

**CONTRACT MANAGEMENT AND SERVICE DELIVERY IN LOCAL
GOVERNMENTS:
A CASE OF MUKONO DISTRICT LOCAL GOVERNEMENT**

**BY
GODFREY KWIKIRIZA
2011/U/HD/361/MBA**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF ENTREPRENUERSHIP AND
MANAGEMENT IN PARTIAL FULLFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION
OF KYAMBOGO UNIVERSITY**

JANUARY 2014

DECLARATION

I Godfrey Kwikiriza do hereby declare that, this research report is my original work and has never been presented to any other institution or university for any award of academic qualification and all the information obtained from other sources has been fully acknowledged.

Godfrey Kwikiriza

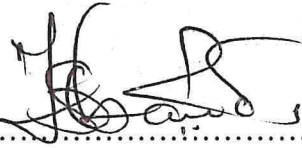
2011/U/HD/361/MBA

Signature

Date 29/1/014

APPROVAL

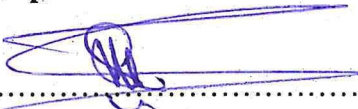
This dissertation has been under our supervision as supervisors and is ready for Examination.

Sign: 

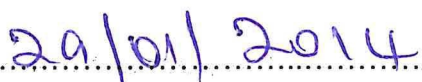
Dr. Peter Wanyama Obanda

Date: 

Second Supervisor

Sign: 

Mr. Samuel Alfred Wuma

Date: 

DEDICATION

I dedicate this research report to my family. I am highly indebted to My wife Rebecca Kwikiriza, And My children Emmanuel Kwikiriza Mellissa Kwikiriza and Michelle Kwikiriza for their moral and spiritual support during this course of study.

ACKNOWLEDGMENT

I would like to express my sincere gratitude to the almighty God for his abundant grace and blessings that have enabled me to finish this research work successfully. This work would not have come to its completion without God's assistance and help from other people.

I would like to thank Dr. Peter W. Obanda and MR. Samuel Alfred Wuma my supervisors who struggled to supervise and worked hard to see the completion of this work. Thanks go to my entire lectures in the school of Management and Entrepreneurship.

I must also thank the management of Mukono District Local Government for availing me with the necessary data to accomplish this research report

Lastly, I must thank my classmates in the MBA Class for all their academic assistance throughout this course and assistance in all endeavors.

TABLE OF CONTENTS

Declaration.....	i
Approval	ii
Dedication.....	iii
Acknowledgment.....	iv
Table of contents.....	v
List of tables	ix
Abstract.....	x
CHAPTER ONE	1
GENERAL INTRODUCTION.....	1
1.1 Statement of the problem.....	3
1.2 Purpose of the study.....	4
1.3 Objectives of the study	4
1.4 Research questions.....	4
1.5 Scope of the study.....	5
1.5.1 Subject scope	5
1.5.2 Geographical scope.....	5
1.5.3 Time scope.....	5
1.6 Significance of the study	5
1.7 Definition of key terms.....	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Introduction.....	7

2.2 Theoretical Review	7
2.3 Conceptual Framework.....	9
2.3.1 Contract Planning and Service Delivery.....	10
2.3.2 Contract Evaluation and Service Delivery	12
2.3.3 Contract implementation and service delivery	13
2.4 Challenges faced in contract management	15
2.5 Measures to improve contract management towards service delivery	17
2.6 Conclusion	19
CHAPTER THREE.....	20
METHODOLOGY	20
3.1 Introduction.....	20
3.2 Research design	20
3.3 Area and the study population	20
3.4 The sample size and sampling technique.....	21
3.4.1 The sample size.....	21
3.4.2 Sampling techniques	22
3.5 Data Sources	22
3.5.1 Primary Data	22
3.5.2 Secondary Data	22
3.6Data collection instruments	22
3.6.1 Questionnaire	22
3.6.2 Interview guide	23
3.7.1 Validity	23

5.1.2 Contract Evaluation and service delivery72

5.1.3 Contract implementation and service delivery73

5.3 Conclusion75

5.4 Recommendations.....75

5.4 Suggestions.....77

REFERENCES78

APPENDICES81

LIST OF TABLES

Table 1: Sample size.....	21
Table 4.1: Gender of the respondents	27
Table 4.2: Age Distribution of the Respondents	28
Table 4.3: Department in which Respondents fall.....	29
Table 4.4: Tenure of the respondents	30
Table 4.5: Level of Education	30
Table 4.6: Contract Planning	39
Table 4.7: Contract Evaluation	45
Table 4.8: Service delivery	39
Table 4.9 Service delivery	53
Table 4.0 Regression analysis results Coefficients ^{a,b}	59

ABSTRACT

The study was designed to examine the effect of contract management on service delivery in local governments using a case study of Mukono District local government. The study was guided by the three objectives that is, to examine the effect of contract planning on service delivery in Mukono District government, to examine the influence of contract evaluation on service delivery in Mukono District local government and to evaluate the influence of contract implementation on service delivery in Mukono District local government.

A cross-sectional research design was used for the study since data was collected as single point in time and this enabled the researcher to collect detailed and in-depth data from Mukono District government staff. The researcher used questionnaire and interview guide to collect data from the respondents and the sample size of 175 respondents was selected.

The findings of the study indicated that there is a moderate linear relationship between contract planning, contract evaluation, contract implementation and service delivery ($r = .762$). Contract planning, contract evaluation and contract implementation account for 55.4% variance of service delivery. Thus, this implies that; Contract planning affect service delivery in Mukono District local government, Contract evaluation influences service delivery in Mukono District local government and Contract implementation influences service delivery in Mukono District local government. The study recommends that the District contract committee should ensure that there strict adherence procurement regulations and compliances with contract procedures in order to ensure efficient service delivery. In short, improving contract management can lead to efficient service delivery.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Background to the study

Contract management or contract administration started way back during the industrial revolution (Pratt and Bennett, 2009). Many times, big companies contracted with employees who were placed in the position of operating machines. However, the contracts made were in favour of employers. Today common commercial contracts include employment letters, sales invoices, purchase orders, and utility contracts (Morgan, 2009). A prerequisite requirement for the enforcement of a contract, among other things, is the condition that the parties to the contract accept the terms of the claimed contract (Neild, 2008). Historically, this was most commonly achieved through signature or performance, but in many jurisdictions more especially with the advancement of electronic commerce, the forms of acceptance have expanded to include various forms of electronic signature (Wassenaar, 2004).

Complex contracts are often necessary for construction projects, goods or services that are highly regulated, goods or services with detailed technical specifications, intellectual property (IP) agreements, and international trade (Hussey, 2010).

Contract management means the management of a contract including, but not limited to performance and compliance with the terms and conditions of the awarded contract by the provider and the procuring and disposing entity (PPDA Act, 2003 and Amendment Act 2011). Therefore, this study focused on contract planning, contract evaluation and contract implementation.

Contract management is the management of contracts made with customers, vendors, partners, or employees. Terry (2005) asserts that contract management includes negotiating the terms and conditions in contracts and ensuring compliance with the terms and conditions, as well as documenting and agreeing on any changes or amendments that may arise during its implementation or execution. It can be summarized as the process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of maximizing financial and operational performance and minimizing risk.

Contract management is intended to improve the quality of service delivery (Trevor, 2000). However, the delivery of services is very difficult in local governments. Mukono district local government comprises 13 sub-counties of Nama, Nakisunga, Ntenjeru, Koome, Ntunda, Nagojje, Kyampisi, Kasawo, Kimyenyedde, Seeta- Namuganga, Nabbale, Mpunge and Mukono municipality. The district administrative headquarters are located at the heart of the district, within the municipality. The effectiveness contract management towards efficient service delivery of a district local government can best be assessed by considering the status of key social economic indicators for the district such as the delivery of primary education, health, rural roads, water and sanitation, community services, and agriculture extension services, among others. However, according to the three year District Development Plan of Mukono District for 2009/210 to 2012/2013 it is highlighted that Mukono district local government has a long way to go in delivering services to its residents. Despite improvement in contractual and funding agreements containing particular and specific terms and conditions to be complied with and outcomes to be achieved in contracts, still the residents complain about the quality of service delivery. The appalling state of the primary school block at Buntaba P S and and Maziba PS in

Nakisunga Sub-county indicates that there is inefficiency in the management of contracts given to constructors. Boreholes are often broken, and take long to be repaired. This is prominent in the rural sub-counties of Kasawo and Nagojje where citizens always complain of non-functional boreholes for years.

There is inefficiency in contract planning and bureaucracy in the procurement process which delay implementation of district infrastructural project. In some areas, roads are easily damaged by runoff due to the steep nature of the terrain. Similarly, many roads become slippery in the rainy season thus hindering transport. This challenge affects adversely the district plan to provide, operate and maintain sustainable infrastructure network. Further the opening of burrow pits is still one of the challenges and this problem if is not addressed leads to soil erosion and land degradation. Therefore, there is a need to conduct environment inspections prior payment of contractor. Pits left after the road constructions need to be planned for to avoid negative outcomes and thus register rapid infrastructural development in the district. This study sought to identify how contract management influences service delivery in local governments using a case of Mukono District local government.

1.1 Statement of the problem

The goal of contract management in local governments is to improve the quality and efficiency of public service delivery by building the demand-side of governance and accountability. However, the delivery of services is very difficult (Musoke, 2012). According to District Development Plan of Mukono for 2009/210 to 2012/2013 it is highlighted that the district has continuously failed to deliver quality and efficient services to the people of Mukono. The

residents complain about poor service delivery in areas of primary education, health, rural roads, water and sanitation, community services, and agriculture extension services. Despite the considerable effort to improve contract management through contract planning, contract evaluation and contract implementation, the local government still has a long way to go if it is to realize efficient service delivery. Therefore, the study was intended to examine the effect of contract management on service delivery in local governments.

1.2 Purpose of the study

The purpose of the study was to examine the effect of contract management on service delivery in local governments using a case of Mukono District local government.

1.3 Objectives of the study

- i. To examine the effect of contract planning on service delivery in Mukono District government.
- ii. To examine the influence of contract evaluation on service delivery in Mukono District local government.
- iii. To evaluate the influence of contract implementation on service delivery in Mukono District local government.

1.4 Research questions

- i. What is the effect of contract planning on service delivery in Mukono District government?

- ii. What is the influence of contract evaluation on service delivery in Mukono District local government?
- iii. What is the influence of contract implementation on service delivery in Mukono District local government?

1.5 Scope of the study

1.5.1 Subject scope

The study examined the effect of contract management on service delivery in local governments. In this study contract management is the independent variable and service delivery is the dependent variable.

1.5.2 Geographical scope

The study carried out at Mukono district local government and more specifically Mukono municipality which is the district administrative headquarters.

1.5.3 Time scope

The study covered a period of four years running from June 2009 to July 2013. The information compiled in the period of four years was sufficient to enable the researcher to examine in details the effect of contract management on service delivery in local governments.

1.6 Significance of the study

The findings of this study may assist district planners in understanding the importance of contract negotiation and how this influence efficient service delivery in the district. Further

the district planners will gain insight about the importance of contract compliance with terms and conditions and how this leads to quality service delivery.

The study may fill the gap in the existing literature and will be useful to future researchers and academicians in identifying the importance of contract management towards efficient service delivery.

1.7 Definition of key terms

A **contract** is a written or oral legally-binding agreement between the parties identified in the agreement to fulfill the terms and conditions outlined in the agreement.

Contract management means the management of a contract including, but not limited to performance and compliance with the terms and conditions of the awarded contract by the provider and the procuring and disposing entity (PPDA Act, 2003 and Amendment Act 2011). Therefore, this study focused on contract planning, contract evaluation and contract implementation.

Service Delivery— specifies the basic portion for rendering the defined service consumer benefits to the triggering service consumer. The service delivery unit is the reference and mapping object for the Service Delivering Price, for all service costs as well as for charging and billing the consumed service amounts to the service customer who has commissioned the service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter the related literature about contract management and service delivery was reviewed. The purpose of this chapter was to supplement the research study with what other researchers discovered about the influence of contract planning, contract evaluation and contract implementation on service delivery. This chapter was organized under three sections and thus started with theoretical review, conceptual review and lastly reviewed the study objectives.

2.2 Theoretical Review

Although various theories can be used to link contract management and service delivery in local governments, the study focused mainly on: -

Resource based model, this theory was adopted for this study because it creates a link between contract management and service delivery. Terry (2005) asserts that to manage contract the organization must have adequate resources management such as assets, capabilities, organisational processes, attributes, information and technology, knowledge, skills of employees, motivations or traits defined in terms of the behaviours needed for successful contract management which are controlled by the firm that enable the firm to conceive of and implement strategies that improve efficiency and effectiveness in service delivery.

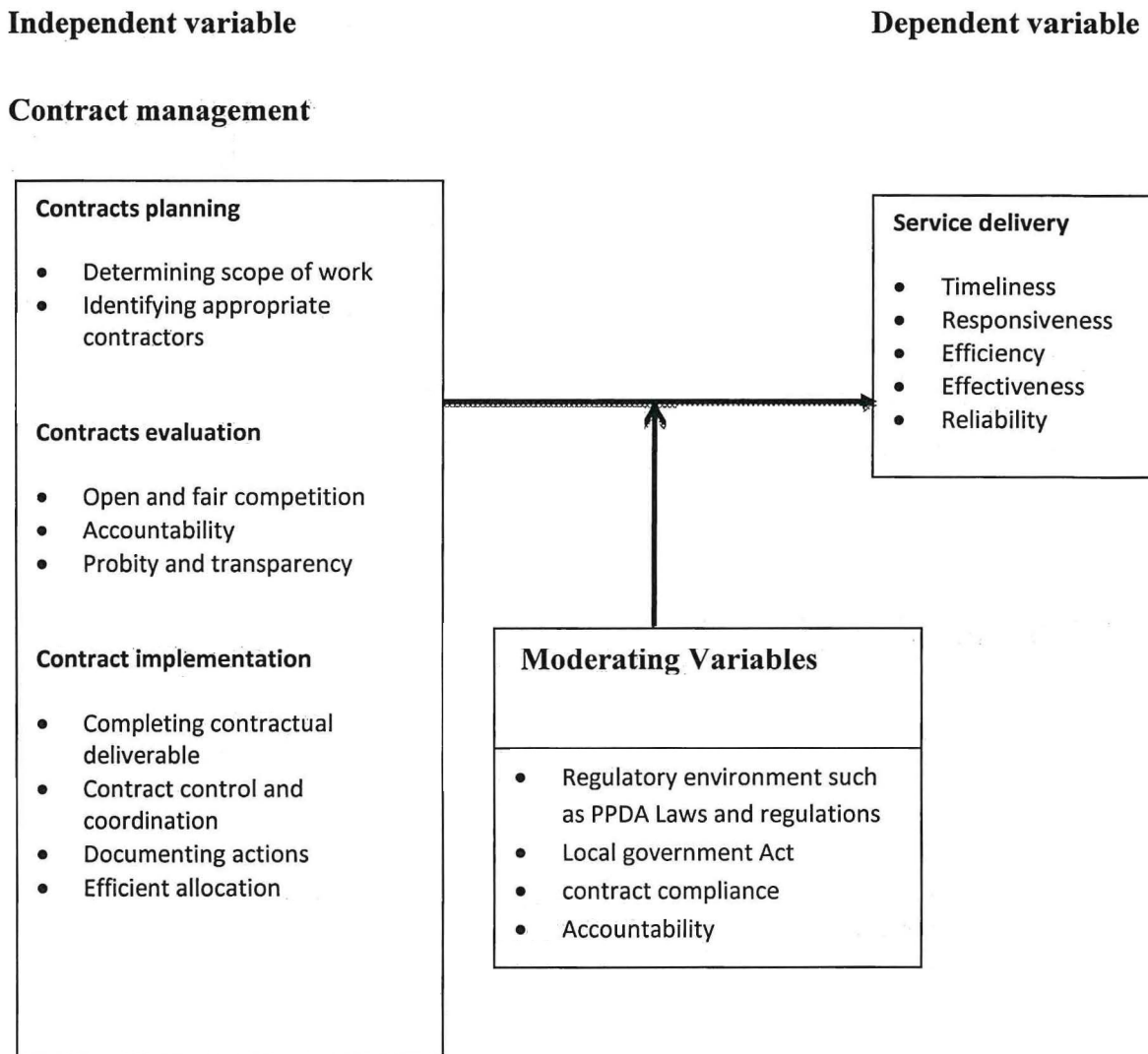
In resource based model, these resources must be available to enhance contract management towards service delivery. Morgan (2009) describes service delivery as the ability to ensure reliability, responsiveness, efficiency and effectiveness in service offered to customers. It should

be noted that if Mukono District Local government utilizes well all its assets, capabilities, organisational processes, employee attributes, information and technology, knowledge and skills during contract planning, contract evaluation and contract implementation it can register good performance in service delivery.

The second theory was the need-hierarchy theory which was developed by an American psychologist called Abraham Maslow (Neild, 2008). In this theory, Maslow identified common needs which are presented in a hierarchy. This theory assumes that organisations make contracts with customers, vendors, partners, or employees because there are certain needs to be met to enhance efficient service delivery. There for to ensure effective contract management there is a need for effective contract planning, contract evaluation and contract implementation in order to register good service delivery. The theory also assumes that once a need is satisfied, it ceases to be a pressing issue (Bannett, 2008). This theory therefore indicates that Mukono District local government should ensure that there is effective contract planning, contract evaluation and contract implementation in order to enhance good service delivery in the district. Otherwise poor contract planning, contract evaluation and contract implementation can cripple effective and efficient service delivery in the local government.

2.3 Conceptual Framework

Figure (i) Showing the conceptual framework



Source: (Adopted from Bannett (2008), and modified by the researcher)

The conceptual framework developed to examine the influence of contract management on service delivery. Contract management is the independent variable, According to PPDA Act 2003, Contract management means the management of a contract including, but not limited to performance and compliance with the terms and conditions of the awarded contract by the

provider and the procuring and disposing entity, but for the purpose of this study, the focus was put on contract planning, contract evaluation and contract implementation. It should be noted that determining scope of work and Identifying appropriate contractors have a direct bearing on service delivery in terms of responsiveness, timeliness, reliability, efficiency and effectiveness. Further contract evaluation in terms of open and fair competition, accountability, probity and transparency also affects service delivery. Lastly contract implementation in terms of completing contractual deliverable, contract control and coordination, documenting actions and efficient allocation have a direct bearing on service delivery.

However, service delivery can be compromised lack of compliance with contract stipulations, regulatory environment such as PPDA laws and accountability. It is believed that if these moderating variables are favorable this can lead to efficient service delivery. The study matched these moderating variables with the study variables in order to ascertain the influence of contract management towards service delivery in Mukono District Local Government.

2.3.1 Contract Planning and Service Delivery

Successful contracting requires an extraordinary amount of advance planning, negotiation, and on-going collaboration among contracting partners (Wassenaar, 2004). It should be noted that contract implementation and management effectiveness can be enhanced by competition among providers, resource adequacy, performance measurement planning, training for contract managers, careful evaluation of contractors' staff and financial management capacities, and the presence of a sound rationale for the reform (Quinn, 2000). Effectiveness in delivery of services can be undermined by contracting with agencies that also advocate for their clientele groups, by

complex subcontractor relationships, and by risk shifting to the contractors.

According to Wassenaar, Dijkgraaf and Gradius (2010), contracting should take place within a structured contract management system. A key part of this is planning. Organizations/agencies need to be clear about their overall objectives, the means they are using to achieve those objectives, the nature of the organization they are likely to be dealing with, and the relationship they expect or wish to have with the organization, their own contracting policies and capability, how they will secure accountability for public money, the budget constraint they operate under and risk management (Thai, 2004). By doing so, organizations are more likely delivery better services. The primary goals corporate contracting are: first, to promote successful performance and relationships and to eliminate causes of potential problems; second, to minimize the risk, problems and harmful effects when problems do arise; and third, to manage conflict, avoid litigation and minimize costs and losses where they are unavoidable (Haapio, 2006). Using contracts to reach these goals requires proper planning.

Often contract agreements go wrong because of poor planning prior to the contract being awarded. Contract planning assist project managers, site supervisors, line managers, engineers, senior administrators and other professionals who are required to source service providers or suppliers and manage their contracted performance (Pratt and Bennett, 2009). It covers the designing and scoping of contract work, preparing tender and other scope of work documents, identifying appropriate contractors, opening versus closing bidding options, evaluation of submissions, forms of contractual relationship and contract administration.

2.3.2 Contract Evaluation and Service Delivery

According to Kent (2010), contract evaluation to be effective, contract must be open and transparent in a way that is understood by all those involved. Determination of priorities and decisions on resource allocation normally fall to a board, council or equivalent. Those with that accountability have responsibility for the decisions and their practical consequences (Sizer, 2008). The responsibility of procurement committee is to ensure, by clarity of presentation and quality of communication, that the processes and the options are well known and understood and that risks, uncertainties and the degree of accuracy are made clear, so that there is confidence in the system and choices can be made on policies and business outcomes and not technicalities. This requires (Prior & Clifford, 2007); an agreed and rational system for prioritizing objectives. A rigorous evaluation of alternatives using appropriate contract management techniques which may include: full life-cycle costing, discounted cash flow, cost/benefit analysis, design and feasibility studies, assessment of physical resource availability, risk assessment, market research play an important part to ensure reliability and effectiveness in service delivery.

Colville (2005), says that where there is contract evaluation, risk assessment in the contract can be established, the responsibility of managers in relation to the requirement of the overall policy of the organisation. Continuous comparison is made for the outcomes of the contract management which in this case service delivery. Cooper (2004) adds that contract evaluation helps to plan by allowing the managers to make conscious attempts to affect factors which are open to influence and control. Davidson , et al. (2007), also indicate that contract evaluation provides appropriate performance yardsticks which are sometimes the only quantitative reference points available for measuring service delivery effectiveness and responsiveness . A good

example is that there must be a reasonable balance between the procurement committee and the contractor in order to register good service delivery.

The evaluation process should provide a fair comparison between the responses and be conducted in accordance with the approved evaluation methodology and criteria. The same evaluation method should be applied to each response (Quinn, 2000).

Value for money is the essential test against which any procurement output is to be justified. It is also essential that the assessment of offers is robust, systematic and unbiased to ensure the application of proper processes and the achievement of the procurement principles (MacLeod, 2002): Value for money; Open and fair competition; Accountability, Risk management and Probity and transparency.

2.3.3 Contract implementation and service delivery

Contract implementation is a comprehensive plan which sets out the steps to be taken to get the service from a specification on paper to an operational and functioning scheme. So that the service is set up properly and those involved can keep track of what is needed and how things are progressing. Contract implementation is the set of processes used after awarding a contract to ensure a new service or contract is effectively established (Pratt and Bennett, 2009). The aim is to ensure commissioned services meet their strategic priorities quickly and effectively and to get them to the position of delivering their service specification. It should be noted that services must be able to meet the needs and ambitions of customers and commissioners. In this state there is a need to effectively communicate the existence of the new contracts to users, ensure a shared

understanding of the risks, the main tasks and who is responsible for what, be sure the service provider is connected with stakeholder organizations.

To implement a contract, preparatory work must be done alongside the procurement process. At the point of award, the team must be ready to negotiate the implementation plan with the provider and be clear about the key people to involve. The implementation period runs from award of tender. This generally depends on how long it takes the service to reach a stable position of delivering the specification, which then moves into contract management and monitoring.

Contract implementation requires a steering team/group. This is the group that needs to be set up to see through the service's implementation. It monitors progress and reports outwards and is the main place for debate and decision on partnership aspects to the service (Thai, 2004). Role, membership and the length of existence is dependent on the service or the changes in existing practice required to make it work. Some groups will be purely operational, some will be partnership focused. High profile, complex services may require separate groups to cover the two areas. This team is necessary because they co-ordinate work, offer a central place for discussions and bring agencies together to ensure buy-in (MacLeod, 2002). They are responsible for overall risk management and can escalate issues that threaten the set-up of the service. Early identification of tasks slipping behind schedule stops problems escalating.

According to Prier & Clifford (2007), initiating the implementation activities, typically on short notice, to ensure timely implementation of contract and excellent customer relations during

implementation phase, requires the identification of critical tasks, initiating all actions required during implementation; establishing and maintaining client relations during implementation; hiring staff; setting up procedures; managing development of the technical components of the contract; documenting actions and issues; completing contract deliverables due during implementation; and developing an effective transition plan to the permanent management team(Quinn, 2000).

2.4 Challenges faced in contract management

There are a number of challenges which inhibit effectiveness contract management of projects in local governments (NRC, 2004). The lack of an operational plan that supports the key priorities of the overall strategy can be a barrier to achieving the broader objectives of the local government that can result in the incorrect identification of key priority areas and these then results in wasteful, fruitless and unauthorized expenditure (Thaker, 2008). The lack of a comprehensive motivation for the contract requirements may result in incorrect budget allocations that will negatively impact service delivery.

Contract management has, for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations (Tan et al., 2009). This has negatively affected the rate and quality of progress in realizing the objectives of national development, especially in developing countries.

In management of contracts there is a problem of compliance with contract requirements. Guthrine (2005) asserts that most aspects of contracts such as contract requirements, disputes,

and breach of contract are governed under the contract law. However, in a country where legal systems are not comprehensive, government contracts may need detailed provisions. Campbell (2002) further says that contract managers face another challenge that is, how to comply with their government's contract regulations without violating regional and/or international trade agreements. For example, how to comply with national economic policies, without dealing unfairly with foreign firms as provided in regional trade agreements and/or the World Trade Organization (WTO) agreements is not easy, which requires a careful study of trade agreements in order to take advantages of special provisions.

Local governments in Uganda have been known for their poor performance and corruption, resulting from non-adherence to processes and procedures, poor resource utilization, poor personnel management and training, inadequate payment and benefits (Segal and Summers 2002). It is on this basis that the Local Government Act was passed to examine and propose recommendations on public service improvement (Ministry of Local Governments, 2010). The ultimate goal was to improve the general service delivery to the public, create efficiency and effectiveness based on transparency in processes and procedures, performance evaluation systems and clear organizational goals and objectives (Vian and Collins 2006).

Davidson et al. (2007), indicate that the main challenge which inhibits effectiveness contract management is the poor financial administration systems and financial record management. This thus places the local governments at risk for overspending, under spending, maladministration, corruption, theft and embezzlement of project monies. Ineffective monitoring and evaluation of spending trends also has similar results (Quinn, 2000). The lack of effective financial control

mechanisms may place local governments at risk of not meeting its intended strategic objectives, which is to provide enhanced service delivery to the community.

Boquist (2008) points out that local government continue to blunder and fail because they have flawed contract planning and control systems, which they apparently fail to recognize. Some local governments sense weakness of their contract analysis but viewed them as individual problems rather than systematic deficiencies. They misdirect efforts and produce greater frustration. As a result, local governments' strategy and capital allocation become misaligned and remain so, despite disapproving financial performance.

Ashford (2009) pointed out some of the drawbacks local governments encounter in the course of implementing contract planning and control systems. They include: lack of dynamic structure, absence of connection between compensation and procurement measures, lack of integration, procurement function not a strategic partner, poorly trained procurement professionals.

2.5 Measures to improve contract management towards service delivery

The foundations for effective and successful post-award contract management rely upon careful, comprehensive and thorough implementation of the upstream or pre-award activities (Prier & Clifford, 2007). During the pre-award stages, the emphasis should be focused on why the contract is being established and on whether the supplier will be able to deliver in service and technical terms (MacLeod, 2002). However, careful consideration must be given to how the contract will work once it has been awarded. The organization's high-level requirements should be carefully researched so that there is clarity of purpose from the outset. This will help to ensure clarity in all aspects of the procurement process.

Management of contracts, particularly partnerships, requires flexibility on both sides and a willingness to adapt the terms of the contract to reflect changing circumstances (Thai, 2004). It is important to recognize that problems are bound to arise which could not be foreseen when the contract was awarded (Thaker, 2008). Finally, it may not be necessary to follow every activity for every contract - particularly in the case of small, simple orders - but it is advisable to read the whole guide and to apply the advice provided under each stage as appropriate to the particular contractual circumstances.

In an effort to improve contract management, the management must emphasize areas like effective research and analysis (Quinn, 2000). At times the actual result does not match the expected standards thus bringing out the purpose of this research, which is to identify possible ways of improving contract management. Belkaoui (2006) says that every organization has to have limits within which it can gainfully and comfortably operate. The most important limitation the organization faces is the availability of resources and every not for profit oriented organisation must strive to use its resources in the most efficient way to that end and thus it is through contract management that the organization can optimise the use of its resources.

Sizer (2008) asserts that measuring project performance depends on the quality of work. Low quality work may mean that goals are being met but the quality of work is just not up to par. And, as a manager, you need to be able to carefully explain to employees how their work is not meeting expectations and be able to define what good performance would look like as opposed to what has been turned in.

There is a need to develop contract exit strategy (Vian and Collins 2006). A contract will conclude when both parties have satisfactorily fulfilled their responsibilities under the terms of the contract. This, for example, will occur when the goods or services have been supplied and payment made and/or at the end of a pre-agreed period of time (Thaker, 2008). This situation, however, does not remove the need to develop a contract exit strategy as part of the process of risk identification and reduction, and reinforces the importance of establishing the foundations of sound contract management.

2.6 Conclusion

Despite the view of various authors and writers about the effect of contract management towards service delivery, local government still have a long way to go to improve service delivery as there are inefficiency in contract planning, contract evaluation and contract implementation. Research was surely needed to collect data that can be used to demonstrate how contract management influences service delivery in local government.

CHAPTER THREE

3.1 Introduction

This section covers methods of systematically obtaining data for the research. It presents the research design, population, sample size and sampling techniques and sources of data, data collection methods, data quality control methods, data analysis and presentation, ethical issues, and the anticipated study limitations.

3.2 Research design

A cross sectional study design was employed to determine the influence of contract management and service delivery in local governments. This was because data was collected at a single point in time as reflected by Mugenda & Mugenda (1999). This necessitated the use of qualitative and quantitative approaches for data collection that was collected at a single point in time from a sample of respondents selected at Mukono District Local Government.

3.3 Area and the study population

The study was carried out at Mukono district local government and more specifically Mukono Town Council which is the district administrative headquarters. The area was chosen because Mukono is one of the districts with a problem of service delivery and that it has faced a lot of challenges in contract management. Approximately the study targeted a population of 200 respondents at the council were selected from five sectoral committees which includes: Finance, Planning and Technical Services; Production, Natural Resources and Island Development; Health; Gender and Community Based Services; Education and Security.

3.4 The sample size and sampling technique

3.4.1 The sample size

The sample size of the study was adopted from Krejcie and Morgan (1970) which is an efficient method for obtaining a representative sample. The sample size was calculated in each sectoral committee using the following formula: -

$$s = X^2 NP (1 - P) \div d^2 (N - 1) + X^2 P (1 - P).$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Table 1: Sample size

Department	Target Population	Sample size
Finance, Planning and Technical Services	43	37
Production, Natural Resources and Island Development	41	36
Health	35	32
Education and Security	42	36
Total	200	175

Source: Mukono District Local Government, 2013

3.4.2 Sampling techniques

The study used both purposive and stratified sampling techniques to select the sample size of the study. Mukono District Local Government was selected using purposive sampling technique. This technique was used to get detailed and rich information (Odiya, 2009). Furthermore, lower level staff in the sectoral committees was selected using stratified sampling technique from which simple random was used. This technique was used to make sample selection without any bias and to enable every staff in such sectoral committees to have the same chance to be part of the study.

3.5 Data Sources

3.5.1 Primary Data

Primary data was collected from the council staff of Mukono District Local Government. This was done through the use of interviews and questionnaires. The questionnaires were self-administered among the respondents in order to collect all the completed responses within a short time and provide clarification to the research objectives.

3.5.2 Secondary Data

Secondary data was collected from the district records and other studies related to this topic.

3.6 Data collection instruments

3.6.1 Questionnaire

Self-administered questionnaires were used to collect data from the sectoral committees. Open ended and closed ended questions focused on contract management and service delivery were

used to obtain primary data. Both Ahuja (2003) and Odiya (2009) agree that questionnaires have the advantage of the respondents filling them at their convenience and are void of interviewer's bias since she/he is not physically present at the interviewee's place to influence the answers. However questionnaires if not well thought out may confuse respondents as to the nature of information required, discourage them to the extent of discarding them and may even leave out important information required in the study (Mugenda and Mugenda, 2003), yet there is no opportunity to probe or make clarifications. On the other hand, both Ahuja (2001) and Mbabazi (2008) express concern over the low response rate to the questionnaires. The researcher therefore tried to be as simple and clear as possible in wording the questionnaires so that they can be easily understood and also make follow up telephone calls to ensure responses are got.

3.6.2 Interview guide

The researcher also used interviews to gather data for the study. Sectoral committee Heads of Mukono District Local Government were asked questions relating to contract management and service delivery. This instrument was used to allow depth responses because the respondent had time to explain the issues at hand (Odiya, 2009). Interviews also gave an opportunity for probing and clarifications where the respondents were not certain about the information required and this ensured a high response rate (Mbabazi, 2008). In the course of interviewing, the researcher was jotting down some important issues, which later were analyzed.

Validation and reliability of data

3.7.1 Validity

Amin (2005), points out that a research instrument is valid if it actually measures what it is

supposed to measure and when the data collected through it accurately represents the respondents' opinion. To ensure validity of research instruments used in this study, research instruments were pre-tested in Wakiso District Local Government before collecting data from Mukono District Local Government. Questions were discussed with the supervisor for scrutiny, clarity and removal of ambiguity. Corrections were made accordingly before pre-testing the instruments. For the researcher to consider those items relevant and valid. The ratings from the experts/supervisor were computed using;

$$\text{Content Valid Index} = \frac{\text{No of items rated as relevant}}{\text{All items in questionnaire}}$$

The results of CVI were greater than the recommended .70 (Amin, 2005), this implied that the questionnaire was valid for data collection.

3.7.2 Reliability

According to Amin (2005), reliability is the dependability or trustworthiness of research results or the degree to which a measuring instrument consistently measures what it is supposed to measure. To this effect, in this study, reliability of the data collected was tested using Cronbach's alpha method as provided by SPSS to determine how well all items in the test relate to all other items and to the total test. The following formula was used to calculate the Cronbach's coefficient alpha

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum SDi^2}{\sum SDt^2} \right)$$

Where α = coefficient alpha

$\sum SDi^2$ = sum variance of items

$$\sum SDt^2 = \text{sum variance of scale}$$

The results of alpha values were greater than the recommended .70 (Amin, 2005), this implied that the questionnaire was valid for data collection.

3.8 Procedure

The study was carried out in a planned way in which the researcher first identified a topic, allocated a supervisor who approved the topic and this led to proposal development plus the research instruments which were used as road map in the collection of data. Before going for data collection, the instruments were pre-tested in Wakiso District Local Government before administering them to Mukono District Local Government staff. The researcher presented the proposal to the School of Management and Entrepreneurship of Kyambogo University for approval. After the approval of the proposal, the researcher obtained a letter of introduction from the School of Management and Entrepreneurship and proceeded to the field, meet respondents and brief them about the study significance so as to be allowed to collect data. The raw data obtained was sorted for processing and analysis. Results were completed report draft and submitted for examination by the supervisor. Corrections were made accordingly and submitted for examination.

3.9 Data processing and analysis

Quantitative data collected was coded, edited and entered in the computer system for analysis. The study used regression analysis to analyse the findings of the study and to answer the research questions. The regression coefficient (r) determined the linear relationship between variables. This was squared and adjusted to determine how much variance was in the dependent variable as

caused by the independent variables. The findings of the study were first presented using measure of central tendencies like means and standard deviation before presenting inferential statistics.

Analysis of qualitative data was done using thematic method where data was collected from the field grouped according to different themes based on research objectives. Further content analysis was also used by looking at the available content from the field and placing them under relevant themes under the objectives of the study.

3.10 Limitations of the study

It is common to have difficulties being trusted with confidential information and documents by public sector organizations. The researcher encountered this challenge since some information was regarded as discreet yet was vital for this study.

Securing some appointments especially with sectoral committee heads was a challenge as they were busy with their work and this delayed the study.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents, analyzes and interprets the results. It is divided into six sections. The first section presents demographic data about respondents. The second section presents, analyzes and interprets the results about contract planning. The third section covers the results about contract evaluation. The fourth section presents the findings about contract implementation, the fifth section presents the findings about service delivery and the sixth section presents the relationship between contract management and service delivery.

4.1 Demographic Characteristics of Respondent

In analyzing the demographic data, the researcher relied on a number of variables including; gender, age structure, departments in which respondents fall, time spent serving Mukono District and education background of the respondents. The findings gathered are presented in the following tables as follows:-

Table 4.1: Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	51.4	51.4	51.4
	Female	85	48.6	48.6	100.0
	Total	175	100.0	100.0	

Source: Field data, 2013

The findings in table 4.1, shows that majority (51.4%) of the respondents in the study were male. This implies that there was gender imbalance in; the study. Although this was a case, both sexes were able to express their view regarding how contract planning, contract evaluation and contract implementation influences service delivery in Mukono District.

After the analysis of gender distribution of the respondents, the study found it useful to examine the age distribution of the respondents and the finding collected are presented as follow:

Table 4.2: Age Distribution of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid > 25	37	21.1	21.1	21.1
26-35	70	40.0	40.0	61.1
36-45	39	22.3	22.3	83.4
46+	29	16.6	16.6	100.0
Total	175	100.0	100.0	

Source: Field data, 2013

As shown in table 4.2 above that 40.0% of the respondents were in the age group of 26-35 years, 22.3% were between the age group of 36-45 years, 21.1% were 25 years and below and thus 16.6% of the respondents were 46 years and above. The implication of this finding is the study was generally dominated by young and talented people and thus presumed to well conversant will all relevant information for the study.

From the analysis of age distribution of the respondents, the study sought to find out the department in which respondents fall and the results collected are presented in the next table as follow:

Table 4.3: Department in which Respondents fall

Department	Frequency	Percentage
Finance, Planning and Technical Services	37	21.1
Production, Natural Resources and Island Development	36	20.5
Health	32	18.4
Gender and Community Based Services	34	19.5
Education and Security	36	20.5
Total	175	100.0

The findings in table 4.3 above shows that 21.1% of the respondents were in Finance, Planning and Technical Services, 20.5% were in Education and Security, 20.5% were in Production, Natural Resources and Island Development, 19.5% were in Gender and Community Based Services and 18.4% were in Health. The implication of this finding is that most of the respondents who participated in the study were Finance, Planning and Technical Services.

The study also found it useful to ascertain the time spent by the respondents served in Mukono District and the finding gathered are presented as follows:

Table 4.4: Tenure of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	40	22.9	22.9	22.9
6-10	90	51.4	51.4	74.3
11-15	30	17.1	17.1	91.4
16+	15	8.6	8.6	100.0
Total	175	100.0	100.0	

Source: Field data, 2013

The results in table 4.4 shows that 51.4% of the respondents had served Mukono District between 6-10 years, 22.9% had worked with the district between 1-5 years, 17.1% had been employees of Mukono District between 11-15 years and the remainder (8.6%) had served Mukono District for over 16 years. The implication of this finding is that participants in the study had served the district for a considerable number of years and thus were well conversant with the contract planning of the district, contract evaluation and contract implementation and how such influences the service delivery of the district.

Table 4.5: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	5	2.9	9.7	9.7
	Post graduate	30	17.1	26.0	35.7
	Bachelors	50	28.6	32.5	68.2
	Diploma	80	45.7	13.0	81.2
	Certificate	10	5.7	18.8	100.0
1.0	Total	2.0 175	3.0 100.0	4.0 100.0	5.0

Source: Field data, 2013

The findings in table 4.5 above reflect that 45.7% of respondents were diploma holders, 28.6% had bachelors' degree , 17.1% were holding post graduate diplomas, 5.7% had certificates and 2.9% were master's degree holders. From this finding therefore, it should be noted that since respondents had good educational background, they were in position to answer questions relating to contract planning of the district, contract evaluation and contract implementation and how such influences the service delivery of the district.

4.2 The Contract Planning and Service Delivery

This sub section answers the first research question of the study which states that: “*What is the effect of contract planning on service delivery in Mukono District government?*” To answer this question, it was necessary to first present descriptive statistics for each of the variables before presenting inferential statistics. This is because the descriptive statistics are helpful in interpreting exactly how the variables under study relate or affect another. Thus, this approach is used in this section and subsequent sections in this chapter as shown below.

4.2 Descriptive results about Contracts planning

The study focused on contract planning as one of the components of contract management.

Therefore, several statements were presented to the respondents and the results gathered are presented as follows: -

Table 4.6: Showing: Contracts planning

	N	Min	Max	Mean	S.D
Contract planning involves all relevant stakeholders in Mukono.	175	1.00	5.00	4.05	0.382
Contract planning is a participatory process in Mukono District.	175	1.00	5.00	3.60	1.287
Negotiation with contractors is transparent	175	1.00	5.00	3.95	1.117
Contract scope is pre-determined by the procurement team before contract signing.	175	1.00	5.00	3.07	1.357
The selection process of the contractors is transparent in Mukono.	175	1.00	5.00	3.36	1.281
Successful contract planning necessitates the procurement team to ensure that there is careful evaluation of contractors' staff	175	1.00	5.00	4.29	1.226
In planning for contracts our team ensure that the bidding process ends successfully	175	1.00	5.00	3.77	0.931
An assurance has to be given for resource adequacy when procurement team is planning for district contract.	175	1.00	5.00	3.61	1.246
Contract planning involves risk management Plan.	175	1.00	5.00	3.85	1.173

Source: Field data, 2013

Table 4.6 shows results collected under contract planning which is a component of contract management under different test statements or questions were posed to the respondents. These statements have been ranked in terms of means and standard deviations so as to measure the level of dispersion in responses. The findings gathered are presented, analyzed and interpreted as follows;

The findings in table 4.6 shows that respondents generally agreed that contract planning involves all relevant stakeholders in Mukono district local government with a mean value of 4.05 which appears to be close to the maximum rank of 5. This shows that they almost accepted that there is no way contract planning can be successful without involving key stakeholders at the district. Further, the corresponding standard deviation (0.382) indicates small variations in responses implying that majority of the respondents understood clearly the question and their view relating to contract planning were well presented. The entailing results of the study that the planning process requires the involvement of various stakeholders to ensure that contracts made results into the desired goals.

The findings from an interview held with the sectoral head of Production, Natural Resources and Island Development were that,

The primary goals of Mukono District Local government is to ensure that as contract are made meet the desired end of ensuring efficient service delivery. This requires to promote successful performance and relationships and to eliminate causes of potential problems; second, to minimize the risk, problems and harmful effects when problems do arise; and third, to manage conflict, avoid litigation and minimize costs and losses where they are unavoidable and these can happen if relevant people are part of the process. All people must agree on certain terms to ensures that what is planned receive less criticisms and the results can move the district towards meeting its goals of serving the people.

In short it should be highlighted that contract planning is not one man's task but it is a collective responsibility for all relevant stakeholder to ensure that what is planned is attained will less challenges.

Table 4.6 above shows that respondents seem to agree that contract planning is a participatory process in Mukono District with a mean value of 3.60. However, a significant standard deviation of 1.287 suggests varied responses regarding the participation of people in the planning process of contracts.

The findings from the interview held with the Sectoral Head of Gender and Community Based Services had this to say,

Often contract agreements go wrong because of whole process is not participatory. This work of planning is generally left to project managers and site supervisors. One can find that other people who are the key in the planning process of making the contract successful such as line managers, engineers, senior administrators and other professionals are left out. In Mukono district local government there is poor planning prior to the contract being awarded. Contract planning requires extensive knowledge but one can find that people who are source of information are left out in the planning process which in turn results into unsuccessful completion of contracts given to service provider.

From the foregoing therefore, it should be expected that contract planning is a collective responsibility and in case the planning process of making a contract successful is left in the hand of few people, it becomes hard to register success stories.

The findings in table 4.6 also show that respondents accepted that negotiation with contractors is transparent (Mean = 3.95). However, the standard deviation of 1.117 reflects significant differences in responses on whether negotiation with contractors is transparent. The findings from the interview held with the head of Education and Security shows that,

Although negotiations are made with contractors, sometimes the issue of transparency is neglected. Contracts are given to people who cannot deliver services and in the end the district fails to meet its performance targets as expected. Most of the contracts given are not done in transparent and proper way and this is the reason why the district has continuously failed to meet its strategic plans of delivering efficient services to the people of Mukono.

It should therefore, be stated that contract planning and management effectiveness can be enhanced by competition among providers, resource adequacy, performance measurement planning, training for contract managers, careful evaluation of contractors' staff and financial management capacities, and the presence of a sound rationale for the reform.

The results of the study in table 4.6 suggest that respondents slightly agreed that contract scope is pre-determined by the procurement team before contract signing (Mean = 3.07). Although this is not far from the average (not sure position), the standard deviation of 1.357 provided by the same respondents suggests that respondents possessed varied understanding on whether contract scope is pre-determined by the procurement team before contract signing. This could also imply that the procurement teams seldom determine the contract scope before contract signing. This is a clear indication that there are loopholes in contract management at the district.

Table 4.6 reflects that respondents slightly agreed that the selection process of the contractors is transparent in Mukono district local government. This is evident when the mean of respondents as computed by the system is almost around the average of 3 (i.e. 3.36). Nevertheless, the corresponding standard deviation of 1.281 suggests that respondents had a significant variation

in responses on whether the selection process of the contractors is transparent in Mukono district local government. However, this could also be construed to imply that respondents might not have clearly understanding of selection process of the contractors in this context.

From the interview one respondent said that;

Some people are given contracts to supply items or services because the staff from the procurement committee of the district expects money or bribes at the end. That obviously people involved in procurement solicit for bribes and contracts are given to those who have given bribes and in the end the district get substandard goods and services.

Therefore it is true one to argue that there is extortion of bribes by staff involved in the procurement process and thus the selection process of suppliers is to some extent not transparent.

The results of the study in table 4.6 further indicated that the respondents were with a view that successful contract planning necessitates the procurement team to ensure that there is careful evaluation of contractors' staff (Mean = 4.29). However, even then the respondents seemed to have varied in their responses regarding evaluation of contractors' staff as revealed by a standard deviation of 1.226.

This is in support of the interview held with the head of Gender and Community Based Services it emerged that,

The process of screening and examining the right contractor is very important in the management of district contracts. Effectiveness in delivery of services can be undermined by contracting with agencies that also advocate for their clientele groups, by complex subcontractor relationships, and by risk shifting to the contractors

In short, it should be reasoned that one of means to ensure successful contract planning necessitates the procurement team to ensure that there is careful evaluation of contractors' staff. However, it is not clear if this is done in Mukono district local government since contracts are awarded to contractors to people who bribe the procurement committee as reflected in the last paragraph.

The findings of study in table 4.6 also indicated that respondents were in agreement that in planning for contracts the district procurement team ensure that the bidding process ends successfully (Mean = 3.77). However, a standard deviation of 0.931 reveals some elements of variation in the opinions which could also relate to not clearly understanding whether the procurement team ensures that the bidding process ends successfully. Although it can be inferred that the procurement team must ensure that the bidding process ends successful, the mean value of 3.77 does not strongly justify that the management of contract is done efficiency and thus there is a need to focus closely on the variations in the standard deviation of 0.931.

Table 4.6 shows that respondents seem to agree that an assurance has to be given for resource adequacy when procurement team is planning for district contract (Mean = 3.61). Further there were variations in responses to this test statement as revealed by the standard deviation of 1.246. The findings imply that the variations in responses show a big movement from the mean. The results from the interview indicated that,

Although an assurance for adequacy of resources may be given to effect contracts, in most cases, the district lacks such resources and in the end, contracts fail to materialize

From the above view it is important for one to argue that although an assurance has to be given

for resource adequacy when procurement team is planning for district contract, this does not mean that the resources are available. Sometimes the district may be making such assurance basing on the projection of incomes it expects to get and in case the district fails to get the resource it based on this compromises efficient service delivery.

Table 4.6 shows that respondents seem to agree that contract planning involves risk management plan (mean = 3.85). However, a standard deviation of 1.17 shows varied responses as to whether contract planning involves risk management plan. It should be noted that the variability in successful completion of a contracts are determined basing on the risks involved in the contract and that there is no way a district can successful improve its contract management unless the element of risk is incorporated in its plan. From the foregoing it should be reasoned that contract planning involves risk management plan.

4.3 Descriptive results about Contract Evaluation

The study focused on contract planning as one of the components of contract management. Therefore, several statements were presented to the respondents and the results gathered are presented as follows: -

Table 4.7: Contract Evaluation

	N	Min	Max	Mean	S.D
An evaluation of procurements to ensure that competition for bids is done by the contract management committee.	175	1.00	5.00	3.39	1.202
Actions recommended by the evaluation of contracts are carried out in the monitoring process.	175	1.00	5.00	3.80	1.422
In evaluation of contract the procurement team always makes risk assessment in the contract to mitigate uncertainties.	175	1.00	5.00	4.11	1.916
The procurement team ensures that contract process is done transparently in way that is understood by all those involved.	175	1.00	5.00	2.07	1.607
In the management of contracts, the element of integrity and probity are taken as serious issues	175	1.00	5.00	3.36	1.751
The procurement committee ensures that there is effective accountability of resources to ensure successful contract management	175	1.00	5.00	3.20	1.520
The information provided by evaluations conducted by procurement committee is of high quality	175	1.00	5.00	3.08	1.402
Contract evaluation measures are adopted to ensure that targets are achieved.	175	1.00	5.00	3.07	1.570

Source: Field data, 2013

In the Table 4.7, the researcher set out to examine contract evaluation process of Mukono District local government as one way of ascertaining whether there is effective management of contracts in the district. The test statements were equally ranked in terms of their mean and

standard deviation as a way of identifying measures of dispersion in responses so that the results can be interpreted and analysed basing on the finding collected. The results of the study in this regards are presented and analyzed as follows;

As reflected in table 4.7, the respondents seem to agree that there is an evaluation of procurements to ensure that competition for bids is done by the contract management committee with a mean value of 3.39 which appears to be close to the average rank of 3. However, the corresponding standard deviation also revealed a significant value of 1.202. This also shows that there is a clear variation in the responses provided by the respondents about whether there is evaluation of procurement process to ensure that competition for bids is done by the contract management committee.

In an interview with head of Health it was revealed that,

Although the evaluation is done to ensure that there is effective competition for bid, sometime contractors involved in the competition race know their fate because of the bribes and solicitation they have made. Open bidding is done to make the whole process transparent yet the actual contractor to win the bidding process is known and this make the evaluation process of competition a total wastage of resources and time.

In short, it should be clearly verified that the evaluation of competition for the contracts to be awarded is not generally done transparently to ensure that the right contractors are selected to serve the needs to people of Mukono district.

From the table 4.7 above, respondents seemed to agree that the actions recommended by the evaluation of contracts are carried out in the monitoring process as reflected by the mean value of 3.80 which is above the average of 3 and tending towards 4. However, a significant standard deviation of 1.422 suggests varied responses regarding as to whether the actions recommended by the evaluation of contracts are carried out in the monitoring process.

This is in agreement with what the sectoral head of Finance, Planning and Technical Services who highlighted that;

Even though actions recommended by the evaluation of contracts are carried out, in most cases they may not yield the desired results since the whole process is rotten and thus cannot help people to better services since even the monitoring committee is full of people who are self-centered.

From the above assertion it should be inferred that if the monitoring process of the evaluation of contract is full of irregularities, the district should not expect much difference in the management of contracts and further no miracles can be registered since the whole process needs a redeemer.

In table 4.7 above, respondents provided their understanding that in evaluation of contract the procurement team always makes risk assessment in the contract to mitigate uncertainties and their perceptions show mean of 4.11, implying that they agree with the statement. Conversely, a standard deviation of 1.916 reflect significant differences in responses as to whether in evaluation of contract the procurement team always makes risk assessment in the contract to mitigate uncertainties. Although the probability of the occurrence of certain events are made in the management of contracts, the assessment of risks in particular contracts are generally made

basing on previous contracts forgetting that each contract has its own inherent risk and thus mitigation of uncertainties generally happen by chance but not on real facts.

The results as reflected in table 4.7 show a mean of 2.07. This is below the mean average of 3, implying that respondents disagree as to the statement regarding the procurement team ensures that contract process is done transparently in way that is understood by all those involved. Consequently, a greater standard deviation figure of 1.607 raises concerns regarding the transparency issue in the management of contracts. The figure of standard deviation further reveals that the respondents had varied opinion about whether the procurement team ensures transparency and this could also mean that besides disagreeing about whether there is no transparency, they could also be in disagreement with how contracts are awarded.

The analysis of results in table 4.7 reveal a mean of 3.36, implying that the respondents were slightly in agreement that in the management of contracts, the element of integrity and probity are taken as serious issues. However, a standard deviation of 1.751 reveals a significant variation in the opinions which could also relate to not clearly understanding the essentials of contract management such as integrity and probity.

In an interview with one the head of Education and Security, it was noted that;

There is no fair game in the management of district contracts. Contract management has, for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations. This has adversely impacted the rate and quality of progress in realizing the objectives of national development. It should be noted some

contractors are not screened through the same process and some are given preference because of whom they know.

From the foregoing therefore, it should be argued that the element of integrity and probity should be taken as serious issues and that the whole process should be transparent so that people benefit from the district.

From the results of the survey as reflected by table 4.7, respondents seem not to be sure that the procurement committee ensures that there is effective accountability of resources to ensure successful contract management. This is revealed by a mean of 3.20. Additionally, a standard deviation of 1.520 suggests a significant variation in the responses generated by the respondents. Basing on the findings therefore, it should be reasoned that accountability is the local government's obligation to demonstrate effectiveness in carrying out goals and producing the types of services that the public wants and needs. Lack of accountability creates opportunities for corruption which adversely affects service delivery.

Results of the survey as reflected in table 4.7 shows that respondents were not sure whether the information provided by evaluations conducted by procurement committee is of high quality. This is revealed by a mean of 3.08, Further the standard deviation of 1.402 seems to suggest variation in the responses generated for the test statement.

One sectoral head of Health said that,

How can someone trust the information provided by the procurement committee after the evaluation process of contract? In Mukono District we have a problem of information flow and communication with the people handling micro procurement. This has proved to

be a great challenge because people handling contract evaluation in most cases people do not reveal exact picture because they have already eaten money and this is the main reason for the failure of contracts to result into good results.

From the foregoing therefore it should be reasoned that the information provided by evaluations conducted by procurement committee is not generally of high quality since the whole process is corrupt.

Results of the study in table 4.7 suggest that respondents are not sure as to whether contract evaluation measures are adopted to ensure that targets are achieved. This is revealed by a mean value of 3.07 which is slightly equal to the average of 3. However, a significant standard deviation of 1.570 which suggests that in as much as respondents are not sure as to whether contract evaluation measures are adopted to ensure that targets are achieved, they varied greatly in their responses. This could also imply that the respondents might not be aware of contract evaluation measures are adopted by the procurement since they are carried out in procurement section.

4.4 Descriptive results about Contract implementation

The study focused on contract implementation as one of the components of contract management. Therefore, several statements were presented to the respondents and the results gathered are presented as follows: -

Table 4.8: Contract implementation

	N	Min	Max	Mean	S.D
Contractual deliverables are completed within the agreed time	175	1.00	5.00	3.67	1.121
Contracts are always prepared by procurement committee	175	1.00	5.00	4.19	1.004
Corrective action plans for variances in contracts are always developed.	175	1.00	5.00	2.97	1.456
Corrective action plans are followed through to ensure they are carried out.	175	1.00	5.00	3.04	1.206
Our procurement committee ensures that there is efficient allocation of resource to mitigate contract cost variances	175	1.00	5.00	3.46	1.073
Contract control and coordination are always ensured so that results come in time.	175	1.00	5.00	3.87	1.153
The statement of contract deliverables are always reviewed to ensure that goods or services have met contract requirements	175	1.00	5.00	3.91	1.011
All required documents, material, information and records used or generated during the contract that are the property of the contractor are always returned.	175	1.00	5.00	4.17	.982
Any issues that may result in a claim against the Council are always resolved	175	1.00	5.00	4.09	1.414
All equipment or other goods provided to the contractor are checked to ensure that they are in a satisfactory condition upon return.	175	1.00	5.00	3.72	1.296
The procurement team makes appropriate arrangements for the receipt and storage of material and documents returned by the Contractor	175	1.00	5.00	3.79	1.256
The procurement team ensures that all access rights or arrangements to premises and systems of the district are terminated or revoked after completing the contract	175	1.00	5.00	4.66	.974
Final payments payable under the contract are always effected.	175	1.00	5.00	4.28	.953

Source: Field data, 2013

In the table 4.8 above the researcher set out to examine contract implementation as a component for contract management. The results were analyzed using means and standard deviations so as to drawing conclusions for the study as follows;

The results in table 4.8 above reveal that respondents agreed that contractual deliverables are completed within the agreed time as shown by a mean value of 3.67. However, a standard deviation of 1.121 indicates varied responses from the respondents who participated in the study on whether contractual deliverables are completed within the agreed time.

The findings from the interview with on sectoral head of Health it was noted that,

It is not always a case that contractual deliverables are completed within the agreed time. Some projects can extend for more than a period specified due to unforeseen circumstance.

It should be argued that to some extent contractual deliverables are completed within the agreed time.

Table 4.8 reveals that respondents seem to agree that contracts are always prepared by procurement committee and this is shown by a mean value of 4.19. This value is close to the maximum point of 5, implying that respondents accepted that contracts are always prepared by procurement committee. Nevertheless, a standard deviation of 1.004, however suggests varied responses from respondents as far as preparation of contracts by the procurement committee are concerned. Since the majority of the respondents concurred with the test statement it should be maintained that contracts are always prepared by procurement committee.

The results of the survey as reflected in table 4.8 suggest that respondents were indifferent as to whether corrective action plans for variances in contracts are always developed as reflected by the mean value of 2.97. This value is close the midpoint of 3 implying that the respondents do seem to be sure whether corrective action plans for variances in contracts are always developed. Conversely, a standard deviation of 1.456, suggests varied responses from respondents as far as development of action plans for variances in contracts.

One Sectoral head of Finance, Planning and Technical Services had this to say,

There are no corrective action plans for variances in contracts. Mukono district development plan is focused at providing, operating and maintaining sustainable infrastructure network for effective and efficient service delivery. However, there is lack of local contractors with adequate capacity, beaucracy of the procurement process which delays implementation of district infrastructural projects, lack of feasibility studies for infrastructural projects, poor operation and maintenance practices and that the district road maintenance unit is very old and breaks down frequently. In some areas, roads are easily damaged by runoff due to the steep nature of the terrain; similarly, many roads become slippery in the rainy season thus hindering transport. This challenge affects adversely the district plan to provide, operate and maintain sustainable infrastructure network.

From the foregoing it should not be surprise that the respondents were indifferent as to whether corrective action plans for variances in contracts are always developed

However table 4.8 shows that respondents were not sure whether corrective action plans are followed through to ensure they are carried out. This is revealed by a mean value of 3.04.

However, a significant standard deviation of 1.206 shows that there are very varied responses as far as responses to this test statement is concerned. In an interview held with sectoral head of Gender and Community Based Services it was noted that,

The existence of inequitable distribution of water and sanitation services is not in doubt that corrective action are taken. The problem has already received recognition and equity has been adopted as a key theme that should be monitored and measured every year as part of the sector's performance review. The review of Mukono district development plan indicates that existing policy prescriptions, strategies and guidelines are largely inclusive of equity provisions. The problem is more of policy translations and application at the district and lower levels. Inequitable distributions of water and sanitation services largely begin with basics such poor contract management, access to information and the initiative of local leaders.

It should therefore be inferred that corrective action plans are not in most cases followed through to ensure they are carried out.

The results in table 4.8 above revealed that respondents slightly agreed that Mukono district procurement committee ensures that there is efficient allocation of resource to mitigate contract cost variances. This is revealed by a mean value of 3.46. However, the deviation of 1.073 suggests varied responses to the test from the respondents who formed part of the study.

The Sectoral Head of Health during the interview said that,
Resources are not efficiently allocated this is because the district is faced with a challenge of wide-spread incidences of HIV/AIDS and increased demand of HIV/AIDS care and support services, there is poor contract management of medical wastes in the

hospitals, patients are given expired medical drugs, health units are in poor health and sanitation and they lack enough equipment, medical professionals are corrupt, unhygienic and patients are not given enough care and attention. Further there is an apparent high medical personnel: patient ratio manifested in overcrowding at most of the health centers. This is explained by the challenge of understaffing in the district. At Kasawo HC III, Kimenyedde HC II in Kimenyedde Sub-county, Kyabalogo HC II in Nakisunga Sub-county and Namilyango HC II in Goma Sub-county, for example, large crowds of patients, some of whom always wait for over 6 hours. This underscores the fact that improving health outcomes requires inputs from several sectors and the community itself.

It should there be reasoned that Mukono district procurement committee does not or moderately ensures that there is efficient allocation of resource to mitigate contract cost variances.

The results in table 4.8 suggest that respondents agreed with the test statement that contract control and coordination are always ensured so that results come in time. This is revealed by a mean value of 3.87. However, in as much as respondents agreed with the test statement, there were variations in responses as reflected by the standard deviation of 1.153 over the same test from the respondents' point of view?

The finding in an interview held with the sectoral head of Production, Natural Resources and Island Development it was noted that,

There is a sharp contrast between the gaps in the sectors and what council actually deliberated upon during the year 2012/2013. While mention of the broad strategic goals and programmes made in the district planning documents, especially the District

Development Plan is made, most of these issues remain the preserve of the implementing technical persons and rarely find their way on the floor of the District Council. Despite complaints by the community with regard to agriculture (few people benefiting from NAADS), water (low functionality) and environment (high prevalence of wetland reclamation and charcoal burning), a scrutiny of the Minutes of Council indicates a conspicuous absence of the real issues. Most of the time of council was spent discussing issues that were not directly related to improving the cited gaps in service delivery.

It should therefore be argued that to a less extent contract control and coordination are always ensured so that results come in time.

The results as reflected in table 4.8 show a mean of 3.91 implying that respondents agree as to the statement regarding whether the statement of contract deliverables are always reviewed to ensure that goods or services have met contract requirements. Consequently, a greater standard deviation figure of 1.011 raises concerns whether contract deliverables are always reviewed. The figure of standard deviation further reveals that the respondents had varied opinion on whether contract deliverables are always reviewed to ensure that goods or services have met contract requirements and this could also mean that besides giving varied responses, they could also be not sure the view.

From the table 4.8 above, respondents seemed to agree that all required documents, material, information and records used or generated during the contract that are the property of the contractor are always returned as reflected by the mean value of 4.17. However, a figure of standard deviation of .982 suggests varied responses to the test statement.

This is in agreement with what the sectoral head of Finance, Planning and Technical Services highlighted that there is no way the district can keep documents, material, information and records used or generated during the contract that are the property of the contractor. The district has to return all such because they are not property of the district.

From the foregoing therefore, it should be noted that all required documents, material, information and records used or generated during the contract that are the property of the contractor are always returned.

The analysis of results in table 4.8 reveal a mean of 4.09, implying that the respondents were in agreement that any issues that may result in a claim against the Council are always resolved. However, a standard deviation of 1.414 reveals a significant variation in the opinions which could also relate to not knowledgeable about claim against the Council are always resolved.

In an interview with one the head of Education and Security, it was noted that;

Although complaints exist between the district and contractor, these are generally resolved amicably in order to keep the relationship. That the Council has a desk to handle contractors' complaints and claims and these are settled so as to make the two sides happy.

From the above view it should be stated that claim against the Council are to great extent always resolved.

The results in table 4.8 above reveal that respondents concurred that the procurement team makes appropriate arrangements for the receipt and storage of material and documents returned by the Contractor as shown by a mean value of 3.79. However, a standard deviation of 1.256

indicates varied responses from the respondents who participated in the study on whether the procurement team makes appropriate arrangements for the receipt and storage of material and documents returned by the Contractor.

Table 4.8 reveals that respondents generally agreed that the procurement team ensures that all access rights or arrangements to premises and systems of the district are terminated or revoked after completing the contract and this is shown by a mean value of 4.66. This value is close to the maximum point of 5, implying that respondents accepted that contracts are always prepared by procurement committee. Nevertheless, a standard deviation of .974, however suggests varied responses from respondents as far as test statement is concerned.

From the interview it was noted that the district has put some controls ensure that its safeguard its assets after the contract has been completed. That after the completion of the contract, the contractor has no in any case a right to access the premises without authority.

From the foregoing therefore, it should be noted that procurement team ensures that all access rights or arrangements to premises and systems of the district are terminated or revoked after completing the contract.

The results of the survey as reflected in table 4.6 suggest that respondents were in agreement that final payments payable under the contract are always effected as reflected by the mean value of 4.28. This value is close the maximum of 5 implying that payments to contactors are always effected after the completion of the contract. Conversely, a standard deviation of .953, suggests varied responses from respondents as far final payments for contracts is concerned. It was also

noted that the district all although makes the payment after contract deliverable, there are always delays in payments and this has created a bad picture in the eyes of the some contractors and this is the reason why service delivery in the district is somewhat poor.

4.5 Descriptive results about Service delivery

This sub section focused on service delivery and several statements were presented to the respondents and the findings gathered are presented as follows: -

Table 4.9: Service delivery

	N	Min	Max	Mean	S.D
There is high element of reliability in contract deliverables to the district of Mukono	175	1.00	5.00	3.70	1.701
Contract deliverable are always on time as expected by the district	175	1.00	5.00	3.31	1.493
There are few complaints from contractors and the district about the services offered	175	1.00	5.00	3.93	1.507
The contracts awarded to the contractors results into efficient service delivery	175	1.00	5.00	3.87	1.337
The quality of services the district get from the contractors are sub standards to meet the district needs	175	1.00	5.00	4.01	1.302
The arrangement for service delivery continue to be satisfactory to both the district and the contractor	175	1.00	5.00	3.49	1.306
Responsiveness in service delivery is attained when the expected benefits from the contract and value for money are being achieved	175	1.00	5.00	3.97	1.900
People have a greater awareness of the services received and the additional services that can be provided	175	1.00	5.00	4.31	1.341

Source: Field data, 2013

In the table 4.9 above the researcher set out to examine the service delivery in Mukono District and the findings obtained were analyzed using means and standard deviations so as to determine the level of dispersion in responses so that conclusions for the study can be made as follows;

From the survey, as reflected in table 4.9, it can be deduced that respondents slightly agree that there is high element of reliability in contract deliverables to the district of Mukono, this is revealed by a mean value of 3.70, though it is not significantly far from the “not sure” position. The standard deviation of 1.701 reveals that there were varied responses from the respondents interviewed. In an interview held with the Sectoral Head of Finance, Planning and Technical Services it emerged that,

Although we can rely on contract deliverable, sometimes, the deliverable doesn't come in time the district want them. Further the element of trust in the work of the contracts is somehow fading away as many contractors produce substandard work crippling the district effort to service people efficiently.

It should therefore be argued that the element of reliability in contract deliverables to the district of Mukono is moderately observed.

From the results of the survey as reflected in table 4.9, show that respondents were almost not sure whether contract deliverable are always on time as expected by the district. This is revealed by a mean value of 3.34. It worth noting most of the respondents did not know exacts the time frames of various contracts and it was hard for them to tell whether contract deliverable are always on time as expected by the district. However, a standard deviation of 1.493 suggests varied responses over the test statement.

This finding cements the findings presented in the previous paragraph by the Sectoral Head of Finance, Planning and Technical Services that the deliverable doesn't come in time the district want them. From the foregoing it should be reasoned that there are always delays in contract deliverable. A contract made to rehabilitate a school for three months can take more than that time say two years and this has generally hindered efficient service delivery.

From table 4.9 above, respondents seem to marginally agree with statement that there are few complaints from contractors and the district about the services offered as reflected by the mean value of 3.39. However, a significant standard deviation figure of 1.507 indicates varied responses from the respondents on the same, implying that they have different opinions about complaints from contractors and the district. This could also infer that some people don't know whether complaints from contractors and the district exist or not.

From the interview it was noted that Mukono district is guided by procurement rules and regulation and the Public Procurement and Disposal Act of 2003 when making contract. There rules and regulations are clear, comprehensive and consistent with other existing laws and regulations of the land and it covers all essential aspects with no unduly complicated, unnecessary, conflicting or outdated regulations. This limits the occurrence of complaints.

However, it should be reasons that on side in most cases can be 100%, therefore complains exists.

The results of the survey as revealed by table 4.9 shows that respondents were in agreement that the contracts awarded to the contractors results into efficient service delivery. This is shown by a

mean value of 3.87. However, a standard deviation of 1.337 reveal varied responses from the respondents interviewed as far as efficient service delivery as a result of contracting. The results from the interview emerged that,

Besides awarding contracts to contractors who have bribed, sometimes efficiency can be registered. This is because every contract made must be evaluated and according to PPDA Regulations (2003). The process of carrying out value for money audit to ascertain efficiency, effectiveness and economy is guided by the Act. Contractor sometimes fear litigation acts in case they fail to delivery and this is the reason for improvement in service delivery.

It should be argued that to some extent contracts awarded to the contractors' results into efficient service delivery.

However, the analysis of results in table 4.9 reveal a mean of 4.01, implying that the respondents were in agreement that the quality of services the district get from the contractors are sub standards to meet the district needs. Further, a standard deviation of 1.302 reveals a significant variation in the opinions which could also relate to not clearly understand whether the quality of services the district get from the contractors are sub standards to meet the district needs. From the interview, the sectoral head of Production, Natural Resources and Island Development said that,

How can you expect quality when the whole system is corrupt? The tendering process is corrupt, bidding and awarding contracts is not transparent and people do not make accountability of how they have used the district resource. Most of the contracts are

obtained by people having political influence and in the end people fail to get what they expect from the district. However, we are trying to lessen this problem using oversight institutions like the IGG to ensure integrity, probity and transparency in awarding contracts. This is lead to quality services.

Thus, it should be reasoned that to some extent that the quality of services the district get from the contractors are sub standards to meet the district needs.

The results of the study in table 4.9 further indicated that the respondents marginally agreed that the arrangement for service delivery continue to be satisfactory to both the district and the contractor (Mean = 3.49). However, even then the respondents seemed to have varied in their responses over the statement as revealed by a standard deviation of 1.306. This is in support of the interview held with one of the sectoral heads that,

Although we are planning to ensure that service delivery continue to be satisfactory to both the district and the contractor, we still have some challenges to make this happen. Generally the problem is centered on lack of trust, commitment, communication and resources. When such are not present we always have a problem in delivering better services. There is an urgent need to make proper arrangement for service delivery continue to be satisfactory to both the district and the contractor.

It should therefore be stated to arrangement for service delivery need to be examined to ensure that both the contractor and the district are satisfied and thus enable the district to serve the people efficiently.

The findings of study in table 4.9 also indicated that respondents were in agreement that responsiveness in service delivery is attained when the expected benefits from the contract and

value for money are being achieved (Mean = 3.97). However, a standard deviation of 1.900 reveals a significant variation in the opinions which could also relate to not clearly understanding the statement. The implication of this finding is that attainment of service delivery is based on ensuring that the whole process has been efficient, effective and thus economical. The amount spent on contract should result into good results for the people.

To results of the survey as reflected in table 4.9 suggest that respondents were in agreement that people have a greater awareness of the services received and the additional services that can be provided as reflected by the mean value 4.31. Conversely, a standard deviation of 1.341, suggests varied responses from respondents as far as awareness of the services received and the additional services that can be provided are concerned.

From the interview it was noted that;

people are sensitized, attend workshops, seminars, listen to talk shows and thus can see what the district offers to them and in case the services offered to them are poor services one can hear a lot of criticisms and complaints.

From the foregoing it should be noted that fewer complaints from the people means they are satisfied with the services offered and this creates a good judgment to conclude that people have a greater awareness of the services received and the additional services that can be provided.

4.6 Relationship between Contract Management and Service delivery

This section tested the relationship between contract management and service delivery in Mukono district and the results are shown as follows: -

Table 4.10: Regression of Contract management and Service delivery

Dependent variable:		
Service delivery		
R	.762 ^a	
r ²	.580	
Adjusted r ²	.554	
ANOVA		
Fisher's Ratio (F)	Sig. (p)	
1970.947	.000	
	Coefficient	
	T	Sig.
Contract planning	2.311	.025
Contract evaluation	3.117	.003
Contract implementation	2.641	.011

Source: Field data, 2013

From table 4.10, the study shows a moderate linear relationship between contract management and service delivery ($r = .762$). Contract management affect service delivery by 55.4% and 44.6% is due to other factors such as regulatory environment such as PPDA Laws and

regulations, Local Government Act, contract compliance and accountability.

These findings were subjected to an ANOVA test and found significant ($F = 1970.947$, $p < .000$).

Thus, this implies that Contract planning, contract evaluation, contract implementation affect service delivery. Thus, this implies that;

- i. Contract planning positively affect service delivery in Mukono District government
- ii. Contract evaluation positively influences service delivery in Mukono District local government
- iii. Contract implementation positively influences service delivery in Mukono District local government

In addition the coefficients of each contract management indicators show that Contract planning, Contract evaluation and Contract implementation significantly affect service delivery ($p < .05$)

Contract evaluation most affects service delivery ($t = 3.117$) followed by Contract implementation ($t = 2.641$) and lastly Contract planning ($t = 2.311$).

CHAPTER FIVE

DISSCUSSION, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of findings, summary of findings, conclusions and recommendations. It is divided into four sections. The first section presents the discussion of findings; the second section covers the summary of findings according to the objectives. The third section presents conclusions and fourth section presents recommendations.

5.1 Discussion of findings

5.1.1 Contract planning and service delivery

The findings in table 4.6 shows that respondents generally agreed that contract planning involves all relevant stakeholders in Mukono district local government with a mean value of 4.05 which appears to be close to the maximum rank of 5. This is in line with Wassenaar (2004) that in planning for contract all necessary stakeholders should be part to ensure that what is planned is achieved. All people must agree on certain terms to ensures that what is planned receive less criticisms and the results can move the district towards meeting its goals of serving the people. In short it should be highlighted that contract planning is not one man's task but it is a collective responsibility for all relevant stakeholder to ensure that what is planned is attained with less challenges.

Table 4.6 shows that respondents seem to agree that contract planning is a participatory process in Mukono District with a mean value of 3.60. It was further noted that often contract agreements go wrong because of whole process is not participatory. This is what Neild, (2008) indicated that

work of planning for contracts is generally left to project managers and site supervisors. One can find that other people who are the key in the planning process of making the contract successful such as line managers, engineers, senior administrators and other professionals are left out. From the foregoing therefore, it should be expected that contract planning is a collective responsibility and in case the planning process of making a contract successful is left in the hand of few people, it becomes hard to register success stories.

The findings in table 4.6 also show that respondents accepted that negotiation with contractors is transparent (Mean = 3.95). This view was supported by Terry (2005) that contract management includes negotiating the terms and conditions in contracts and ensuring compliance with the terms and conditions. However it was noted that although negotiations are made, contracts are given to people who cannot deliver services and in the end the district fails to meet its performance targets as expected. It should therefore, be stated that negotiation with contractors is moderately transparent.

The results of the study in table 4.6 suggest that respondents slightly agreed that contract scope is pre-determined by the procurement team before contract signing (Mean = 3.07). This view was highlighted by Wassenaar, Dijkgraaf and Gradus (2010) that in managing contracts the scope must be determined before the signing. However what was discovered on the ground meant that the procurement teams seldom determine the contract scope before contract signing. This is a clear indication that there are loopholes in contract management at the district.

Table 4.6 reflects that respondents slightly agreed that the selection process of the contractors is transparent. This is evident when the mean of respondents as computed by the system is almost around the average of 3 (i.e. 3.36). This view was highlighted by Thai (2004) that sometimes the element of transparency is ignored in the selection process. This clearly implies that the process is not generally transparent since some contracts are given out after soliciting bribes and contracts are given to those who have given bribes and in the end the district gets substandard goods and services. Therefore it is true to argue that there is extortion of bribes by staff involved in the procurement process and thus the selection process of suppliers is to some extent not transparent.

The results of the study in table 4.6 further indicated that the respondents were with a view that successful contract planning necessitates the procurement team to ensure that there is careful evaluation of contractors' staff (Mean = 4.29). This is in support of what Haapio (2006), says that in planning for contracts, the procurement must examine the contenders and select the right person. In short, it should be reasoned that one of the means to ensure successful contract planning necessitates the procurement team to ensure that there is careful evaluation of contractors' staff.

The findings of study in table 4.4 also indicated that respondents were in agreement that in planning for contracts the district procurement team ensures that the bidding process ends successfully (Mean = 3.77). This view was supported by Pratt and Bennett (2009) that the tendering process must end successfully. Although it can be inferred that the procurement team must ensure that the bidding process ends successfully, the results from the interview did not strongly justify that the assertion due to variations in responses.

Table 4.6 shows that respondents seem to agree that an assurance has to be given for resource adequacy when procurement team is planning for district contract (Mean = 3.61). This is what Belkaoui (2006), indicated that in planning for contracts, the management must ensure there is adequate resources for successful execution of the contract. However what was found on ground basing on the outcomes from the interview it was noted that although an assurance for adequacy of resources may be given to effect contracts, in most cases, the district lacks such resources and in the end, contracts fail to materialize. From the above view it is important for one to argue that although an assurance can be given for resource adequacy, this is may not be true as the resources may not be available.

Table 4.6 shows that respondents seem to agree that contract planning involves risk management plan (mean = 3.85). This is what Quinn (2000) expressed that the variability in successful completion of a contracts are determined basing on the risks involved in the contract and that there is no way a district can successful improve its contract management unless the element of risk is incorporated in its plan. From the foregoing it should be reasoned that contract planning involves risk management plan.

5.1.2 Contract Evaluation and service delivery

Table 4.7 revealed that (Mean =3.39, Standard deviation =1.202) the respondents seem to agree that there is an evaluation of procurements to ensure that competition for bids is done by the contract management committee. This is what Cooper (2004), says that although the evaluation is done to ensure that there is effective competition for bid, sometime contractors involved in the competition race know their fate because of the bribes and solicitation they have made. In short,

it should be clearly verified that the evaluation of competition for the contracts to be awarded is not generally done transparently to ensure that the right contractors are selected.

Table 4.7 shows (Mean =3.80, Standard deviation = 1.422) that respondents seemed to agree that the actions recommended by the evaluation of contracts are carried out in the monitoring process. This is in agreement with Colville (2005), that where there is contract evaluation, recommendations are carried out during the monitoring. It should however be noted that even though actions recommended by the evaluation of contracts are carried out, in most cases they may not yield the desired results since the whole process is rotten and thus cannot help people to better services since even the monitoring committee is full of people who are self-centered.

Table 4.7 reflect (Mean =4.11, standard deviation = 1.916) respondents provided their understanding that in evaluation of contract the procurement team always makes risk assessment in the contract to mitigate uncertainties. This is in line with Colville (2005), that where there is contract evaluation, risk assessment in the contract can be established, the responsibility of managers in relation to the requirement of the overall policy of the organization. Although the probability of the occurrence of certain events are made in the management of contracts, the assessment of risks in particular contracts are generally made basing on previous contracts forgetting that each contract has its own inherent risk.

Table 4.7 show a mean of 2.07 and standard deviation of 1.607, implying that respondents disagree as to the statement regarding the procurement team ensures that contract process is done transparently in way that is understood by all those involved. Further table 4.7 reveal a mean of 3.36 and a standard deviation of 1.751, implying that the respondents were slightly in agreement that in the management of contracts, the element of integrity and probity are taken as serious

issues. This view was highlighted by MacLeod (2002), that contract management has, for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations. It should be noted some contractors are not screened through the same process and some are given preference because of whom they know.

Furthermore, table 4.7 shows (Mean= 3.20, standard deviation = 1.520) that respondents seem not to be sure that the procurement committee ensures that there is effective accountability of resources to ensure successful contract management. Basing on the findings therefore, it should be reasoned that accountability is the local government's obligation to demonstrate effectiveness in carrying out goals and producing the types of services that the public wants and needs. Lack of accountability creates opportunities for corruption which adversely affects service delivery.

Table 4.7 shows (Mean = 3.08, standard deviation =1.402) that respondents were not sure whether the information provided by evaluations conducted by procurement committee is of high quality. This is in disagreement with Davidson et al. (2007), that contract evaluation provides appropriate information for performance evaluation which are sometimes the only quantitative reference points available for measuring service delivery effectiveness and responsiveness. From the foregoing therefore it should be reasoned that the information provided by evaluations conducted by procurement committee is not generally of high quality since the whole process is corrupt.

Table 4.7 suggest (Mean = 3.07, standard deviation =1.570) that respondents are not sure as to whether contract evaluation measures are adopted to ensure that targets are achieved. This view

is not in the line with Prier & Clifford (2007) that there is a need to have a rigorous evaluation of alternatives using appropriate contract management measures which may include: full life-cycle costing, discounted cash flow, cost/benefit analysis, design and feasibility studies and market research play an important part to ensure reliability and effectiveness in service delivery. However, a significant standard deviation suggests that in as much as respondents are not sure as to whether contract evaluation measures are adopted to ensure that targets are achieved, they varied greatly in their responses.

5.1.3 Contract implementation and service delivery

The results in table 4.8 reveal (Mean = 3.67, standard deviation = 1.121) that respondents agreed that contractual deliverables are completed within the agreed time. This is in disagreement with Sizer (2008) that it is not always a case that contractual deliverables are completed within the agreed time. Some projects can extend for more than a period specified due to unforeseen circumstance. It should be argued that to some extent contractual deliverables are completed within the agreed time.

Table 4.8 reveals (Mean = 4.19, standard deviation = 1.004) that respondents agreed that contracts are always prepared by procurement committee. This view was supported by Pratt and Bennett (2009). Contracts are prepared by the committee to ensure commissioned services meet their strategic priorities quickly and effectively and to get them to the position of delivering their service specification. Since the majority of the respondents concurred with the test statement it should be maintained that contracts are always prepared by procurement committee.

The results in table 4.8 suggest (Mean =2.97, standard deviation =1.456) that respondents were indifferent as to whether corrective action plans for variances in contracts are always developed. It was further discovered that there are no corrective action plans for variances in contracts. Mukono district development plan is focused at providing, operating and maintaining sustainable infrastructure network for effective and efficient service delivery (Mukono District Development Plan, 2012). However, there is lack of local contractors with adequate capacity which delays implementation of district projects. From the foregoing it should not be surprise that the respondents were indifferent as to whether corrective action plans for variances in contracts are always developed

However table 4.8 shows (Mean =3.04. standard deviation = 1.206) that respondents were not sure whether corrective action plans are followed through to ensure they are carried out. This is in line with Thai (2004), sometimes corrective action plans are not followed to ensure efficient service delivery. It was further noted that the existence of inequitable distribution of water and sanitation services in not in doubt that corrective action are taken. It should therefore be inferred that corrective action plans are not in most cases followed through to ensure they are carried out.

The results in table 4.8 revealed (Mean =3.46, standard deviation =1.073) that respondents slightly agreed that Mukono district procurement committee ensures that there is efficient allocation of resource to mitigate contract cost variances. This view was supported by Prier & Clifford (2007), that procurement committee ensures that there is proper allocation of resource to lessen contract cost divergences. However, it was found out that resources are not efficiently allocated some places are suffering. It should there be reasoned that Mukono district

procurement committee does not or moderately ensures that there is efficient allocation of resource to mitigate contract cost variances.

Table 4.8 suggests (Mean =3.87, standard deviation = 1.153) that respondents agreed with the test statement that contract control and coordination are always ensured so that results come in time. This is in disagreement with Development Plan of Mukono for 2009/210 to 2012/2013 that there is a sharp contrast between the gaps in the sectors and what council actually deliberated upon during the year 2012/2013. It should therefore be argued that to a less extent contract control and coordination are always ensured so that results come in time.

The results in table 4.8 show a mean of 3.91 and standard deviation figure of 1.011 implying that respondents agreed that contract deliverables are always reviewed to ensure that goods or services have met contract requirements. Consequently, a greater standard deviation raises concerns whether contract deliverables are always reviewed. The figure of standard deviation further reveals that the respondents had varied opinion on whether contract deliverables are always reviewed to ensure that goods or services have met contract requirements and this could also mean that besides giving varied responses, they could also be not sure the view.

Table 4.8 show (Mean =4.17, standard deviation = .982) that respondents seemed to agree that all required documents, material, information and records used or generated during the contract that are the property of the contractor are always returned. This is in line with Terry (2005) that to manage contract the organization must have adequate resources and all property of the contractor must be returned. It was further highlighted that the district has to return all such

because they are not property of the district. From the foregoing therefore, it should be noted that all required documents, material, information and records used or generated during the contract that are the property of the contractor are always returned.

Table 4.8 reveal a mean of 4.09 and a standard deviation of 1.414, implying that the respondents were in agreement that any issues that may result in a claim against the Council are always resolved. This is what Morgan (2009) indicated that there is a need to resolve conflicts if they arise in the management of contracts. It was further noted that although complaints exist between the district and contractor, these are generally resolved amicably in order to keep the relationship. From the above view it should be stated that claim against the Council are to great extent always resolved.

The results in table 4.8 reveal that (Mean =3.79, standard deviation = 1.256) respondents concurred that the procurement team makes appropriate arrangements for the receipt and storage of material and documents returned by the Contractor. Further table 4.8 reveals (mean =4.66, standard deviation =.974) that respondents generally agreed that the procurement team ensures that all access rights or arrangements to premises and systems of the district are terminated or revoked after completing the contract. This is in line with Neild (2008) that there is a need to put some controls ensures that access rights are terminated to safeguard assets after the contract has been completed. That after the completion of the contract, the contractor should have no in any case a right to access the premises without authority. From the foregoing therefore, it should be noted that procurement team ensures that all access rights or arrangements to premises and systems of the district are terminated or revoked after completing the contract.

The results in table 4.8 suggest that (Mean = 4.28, standard deviation =.953) respondents were in agreement that final payments payable under the contract are always effected. This view was noted by Bannett (2008) that although there may be delays, payments should be effected. From the interview held with one respondent, it was noted that the district all although makes the payment after contract deliverable, there are always delays in payments and this has created a bad picture in the eyes of the some contractors and this is the reason why service delivery in the district is somewhat poor.

5.2 Summary of findings

5.2.1 Contract planning and service delivery

It was found out that contract planning involves all relevant stakeholders in Mukono district local government with and that all people must agree on certain terms to ensures that what is planned receive less criticisms and the results can move the district towards meeting its goals of serving the people and thus contract planning is a participatory process

It was discovered that although the contract scope is pre-determined by the procurement team before contract signing, negotiation with contractors and the selection process of the contractors is moderately transparent.

It was revealed that successful contract planning necessitates the procurement team to ensure that there is careful evaluation of contractors' staff and that somehow in planning for contracts the district procurement team ensures that the bidding process ends successfully

The study discovered that although an assurance for adequacy of resources may be given to

effect contracts, in most cases, the district lacks such resources and in the end, contracts fail to materialize. That contract planning involves risk management plan.

5.1.2 Contract Evaluation and service delivery

It was found out that there is an evaluation of procurements to ensure that competition for bids is done by the contract management committee. That the actions recommended by the evaluation of contracts are carried out in the monitoring process.

That in evaluation of contract the procurement team always makes risk assessment in the contract to mitigate uncertainties. and that although the probability of the occurrence of certain events are made in the management of contracts, the assessment of risks in particular contracts are generally made basing on previous contracts forgetting that each contract has its own inherent risk.

It was rejected that the procurement team ensures that contract process is done transparently in way that is understood by all those involved. And that some contractors are not screened through the same process and some are given preference because of whom they know.

That the procurement committee ensures that there is effective accountability of resources to ensure successful contract management. And that lack of accountability creates opportunities for corruption which adversely affects service delivery.

Respondents were indifferent as to whether the information provided by evaluations conducted by procurement committee is of high quality. From the foregoing therefore it should be reasoned that the information provided by evaluations conducted by procurement committee is not generally of high quality since the whole process is corrupt.

That respondent are not sure as to whether contract evaluation measures are adopted to ensure that targets are achieved.

5.1.3 Contract implementation and service delivery

It was established that contractual deliverables are completed within the agreed time. And that to some extent contractual deliverables are completed within the agreed time. That contract is always prepared by procurement committee.

That respondents were indifferent as to whether corrective action plans for variances in contracts are always developed. However, there is lack of local contractors with adequate capacity which delays implementation of district projects.

That respondents were not sure whether corrective action plans are followed through to ensure they are carried out. It was further noted that the existence of inequitable distribution of water and sanitation services in not in doubt that corrective action are taken.

It was established that Mukono district procurement committee ensures that there is efficient allocation of resource to mitigate contract cost variances. However, it was found out that

resources are not efficiently allocated some places are suffering. That contract control and coordination are always ensured so that results come in time. And that to a less extent contract control and coordination are always ensured so that results come in time.

That respondent agreed that contract deliverables are always reviewed to ensure that goods or services have met contract requirements.

It was noted that all required documents, material, information and records used or generated during the contract that are the property of the contractor are always returned.

That any issues that may result in a claim against the Council are always resolved. From the above view it should be stated that claim against the Council are to great extent always resolved.

That the procurement team makes appropriate arrangements for the receipt and storage of material and documents returned by the Contractor. From the foregoing therefore, it should be noted that procurement team ensures that all access rights or arrangements to premises and systems of the district are terminated or revoked after completing the contract.

It was discovered that final payments payable under the contract are always effected. From the interview held with one respondent, it was noted that the district all although makes the payment after contract deliverable, there are always delays in payments and this has created a bad picture in the eyes of the some contractors and this is the reason why service delivery in the district is somewhat poor.

5.3 Conclusion

The findings of the study indicated that there is a moderate linear relationship between contract planning, contract evaluation, contract implementation and service delivery ($r = .762$). Contract planning, contract evaluation and contract implementation account for 55.4% variance of service delivery. Thus, this implies that;

Contract planning positively affect service delivery in Mukono District government

Contract evaluation positively influences service delivery in Mukono District local government

Contract implementation positively service delivery in Mukono District local government

The coefficients of each contract management indicators show that Contract planning, Contract evaluation and Contract implementation significantly affect service delivery. Ccontract evaluation most affects service delivery ($t = 3.117$) followed by Contract implementation ($t = 2.641$) and lastly Contract planning ($t = 2.311$).

5.4 Recommendations

Basing on the findings of the study, the following recommendations are made to the government and contract committee in order to increase efficiency in service delivery.

The District Procurement Committee should develop an appropriate operational plan that supports the key priorities of the overall strategy in order to achieve the broader objectives of the local government. Furthermore, there is a need to develop a comprehensive motivation for the contract requirements in order to improve on budget allocations that will stimulate service delivery.

The Public Procurement and Disposal Authority need to iron out inefficiency and corruption in public procurement and contract management which disregard the fundamental "value for

money" considerations. This will in turn lead to improvement in the management of contracts and thus enable the district to registers the pre-set performance standards.

District Contract Committee should ensure that there strict adherence procurement regulations and compliances with contract procedures.

The accounting officer should ensure that the PDU are fully involved in the monitoring and supervision of contracts.

The Ministry of Local Governments need to improve on the accountability and financial administration of contracts in Local Governments. This will enable the local governments to mitigate the risk involved in contracts such as overspending, under spending, maladministration, corruption, theft and embezzlement of project monies. Further the monitoring and evaluation of spending trends also need to be improved in order to enhance efficient service delivery. It should be remembered that lack of effective financial control mechanisms may place local governments at risk of not meeting its intended strategic objectives, which is to provide enhanced service delivery to the community.

Further during the pre-award stages, the Local Governments should focus on why the contract is being established and establish whether the supplier will be able to deliver the service and technical terms. However, careful consideration must be given to how the contract will work once it has been awarded. The organization's high-level requirements should be carefully

researched so that there is clarity of purpose from the outset. This will help to ensure clarity in all aspects of the procurement process.

The District Contract Committee must develop contract exit strategy. A contract will conclude when both parties have satisfactorily fulfilled their responsibilities under the terms of the contract. This, for example, will occur when the goods or services have been supplied and payment made and/or at the end of a pre-agreed period of time. This situation, however, does not remove the need to develop a contract exit strategy as part of the process of risk identification and reduction, and reinforces the importance of establishing the foundations of sound contract management.

5.4 Suggestions

The study was carried out in Mukono District Local government. Although the study was carried out in an organized manner, further studies should be done on the impact of procurement compliance, procurement delays and collaborative supplier-buyer relationship on service delivery in order to exhaust fully the field of contract management and service delivery.

REFERENCES

- Amin, M. E. (2005). *Social Science Research Methods: Conception, Methodology and Analysis.*, Makerere University Printery, Kampala.
- Anderson, J. C., & Narus, J. A. (1990). Model of the Distributor Firm and Manufacturer Firm Working Relationships, *Journal of Marketing*, Vol. 54 (January), pp. 42-58.
- Barney, J (1991). Firm resources and sustained competitive advantage. *Journal of management*, volume 17, No. 1 pp 99-120
- Barney, J. (1996). The resource-based theory of the firm. *Organizational Science*, 7, 469.
- Behn, R. D. & Kant, P. A. (1999). Strategies for avoiding the pitfalls of performance contracting. *Public Productivity and Management Review*, 22(4): 470-49.
- Bujra, A. (2002). *African conflicts: Their causes and their political and social environment*. DPMF Occasional Paper, No. 4. Addis Ababa: Development Policy Management Forum (DPMF).
- Buskens, V., W. Raub, & C. Snijders (2003). *The Governance of Relations in Markets and Organizations*, Amsterdam: JAI Press.
- Cheon, M. J., Grover, V., & Teng, J. T. C. (1995). Theoretical perspectives on the outsourcing of information systems. *Journal of Information Technology*, 10(4), 209-219.
- Cohen, J. C., Cercone, J. A., & Macaya, R. (2002). *Improving Transparency in Pharmaceutical Systems: Strengthening Critical Decision Points Against Corruption*. Latin American and Caribbean Region Human Development Network. World Bank, Washington, DC.

- Compbell K. (2002). A resource- based theory of the firm: knowledge vs. opportunism, *Organization Science*, 7 (5), 477–501.
- Dijkgraaf, E., Gradus, R. H. J. M. & Melenberg, B. (2003). Cost savings of Contracting out refuse collection, *Empirical Economics* 28:553–570.
- Greene, J. (1996). How much privatization. A research note examining the use of privatization by cities in 1982 and 1992. *Policy Studies Journal*, 24(4); 632-40.
- Haapio, H. (2006). Business Success and Problem Prevention through Proactive Contracting. A proactive approach. *Scandinavian Studies in Law Volume* 49.
- Hussy M. (2010). Competence and contract in the theory of the firm, *Journal of Economic Behavior and Organization*, 35 (2), 179–201.
- Kannan, V. R. & Tan, K. C. (2009). Buyer-supplier relationship- the impact of supplier selection and buyer-supplier engagement on relationship and firm performance. *International Journal of Physical Distribution & Logistics Management*, Vol. 36, No. 10, pp. 755-775.
- Kent, R. (2010). *Data Construction and Data Analysis for survey Research*. Antony Rowe Ltd: Chippenham, Wiltshire.
- Krejcie, R.V., and Morgan, D.W. (1970), Determining Sample Size for Research Activities, *Educational and Psychological Measurement*, 30, 607-610.
- MacLeod, W. B. (2002). Complexity and contract, in E. Brousseau and J. M. Glachant (eds), *The Economics of Contracts*, Cambridge: Cambridge University Press, pp. 213–40.

- Morgan , R. & Hunt, S. (2009). The Commitment-Trust theory of Relationship Marketing, *Journal of Marketing*, Vol. 58,pp. 20-38.
- Mugenda, O. M. & Mugenda, A. G. (2003). *Research methods Qualitative and Quantitative Approaches*. African Centre for technology Studies (ACTS), Nairobi
- Odiya J. N (2009). *Research Proposals and Reports*, Makerere University Printery: Kampala.
- Prier, E. & McCue, C. P. (2007). *E-Procurement Adoption in Local Governments of the United States, Government Procurement*. accessed on 02/10/2009 available at http://govpro.com/issue_20070201/gov_imp_45371/
- Quinn W. (2000). *Mainstreaming the Procurement Function into the Public Expenditure Policy and Effectiveness* Paper presented at the World Bank Roundtable, Paris, France
- Srivastava, S. C. (2005). Managing Core Competence of the Organization. *Vikalpa*, Volume 30, No 4, October - December 2005.
- Thaker G (2008), *Procurement and Logistics Management*, Holt, Rimehart, and Illinston LTD, London.
- Thai, K. V. (2004). *Introduction to Public Procurement*. First Edition. Florida Atlantic.
- Wassenaar, M. C. & Gradus, R. H. J. M. (2004). Contracting Out: The Importance of a Solution for the VAT Distortion', *CESifo Economic Studies* 50(2): 377-396.
- Wassenaar, M. C., Dijkgraaf, E. & Gradus R. H. J. M. (2010). Contracting out: Municipalities reject the solution for the VAT-distortion, *Local Government Studies* 36(5): 617-636.

APPENDICES

Appendix 1: Krejcie and Morgan Sample Table for Determining Sample Size from a Given Population

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

Note: "N" is population size

"S" is sample size.

QUESTIONNAIRE

TOPIC: CONTRACT MANAGEMENT AND SERVICE DELIVERY IN LOCAL GOVERNMENTS, A CASE OF MUKONO DISTRICT LOCAL GOVERNMENT

Dear respondents,

The purpose of this questionnaire is to get your views on the above mentioned research topic. The information will be used for academic purposes only and will be treated with highest degree of confidentiality. Please feel free and answer all questions to the best of your knowledge and ability as honestly as possible. There is no correct or wrong answer. What is important is your view about the subject. I thank you in advance for accepting providing me with necessary answers. Please do not write your name on the questionnaire.

Thank you.

Instructions: Fill or tick where appropriate.

SECTION A: BACKGROUND INFORMATION

Please circle the appropriate response for questions 1 to 5.

1. Sex of Respondent

- a) Male b) Female

2. What is your age Category?

- a) Below 25 b) 26-35 c) 36-45 d) 46 and above

3. Department

(a) Finance, Planning and Technical Services (b) Production, Natural Resources and Island Development (c) Health (d) Gender and Community Based Services (e) Education and Security

4. Title.....

5. Level of Education

a) Masters b) Postgraduate Diploma c) Degree d) Diploma e) Advanced Level
f) Ordinary Level g) Other Specify.....

6. Length of Service (in years)

a) 1-5 years b) 6-10years c)11-15years d)16-20 e) 21years and above.

SECTION B:

Please indicate the extent to which you agree with each of the statement by ticking the appropriate choice on **Contract Management and Service Delivery in Mukono District Local Government.**

Key:

1	2	3	4	5
Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree

	A. Contracts planning	1	2	3	4	5
1.	Contract planning involves all relevant stakeholders in Mukono.					
2.	Contract planning is a participatory process in Mukono District.					
3.	Negotiation with contractors is transparent					
4.	Contract scope is pre-determined by the procurement team before contract signing.					
5	The selection process of the contractors is transparent in Mukono.					
6	Successful contract planning necessitates the procurement team to ensure that there is careful evaluation of contractors' staff					
7	In planning for contracts our team ensure that the bidding process ends successfully					
8	An assurance has to be given for resource adequacy when procurement team is planning for district contract.					
9	Contract planning involves risk management Plan.					
		1	2	3	4	5
	B. Contract Evaluation					

10	An evaluation of procurements to ensure that competition for bids is done by the contract management.					
11.	Actions recommended by the evaluation of contracts are carried out in the monitoring process.					
12	In evaluation of contract the procurement team always makes risk assessment in the contract to mitigate uncertainties.					
13	The procurement team ensures that contract process is done transparently in way that is understood by all those involved.					
14	In the management of contracts, the element of integrity and probity are taken as serious issues					
15	The procurement committee ensures that there is effective accountability of resources to ensure successful contract management					
16	The information provided by evaluations conducted by procurement committee is of high quality					
17	Contract evaluation measures are adopted to ensure that targets are achieved.					
	C. Contract implementation	1	2	3	4	5
18	Contractual deliverables are completed within the agreed time					

19	Contracts are always prepared by procurement committee					
20	Corrective action plans for variances in contracts are always developed.					
21	Corrective action plans are followed through to ensure they are carried out.					
22	Our procurement committee ensures that there is efficient allocation of resource to mitigate contract cost variances					
23	Contract control and coordination are always ensured so that results come in time.					
24	The statement of contract deliverables are always reviewed to ensure that goods or services have met contract requirements					
25	All required documents, material, information and records used or generated during the contract that are the property of the contractor are always returned.					
26	Any issues that may result in a claim against the Council are always resolved					
27	All equipment or other goods provided to the contractor are checked to ensure that they are in a satisfactory condition upon return.					
28	The procurement team makes appropriate arrangements for the receipt and storage of material and documents					

	returned by the Contractor					
29	The procurement team ensures that all access rights or arrangements to premises and systems of the district are terminated or revoked after completing the contract					
30	Final payments payable under the contract are always effected.					
D. Service delivery						
1	2	3	4	5		
Strongly disagree	Disagree	Undecided	Agree	Strongly Agree		
			1	2	3	4 5
31	There is high element of reliability in contract deliverables to the district of Mukono					
32	Contract deliverable are always on time as expected by the district					
33	There are few complaints from contractors and the district about the services offered					
34.	The contracts awarded to the contractors results into efficient service delivery					
35	The quality of services the district get from the contractors are sub standards to meet the district needs					
36	The arrangement for service delivery continue to be					

	satisfactory to both the district and the contractor					
37	Responsiveness in service delivery is attained when the expected benefits from the contract and value for money are being achieved					
38	People have a greater awareness of the services received and the additional services that can be provided					

End

Thank you for your cooperation

APPENDIX 2

INTERVIEW GUIDE

1. How do you do contract planning at the district?
2. Is the planning process of contract efficient to ensure timely service delivery?
3. If no, what would you suggest to improve contract planning in case it was not satisfactory to enhance service delivery?
4. Do you do contract evaluation in Mukono Municipality?
5. If yes, how do you do contract evaluation in Mukono Municipality?
6. Does the evaluation process bring out the expected benefits of efficient service delivery?
7. If no, what would you suggest to improve contract evaluation process in case it was not satisfactory to enhance service delivery?
8. How does contract implementation carried out in Mukono Municipality?
9. Does contract implementation lead to successful completion of contract?
10. If yes, does implementation stage lead to efficient service delivery?
11. If no, what would you suggest to improve contract implementation stage in case it was not satisfactory to enhance service delivery?

End

Thank you for your cooperation