

**CONTRACT ADMINISTRATION AND CONTRACT PERFORMANCE IN LOCAL
GOVERNMENTS OF UGANDA
A CASE STUDY OF MITOOMA DISTRICT LOCAL GOVERNMENT**

**BY
KELETH ATAMBA**

**REG.NO.
17/U/14356/GMBA/PE**

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DECLARATION

This dissertation titled, "*Contract Administration and Contract Performance in Local Governments of Uganda; a Case Study of Mitooma District Local Government*", is my original work and has never been presented for the award of a degree in any University

Date.....31/11/2019.....

Signature..........

ATAMBA KELETH

Reg.No. 17/U/14356/GMBA/PE

APPROVAL

I hereby consent that this dissertation by **ATAMBA KELETH** registration number **17/U/14356/GMBA/PE** was done under our supervision and is now ready for submission to the Graduate School in partial fulfilment for the award of a master's degree in Business Administration of Kyambogo university.

Date 7/11/2019

Signature..... Ndandiko Charles

Dr. Ndandiko Charles

Date..... 8/11/2019

Signature..... Peter W. Obanda

Dr. Peter W. Obanda

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LIST OF ACRONYMS

ACCA	Association of Chartered Certified Accountants
ADR.....	Alternative Dispute Resolution.
ANOVA	Analysis of Variance
BOQ's.....	Bills of quantities.
CIPS	Chartered Institute of Procurement and Supply.
CPA	Certified Public Accountant.
DLGs	District Local Government.
IQR.....	Interquartile Range
LG	Local Government
PDU.....	Procurement and Disposal Unit
PPDA.....	Public Procurement & Disposal of Public Assets Authority
SPSS.....	Statistical Package for Social Science

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ABSTRACT

Contract administration is a key component of contract management that ensures that post award contract activities are handled carefully and responsibly so that the real outcomes from the contract can serve and satisfy the intended users efficiently and effectively hence achieving value for money. In Mitooma District Local Government (DLG), almost 90% of the money spent under procurement is through contracting with different stakeholders. However, 40% of the contracts have not performed well due to poor post award stage management; records were not well managed, no clear mechanisms for handling claims, disputes and payments were not based on the agreed milestones (Mitooma DLG, 2018). In order to understand the interplay between records management, dispute resolution, change management and contract performance, a research was conducted to examine contract administration as a key component of contract management and its influence on contract performance in Mitooma District Local Government.

A mixed method approach was adopted by the researcher; a quantitative survey (using digital Kobo collect) was carried out on a sample size of 52 respondents of the targeted population randomly selected in Mitooma District Local Government. This was followed by semi structured interviews with 5 district officials purposively selected.

The study findings revealed a correlation coefficient of 0.463 between records management and contract performance which implied that there was a positive relationship between records management and contract performance. The correlation was significant since the p-value 0.001 was less than 0.01. Further analysis revealed a 0.380 correlation coefficient between dispute resolution and contract performance which implied that there was positive relationship between dispute resolution and contract performance. The correlation was significant since the p-value 0.005 was less than 0.01. A bivariate analysis between change management and contract performance revealed a 0.583 correlation coefficient which implied that there was a positive relationship between change management and contract performance. The correlation was significant since the p-value 0.000 was less than 0.01.

The study recommended that Mitooma DLG should put in place a central database where all contract records can be kept, ensure that the records are kept under key and lock, proper documentation be done to ensure that each party understands their roles. Risk projections should be assessed before contract implementation and risk mitigation strategies devised. Dispute resolution mechanism should be developed and agreed upon before conflicts arise.

CHAPTER ONE

INTRODUCTION

This chapter contains the background of the study, statement of the problem, objectives of the study, research objectives, and significance of the study and scope of the study.

1.1 Background of the study.

Public procurement constitutes the biggest marketplace in developing countries (Migai, J 2005). About \$820 billion is spent annually by developing countries in procuring goods and services from the private sector (World bank, 2018). Public procure is abroad process that encompasses procurement planning, contract award, contract management, performance evaluation, auditing and reporting. Due to the sums of monies involved at various phages, Contract administration is very important for contract performance and effective delivery of goods, works and services.

Over the past few years, developing countries have recognized the importance of effective management of the public procurement process at both central and local government levels, and its contribution to improved governance of the public sector (Basheka, B 2016). Amidst the opportunities that public procurement offers to Local governments for timely purchase of good, works and services (World bank, 2018), challenges such as poor records management, conflicts and poor change management hinder effective delivery of goods, works and services.

Procurement and contracting play a significant role in public sector governance in Uganda. The basic principle of public procurement is to acquire right goods, works and services at the right time, and at the right price (Basheka, B 2016). A growing trend has been observed in the operation of the public sector regarding the increasing importance of contracts in delivery goods, works and services in Uganda (Basheka,2016). Public procurement processes in Uganda are implemented within the existing legal frameworks namely; the 1995 Constitution of the Republic of Uganda, the Public Procurement Disposal of Assets Act and Regulation, the Local Governments Public Procurement and Disposal of Public Assets Regulations (PPDA), 2006, the Local Governments Act, Cap. 243 and Procurement Guidelines. Therefore, it is obligatory for the public procurement practices to be implemented in accordance with the existing legal frameworks if public procurements are to achieve value-for-money (Uganda CPAR, 2004)

Contract administration is one of the post award fundamentals of contract management that focuses on the relationship between the organization and the supplier and the operation of the

routine and administrative and secretarial roles right away from contract award to contract closure. According to Hanks (2019) contract administration is the element of contract management which ensures that operational aspects of making the contract run effectively and efficiently are taken into consideration. Contract administration covers aspects of managing changes to contracts, keeping contract-related records, addressing claims and resolving disputes as well as contract closeout actions

Mitooma District is one of the 134 District Local Governments in Uganda and is located in South Western part of Uganda in Ankole sub region. The District was created by the act of parliament and became functional on 1 July 2010. According to Uganda national Housing and population census (2014), the District had a total population of 183,444 people. About 90% of the money spent under procurement by the District is through contracting companies and other services providers for delivery of goods, works and services.

Despite the enactment of the PPDA Act (2003) and operationalization of numerous regulations to improve performance of the procurement role in Uganda, Mitooma District Local Government has for the last two years 2016/2017 and 2017/18 performed poorly in procurement of goods, works and services characterized by failed projects, re- advertisement of some projects due to some contractors failing along the way, shoddy work, disputes and failure to manage changes in contracts due to poor contract administration process.

The poor contract administration is hypothesized to have far reaching implications on contract performance that affects delivery of goods, works and services in Mitooma District Local Government. Therefore, the study established the relationship between contract administration and contract performance as a starting point of identification of strategies that will improve contract performance for effective delivery of goods, works and services in Mitooma District Local Government

1.2 Problem statement

Contract administration is a key component of contract management that ensure that post award contract activities are handled carefully to yield intended results and ensure value for money. Although about 90% of the money spend under procurement by Mitoma District Local Government is through contracting different service providers, 40% of the contracts had not performed well due to poor contract administration.

Poor contract administration is hypothesized to have implication on contract performance in Mitooma DLG. Limited information is documented on the relationship between contract administration and contract performance despite the fact that in the District performed poorly in procurement of goods, works and services characterized by failed projects and re- advertisement of some projects.

Therefore, the study established the relationship between contract administration dimensions of records managements, dispute resolution and change management with contract performance as a starting point for identification of strategies to improve contract performance for effective delivery of goods, works and services in Mitooma District Local Government.

1.3 Objectives of the study

1.3.1 General Objective of the study

To examine the role of contract administration on contract performance in Mitooma District Local Government.

1.3.2 Specific Objectives of the study

1. To establish the relationship between record management and contract performance in Mitooma District Local Government.
2. To examine effect of dispute resolution on contract performance in Mitooma District Local Government.
3. To examine the influence of change management on contract performance in Mitooma District Local Government.

1.4. Research Hypothesis.

1. Contract records management does not significantly affect contract performance in Mitooma District Local Government.
2. Dispute resolution does not significantly affect contract performance in Mitooma District Local Government.
3. Change management does not contribute to contract performance in Mitooma District Local Government.

1.5 Significance of the study

The findings of the study enriched PDE's contract administration strategies to improve contract performance and ensure effective delivery of good, works and services in Mitooma District

Local Government and other District Local Governments in Uganda since about 90% of the money spent under procurement in DLGs in Uganda is through contracting with different stakeholders and companies.

For the District Administrators and political leadership, the research finding informed their planning and monitoring of contract administration dimensions to improve contract performance and ensure value for money

For the academia, the study findings contributed to the wealth of knowledge that can be used to develop models on effective contract administration and contract performance for Local Governments and other public sectors in Uganda and elsewhere in the World.

1.6 Scope of the study

1.6.1 Geographical scope.

The study was conducted in Mitooma District Located in Western Uganda. Mitooma District was carved out of the Greater Bushenyi District of Western Uganda in 2010.

1.6.2 Content scope.

The study focused on contract administration as a component of contract management and its relationship with contract performance. The role of contract administration aspects; records management, dispute resolution and Change management on contract performance were assessed. The study was conducted for a period for 5 months starting February –July 2019

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The origins of the current local government can be explained based on the administration and the politics of Uganda which started way back during the time of colonialists where systems were centralized by then (Lubanga, 1996). The districts are the main local government units under which there are other administrative units and lower local governments like the municipal councils and divisions (local government in the municipality) and city councils and city divisions (local government in the city).

2.2 Theoretical review

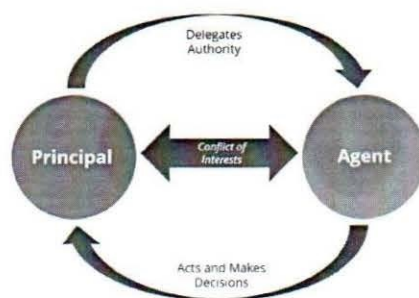
Whereas there are a number of theories that relate to contract administration, this study adopted the agency theory that explain the principle –agent relationships.

The principle –agent relationships

According Choppra (2003) The theory explains the relationship between the two parties in contracting i.e. principal (purchasing/awarding entity) and agents such as contractors. The classic mainstream agency theory assumes that the principal purely relies on the actions of the contractor. "Agency **theory** assumes that both the principal and the agent are driven by self-interest and dispute arises due to divergent interests of the principals and agents in a contract. The basic assumption of agency theory is that the interests of two parties (principals and agents) deviate (Mutua et al., 2014). This also explains the need of managing conflicts that may arise between the contractors and hiring entity. The two parties (principal and agent) have an agency relationship where they cooperate and work together. In this relationship, the principal is in position to delegate work and decision making authority to the agent to act on their behalf (Eisenhardt, 2011). The important assumptions on the principal- agency theory is that, there are goal conflicts between principal and the agent and both parties act in their own self-interest to certify themselves. The theory also states that the principal and the agents will find it simple to meet the interests of each other where the roles and responsibilities, performance measures and opportunistic behaviors of each party are clearly specified so that at the end, there is successful contract administration that guarantees the achievement of value for money(Van Slyke, 2007).

The divergent interest of the two parties (principal and agent) can be prevented by establishing proper contract management procedures (Mutua et al., 2014) and by appropriate follow up activities to limit devious actions which are aspects of inter-functional coordination.

This study therefore adopts the view that it is important to manage and monitor the key elements of contract administration that include; records management, disputes and change management as key success factors (as defined in the Agency Theory) of success for contract performance in Local Governments



Therefore, this study will focus on 3 elements of contract administration namely; records management, dispute resolution and change management. However, there is limited literature to demonstrate the relationship between contract administration and contract performance in agency theory in local Governments in Uganda

2.3 Conceptual review

2.3.1 Contract administration

Contract administration is the area of contract management that ensures that the day to day activities are done efficiently and effectively and covers the formal governance and permitted changes with their documentation of the contract. (National Audit Office, 2008). It includes managing changes to contracts, keeping contract-related records, addressing claims and resolving disputes as well as contract closure. Contract administration pays attention to the implementation contract process and compliance to contract terms for realisation of the planned outputs and outcomes of the contract (Bartsiota (2014).

In addition, Contract administration also encompasses decisions making and appropriate flow of information to ensure completion of the contract activities as stipulated in the contract

documents through evaluation and assessment of the project's progress. Contract administration is surrounded by recording and documenting of general updates, enforcing outcomes from contract review site meetings, contract maintenance, change control matters, monitoring, management reporting, and document storage hence it should not be underestimated in determining the overall success of the contracts (R. G. Rendon, 2015)

Poor contract administration leads to schedule delays, poor quality, and unacceptable results, cost overruns, disputes and litigation, loss of revenue and unsatisfaction of the end-users all which can be linked to contract performance he further explains that all those problems can be avoided if contract administration is well done.

Contract administration is a very important component of contract management and should be given much emphasis so that goods, works, and services are well received efficiently and effectively (Chappell, 2019). more so, observed that poor contract performance is as a result of poor record-keeping, failing in change management, poor planning and failing to manage disputes.

More so, he further stipulates that the success of contract administration is determined by receiving the right items, in the right quantity, at the right price, at the right time, with the right quality and from the right source. This research will, therefore, focused on what could be done during contract administration and will also focused on change management, records management and handling claims and disputes promptly which have a direct influence on the performance of contracts.

Contract management and other factors collectively account for 66% variation in the contract. Generally, performance of contract is moderately satisfactory with contract management having the strongest correlation with contract performance of outsourced project (Mutua.M.et al, 2014). Mutua's findings revealed that contract management influenced project performance through dispute resolution mechanism and other variables which were found to have a positive correlation

2.3.1.1 Records management

Contract record management is very important, and it affects the performance of contracts. The PPDA Act (2003) requires that all government institutions to maintain contract files so that all issues relating to any contract for example disagreements, contract changes, minutes from site

meetings among others are in safe custody for reference. contract records are the basis for internal and external audits and are needed to determine compliance with the procurement legal and institutional framework.

Record management is an important component of contract administration which provides a rational basis for making decisions about recorded information. According to Namukasa (2017) in her findings indicated that records management had a significant correlation with procurement performance. The study results further revealed a positive and statistically significant relationship between records management and contract performance with a positive relationship between records maintenance, and contract performance.

In spite of a well-laid-down regulations on contract records management, records are poorly kept, leading to gross inefficiency and ineffectiveness of public entities for example where some documents like commencement orders, scope of works, work schedule are missing on the contract file which can limit the clear record of what should be done, when and how hence affecting the performance of contract, thus the need to establish the relationship between contract record management and contract performance in local governments of Uganda is vital as starting point for laying strategies for enhancing contract performance.

2.3.1.2 Contract Dispute resolution

Contract disputes

A dispute in contracts can be defined as a disagreement between parties in the contract regarding the contract terms and is usually considered when a party fails to perform its duty as agreed in the contract. (Cheung and Yuin, 2007) states that a dispute is a regular feature in construction developments and devours resources that would then be used more effectively. Thomas (2000) stressed that the nature of disputes in construction projects ranges from petty disputes to disputes that may impend the feasibility of the project. Contractual disputes could be time-consuming and expensive and can damage awarding entity/contractor relationships, cause delays and negatively impact contract execution as well as increase the contract price (The World Bank, 2018). If disputes are not timely and appropriately resolved, they tend to become prolonged and escalated (Abdollah.S. et al, 2019).

In construction/works projects (Lee et al., 2017) states that the structure of construction project is increasing becoming intricate, and disputes have gotten to more serious levels.

Despite best practice efforts in contract administration, disputes arise. Findings in four case studies revealed that the greatest cause of disputes is contract management, followed by contract records, Financial issues, other project-related matters (Elziny et al.,2015). Therefore, it is important for contracting parties to recognize that disputes are bound to happen when two parties with divergent interests enter into a contract and should work on strategies for mitigating disputes in the first place (The World Bank, 2018). When disputes occur, every attempt should be made to find efficient and cost-effective resolution mechanisms.

Dispute management

Dispute resolution, in its widest sense, is any process that can bring about the conclusion of a dispute. Techniques range from the most informal discussions, through to formal negotiations, mediation and arbitration. Arbitration and litigation should be considered as resolution methods of the last resort. Creating a more complicated and less manageable scenario. Therefore, inappropriate dispute resolution methods would jeopardize a project's success (Abdolla et al., 2019). A comprehensive procedure on dispute management should be contained within the contract document. Contracts should set out the procedures to be used when a dispute arises, usually will focus on formal processes such as arbitration (World Bank, 2018) and little attention is given to the informal processes of dispute resolution. Depending on the contract, Alternative Dispute Resolution (ADR) mechanisms be employed.

Even though disputes have been resolved through other than lawsuit for many years, it is well recognized that an ADR explosion happened in the United States early 1970s. Motivated by concerns about effectiveness and value for money, ADR advocates stressed the fact that that disputes be resolved by negotiation, mediation, and arbitration other than public trials only (Jean R., 2007).

If the contract provides for the appointment of such dispute resolution mechanisms, contracting parties should ensure that the strategies are developed as early as possible. Trying to establish this mechanism after a dispute arises is a recipe for failure (The World Bank, 2018). It is very important for Contracting parties to operationalize the chosen mechanisms as provided for in the contract (Robinson, 2011) conflicts can be constructive or destructive. therefore, constructive conflicts should be encouraged whereas destructive conflicts that lead to disputes be avoided. It is always essential to identify problems early and proper communication channels should be followed to address the identified problems so as to mitigate disputes and maintain peace

(Bowler et al., 2016) It should also be noted that the earlier the destructive conflict is resolved, the better the percentage of resolution success and the lesser the cost. Thus the need to study to determine the effects of disputes and dispute resolution on the contract performance in Mitooma District Local Government in Uganda.

2.3.1.3 Change management

Change management is the process of mitigating the undesirable changes and integrating the essential changes into the contract and amendments to the contract during contract implementation is inevitable (Bartsiotas, 2014). Despite the best efforts of contracting parties, changes in a contract may be necessary due to several reasons such as errors, unforeseen conditions, emerging risks and changes in needs and application of value engineering (World Bank, 2018).

Changes to a contract may be motivated by various factors that may include; changes in approaches and aims of the parties, changes in business requirements of the organization, market changes, new technological developments and legislative change which can in turn lead to changes in goods/works/services required, metrics needed and changes in the workload (Contract Management Guide, n.d.)

Contract changes mainly apply to works and services as compared to goods. The World bank (2018) states that a one-off straightforward purchase of goods is unlikely to cause changes to the contract (unless if there was an error) as compared to a complex infrastructure contract which may require a number of changes as works progress. Change may be in scope of what was provided in the contract, the contract period, stipulation of the goods, works and services to be supplied or the price and managerial changes (Queensland Government, 2015). In addition, changes may also include; the contract language, change in the price, change in the delivery schedule, changes in any terms and conditions among others. However, a significant difference would be substantial change in the scope of services/ works and may not be allowed

It is very important for both parties to know the implications of those changes since changes of any significance may affect the scope and the viability of the contract for either party. If the changes lead to reduction in the scope, the purchasing entity may issue claims regarding the misrepresentation in the volume of works in the original contract whereas where the changes lead to increase on the scope, the organization should make sure that value for money is secured if such changes are to be handled. Therefore, official change control measures should be

developed and set out in the original contract records to avoid misinterpretation and ambiguity about roles, responsibilities and the actions to be taken in any given situation.

Rendon (2012) gave a six step contract change management process to initiate the Contract change; Plan the Contract change, Approve and negotiate the Contract change, Award the Contract Change, Administer the contract change and Close out contract change. This steps should be followed for the success of change management. The rationale behind handling and managing changes is to avoid risks and its costs and to facilitate both parties perform its part while achieving value for money for example where changes in design is needed ,the employer has to add in the extra costs for the contractor where changes may lead to increase on the scope but the employer should also do it putting in consideration of the core principle of achieving value for money hence need to assess the influence of change management on contract performance in local Governments of Uganda

Fundamental to managing change is to establish robust change management procedures and ensure that these procedures are followed (world Bank, 2018). The World bank further suggests several tips for good practice change management include but not limited to; i) as early as possible during the contract execution phase, establish a formal and documented change management process, ii). have appropriate forms and clear procedures for requesting a change proposal estimating the change (e.g. scope, costs, implications and risks), and approving the change proposal iii) clarify who is responsible for what during change management and ensure that individuals have clear delegated authority to act iv). familiarize those involved in contract change management (e.g. contract managers, consultants, contractors) with the procedures, documents, decision-making process, and record-keeping requirements v). identify areas prone to change, evaluate risk, and aggressively manage those areas vi). ensure appropriate flow of change information to the relevant stakeholders; vii) make sure all relevant factors are considered when assessing change proposal (e.g. in terms of technical, quality, impact and risks, time and cost.

2.3.2 Contract performance

Contact performance is the measure of the achievement of the intended goals and benefits so that the level at which both parties in the agreement have achieved the agreed contractual outcomes is known (Surahyo & Surahyo, 2017). contract performance has attracted attention from researchers, practitioners and academicians and this could be due too poor performance resulting

from failure to enforce the terms and conditions agreed upon in the contract that leads to lack of end user satisfaction and loss of resources (Kakwezi, & Nyeko, 2014)

According to Muhwezi (2015), Poor contract administration leads to schedule delays, poor quality and unacceptable results, cost overruns, disputes and litigation, loss of revenue and unsatisfaction of the end users all which can be linked to contract performance he further explains that all those problems can be avoided if contract administration is well done.

Contract administration is a very important component of contract management and should be given much emphasis so that goods, works and services are well received efficiently and effectively (Chappell, 2019). More so, observed that poor contract performance is as a result of poor record keeping, failing in change management, poor planning and failing to manage disputes.

More so, he further stipulates that the success of contract administration is determined by receipt of the right items, in the correct quantity, at the accurate price, at the appropriate time, with the right quality and from the right source. This research will therefore focus on what can be done during contract administration and will focus on change management, records management and handling claims and disputes in a timely manner which have direct influence on the performance of contracts.

According to the auditor general's report (2014), the performance of contracts in works was not satisfactory characterized by some contractors being paid before the agreed milestones in a contract are achieved hence the reason as to why the value for money was not being achieved. According to Internal Audit report (2018), Mitooma District has for the last two years 2016/2017 and 2017/18 performed poorly in procurement and contracting while citing failed projects like the political wing building, re-advertisement of some projects due to some contractors failing along the way, shoddy work, disputes and claims, and users purchasing outside the contracted providers for example in the frame work contracts.

The report recommended improvement on contract administration and compliance on procurement procedures if value for money and customer satisfaction was to be achieved. The administrative review recommendation from PPDA where Mitooma District had suggested blacklisting of DOKA investments from participating in public procurement of Uganda for having failed to complete the political wing building revealed that Mitooma District had not

given the commencement order to Doka investment Uganda limited hence PPDA could not blacklist the company. It is against this background that the researcher is to undertake the study on contract administration and contract performance in Uganda's local governments using Mitooma district local government as a case study.

According to internal Audit report (2018), Mitooma District has for the last two years 2016/2017 and 2017/18 performed poorly in procurement and contracting while citing failed projects like the political wing building, re- advertisement of some projects due to some contractors failing along the way, shoddy work, disputes and claims, and users purchasing outside the contracted providers for example in the frame work contracts. The report recommended improvement on contract administration and compliance on procurement procedures if value for money and customer satisfaction was to be achieved. The administrative review recommendation from PPDA where Mitooma District had suggested blacklisting of DOKA investments from participating in public procurement of Uganda for having failed to complete the political wing building revealed that Mitooma District had not given the commencement order to Doka investment Uganda limited hence PPDA could not blacklist the company. It is against this background that the researcher undertook the study on contract administration and contract performance in Uganda's local governments using Mitooma district local government as a case study.

2.3.3 Summary of literature

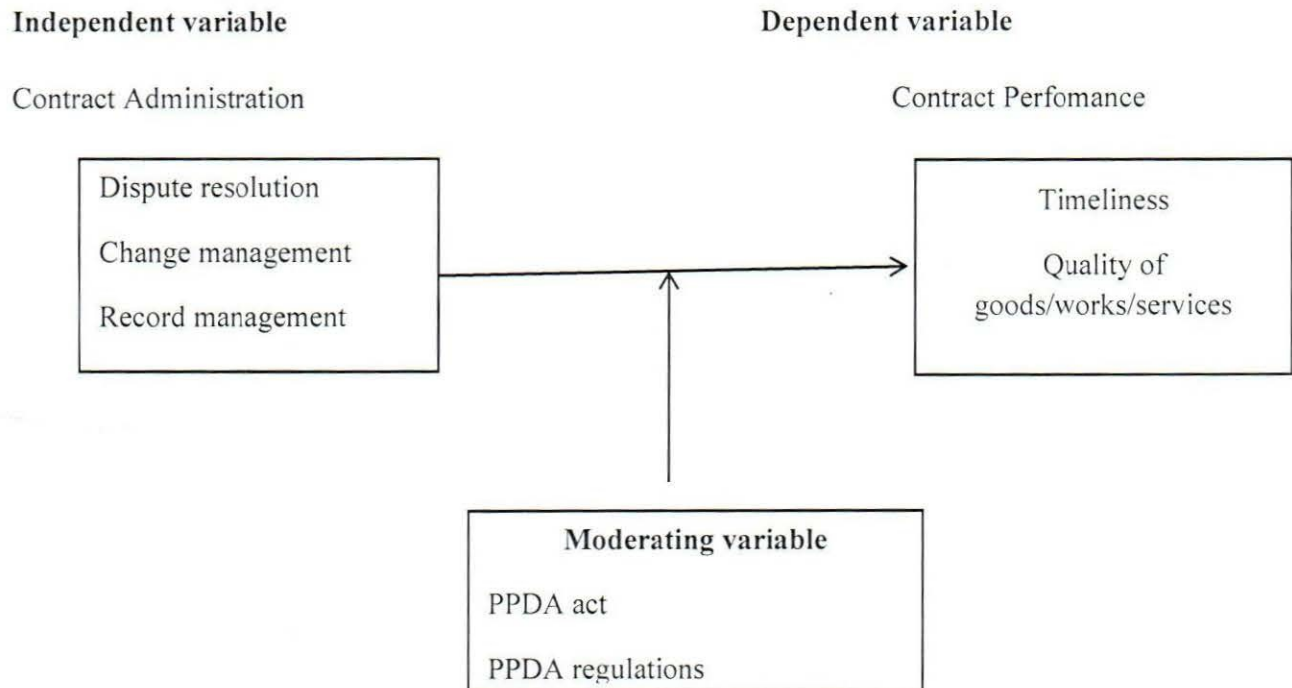
The review of existing literature indicates contract administration as key element in the contract performance, delivery management and value for money. There are positive correlations documents between contract administration elements and contract performance. Whereas, there are good practices found in management of service contracts, government's management of service contracts is not constantly conveying value for money. It is estimated that proper contract management could possibly generate savings of between £160 million and £290 million annually as well as financial savings. Better contract management would stimulate enhancements in the amount and quality of goods, works and services and mitigate contract failures. However, there is limited narrative to assess the influence of contract administration on contract performance in Mitooma District Local Government.

Therefore, the study established the relation between contract administration dimensions of records managements, dispute resolution and change management with contract performance as

a starting point for identification of strategies to improve contract performance for effective delivery of goods, works and services in Mitooma District Local Government.

2.4. Conceptual Review

Conceptual Framework



Source: The contract administration Principles Model by Bong (2008)

Contract administration is the independent variable which will be measured in form of record management, dispute resolution and change management. On the other hand, contract performance which is the dependent variable will be measured in terms of timely delivery/completion time, customer satisfaction and quality of works/goods/services, and customer satisfaction and prompt payment of contractors.

The figure above indicates the independent variable contract administration which affects the dependent variable contract performance. Contract administration includes change management, administration planning, handling disputes and claims, handling payments, record management, closeout activities among others. However, for this research, we focused on Dispute resolution, change management, and Record management and how they affect the performance of the contract. Much as performance can be measured in different ways, for this research, we limited

ourselves on timeliness, quality and customer satisfaction. It also indicates the moderating variable influencing both the dependent and the independent variable and these are PPDA Act 2003 and PPDA regulations as amended in 2014

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discussed the methodology that was employed in the study. It indicated the research design, data type and sources, data collection methods, sample size and design, Sampling Technique and Procedure, data processing and analysis techniques, Validity and Reliability of the Instruments, ethical considerations, and then limitations and delimitations to the study.

3.1. Research Design

A research design is a procedural plan that is adopted by researchers to answer questions objectively, accurately, economically and with validity (Kumar, 1999). The researcher adopted a descriptive case study research design which focused on a single case study entity. A descriptive case study research design is a type of research design that describes and explains the conditions of the factors involved in the study. It compares and tests these factors through questionnaires and interviews. The descriptive case study research design was adopted during the study for the researcher to become more familiar with phenomena, to gain new insight, and to formulate a more specific research problem or hypothesis. The researcher adopted this approach because only stakeholders of Mitooma District Local Government were selected for the study. The descriptive case study research design bases on a practical, logical and structured manner of the organization relating to the area of study (Cooper & Schindler, 2014). The case study research design is also used for testing whether a specific theory and model applies to phenomena in the real world (Yin, 2014). The researcher adopted both qualitative and quantitative approaches to establish the views and opinions, feelings and attitudes of respondents.

3.2. Study Population

The study mainly comprised of civil servants involved in public procurement of services, user departments, human resource and administration at Mitooma District Local Government. The main reason for using this category of people is that their actions directly or indirectly have an effect on contract performance within Mitooma District which is the scope for the study. Thus, this population is assumed to have relevant information to the study. The study was based on a population of 60 people at Mitooma District Local Government.

3.3. Sampling Size and selection procedure.

Sampling is the process of identifying a sufficient number of elements from the study population so that it would make it possible for generalization of characteristics to the population elements through studying and understanding of the sample (Sekaran, 2004). A total sample size of 52 people was selected from a population of 60 people using Krejcie and Morgan's sample size determination model. Both simple random and purposive sampling were used within the study population. The researcher adopted a simple random sampling technique to reduce biases in data collection on contract administration and performance in local government projects specifically in Mitooma district. Purposive sampling technique was used to get the desired data from the study population. The selection procedure is illustrated in the table below.

Table 1 showing the study population and sample size

CATEGORY	POPULATION	SAMPLE SIZE	SAMPLING TECHNIQUE
User department	50	42	Random sampling
Contracts committee and PDU staff	7	7	Purposive sampling
Human resource and administration	3	3	Purposive sampling
Total	60	52	

Source: Krejcie and Morgan (1970)

3.4 Data collection methods and instruments.

This section explains the various data collection methods that the researcher used and it further explains the different instruments used to collect data.

3.4.1. Data collection methods.

This study used both primary and secondary data. Primary data was collected from the respondents using survey questionnaires and interview guides for key informants. The researcher collected this kind of data by involving the respondents using one on one interviews which enabled the researcher to clarify ambiguous answers and obtain in-depth information through probing. Primary data consisted of both quantitative and qualitative data. Quantitative data was collected using survey questionnaires and qualitative data was collected using interview guides. Qualitative data enabled the researcher to obtain a deeper explanation of the issues at hand from the respondents.

Secondary data to be used in this study will be obtained through reviewing the available literature related to the topic by other academia for example articles, reports and the records of the past contracts in Mitooma District Local Government. The researcher reviewed articles, reports and the records of the past contracts in Mitooma District Local Government to extract data that supplemented one from the respondents (Abd El-Ghani et al., 2011; B.M. et al., 2009; Galán, Guerrero, Velázquez, & et.al., 2015; Hoa, Tuan, Hieu, & Giang, 2019; Ji, Shen, Lau, & Tran, 2014; Ji, Shen, & Tran, 2012; Kapur et al., 2009; Kiconco, Kiberu, & Nagudi, 2017; TheMalaysianInsider et al., 2018)

3.4.2. Data Collection Instruments

Data collection instruments simply mean devices for collecting the required data basing on the variables at hand. Data collection instruments can be in form of questionnaires, observational schedules, structured diaries and any other form of recording data (Bowling, 2005). In this study, the researcher used both the survey questionnaires and semi-structured interview guides as discussed below.

Questionnaires.

The researcher used questionnaires to collect quantitative data. Questionnaires are a valuable tool for collecting a wide range of information from a large number of respondents (Mugenda & Mugenda, 2003). Carefully designed questionnaires easily answer research questions (Cooper & Schindler, 2014). The researcher ensured that each question in the closed-ended questionnaire was perfected to address a specific objective as well as the research question in the entire research process. The questionnaire was divided into five sections. Section A asked question on general information of the respondents. Section B asked about records management, Section C asked about dispute resolution, Section D asked about change management and Section E asked about contract performance. The responses in sections B, C, D and E were arranged on a five-point Likert scale. The questionnaire was designed using the Kobo toolbox and uploaded on to the server. The questionnaire was then uploaded on mobile phones which was used in data collection.

Interview Guide.

The researcher employed interview guides to collect qualitative data from key informants. Interview guides are classified as primary data collection instruments since they allow researchers to collect qualitative data for a specific study (Saunders, Lewis, & Thornhill, 2009).

In this study, interview guides were also subjected to key informants who provided exclusive information in relation to contract administration and contract performance. The key informants included, the Chief Administrative Officer, accounting officer, District Engineer, head PDU and contracts committee members.

3.5. Validity and Reliability of the Instruments.

Validity refers to the extent to which research results can be accurately interpreted and generated. Reliability is the measure of the degree to which a research instrument yields consistent results after repeat. Cronbach's Alpha coefficient was used to measure the reliability of the instrument. The Cronbach's alpha greater or equal to 0.7 is enough to show reliability.

3.6. Data management and analysis

The aim of data analysis is to interpret data and draw meaningful conclusions from it. This process may vary according to the research that is being carried out. Data analysis is very important if the research questions presented in the thesis are to be answered and conclusions made. Quantitative and qualitative data in this study was analyzed differently as explained below.

3.6.1. Quantitative data management and analysis

Quantitative data was collected by the researcher who was highly experienced with data collection using mobile phones. The collected data was downloaded from kobo collect to excel from where it was cleaned and coded. The data cleaning involved checking for accuracy and completeness to establish whether all questions in the questionnaire were answered. The cleaned data was then exported to SPSS version 22 (Statistical Packages for Social Sciences) where the data was analyzed. The researcher employed both descriptive and inference statistics for the sample to truly represent the population under study. For the continuous variables like age, the mean, median and interquartile range (IQR) were generated. The researcher also generated frequency tables, percentages and charts for categorical variables such gender, highest level of education attained, professional qualification attained etc. For ordinal variables such as attitude questions, the researcher also generated frequency tables. Both tables and charts were interpreted for easy understanding. The relationship between variables in the study were measured using bivariate analysis (Analysis of Variance (ANOVA)) which provided the significance levels for statistical conclusions. The researcher also employed a linear multiple regression model in the form below;

$$Y = \alpha + x\beta + e$$

Where

Y= Dependent variable (Contract performance)

α = y-intercept

x = regression coefficient

β = independent variables (Records management, dispute resolution and change management)

e = error unexplained by the model

3.6.2. Qualitative data management and analysis.

The researcher collected qualitative data using a recorder. The recordings were transcribed and anonymized by the researcher. The researcher adopted a thematic analysis approach that is defined as a ‘constructionist’ method, which examines the ways in which events, realities and meanings are connected contract performance. Transcribed data was coded manually into a code book for purposes of providing meaning to the data. The process entailed segmenting paragraphs or sentences into categories and compared categories. The data was then explored and examined once it was categorized for analysis.

3.7. Ethical Considerations

The researcher considered it essential to discuss ethical requirements within a research, since ethical concerns emerged as early as when choosing research topic, formulating the research design and how to access the data needed to finalize the research (Saunders et al., 2012). Saunders et al., 2012) define ethics as: “the standards of behaviour that guide study conduct in relation to the right of those who become the subject of a work or affected by it”.

In this study, the Researcher acquired an introductory letter from Kyambogo University which was served to respondents before the interviews were conducted. The Researcher also first sought verbal consent as an ethical research practice in social research stipulating the participant’s involvement without any duress and would withdraw from the study anytime a participant wished so. The Researcher built a rapport with participants before asking questions. The participants were treated with integrity and the principle of confidentiality was affirmed. All the collected data was anonymized, and records were kept in a secure computer.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS.

4.0 Introduction

This chapter presents and interprets findings from the data collected by use of a questionnaire (Appendix II) and key informant guide (Appendix III). The chapter was presented in relation to the objectives, literature, methodology and questionnaires.

4.1. Presentation of finding.

4.1.1. Background Information.

This section consists of information that describes basic demographic characteristics of the respondents that include; gender, age, years of work experience, highest education level attained, respondent's department of work at Mitooma District Local Government and many others.

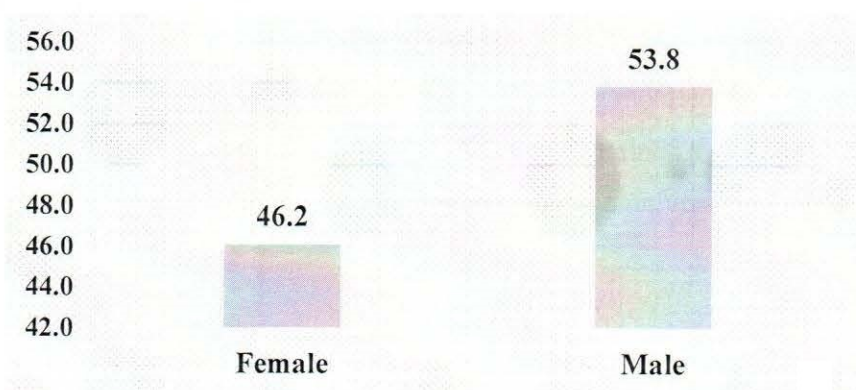
4.1.1.1. Response rate.

The response rate was rate was 100%. All the target respondents submitted all responses for analysis.

4.1.1.1. Respondents' gender.

From figure 1 below, it was revealed that the majority of the respondents 53.8% (n=28) were males and 46.2% of the respondents were females. The slight high number of males in the study can be attributed to the fact that at Mitooma District Local Government has more male employees than female employees.

Figure 1 showing gender of respondents.

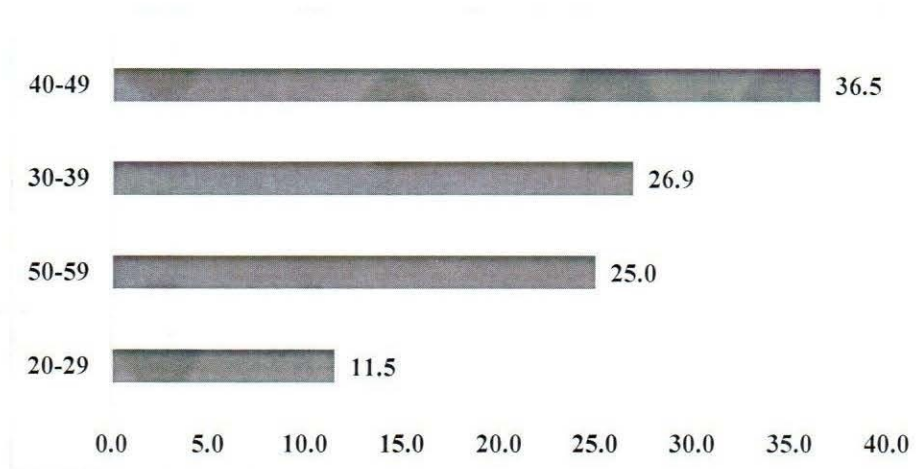


Source: Primary data

4.1.1.2. Age category of the respondents.

Majority of the respondents in the study were aged between 40-49 years followed by 30-39. Only 11.5% were aged between 20-29 years old as indicated in the figure 2 below. Further analysis revealed that the youngest respondent as a male aged 26 years while oldest respondent was a female aged 58 years. The average age of the respondents in the study was 41 years. This implies that all respondents in this study were above the Ugandan consent age and thus old enough to respond to the questions in the study.

Figure 2 showing the age category of respondents.



Source: Primary data

4.1.1.3. Respondents highest level of education attained.

Majority 75.0% (n=39) of the respondents reported to have attained a bachelor's degree as their highest level of education. This could be attributed to the academic requirements for most employment positions in District Local Governments in Uganda require a bachelor's degree in addition to the high level of competences in the academic path. 11.5% of the respondents reported had attained diplomas while 9.6% of the respondents reported to have attained master's degree only 3.8% of the respondents reported that they had attained a certificate as their highest level of education. This implies that most of the workers have a university qualification.

Table 2 showing respondents' highest education level attained.

Highest level of education	Frequency	Percent
<i>Bachelor's Degree</i>	39	75.0
<i>Certificate</i>	2	3.8
<i>Diploma</i>	6	11.5
<i>Master's Degree</i>	5	9.6
Total	52	100.0

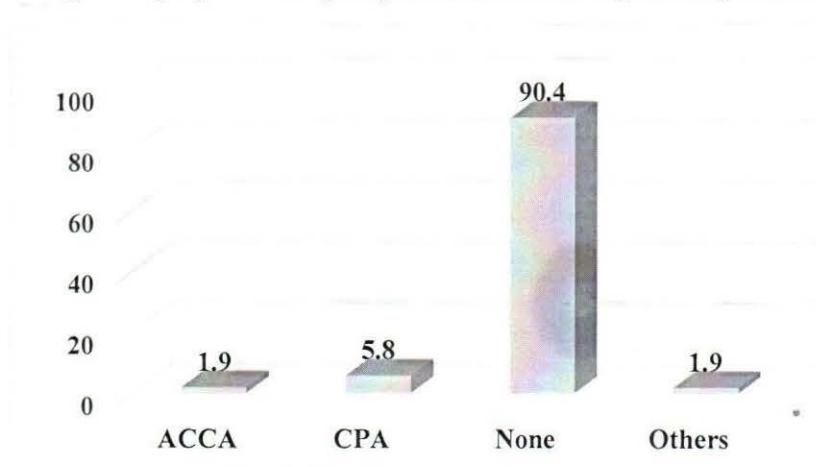
Source: Primary data

4.1.1.4. Other professional qualification attained by the respondents:

The researcher further asked the respondents whether they had attained other professional qualifications like Association of Chartered Certified Accountants (ACCA), Certified Public Accountant (CPA), Chartered Institute of Procurement and Supply (CIPS) etc. From figure 3 below, majority 90.4% (n=47) of the respondents reported that they had not attained any professional qualification. About 5.8% of the respondents reported that they had attained CPA as a professional qualification and 1.9% of the respondents who had attained a bachelor's degree reported that he had also attained the Association of Chartered Certified Accountants (ACCA) as an additional academic professional qualification.

Further analysis revealed that of the respondents who reported to have attained CPA as an additional academic qualification, two (2) were bachelor's degree holders and one (1) was a certificate holder. This implies that most of the workers have professional qualification

Figure 3 showing other professional qualifications attained by the respondents.



Source: Primary data

4.1.1.5. Respondent's duration of work at Mitooma District Local Government.

During this study, the researcher was interested in knowing the time which the respondent has spent working at Mitooma District Local Government. Table 2 below illustrates that majority 63.5% (n=33) of the respondents reported that they had spent between 6-10 years while working at Mitooma District Local Government implying that majority of the respondents had enough expertise in working with the local government. This was followed by respondents who reported that they had spent less than 5 years while working at Mitooma District Local Government. The study also revealed that 3.8% of the respondents had spent more than 10 years while working at Mitooma District Local Government. This implies that most of these workers have worked for a relatively longer period.

Table 3 showing respondent's duration of work at Mitooma District Local Government

For how long have you worked with Mitooma District Local Government?	Frequency	Percent
11-15 years	2	3.8
6- 10 years	33	63.5
Less than 5 years	17	32.7
Total	52	100.0

Source: Primary data

4.1.2. Records Management

In contract administration, departments are required to keep and maintain records in adequate details to allow anyone to review the documents and understand how the procurement process was conducted in terms of award and administration.

During the study, the qualitative study revealed that at Mitooma DLG had a number of contracts awarded in the recent years and among which include: -

- Construction of new administration building
- Renovation of Kabira HC III
- Construction of placenta pits at Rwaburunga HC III.
- Construction of Mayanga Seed school.
- Construction of butcheries in Mitooma town council.

4.1.2.1. The District maintains accurate & update all mutually agreed contract files.

During this study, respondents were asked whether Mitooma District local government maintains accurate contract files and updates all mutually agreed contract files. Table 3 below shows that the majority 94.2% (n=49) of the respondents agreed that Mitooma District Local Government maintained accurate contract files and updated all mutually agreed contract files. Only 5.8% (n=3) of the respondents were not sure whether Mitooma District Local Government maintained accurate contract files and updated all mutually agreed contract files. None of the respondents reported that Mitooma District Local Government does not maintain accurate contract files and update all mutually agreed contract files.

The qualitative study also found out that Mitooma District Local Government maintains accurate files and updates all mutually agreed files. During the study, one key informant reported that *"We have a proper documentation system at Mitooma District Local Government where all the documents concerning the contract are kept right from the first step of advertising for the contract to contract agreement signing and the contract evaluation performance where suitable."* Another participant added that *"At Mitooma District Local Government, a contract records management system is available, and all records are shelved in the PDU"*.

Table 4 :Whether the district maintains accurate & update all mutually agreed contract files

The district maintains accurate & update all mutually agreed contract files.	Frequency	Percent
<i>Agree</i>	32	61.5
<i>Not sure</i>	3	5.8
<i>Strongly agree</i>	17	32.7
Total	52	100.0

Source: Primary data

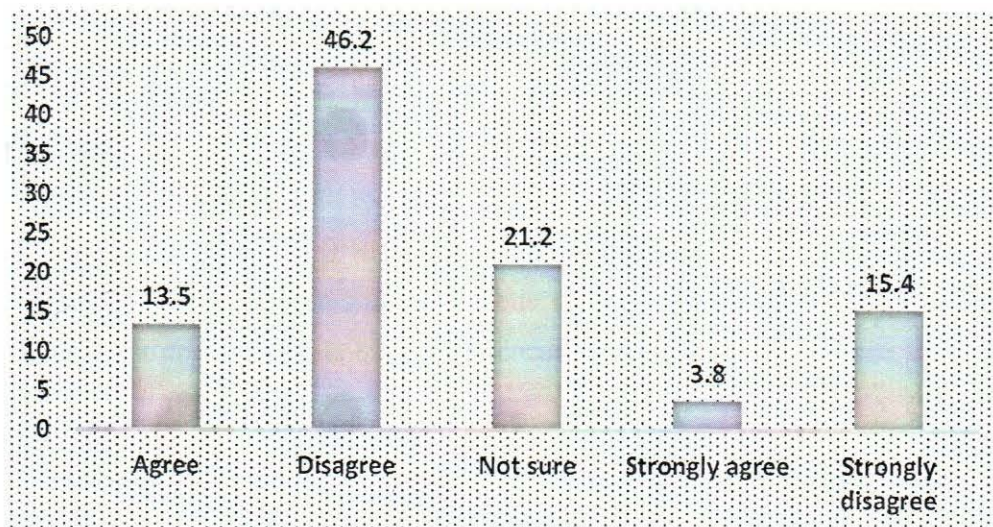
4.1.2.2. Both electronic and paper files are created, along with being updated and revised as and when necessary.

In this study, the researcher asked the respondents whether Mitooma District local government creates both electronic and paper files and updating and revising them when necessary. Figure 4 below, illustrates that more than half, 61.6% (Strongly disagreed =15.4% and disagreed =46.2%) of the respondents disagreed with the statement that Mitooma District Local Government created

both electronic and paper files and updated and revised them when necessary. On the contrary, 17.3% (Strongly agreed =3.8% and agreed =13.5%) of the respondents reported that Mitooma District Local Government created both electronic and paper files and updating and revised them when necessary. 21.2% of the respondents were not sure whether Mitooma District Local government created both electronic and paper files and updated and revised them when necessary. Therefore, there is a need for the District to always create both electronic and paper files so that they can be retrieved easily whenever needed. This requires the District to have efficient databases.

During the qualitative study, it was revealed that at Mitooma District Local Government, contracts are only kept in paper forms but not electronically. One participant said that *“The contract management system is slow and time consuming since things are done manually yet many contracts ought to be attended to.”*

Figure 4 showing whether both electronic and paper files are created, along with being updated and revised as and when necessary.



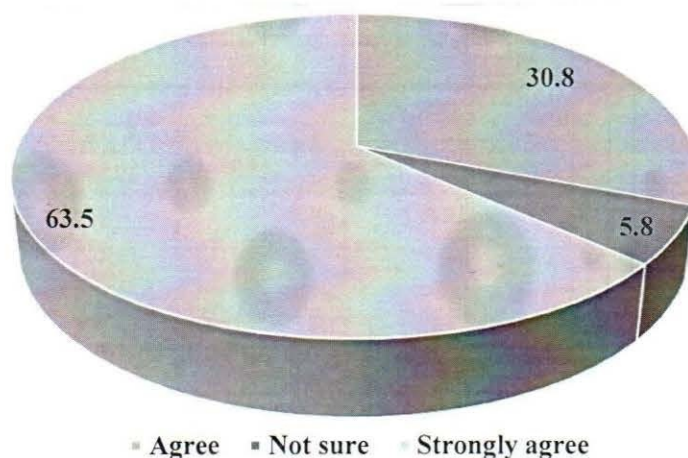
Source: Primary data

4.1.2.3. Contract records are referenced, classified, registered and shelved for easy retrieval and access.

During this study, it was revealed that Mitooma District Local Government contract records are referenced, classified, registered and shelved for easy retrieval and access. This is evidenced by the over 90% of the respondents who reported that contract records were referenced, classified,

registered and shelved for easy retrieval and access. Only 5.8% of the respondents reported that they were not sure.

Figure 5 :Showing whether contract records are referenced, classified, registered and shelved for easy retrieval and access at Mitooma district local government.



Source: Primary data

4.1.2.4. There is always back up of documents in case some contract documents go missing. From table 5 below, the majority 84.6% (Strongly agreed =44.2% and agreed =40.4%) of the respondents agreed that Mitooma District Local Government created back up of documents in case some contract documents go missing. About 13.5% of the respondents reported that they were not sure whether Mitooma District local Government created back up of documents in case some contract document goes missing. Only one respondent disagreed that Mitooma District Local Government does not create back up of documents in case some contract document went missing.

Table 5 showing whether Mitooma District local Government creates back up of documents in case some contract document goes missing

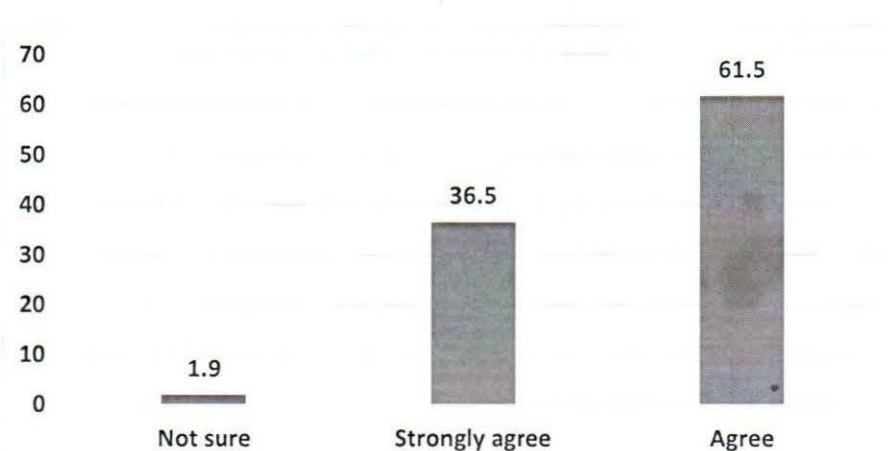
There is always back up of documents in case some contract document goes missing	Frequency	Percent
<i>Agree</i>	21	40.4
<i>Disagree</i>	1	1.9
<i>Not sure</i>	7	13.5
<i>Strongly agree</i>	23	44.2
Total	52	100.0

Source: Primary data

4.1.2.5. There is a clear, concise, documented and filed work plan of what needs to be done, for when & by whom

The researcher was interested in knowing whether Mitooma District Local Government had a clear, concise, documented and filed work plan of what needs to be done, for when & by whom. From figure 6 below, the study revealed that almost all 98% of the respondents reported that Mitooma District Local Government had a clear, concise, documented and filed work plan of what needed to be done, for when & by who. Only 1.9% of the respondents were not sure whether Mitooma District Local Government had a clear, concise, documented and filed work plan of what needed to be done, for when & by who.

Figure 6 showing whether there is a clear, concise, documented and filed work plan of what needs to be done, for when & by whom



Source: Primary data

4.1.2.6. All contract changes are well documented, approved and filed.

From the analysis in table 6 below, almost all 94.3% of the respondents reported that all contract changes are well documented, approved and filed by Mitooma District Local Government. Only 5.7% of the respondents reported that they are not sure whether all contract changes are well documented, approved and filed by Mitooma District Local Government.

Table 6: Showing whether all contract changes are well documented, approved and filed

All contract changes are well documented, approved and filed.	Frequency	Percent
<i>Agree</i>	27	51.9
<i>Not sure</i>	3	5.7
<i>Strongly agree</i>	22	42.3
Total	52	100.0

Source: Primary data

4.1.2.7. Contractor evaluation reports are recorded in a central database.

Results in Table 7 below on whether Mitooma District Local Government records contractor evaluation reports in a central database revealed that cumulatively, majority 36.6% of the respondents disagreed, 27.0% of the respondents agreed while only 5.8% of the respondents were not sure. Further analysis showed that the mean 2.89 was just below code 3 which on the five-point Likert scale used to measure the items corresponded to not sure.

The results being just below code 3 which is not sure and is the average; this implies that the respondents reported to a lesser extent, contractor evaluation reports are recorded in a central database.

Table 7:showing whether contractor evaluation reports are recorded in a central database

Contractor evaluation reports are recorded in a central database.	Frequency	Percent	Mean
<i>Agree</i>	7	13.5	2.89
<i>Strongly agree</i>	7	13.5	
<i>Not sure</i>	19	36.5	
<i>Disagree</i>	16	30.8	
<i>Strongly disagree</i>	3	5.8	
Total	52	100.0	

Source: Primary data

4.1.2.8. Contract records falsifications are minimized and punishable when detected.

During this study, the researcher was interested in knowing whether contract records falsifications were minimized and punishable when detected at Mitooma District Local Government. Analysis from table 8 below revealed that the majority 88.5% of the respondents agreed that contract records falsifications were minimized and punishable when detected at Mitooma District Local Government and only 11.5% of the respondents reported that they were not sure.

Further analysis showed that the mean was 4.23 which is greater than the average code 3 on a five Likert scale. This implies that the majority of the respondents agreed to a greater extent than contract records falsifications are minimized and punishable when detected at Mitooma District Local Government.

Table 8showing whether contract records falsifications are minimized and punishable when detected

Contract records falsifications are minimized and punishable when detected.	Frequency	Percent	Mean
<i>Agree</i>	28	53.8	4.23
<i>Not sure</i>	6	11.5	
<i>Strongly agree</i>	18	34.6	
Total	52	100.0	

Source: Primary data

4.1.2.9. Relationship between record management and contract performance.

Under this section, a bivariate correlation analysis was carried out to test whether there is a relationship between record management and contract performance. Findings in Table 9 below shows a correlation coefficient of 0.463 which implies that there is a positive relationship between records management and contract performance. The correlation is significant at 0.01 level of significance since the p-value 0.001 is less than 0.01 ($p < 0.01$).

Table 9 showing the relationship between records management and contract performance.

Correlations			
		Contract performance	Records management
Contract performance	Pearson Correlation	1	.463**
	Sig. (2-tailed)		.001
	N	52	52
Records management	Pearson Correlation	.463**	1
	Sig. (2-tailed)	.001	
	N	52	52
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data

During the analysis of the data collected, a regression analysis was conducted to ascertain whether record management predicted contract performance in Mitooma District Local Government. The results in table 10 below, showed 21.4% of the variations in contract performance can be explained by record management

The coefficient 0.463 implies that an improvement in records management would on average lead to 0.463 improvements in contract performance in Mitooma District Local Government keeping other factors constant. Since the p-value (0.001) is less than 0.05, the researcher can conclude that contract performance depends on record management.

Table 10 showing the regression between record management and contract performance.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463 ^a	.214	.199	4.184
a. Predictors: (Constant), Records management				
Dependent Variable: Contract performance				

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	34.894	7.325		4.764	.000	20.181	49.607
	Records management	.435	.118	.463	3.694	.001	.198	.672
a. Dependent Variable: Contract performance								

Source: Primary Data

4.1.3. Dispute Resolution.

This section of the study sought to establish whether dispute resolution contributed to contract performance at Mitooma District Local Government. Dispute resolution is a method by which parties exchange views and reach an agreement to settle disputes that have arisen in the life of the contract. The researcher had several question items that were administered to the respondents. The question items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The results obtained on the question items are as given in Table 11 below.

Table 11 showing dispute resolution at Mitooma district local government

Dispute resolution		Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Mean
Upon awarding a contract, the District conducts a post-award conference with the contractor to discuss communication levels and processes.	Frequency	8	14	9	20	1	3.15
	Percent	15.4	26.9	17.3	38.5	1.9	
Contracts include clear dispute resolution procedures that provide for an efficient and fair process to resolve disputes during the performance of a contract	Frequency	7	25	5	15	0	3.46
	Percent	13.5	48.1	9.6	28.8	0	
The District ensures that each party is free to express its concerns	Frequency	8	26	4	14	0	3.54
	Percent	15.4	50.0	7.7	26.9	0	
Processes to terminate contracts due to cause or default are in place and in use	Frequency	4	40	6	2	0	3.88
	Percent	7.7	76.9	11.5	3.8	0	
Clear policies and procedures are in place to debar/ delist contractors.	Frequency	3	35	10	4	0	3.71
	Percent	5.8	67.3	19.2	7.7	0	
Debarred/ delisted contractors are inserted in a central database.	Frequency	2	15	23	12	0	3.13
	Percent	3.8	28.8	44.2	23.1	0	
Risks related to disputes are normally projected and possible measures put to mitigate them.	Frequency	2	28	3	18	1	3.23
	Percent	3.8	53.8	5.7	34.6	1.9	
The District has a conflict management procedure in place	Frequency	4	22	3	23	9	3.13
	Percent	7.7	42.3	5.8	44.2	0	

In case of a dispute, the appropriate procedures are dully followed to resolve the possible differences	Frequency	3	32	5	12	0	3.46
	Percent	5.8	61.5	9.6	23.1	0	
There professional ethics are adhered to resolve the possible differences when they arise by both parties	Frequency	6	29	5	12	0	3.56
	Percent	11.5	55.8	9.6	23.1	0	
The District contract administrators are trained in conflict resolution and management	Frequency	3	13	13	22	1	2.90
	Percent	5.8	25.0	25.0	42.3	1.9	
Outstanding claims are settled expeditiously.	Frequency	4	27	14	7	0	3.54
	Percent	7.7	51.9	26.9	13.5	0	
Efforts are made to resolve disputes through negotiation or mediation	Frequency	3	29	8	11	1	3.42
	Percent	5.8	55.8	15.4	21.2	1.9	
The District is capable and prepared to resort to arbitration when other dispute resolution procedures are exhausted.	Frequency	4	32	9	6	1	3.62
	Percent	7.7	61.5	17.3	11.5	1.9	
The District provides adequate legal support for dispute fresolution cases.	Frequency	5	40	6	1	0	3.94
	Percent	9.6	76.9	11.5	9.6	0	

Source: Primary data

From table 11 above, it was observed that the majority 42.3% of the respondents agreed that at Mitooma District Local Government conducts a post-award conference with the contractor to discuss communication levels and processes upon awarding the contract. About 40.4% of the respondents disagreed and 17.3% of the respondents reported that they were not sure whether the district conducts a post-award conference with the contractor to discuss communication levels and processes upon awarding the contract. The mean value 3.15 is slightly greater than the average code 3 on a five Likert scale. This implies that respondents agreed to a lesser extent than

the district conducts a post-award conference with the contractor to discuss communication levels and processes upon awarding the contract.

The study also showed that over 60% of the respondents agreed that contracts awarded at Mitooma District Local Government include clear dispute resolution procedures that provide for an efficient and fair process to resolve disputes during the performance of a contract and only 28.8% of the respondents disagreed. About 10% of the respondents were not sure whether contracts awarded at Mitooma District Local Government include clear dispute resolution procedures that provide for an efficient and fair process to resolve disputes during the performance of a contract. With the mean 3.46 slightly greater than the average code 3 on a five Likert scale implied that respondents agreed to a lesser extent.

The study further revealed that majority of 42.3% of the respondent reported that Mitooma District Local Government does not have contract administrators trained in conflict resolution and management. This implies that they lack the necessary skills that can be used in resolving conflicts that could arise during contract serving. About 30.8% of the respondents in the study reported that Mitooma District Local Government has contract administrators trained in conflict resolution and management. The mean 2.90 is less than the average code 3 on a five Likert scale implies that respondents disagreed to a lesser extent.

During the qualitative study, it was revealed that at times there are disputes arise from poor implementation of the contract resulting into going to courts of law. This can be attributed to lack of proper dispute management strategy. One participant reported that *“There was delayed implementation of activities by the contractor during the construction of the political wing building. The contract expired before the building was completed and the contracting entity was not willing to renew the contract since the contract had not informed them. The case is still in courts of law.”*

4.1.3.2 Relationship between dispute resolution and contract performance.

Under this section, a bivariate correlation analysis was carried out to test whether there is a relationship between dispute resolution and contract performance. Findings in table 12 below shows a 0.380 correlation coefficient which implies that there is a positive relationship between dispute resolution and contract performance. The correlation is significant at 0.01 level of significance since the p-value 0.001 is less than 0.01 ($p < 0.01$).

Table 12 showing the relationship between dispute resolution and contract performance.

Correlations			
		Contract performance	Dispute resolution
Contract performance	Pearson Correlation	1	.380**
	Sig. (2-tailed)		.005
	N	52	52
Dispute resolution	Pearson Correlation	.380**	1
	Sig. (2-tailed)	.005	
	N	52	52
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data

A regression analysis was conducted to ascertain whether dispute resolution predicted contract performance at Mitooma district local government. The results in table 13 below, showed that 14.5% of the variations in contract performance can be explained by dispute resolution.

The coefficient 0.380 implies that an improvement in dispute resolution would on average lead to 0.380 improvement in contract performance at Mitooma District Local Government keeping other factors constant. Since the p value (0.005) is less than 0.05, the researcher can conclude that contract performance depends on dispute resolution.

Table 13 showing the regression output between Dispute resolution and contract performance.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380 ^a	.145	.128	4.366
b. Predictors: (Constant), Dispute resolution				
Dependent Variable: Contract performance				

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Model	(Constant)	49.244	4.383		11.236	.000	40.441	58.047
	Disputeresolution	.229	.079	.380	2.908	.005	.071	.387
a. Dependent Variable: Contract performance								

Source: Primary data

4.1.4. Change Management.

This section of the study sought to establish whether change management contributed to contract performance at Mitooma District Local Government. The researcher had several question items which were administered to the respondents. The question items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The results obtained on the question items are as given in the table below.

Table 14 showing change management at Mitooma District Local Government

Change management		Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Mean
Designation of persons with authority for contract change negotiations and modifications is clearly established for all contracts.	Frequency	6	32	12	2	0	3.77
	Percent	11.5	61.5	23.1	3.8	0	
Persons with such authority are identified by the organization before or immediately after contract award.	Frequency	5	35	10	1	0	3.81
	Percent	9.6	67.3	21.1	1.9	0	
Such authority is given to persons who have the capacity and skill to exercise it.	Frequency	6	36	8	2	0	3.85
	Percent	11.5	69.2	15.4	3.8	0	
Contract changes that cause an increase in funds are not executed without a certification of availability of funds.	Frequency	16	32	2	1	1	3.88
	Percent	30.8	61.5	3.8	1.9	1.9	
Standard templates exist for processing change requests and contract modifications.	Frequency	7	35	10	0	0	4.17
	Percent	13.5	67.3	19.2	0	0	
Contract time extensions are negotiated / agreed before the expiration date of the contract.	Frequency	14	36	0	2	0	3.94
	Percent	26.9	69.2	0	3.8	0	
Justification of time or cost increases of contracts is documented	Frequency	10	40	1	1	0	4.19
	Percent	19.2	76.9	1.9	1.9	0	
The role of Contract Review Committees in contract modifications is clearly defined.	Frequency	4	19	24	5	0	4.13
	Percent	7.7	36.5	46.2	9.6	0	

Contract Review Committee members have expertise and knowledge in contract management.	Frequency	5	15	25	7	0	3.42
	Percent	9.6	28.8	48.1	13.5	0	
An analysis of contract modifications and associate costs is prepared on an aggregate basis and submitted periodically to senior management	Frequency	8	27	12	4	1	3.35
	Percent	15.4	51.9	23.1	7.7	1.9	
Change Control Boards are established for large/complex contracts to control contract delays and cost overruns	Frequency	1	26	17	6	2	3.75
	Percent	1.9	50.0	32.7	11.5	3.8	
Outcomes are normally agreed with the supplier before instructing a contract change	Frequency	5	42	4	1	0	3.38
	Percent	9.6	80.8	7.7	1.9	0	
Changes are normally submitted to the appropriate authorities like the contracts committee for approval before they are implemented.	Frequency	18	33	1	0	0	3.98
	Percent	34.6	63.5	1.9	0	0	
The attorney general is always consulted for approval if the change amounts to amendment of the contract	Frequency	17	27	8	0	0	4.33
	Percent	32.7	51.9	15.4	0	0	

Source: Primary data

From table 14 above, it was observed that over 70% of the respondents agreed that the designation of persons with authority for contract change negotiations and modifications are clearly established for all contracts and persons with such authority are identified by the organization before or immediately after contract award. About 23% of the respondents were not sure and only 3.8% of the respondents reported that the designation of persons with authority for

contract change negotiations and modifications are not clearly established for all contracts. The mean value 3.77 is slightly greater than the average code 3 on a five Likert scale. This implies that respondents agreed to a lesser extent that the designation of persons with authority for contract change negotiations and modifications is clearly established for all contracts.

Table 14 above also showed that majority 92.3% of the respondents reported that contract changes that cause an increase in funds are not executed without a certification of availability of funds and only 3.8% of the respondents disagreed. About 3.8% of the respondents where not sure whether contract changes that cause an increase in funds are not executed without a certification of availability of funds.

4.1.4.2. Relationship between change management and contract performance.

Under this section, a bivariate correlation analysis was carried out to test whether there is a relationship between change management and contract performance. Findings in table 15 below shows a 0.583 correlation coefficient which implies that there is a positive relationship between change management and contract performance. The correlation is significant at 0.01 level of significance since the p-value 0.000 is less than 0.01 ($p < 0.01$).

Table 15: Showing the relationship between change management and contract performance.

Correlations			
		Contract performance	Change management
Contract performance	Pearson Correlation	1	.583**
	Sig. (2-tailed)		.000
	N	52	52
Change management	Pearson Correlation	.583**	1
	Sig. (2-tailed)	.000	
	N	52	52
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data

A regression analysis was conducted to ascertain whether change management predicted contract performance at Mitooma district local government. The results in table 16 below, showed that 34.0% of the variations in contract performance can be explained by change management.

The coefficient 0.583 implies that unit improvement in change management would on average lead to 0.583 improvement in contract performance at Mitooma District Local Government keeping other factors constant. Since the p value (0.000) is less than 0.05, the researcher can conclude that contract performance depends on change management.

Table 16 showing the regression output between change management and contract performance.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583a	.340	.327	3.834
c. Predictors: (Constant), Change management.				
Dependent Variable: Contract performance				

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	34.652	5.383		6.437	.000	23.840	45.464
	Change management	.468	.092	.583	5.080	.000	.283	.654
a. Dependent Variable: Contract performance								

Source: Primary data

4.1.5. Contract Performance

This section of the study sought to establish whether contract performance at Mitooma District Local Government. The researcher had several question items which were administered to the respondents. The question items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. The results obtained on the question items are as given in the table below.

Table 17 :Showing contract performance at Mitooma District Local Government

Contract performance		Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Mean
An evaluation of the overall performance of a contract is conducted and is fed back into the procurement system and management process.	Frequency	2	30	12	6	2	3.46
	Percent	3.8	57.7	23.1	11.5	3.8	
Evaluation includes self-evaluation of the organizational entity (person or team) managing the contract.	Frequency	2	29	13	7	1	3.46
	Percent	3.8	55.8	25.0	13.5	1.9	
The level of contract performance monitoring and control is decided based on the size, complexity, value of a contract and applicable risk assessments.	Frequency	1	41	7	3	0	3.77
	Percent	1.9	78.8	13.5	5.8	0	
Clear, measurable and relevant performance indicators (KPIs) are developed for complex/large value contracts.	Frequency	8	38	4	2	0	4.00
	Percent	15.4	73.1	7.7	3.8	0	
KPIs are systematically monitored.	Frequency	18	28	3	3	0	4.17
	Percent	34.6	53.8	5.8	5.8	0	
Reports on the performance of individual contracts are systematically submitted up the management chain.	Frequency	10	41	1	0	0	4.17
	Percent	19.2	78.8	1.9	0	0	
Corrective action is immediately taken when variance between actual and	Frequency	10	39	3	0	0	4.13
	Percent	19.2	75.0	5.8	0	0	

expected performance is detected.							
Contract performance and/or exception reports that include explanation on cost overruns are included in the reporting chain.	Frequency	8	36	6	2	0	4.00
	Percent	15.4	69.2	11.5	3.8	0	
Contract performance reports (periodic and final) are submitted in a timely manner	Frequency	10	38	2	1	1	4.10
	Percent	19.2	73.1	3.8	1.9	1.9	
A contractor's underperformance is systematically dealt with.	Frequency	10	35	4	2	0	4.04
	Percent	19.2	67.3	7.7	3.8	0	
A contractor performance evaluation is mandatory for all contracts valued above a pre-determined amount (threshold).	Frequency	3	30	16	3	0	3.63
	Percent	5.8	57.7	30.8	5.8	0	
Contractor evaluation reports are recorded in a central database	Frequency	2	18	15	14	3	3.85
	Percent	3.8	34.6	28.8	26.9	5.8	
The District provides relevant evaluation information to the contractor and seeks feedback	Frequency	16	31	4	1	0	3.04
	Percent	30.8	59.6	7.7	1.9	0	

Source: Primary data

During the study, when respondents were asked whether Mitooma District Local Government conducts an evaluation of the overall performance of a contract and gives feedback into the procurement system and management process, majority of the respondents (over 60%) agreed to the statement, about 23% were not sure and only 15.3% of the respondents disagreed. It was further reported that the evaluation includes self-evaluation of the organizational entity (person or team) managing the contract. Further analysis showed that the mean value 3.46 is slightly greater than the average code 3 on a five Likert scale implying that respondents agreed to a lesser extent.

During the study, over 88% of the reported that at Mitooma District Local Government, Key Performance Indicators (KPIs) are systematically monitored, 5.8% of the respondents reported that they were not sure and about 5.8% of the respondents reported that at Mitooma District Local Government, Key Performance Indicators (KPIs) are not systematically monitored. The mean 4.17 is greater than the average code 3 on a five Likert scale implying that respondents agreed to a greater extent.

As to whether reports on the performance of individual contracts are systematically submitted up the management chain, cumulatively majority 98% of the respondents agreed, only 2% of the respondents reported that they were not sure and none of the respondents disagreed. A mean of 4.17 implies that respondents agreed to a greater extent that reports on the performance of individual contracts are systematically submitted up the management chain.

During this study, it was revealed that a contractor performance evaluation is mandatory for all contracts valued above a pre-determined amount (threshold) at Mitooma District Local Government as reported by over 60% of the respondents. About 30% of the respondents reported that they were not sure whether a contractor performance evaluation is mandatory for all contracts valued above a pre-determined amount (threshold) and only 5.8% of the respondents disagreed.

4.1.5.1. Record management, dispute resolution and change management on contract performance at Mitooma District Local Government.

During the study, the researcher was interested in knowing whether records management, dispute resolution and change management has an influence on contract performance and to know this, the researcher carried out a regression analysis. Since the study had more than one independent variables in form of contract administration and only one dependent variable (Contract performance), a multiple regression analysis was conducted. The results of the analysis are discussed below.

a. Model summary

Table 18 showing the summary of the model showing the influence of records management, dispute resolution and change management on contract performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.427	.391	3.648
a. Predictors: (Constant), Change management, Dispute resolution, Records management.				

Source: Primary data

From the analysis above, the R^2 (0.427) implies that 42.7% of the variations in contract performance can be explained by records management, dispute resolution and change management. Therefore, there is need for further studies to be carried out to investigate the 57.3% contract administration practices which affect contract performance at Mitooma District Local gGovernment.

b. Coefficients of the model

Table 19 :Showing the Coefficients of the regression

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	22.181	7.065		3.140	.003	7.976	36.386
	Records management	.227	.114	.242	1.989	.052	-.002	.457
	Dispute resolution	.097	.071	.161	1.363	.179	-.046	.240
	Change management	.349	.098	.434	3.540	.001	.151	.547
a. Dependent Variable: Contract performance								

Source: Primary data

From table 19 above, it was revealed that when records management, dispute resolution and change management are zero, contract performance is 22.181. The analysis further revealed that a unit increase in records management would on average lead to 0.242 increases in contract performance keeping other factors constant. The results show that this relationship is statistically insignificant since the p-value $(0.052) > 0.05$.

The study also revealed that a unit improvement in dispute resolution would on average lead to 0.161 improvement in contract performance keeping other factors constant. This is statistically insignificant since the p-value $(0.179) > 0.05$.

The study further revealed that a unit improvement in change management would on average lead to 0.098 increases in contract performance keeping other factors constant. This is statistically significant at 5% level of significance since the p-value $(0.001) < 0.05$ thus it can be concluded that contract performance depends on change management.

4.1.6. Challenges and recommendation on contract performance at Mitooma District Local Government.

From the qualitative study, the key informants identified several challenges associated with contract performance at Mitooma District Local Government and suggested measures on how to mitigate the challenges as shown in the table below.

Table 20: Showing challenges and recommendations on contract performance at Mitooma DLG.

	Challenges identified	Recommendations
Records Management	• Limited space for keeping records since they are in hard copies. • Missing records. • Lack of proper protection of contract records since they can be accessed by anyone who has access to office. • Difficulty in retrieving documents since they are very many.	• Putting in place a central database where all contract records can be kept. • Creating both paper and electronic files. • Ensure that the records are kept under key and lock. • Training of staff on records management. • Ensuring that there is a person responsible for handling contract records.
Dispute resolution	• Failure by the contractor to handover the market stalls to Mitooma DLG. • Delayed implementation of activities. • Failure to have provision for price fluctuations in the bills of quantities (BOQ's).	• Efforts should always be made to resolve disputes through negotiations and mediations. • Proper documentation should always be done to enable each party to understand what each party needs to do. • Risk projection should be made before contract implementation so that disputes are solved before they happen.
Change Management	• Lack of risk mitigation plans.	• Contract changes should always be emphasized whenever need arises.
Contract performance	• Failure to conduct overall contract performance evaluations.	• It should be made compulsory to conduct contract performance evaluations.

	• Contractors always delegate unskilled and unexperienced workers.	• Organizing handover functions so that remarks can be made by both the contractor and contracting entity. • Setting up of a team responsible for contract performance evaluations. • Carrying out pre-qualification evaluations. • Setting up key performance indicators for every project.
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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the findings of the study as presented in chapter four. It also presents the conclusions arising from the study and recommendations which could be used to address some ordinances at Mitooma District Local Government.

5.1. Summary of the findings.

From the study, majority of the respondents reported that Mitooma District Local Government maintains accurate & updates all mutually agreed contract files. The study also revealed that majority of the respondents reported that Mitooma District Local Government does not create both electronic and paper files and does not update and revise the files when necessary. On referencing, classifying, registering and shelving contract files for easy retrieval and access, majority of the respondents revealed that this has always been done at Mitooma District Local Government. It was also revealed that Mitooma District Local Government always backs up documents in case some contract documents go missing.

Further analysis revealed that a slightly higher number of respondents agreed that at Mitooma District Local Government upon awarding a contract, the District conducts a post-award conference with the contractor to discuss communication levels and processes as one of the ways of resolving disputes that could arise during the time period of contract implementation. It was also revealed that contracts awarded at Mitooma District Local Government includes clear dispute resolution procedures that provide for an efficient and fair process to resolve disputes during the performance of a contract. On a contrally, it was revealed that Mitooma District Local Government does not have trained contract administrators in conflict resolution and management.

The study further revealed that majority of the respondents reported that at Mitooma District Local Government, designation of persons with authority for contract change negotiations and modifications is clearly established for all contracts and persons with such authority are identified by the organization before or immediately after contract award. Respondents further agreed that contract changes that cause an increase in funds are not executed without a certification of availability of funds.

During this study, majority of the respondents agreed that at Mitooma District Local Government contract performance reports are submitted in a timely manner which has improved contract performance at the district and contract evaluation information is provided to relevant contractor and seeks feedback. It was further revealed that at Mitooma District Local Government a contractor's underperformance is systematically dealt with by withholding payment of contractors, involvement of senior management of both parties, termination of contracts and many others.

Further analysis revealed a significant positive relationship between independent variables (Record management, dispute resolution and change management) on the dependent variable (Contract performance) at a 1% level of significance. This implied that an increase in record management, dispute resolution and change management would also result into an increase in contract performance and vice-verse. It was also revealed that 42.7% of the variations in contract performance can be explained by record management, dispute resolution and change management keeping other factors constant.

5.2. Conclusion.

Based on the study findings, majority (75.0%) of the respondents of the study had attained a bachelor's degree as their highest level of education followed by those 11.5% who had attained diplomas and 9.6% had attained master's degree. The study also revealed that majority of the respondent had not attained other professional qualifications like Association of Chartered Certified Accountants (ACCA), Certified Public Accountant (CPA), Chartered Institute of Procurement and Supply (CIPS) etc.

The study findings further revealed that there is a significant positive (0.463) correlation between records management and contract performance. Additionally, the study findings revealed a significant positive correlation between dispute resolution and contract performance. Furthermore, the study concludes that there is a significant positive correlation between change management and contract performance.

The findings of the study also revealed that a unit improvement in records management, dispute resolution and change management would on average lead to 0.242, 0.161 and 0.098 respectively increases in contract performance keeping other factors constant.

5.3. Recommendations.

Records Management

The study recommends creating both paper and electronic files and central database be developed where all contract records can be kept. Hard copies of contract records be kept under key and lock. In addition, recruit staff for records management and their capacity since technical skills for staff ensure proper records management.

With regard to dispute resolution, the study recommends that conflict risk assessments be conducted, and risk mitigation strategies identified before contract implementation. Where conflicts arise, efforts should always be made to resolve disputes amicably through negotiations and mediations.

With regard to change management, the study recommends that contract changes be mutually discussed and agreed changes clearly documented and signed by the both parties for authenticity.

5.4. Suggestions for further research

This study was limited by several factors, whose analysis provides directions and areas for study in the area of contract administration and procurement performance.

The findings presented here are specific to local government procurement department thus can't be generalized to the private sector. Relationships between contract administration and contract performance of private sector organisations could be an area for further research

APPENDICES

APPENDIX 1: Krejcie and Morgan's sample size determination table.

N	n	N	n	N	n	N	n	N	n	N	n
10	10	85	70	220	140	440	205	1200	291	4000	351
15	14	90	73	230	144	460	210	1300	297	4500	354
20	19	95	76	240	148	480	214	1400	302	5000	357
25	24	100	80	250	152	500	217	1500	306	6000	361
30	28	110	86	260	155	550	226	1600	310	7000	364
35	32	120	92	270	159	600	234	1700	313	8000	367
40	34	130	97	280	162	650	242	1800	317	9000	368
45	40	140	103	290	165	700	248	1900	320	10000	370
50	44	150	108	300	169	750	254	2000	322	15000	375
55	48	160	113	320	175	800	260	2200	327	20000	377
60	52	170	118	340	181	850	264	2400	331	30000	379
65	56	180	123	360	186	900	269	2600	335	40000	380
70	59	190	127	380	191	950	274	2800	338	50000	381
75	63	200	132	400	196	1000	278	3000	341	75000	382
80	66	210	136	420	201	1100	285	3500	346	100000	384

Note:

N = population size S = sample size

Source: Krejcie and Morgan (1970).

APPENDIX II: QUESTIONNAIRE

Dear respondent,

My name is Atamba Keleth and I am a student at Kyambogo University pursuing a Master's degree in Business Administration. I am conducting a study on Contract Administration and Contract performance in Uganda: the case of Mitoma District. You have been identified as a key stakeholder and thus requested to participate in this study as a respondent. Feel free to answer diligently as your responses will be used purely for academic purposes and your responses shall be kept anonymous

Section A: Background Information

Instruction: Please tick (☐) the most appropriate answer and where applicable write answers in the space provided.

1. Gender: i) Male ii) Female

2. Age of the respondent

3. a) Highest level of education attained: i) Certificate ii) Diploma iii) Bachelor's Degree
iv) Master's Degree v) Others please specify;

b) Professional Qualification attained:

CIPS	
ACCA	
CPA	
OTHERS, SPECIFY	

Department of work at Mitooma District Local Government

Administration	
Procurement	
Finance	
Works	
Audit	

Stores	
Natural resources	
Education	
Health	
Production	
Any other, specify	

Period of service in Mitooma District Local Government i) 5 Years and below ii) 6-10 Years

iii) 11-15 Years iv) above 15 Years

For sections B, C, D and E, the following statements relate to your opinion about how contract administration influences contract performance in Mitooma Local Government. For each of the statements below, please indicate the extent of your agreement and disagreement by ticking (□) in the space provided below

STRONGLY DISAGREE-SD	DISAGREE-D	NOT SURE-NS	AGREE	STRONGLY AGREE-SA

Contract record management in Mitooma District

Contract Administration

	RECORDS MANAGEMENT	SD	D	NS	A	SA
RM01	The District maintains accurate & update all mutually agreed contract files					
RM02	Both electronic and paper files are created, along with being updated and revised as and when necessary.					
RM03	Contract records are referenced, classified, registered and shelved for easy retrieval and access					
RM04	There is always back up of documents in case some contract document goes missing					
RM05	There is a clear, concise, documented and filed work plan of what needs to be done, for when & by whom					

RM06	There are specific people responsible and accountable for contract records in this District					
RM07	All contract changes are well documented, approved and filed					
RM08	All meeting minutes are documented and filed					
RM09	Delegation of authority to manage contracts during the post-award phase is given to persons in writing and filed					
RM10	Contractor evaluation reports are recorded in a central database.					
RM11	Contract records falsifications are minimized and punishable when detected					
RM12	Errors, forgeries and omissions on contract documents can easily be detected in the entity					
RM13	All authorized users and stakeholders are given due access to contract records					
RM14	There are proper procedures taken when one wants to access the contract related documents					
RM15	The District has trained and skilled contract administrators in records compliance requirements					
	DISPUTE RESOLUTION					
DR01	Upon awarding a contract, the District conducts a post-award conference with the contractor to discuss communication levels and processes (e.g. formal and informal meetings, contract schedules and change control, performance monitoring procedures, etc.)					
DR02	Contracts include clear dispute resolution procedures that provide for an efficient and fair process to resolve disputes during the performance of a contract					
DR03	The District ensures that each party is free to express its concerns					

DR04	Processes to terminate contracts due to cause or default are in place and in use					
DR05	Clear policies and procedures are in place to debar/ delist contractors (including guidance on causes for debarment).					
DR06	Debarred/ delisted contractors are inserted in a central database.					
DR07	Risks related to disputes are normally projected and possible measures put to mitigate them.					
DR08	The District has a conflict a management procedure in place					
DR09	In case of a dispute, the appropriate procedures are dully followed to resolve the possible differences					
DR10	There professional ethics are adhered to resolve the possible differences when they arise by both parties					
DR11	The District contract administrators are trained in conflict resolution and management					
DR12	Outstanding claims are settled expeditiously.					
DR 13	Efforts are made to resolve disputes through negotiation or mediation					
DR14	The District is capable and prepared to resort to arbitration when other dispute resolution procedures are exhausted.					
DR15	The District provides adequate legal support for dispute resolution cases.					
CHANGE MANAGEMENT						
CM01	Change control clauses and administrative procedures are in the contract and define how changes should be managed throughout the contract life-cycle.					
CM02	Designation of persons with authority for contract change negotiations and modifications (changes on schedule, price, performance, quality etc.) is clearly					

	established for all contracts.					
CM03	Persons with such authority are identified by the organization before or immediately after contract award.					
CM04	Such authority is given to persons who have the capacity and skill to exercise it.					
CM05	Contract changes that cause an increase in funds are not executed without a certification of availability of funds.					
CM0 6	Standard templates exist for processing change requests and contract modifications.					
CM07	Contract time extensions are negotiated / agreed before the expiration date of the contract.					
CM08	Justification of time or cost increases of contracts is documented					
CM09	The role of Contract Review Committees in contract modifications is clearly defined.					
CM10	Contract Review Committee members have expertise and knowledge in contract management.					
CM11	An analysis of contract modifications and associate costs is prepared on an aggregate basis and submitted periodically to senior management					
CM 12	Change Control Boards are established for large/complex contracts to control contract delays and cost overruns					
CM 13	Outcomes are normally agreed with the supplier before instructing a contract change					
CM14	Changes are normally submitted to the appropriate authorities like the contracts committee for approval before they are implemented *					
CM 15	The attorney general is always consulted for approval if the change amounts to amendment of the contract					

	CONTRACT PERFORMANCE					
CP01	An evaluation of the overall performance of a contract is conducted, and is fed back into the procurement system and management process.					
CP02	Evaluation includes self-evaluation of the organizational entity (person or team) managing the contract.					
CP03	The level of contract performance monitoring and control is decided based on the size, complexity, value of a contract and applicable risk assessments.					
CP04	Clear, measurable and relevant performance indicators (KPIs) are developed for complex/large value contracts (as part of the contract document or as part of a post-award contract management plan).					
CP05	KPIs are systematically monitored.					
CP06	Reports on the performance of individual contracts (spot checks, progress reports, variance analysis, etc.) are systematically submitted up the management chain.					
CP07	Corrective action is immediately taken when variance between actual and expected performance is detected.					
CP08	Contract performance and/or exception reports that include explanation on cost overruns are included in the reporting chain.					
CP09	Contract performance reports (periodic and final) are submitted in a timely manner.					
CP10	A contractor's underperformance is systematically dealt with (e.g. withholding payment, involvement of senior management of both parties, termination, etc.).					
CP11	A contractor performance evaluation is mandatory for all contracts valued above a pre-determined amount (threshold).					
	Contractor performance evaluation reports are prepared					

CP12	based on a standard performance rating system.					
CP13	Contractor evaluation reports are recorded in a central database.					
CP14	The District measures and reports on end-user satisfaction levels.					
CP15	Senior management actively monitors performance of contracts.					
CP16	The District provides relevant evaluation information to the contractor and seeks feedback.					

Adopted from Contract management and administration in United Nations Systems (Bartsiotas, 2014)

APPENDIX III: INTERVIEW GUIDE FOR KEY INFORMANTS

Dear respondent,

My name is Atamba Keleth and I am a student at Kyambogo University pursuing a Master's degree in Business Administration. I am conducting a study on Contract Administration and Contract performance in Uganda: the case of Mitoma District. You have been identified as a key informant and thus requested to participate in this study. Feel free to answer diligently as your responses will be used purely for academic purposes and your responses shall be kept anonymous

CONTRACT ADMINISTRATION

Records management

- i) What are some of the recent contracts awarded by Mitooma District Local Government?
- ii) Do you have contract records management system in Mitooma District Local Government
- iii) If yes, how do you keep contract records
- iv) If No, why don't you have a contract records management system
- v) What are challenges do you face in contracts records management
- vi) How Can contract records management be improved in Mitooma District Local Government?
- vii) Are there strategies of proper contract records management at Mittoma District Local Government?

Dispute Resolution

- i) Has there been any dispute related to contract administration in Mitooma District?
- ii) If yes, Describe the type of dispute
What dispute resolution strategies were employed?
- iii) What were the effects of the dispute on contract performance?
- iv) What mechanisms do you think should be put in place to prevent contract related disputes in Mittoma District Local Government?

Change Management

- i) Do you have a contract review committee in Mitooma District Local Government?
- ii) If Yes, how often do they meet to review contracts?
- iii) If No, why don't you have a contract review committee
- iv) How are contract changes handled in Mitooma District Local Government?
- v) Suggest ways in which contract changes should be handled in future

CONTRACT PERFORMANCE

- i) Does Mitooma District Local Government conduct an overall evaluation performance the contracts awarded?
- ii) How do you do conduct the evaluation of contract performance
- iii) How are the finding of the evaluation utilized?
- iv) In case of variances between actual and expected contract performance is detected, how do you handle such situations at Mitooma District Local Government?
- v) If No, why dont you conduct contract performance evaluation
- vi) Suggest ways in which contract performance evaluations can be improved at Mitooma District Local Government

Challenges

- i) What challenges does Mitooma District Local Government face during contract administration?
- vii) How has Mitooma District Local Government dealt with these challenges?
- viii) Suggestion possible solutions to challenges of contract administration in the future?

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