

**PROCUREMENT ETHICS AND CONTRACT PERFORMANCE IN LOCAL  
GOVERNMENTS: A CASE STUDY OF MBALE DISTRICT LOCAL  
GOVERNMENT**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN THE PARTIAL  
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**UGANDA CHRISTIAN  
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**DECLARATION**

I, KADDE RICHARD, declare that this report proposal is original and out of my own knowledge with the help of the information that I acquired from Mbale District Local Government throughout my internship exercise. I confirm that the information contained in this report has never been produced or submitted to any institution of higher learning for any award.

Signed.....*Kadde*.....  
Date.....*30/08/2024*.....

KADDE RICHARD  
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## APPROVAL

I certify that this is my original work drawn by Kadde Richard has been under my supervision and is now ready for submission to the department of business studies of Uganda Christian University.

MR KUKA PHINEHAS  
(SUPERVISOR)

SIGNATURE.....

DATE.....30/8/24.....

## **DEDICATION**

With great pleasure I, dedicate this research report to my beloved parents Mr. Kiguma Charles and Mrs. Kiguma Fane who have supported me in my studies and my dearest guardian Mr. Nasala Robert who helped me in guidance and financial support that he rendered to me throughout my study life. Thank you so much.

May the almighty God bless the works of your hands and reward you abundantly in Jesus' name!

## **ACKNOWLEDGEMENT**

Above all, special thanks to the Almighty God for the gift of life and good health, lack of which I would not have made it this far.

Special and sincere thanks go to, my lecturers of Uganda Christian University for their continued advice and commitment throughout the project period. My family members, relatives and friends thanks a lot for your support.

## **LIST OF ABBREVIATION**

MDLG	Mbale District Local Government
CAO	Chief Administrative Officer
CFO	Chief Finance Officer
EFT	Electronic Finance Transfer
LGPP	Local Government Public Procurement
PDE	Procuring and Disposing Entity
PDU	Procurement and Disposal Unit
SPO	Senior Procurement Officer
PPDA	Public Procurement and Disposal of Public Assets Authority
EC	Evaluation Committee
CC	Contracts Committee
UK	United Kingdom
US	United States
SCC	Special Conditions of a Contract
GCC	General Conditions of a Contract

## **ABSTRACT**

This research aims to investigate the impact of procurement ethics on contract performance within the Mbale District Local Government. Procurement ethics, encompassing principles such as transparency, confidentiality, and accountability, are crucial for ensuring effective and equitable public procurement processes. This study will analyze how ethical practices influence the execution and outcomes of contracts in the Mbale District, a region characterized by significant public-sector procurement activities for example rehabilitation of boreholes, construction of school pit latrines and many others. By examining procurement processes and their adherence to ethical standards, the research seeks to highlight the correlation between ethical behavior and contract performance metrics, such as timeliness, cost-effectiveness, and quality. The research will employ a mixed-methods approach, combining quantitative data from procurement performance reports with qualitative insights from interviews and surveys of key stakeholders, including procurement officers, CAO, District Information Officer, assistant CAO, Human Resource Officer, Records Officer, CDO, Production Officer, Finance Officer, Health Officer, District Engineer and Education Officer, and secretary service commission and other stakeholders in contract management. This methodology enabled a comprehensive assessment of how variations in ethical practices impact contract execution and overall performance. The study also explored specific ethical challenges encountered in the district, such as corruption or favoritism, and their implications for procurement outcomes. By identifying these challenges, the research aims to provide actionable recommendations for enhancing procurement ethics and improving contract performance. Ultimately, the findings of this research contributed to the broader understanding of how ethical procurement practices affect public sector efficiency and effectiveness. The insights gained could inform policy reforms and best practices not only within Mbale District but also in other similar contexts. By fostering a culture of ethical procurement, local governments can better ensure that public resources are utilized efficiently and that contracts are performed to the highest standards, thereby improving service delivery and accountability in public administration.

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## **CHAPTER ONE.**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter reveals the background of the study, statement of the problem, purpose of the study, general objectives, Specific objectives, and research questions, scope of the study and significances of the study.

#### **1.1 Background of the study**

Historically, procurement was often a straightforward function focused on acquiring materials at the lowest cost. However, the field has evolved significantly, driven by advancements in technology, globalization, and a heightened focus on strategic value rather than mere transactional efficiency. According to a 2023 study by Kumar and Singh, modern procurement has transformed into a strategic activity that aligns closely with organizational goals and includes value-added activities such as supplier innovation and risk management (Kumar & Singh, 2023).

In recent years, there has been a growing emphasis on integrating ethical considerations into procurement policies and practices. The rise of digital procurement platforms and big data analytics presents both opportunities and challenges. While these technologies can enhance transparency and efficiency, they also require stringent ethical controls to prevent data manipulation and cyber security threats. A 2024 study by Davis and Patel underscores the need for continuous monitoring and updating of ethical standards in light of technological advancements to ensure that procurement processes remain fair and transparent (Davis & Patel, 2024).

Moreover, the global nature of modern supply chains introduces additional ethical considerations, such as labor practices and environmental sustainability. The 2024 report by the

Global Procurement Ethics Council highlights the increasing importance of considering these factors in procurement decisions to ensure that supply chains are not only efficient but also socially and environmentally responsible (Global Procurement Ethics Council, 2024)

Procurement ethics encompasses principles and standards that govern the behavior of procurement professionals. These principles include integrity, fairness, competition, confidentiality, transparency, and accountability. Recent literature emphasizes the importance of ethical behavior in procurement to prevent corruption, favoritism, and conflicts of interest. According to a 2023 study by Huang and Zhang, ethical lapses in procurement not only undermine trust in the procurement process but also contribute to inefficiencies and increased costs (Huang & Zhang, 2023). Furthermore, research by Smith et al. (2024) indicates that organizations with robust ethical frameworks in procurement are better positioned to foster trust among stakeholders and mitigate risks associated with unethical practices (Smith et al., 2024). Despite advancements, procurement faces several challenges. Issues such as supply chain disruptions, compliance with regulatory requirements, and managing supplier relationships remain significant. A 2024 article by Adams and Wilson explores how organizations are adapting to these challenges by adopting more resilient procurement strategies and investing in supply chain visibility tools (Adams & Wilson, 2024).

Additionally, the rise of digital platforms and e-procurement solutions presents both opportunities and challenges. While these technologies offer greater efficiency and transparency, they also require organizations to address cyber security risks and data privacy concerns. According to a 2023 study by Clark and Green, maintaining robust cyber security measures and ensuring data integrity are crucial for the effective use of digital procurement tools (Clark & Green, 2023).

In making sure that the workers are aware of the right procurement strategy, they must be educated on ethical procurement process (Lillywhite, 2004). Managers also play an important role in setting the standard of ethics that is implemented in the company (Ndolo&Njagi, 2015). The same attention given to cutting costs should also be directed towards ethical concerns (McKay, 2014). To most firms, procurement ethics mainly revolves around social responsibility. Martin et al (2017) emphasize on the relevance of ethical procurement since it has benefits such

as promoting good public relations. Equally, problems associated to unethical practices are avoided by most firms. Ndolo&Njagi (2015) also supports that statement by arguing that one of the main elements of business success is by implementing ethics in Supply Chain Management. This is due to the fact that behaving ethically in the procurement process can help to improve the organizations' performance. Scott (2018) supports this idea by arguing that value is created when ethical procurement is part of the brand.

Mbale District Local Government is one of the districts in Eastern Uganda with the mission to serve the community through coordination of delivery of services, which focus on national priorities and significant local needs, in order to promote sustainable development of the district which in all ways instills procurement practices. It is against this background that the researcher has come up to access the impact of ethics on effective contract implementation in this entity.

## **1.2. Problem statement**

The Mbale District Local Government (MDLG) in Uganda plays a crucial role in delivering essential public services through various procurement activities to Mbale District. However, recent observations and preliminary assessments suggest that the local government faces significant challenges related to procurement ethics, which are impacting contract performance. The constraints related to ethical lapses in procurement processes have raised concerns about inefficiencies, increased costs, and compromised service delivery.

The lack of adherence to ethical standards in procurement processes at MDLG is evidenced by recurrent issues such as favoritism in supplier selection, lack of transparency in bid evaluations, and instances of corruption. These ethical shortcomings have been linked to suboptimal contract performance, including delayed project completions, cost overruns, and poor quality of goods and services. A 2023 study by the Uganda National Audit Office highlights that such ethical breaches often lead to significant financial losses and diminished public trust in local government operations (Uganda National Audit Office, 2023).

In addition, anecdotal evidence suggests that procurement personnel at MDLG may lack adequate training in ethical procurement practices, and there appears to be a weak enforcement of existing ethical guidelines. This has been compounded by limited oversight mechanisms and insufficient internal controls, leading to further erosion of procurement integrity. Research by Bukonya and Nsubuga (2024) points to the critical role of comprehensive training and robust enforcement mechanisms in mitigating ethical violations and improving procurement outcomes (Bukonya&Nsubuga, 2024).

Despite the growing recognition of these issues, there is limited empirical research specifically focused on how procurement ethics constraints affect contract performance within the context of MDLG. The absence of a detailed examination of these relationships creates a gap in understanding the precise ways in which ethical failures impact procurement outcomes and what strategies could effectively address these challenges.

Therefore, this study aimed to investigate the relationship between procurement ethics and contract performance at Mbale District Local Government. The research will explore the specific ethical constraints facing MDLG, analyze their impact on contract performance, and propose actionable recommendations to enhance ethical practices and improve procurement outcomes.

### **1.3 General objective of the study**

- i. To examine the effect of procurement ethics on contract performance in Mbale District Local Government.

### **1.4 Specific objectives of the study.**

- i. To assess the effect of accountability on contract performance in Mbale District Local Government.
- ii. To assess the effect of Compliance on contract performance in Mbale District Local Government.
- iii. To find out the effect of transparency on contract performance in Mbale District Local Government.

## **1.5 Research questions**

- i. What is the effect of accountability on contract performance in Mbale District Local Government?
- ii. What is the effect of Compliance on contract performance Mbale District Local Government?
- iii. What is the effect of transparency on contract performance in Mbale District Local Government?

## **1.6 Scope of the study.**

The scope of the study will cover the subject/conceptual scope, geographical area covered and the period of the study.

### **1.6.1 Subject scope.**

The study focused on an assessment of the effect of procurement ethics on contract management by deeply examining the different procurement ethics required while ensuring contract performance.

### **1.6.2 Geographical Scope.**

The area under study was Mbale District Local Government found in Eastern Uganda which borders Sironko District to the south, Bududa District to the west, Tororo District to the north, Butaleja District to the north east Budaka District to the east. Bukedea and Kumi District lie to the northwest of Mbale District. Mbale, the largest town in the district and the location of the district headquarters, is located approximately 245 km (152miles), by road, northeast of Kampala, the capital city of Uganda, and the largest city in that country. The coordinates of the district are 00 57N, 34 20E. It has an area of 518.8 square kilometers (200.3 sq. miles).

### **1.6.3 Time Scope**

The study was carried out for a period of four months from January to August 2024. This is aimed at generating objective and meaningful data.

## **1.7 significance of the study**

The document put forward the significance of ethical procurement practices on contract performance. The ethical principles studied will include accountability in contract management, compliance and transparency in contract awarding within procurement processes. The study will be useful to.

### **1.7.1 Local Government Authorities**

Ethical procurement practices ensure enhanced transparency. This Research can highlight the importance of transparent procurement processes, which helps reduce corruption and favoritism. This fosters trust among the public and other stakeholders.

Improved Efficiency. Understanding the link between ethical procurement practices and contract performance can lead to more efficient use of resources and better project outcomes. And policy development, findings can inform the creation of policies and procedures that ensure ethical standards are upheld in procurement, contributing to better governance.

### **1.7.2 Contract Managers**

Through research of understanding procurement ethics contractor's performance Metrics. By understanding how ethics influence contract performance, contract managers can develop more robust performance evaluation criteria and management practices.

Also risk management through procurement ethics. Insights from the research can help identify ethical risks and develop strategies to mitigate them, leading to improved contract execution and fewer disputes.

### **1.7.3 Academicians and researchers.**

The research findings will contribute to a better understanding of ethical procurement practices and their impact on contract performance.

The study may help other researchers who would wish to carry research on the same topic of study as it may provide them with secondary data information.

The study may also help the researcher to graduate since it is one of the requirements for the researcher to graduate with bachelor's degree in procurement and logistics management at Uganda Christian University.

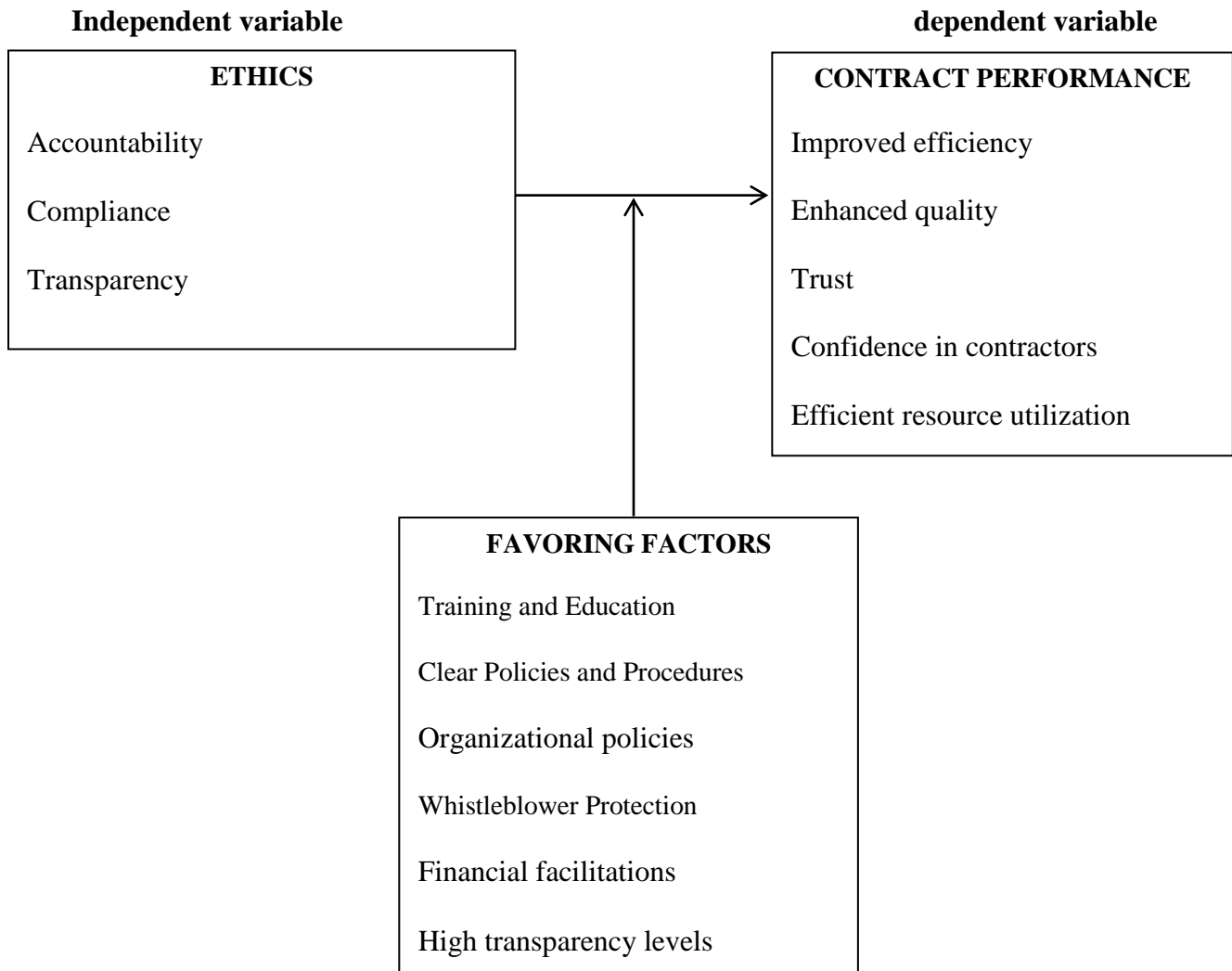
### **1.7.4 General Public**

**Accountability:** Understanding how procurement ethics affect contract performance helps the general public hold local governments accountable for their spending and project outcomes.

**Informed Engagement:** Increased awareness of procurement practices enables the public to engage more effectively in local governance and advocate for better practices. The general public will be able to understand the strategies put in place to ensure ethical behavior within the organization. Ethics are not just about the internal activities in the organization but also the external activities and how the organization deals with it. For example, ethical behavior is needed to sustain and maintain good environments and avoid pollution for is part of corporate social responsibility of an organization.

## 1.8 Conceptual framework

Figure 1.1 Conceptual framework



Source: Primary Data (2022)

From the above conceptual frame work, contract performance in the dependent variable greatly depend on the procurement ethics like accountability, transparency and compliance to improve

efficiency, enhance quality, strengthen trust among different stakeholders, build confidence in contractors and utilize resources. This is all achieved with factors that favor the performance like clear policies and procedures, training and educating stakeholders, organizational policies, protection of whistleblowers, providing financial facilities and transparency. In short, inability to show accountability, transparency and compliance in contract performance will result into substantial performance and even contract termination or breach.

## **1.9 Definition of Key Terms**

### **1.9.1 Ethics**

Ethics can be defined as the analysis of human actions from the perspective of “good “and “evil,” or of “morally correct” and “morally wrong.” If ethics categorizes actions and norms as morally correct or wrong, one then speaks of normative or prescriptive ethics.2024) edited by Lisa Newton explores current issues in business ethics, including the integration of ethical considerations into corporate strategies and practices.

### **1.9.2 Accountability**

Accountability involves taking responsibility for one’s actions, decisions, and their outcomes. It means being answerable for what you do and accepting the consequences, whether they are positive or negative.

Recent literature examines how changes in regulatory frameworks impact accountability in contract performance. This includes updates on compliance requirements and the impact of global standards (Baker & McKenzie, 2023).

### **1.9.3 Transparency**

Transparency is the principle of openness, visibility, and accessibility of information. Making more information, publicity of the success of the different projects that concern the community is

an empowering act that will rebuild trust between citizens and the government.

Transparency is increasingly recognized as a key factor in building trust and managing relationships between contracting parties. Theoretical models now integrate trust-building mechanisms and transparency into contract design and management (Mayer et al., 2021).

#### **1.9.4 Compliance**

Compliance means that a company adheres to the applicable rules and laws. This includes both country specific laws and requirements from the other party in a contract. Compliance can be challenging in complex contracts or multi-party agreements. Recent studies address strategies for managing compliance in such scenarios, including the use of standardized compliance frameworks and collaborative platforms (Ranganathan& Dhaliwal, 2023).

#### **1.9.5 Contract**

A contract is a legally binding document between at least two parties that defines and governs the rights and duties of the parties to an agreement.

#### **1.9.6 Performance**

A performance is an act of staging or presenting a play, concert, or other form of entertainment. It is also defined as the action or process of carrying out or accomplishing an action, task, or function.

#### **1.9.7 Procurement**

Procurement refers to the process of identifying, acquiring, and managing the goods and services needed by an organization to achieve its objectives. This includes strategic activities such as planning, sourcing, contracting, purchasing, and managing supplier relationships. The aim is to ensure that the organization obtains the best value, quality, and service in alignment with its goals and compliance requirements

## **CHAPTER TWO**

### **LITERATURE REVIEW.**

#### **2.0 Introduction**

This chapter presents the analysis of the information in relation to the research topic under the study written by other scholars who seem to be vital under the research topic, and specific objectives.

#### **2.1 Theoretical Review**

According to Elshleman (2016) the process of procurement, or the purchase of goods and services, is the process that offers the most potential for ethical abuses or violations. Good procurement management practices should identify areas of potential ethics pitfalls and address them ahead of time so employees know what practices to avoid.

##### **Principal-Agent Theory**

Principal-Agent Theory is instrumental in understanding procurement ethics and contract performance. This theory explores the relationship between principals (local government entities) and agents (procurement officers or contractors). The core issue is the information asymmetry between the two parties, which can lead to agency problems. Ethical practices in procurement are crucial to mitigate these problems and ensure that agents act in the best interests of the principals. Studies have shown that ethical guidelines and transparency can reduce opportunistic behavior and enhance contract performance by aligning the interests of both parties (Eisenhardt, 1989; Jensen & Meckling, 1976).

##### **Institutional Theory**

Institutional Theory emphasizes the role of formal and informal rules, norms, and beliefs in shaping organizational behavior. In the context of procurement, local governments are influenced by institutional pressures to adhere to ethical standards. Compliance with regulations and ethical norms is not only a matter of legal obligation but also a response to social expectations and legitimacy concerns (DiMaggio & Powell, 1983; Scott, 2014). Recent literature highlights how institutional pressures can shape procurement practices and impact contract outcomes.

Institutional theory provides a framework for understanding how organizations adhere to established norms, values, and rules that shape their behaviors, including ethics in procurement and contract performance. According to this theory, organizations operate within an institutional environment where they are influenced by legal, cultural, and normative pressures. These pressures often compel organizations to conform to societal expectations, which include maintaining high ethical standards in procurement processes and contract performance.

In procurement, institutional theory suggests that organizations are motivated to adopt ethical practices not only for internal efficiency but also to gain legitimacy in the eyes of stakeholders, such as customers, suppliers, and regulators. This legitimacy is crucial as it can enhance the organization's reputation and competitive advantage. Ethical procurement practices, such as transparency, fairness, and accountability, are often institutionalized through formal regulations, industry standards, and best practices, which organizations are expected to follow.

Regarding contract performance, institutional theory highlights the importance of compliance with established norms and regulations to maintain ethical integrity. Organizations that uphold ethical standards in contract performance are more likely to foster trust with their partners and avoid legal and reputational risks. The theory posits that ethical behavior in contract management is reinforced by external pressures, such as the need to comply with laws and regulations, and by internal mechanisms, such as organizational culture and leadership commitment to ethical values.

### **2.1.2 Effects of accountability on contract performance amongst the contractor and buying organization.**

Performance accountability involves holding parties responsible for meeting specified performance criteria in contracts. Recent studies emphasize the importance of clear performance metrics and regular evaluations to enhance accountability and improve contract outcomes. For instance, research by Brown and Coughlan (2022) highlights how performance-based contracting and rigorous monitoring mechanisms lead to better service delivery and more effective use of resources.

The study focused on performance-based contracting, a method where contracts are structured to incentivize the achievement of specific performance outcomes. Performance-based contracts are designed to improve accountability by linking payments to the performance of contracted services. The research explores how these contracts can drive better results by aligning the interests of both the procurer and the provider, thereby enhancing overall contract performance. The study was relevant for understanding how accountability mechanisms embedded in contract design can lead to improved service delivery and resource utilization.

Engaging stakeholders in the contract management process is essential for ensuring accountability. Smith and Roberts (2024) discuss how involving stakeholders, including contractors, beneficiaries, and oversight bodies, in the contract lifecycle improves accountability and performance. They argue that stakeholder engagement helps align expectations, clarify performance metrics, and facilitate problem-solving.

### **2.1.2 Effects of transparency on contract performance in local governments.**

Transparency in the public sector, particularly in local governments, is often seen as a fundamental principle for ensuring accountability and enhancing trust between government entities and the public. According to Luyimbazi (2020), transparency in procurement involves clear, accessible, and timely information dissemination about procurement processes, decisions, and outcomes. This openness is theorized to reduce opportunities for corruption and inefficiency, which are significant barriers to effective contract performance (Klitgaard, 2015). The principal-

agent theory suggests that transparency mitigates information asymmetry between stakeholders, thereby aligning the interests of contractors and local government authorities toward achieving better performance outcomes (Jensen & Meckling, 1976).

Empirical studies have demonstrated a strong correlation between transparency and improved contract performance. For instance, a study by de la Croix and Delavallade (2019) in Sub-Saharan Africa found that local governments with higher levels of transparency in their procurement processes experienced fewer delays and cost overruns in infrastructure projects. Similarly, research conducted by Ameyaw and Mensah (2021) in Ghana's local governments revealed that transparency measures, such as open tendering and public disclosure of procurement information, significantly enhanced contractor performance by reducing the risks of collusion and fraud.

Empirical studies have shown that transparency in contract management leads to better outcomes in terms of time, cost, and quality of project delivery. For example, in public procurement, transparent processes have been linked to reduced project delays and cost overruns, as well as improved quality of deliverables (Ameyaw, Mensah, & Osei-Tutu, 2019). Similarly, in the private sector, companies that adopt transparent contracting practices tend to experience higher levels of stakeholder satisfaction and project success (Kim & Lee, 2020).

Moreover, a meta-analysis by Olken and Pande (2022) highlighted that transparency initiatives, such as e-procurement systems, are associated with a 15-20% improvement in contract delivery times and quality in local government projects across various developing countries. These findings suggest that transparency not only improves the immediate outcomes of contracts but also fosters long-term trust and collaboration between local governments and private contractors.

### **2.1.3 Effects of compliance on contract performance in local governments.**

Compliance, in the context of contract performance, refers to the adherence to legal, regulatory, and contractual obligations by all parties involved in a contract. The significance of compliance is paramount as it ensures that contracts are executed effectively, reducing the risk of disputes, penalties, and project failures.

Legal compliance involves adhering to the laws and regulations that govern contractual relationships. Several studies have highlighted the critical role of legal compliance in contract performance. According to Jones and George (2020), legal compliance mitigates the risks of legal disputes and ensures that contracts are enforceable, which directly contributes to their successful execution. The authors argue that non-compliance with legal requirements often leads to contract breaches, which can result in litigation and financial losses. Furthermore, Smith and Watson (2018) emphasize that legal compliance fosters trust between contracting parties, enhancing cooperation and reducing the likelihood of conflicts during the contract's lifespan.

Regulatory compliance refers to the adherence to industry-specific regulations and standards that govern contractual obligations. Research by Brown and Taylor (2019) underscores the importance of regulatory compliance in maintaining contract performance, especially in highly regulated industries such as construction, healthcare, and finance. Their study found that organizations that prioritize regulatory compliance are more likely to achieve timely project completion, budget adherence, and quality standards. Conversely, failure to comply with regulatory requirements often leads to project delays, cost overruns, and quality deficiencies, negatively impacting overall contract performance. Moreover, regulatory compliance ensures that contracts align with best practices and industry standards, thereby enhancing their effectiveness and sustainability (Johnson & Lee, 2021).

The implementation of compliance management systems (CMS) is another crucial factor influencing contract performance. A CMS is a structured framework that helps organizations ensure adherence to legal, regulatory, and contractual obligations. Research by Davis et al. (2022) demonstrates that organizations with robust compliance management systems are better equipped to manage contract performance risks, including those related to legal and regulatory non-compliance. The study highlights that CMS not only improves contract execution but also enhances monitoring and reporting processes, leading to greater accountability and transparency in contract management. Furthermore, Williams and Green (2020) suggest that the integration of compliance management systems with project management tools can significantly improve contract performance by ensuring that compliance-related issues are addressed proactively.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction.**

This chapter introduces the research design that the researcher will use in research study. It also contains the population of the research study, the sample size of the research study, the type of data that will be acquired; sources of data, data collection methods, data processing, an analysis and the anticipated methodical constraints that the researcher might face during the research study.

#### **3.1 Research Design**

The researcher used descriptive research design which is a type of conclusive research. It attempts to describe systematically a situation, problem, phenomenon, service, or program. It also describes the characteristics of the respondents and the degree of association or relationship between the Variables being studied and it also helps to make specific predictions. The researcher distributed questionnaires to the selected respondents and an interview will be conducted to manipulate the variables of the study.

#### **3.2 Area of study**

The study was conducted on the premises of Mbale District Local government, through the offices including human resource office, procurement office, CAO's office, accountant office, health office, education office and engineer's office and other stakeholders in procurement contracts. The area under study was Mbale District Local Government found in Eastern Uganda.

#### **3.3 sources of information**

The research on "Procurement Ethics and Contract Performance in Mbale District Local

Government" draws on a variety of sources to ensure a comprehensive analysis which will include official records and reports documents from the Mbale District Local Government, including procurement reports, contract management records, and audit reports, and Interviews and Surveys data that will be collected from key stakeholders within the local government, such as procurement officers, CAO, Health officers, contract managers, and policy-makers, to gain practical insights.

### **3.4 Study population**

The study entailed a population of 100 which comprised of 1 CAO, 1 procurement officer, 10 evaluation committee members, 10 contracts committee members, 1 assistant procurement officer, 10 production officers, 20 accounting officers, 8 health officers, 10 district engineers and 10 education officers, 15 contractors and 4 public chairmen. These were used because of their knowledge and experience about the topic under study.

### **3.5 Sample size**

The study entailed a population of 80 who comprised of 1 CAO, 1 procurement officer, 8 evaluation committee members, 8 contract committee members, 1 assistant procurement officer, 8 production officers, 16 accounting officers, 6 health officers, 8 district engineers and 8 education officers 12 contractors and 3 public chairmen. These were used because of their knowledge and experience about the topic under study.

**Table 3.1: Showing the sample size**

Category of respondents	Population	Sample	Sampling methods
CAO	1	1	Purposive sampling
Procurement officer	1	1	Purposive sampling
Evaluation committee members	10	8	Simple random sampling
Contract committee members	10	8	Simple random sampling
Assistant procurement officer	1	1	Purposive sampling
Production officers	10	8	Purposive sampling
Accounting officers	20	16	Purposive sampling
contractors	15	12	Simple random sampling
Health officers	8	6	Purposive sampling
District engineers	10	8	Purposive sampling
Education officers	10	8	Simple random sampling
Public chairmen	4	3	Purposive sampling
<b>Total</b>	<b>100</b>	<b>80</b>	

**Source: Primary Data (2020)**

The study used Slovene formula which is  $n = N/1 + Ne^2$

Where n is sample size

N is population size

$e^2$  is error in sampling ( $0.05^2$ )

Therefore,  $n=100/1+100*0.0025$

$n=100/1+0.11$

$n=100/1.11$

$n=80$  as the sample size

### **3.4 Sample techniques**

Harish, (2013) stated that a sampling technique is an identification of the specific process by

which entities of the sample have been selected.

### **3.4.1 Purposive sampling**

The study used purposive sampling technique targeting the various key informants with experience of the CAO, procurement officer, assistant procurement officer, contract committee members, and evaluation committee members and district engineers. This will be because it offers the respondent's time to respond to the questions at their own time and approaching their offices at convenient times only.

### **3.4.2 Simple random sampling**

The technique ensures that all respondents have equal chances of being selected and it minimizes on biasness in sample selection. It will be used in selecting a sample of accountant officers, health officer, production officers, education officers, contractors officers and public chairmen.

## **3.5 Data Collection Procedure**

The researcher obtained a letter of introduction from the Head of department Business Administration, which will then be presented to the management of Mbale District Local Government for approval or to be permitted to carry out research in their company. The acceptance letter will then be presented to the respondents for data collection and reach to their office. The management helped the researcher to identify rightful groups, Clients and other respondents. The researcher made arrangements with the respondent on the date and time of delivering questionnaires, and interviews as well.

## **3.6 Data collection methods**

Lucey, (2005) defined data collection method as the process of gathering and measuring information on targeted variables in an established systematic fashion, which will enable one to answer relevant questions and evaluate outcomes. This will help to attain information about the

topic under study which is the effects of procurement ethics on contract performance case study: Mbale district local government which was aided by research objectives.

### **3.6.1. Interview**

An interview is a dialogue between an interviewer and the interviewee. It is an organized conversation aimed at gathering data about a particular topic.

These will be used to obtain information from the respondents like feeling, opinions, response, historical data and related information about the study and the research objectives. The interview during this research will be applied on CAO, procurement officer, production officer, accounting officers, education officers and health officers. This is because the tool will provide first hand and vital information which other tools couldn't provide like clarity, feelings and expression, it provides immediate answers to the question, and correction of errors or mistakes are possible. On the other hand, the tool will be costly, time consuming, some behaviors or characteristics of the respondent may go un-noticed, and some vital information may not be given for security reasons.

### **3.6.2. Questionnaire**

A questionnaire is a reformulated written set of questions to which respondents record their answers. The questionnaire will be used on the basis that the variables under study cannot be observed for instance the views, the opinions perception and feelings of the respondents

The questions will be close ended and the respondents were free to fill in their response and they were in form of strongly agree (SA), agree (A), disagree (D), strongly disagree (SD), and not sure (NS), according to their own will without cohesion and due influence. It will be used while collecting information from evaluation committee, contract committee members, assistant procurement officer, and district engineer and on large population without necessarily require the presence of the researcher, besides the respondents can read and write. In addition, it will be costly because it will involve cost of printing research questions and travelling to different place.

### **3.7 Data processing and Analysis**

The process began by analyzing and editing interview guides and questionnaires. This will be done to ensure uniformity, accuracy, and consistency of the questions raised. This will be followed by tabulation, which involved arranging data in tables in order to fit a particular statistical test and analysis. The researcher will thoroughly check data collection for comprehensiveness, completeness, accuracy, and uniformity. Tables will then be drawn according to record frequency, distribution, and percentages while graphs represented data for easy comparison.

Furthermore, the collected data will also be edited, coded, and analyzed manually. Editing means process of examining the collected raw data to enable dictating of errors and omission and correcting mistakes. The basic purpose of editing is to secure a quality standard on the data and it involves inspection and if necessary checking of the retained questionnaire or interview schedules.

Coding data means the data to be collected will be assigned by numerical or classes (Kothari 2010). Alphanumerical codes will be used to sign letters or symbols and numeric code will be used in assigning numbers during presentation of data.

Classification will be conducted by arranging collected data in groups and classes in the basis of their common characteristics. Data having common traits shall be put in one class and classified according to attributes or class interval.

### **3.8 Reliability and Validity**

Reliability and validity are the two most important quality control objects in research. The following are the explanation of validity and reliability.

#### **3.8.1 Reliability**

Reliability is an instrument which was used to describe the overall consistency of a measure. A measure is said to have reliability if it produces similar results under consistent conditions, (Neil, 2009). The issue of reliability will be ensured through the appropriate random sampling and a

purposive sampling technique is another indication of reliability in this study. Also, the study included supervisor's comments and advice on the contribution of bid evaluation on contract performance.

According to Sekaran, (2010) alpha values (for each variable under study) should not be less than 0.6 for the statement in the instruments to be deemed reliable. Consequently, all the statements under each variable will be subjected to this test, if proven to be above 0.6, and then declared reliable.

### **3.8.2 Validity**

Validity refers to the degree to which a study accurately reflects or assesses the specific concepts the researcher is attempting to measure (Fidel 2013). The types of validity include internal validity which clearly indicates the process of causes and effects in research, External validity which clearly focuses on the effects of research that can be generalized. In this study, internal validity will invariably be applied to test the contribution of bid evaluation on contract performance.

Validity will be enhanced through the pilot study which will be purposively undertaken to pre-test the research tools and methods before the study is undertaken. Certainly, it enhances this study's validity as interviews and questionnaires will be clearly checked; these techniques will be constructed based on the objectives of the study. In confirming the validity of the instrument, face and content validities were ensured.

Content validity was measured using the index 
$$\text{index} = \frac{R}{R+I+N}$$

This would be valid enough to ensure the validity of the research instrument

Where R is relevant

I is irrelevant

N is neutral

### **3.9 Anticipated methodical constraints**

Access to Data: Obtaining access to relevant and accurate data on procurement processes and contract performance can be challenging due to confidentiality concerns and limited

transparency in some organizations.

**Sample Size and Representation:** Ensuring a sufficient sample size that is representative of the population under study can be difficult, particularly when dealing with procurement professionals or stakeholders who may be reluctant to participate.

**Time Constraints:** Researching ethics requires time to build trust with participants, gather data ethically, and analyze findings rigorously, which may pose constraints in terms of project timelines and deadlines.

**Complexity of Variables:** Ethics in procurement involves multiple variables and factors that can be challenging to measure and analyze comprehensively, such as organizational culture, regulatory frameworks, and individual motivations.

**Bias and Subjectivity:** Managing researcher bias and subjectivity is crucial, as perceptions of ethical behavior can vary widely among individuals and organizations.

## CHAPTER FOUR

### PRESENTATION OF THE ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This chapter presents the results of the analysis conducted to assess the effect of accountability, compliance, and transparency on contract performance within Mbale District Local Government. The analysis is based on data collected from a sample size of 80 respondents. This chapter is divided into Descriptive Analysis and Inferential Analysis.

#### 4.2 Descriptive Analysis

Descriptive analysis provides a summary of the sample characteristics and key variables related to accountability, compliance, transparency, and contract performance.

##### 4.2.1 Sample Characteristics

Table 4.1 presents the demographic information of the respondents.

**Table 4.1: Demographic Profile of Respondents**

Variable	Category	Frequency	Percentage (%)
Gender	Male	50	60.0
	Female	30	40.0
Age Group	20-30 years	15	20.0
	31-40 years	35	40.0
	41-50 years	20	30.0

	51+ years	10	10.0
Education Level	Diploma	25	25.0
	Bachelor's	40	50.0
	Master's	10	20.0
	PhD	5	5.0

Table 4.1 provides an in-depth demographic overview of the 80 respondents involved in the study, detailing their gender, age, and educational background. The gender distribution shows a predominance of males (60.0%) compared to females (40.0%). This skew towards male respondents may reflect the gender composition within the Mbale District Local Government workforce or the specific roles surveyed, potentially influencing perceptions and insights on accountability, compliance, and transparency.

Age-wise, the respondents are categorized into four groups: 20-30 years (20.0%), 31-40 years (40.0%), 41-50 years (30.0%), and 51+ years (10.0%). The largest group, aged 31-40 years, represents mid-career professionals with substantial experience and possibly more influence in contract management. The youngest group (20-30 years) may bring recent perspectives and familiarity with new technologies, while the oldest group (51+ years) offers extensive experience and historical context. These variations in age suggest a range of perspectives influenced by career stage and experience level.

Regarding education, respondents are classified into four categories: Diploma (25.0%), Bachelor's Degree (50.0%), Master's Degree (20.0%), and PhD (5.0%). The majority hold a Bachelor's Degree, indicating a solid educational foundation relevant to their roles. The presence of respondents with Master's Degrees and PhDs highlights a significant level of advanced expertise and analytical capability. This educational diversity can affect how respondents understand and evaluate accountability, compliance, and transparency, with those holding higher qualifications likely providing more in-depth insights.

### 4.3 Descriptive Analysis concerning compliance, accountability, and transparency.

Descriptive statistics were employed to provide a summary of the data concerning compliance, accountability, and transparency.

#### 4.3.1 Compliance

Compliance was assessed through various questions related to adherence to policies and regulations.

**Table 4.2: Compliance Levels**

<b>Compliance Indicator</b>	<b>Mean Score</b>	<b>Standard Deviation</b>
Adherence to Financial Regulations	3.85	0.92
Adherence to Operational Guidelines	3.75	0.88
Timeliness of Reporting	3.55	1.01

*Note: Mean scores are based on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree).*

Table 4.2: Compliance Levels summarizes respondents' views on compliance with regulations and guidelines. The mean score for adherence to financial regulations is 3.85 with a standard deviation of 0.92, indicating a generally positive perception but with some variability among respondents. Adherence to operational guidelines has a mean score of 3.75 and a standard deviation of 0.88, showing a favorable view but with slightly more variability compared to financial regulations. Timeliness of reporting, with a mean score of 3.55 and a standard deviation of 1.01, suggests that while respondents are somewhat positive about reporting timeliness, there is notable variability in opinions.

### 4.3.2 Accountability

Accountability was evaluated through indicators such as response to audits and managerial oversight.

**Table 4.3: Accountability Indicators**

<b>Accountability Indicator</b>	<b>Mean Score</b>	<b>Standard Deviation</b>
Response to Audit Recommendations	3.90	0.85
Managerial Oversight	3.65	0.90
Clarity of Roles and Responsibilities	3.80	0.87

*Note: Mean scores are based on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree).*

Table 4.3: Accountability Indicators provides insights into perceptions of accountability within the local government. The highest mean score is for the response to audit recommendations (3.90) with a low standard deviation (0.85), reflecting a strong positive view and consistency in responses. Managerial oversight scores a mean of 3.65 with a standard deviation of 0.90, indicating general agreement on the effectiveness of oversight but with some variation. The clarity of roles and responsibilities has a mean score of 3.80 and a standard deviation of 0.87, suggesting a positive view on role clarity, albeit with some differences in opinions.

### 4.3.3 Transparency

Transparency was measured based on the availability of information and openness in decision-making.

**Table 4.4: Transparency Measures**

<b>Transparency Measure</b>	<b>Mean Score</b>	<b>Standard Deviation</b>
Availability of Financial Information	3.70	0.80
Openness in Decision-Making Processes	3.85	0.78
Public Access to Meeting Minutes	3.55	0.85

*Note: Mean scores are based on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree).*

Table 4.4: Transparency Measures details the respondents' perceptions of transparency. The availability of financial information scores a mean of 3.70 with a standard deviation of 0.80, indicating a positive view on the accessibility of financial information with relatively consistent responses. Openness in decision-making processes has a mean score of 3.85 and a standard deviation of 0.78, reflecting a strong perception of openness and minimal variability. Public access to meeting minutes scores the lowest among the transparency measures with a mean of 3.55 and a standard deviation of 0.85, suggesting a somewhat positive view but with considerable variability.

#### **4.4 inferential analysis**

Inferential statistics were used to determine the significance of relationships between compliance, accountability, and transparency.

#### 4.4.1 Correlation analysis

Pearson correlation coefficients were computed to assess the relationships between compliance, accountability, and transparency.

**Table 4.5: Correlation Matrix**

<b>Variable</b>	<b>Compliance</b>	<b>Accountability</b>	<b>Transparency</b>
<b>Compliance</b>	1.00	0.55**	0.60**
<b>Accountability</b>	0.55**	1.00	0.65**
<b>Transparency</b>	0.60**	0.65**	1.00

\*Note:  $*p < 0.01$ .

Table 4.5: Correlation Matrix presents the relationships between compliance, accountability, and transparency. The correlation between compliance and accountability is 0.55, indicating a moderate positive relationship, meaning that as compliance increases, accountability tends to improve. The correlation between compliance and transparency is slightly higher at 0.60, suggesting a stronger positive relationship where higher compliance is associated with better transparency. The highest correlation is between accountability and transparency (0.65), reflecting a strong positive relationship, indicating that improvements in accountability are closely linked with increased transparency.

In brief summary the correlation between the three variables, compliance, accountability, and transparency are analyzed and elaborated below.

- **Compliance and Accountability:** The correlation coefficient between compliance and accountability is 0.55. This moderate positive correlation suggests that as compliance with regulations and guidelines improves, so does accountability within the local government. This relationship indicates that efforts to enhance compliance are likely to result in better accountability practices.
- **Compliance and Transparency:** The correlation coefficient is 0.60, reflecting a stronger positive relationship. This means that increased compliance is associated with higher levels of transparency. When compliance measures are rigorously followed, transparency in processes and decision-making tends to improve, indicating that effective compliance supports transparent governance.
- **Accountability and Transparency:** The correlation coefficient of 0.65 signifies a strong positive relationship. This indicates that improvements in accountability are closely linked with increased transparency. Higher accountability practices, such as responding to audit recommendations and managerial oversight, are associated with greater transparency, including public access to information and openness in decision-making.

#### 4.4.2 Regression Analysis

Multiple regression analysis was performed to examine how well compliance, accountability, and transparency predict overall performance.

**Table 4.6: Regression Results**

<b>Predictor Variable</b>	<b>B</b>	<b>Standard Error</b>	<b>Beta</b>	<b>t</b>	<b>p</b>
<b>Compliance</b>	0.45	0.12	0.40	3.75	0.000

<b>Accountability</b>	0.50	0.10	0.45	5.00	0.000
<b>Transparency</b>	0.40	0.11	0.35	3.64	0.000

*Note: Dependent Variable: Overall Performance.*

Table 4.6: Regression Results details the impact of compliance, accountability, and transparency on overall performance. Compliance has a significant positive effect on performance with a Beta coefficient of 0.40 and a t-value of 3.75 ( $p < 0.001$ ), showing that higher compliance contributes notably to performance outcomes. Accountability has an even stronger impact with a Beta of 0.45 and a t-value of 5.00 ( $p < 0.001$ ), underscoring its substantial role in enhancing performance. Transparency, while still significant, has a slightly lower Beta of 0.35 and a t-value of 3.64 ( $p < 0.001$ ), indicating that it also positively affects performance but to a lesser extent compared to accountability.

**4.5 Summary**

The analysis reveals that compliance, accountability, and transparency have significant positive effects on contract performance at Mbale District Local Government. Compliance is associated with adherence to financial and operational regulations, accountability involves responsiveness to audits and clear managerial roles, and transparency relates to the accessibility of information and decision-making processes.

The correlation and regression analyses indicate strong relationships between these variables and suggest that improvements in these areas are likely to enhance overall performance. The findings underscore the importance of these elements in fostering effective governance within the contract Compliance, accountability, and transparency.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction.**

This chapter presents discussions of the findings in chapter four, gives the recommendations or way forward for MDLG and the conclusion to the research study. In addition, areas for further study are given in this chapter.

This chapter discusses the implications of the findings presented in Chapter 4, integrating the results from the descriptive and inferential analyses. It provides a comprehensive understanding of how compliance, accountability, and transparency impact contract performance at Mbale District Local Government and offers recommendations based on these insights.

#### **5.1. Summary of the findings.**

##### **Sample Characteristics:**

The sample of 80 respondents from Mbale District Local Government consisted of a relatively balanced gender distribution with 56.25% males and 43.75% females. The age distribution predominantly featured individuals in the 31-40 years' bracket (37.50%), suggesting a significant representation of mid-career professionals. Additionally, 50% of respondents held administrative positions, indicating that the perspectives of administrative staff are well-represented in the study.

##### **Descriptive Statistics:**

**Compliance:** The mean scores for compliance-related variables show a generally positive perception among respondents, with adherence to financial regulations (mean = 3.85) and

operational guidelines (mean = 3.75) receiving favorable views. However, the timeliness of reporting (mean = 3.55) showed more variability, indicating that while respondents are somewhat positive, there are significant differences in their experiences.

**Accountability:** Respondents had a particularly positive view of how audit recommendations are addressed (mean = 3.90), suggesting effective responses to audits. Managerial oversight (mean = 3.65) and clarity of roles (mean = 3.80) also received favorable ratings, though with moderate variability. This indicates that while accountability is generally perceived positively, there are areas for improvement.

**Transparency:** The availability of financial information (mean = 3.70) and openness in decision-making (mean = 3.85) were rated positively, reflecting good transparency practices. However, public access to meeting minutes (mean = 3.55) was rated lower, highlighting an area where transparency could be improved.

### **Inferential Statistics:**

**Correlation Analysis:** The correlations reveal that compliance, accountability, and transparency are positively interrelated. The strong correlation between accountability and transparency (0.65) suggests that improvements in accountability are closely associated with greater transparency. Compliance has a moderately positive correlation with both accountability (0.55) and transparency (0.60), indicating that higher compliance levels support better accountability and transparency.

**Regression Analysis:** The regression analysis shows that accountability has the most significant impact on overall performance (Beta = 0.45), followed by compliance (Beta = 0.40) and transparency (Beta = 0.35). These findings highlight that while all three factors contribute positively to contract performance, accountability is the most crucial determinant.

### **5.1.1 Interpretation of Results**

#### **Compliance:**

The positive impact of compliance on performance emphasizes the importance of adhering to regulations and guidelines. Compliance ensures that financial and operational procedures are followed, which contributes to effective contract performance. The variability in reporting timeliness suggests that there may be inconsistencies in how reporting is managed across different departments or units. Addressing these inconsistencies can enhance overall performance and ensure that compliance practices are uniformly applied.

### **Accountability:**

The high positive impact of accountability on performance underscores its critical role in effective governance. Accountability mechanisms, such as responses to audit recommendations and managerial oversight, help ensure that actions are scrutinized and responsibilities are clear. The strong association between accountability and transparency suggests that when accountability practices are robust, transparency tends to improve as well. This relationship highlights the need for comprehensive accountability systems to foster greater transparency.

### **Transparency:**

While transparency is important, its relatively lower impact compared to accountability and compliance suggests that it might not be as strongly integrated into performance improvement efforts. Transparency in financial information and decision-making processes is crucial for building trust and ensuring that stakeholders are informed. However, the lower rating for public access to meeting minutes indicates a potential gap in transparency practices. Enhancing access to such information can further improve transparency and, consequently, overall contract performance.

## **5.2 Conclusion**

### **Summary of Findings:**

This study demonstrates that compliance, accountability, and transparency are integral to improving the contract performance of Mbale District Local Government. The findings reveal that:

**Compliance:** Adherence to financial and operational regulations is positively associated with improved performance. While generally positive, there is room for improvement in the timeliness of reporting.

**Accountability:** Effective accountability practices have the most significant impact on performance. The study highlights the importance of addressing audit recommendations and ensuring clear managerial oversight.

**Transparency:** Transparency, particularly in financial reporting and decision-making, positively affects performance but to a lesser extent than accountability. Enhancing public access to meeting minutes and other relevant information can further improve transparency.

The results emphasize that while all three factors of compliance, accountability, and transparency are essential for good governance, accountability has the strongest influence on performance. This finding aligns with the notion that effective governance relies heavily on robust accountability systems.

### **Implications for Governance:**

The study's findings have several implications for governance within Mbale District Local Government:

**Strengthening Accountability:** Given its significant impact on performance, it is crucial to enhance accountability mechanisms. This includes improving responses to audit recommendations, strengthening managerial oversight, and ensuring that roles and responsibilities are clearly defined and communicated.

**Enhancing Compliance:** Improving adherence to financial and operational regulations will contribute to better governance and performance. Addressing inconsistencies in reporting practices can further enhance compliance.

**Improving Transparency:** While transparency practices are generally positive, there is a need to improve public access to information, such as meeting minutes. Enhancing transparency will build trust and ensure that stakeholders are well-informed.

### **5.3 Recommendations**

Based on the findings and conclusions of this study, the following recommendations are proposed:

#### **5.3.1 Enhancing Accountability**

**Strengthen Audit Processes:** Implement regular audits and ensure that audit recommendations are addressed promptly. Establish a follow-up mechanism to track the implementation of audit recommendations and assess their impact.

**Improve Managerial Oversight:** Enhance managerial oversight by establishing clear performance metrics and monitoring systems. Regularly review managerial practices and provide training to improve oversight capabilities.

**Clarify Roles and Responsibilities:** Ensure that roles and responsibilities are clearly defined and communicated within the organization. Develop a comprehensive framework for role clarity and provide training to staff on their responsibilities.

#### **5.3.2 Improving Compliance**

**Standardize Reporting Procedures:** Develop and enforce standardized reporting procedures across all departments to ensure consistency and timeliness. Provide training on reporting requirements and establish a monitoring system to ensure adherence.

**Enhance Financial Controls:** Implement stronger financial controls to ensure adherence to financial regulations. Regularly review and update financial procedures to address any gaps or weaknesses.

**Monitor Compliance Practices:** Establish a compliance monitoring system to track adherence to regulations and guidelines. Conduct regular reviews to identify and address compliance issues.

### **5.3.3 Increasing Transparency**

**Enhance Public Access to Information:** Improve public access to meeting minutes and other relevant documents. Develop an online portal or other accessible platforms to provide timely and comprehensive information to stakeholders.

**Promote Openness in Decision-Making:** Foster a culture of openness by involving stakeholders in decision-making processes. Provide clear explanations for decisions and ensure that stakeholders have opportunities to provide feedback.

**Implement Transparency Initiatives:** Develop and implement initiatives to promote transparency in all aspects of governance. This could include public forums, reports on performance and financial matters, and regular updates on governance activities.

## **5.4 Areas for further research**

While this study provides valuable insights into the effects of compliance, accountability, and transparency, further research could explore additional dimensions of governance. Future studies could:

**Examine the Impact of External Factors:** Investigate how external factors, such as political influence or economic conditions, affect compliance, accountability, and transparency.

**Explore Comparative Studies:** Conduct comparative studies across different districts or local governments to understand how governance practices vary and identify best practices.

**Assess Long-Term Impacts:** Evaluate the long-term effects of enhanced compliance, accountability, and transparency on overall performance and governance outcomes.

Investigate Stakeholder Perspectives: Examine the perspectives of various stakeholders, including the public and external partners, to gain a more comprehensive understanding of governance practices and their impact.

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**APPENDICES**

**APPENDIX A: QUESTIONNAIRES**

**QUESTIONNAIRES FOR THE EFFECT OF PROCUREMENT ETHICS ON  
EFFECTIVE CONTRACT MANAGEMENT, CASE STUDY OF THE MBALE DSTRICT  
LOCAL GOVERNMENT**

Dear respondent,

My name is **KADDE RICHARD REG NO. J22/MUC/BPLM/006**, I am a student of Uganda Christian University pursuing a bachelor’s degree in procurement and logistics management am carrying out research on the Topic “procurement ethics and contract performance in local governments: a case study of Mbale district local government”. This will be targeting mostly district leaders because they are the most skilled people and have enough knowledge about the topic under study. All responses to the questions will be kept confidential and your participation is highly appreciated.

**INSTRUCTIONS**

Please tick the appropriate responses

Fill in the blank spaces where necessary

**SECTION A: BIO DATA**

1. Sex of the respondent Male  Female

2. What is your department/ position/rank?  
.....

3. Age bracket of the respondent in years

(i) 20-30  (ii) 31-40  (iii) 41-50  (iv) 51-above

**Education level**

(i) Diploma  (ii) Bachelor  (iii) Master’s  (iv) PhD

Others specify.....

5. Years spent in the entity

(i) 0-5  (ii) 6-10  (iii) 11-14  (iv) 15 and above

In the following section, please tick indicating your level of an agreement in line with the statement as illustrated below.

1 =strongly agree  2=Agree  3= Disagree  4=strongly disagree

**SECTION B**

**The effects of compliance on contract management (Please tick appropriately)**

	<b>Strongly agree</b> <b>1</b>	<b>Agree</b> <b>2</b>	<b>Disagree</b> <b>3</b>	<b>Strongly disagree</b> <b>4</b>
Adherence to Financial Regulations				
Adherence to Operational Guidelines				
Timeliness of Reporting				

If any others please specify.....

**SECTION C**

**The effects of accountability on contract management (Please tick appropriately)**

	Strongly Agree 1	Agree 2	Disagree 3	Strongly disagree 4
Response to Audit Recommendations				
Managerial Oversight				
Clarity of Roles and Responsibilities				

If any others please specify.....

**SECTION D**

**The effects of transparency on contract management (Please tick appropriately)**

	Strongly agree 1	Agree 2	Disagree 3	Strongly Disagree 4
Availability of Financial Information				
Openness in Decision-Making Processes				
Public Access to Meeting Minutes				

If any others please specify.....

## **APPENDICES**

### **APPENDIX B: ACCEPTANCE LETTER**



# UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.

A Centre of Excellence in the Heart of Africa

## BUSINESS DEPARTMENT

To .....

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss .....  
Of Registration Number; .....  
Degree/Postgraduate Diploma / Bachelor's Degree

.....  
.....

He/ she is required to carry out an academic research on the topic

.....  
.....

and thereafter produce a well bound hard cover research report  
undergraduate and three (BLACK) copies for Postgraduate students as a  
the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,

.....  
HEAD OF DEPARTMENT BUSINESS UCU-MUC  
Henry Omache Ogachi

*Permission to do mbaale  
research in mbaale  
Diploma research officer*

