

**CONTRACTS MANAGEMENT AND SUPPLY CHAIN EFFICIENCY: A CASE
STUDY OF WINDLE INTERNATIONAL UGANDA**

GODFREY PETER AFUKAR SAKATA

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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Declaration.

I **Godfrey Afukar Peter Sakata**, hereby declare that this dissertation titled “contracts management and supply chain efficiency a case study of Windle International Uganda is my original work and has not been presented for the award of a degree or any other academic qualification in any other university or institution of higher learning.

Where the work of others has been used, it has been duly acknowledged in accordance with the standard academic practices. This research is submitted in partial fulfilment of the requirements for the award of the degree of bachelors of procurement and logistics management at Uganda Christian university.

SIGNED:

A handwritten signature in black ink, appearing to read 'Afukar', is written over a light grey rectangular background.

GODFREY AFUKAR PETER SAKATA

DATE: 11 MAY, 2025

Approval

This is to certify that this research dissertation titled “contracts management and supply chain efficiency a case study of Windle international Uganda has been conducted under my supervision by Godfrey Afukar Peter Sakata, a student of bachelors of procurement and logistics management at Uganda Christian university.

To the best of my knowledge this dissertation is a result of the student’s original research efforts and has met the requirements and academic standards of the university. I hereby approve this dissertation for submission to the school of business.

MR. DUNCAN TUMUHAMYE

Signature.....

Date.....23/05/2025

Dedication

This research is dedicated to the almighty God for his unending grace, wisdom and strength throughout my academic journey.

I also dedicate this work to my beloved family, whose unwavering support, prayers and encouragement have been a constant source of motivation. Special appreciation goes to my parents, sponsors for believing in me and for their sacrifice and guidance

Lastly I dedicate this dissertation to all my procurement and supply chain professionals whose daily commitment to excellence continues to shape efficient and effective supply chains in Uganda and beyond

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Abstract

This study investigates the impact of contracts management practices on supply chain efficiency at Windle international Uganda, a non-governmental organisation operating in the education sector. recognising the critical role of effective contract management in ensuring timely and cost effective delivery services, the research aims to identify how contract clarity, risk mitigation strategies and ongoing monitoring influence supply chain performances.

A quantitative approach was employed to get data using structured questionnaire. The sample comprised procurement officers, contracts administrators, supply chain personnel, suppliers. Data analysis involved descriptive statistics to quantify responses.

Finding reveal that a significant majority (76.8%) of respondents perceive contract terms as clear, attributing this to the use of standardised templates and legal reviews. However, ambiguities in contract terms still lead to delays and inefficiencies as reported by 62.6% of the participants. Risk mitigation clauses such as penalties for non-compliance and force majeure provisions are commonly included and deemed effective by 72.1% of the respondents. Nonetheless, challenges like legal complexities and supplier resistance persist

Continuous monitoring practices, including the use of key performance indicators (KPIs) and regular audits, are in place with 67.4% of the respondents engaging in a monthly or continuous monitoring. Despite this, barriers such as inadequate resources and poor data management hinder effective compliance tracking

Supply chain performance indicators such as on-time delivery rates and inventory turnover, are generally positive with 81.4% reporting high on time delivery rates. Overall, 76.7 of the respondents rate the impact of contract management on supply chain efficiency as positive or very positive

The study concludes that while Windle international Uganda has established robust contract management practices, there is need a need for enhanced training, improved stakeholder engagement, and investment in monitoring tools to address existing challenges. Future research could explore longitudinal impacts of contracts management practices across multiple NGOs to provide a broader perspective

Chapter one.

1.0 Introduction

This chapter presents an overview of key concepts, background and context to establish a foundation for understanding the importance of effective contract management in optimising supply chain operations. It then states the problem statement followed by the purpose of the study and the research questions or hypothesis that will guide this research.

1.1 Background of the Study.

In Uganda, proper management of contracts plays a central role in improving supply chain efficiency, particularly in key sectors such as infrastructure, health care, and education. Many national development efforts depend on contracts that are not only clearly defined but also effectively managed to ensure that goods and services are delivered on time and within budget.

In the infrastructure sector, especially in construction of roads, poor monitoring and weak risk management procedures have resulted in increased cost and delays in projects. For instance, a research study carried out in Wakiso District put across the fact that contract oversight weakness negatively impacted project outcomes. This highlights the need for stronger systems to monitor and review contract performance at all stages .

Similarly, Uganda's health supply chain has been tormented with logistical inefficiencies and frequent stock-outs, disrupting the supply of critical medicines and products. These shortages emphasize the necessity of careful contract management, particularly in ensuring the availability and predictability of healthcare commodities such as the medicines, equipment among others.

Within the education sector, performance by providers varies with the level of supervision under contract. Experience from recent studies shows that effective contract monitoring and control, coupled with well-managed relations with stakeholders, are factors crucial in realizing service delivery objectives in local governments.

However, despite top-level knowledge throughout Uganda of the significance of contract management, most Ugandan organizations continue to grapple with perennial issues. These include vague contract terminology, weak risk management frameworks, and weak compliance monitoring mechanisms. These issues have a tendency to cause delays in operations, higher costs, and institutional-supplier/partner conflicts.

This calls for more focused action. By properly examination of key topics such as the transparency of contract terms, resilience of risk mitigation measures, and the uniformity of compliance audits, organisations can better formulate strategies to underpin improved contract practices. This can eventually lead to more stable and effective supply chains across the country.

1.2 Statement of the problem.

In an efficiently run company, contract management is key to having good supplier and partner relationships. When contracts are clear, risks are dealt with ahead of time, and compliance is checked regularly, operations tend to be smooth. This kind of meticulous contract management provides fewer hiccups and supports a more streamlined and reliable supply chain.

All the same, the majority of organizations still struggle with effective contract management. Problems such as poorly defined terms, failure to properly plan for risks, and poor follow-up regarding compliance are not rare. These problems tend to result in uncertainty, delayed activities, surprise expenses, and inefficient performance in the supply chain.

Scholars have increasingly acknowledged how vital effective contract management is to supply chain resilience and performance. For example, Ngugi and Mugo (2017) found that technology can improve the manner in which organizations oversee compliance and performance information. Likewise, Gordon, Tarafdar, and Cook (2020) show that contract monitoring becomes forefront and enhances the resilience and strength of supply chains during crisis or disruption. Williamson's (1985) groundbreaking research through Transaction Cost Economics highlights the manner in which successful contracts reduce uncertainty in business transactions. Equally, the importance of contract management in promoting openness and accountability in organizational relationships has been noted by Isett and Bowman (2015). Kwak and Ibbs (2002) further note that risk management through contracts has a directly positive influence on supply chain performance.

Although these contributions are of great worth, there is as yet limited understanding about which aspects of contract management most impact supply chain efficiency.

Important areas such as the accuracy of contract wording, the methodology of risk dealing with, and to what extent compliance is checked for regularly remain inadequately researched.

In order to close this gap, further research must be conducted in order to study how specifically these factors influence supply chain performance. Monitoring and measuring these factors can allow organizations to create more focused and realistic strategies to improve their supply chains.

1.3 Purpose of the study.

The general aim of this study is to examine how some practices of contract management overall the specificity and clarity of the terms in a contract, the methods used in managing risk, and consistency in compliance and monitoring affect the efficiency within Uganda's private and public sector supply chains. By analyzing these constructs, the study aims to identify how effective contract management can enhance operational performance and service delivery in private and public institutions this research seeks to provide insights that can inform policy and improve contract management practices to bolster supply chain efficiency in Uganda

1.4 Research Objectives.

1. To evaluate the effect of contract clarity and precision on supply chain efficiency in Uganda
2. To address the influence of risk mitigation strategies within contracts management on the efficiency of supply chains in Uganda
3. To examine the impact of ongoing monitoring and compliance in contracts management on supply chain efficiency in Uganda.

1.5 Research Objectives

1. What is the effect of contract clarity and precision on supply chain efficiency in Uganda?

2. What is the influence of risk mitigation strategies within contracts management on the efficiency of supply chains in Uganda?
3. What is the impact of ongoing monitoring and compliance in contracts management on supply chain efficiency in Uganda?

1.6 Scope of the Study.

The scope of the study described the boundaries within which the research will be conducted, including geographical, time, and content dimensions.

1.6.1 Geographical Scope.

The study was conducted at plot 726 off Mawanda road Kamwokya P.O Box 242330 Kampala

1.6.2. Time Scope

Research covered contract management practices over the last five years (2019-2024). The period provided details of recent contract management trends, technology effects, and organisational response towards changing supply chain requirements.

1.6.3 Content Scope

It investigated the impacts of contract clarity and specificity, risk mitigation efforts, and ongoing monitoring and compliance on supply chain performance in Uganda's public and private sector organisations. The study focused on strategic sectors such as infrastructure, health care, and education, using a mixed method research design to collect comprehensive data. By including both public and private organisations, the aims to provide an overall view of contract management practice in different organisational contexts.

1.7 Significance of the Study.

This research on the impact of contract management practices on supply chain efficiency will hold a significant value for students, policymakers, institutions, and organisations

1.7.1 For Students

Academic enrichment: Engaging with this study will enhance Student's understanding of the practical applications of contract management and supply chain efficiency, bridging the gap between theoretical knowledge and real-world scenarios.

1.7.2 For Policymakers.

Informed decision-making: the findings will provide empirical evidence on effective contract management practices, aiding policymakers in formulating regulations and policies that promote efficient supply chain operations.

1.7.3 For Institutions.

Operational improvement. Educational and research can utilise the insights to refine their Procurement and contract management processes, leading to enhanced operational efficiency and service delivery

1.7.4 For Organisations.

Strategic enhancement: organisations can apply the research outcomes to optimise their contract management strategies, mitigate risks, and improve supply chain performance, thereby achieving better value for money and competitive advantage.

1.8 Limitations.

Limited geographical coverage; the study focused on Uganda, particularly urban areas limiting generalisation to rural regions

Time constraints: The study covered 2019-2024, excluding earlier or future contract management trends

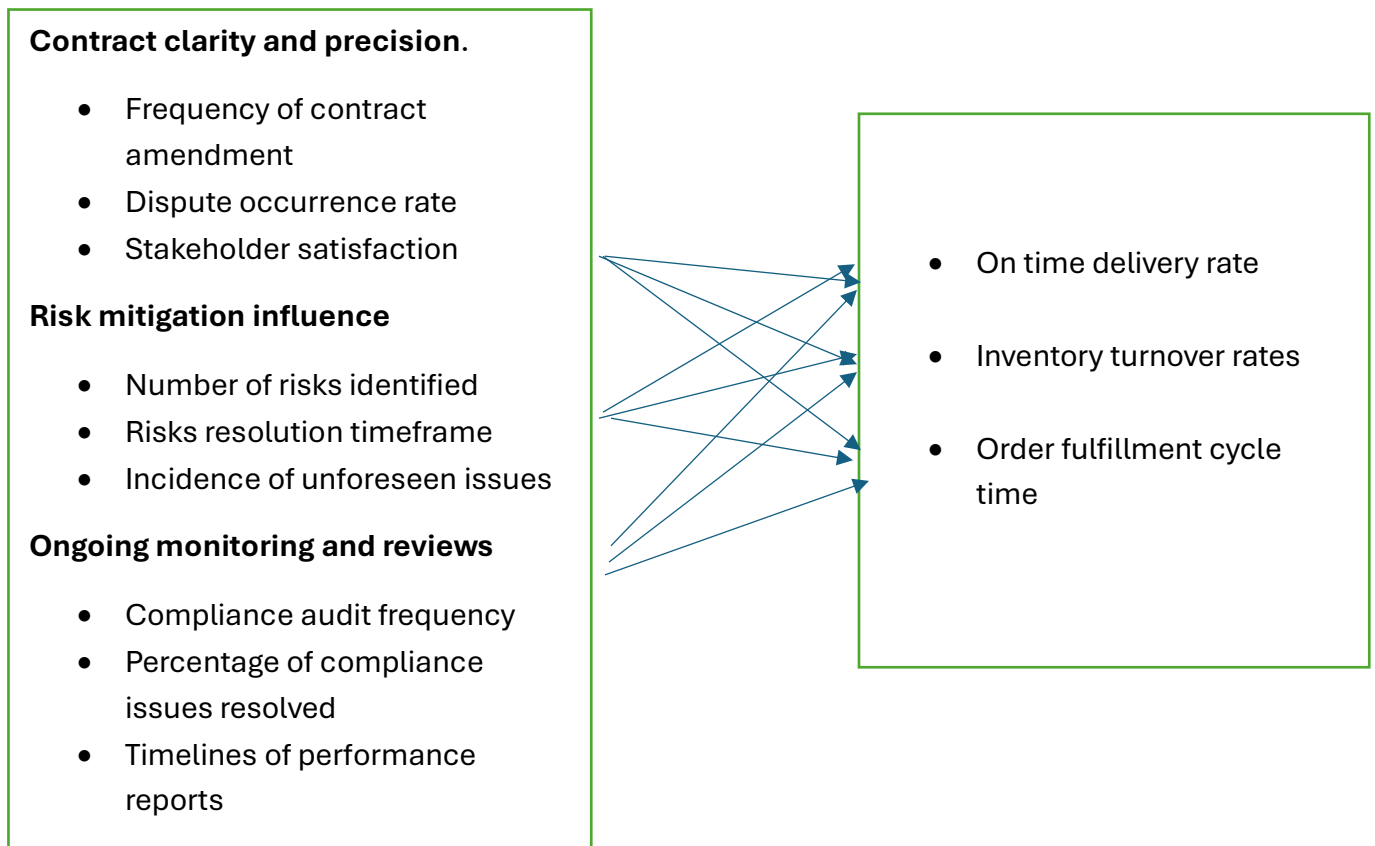
Technological variability: Differences in Technological adoption limited the generalisation of the findings.

1.9 Conceptual Framework.

The conceptual framework illustrates the relationship between contract management practices and supply chain efficiency. Effective contract management directly influences supply chain efficiency through proper planning, execution, monitoring, and contract closure, reducing risks such as delays, cost overruns, and supplier disputes.

Contracts Management

Supply Chain Efficiency



1.10 Key Words.

Contract management: the process of systematically and efficiently managing contract creation, execution, and analysis to maximise operational and financial performance while reducing risks (Harmon, 2016)

Supply chain efficiency: the capability of a supply chain to deliver products and services to the right place at the right time, in the right quantity, and at minimal cost, while maximising value (Christopher, 2016)

Contract clarity and precision. The degree to which contract terms, roles and responsibilities are clearly stated and mutually understood, reducing the likelihood of misinterpretation and conflict (Cousins, Dawson, & Steele, 2008).

Risk mitigation strategies. Proactive measures taken to identify, assess, and minimise the impact of potential risks in Procurement and contract execution, including use of penalty clauses, risk-sharing mechanisms, and insurance (Van WHEEL, 2018).

Compliance monitoring. The process of ensuring that contractual obligations are met by all parties through continuous evaluation and control mechanisms. (Thai, 2009)

Procurement. The strategic process of acquiring goods, services, and works from external sources, ensuring value for money, quality, and compliance with policy and regulations (Baily et al., 2015)

Public sector contracts. Legally binding agreements entered into by government bodies or public entities for the Procurement of goods, works, or services aimed at achieving public interest objectives (Arrowsmith, 2010)

Private sector contracts. Commercial agreements between private organisations, typically governed by market-based principles, for the exchange of goods, services or resources (Monczka et al., 2015).

Operational performance. A measure of how effectively and efficiently an organisation performs its core operations, including service delivery, cost management, and process reliability (Slack, Chambers, & Johnston, 2010)

Stakeholders. Individuals, groups, or organisations that have an interest in or are affected by the outcomes of a business process or project, including suppliers, customers, employees, and regulatory bodies (Freeman, 1984)

Chapter Two

Literature Review

2.0 Introduction

This chapter comprises a literature review of applicable literature on contract management and its implications for supply chain efficiency. It studies theoretical foundations, contract management constructs, empirical work, and existing literature gaps. Review comprises an understanding of the transparency of contracts, reduction of risk, tracking compliance, and its implications for supply chain performance.

2.1 Theoretical Framework.

Contract management is essential for supply chain operations as it affords a mutual agreement between organisations and their suppliers, partners, or service providers. Contract management entails the entire life cycle of a contract, including negotiation, execution, monitoring, and renewal or termination of the agreement. Effective contract management ensures that contractual obligations are honoured, risks are reduced, and performance is maximised, thus supply chains become more effective (Turner, 2020).

Supply chain effectiveness, however, is the capacity of an organisation to achieve strategic objectives, create value, and support revenue growth while ensuring high levels of service delivery. Effective supply chains rely on effective contracts that clearly outline roles, responsibilities, pricing agreements, delivery timetables, and quality expectations. Monczka et al. (2016) note that effectively managed contracts result in improved supplier relationships, fewer disputes, and greater supply chain resilience.

Several scholars emphasize the contribution of contract management towards facilitating supply chain efficiency. Giannakis and Papadopoulos (2016) write that contract management facilitates coordination among partners in the supply chain, minimizing disruptions and inefficiencies in operations. Ngugi and Mugo (2017) further posit that digital contract management systems enhance compliance tracking, improve supplier performance monitoring, and facilitate transparency in Procurement

processes. Good contract management, nevertheless, often results in cost reduction, a decrease in legal disputes and supply chain disruptions (Flynn, Huo, & Zhao, 2010).

Apart from it, active contract management helps organisations anticipate risks, and put in measures for mitigation. According to Van Weele and Arjan (2018), the risk analysis through the contract is most important in prevention against disruption in the chain, whereby the disruption that may result from supplier insolvency, delivery failure, or non-compliance with the law is prevented. Gordon, Tarafdar, and Cook (2020) describes how the automation of the contract minimises the risk for error, enhances efficiency, and enhances coordination with the suppliers.

Contract management is, in effect, a key enabler of supply chain effectiveness in that it provides for faultless transactions, improved compliance, and reduced risks. Organisations which invest in the creation of sound contract management practices reap rewards in terms of increased operational performance, cost reduction, and improved supply chain resilience.

The literature is informed by mainstream theories showing the impact of contract management on supply chain performance.

2.2.1 Transaction Cost Economics (TCE) Theory.

The Transaction Cost Economics (TCE) model, originally framed by Ronald Coase (1937) and elaborated on by Oliver Williamson (1985), is an economic theory describing how organisations minimise the transaction cost of economic exchanges, including contracting. According to the TCE, firms design deals in order to save on negotiating, monitoring, and enforcement costs in contracts. It has specific relevance in supply chain management, where inefficiencies in contracting result in increasing operating expenses, lead times, and conflicts.

One of the dominant themes in TCE is the nexus between market exchange and hierarchical control. Supply chain companies must make outsourcing versus insourcing service decisions, in which the governance of contracts deters opportunistic behavior, balances coordination among buyers and suppliers, and minimizes risks associated with

supply chain breakdown. Organisations can make themselves more efficient and less costly by creating clear contract conditions, measures for performance, and mechanisms for conflict resolution

Aside from that, TCE is concerned with asset specificity, investment that cannot be easily redeployed. There is high asset specificity in contracting, and for that reason, all contracts must be comprehensive in an attempt to secure investment and ensure continuity in the chain of supplier relationships. In the absence of proper contract governance, organisations should anticipate opportunistic actions from the suppliers, creating inefficiencies and high transaction costs.

However, TCE has been criticized for its assumption that there is the possibility for contracting for all contingencies. In reality, contracts will be incomplete in the face of unexpected contingencies and volatile market changes. Over-reliance on strict contractual provisions, critics argue, will choke off flexibility and innovations in supplier alliances. In addition, Williamson's emphasis on transaction cost minimisation at times overlooks the often higher short-run costs for cooperative supplier alliances that ultimately pay off in the long term in efficiency and performance. Another shortcoming with TCE, in the meantime, is its emphasis on cost minimisation at the expense of other important considerations like trust and relational governance.

Sophisticated contemporary supply chains require greater responsive and collaborative approaches than purely cost considerations. Relational contracting theory and other theories argue, in comparison, that sustained supplier partnerships, built on the grounds of mutual benefit and trust, can generate higher-order supply chain outputs than the pure transaction-based model of contract enforcement. In addition, while TCE supposes rationality in managing contracts, actual environments involve bounded rationality, where decision-makers make use of constrained information and subject to constrained time. As such, inefficiencies that may not be optimized through stringent enforcement mechanisms such as formal contracts can follow. Consequently, researchers advocate for hybrid forms of governance, combining formal contracts with relational tools towards making supply chains adaptive.

Despite these criticisms, TCE is a useful approach to contract management analysis in the supply chain. It necessitates constructing contracts in order to capture inefficiencies with regard for the fact that there is the need for intense monitoring and adjustment. Uganda organisations can leverage the use of TCE concepts for introducing greater contract transparency, compliance mechanisms, and uncertainty mitigation in Procurement and supplier handling. Nonetheless, the organisations should not overlook the disadvantage of stringent contractual arrangements and incorporate the facets of flexibility and relational administration towards the goals of achieving long-run supply chain efficiency.

2.2.2 Principal-Agent Theory.

Principal agent theory (PAT) developed in Economics and organisational science perceives the manner in which an organisation or state (Principal) and contractor or supplier (agent) behave when dealing with each other on the basis of a contract. Application of the contract, according to the theory, depends greatly on the matching of incentives and minimising information asymmetry between contracting firms.

One such problem in contract administration recognized by PAT is moral hazard and adverse selection. Moral hazard arises when the agent has an incentive for behaving in his self-interest rather than the interest of the Principal, while not being monitored sufficiently. Adverse selection is when the Principal has no perfect information about the competence and motivation of the agent at the signing stage, hence makes inferior decisions.

In order to eliminate such problems, proper contract management entails open performance-based contracts, incentives, and rigorous verification for compliance. Uganda public and private-sector procurement contracts, for example, should embody KPI penalties for non-compliance and disclosure mechanisms in order for the buyer and the supplier interests to be aligned. Payment in installments based on milestones, guarantees for performance, and audit provisions in contracts become essential in order to minimize opportunistic behavior and increase the efficiency in the value chain. At the same time, Principal Agent theory has some of its own flaws. Among the biggest of

these is that it relies on rational contracting party behaviour, something which does not always ring true for real contract management. Cognition bias, unforeseen external interruptions, and relationship issues are what usually dominate decision-making, making enforcement of the contract harder than theorized.

Furthermore, PAT overemphasizes excessive control mechanisms and monitoring measures at the expense of the part played by trust and long-term relationships in enhancing the performance of supply chains. Excessive reliance on rigorous monitoring structures will increase administrative costs and create adversarial relations between principals and agents, which will be wasteful. Excessive bureaucratic controls within government procurement contracts have, at times, given rise to slow decision making and rigidities that reduce efficiency instead of enhancing it in the Ugandan context.

Once again, the constraint is that it is presumed that full contracts can be made that include all potential contingencies. In the real world, most contracts must be incomplete and require flexibility and renegotiation as things happen. There is a trade-off between contractual rigidity and flexibility to accommodate changing supply chain paradigms.

Despite these, Principal Agent Theory has valuable takeaways for contract administration and supply chain performance. It identifies incentives structure, compliance mechanisms, and performance monitoring as central variables in Optimal outcomes. Ugandan organizations can undertake PAT principles by increasing contract transparency, utilizing electronic tracking devices, and promoting balance between control mechanisms and cooperative supplier relations.

2.2.3 Resource-Based View (RBV) Theory

Resource-Based View (RBV) theory, as developed by scholars such as Jay Barney (1991), is founded on the belief that organizations gain competitive advantage by leveraging internal resources such as contract management processes expertly. The essence of RBV is that organizations can realize above-average performance via the allocation of valuable, rare, inimitable, and non-substitutable, i.e., VRIN resources. From a supply

chain management point of view, RBV supposes that effective contract management can be used as an internal strategic asset that optimizes operational efficiency, minimizes risk, and improves contractual compliance, thereby complementing total supply chain performance.

RBV views contract management as a key internal asset that might affect supply chain performance. When firms possess effective contract management systems, they can maximize cooperation among supply chain partners, reduce the threat of doing business with suppliers, and ensure promises are kept. This means greater efficiency as well as cost reduction. Effective contracts ensure that expectations are conveyed clearly between parties, no conflicts exist, and there are fewer chances of costly delays, all of which are necessary to ensuring a smooth supply chain. In countries like Uganda, whose supply chain etiquette is at development phase, effective contract management can optimize procurement processes to make companies achieve best outcomes while removing inefficiencies.

RBV further highlights that companies with quality contract management procedures are able to negotiate long-term contracts with suppliers, realizing higher quality and lower-cost supplies, gaining access to scarce resources, and obtaining better terms. This can be a competitive advantage, particularly in industries where supply chain disruption, cost instability, or access to key suppliers is a relevant problem. For example, an enterprise that has a sound contract management process will be in a position to negotiate good terms and prices from its suppliers to ensure the stability and reliability of its supply chain. This ability to negotiate improved terms in transactions through quality contracts can offer a vast competitive edge over less efficient contract management process competitors.

But RBV is not perfect, especially if it is being used in extremely dynamic supply chains. Criticisms have been raised that the theory is too inward-looking on capabilities and fails to account for the necessity to adapt to new events from the outside world like market turbulence, technological shifts, or geopolitical discontinuities. For example, in Uganda, over-dependence on strict procurement contracts can prove to be a handicap to the ability of a company to react in good time to unforeseen supply chain disruptions

or shifts in market conditions. Supply chains are exposed to many various external factors, and organizations have to be flexible in order to successfully deal with such issues.

This. Criticism of RBV implies not only that organizations need to further develop their internal contracts management strategies but also deeply integrate designs of external adaptability. In the context of digitalized market environments, companies need contracts which not only are well structured and comprehensible but also flexible enough to alter when situations do. For instance, renegotiation or adjustment contracts due to changes in market conditions may allow firms to remain in favor with their vendors during economic downturn. Flexibility is necessary in ensuring the consistency in the value chain and the mitigation of any interruption.

Moreover, as per critics, RBV cannot stress the need for ongoing change and innovation in the contract management process. While internal capacity is prioritized, organizations must bear the expense in reconstructing machines and processes in order to adapt as per new inclinations in the supply chain system. Organizations may invest in technology, for instance, to upgrade the process for managing contracts, like using electronic platforms for real-time tracking of contracts, or using new contract templates that will be better able to address the changing needs in the supply chain.

The Resource-Based View theory offers a significant context in which to examine the strategic worth of contract administration in the performance of the supply chain. It stresses the merit in the development of core in-house capability driving operating performance and long-term sources of competitiveness. Nonetheless, to realize the final efficacy of RBV, firms need to incorporate flexibility and external agility into their contracting model. By so doing, companies are in the finest position to render their supply chain robust, responsive, and able to deliver long-term competitive advantage in a progressively dynamic market environment. In the context of Uganda's institutions, harmony between firm internal contract administration capability and the capacity to manage external change will be imperative in driving the performance and effectiveness in the supply chain.

2.3 Key Constructs of Contract Management

2.3.1 Contract Clarity and Precision

Contract clarity is vital in the provision of transparency of commitments, terms, and expectations by precisely articulating them. Evidence suggests that ambiguous contracts lead to delays, disputes, and cost overruns. Well-written contracts, as argued by Arrowsmith (2018), enhance the certainty of operations through the reduction of uncertainties in supply chain processes. Misunderstanding and ambiguity of contracts have been described as some of the leading causes for effectiveness of public procurement, especially for construction and infrastructure projects, in Uganda (PPDA Report, 2020). Misdefinition of terms has led to an increased number of cases of lawsuits and project delays. Between 2019 and 2023, there have been numerous reports of government projects being halted due to contractual disputes, showing the need for clear contracts.

2.3.2 Risk Mitigation Strategies

Risk mitigation is a step-by-step procedure of identifying likely risks and coming up with processes to counteract them. Penalty structures, contract clauses, and insurance are applied by organizations as measures to cover against supplier collapse and disruptions. Research by Tang and Musa (2018) indicates that risk-based contracts enhance supply chain resiliency and continuity. Risk mitigation mechanisms have gained visibility in Uganda, particularly in the healthcare and construction sectors. The COVID-19 pandemic unveiled contract management vulnerabilities as supply chain disruptions affected medical supplies and infrastructure projects (NPA Report, 2021). This prompted institution such as the Ministry of Health and the National Medical Stores to bolster the incorporation of force majeure clauses, performance guarantees, and supplier vetting mechanisms in their contracts. However, studies indicate that the majority of organizations still have no adequate risk assessment models, and this leads to frequent supply chain interruptions (Kasozi, 2022).

2.3.3 Ongoing Monitoring and Compliance

Monitoring ensures adherence to contractual terms during the entire length of the contract. Compliance audits, key performance indicators (KPIs), and contract management software facilitate supplier compliance and responsibility. Empirical studies, for instance, by Bailey et al. (2020), show that organizations that adopt compliance have fewer supply chain inefficiencies. Contract monitoring remains an issue in Uganda, particularly in public procurement. The Auditor General's Report (2022) showed that non-compliance with contractual terms resulted in project delay and cost escalation in road construction projects. The application of electronic contract management software, such as the Government Procurement Portal (GPP), has improved tracking and transparency but remains underutilized due to technical and financial constraints. Compliance monitoring in the private sector has also been improved with multinational companies applying technology to streamline contract performance tracking (Kiggundu, 2023).

2.4 Empirical Review

2.4.1 Contract Clarity and Supply Chain Efficiency.

Research by Nyaga et al. (2019) ascertained that supply chains with clearly stated contractual responsibilities experience less conflict and more timely delivery of services. In Uganda, literature highlights that ambiguity in contract terms is to blame for inefficiencies in the infrastructure sector, which is reflected in project cost overruns and delays. Research by Mugisha (2021) on public private partnerships (PPP) ascertained that a lack of contract clarity led to renegotiation and stalled projects in the energy sector. The Uganda National Roads Authority (UNRA) has faced multiple lawsuits due to contract ambiguities, affecting road construction timelines and budgets

2.4.2 Risk Mitigation and Supply Chain Performance.

A study by Zhang and song (2021) on public procurement indicates that proactive risk mitigation minimises financial losses and enhances supplier performance. In Uganda, adequate risk planning has been linked to stock-outs in the healthcare sector, affecting

medical supply availability. During the COVID-19 pandemic, contract failures in procuring essential medical supplies led to public outcry and parliamentary investigations into procurement malpractices (Parliamentary Accounts Committee, 2021). Recent reforms, including the introduction of framework contracts for essential medicines, aim to mitigate risks associated with supplier failures and price fluctuations (MoH, 2023).

2.4.3 Compliance Monitoring and Organizational Efficiency

Empirical evidence suggests that organisations with strong monitoring mechanisms achieve higher efficiency in Procurement and contract execution. Research by Karanja et al. (2022) in East Africa demonstrated that digital contract management tools significantly improve compliance and reduce procurement fraud. In Uganda, the integration of e-government procurement (e-GP) has enhanced compliance monitoring, particularly in central government procurement. However, compliance enforcement at local government levels remains weak due to capacity gaps and resistance to change (World Bank Report 2023). A case study on the education sector by Nalwanga (2023) revealed that weak contract monitoring contributed to delays in school infrastructure projects, affecting services delivery in rural areas.

2.5 Research Gaps

Despite extensive Literature on contract management, gaps remain in understanding its specific impact on supply chain efficiency in Uganda. Existing studies focus on broad procurement processes but lack detailed assessments of contract clarity, risk mitigation, and compliance monitoring. Additionally, there is limited empirical evidence on contract management practices in different sectors, particularly education and healthcare. While digital contract management tools have been implemented, there is a lack of comprehensive studies evaluating their effectiveness in improving supply chain efficiency. Furthermore, the impact of recent legislative reforms, such as the 2023 amendments to Uganda's public procurement and disposal of public assets (PPDA) act, on contract management practices remains underexplored.

2.6 Summary of Literature Review.

This chapter reviewed theories underpinning contract management, explored key constructs, and examined empirical studies related to supply chain efficiency. It identified critical research gaps, setting the stage for empirical investigation in subsequent chapters. The findings emphasize the importance of structured contracts, risk management, and compliance monitoring in optimizing supply chain performance.

Chapter Three

Research Methodology

3.0 Introduction.

This chapter gives the research methodology applied to assess the impact of contract management practices on supply chain efficiency in Windle International Uganda. It outlines the research design, location of the study, population of interest, sampling procedures, data collection instruments, data analysis methods, and ethical concerns

3.1 Research Design.

A quantitative methodology was used. The design Allowed for a detailed examination of the research issue by the integration of statist data alongside background data. The quantitative aspect was distributed via formal questionnaires with the purpose of gathering quantifiable data for both practice in contract administration and supply chain performance.

3.2 Study Area.

The research was conducted from Windle International Uganda, an organization headquartered in Kampala that is nonprofit in nature. The organization spans much of Uganda, and its core business is education and humanitarian interventions. Its extensive supply chain operations and advanced contract management systems formed a solid backdrop for examining the relationship between contract management practice and supply chain effectiveness.

3.3 Target Population.

The target group consisted in Procurement, handling contracts, and operations in the Windle International Uganda supply chain. They comprised the contract managers, Procurement officers, and the coordinator in the supply chain among others. They were chosen since they directly handle contracts and are aware of the performance in the supply chain.

3.4 Sample Size and Sampling Techniques.

The 43 interviewees were selected through the use of the purposive sampling method. Purposive sampling was the method used because it is best suited for selecting individuals with some specific knowledge and experience that can help in the fulfillment of the research objectives. The selected sample size is deemed adequate based on the size of the organization, as well as the nature of the study.

3.5 Data Collection Instruments.

3.5.1 Questionnaire

A formal questionnaire was prepared for quantitative data collection. The questionnaire formulated close-ended questions to measure variables related to contract clarity, risk mitigation strategies, monitoring, and supply chain effectiveness. A 4-point and 5 point Likert scale was employed with the response set ranging from “Strongly agree to Strongly disagree.”. The questionnaire was constructed by specialists to provide content validity and was pre-tested on a small sample of respondents to clarify question meaning and relevance

3.6 Data Collection Procedures

Data Collection was conducted over a three to four-week period. For the quantitative component, questionnaires were distributed to select participants via email and in person delivery. Participants were given one week to complete and return the questionnaires.

3.7 Data Analysis

3.7.1 Quantitative Data Analysis

Quantitative data from the questionnaires were analysed using the Statistical Package for the Social Sciences (SPSS) version 25. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to summarize the data. Inferential statistics, such as correlation and regression analyses, were conducted to

examine relationships between contract management practices and supply chain efficiency. A significance level of 0.05 was set for all statistical tests.

3.7 Validity and Reliability.

3.7.1 Validity.

To ensure content validity, the questionnaire and interview guide were reviewed by experts in Procurement and supply chain management. Feedback from the pre-test was incorporated to refine the instruments. Construct validity was addressed by aligning questionnaire items with the study's conceptual framework and research objectives.

3.7.2 Reliability

The reliability of the questionnaires was assessed using the test-retest method. A pilot study was conducted with 20 participants, and the questionnaires was administered twice with a two-week interval. The Pearson correlation coefficient was calculated, yielding a reliability coefficient of 0.82, indicating a high level of internal consistency.

3.8 Ethical Considerations.

Ethical approval for the study was obtained from the relevant institutional review board. Participants were informed about the purpose of the study, their voluntary participation, and their right to withdraw at any time without penalty. Confidentiality and anonymity were assured, and data were stored securely and used solely for research purposes. Informed consent was obtained from all participants prior to their involvement in the study.

Chapter Four

Presentation, Analysis, And Interpretation of Findings

4.0 Introduction

This chapter explains and describes the data obtained from 43 Windle International Uganda subjects with particular emphasis on the influence of contract management on supply chain efficiency. The analysis takes a quantitative approach based on the study's main variables: contract specificity and clarity, risk management approaches, consistency of monitoring, and general measures of supply chain performance. The data are explained in terms of frequency tables and further described by means of descriptive statistical methods.

4.1 Response Rate by Job Title

Job title	Questionnaires distributed	Responses received	Response rate (%)
Procurement officers	8	6	75
Finance officers	7	5	71
Contract administrators	10	7	70
Suppliers	25	20	80
Supply chain managers	5	4	80
Total	55	43	78.2

Table 0-1 RESPONSE RATE BY JOB TITLE

Source (primary data 2025).

55 questionnaires were distributed among five professional groups involved in contract management and supply chain activities. Of them, 43 usable replies were received,

resulting in a total rate of around 78.2%. The response rate was adequate for academic research and a reflection of the high level of cooperation from the provided population.

The majority of the responses were received from suppliers, out of which 20 out of 25 returned questionnaires, reaching a response rate of 80%. The high return rate from respondents reflects the focal role that suppliers play in ensuring contractual performance effectively, together with a readiness to provide their opinion and experience. Contract administrators submitted 7 out of every 10 questionnaires, and therefore a 70% return rate. Their views are especially important in determining contractual obligations to monitor and enforce in reality.

Procurement officers returned 6 of the 8 questionnaires, with a response rate of 75%. Their comments are significant because they work directly on procurement and contract initiation hence, their views are key in evaluating procurement performance. Finance officers responded to 5 of the 7 questionnaires, with a response rate of 71.4%. Their view sheds more light on budget compliance, cost control, and finances involved in managing contracts. Meanwhile, 4 of every 5 supply chain managers answered the questionnaires, returning an 80% response rate. As the guardians of operations and logistics, their opinions lend valuable insight into contract management efficiency within the supply chain context.

Generally, the information collected is an equally weighted mix of critical experts. The high level of returns contributes to the credibility and reliability of the outcome, as it offers a broad and varied view of how different stakeholders perceive contract management and supply chain performance.

4.2 Section A: General Information

4.2.1 Gender Distribution

Gender	Frequency	Percentage
Male	28	65.1
Female	15	34.9

Table 0-2 GENDER DISSTRIUTION

Source (primary data 2025)

The gender distribution indicates a predominance of male participants, making up 65.1% of the sample. This suggests that male staff might hold more positions in contract management roles within the organisation. This suggests that male staff might hold more positions in contract management roles within the organization.

4.2.2 Age Range.

Age range (years)	Frequency	Percentage (%)
18-24	3	7.0
25-34	20	46.5
35-44	13	30.2
45-54	6	14.0
55 and above	1	2.3
Total	43	100

Table 0-3 AGE RANGE

Source (primary data 2025)

The data in the table above indicates the age profile of the respondents who participated in the research study. Out of the total 43 usable responses, the majority of the participants, equivalent to 46.5%, are between the ages of 25-34 years. This age bracket typically comprises young professionals who are still developing their careers but have already gained much practical experience. The second largest segment of respondents falls in the category of 35-44 years, constituting 30.2% of the sample. This suggests that a sizeable number of contract management and supply chain professionals are in their mid-career stage, perhaps holding supervisory or managerial positions with greater decision-making powers.

Individuals aged 45 to 54 years made up 14.0% of the total, indicating fewer older professionals or those with more years of experience in the field. This is in contrast with the lowest age bracket of 18-24 years, which accounted for only 7.0% of the respondents. This age bracket most likely consists of entry-level employees or interns

who are relatively new in the field of procurement and logistics management. Only one respondent (2.3%) was 55 years and above, showing minimal representation from the oldest age bracket, possibly due to retirement or transition into executive roles not directly involved in operational contract management.

Overall, the age profile indicates that contract management in Windle International Uganda is driven predominantly by a young and energetic workforce, most notably 25-44 years old. This age profile exhibits a blend of energy, creativity, and growing experience, which are the necessary attributes for effective contract execution and supply chain functionality. The presence of a mixed age structure also reflects organizational inclusivity, though with some lesser contribution from the older age brackets.

4.2.3 Years of Experience

Years of experience (years)	Frequency	Percentage (%)
Less than 1 year	2	4.7
1-3	10	23.3
4-6	13	30.2
7-10	12	27.9
More than 10	6	14.0
Total	43	100

Table 0-4 YEARS OF EXPERIENCE

Source (primary data 2025)

The division of the respondents based on their experience years gives us very useful information regarding the professional adulthood of the contract management and support staff in Windle International Uganda. From the 43 respondents, the largest percentage at 30.2% reported having 4 to 6 years of working experience. This indicates very good representation by middle-level professionals who have moved past basic entry-level work and are now probably managing advanced aspects of procurement and supply chain functions.

Close on their heels are 7 to 10 years' experience respondents comprising 27.9% of the sample. They represent a more senior group of employees, possibly team leaders, project managers, or higher officers who bring high levels of experience to contract management. Taken together, these two groups represent over half of the respondents (58.1%), suggesting that a majority of employees involved in contract-related activities have acquired a significant amount of industry experience.

Those with 1 to 3 years of experience constituted 23.3% of the sample population. These are likely to be early professionals continuing to learn practical skills and contributing more to their job over the years. A lesser percentage of slightly fewer than one year of experience (4.7%) suggests that the organization also has new entrants or starters, contributing to workforce growth and succession.

Meanwhile, 14.0% of the interviewees have more than 10 years of experience and are the most experienced employees in the firm. Their involvement provides institutional memory and mentoring and helps to inform strategic contract choices and ensure long-term continuity of supply chain practice.

Overall, the study indicates that Windle International Uganda has a relatively experienced and balanced contract management staff, with the majority of the employees having more than three years of hands-on experience. This indicates good organizational ability to efficiently manage contracts and enable supply chains to be efficient through sound decision-making and accumulated experiential knowledge.

4.2.4 Level of Involvement in Contract Management

Level of involvement	Frequency	Percentage (%)
Direct involvement	20	46.5
Significant involvement	10	23.3
Moderate involvement	8	18.6
Minimal involvement	3	7.0
No involvement	2	4.7
total	43	100

Table 0-5 LEVEL OF INVOLVEMENT

Source (primary data 2025)

The table above shows the various levels of involvement in contract management by the respondents. A significant percentage of the respondents (46.5%) indicated that they have direct involvement in contract management, which suggests that contract-related activities form a major element of their daily activities. The high percentage goes to highlight the centrality of contract management as a main activity within Windle International Uganda, with these respondents likely having the duty to manage, negotiate, or directly supervise contracts.

A close second, 23.3% of the participants selected significant involvement in contract management in that their work requires frequent interface with contract activity, yet not managing or carrying out the actual contracts. What this indicates is that there exists a major segment of the labour force that has a worthy secondary role in the administration of contracts, i.e., monitoring adherence, reviewing terms, or assisting with negotiations.

Another 18.6% of the respondents reported moderate involvement, meaning they work with contracts on a less frequent basis, maybe providing input or assisting with some stages of the contract management process. The relatively lower rates of respondents who reported minimal involvement (7.0%) and no involvement (4.7%) suggest that contract management is not entirely peripheral to their work, but they may not directly supervise or carry out its application.

The findings indicate that contract management is strongly integrated into the operations system of Windle International Uganda. A majority of the respondents (69.8%) are directly or strongly involved in managing contracts, which allows for contract processes to be strongly coupled with the daily operations of the organization. This integration is vital in guaranteeing the efficiency, transparency, and compliance with regulations of contract execution, and hence the overall success of the supply chain and procurement processes.

4.3 Section B: Contract Clarity and Precision

4.3.1 Clarity of Contracts.

Statement	Frequency	Percentage (%)
Contracts are very clear	18	41.9
Ambiguous terms lead to high/very high delays	27	62.8

Table 0-6 CLARITY OF CONTRACTS

Source (primary data 2025)

The table above shows views of respondents about clarity in Windle International Uganda contracts. Most of the respondents, 62.8%, opined that unclear terms in contracts result in high or very high delays in contract implementation. This is an implication that, despite general clarity in most contracts being high, unclear terms may still pose immense issues to contract implementation, and thus the likelihood for operational inefficiencies and delays.

Since for the clarity of contracts to be understood, 41.9% strongly agreed that the contracts they are involved in are very clear and 34.9% of respondents also agreed that the contracts were clear. It means that most respondents are quite at ease with contracts' clarity. But the fact that a significant proportion of respondents reported the negative effect of ambiguity on contract timeliness implies that there remain instances where clarity can be improved. The issue of unclear terms in contracts appears to be a major concern, implying that contract terms need to be clearer and less interpretable to avoid delays and ensure easier contract enforcement.

This backs up the importance of Windle International Uganda increasing the priority on more transparent contracts, as fewer delays will be guaranteed and contract management and implementation within an organisation will become more efficient.

4.3.2 Measures to Ensure Contract Clarity

Statement	Frequency	Percentage (%)
Measures to ensure clarity include legal review templates	32	74.4
Contract clarity improves supplier performance	29	67.4
Contracts are rarely or occasionally amended	24	55.8

Table 0-7 MEASURES TO ENSURE CLARITY

Source (primary data 2025)

The following table illustrates the answers of the respondents concerning the measures taken in order to increase clarity in contracts at Windle International Uganda. Most of the respondents (74.4%) said legal reviews and templates are the most necessary measures taken to increase clarity in contracts. This is to the effect that the business relies on formal procedures and law expertise to enhance the precision and understandability of contract terms such that obscurity is reduced and all the concerned parties are in consensus in terms of expectations and commitments.

Aside from this, 67.4% of participants in the study agreed that supplier performance is favourably impacted by contract clarity. This shows direct relation between precisely defined and correctly written contracts to the effective rendering of supplier deals, as it emphasizes the value of clarity when it comes to setting realistic expectations, avoiding mistakes, and developing improved relations among the organization and its suppliers.

Besides, 55.8% of the respondents indicated that contracts are rarely or sometimes altered. This suggests that, once contracts are signed, they tend to be stable, perhaps because the primacy of clarity is given at the drafting stage. The relatively low rate of alteration indicates that the clarity of contracts minimizes disputes or adjustments upon implementation.

In general, the study shows that Windle International Uganda highly emphasizes practices such as legal checks and standard forms to ensure contract clarity, which consequently influences supplier performance in a positive way and reduces the incidence of changes. These practices facilitate seamless implementation of the contract and improve procurement and supply chain functions.

4.3.3 Contract Disputes.

Statement	Frequency	Percentage (%)
Contract disputes occur occasionally to frequently	17	39.5
Stakeholders are satisfied or very satisfied with contract terms	30	69.8

Table 0-8 CONTRACT DISPUTES

Source (primary data 2025)

The above table displays the frequency of contract disputes and stakeholder satisfaction with contract terms at Windle International Uganda. A high 39.5% of the respondents indicated that contract disputes frequently to occasionally happen. While this percentage shows that disputes are an ongoing problem, it is also notable that this is not a majority of the respondents, emphasizing the point that while disputes are not uncommon, they are also not a priority concern in contract management.

On the other hand, an overwhelming majority of respondents (69.8%) reported that stakeholders are satisfied or very satisfied with the contractual terms. This high level of satisfaction shows that the overall quality and clarity of the contracts are viewed as good by most stakeholders. That a great majority of stakeholders are content with the terms of their contracts would indicate that, even though disagreements do occasionally occur, the contracts are overall duly executed and in accordance with the expectations of stakeholders and have no significant negative impact on the relationship between the two sides.

In short, though some of the respondents reported occasional contract disagreements, overall feedback reflects high satisfaction with contract terms. This reflects Windle International Uganda’s general achievement in generating agreements that reflect stakeholder interests and guarantee efficient operating performance.

4.4 Section C: Risk Mitigation Strategies

4.4.1 Inclusion of Risk Mitigation Clauses

Statement	Frequency	Percentage (%)
Risk mitigation clauses are always or sometimes included	35	81.4
Common strategies: penalties, force majeure, insurance	33	76.7

Table 0-9 INCLUSION OF RISK MITIGATION CLAUSES

Source (primary data 2025)

The table below indicates the degree to which Windle International Uganda uses risk mitigation clauses in its contracts. 81.4% of the interview participants testified that the clauses are provided always or at times. It is empirical proof of the high commitment by the company in preparing for risks and undertaking necessary measures that secure the interests of the two contracting entities. Such clauses minimize uncertainty and give the assurance for the contract against unforeseen events.

The most frequent risk reduction strategies identified were penalties, force majeure, and insurance. 76.7% of the participants stated that these are emphasized in the contracts regularly. Penalties deter defaults, force majeure provisions create defense against unexpected disruption, and insurance covers finance loss. Overall, these measures increase the stability of the contractual field and greater preparedness for unexpected challenges.

Finally, the findings reveal that Windle International Uganda has forward-looking contract risk management that generates resilience and stability in the long term in its procurement and supply chain operations.

4.4.2. Effectiveness of Risk Mitigation Strategies.

Statement	Frequency	Percentage (%)
Risk strategies are effected or very effective	31	72.1

Table 0-10 EFFECTIVENESS OF RISK MITIGATION CLAUSES

Source (primary data 2025)

The table below highlights the perception of the responders on the effectiveness of the risk-reduction measures being used in contract administration in Windle International Uganda. 72.1% find them very effective or effective. Such a high positive response is an acknowledgement that company practices instituted i.e., imposition of penalties, force majeure, and insurance—actually keep risks reduced. These measures appear to enhance the stability and strength of contracts, thus making them less vulnerable to their disintegration.

The high effectiveness rate shows that Windle International Uganda has in place robust mechanisms for managing potential risks so that the contracts are disruption-proof and resilient to unforeseen circumstances. This focus on risk management results in smooth implementation of the contracts and reduces the risk of costly litigation or postponements.

Briefly, in summary, the evidence supports that Windle International Uganda’s contract management risk mitigation strategy is seen to be effective, backing the organization’s commitment to proactive risk management approaches.

4.4.3 Challenges in Implementing Risk Mitigation Strategies

Statement	Frequency	Percentages (%)
Legal complexity, supplier resistance, high costs are common challenges	28	65.1

Table 0-11 CHALLENGES IN IMPEMENTING RISK MITIGATION STRATEGIES

Source (primary data 2025)

The above table shows the significant challenges encountered in the adoption of risk mitigation procedures at Windle International Uganda. Most of 65.1% of the respondents identified complexity in the law, supplier resistance, and the costliness as the key hindrances to effective adoption of such procedures.

Legal complexity results when the provisions of the contract and the respective legal regimes are difficult to grasp, making simple enforcement of risk mitigation provisions impracticable. Supplier resistance assumes that some provisions, i.e., penalties or force majeure conditions, are likely to be opposed by some suppliers inasmuch as they are worried about their capability to absorb the financial impact of such provisions or the limited adaptability of their operations. High expenses of using some of the risk mitigating factors, such as insurance or legal screening, can also be a constraint factor, particularly among low-budgeted organizations.

These problems must be addressed in order to enable the risk mitigation initiatives to work best. Reducing legal jargon, enhancing coordination and communication with suppliers, and gaining access to low-cost techniques for handling risk can enhance the overall performance and deployment of risk mitigation initiatives.

Lastly, despite how effective the existing risk measures are deemed to be, overcoming the challenges will be the most significant step towards improving the risk mitigation process at Windle International Uganda and ensuring long-term sustainability.

4.5 Section D: Ongoing Monitoring and Compliance

4.5.1 Monitoring of Contract Compliance

Statement	Frequency	Percentage(%)
Contract compliance is monitored monthly or continuously	29	67.4
Monitoring tools: KPIs software, audits	34	79.1

Table 0-12 MONITORING OF CONTRACT COMPLIANCE

Source (primary data 2025)

The above table illustrates data concerning contract compliance monitoring at Windle International Uganda. An impressive 67.4% of the interviewees swore that contract compliance is monitored on a regular basis, either monthly or continuously. This echoes the firm’s keen interest in enforcing contract conditions and resolving any issues on time. Also, an overwhelming majority of informants (79.1%) attested that various mechanisms key performance indicators (KPIs), contract management software, and frequent audits are utilized to track adherence. KPIs provide measurable standards for assessing performance, software facilitates easy data collection and analysis, and audits give detailed assessments of contract enforcement. Cumulatively, these tools are evidence that Windle International Uganda has a proper monitoring system, and hence, successful implementation of contracts is achieved.

Concisely, the results show that the organization has established a systematic and integrated contract compliance monitoring system that encourages accountability, reveals performance shortfalls, and binds compliance with agreements.

4.5.2 Barriers to Effective Monitoring

Statement	Frequency	Percentage (%)
Lack of resources, poor data, and inadequate technology are major barriers	31	72.1

Table 0-13 BARRIERS TO EFFECTIVE MONITORING

Source (primary data 2025)

The above table presents key challenges to efficient contract monitoring in Windle International Uganda. A vast majority (72.1%) of the respondents stated resource constraint, inefficient data management systems, and absence of technology support as the biggest challenges to the monitoring process. Bound resource constraints can either be staffing shortages or budgetary limitations, such that it becomes challenging to effectively monitor and administer contractual requirements. Poor data management equates to deficiency in the form of errors or contradictions in performance reporting, undermining the credibility of monitoring results. Suboptimal technology implies that current systems and tools do not have the capacity to facilitate contract administration effectively, resulting in loopholes in oversight.

To further improve the monitoring process, the company must invest in advanced resource management, improve data handling methodologies, and adopt more advanced technology tools. Management of these areas would significantly improve the company’s ability to monitor contracts effectively and correctly.

Finally, while contract monitoring is vital to contract management, the capability to address these weaknesses will be vital to the timely fulfilment and compliance in future contractual endeavours

4.6 Section E: Supply Chain Efficiency Metrics.

Metric	Frequency	Percentage (%)
On-time delivery are above 76%	35	81.4
Inventory turnover; moderate to high	28	60.1
Order fulfilment within 1-2 weeks	26	60.5

Table 0-14 SUPPLY CHAIN EFFICIENCY METRICS

Source (primary data 2025)

The above table illustrates the key supply chain efficiency measures at Windle International Uganda. Most of the respondents (81.4%) reported high performance in timely delivery, with delivery percentages ranging above 76%. This reveals that the

company is effective in meeting delivery timeliness, a major determinant of smooth operations and customer satisfaction.

With regard to inventory turnover, 65.1% of the interviewees responded that inventory turnover is high or medium, which suggests that Windle International Uganda is efficiently turning its inventory and maintaining a good level of stock movement. Efficient inventory turnover is required to minimize the cost of holding and maintain product availability without overstocking.

However, in case of order fulfilment in 1-2 weeks, 60.5% of the respondents reported good performance, which means that there is room for improvement. This suggests that while the majority of orders are being fulfilled within the desired time frame, the organization will have to enhance its order fulfilment activities to become more efficient and deliver customer expectations reliably.

In short, while Windle International Uganda excels at such critical areas as on-time delivery and inventory turn, streamlining order fulfilment timelines has to be one area of further improvement in supply chain efficiency.

4.7 Section F: General Assessment

Statement	Frequency	Percentage(%)
Overall impact of contract management is positive or very positive	33	76.7
Challenges; poor supplier performance, delays, lack of monitoring	29	67.4

Table 0-15 GENERAL ASSESSMENT

Source ((primary data 2025)

The above table summarizes the general conclusion about contract management and its impact on supply chain effectiveness in Windle International Uganda. A vast majority of the respondents (76.7%) agreed that generally the impact of contract management on supply chain effectiveness is positive or very positive. This suggests that contract management is a key contributor to simplifying supply chain processes, improving performance, and ensuring effective operation.

However, despite the positive impact, 67.4% of the respondents said that there are different challenges that inhibit the effectiveness of contract management. These are poor supplier performance, delays, and lack of monitoring. These are challenges that can hinder the maximum potential of contract management, suggesting the necessity for better management practices and controls to counter such challenges. Improved performance of suppliers, contractual fulfilment within time, and improved control measures would mitigate these concerns and enhance the positive impact of contract management on the effectiveness of the supply chain.

Lastly, although contract management has the potential to enhance supply chain efficiency, it must address the problems on the basis of supplier performance, delay, and monitoring so that its optimum can be harnessed.

Conclusion

The above analysis brings about the significance on the role of contract clarity, risk reduction and ongoing monitoring in enhancing better supply chain performance in Windle International Uganda. This form the bases upon which the capacity of the organization has to make the supply chain processes effective without interruptions, being on time, reduced risks and increased levels of efficiency. Contract certainty is useful in reducing uncertainty, while steps for risk reduction like the use of force majeure conditions, fines, and insurance shield the organization from probable interferences. Active monitoring of compliance with contracts on a real-time basis is also useful in ensuring that contracts are met to prevent breaches that can impair supply chain performance.

Windle International Uganda has registered significant strides in improving its supply chain's efficiency by having in place good contract management practice. The majority of the respondents indicated the encouraging effect of contract management on the overall performance of the supply chain, which would suggest that the organization's contract management system in most cases successfully achieves operational targets.

There exist some challenges though, which hinder further improvement. These issues include legal complexities, supply resistance, and limited resources, as indicated by respondents as the most significant hurdles to the successful application of contract management measures. Addressing these issues will be crucial in bridging the current challenges and realizing the full capacity of the supply chain. Particularly, simplification of legal processes, redress of supplier resistance via better communication and collaboration, and the acquisition of more resources for monitoring and compliance can help deal with these challenges.

Though Windle International Uganda is on the right track with its contract management practices, further improvement in overcoming the impediments identified will be required to achieving still greater efficiency and effectiveness in its supply chain processes.

Chapter Five

Discussion, Conclusions, And Recommendations

1.0 Introduction.

This chapter presents a discussion of the study findings as outlined in Chapter Four. It offers the interpretation of results in the context of the study objectives, forms conclusions from the gathered evidence, and offers recommendations on the ways in which contract management practices can be enhanced to enhance the efficiency of supply chains within Windle International Uganda.

5.1 Discussion of Key Findings

5.1.1 Contract Clarity and Precision.

The analysis of the data reveals that a large number of respondents (41.9%) rated contracts in Windle International Uganda as “very clear,” while another 34.9% rated them as “clear.” This is an indication of high general contract clarity within the organization and suggests that effective drafting processes have been adopted. Interestingly, 74.4% of the respondents attributed this transparency to such practices as stakeholder engagement, legal review processes, and the use of standardized contract templates—indicating a structured approach to contract development.

Despite all these encouraging outcomes, uncertainty in the language still exists. Approximately 62.8% of the interviewees attested that uncertainty in language still contributes to the delay and inefficiency in the operations in the supply chain. It, however, means that while the majority of the contracts are very clear, other phrases may still be complicated or poorly comprehensible for the stakeholders—most likely because of the variation in the level of comprehension, or the application of technical jargon in the legal language that is not easily comprehensible for all the stakeholders. Such ambiguity may hamper proper implementation and lead to supply chain dysfunction.

Notably, the study establishes the relationship between clarity in contracts and the performance of the suppliers being very strong. About 67.4% of the participants affirmed that clear contracts positively affect the supplier’s behavior in the manner it

encourages cooperation and minimizes conflict. In addition, 55.8% responded that contracts rarely or occasionally get changed, implying that well-formulated contracts eliminate excessive changes—using fewer resources and time.

However, 39.5% admitted that contractual disputes often or from time to time occur. In other words, while general clarity prevails, perhaps certain complexity or absence of mutual appreciation still causes conflict. Still, the general impression among the respondent firms is that clearer contracts result in less disruption, simpler contractual relationships, and hence simpler supply chain efficiency.

In general, results confirm the essential role that clarity in contracts plays in the development of successful supplier commitment and supply chain performance overall

For Windle International Uganda, further efforts to simplify contract language and make stakeholder comprehension more assured—particularly by reducing legal jargon—can lead to even greater levels of operational effectiveness and increased cooperation along the supply chain.

5.1.2 Risk Mitigation Strategies

A large majority (81.4%) of those surveyed said risk mitigation clauses feature in supply chain contracts always or occasionally. Top strategies mentioned by respondents were the imposition of penalty for non-performance, force majeure terms, and requiring insurance, as 76.7% acknowledged as usual tools for risk mitigation. This resonates with risk management that involves being proactive so that Windle International Uganda identifies and tries to solve problems which may arise before they become unavoidable.

Apart from that, 72.1% of the interviewees perceived these risk avoidance strategies to be very effective or effective, indicating that such strategies assist in reducing the risks associated with the performance of contracts and facilitating easy operations. However, 65.1% of the interviewees saw that there are still big hurdles in implementing these strategies. Legal complexity, suppliers' resistance, and the high cost of implementing extensive risk management strategies are the most often cited barriers. These problems suggest that while there are risk reduction measures, they can be

hindered by organizational and external factors, e.g., the intricacy of the legal framework and the reluctance of suppliers to accept fully certain terms.

The information also indicates a mature risk assessment process in the company. For instance, 41.9% of the respondents said that 4 to 6 risks are typically identified before signing the contract, reflecting a common practice of pre-emptive identification and planning of risks. Furthermore, the majority of respondents (51.2%) reported that risk issues are typically resolved in 1 to 4 weeks, reflecting again a relatively quick settlement process. Notwithstanding this, 55.8% of the respondents indicated that unexpected contract-related issues sometimes hinder operations, suggesting that even with risk identification and mitigation measures in place, there are still some unforeseen issues that can impact the efficiency of the supply chain.

Although the existing risk mitigation measures are mostly found to be effective, the organizational and systemic issues identified, including legal complexity, resistance from suppliers, and cost of implementation, can constrain their full effectiveness. Improving communication and legal literacy among the stakeholders, particularly the suppliers, can help to enhance the awareness and compliance with these strategies.

In addition, special training and capacity-building programmes for staff and suppliers should be put in place to facilitate effective implementation of risk reduction measures. This would not only make them aware but also reinforce their operational usage, thereby improving their ability to deliver the desired protective outcomes. By bridging these gaps, Windle International Uganda can maximize the yields from its risk management initiatives and further enhance the efficiency and reliability of its contract administration processes.

5.1.3 Continuous Monitoring and Compliance

The study showed that a majority of the respondents (67.4%) undertake regular or monthly contract compliance monitoring and recording, indicating strong interest in contract performance monitoring and maintaining terms always satisfied. Tools used for monitoring are Key Performance Indicators (KPIs), automated contract management

software, manual audits, and third-party reviews, where 79.1% of respondents indicated use of these tools often for compliance tracking.

The majority of the respondents (62.8%) observed that 76-100% of contract compliance problems are solved within the intended timetable, which is an indication that Windle International Uganda generally has the capability to resolve contract compliance problems within the intended schedule. Furthermore, 58.1% of the respondents mentioned that contract performance reports are usually submitted on schedule, an indication of accountability as well as performance monitoring practices in the institution. This lies at the heart of upholding contract terms and keeping all interested parties abreast of performance expectations.

While overall the compliance monitoring picture is a positive one, respondents did identify some barriers to successful monitoring. A large percentage (72.1%) of them cited difficulties like lack of resources, poor data handling, lack of cooperation from suppliers, and limited technology as reasons that inhibit the success of monitoring initiatives. These barriers suggest that while monitoring systems exist, external and internal limitations prevent these systems from reaching their full potential.

Although Windle International Uganda operates within a standard monitoring system, it must spend more on digital assistance and training to increase the consistency and effectiveness of compliance monitoring. Upscaling technology, data handling systems, and supplier and staff training will naturally lead to more effective and precise monitoring processes, raising overall compliance and reducing the risk of contract violations. By surmounting these hindrances, the company can further improve its monitoring system as well as improve its contract management procedures.

5.1.4 Supply Chain Efficiency Metrics

Most respondents (81.4%) scored the on-time delivery rate of contracted suppliers as over 76%, which indicates that most suppliers deliver according to expectations or even better. Further, 60.5% of the participants stated that order fulfilment cycle time is typically in the 1 to 2-week category, reflecting that the order process is efficient and

timely. Finally, inventory turns were described as moderate to high by 65.1% of the participants, suggesting that the inventory is flowing well and turning well.

These positive performance metrics signal an efficiently operating and well-managed supply chain, driven by sound contract management fundamentals. The ability to meet delivery schedules, maintain inventory turnover, and support rapid order fulfilment cycles represent the main indicators of supply chain success. The data shows that the organization is successfully managing contractual agreements in a bid to maintain maximum operation and supplier delivery.

The positive performance indicators are most probably the direct outcome of good contract management. Proper contractual terms, coupled with regular monitoring, planned risk, and communication with the supplier, lead to better delivery schedules and inventory management. Making the contracts transparent, risks reduced, and compliance monitored, Windle International Uganda can achieve better supplier relations, streamlined operations, and more effective supply chain in general.

5.1.5 General Assessment

The overall impression of contract management in Windle International Uganda is extremely good, as 76.7% of the respondents scored the contribution of contract management to supply chain efficiency as very positive or positive. This indicates that contract management practices within the organization are viewed to contribute significantly and positively towards supply chain performance. However, 67.4% of the respondents also provided some of the challenges which render contract management not fully effective. They include insufficient systems, low staff capacity, slow approvals, poor supplier performance, no monitoring compliance, and budget constraints

There exists strong institutional support for contract management, but the operational inefficiencies and resource limitations identified can undermine the intended impacts of contract management practices. The solution will require a strategic intervention of institutional capacity building and improved governance. System building, staff

capacity building, and timely approval and monitoring may enhance contract management impact, and thus supply chain efficiency can be further enhanced.

5.2 Conclusions

Contract Clarity and Precision. Contract clarity and accuracy are vital in enhancing supplier performance and minimizing inefficiencies in the supply chain. Windle International Uganda has implemented several measures aimed at contract simplification, including the use of legal reviews and standardized templates, to ensure that contracts are primarily clear and easily understood by all stakeholders. However some unclear parts still remained even after the above mentioned steps and they cause delays or even making it hard to carry out contracts well. This implies that while the process of drafting contracts is strong, further measures to eliminate uncertainties—perhaps by simplifying complex legal language or increasing stakeholder awareness—would be even more beneficial for efficiency and reducing misunderstandings.

Risk Mitigation Strategies. Risk mitigation strategies are common in Windle International Uganda and are extensively perceived as being effective by the respondents. The majority of the respondents cited the provision of penalties for default, force majeure, and insurance coverage as standard risk mitigation techniques as being the major factors towards a proactive approach to dealing with probable risks. This notwithstanding, some challenges were also identified by respondents in the overall implementation of such techniques. They are the cost, resistance from suppliers, and legal complexity that could be inhibitive towards the effective realization of the techniques. Addressing such problems, ideally through training and better communication with suppliers, would also enhance the effectiveness and ease of risk management.

Regular Compliance Monitoring. Windle International Uganda has an efficient system of monitoring that utilizes automatic software as well as manual auditing to track compliance against contractual agreements. The majority of the respondents made sure that they adhere to compliance on a regular basis, as the majority of the respondents indicated that 76-100% of cases of compliance are resolved in the set time frames.

Technological barriers and management limitations for data were introduced as ongoing challenges. These barriers restrict thorough monitoring and control over compliance with contracts. It would remedy these deficiencies, and also better the overall compliance monitoring system, by elevating the technological infrastructure, and also making investments in training staff to effectively utilize the tools of monitoring.

Supply Chain Performance Measures. Performance measures indicating Windle International Uganda's supply chain measure to be extremely efficient. The percentage of on-time delivery is considerably higher than 76% for the majority of respondents, and a high proportion of the participants reported moderate to high inventory turnover. In addition, fulfilment of orders within 1 to 2 weeks was reported by the majority of respondents. These high performance levels are a direct result of effective contract management practices that are in place and most likely indicate good supplier relationships and improved supply chain coordination. Continuing to monitor and improve these practices will continue to support and even increase these performance levels in the future.

General Assessment of Contract Management. General perception about contract management in Windle International Uganda is great, with 76.7% of those interviewed answering positively that they are optimistic or strongly positive about how the overall role of contract management plays in promoting efficiency in supply chain. This mirrors great levels of institutional endorsement for contract management practice. However, the research also identified some operational problems that get in the way of the full effectiveness of contract management, e.g., inadequate systems, inadequate supplier performance, delayed approvals, and tight budgets. These problems mean that although contract management practices are inherently sound, operational effectiveness must be enhanced. Overcoming these operational challenges through better resource management, better systems, and better supplier relationships will be key to further enhancing the efficiency of contract management and overall supply chain effectiveness.

5.3 Recommendations

Improving Contract Drafting Processes. In order to avoid uncertainty and ambiguity in contracts, Windle International Uganda ought to invest more time in contract drafting processes. This can be done by availing contract and procurement staff special training to create clear and well-defined contract language that avoids misinterpretation which results in disputes. Higher involvement of legal professionals in contract drafting and contract review ensures that every contract term is in line with prevailing laws and is devoid of uncertainty in terms. There also ought to be involvement of all the concerned suppliers, head of department, and end-users when drafting the document. Involvement ensures concord and understanding and minimizes chances of delay due to misunderstanding of expectations.

Reinforcement of Risk Management Processes. To be effective and proactive in risk managing, frequent risk assessment workshops should be conducted by the company not only before but also midway into contracts life cycle. This ensures identification of newly arising risks and realign mitigating measures as needed. Windle International Uganda also needs to establish an in-house risk-mitigating framework that is suitable to its working environment and supply chain complexities. Such framework is to include pre-stated procedures for identification, assessment, and responding to risks. Capacity building of suppliers by formal training and on boarding of suppliers will further acclimate them to contract expectations and stipulations of risks, ensuring improved compliances and lesser installation resistances.

Improving Compliance and Monitoring Infrastructure. Improved contract compliance is facilitated by investing in end-to-end contract management and data analysis solutions. With these digital solutions, it's possible to automate monitoring, expose non-compliance in real time, and facilitate data-driven decisions. The organization needs to create uniform dashboards, contract milestones, KPIs, and compliance metrics templates to avoid inconsistency within different departments. To implement the above mentioned tools such as KPIs, compliance mechanisms among others, budgeting and staffing for compliance, monitoring and assessment roles needed to be allocated or catered for in order to ensure its routine and well established.

Building Organizational Capacity. To do well in all fields of managing contracts, Windle international Uganda should prioritise on increasing the budget for training staff, acquisition of modern equipment and doing of regular checks. Spending on the above things will aid the organization in responding faster and work better when executing contracts. It is also important to recruit or hire more staff or improve the skills of the current team or staff in key areas such as contract management, data analysis and supply chain development. Making accountability and quality improvement a part of the system through regular reviews, feedback sessions and learning workshops to ensure contract administration practices stay relevant to prospective issues.

Removing work challenges. Problems such as slow approvals and poor coordination between departments should be sorted first by improving how work flows and cutting down on unnecessary steps and delays. Clear-cut timeframes and accountability matrices for approving contracts will render it effective. Regular check-ins on supplier performance, as well as incentives to perform well, will enhance supplier commitment and reliability. Ultimately, coordination among in-house departments such as procurement, finance, legal, and program-delivery teams will lead to closer coordination, smoother execution of contracts, and lean supply chains.

5.4 Areas for Further Research

Longitudinal studies. Future research can be facilitated by investigating contract management practices and supply chain performance over several years. With this, trends can be identified, and patterns can be created, as well as determined whether contract management changes result in long-term supply chain efficiency. Assessments of prevailing organisational practices, environment changes, or changes in policy reforms on contract management effectiveness on an ongoing basis would be made possible by using longitudinal analyses.

Comparative analysis of other government agencies, private entities, or other non-governmental organizations in Uganda would be insightful to draw upon as comparative examples and best practices. Comparing similarities and differences of contract management process across sectors allows researchers to ascertain which practices

succeed, as well as which practices best cross-cut to other contexts. It is what gives them insight into which features of organizational structure, financing mechanism, and mission scope affect contract accomplishment and supply chain results.

Technology Adoption. With digitization leading procurement, emerging research can include adoption and implications of digital contract management systems. In such research, it is possible to explore how automation, data analysis, and cloud systems result in increased contract visibility, ease of tracking, and reduced risks of errors due to humans. A study of impediments to uptake of technology—from expense to training needs gaps and lack of infrastructure—is likely to contribute to policy design suggestions and investment decisions for institutions like Windle International Uganda.

In summary, this study highlights the significant role of contract management in ensuring supply chain efficiency. From the evidence, it is clear that Windle International Uganda has cultivated many best practices like using legal reviews, standardization of templates, avoidance of risks, as well as regular audits of compliance. The best practices have ensured there is an improvement in supplier performance, timely delivery, as well as supply chain coordination.

Still, persistence of some of these issues such as imprecise contract terms, low levels of application of technology, capacity, and supplier issues leaves spaces that necessitate strategic intervention. Contracting process streamlining, capacity development, and procuring advanced computer systems is necessary for overall contract management process simplification

By filling these gaps and capitalizing on current strengths, Windle International Uganda can substantially enhance efficiency and sustainability of supply chain functions, and by doing so ensure enhanced service and value to stakeholders.

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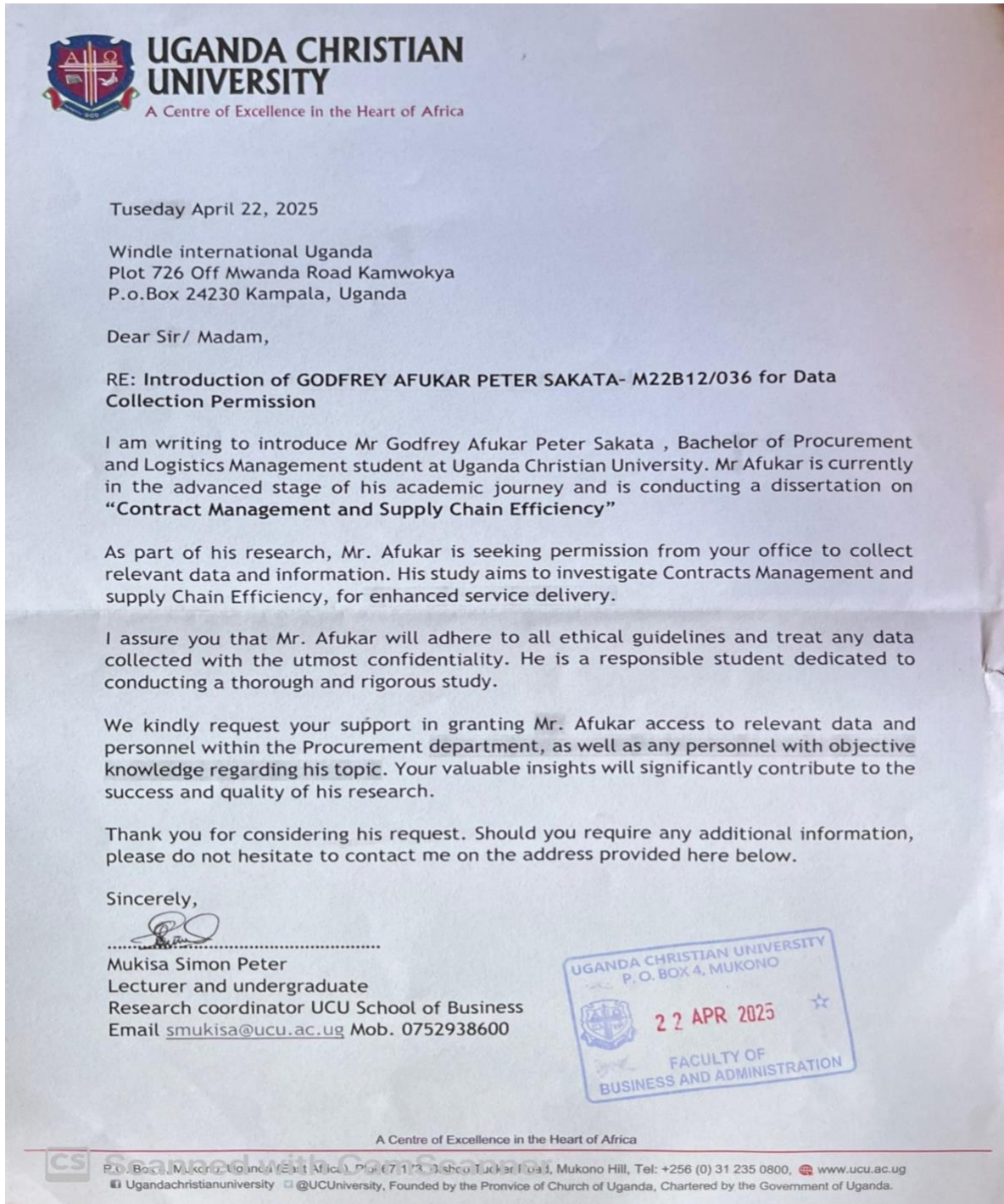
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APPENDICES.

Appendix A: introductory letter



Appendix B: Questionnaire

Questionnaire for Windle international Uganda Employees.


Dear respondent,

I am Godfrey Afukar Peter Sakata, a student at Uganda Christian University, conducting academic research on "Contract Management and Supply Chain Efficiency: A Case Study of Windle International Uganda." This research is part of the requirements for the award of a Bachelor's degree in Procurement and Logistics Management. Your participation in this study by completing the questionnaire is highly valued and will provide valuable insights into the impact of contract clarity, risk mitigation strategies, and ongoing monitoring on supply chain performance. Please be assured that all information provided will be used solely for academic purposes and treated with the highest level of confidentiality.

Section A: General Information

1. Your job title.
 - Procurement Officer
 - Contract Manager
 - Finance Officer
 - Supply Chain Manager
 - Other (Please specify) _____
2. Years worked in contract management and supply chain activities
 - Less than 1 year
 - 1–3 years
 - 4–6 years
 - More than 6 years
3. Your level of involvement in contract management processes
 - Direct involvement (e.g., drafting, negotiating, monitoring)
 - Indirect involvement (e.g., supporting contract implementation)
 - Minimal involvement

Section B: Contract Clarity and Precision

 This section evaluates the effect of contract clarity and precision on supply chain efficiency.

5. Rate the clarity of contracts in your supply chain operations
 - Very Clear
 - Clear
 - Neutral
 - Unclear
 - Very Unclear
6. Extent to which ambiguous contract terms lead to delays or inefficiencies in your supply chain

- Very High Extent
 - High Extent
 - Moderate Extent
 - Low Extent
 - Very Low Extent
7. Measures taken by your organization to ensure contract precision. (Select all that apply)
- Legal review before signing
 - Use of standardized contract templates
 - Stakeholder consultations
 - Training on contract drafting
 - Other (Specify): _____
8. Influence of contract clarity on supplier performance in your supply chain
- Significantly Improves Performance
 - Moderately Improves Performance
 - No Effect
 - Moderately Reduces Performance
 - Significantly Reduces Performance
9. Frequency of contracts amendment after signing
- Never
 - Rarely (1–2 times per contract)
 - Occasionally (3–5 times per contract)
 - Frequently (More than 5 times per contract)
10. Frequency of contract disputes occurrence within the organization
- Never
 - Rarely
 - Occasionally
 - Frequently
11. Satisfaction of stakeholders (suppliers, partners, internal teams) with contract terms and execution
- Very Dissatisfied
 - Dissatisfied
 - Neutral
 - Satisfied
 - Very Satisfied

Section C: Risk Mitigation Strategies in Contracts Management

This section assesses the influence of risk mitigation strategies on supply chain efficiency.

12. Indicate whether your organization incorporates risk mitigation clauses in supply chain contracts.

- Yes
- No
- Sometimes

13. Risk mitigation strategies commonly included in your contracts (Select all that apply)

- Force Majeure clauses
- Penalties for non-compliance
- Alternative supplier agreements
- Insurance requirements
- Other (Specify): _____

14. Effectiveness risk mitigation strategies in preventing supply chain disruptions.

- Very Effective
- Effective
- Neutral
- Ineffective
- Very Ineffective

15. Challenges faced in implementing risk mitigation strategies in contracts

- Lack of expertise
- Resistance from suppliers
- High costs
- Legal complexities
- Other (Specify): _____

16. Number of potential risks identified before contract execution

- None
- 1–3 risks
- 4–6 risks
- More than 6 risks

17. Indicate the typical duration it takes to resolve risks or contractual issues

- Less than a week
- 1–4 weeks
- More than a month

18. Indicate how frequently unforeseen contract-related issues disrupt supply chain operations

- Never
- Rarely
- Occasionally
- Frequently

Section D: Ongoing Monitoring and Compliance in Contracts Management

This section examines the impact of contract monitoring and compliance on supply chain efficiency.

19. Indicate how frequently your organization monitors contract compliance in supply chain operations

- Continuously
- Monthly
- Quarterly
- Annually
- Rarely

20. Tools or methods used to track contract compliance? (Select all that apply)

- Automated contract management software
- Manual audits
- Key Performance Indicators (KPIs)
- Third-party audits
- Other (Specify): _____

21. Select the percentage range of compliance issues resolved within the expected timeframe

- 0–25%
- 26–50%
- 51–75%
- 76–100%

22. Indicate the timeliness of contract performance report submissions:

- Always on time
- Often on time
- Sometimes delayed
- Frequently delayed
- Rarely submitted on time

23. Indicate the biggest barriers to effective contract monitoring in your organization (tick all that apply)

- Lack of resources
- Poor data management
- Supplier non-cooperation
- Inadequate technology
- Other (Specify): _____

SECTION E: SUPPLY CHAIN EFFICIENCY METRICS

24. Select the on-time delivery rate range of contracted suppliers

- Below 50%
- 50–75%
- 76–90%
- Above 90%

25. Indicate the typical inventory turnover rate within the organization

- Low (0–3 times per year)
- Moderate (4–6 times per year)
- High (7–10 times per year)
- Very high (Above 10 times per year)

26. Select the average order fulfillment cycle time



- Less than a week
- 1–2 weeks
- 3–4 weeks
- More than a month.

Section F: General Assessment

27. Rate the overall impact of contracts management on supply chain efficiency in Uganda

- Very Positive
- Positive
- Neutral
- Negative
- Very Negative

28. Indicate the challenges faced in managing contracts for supply chain efficiency (tick all that apply):

- Inadequate contract management systems
- Limited staff capacity
- Delays in contract approvals
- Poor supplier performance
- Lack of compliance monitoring
- Budget constraints
- Other: _____

Thank You for Your Participation.

Would you like to receive a summary of the findings?

- Yes (Please provide email: _____)
- No

Date: _____

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