time schedule.	84	1	5	3.15	1.000
Payments to providers are duly effected within the stipulated contract period	84	1	5	3.14	1.066

Source: Primary Data 2024

The findings from table 4.12 above reveals most respondents were in agreement that at TDLG and TMC the costs of contracts reflect current market prices (Mean= 4.05, SD= .968),

contracts awarded by the district are within predetermined costs (Mean= 4.01, SD= .925), the project benefits are shared as broadly as possible (Mean= 3.99, SD= .912), entities procure works within the stipulated budgeted prices as per the contract plan (Mean= 3.99, SD= .871), contract management team(s) appointed on merit (Mean= 3.98, SD= .744), benefits accruing from managing the contract are fairly distributed to beneficiaries (Mean= 3.88, SD= .856), gender considerations are factored in assigning responsibilities(Mean= 3.80, SD= .847).

The findings further showed most respondents with divided views that TDLG and TMC procure quality works at less costs, Contractors deliver all outputs as per the Scope of Works (SOW), The output that providers produce surpasses the resources that the entity uses to acquire the necessary resources, The procurement of works is completed within the specified time schedule, Payments to providers are duly effected within the stipulated contract period, this was evidenced by the standard deviation above 1 and a mean of between 3 and 3.5.

Table 4. 13: Qualitative data for Value for money

Sn	Sample Question	Emerging themes	Quotation sample(s)
1	Comment on whether this PDE achieves value for money in HC III Construction works?	• Economy • Efficiency • Effectiveness • Equity	*"Yes, to a greater extent Our PDE achieves VfM in that the resources utilized by our PDE in most cases get the right quality for construction works in HC IIIs, however at times the delays and shoddy work by some contractors deny the PDE the desired quality of works"* *"The cost of constructing HC IIIs is always within the budget, cost overruns occur in very rare occasions".* *"The Entity achieves the objective in construction of HC III since most of the Facilities constructed are serving the intended purpose"* *"the benefits are shared by all parties, social and gender inclusion is not fully implemented by both the PDE and also contractors in most cases the male gender dominates"*

Source: Primary data, 2024

4.4 Correlation results

In this study, the Pearson (*r*) correlation coefficients was used to establish the nature of the relationship between the latent variables (contract management plan, contract monitoring and contract completion schedule on Value for money). The coefficients were obtained from the study findings SPSS version 27. The coefficients were read and interpreted by viewing two latent variables at a time. The *r* correlation coefficient value of ± 1.0 implies a perfect positive or negative correlation. A coefficient 0 means no correlation, between 0.01 – 0.29 depicts a very weak correlation, 0.30 – 0.49 shows a weak correlation, 0.50-0.69 depicts moderate correlation , 0.7-0.89 shows a strong correlation and 0.9 or larger is considered a very strong correlation (Cohen, 1988).

Table 4. 14: correlation results between contract management and value for money

	Latent variables	Value for money	Contract management plan	Contract monitoring	Contract completion schedule
Pearson Correlation	Value for money	1.000			
	Contract management plan	.625**	1.000		
	Contract monitoring	.729**	.697**	1.000	
	Contract completion schedule	.506**	.604**	.548**	1.000
Sig. (1-tailed)	Value for money	.			
	Contract management plan	.000	.		
	Contract monitoring	.000	.000	.	
	Contract completion schedule	.000	.000	.000	.
**. Correlation is significant at the 0.01 level (2-tailed), N = 84.					

Source: Primary data, 2024

The findings in Table 4.14 revealed a positive and moderate correlation between contract management plan and value for money (Pearson's correlation coefficient (r) = 0.625**, Sig. = 0.01), this implies that improvement of aspects under contract management plan like

contract supervisor/manager preparing a contract implementation plan, setting clear contract management objectives, having planned contract objectives linked to financial budgets and ensuring that contract implementation strategies known to all stakeholders would result into improvement in VfM. Also, the relationship between contract monitoring and value for money was found to be strong positive and significant (r = .729**, Sig. = 0.01). This implies that improvement in contract monitoring such as appointing a member of the user department to supervise the contract, having adequate staff with requisite supervisory skills to manage the contract, setting aside budgets aside for contract monitoring, having approved procedures in place for contractor monitoring, conducting contract performance appraisal during implementation and regular site inspections would result into improvement in value for money in terms of economy, efficiency, effectiveness and equity. Relatedly, the relationship between contract completion schedule and value for money was moderate and positive (r = .506**, Sig. = 0.01), implying that improvement contract completion schedule practices like setting contract completion dates and having disputes resolved using the set procedures result into improvement in value for money with regard to procuring quality works at less costs.

Basing on the findings from table 4.14 above, it can be ascertained that contract monitoring has a positive and a strong relationship with value for money. It is also key to note that contract management plan and contract completion schedule have a positive and moderate relationship on value for money. This therefore implies that if TDLG and TMC could conduct contract management plan, contract monitoring and contract completion schedule then value for money can be achieved since the variables have a relationship which is positive.

4.5 Regression analysis

In this study the researcher conducted a multiple regression analysis to determine the influence of the contract management on value for money. The researcher did follow the rules by checking for outliers, conducting normality test to ensure normal data distribution, checked for multicollinearity that would distort the findings.

Multiple regression results

The researcher employed a multiple regression analysis technique to establish how the independent variable constructs (contract management plan, contract monitoring and contract completion schedule) predict the dependent variable (value for money). The regression analysis was further used to test the study hypothesis $H0_1$-$H0_3$).

Table 4.15: Model summary for value for money

Model Summary									
				Std. Error	Change Statistics				
Model	R	R Square	Adjusted R Square	of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.750[a]	.562	.546	.37506	.562	34.282	3	80	.000
a. Predictors: (Constant), Contract completion schedule, Contract monitoring, Contract management plan									

Source: Primary data, 2024

In table 4.15 above, the model summary indicated and adjusted R Squared of .546, meaning that 54.6% variation in the Value for money of TDLG and TMC is accounted for by the contract management plan, contract monitoring and contract completion schedule, the other factors not covered in this study account for 45.4% of the variation in the VfM. This implies that a strong R Square of .546 (54.6%) as suggested by Hair et al. (2022) implies that the regression model is reasonably fit for the data.

Table 4. 16: Model summary of Anova findings for value for money

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.467	3	4.822	34.282	.000[b]
	Residual	11.254	80	.141		
	Total	25.721	83			
a. Dependent Variable: Value for money						
b. Predictors: (Constant), Contract completion schedule, Contract monitoring, Contract management plan						

Source: Primary data, 2024

The preceding table's analysis of variance results show that the significance is .000 and the Fisher's ratio (F) is 34.822. The significance where "p" was .000 <0.05 suggests that the model predicts the influence of the predictor variables on value for money in a statistically meaningful way. This also implies that the variables in this study (namely; contract management plan, contract monitoring and contract completion schedule) can significantly predict the variances in Value for money in TDLG and TMC.

Table 4. 17: Regression coefficients for value for money

coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.621	.303		2.047	.044		
	Contract management plan	.163	.097	.187	1.686	.096	.444	2.254
	Contract monitoring	.512	.099	.547	5.172	.000	.489	2.047
	Contract completion schedule	.080	.082	.093	.976	.332	.604	1.655
a. Dependent Variable: Value for money								

Source: Primary data, 2024

From table 4.17 above, the regression model could be defined as follows:-

VfM= β0+ contract management plan Contract + monitoring + contract completion schedule + ε

Where β0 is Constant and ε-Error term

Therefore the new model obtained after regression was

VfM= .621+.187+.547+.093

This shows that the independent variable constructs (contract management plan, contract monitoring and contract completion schedule) predict the dependent variable (Value for Money). This is validated by the positive constant .621.

Therefore on the basis of the above model, the study hypothesis ($H0_1$-$H0_3$) were tested as described below:-

4.5.1 Relationship between contract management plan and value for money

The first objective of the study was to examine the relationship between contract implementation plan and value for money in construction of HC IIIs in TDLG and TMC. In regard to this objective, a null hypothesis ($H0_1$): Contract implementation plan does not have a significant relationship with value for money in construction works of HC IIIs in TDLG and TMC. With the 95% confidence level, there is evidence to reject this hypothesis. Alternatively, the hypothesis accepted is that contract implementation plan has a significant relationship with value for money in construction works of HC IIIs in TDLG and TMC. This was supported by (β= .18.7, Sig = .096). This implied that a 100% enrichment in the aspects under contract management plan would improve value for money in TDLG and TMC by 18.7% while 81.3% are attributable to variables unrelated to the particular goal of

determining how contract management plan and value for money relate to each other in TDLG and TMC. This implies that increase in contract management plan practices such as contract supervisor preparing an implementation plan, clearly linking the implementation plans to the financial budget, making contract management strategies known to all stakeholders and a contract supervisor agreeing with the contractor on the schedule of activities to be followed during contract implementation would result into an increase of 18.7% in value for money.

4.5.2 Relationship between contract monitoring and value for money

The study sought to assess the relationship between contract monitoring and value for money in construction works of HC IIIs in TDLG and TMC. In regard to this objective, a null hypothesis ($H0_2$): There is no significant relationship between contract monitoring and value for money in construction works of HC IIIs in TDLG and TMC. The findings were tested at 95% confidence level and the null hypothesis was rejected. The alternative hypothesis that contract monitoring has a significant relationship on value for money was accepted. Based on the findings ($\beta = 0.547$, Sig = .000). This implies a 100% improvement in the aspects under contract monitoring would positively influence value for money of TDLG and TMC by 54.7% while 45.3% are due to other factors outside this research objective of the study. This implies that increase in contract monitoring practices by TDLG and TMC such as the accounting officer appointer a member of the user department to manage or supervise the contracts, setting additional committees to supervise complex construction projects, having adequate number of staff with requisite skills to manage and supervise contracts, setting aside budgets for monitoring contracts, having approved procedures for contract management, sharing of information, clear understanding of roles, appraisals of contract progress, proper

record keeping and conducting regular site inspections would result into an increase of 54.7% in value for money.

4.5.3 Relationship between contract completion schedule and value for money

Under this, the study sought to evaluate the relationship between contract completion schedule and value for money in construction of HC IIIs in TDLG and TMC. In line with this objective, a null hypothesis ($H0_3$): Contract completion schedule has no influence on value for money in construction works of HC IIIs in TDLG and TMC. The hypothesis was however, tested based on 95% confidence level in table 4.18 and the results showed $\beta = .093$, Sig = .332. Based on the findings, the null hypothesis was rejected and the alternative hypothesis was accepted since Contract completion schedule has influence on value for money in construction works of HC IIIs in TDLG and TMC. This findings therefore implied that a 100% enrichment in the aspects under contract management would positively enhance value for money by 9.3% while 90.7% are due to other factors outside contract completion schedule specific objective which sought to establish how contract completion schedule influences VfM in TDLG and TMC. This suggests that increase in contract completion activities such as setting clear contract completion dates, making completion dates known to key stake holders, informing all the key stake holders on any contract amendments, effective dispute resolution and closing the contract after its duration would contribute to 9.3% improvement in Value for money in TDLG & TMC.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings, discussions, conclusions, recommendations, and areas where further research can be undertaken. The findings in chapter four served as a direction for the discussion in this Chapter.

5.1 Summary of the findings

This study was conducted to establish the relationship between contract management and value for money, the study was conducted at TDLG and TMC, and the researcher collected quantitative data from 84 respondents

5.1.1 Contract management plan and Value for Money

The correlation findings revealed that Pearson's correlation coefficient r = 0.625** significant at 0.01, indicated that contract management plan and value for money had a positive and moderate relationship. On regression the findings revealed β= .187, Sig = .096, this showed that contract management plan positively and non-significantly predicts VfM in TDLG and TMC. The positive direction of the results shows that increase in contract management plan practices such as contract supervisor preparing an implementation plan, clearly linking the implementation plans to the financial budget, making contract management strategies known to all stakeholders and a contract supervisor agreeing with the contractor can aid in achieving value for the money in TDLG and TMC.

5.1.2 Contract monitoring and value for money

The correlation result on the relationship between contract monitoring and VfM revealed Pearson's correlation coefficient r = .729** and significant at 0.01. The regression findings showed that contract monitoring positively and significantly predicts VfM, since it emerged as the strongest predictor of Value for money in TDLG and TMC (β = 0.547, Sig = .000). In the study it is evident that contract monitoring practices by TDLG and TMC like setting additional committees to supervise complex construction projects, having adequate number of staff with requisite skills to manage and supervise contracts, setting aside budgets for monitoring contracts, having approved procedures for contract management, sharing of information, clear understanding of roles, appraisals of contract progress, proper record keeping and conducting regular site inspections would result into an increase in value for money attainment in the district and the council.

5.1.3 Contract completion schedule and value for money

The correlation results showed Pearson's correlation coefficient r = .506** and significance of 0.01. The regression further indicated that contract completion schedule was as well a weak positive predictor of value for money at TDLG and TMC, (β = 0.093, Sig = .332). Based on the findings, it can be ascertained that setting clear contract completion dates, making completion dates known to key stake holders, informing all the key stake holders on any contract amendments, effective dispute resolution and closing the contract after its duration would contribute to improvement in VfM in TDLG & TMC.

5.2 Discussion of the findings

The study's results showed a positive and significant relationship between contract management and value for money, the findings of the study were in total agreement various

scholars who carried studies in the related field. with Mchopa (2015), who ascertained that proper management of contracts ensures that the deliverables are met as agreed in the contract thus maximization of VfM. Aberdeen Group (2006) added that Contract management involves a the systematic procedure of creating, carrying out, adhering to, and analyzing company contracts with the goal of optimizing operating efficiency, cutting expenses, and lowering risks the findings are in agreement with Larbi et al. (2019), who ascertained that through contract management PDEs oversee and keep an eye on contract performance thus ensuring timely, economical, and high-quality delivery of services and projects.

5.2.1 Contract management plan and value for money in TMC and TDLG

The study's findings demonstrated that contract management plan positively and non-significantly predicts VfM in TDLG and TMC. the positive direction of the findings therefore imply that increases in contract management plan practices such as contract supervisor preparing an implementation plan, clearly linking the implementation plans to the financial budget, making contract management strategies known to all stakeholders and a contract supervisor agreeing with the contractor on the schedule of activities to be followed during contract implementation would result into increased attainment of value for money. These findings concur with the PPDA regulations (2014), which provides that as soon as a contract is received, the contract manager must use Form 49 in Schedule 2 to create a contract management plan. The findings agree with Davison et al, (2014) who sated that establishing goals, developing plans of action, and detailing contractual activities and timelines are all part of a contract implementation plan, which guarantees that resources are used more efficiently and points contracting parties in the right. The findings further agree with Jefferies et al. (2014) who noted that a contract implementation plan is helpful in outlining important

success factors for contract execution, such as the use of integrated alliances, contract objectives, strategies, key performance indicators specific to the project, and project scheduling, among others. Any successful contract management program must have a plan for contract implementation. A PDE may successfully implement a contract management plan to lower risks, improve contract visibility, and save time and money. It is crucial to remember that without a clear strategy, it can be challenging to guarantee that all contract responsibilities are fulfilled and that the contract management program is effective (Jefferies et al. 2014). Lines et al (2014), emphasized that that having a succinct and unambiguous contract implementation plan is crucial for managing contracts and ensuring success.

5.2.2 Contract monitoring and value for money in TMC and TDLG

The findings of the study further showed that contract monitoring positively and significantly predicts VfM, it indeed emerged as the strongest predictor of VfM in TDLG and TMC indicating that increase in contract monitoring practices by TDLG and TMC such as the accounting officer appointer a member of the user department to manage or supervise the contracts, setting additional committees to supervise complex construction projects, having adequate number of staff with requisite skills to manage and supervise contracts, setting aside budgets for monitoring contracts, having approved procedures for contract management, sharing of information, clear understanding of roles, appraisals of contract progress, proper record keeping and conducting regular site inspections would result into a great increase in value for money.

The findings show a total agreement with the PPDA Regulation (2014) regulation 53 Sub regulation 3, which states that to achieve success in contracts the contract manager must make sure that the provider complies with all performance or delivery obligations as

stipulated in the contract, submits all necessary paperwork, and ensure that the PDE complies with all payments and other obligations as stipulated in the contract and make sure that there is appropriate cost, quality and time control, as needed. The findings of the study agrees with Mamiro (2010) and Celoza et al. (2023) who said that adequate oversight of contract execution guarantees that the delivery of the promised service matches the amount paid for (value for the money) through timely monitoring and sharing of information. Additionally, the results concur with Jha & Misra (2007) and Lam et al. (2008) who contended that a good contract monitoring contributes to timely completion of construction works, cost effectiveness, and the production of high-quality goods and services the same scholars observed that the success of public procurement in the United States that demonstrated benefits to the construction industry came from efficient tracking and supervision of contractors to prevent poor work, overspending, and corrupt tendencies. (Additionally, continuous checking cautious construction workers guarantees adherence to safety regulations and fosters more effective project implementation (Love et al., 2016). The study by Nyeko (2014) publicized that to provide efficient contractor oversight and administration, the contract manager must: periodically monitor the provider's progress to ascertain that the contract's requirements are being met; spontaneously inspect construction sites over the duration of the contract to make sure that they are constructed to a suitable standard and that all terms and conditions are being followed.

5.2.3 Contract completion schedule and value for money in TMC and TDLG

In the study, it was discovered that contract completion schedule was a weak positive predictor of value for money at TDLG and TMC, this suggests that increase in contract completion activities such as setting clear contract completion dates, making completion

dates known to key stake holders, informing all the key stake holders on any contract amendments, effective dispute resolution and closing the contract after its duration can lead to an improvement in Value for money in TDLG & TMC. The findings of this study agree with Musanzikwa (2013), who emphasized that creating a work schedule helps to guarantee that the contract is finished on time. The findings further agree with Mbabazi et al. (2014), who stated that in order to guarantee that the clients are as satisfied as possible, a good contract needs to be completed and delivered at the required standard of quality and time.

5.3 Conclusions

The study findings showed that contract management plan positively and insignificantly predicts Value for money in Tororo District Local Government and Tororo Municipal Council. Contract management plan being a positive predictor of value for money necessitates the district and the council to put in place efficient and effective mechanisms in planning for contracts so that value for money can be achieved.

The findings of the study further showed that contract monitoring positively and significantly predicts VfM, it emerged as the strongest predictor of Value for money in TDLG and TMC, and this therefore requires the district and the council to put mechanisms that promote effective contract monitoring in order to guarantee that VfM in construction projects of Health Centre IIIs is achieved.

In the study, it was also discovered that contract completion schedule was a weak positive predictor of value for money at TDLG and TMC, despite being weak predictor, the positive direction means that the contribution of contract completion schedule should not be underrated since it aids in achieving value for money.

5.4 Recommendations

The findings revealed that contract management (contract management plan, contract monitoring and contract completion schedule) accounts for 54.6% in the Value for money of TDLG and TMC, therefore the study recommends the following: -

Tororo district Local Government and Tororo Municipal Council should recruit competent and skilled personnel to supervise and monitor construction works, in addition those in acting positions should be confirmed or the positions be filled by advertising. This can help the officers take decisions without fear.

The government should consider recruiting at least one competent person in every sub county to help in monitoring construction works on behalf of the district on a daily. So that defects can be detected and corrected at an early stage.

Tororo district Local Government and Tororo Municipal Council should set aside budgets to help adequately facilitate those involved in contract management and also try as much as possible to pay contractors in time especially those who meet their contractual obligations.

Tororo district Local Government and Tororo Municipal Council should adopt the use of electronic system which can help in tracking the running contracts of contractors so as to detect those with multiple contracts.

5.5 Suggested areas for further research

This study focused TDLG and Tororo Municipal Council leaving out all the other Local governments in Uganda, there is need to conduct the study in other local governments so as to get a better picture on the relationship.

The findings revealed that some contractors who delay in completing works as per the planned schedule had multiple sites, there is need to conduct further studies on Post qualification and performance of contractors in PDEs in Uganda.

Due to the need to track performance and share information, there is need to Adopt electronic procurement. Therefore, further studies can be carried out on the relationship between electronic procurement and performance of procurement contracts in an organization.

Since the study revealed that some contractors were unable to complete work as planned and in the required quality, it is important that further study is conducted on contractor selection and Value for Money in procurement.

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APPENDICES

Appendix A: Research Questionnaire

Dear respondent,

This study is investigating the relationship between Contract management and value for money in procurement of construction works of Health Centre IIIs in Tororo District. The study is part of **Eroni Deogracias'** Master of Science in procurement and supply chain management degree award requirements by Kyambogo University. Kindly spare part of your valuable time to answer this questionnaire. You are requested to be as honest and sincere as possible in your responses to enable accurate understanding of the subject under investigation. Your responses will be kept confidential and used strictly for the purposes of this study.

Thank you.

Instructions:

Please Tick/ Circle the options of your choice in the spaces provided and fill in the spaces if needed.

SECTION A: Background of the respondents:

1. Gender:

Male	Female
1	2

2. Age group :

25-34years	35-44 years	45-54years	55-64years	65 years and above
1	2	3	4	5

3. Level of education

Diploma	Bachelors	Masters	PhD	Others
1	2	3	4	5

4. Marital status:

a) Married [1] b) Single [2] c) Divorced/Widowed [3]

5. Work experience

Less than 1 year	1-5 years	6-10 years	11-15 years	Over 15 years
1	2	3	4	5

6. Department

User department	PDU	Contract committee	Contractor	Contract Manager/ contract management team	Others
1	2	3	4	5	6

For sections B, C, D and E, please tick the numbers that best indicate your responses to the questions using the following scale:

Scale	5	4	3	2	1
Level of agreement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree

SECTION B: Contract Management Plan

S/n	Statement	Response				
		1	2	3	4	5
BCP1	A contract manager or contract supervisor is appointed by the accounting officer from the user department.					
BCP2	Contract manager/supervisor prepares a contract implementation plan which is approved by the contracts committee					
BCP3	Contract implementation plans at TDLG/TMC are clearly linked to implementation objectives of health center construction works					
BCP4	A contract manager/supervisor always sets clear objectives to guide contract implementation					
BCP5	Planned contract objectives are clearly linked to financial budgets at TDLG/TMC					
BCP6	Contract implementation strategies are made known to all stakeholders involved in contract management					
BCP7	Strategies for contract implementation are clear to all parties involved in contract management					
BCP8	A contract supervisor in agreement with the contractor always prepares a schedule of activities to be followed during contract implementation					

SECTION C: Contract Monitoring

S/n	Statement	Response				
		1	2	3	4	5
CCM1	The accounting officer appoints a member of the user department to manage or supervise and monitor the awarded contract					
CCM2	In case of complex and large volume of works, this PDE sets additional committees to supervise and manage contract performance					
CCM3	The district/council has adequate number of staff with requisite supervisory skills to monitor contracts implementation					
CCM4	This PDE sets budgets aside for contract monitoring					
CCM5	The district/council has approved procedures for overseeing contractors.					
CCM6	The district/council provides reliable information to facilitate contract monitoring					
CCM7	The contract managers clearly understand their roles and responsibilities					
CCM8	On construction projects for health facilities, there is an explicit feedback system between the PDE, the contractor, and the contract supervisor.					
CCM9	When the project is being implemented, the district performs contract performance appraisals.					
CCM10	The district/council maintains records of contract management on health facilities construction works					
CCM11	TDLG/TMC conducts regular site inspections of construction works in health Centre IIIs					

Section D: Contract completion schedule

S/n	Statement	Response				
		1	2	3	4	5
DCC1	The district/council sets contract completion dates					
DCC2	The contract completion dates made known to the contractors					
DCC3	Most health facilities, contractors complete construction works on agreed time schedules					
DCC4	Do Cost variations occur in the construction works of HC IIIs in this PDE					
DCC5	The district/council pay contractors promptly and timely					
DCC6	In case of amendment in time schedule for the contract, all the key stakeholders have to agree about it					

DCC7	Disputes are effectively resolved using the set procedures and mechanisms					
DCC8	The contract supervisor always assesses the work and issues a certificate of provisional acceptance to close out the contract					
DCC9	Contract are terminated due to poor performance and breach of contractual terms					
DCC10	A contract manager/supervisor closes the contract when its duration comes to an end					

SECTION E: VALUE FOR MONEY

The alternate answers and the corresponding numbers for each response are displayed in this section. The responses are presented in the Likert scale ranging from; 5= Strongly Agree, 4 =Agree, 3 =Somehow agree, 2= Disagree, and 1= Strongly Disagree. Please rate the statement by checking or circling the number that most accurately corresponds to your opinion in the box.

	Economy					
VEC1	The costs of contracts reflect current prices on the market	1	2	3	4	5
VEC2	Contracts awarded by this PDE are within predetermined costs.	1	2	3	4	5
VEC3	TDLG/TMC procure quality goods, services and works at less costs.	1	2	3	4	5
VEC4	Does your Entity procure works within the stipulated budgeted prices as per the contract plan	1	2	3	4	5
	Efficiency					
VEF1	The output that providers produce surpasses the resources that the entity uses to acquire the necessary resources.	1	2	3	4	5
VEF2	Contractors deliver all outputs as per the Scope of Works (SOW).	1	2	3	4	5
VEF3	The procurement of works, services and supplies is completed within the specified time schedule.	1	2	3	4	5
VEF4	All contractual responses are done in time	1	2	3	4	5
VEF5	Payments to providers are duly effected within the stipulated contract period	1	2	3	4	5
	Effectiveness					
VEV1	Participating contractors fulfill the delivery response time requirement during the contract award process.	1	2	3	4	5
VEV2	Providers accomplish their contractual obligation as per the delivery /work schedule.	1	2	3	4	5
VEV3	The contract award process results into reduced lead time.	1	2	3	4	5
VEV4	Works, procured by your Entity suit the technical specifications	1	2	3	4	5
VEV5	The recent HC IIIs construction works were completed and serving the intended purpose with no visual defects	1	2	3	4	5

	Equity					
VEQ1	The contract management team is appointed on merit.	1	2	3	4	5
VEQ2	Gender considerations are factored in assigning responsibilities in the contract management process	1	2	3	4	5
VEQ3	Benefits accruing from managing the contract are fairly distributed to beneficiaries.	1	2	3	4	5
VEQ4	Contract management activities are inclusive of different indigenous beneficiaries.	1	2	3	4	5
VEQ5	The project benefits are shared as broadly as possible.	1	2	3	4	5

Thank you for your cooperation and time

Appendix B: Interview Guide

1) Comment on the appointment of contract managers/supervisor(s) in this Procuring and Disposing Entity (PDE) and the stage of the appointment
2) Comment on contract implementation plan in this PDE.
3) Comment on monitoring of Health Centre IIIs construction contracts in this PDE
4) Does the entity encounter challenges during contract monitoring, if yes point out some of them?
5) Comment and give a justification on the contracts completion schedule of HC III construction works in this PDE
6) Does this PDE effect payments to the contractor as per the contract agreement?
7) Comment on whether this PDE achieves value for money in HC III Construction works?

Appendix C: Krejcie and Morgan (1970) Sample size determination table

Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368

Source: Krejcie and Morgan (1970)

Appendix D: Plagiarism Test Results