

**PROCUREMENT PLANNING AND CONTRACT PERFORMANCE IN LOCAL
GOVERNMENT CASE STUDY OF NAKAPIRIPIRITI DISTRICT LOCAL
GOVERNMENT**

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**UGANDA CHRISTIAN
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DECLARATION

I Adyaka Teddy declare that the content of this research report is my original work and to the best of my knowledge this work has never been submitted anywhere for any award. It is done through my own efforts.

Signature:



Date: 31/07/2024

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APPROVAL

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

Signature:

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Date:31/07/2024

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DEDICATION

This research report is dedicated to my beloved parents, Mr. Iriama Mariko and Mrs. Pulukol Lucia. Their unwavering support, both emotionally and financially, has been the cornerstone of my academic journey. With immense gratitude, I acknowledge their sacrifices, encouragement, and steadfast belief in my potential. Their love and commitment have not only paid for my tuition but have also nurtured my dreams, driving me to strive for excellence. This work stands as a testament to their enduring dedication and the profound impact they have had on my life.

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LIST OF ABBREVIATIONS AND ACRONYMS

ARFPs	:	Automated Requests for Report
CAO	:	Chief Administrative Officer
CIPS	:	Chartered Institute of Procurement & Supply
COR	:	Contracting Officer Representative
PDU	:	Procurement and Disposal Unit
PP	:	Procurement Plan
PPDA	:	Public Procurement and Disposal of Public Assets
PPOA	:	Public Procurement Oversight Authority
RDT	:	Resource Dependence Theory
SPSS	:	Statistical Package for Social Sciences

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ABSTRACT

This research report was undertaken to examine procurement planning and contract performance in local governments. It was guided by three objectives; to find out the effect of supplier management on contract performance in Nakapiripirit district local government, to assess the effect of risk management on contract performance in Nakapiripirit district local government, to determine the effect of supplier selection on contract performance in Nakapiripirit district local government. The researcher used a sample size of 45 respondents and used questionnaires and interview guide to collect data and later the data was analyzed using the statistical package for social sciences (SPSS). Results of the first objective showed that supplier management has a significant effect on contract performance in Nakapiripirit district local government. Supported by the following responses; 80% were positive to the statement that the goal is to ensure that suppliers meet the buyer's expectations in terms of quality; 66.6% who were also the majority were positive to the statement that there is an improved relationship with suppliers; 62.3% who also constituted the majority were positive to the statement that the entity is in position *to* identify inefficient and unreliable suppliers quickly. Results of the second objective revealed that risk management has a significant effect on contract performance in Nakapiripirit district local government. Supported by the following responses; 66.7% of the respondents were positive to the statement that the team remains focused, 66.6% forming the majority were positive to the statement that there's better quality data for decision making, it can be observed that 64.5% were positive to the statement that budgets rely less on guesswork. Superiors should be proactive by addressing issues, challenges and problems as they arrive prevents them from festering into something more serious that is to say early and frank discussion and action that build trust and respect, regularly review the deliverables and performance where every contract manager wants to know that they are receiving the service they need and to the standard they expect.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of background to the study, statement of the problem, and purpose of the study, objectives, and research questions, scope of the study, significance of the study, conceptual framework.

1.1 Background of the study

This section comprises of historical background, theoretical, and conceptual background and contextual background as indicated below;

1.1.1 Historical back ground

Procurement planning and contract performance in local government have evolved significantly over time, with distinct regional and national perspectives in international, African, East African, Ugandan, and Nakapiripirit District contexts. Scholars and practitioners have conducted extensive research to understand the historical development of procurement practices and policies within each specific context.

Internationally, procurement planning and contract performance have gained significant attention due to their impact on public expenditure, transparency, and accountability. Scholars such as Chukwuemeka and Izuogu (2019) emphasize the importance of procurement planning as a strategic tool for achieving value for money and minimizing risks in public procurement. Furthermore, studies by Balunywa (2016) argue that contract performance evaluation mechanisms are crucial in enhancing service delivery, ensuring compliance with established standards, and mitigating corruption. The international perspective on procurement planning and contract performance has been shaped by global initiatives and frameworks. The United Nations and World Bank have played a pivotal role in promoting transparency, accountability, and efficiency in public procurement. According to World Bank (2016), effective procurement planning ensures that public funds are allocated efficiently, promoting fair competition, value for money, and transparency. Contract performance, on the other hand, refers to the ability of contractors to deliver the expected results within agreed timelines and budgets. The study will draw on international frameworks and benchmarks, such as the World Bank's Guidelines for Procurement Planning and Contract Management, to identify global best practices.

In an African context, procurement planning and contract performance have specific nuances and challenges. African countries face issues such as limited financial resources, inadequate capacity, and regulatory deficiencies, which can hinder effective procurement processes (Kiggundu, 2019). Institutions like the African Development Bank (AfDB) have acknowledged these challenges and stressed the need for robust procurement planning strategies and efficient contract management to enhance investments and the delivery of public goods (AfDB, 2018). In Africa, procurement planning and contract performance have been influenced by historical legacies, colonization, and post-colonial state-building processes. The African Union's Agenda 2063 emphasizes the need for sustainable development through effective and efficient procurement practices (AU, 2015). The African Development Bank has also championed procurement reforms, focusing on enhancing transparency and competitiveness across the continent (AfDB, 2013). These efforts recognize the importance of procurement in achieving good governance, poverty reduction, and economic growth.

Within the East African region, member states have made efforts to harmonize procurement laws and regulations to foster a conducive environment for procurement planning and contract performance. The East African Community (EAC) has developed the EAC Procurement Management Manual and EAC Public Procurement Policy Framework, aiming to streamline procurement practices and ensure uniform contract performance assessment (EAC, 2013). Scholars like Oyugi (2015) highlight the importance of knowledge sharing and capacity building initiatives to enhance procurement practices in the East African region. Furthermore, the East African Community (EAC) has been instrumental in harmonizing procurement policies and procedures. The EAC's Public Procurement and Disposal Act of 2006 provides a legal framework for procurement systems across member states, promoting fair competition, value for money, and integrity (EAC, 2006). The EAC's efforts aim to enhance regional integration and facilitate cross-border trade through efficient procurement practices.

The African Union's African Procurement Policy (2013) emphasizes the need for transparent, accountable, and efficient procurement processes. It recognizes the significance of procurement planning to ensure effective allocation of resources and contract performance to enhance service delivery. By examining the African perspective, this study will contribute to the growing body of knowledge on procurement governance in the region.

In Uganda, procurement planning and contract performance have undergone significant reforms. The Public Procurement and Disposal of Public Assets Act of 2003 established the regulatory framework for procurement processes (PPDA, 2003). The Government of Uganda

has also implemented electronic government procurement (e-GP) systems to enhance transparency and efficiency (Muyita, 2020). These reforms highlight the commitment of the Ugandan government to improve procurement practices and promote public accountability.

At the national level, Uganda has made significant progress in institutionalizing procurement planning and contract performance. The Public Procurement and Disposal of Public Assets Act of 2003 provides a legal framework for procurement planning and contract performance in Uganda (PPDA, 2003). Additionally, the government has established the Public Procurement and Disposal of Public Assets Authority (PPDA) as the regulatory body responsible for overseeing procurement activities and ensuring transparency (PPDA, n.d.). Studies by Tumwebaze (2020) emphasize the need to strengthen institutional capacity, improve regulatory frameworks, and enhance awareness among stakeholders to achieve better procurement planning outcomes and contract performance in Uganda.

At the local government level, Nakapiripirit District in Uganda has embarked on efforts to strengthen procurement planning and contract performance. The District Procurement and Disposal Unit (DPU) has continually been trained and capacitated to ensure compliance with procurement regulations (Nakapiripirit District, 2019). Additionally, the district has implemented procurement performance monitoring systems to track contract performance and address any shortcomings (Nakapiripirit District, 2021). These initiatives demonstrate a localized perspective on procurement planning and contract performance within the specific context of Nakapiripirit District.

In conclusion, this study on procurement planning and contract performance in local government provides a comprehensive understanding of these aspects from various perspectives. By examining the international, African, East African, Ugandan, and Nakapiripirit District Local Government contexts, the research aims to contribute valuable insights and recommendations that can inform policy formulation and improve procurement practices at different levels.

1.1.2 Theoretical background

The Resource-Based View (RBV) theory, developed by Barney in 1991, is fundamental in understanding procurement planning and contract performance in local governments. This theory emphasizes that organizations gain a competitive advantage through the strategic utilization of their internal resources, which are valuable, rare, inimitable, and non-substitutable (Barney, 1991). In the context of local governments, these resources include skilled personnel,

efficient processes, and robust procurement systems. Effective procurement planning relies heavily on these resources to ensure that projects are completed on time, within budget, and meet the required quality standards.

The RBV theory assumes that the internal resources of an organization are heterogeneous and immobile, which means that they differ from one organization to another and cannot be easily transferred. This assumption is critical as it highlights the unique capabilities of each local government in managing procurement processes. However, a key limitation of RBV is its inward focus, which may overlook external factors such as market dynamics and regulatory changes that can impact procurement planning and contract performance. Additionally, the theory does not adequately address the influence of inter-organizational relationships and external partnerships, which are often crucial in the public sector.

Within the RBV framework, variables such as the quality of procurement planning, the efficiency of contract management, and the performance outcomes of local government projects are closely interlinked. High-quality procurement planning involves thorough needs assessment, clear specification of requirements, and meticulous vendor selection processes. These factors directly influence contract performance, ensuring that projects are delivered as per the agreed terms and conditions. The theory posits that local governments with better-managed internal resources and processes are more likely to achieve superior contract performance, resulting in successful project outcomes (Barney, 1991). By focusing on internal strengths, local governments can mitigate common procurement challenges such as favoritism, overpricing, and substandard work, thus enhancing overall project success.

1.1.3 Conceptual background

Procurement planning is the process of identifying and defining the needs of an organization for goods, services, or works, and developing a strategy to acquire them effectively. This includes determining what to procure, how much to procure, when to procure, and from which sources (Thai, 2004). Effective procurement planning ensures that resources are used efficiently and that procurement activities are aligned with organizational goals.

Supplier management involves the systematic approach to evaluating, selecting, and developing the performance of suppliers to improve the efficiency and effectiveness of an organization's supply chain. This includes activities such as performance assessment, relationship building, and supplier development to ensure that suppliers meet or exceed

expectations in terms of quality, delivery, and cost (Cousins, Lamming, Lawson, & Squire, 2008).

Risk management in procurement refers to the process of identifying, assessing, and mitigating risks that could impact the procurement process and overall project outcomes. This includes risks related to supply chain disruptions, cost fluctuations, regulatory changes, and supplier reliability. Effective risk management ensures that potential issues are proactively addressed to minimize their impact (Knight, Harland, Telgen, Thai, Callender, & McKen, 2012).

Supplier selection is the process of evaluating and choosing suppliers based on a set of predetermined criteria such as price, quality, delivery performance, and reliability. This critical step in the procurement process ensures that the chosen suppliers can meet the organization's requirements and contribute to the overall success of the procurement objectives (De Boer, Labro, & Morlacchi, 2001).

Contract performance refers to the extent to which all parties involved in a contract meet their obligations and achieve the desired outcomes. This involves monitoring and managing contract terms, deliverables, timelines, and quality standards to ensure that the contractual agreement is fulfilled satisfactorily (Van Weele, 2010).

Effective contract monitoring is the continuous process of overseeing and evaluating the performance of a contract to ensure compliance with its terms and conditions. This includes tracking deliverables, assessing contractor performance, managing changes, and addressing any issues that arise during the contract period (Avery, 2009). Effective monitoring helps in identifying potential problems early and ensuring that the project remains on track.

Appropriate contract selection involves choosing the type of contract that best suits the nature of the procurement and the associated risks. This could range from fixed-price contracts to cost-reimbursable contracts, each having its own advantages and disadvantages depending on the specific circumstances of the procurement (Cox, 2007). Selecting the right type of contract helps in managing risks and ensuring successful project outcomes.

Adequate resource allocation refers to the process of ensuring that the necessary resources, including finances, personnel, and materials, are allocated effectively to support the procurement process and project execution. Proper allocation is crucial for meeting project timelines, maintaining quality standards, and achieving overall project goals (Kerzner, 2009).

1.1.4 Contextual background

Nakapiripirit District, located in the northeastern part of Uganda, was officially established in 2001 as part of the government's efforts to decentralize administrative functions and enhance local governance. The creation of the district was a strategic move aimed at improving public service delivery, fostering development, and addressing the unique socio-economic challenges faced by the communities in the Karamoja region. Prior to its establishment, Nakapiripirit was part of Moroto District, and its creation marked a significant milestone in bringing governance closer to the people.

The district is predominantly inhabited by the Karamojong, an indigenous pastoralist community known for their nomadic lifestyle and cattle rearing. This socio-cultural backdrop has significantly influenced the development priorities and governance approaches in the district. The local government has focused on addressing issues such as food security, access to water, education, healthcare, and infrastructure development, which are critical for the well-being of the residents.

1.2 Statement of the problem

Procurement planning and contract performance in local government settings, such as Nakapiripirit District Local Government, should follow a structured and transparent process. Effective procurement planning involves meticulous identification of needs, accurate budgeting, and strategic sourcing, ensuring that resources are allocated efficiently and projects are executed smoothly. Contract performance should be monitored rigorously, with clear metrics and accountability mechanisms in place to guarantee that all parties fulfill their obligations. This ideal scenario promotes value for money, enhances service delivery, and fosters public trust in government operations (Thai, 2009).

Procurement planning in Nakapiripirit District Local Government is frequently marred by inadequate needs assessment, leading to procurement of unnecessary or substandard goods and services. Budgetary constraints and delays in fund disbursement further complicate the process, causing interruptions in project timelines. Additionally, the lack of capacity and expertise among procurement staff results in poor contract management and oversight. These challenges are compounded by systemic issues such as corruption, favoritism, and political interference, which undermine the integrity of the procurement process (Basheka, 2008).

The consequences of these challenges are significant and far-reaching. Inefficient procurement planning and poor contract performance lead to wastage of public funds, delayed or incomplete

projects, and suboptimal service delivery, ultimately eroding public confidence in local government institutions. Projects such as infrastructure development, health services, and educational programs suffer from these inefficiencies, negatively impacting the socio-economic development of Nakapiripirit District. Addressing these issues requires a concerted effort to strengthen institutional frameworks, enhance staff capacity, and enforce strict anti-corruption measures to ensure that procurement processes are transparent, accountable, and effective (World Bank, 2017).

1.3 Purpose of the study

To examine procurement planning and contract performance in local government a case study of Nakapiripirit district local government.

1.4 Specific objectives

- i. To examine the effect of supplier management on contract performance in local government a case study of Nakapiripirit district local government
- ii. To analyze the effect of risk management on contract performance in local government a case study of Nakapiripirit district local government
- iii. To investigate the effect of supplier selection on contract performance in local government a case study of Nakapiripirit district local government

1.5 Research questions

- i. What is the effect of supplier management on contract performance in local government a case study of Nakapiripirit district local government?
- ii. What is the effect of risk management on contract performance in local government a case study of Nakapiripirit district local government?
- iii. What is the effect of supplier selection on contract performance in local government a case study of Nakapiripirit district local government?

1.6 Scope of the study

1.6.1 Time scope

The period to be considered for the study was 3 years from 2020 to 2023 this is because during that period, Nakapiripirit district local government experienced high level of corruption, incompetence of procurement staff, lack of transparency, failure to adopt technology among others.

1.6.2 Content of the study

The study was limited to supplier management, risk management, supplier selection

1.6.3 Geographical Scope of the study

The study was carried out from Nakapiripirit District is located in the northeastern part of Uganda, and its local government headquarters are situated approximately 130 kilometers north of Mbale City. The journey from Mbale to Nakapiripirit involves traveling through a scenic route that traverses various terrains, including rolling hills and flat plains. Nakapiripirit lies within the Karamoja sub-region, known for its semi-arid climate and distinctive cultural heritage.

1.7 Significance of the study

The study on procurement planning and contract performance in Nakapiripirit District Local Government is crucial for several reasons, benefiting various groups including local government officials, policymakers, stakeholders, and academicians.

For local government officials, this study provides an in-depth analysis of current procurement practices and identifies specific areas where improvements can be made. By highlighting deficiencies and offering practical recommendations, the study equips officials with the knowledge and tools needed to enhance the efficiency and effectiveness of procurement processes. Improved procurement planning and contract performance can lead to better resource allocation, timely project completion, and overall enhanced service delivery, ultimately boosting public trust in local governance.

Policymakers stand to benefit significantly from the findings of this study as well. The research can inform the development and revision of procurement policies and regulations, ensuring they are aligned with best practices and the specific needs of Nakapiripirit District. By addressing systemic issues such as corruption, favoritism, and inadequate oversight, policymakers can create a more transparent and accountable procurement environment. This, in turn, can help foster a culture of integrity and accountability within the public sector, contributing to broader governance reforms.

Stakeholders, including contractors, suppliers, and the community at large, will also find value in this study. For contractors and suppliers, understanding the challenges and opportunities within the procurement system can help them navigate the process more effectively and improve their chances of securing contracts. The community benefits indirectly through the improved delivery of public services and infrastructure projects, which are more likely to be completed on time and within budget when procurement processes are streamlined and well-

managed. Enhanced contract performance can also lead to higher-quality outputs, directly impacting the well-being and development of the local population.

Academicians and researchers can leverage this study to advance the field of public procurement and governance. The research contributes to the existing body of knowledge by providing empirical data and insights specific to Nakapiripirit District. It opens up avenues for further studies, comparisons with other regions, and the development of theoretical frameworks that can be applied in similar contexts. Academicians can use the findings to teach and mentor future public administration professionals, ensuring that new entrants into the field are better equipped to handle procurement challenges.

1.8 Justification of the study

The justification for studying procurement planning and contract performance in local government, particularly Nakapiripirit District Local Government, is multifaceted. This research is essential for several reasons:

Accountability and transparency: Effective procurement planning and contract performance are vital for ensuring accountability and transparency in the utilization of public funds. By assessing the current practices in Nakapiripirit District Local Government, this study aims to identify areas for improvement and suggest strategies that enhance transparency and accountability in procurement processes.

Resource optimization: The efficient planning and management of procurement activities contribute to the optimal utilization of resources. By examining procurement planning practices in Nakapiripirit District Local Government, this research aims to identify areas where resource wastage may be minimized and greater cost-effectiveness may be achieved.

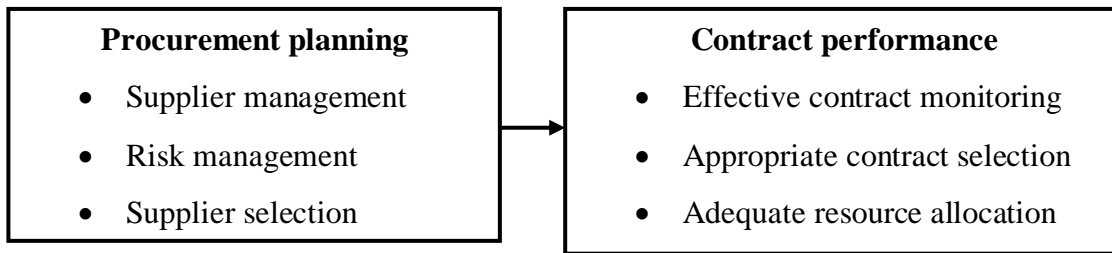
Compliance with regulations: Local government entities are bound by various legal and regulatory frameworks, such as the Public Procurement and Disposal of Public Assets Act (PPDA) of Uganda. This study will evaluate how well Nakapiripirit District Local Government adheres to these regulations and identify areas for improvement to ensure full compliance.

Service delivery improvement: Effective procurement planning and contract performance may greatly impact the quality and efficiency of service delivery in the local government. By examining the current practices and challenges in Nakapiripirit District Local Government, this study aims to propose measures that enhance service delivery and address any existing gaps or deficiencies.

1.9 Figure 1. Conceptual frame work

Independent variable

Dependent variable



Source: Researcher's conceptualization (2024)

With reference to figure 1 above indicates procurement planning as an independent variable involves key components like supplier management, risk management, and supplier selection, each playing a critical role in influencing contract performance. Effective supplier management ensures reliable and quality inputs, fostering a stable supply chain. Risk management anticipates and mitigates potential disruptions, ensuring continuity and reducing uncertainties. Supplier selection focuses on choosing vendors that offer the best value, quality, and reliability, directly impacting the efficiency and success of contract execution. Together, these elements create a robust procurement strategy that enhances contract performance by ensuring timely, cost-effective, and high-quality deliverables.

Contract performance, as a dependent variable, hinges on several critical factors: effective contract monitoring, appropriate contract selection, and adequate resource allocation. Effective contract monitoring ensures that all contractual obligations are met, deviations are promptly addressed, and project milestones are achieved, thereby maintaining the desired quality and timelines. Appropriate contract selection involves choosing contract types and terms that best align with project goals and risk profiles, optimizing outcomes. Adequate resource allocation guarantees that sufficient and appropriate resources be it manpower, materials, or finances are available and properly utilized throughout the contract lifecycle. Together, these elements drive successful contract execution, ensuring that objectives are met efficiently and satisfactorily.

1.9 Definitions of key terms

Procurement planning

Whitman (2014) defined procurement planning as the process used by companies or institutions to plan purchasing activities for a specific period of time, this is commonly completed during the budgeting process, and the primary concept of procurement planning is that advance planning will result in cost savings, more efficient business operations, and therefore increased profitability (Khemani, S. 2017).

Supplier management

Allan H, Martin, Y, (2015) intimated that supplier management is a process of several stages focusing on initiating and developing good working relationships with vendors. These vendors provide goods and services to organizations so they can operate daily. Vendor management helps organizations control costs, reduce risks related to vendors, ensure excellent service, and derive sufficient value from vendors (Allan H, Martin, Y, 2015).

Risk management

Nguyen, (2022) intimated that risk management is the process of mitigating risks to limit their impact on the health of a business. Business risk is any action or inaction that increases a business's exposure to factors that might reduce its revenue, cause it to fail, or damage its reputation. The goal of risk management is to ensure that the business and its employees act to reduce exposure to those factors (Baldry, D. 2019).

Strategic supplier selection

Trybus, M (2016) contends that supplier selection is the process by which firms identify, evaluate, and contract with suppliers. The supplier selection process deploys an enormous amount of a firm's financial resources and plays crucial role for the success of any organization. Supplier selection is common to all purchasers and is a critical element in the procurement ecosystem. It helps in structuring supplier bases and improving the overall efficiency of the supply chain. Supplier selection aims to ascertain the excellent supplier who proposes the best value for money of product or service (Trybus, M 2016).

Contract performance

Arrowsmith.J. (2017) stressed that Contract Performance refers to the purchase or sale of underlying assets by parties in futures contract or payment of the difference between the settlement price at the end of the day and the settlement price, the final settlement price according to the content of this terms and conditions and in accordance with the statute of the securities depository center. The contract performance phase is therefore of paramount importance as it helps to build public confidence in public procurement and provides the opportunity to implement quality assurance systems and accountability mechanisms.

Effective contract monitoring

Effective contract monitoring involves the continuous evaluation and assessment of supplier performance during the contract period. It includes tracking and measuring key performance indicators, conducting regular performance reviews, and identifying areas of improvement or

non-compliance (Lamming et al., 2014). Effective contract monitoring enables the local government to proactively manage risks, address issues promptly, and ensure contract obligations are met.

Appropriate contract selection

Appropriate contract selection entails choosing the most suitable contract type and structure to meet the specific needs and requirements of a local government. It involves considering factors such as the nature and complexity of goods or services, risk allocation, supplier capabilities, and contract duration (CIPS, 2016). The selection of an appropriate contract ensures clarity, fairness, and effective governance throughout the contract lifecycle.

Adequate resource allocation

Adequate resource allocation refers to providing the necessary funds, expertise, and support to effectively engage with suppliers and monitor contract performance. Local government should allocate sufficient resources to undertake supplier assessment, contract management, and contract monitoring activities (Rendon et al., 2017). Insufficient resource allocation can hinder effective supplier engagement, contract performance, and lead to suboptimal outcomes.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with the review of other researcher's literature or ideas which are similar or closely related to the topic of the study; this was conducted in relation to the specific objectives of the study.

2.1 Theoretical literature review

Resource Dependence Theory (RDT)

Resource Dependence Theory (RDT) Resource dependence theory (RDT) offers inter-firm governance as a strategic response to conditions of uncertainty and dependence between exchange partners (Heide 1994), building on social alternate theoretical perspective, RDT specializes in how some corporations end up reliant on others for needed resources along with items and substances, and the way companies can effectively manage such relationships (Jajja et al., 2017). The uneven interdependence that is present in such relationships is often considered vital for reduction of environmental uncertainty (Ketchen and Hult 2007). In the supply chain context, supply chain contributors often work collectively to acquire common goals and grow to be increasingly more dependent on each other, for that reason, RDT gives a dominant explanatory energy on this context. Several authors speak implications of this principle for key elements of supply chain control (Crook and Combs 2007).

Public procurement and Disposal Act (2015) states that procurement planning in the public Sector is compulsory in order to ensure efficient procurement of goods, works and services. Those charged with public procurement responsibility must therefore ensure that procurement plans are prepared in line with those of their annual budgets and implemented. The Implementation of procurement plans must be monitored on a quarterly basis and adjustments made as necessary. Procurement planning is the responsibility of those charged with procurement responsibility of the organization. Procurement is a complex function of and requires participation of all actors. It is also important for all actors to cooperate and perform their roles for the success of the procurement function (Rosemary, J. B. 2017).

2.2 Empirical literature review

2.2.1 Effect of supplier management on contract performance

Larson (2018) postulated that vendor management refers to the process that empowers an organization to take appropriate measures for controlling cost, reducing potential risks related to vendors ensuring excellent service delivery and delivering value from vendors in the long run. This includes researching about the best suitable vendors, sourcing and obtaining pricing information, gauging the quality of work, managing relationships in case of multiple vendors, evaluating performance by setting organizational standards and ensuring that payments are always made on time (Larson 2018). Some vendors may have different payments while some may adhere to industry standard terms. Figuring out the terms and ensuring that the payment is always made on time is one of the major issues especially while dealing with multiple vendors at the same time (CIPS Australia. 2015).

Dobler, D. & Burt, D. (2017) intimated that before the vendor management process starts, it is crucial to identify and establish business goals that necessitate vendor involvement. This helps in understanding the requirements of every business unit and prevents duplication of efforts and wastage of resources in terms of selecting and contracting with vendors. It also helps in the later stages of measuring and evaluating vendor performance as these goals establish appropriate metrics. After the business goals are recognized, the next step should be skilled in identifying business goals and key performance indicators for vendor management term. The centralized team should be skilled in identifying business goals for vendor management, selecting relevant vendors, negotiating the contracting process, periodically assessing the performance of vendors and tracking all transactions activities (Dobler, D. & Burt, D. 2017).

Elsy.R.D. (2019) denoted that the vendors are evaluated based on the selection criteria and, if applicable, the bidding process. The submitted reports need to be thoroughly assessed to understand the pricing structure, scope of work and how the requirements will be met, the terms and conditions, expiry and renewal dates. This will ensure that your organization is deriving the maximum value from the vendor. The contracting stage is assigned to the legal and finance team and the senior management involved with the vendors. The rest of the business units receive the contract and engage with the vendors after the finalization process (Elsy.R.D. 2019). This tends to be sub-optimal in the long run the business units are the ones finally collaborating with the vendors on a day-to-day basis (Elsy.R.D. 2019).

Robert L. Cardy (2017) insinuated that while engaging with vendors, it's necessary to clearly define the business goals of the organizations and expectations from vendors. Let the vendors know what the current and future requirements are and how they align with organization's objectives. It will enable the entity and vendors to be on the same page and ultimately collaborate better even in the long run. It helps to set the benchmarks, reduces risks related to vendor performance and compliance, and to evaluate the vendors. Given the set of goals and expectations, it is important to set deadlines that can be met realistically by the vendors. Setting impossible deadlines not only impedes vendor performance and value creation but it also increases risk and prevents meaningful collaboration (Robert L. Cardy 2017).

Helmsing, A. (2015) stressed that there are multiple types of risks surrounding vendor management financial, payment, operational, compliance and data security to name a few. The vendor needs to periodically identify all vendor related risks at every step of the vendor management process, assess its impact based on risk appetite and plan mitigation measures. The threats that pose as risks are continuously changing ensure that the vendor is monitoring the internal and external environment of the organization and assess the controls that are in place, their effectiveness and update them as required (Helmsing, A. 2015). This level of due diligence helps in minimizing vendor related risks and ensures vendor performance is able to satisfy all requirements (Helmsing, A. 2015).

Whitman, J. R. (2018) intimated that organizations execute their vendor management plans efficiently and focus on a vendor's strengths to realize mutual value. You can aim to implement the plan to achieve set goals and targets. This strategy can result in a wider selection of vendors, as it's likely they may want to work with an organization that has an efficient vendor management process. Like organizations referring others to vendors, the vendors themselves might also discuss their experience working with organizations, whether positive or negative. Establishing an effective management plan can help ensure that vendors have a positive experience working with the organization, ultimately leading to other collaborations. The team might assign a performance value, which is how well they think the vendor performs each requirement. If the team disagrees about performance values, you can gather all members' values and use the average (Whitman, J. R. 2018).

Johan, N. (2016) affirmed that keeping an up-to-date supplier log in the vendor management system allows you to track vendor performance and compare it to the performance stated in the contract. This step helps ensure the supplier meets the organization's standards and adheres to

its requirements. Reviewing the tracked performance data can help you discover areas of improvement and provide the vendor with clear expectations that enhance their performance. Building relationships with vendors and managing the vendor processes establishes loyalty between the organization and the suppliers. It's crucial that both parties trust each other when conducting business, which they can only achieve through continuous collaboration. Establishing loyalty can reduce vendor turnover and help keep great vendors around for an extended period, increasing the likelihood of negotiating good deals (Johan, N. 2016).

Jones, D.S. (2019) noted that Effective vendor management builds good relationships with vendors, which may improve your ability to negotiate rates and provide you with access to specific discounts. Also, vendor management gives you a better overview of the vendor's actions. This can help you identify unnecessary items that financially impact the organization. Then, you can choose to reduce or cut these services to save money. Vendor management can help track suppliers and offer data about vendor risks. This can help you reduce exposure to these risks or choose a different vendor altogether. Vendor management also makes it easy to track performance, verify vendor certifications and qualifications, and possibly get an idea of a vendor's financial status to protect the organization (Jones, D.S. 2019).

Kabaj, O. (2017) stresses that vendor management allows the entity to keep all critical vendor information and scheduling in one place. For example, the organization might create specific files for each vendor that includes information, such as related costs, goods purchased, and delivery dates. Being organized can decrease the time spent looking for the necessary information in multiple locations. The organization's brand is an essential part of its success. It's crucial that each vendor positively contributes to the brand. The organization might aim to discover ethical and professional vendors to protect the brand further. Vendor management programs can help you evaluate a vendor's ethics, including environmental and social. For example, if the vendor assists controversial organizations, you might reconsider working with them. This evaluation can protect you from serious incidents that may occur because of a vendor's actions (Kabaj, O. 2017).

Kearns, K. P. (2016) acknowledges that vendor management helps organizations control costs, reduce risks related to vendors, ensure excellent service, and derive sufficient value from vendors. Consistent vendor management empowers businesses to improve transparency, mitigate risks by ensuring compliance is up to date, and save money by maximizing the benefits of full modernization (Kearns, K. P. 2016). Utilizing modernized automated technology,

businesses can track real-time compliance, capitalizing on administrative efficiencies, streamlined communication, and automated requests for report (RFPs) throughout the vendor management process (Kearns, K. P. 2016).

Kenneth L, (2020) opined that Consistent vendor management empowers businesses to improve transparency, mitigate risks by ensuring compliance is up to date, and save money by maximizing the benefits of full modernization. Some vendor management software enables businesses to locate compliance policy deficiencies in real time, flagging overdue expirations or insufficient insurance limits as they occur, and responding with specific renewal or email notices reflecting deficient policies. A modernized approach to compliance correction, such automation takes human error out of the equation, easily bringing wayward vendors back into compliance. Good vendors are hard to come by. With effective supplier management, the organization can ensure efficiencies that lead to smooth processes, which can help you build the loyalty you need to keep your great suppliers as part of your supply chain for the long term (Kenneth L, 2020).

Kleiman, L. S. (2018) asserted that vendor management plays a crucial role in the success of large projects that are complex. The buyer-supplier relationship is one that needs to be worked out for things to happen in the way the buyer wanted to happen. For complex and long-term IT projects, one needs to be working towards long-term business relationship that is mutually beneficial. Otherwise, it will have a negative impact that adversely affects the functioning of the banks. Vendor management is a term that describes the processes organizations use to manage their suppliers, who are also known as vendors. Vendor management includes activities such as selecting vendors, negotiating contracts, controlling costs, reducing vendor-related risks and ensuring service delivery. Vendor managers facilitate and maintain relationships between your organization and vendors/partners, negotiating contracts, creating standards for the vendors, and finding the best available vendors (Kleiman, L. S. 2018).

2.2.2 Effect of risk management on contract performance

Rotich, L. M. (2019) intimated that risk management is the process of mitigating risks to limit their impact on the health of a business. Business risk is any action or inaction that increases a business's exposure to factors that might reduce its revenue, cause it to fail, or damage its reputation. The goal of risk management is to ensure that the business and its employees act to reduce exposure to those factors. Every decision-maker in a business performs some type of risk management; in fact, you might define decision-making as the process of weighing up

risks and benefits to discover the most beneficial and least risky course of action. However, ad-hoc risk management is unlikely to contribute consistently to the business's objectives. While many individuals manage risk in a limited domain, a coherent framework helps them to do so systematically in a way that accord with the business's risk management policies and the regulatory environment in which it operate (Rotich, L. M. (2019).

According to Freeman, (2014), the identification of risk normally starts before the project is initiated, and the number of risks increase as the project matures through the lifecycle. When a risk is identified, it's first assessed to ascertain the probability of occurring, the degree of impact to the schedule, scope, cost, and quality, and then prioritized. Risk events may impact only one or while others may impact the project in multiple impact categories. The probability of occurrence, number of categories impacted and the degree (high, medium, low) to which they impact the project will be the basis for assigning the risk priority. All identifiable risks should be entered into a risk register and documented as a risk statement. The first is mitigation steps that can be taken to lessen the probability of the event occurring. The second is a contingency plan, or a series of activities that should take place either prior to (Freeman, 2014).

Schrand, (2007) contends that the resources available for managing risk are finite and so the aim is to achieve an optimum response to risk, prioritized in accordance with an evaluation of the risks. Risk is unavoidable, and every organization needs to take action to manage risk in a way which it can justify to a level which is tolerable. The amount of risk which is judged to be tolerable and justifiable is the risk appetite. Every organization functions within an environment which both influences the risks faced and provides a context within which risk has to be managed (Schrand, 2007).

Eccles, (2011) affirmed that risk management helps projects and organizations and at the same time prevents the loss of resources. It provides potentially profitable returns on investments for the organizational management, project management, project stakeholders, and team members. Here help is given as an entity get to where it wants to go and avoid unforeseen circumstances along the way. According to Dorfman (2007), ensuring that an organization makes cost effective use of risk management first involves creating an approach built up of well-defined risk management and then embedding them. These risk management include financial risks management, operational risk management, governance risk management, and strategic risk management (Eccles, 2011).

Al-Mazrooei (2007) says that risk identification is the initial stage of risk management. For the implementation of risk management in an organization, the first step is to study risks and their impact on management practices. Risk identification is a very important step in risk management. The responsibilities must then be assigned to departments to identify specific risks. In foreign exchange risks, the interest rate risks are the core function of the financial department. Therefore it is vital that the risk management function is firmly entrenched throughout the whole corporation; i.e. the parent company while, the branches to have identify and analyze risks and monitor and control these risks as well. There are various approaches for risk identification, for example, through visualization analysis or risk mapping (Quach, H. 2006).

Tchankova, L. (2002) intimated that in order to manage risks effectively, Institutions have to know what risks they are faced with. The risk identification process should cover all risks, regardless of whether or not such risks are within the direct control of the Institution. Institutions should adopt a rigorous and on-going process of risk identification that also includes mechanisms to identify new and emerging risks timorously. Risk identification should be inclusive, not overly rely on the inputs of a few senior officials and should also draw as much as possible on unbiased independent sources, including the perspectives of important stakeholders. Risk workshops and interviews are useful for identifying, filtering and screening risks but it is important that these judgment-based techniques be supplemented by more robust and sophisticated methods where possible, including quantitative techniques (Tchankova, L. 2002).

Faulkender, M. (2005) postulated that risk management comprises activities of risk identification, risk assessment, planning for newly identified risks, monitoring trigger conditions and contingency plans, and risk reporting on a regular basis. Project status reporting contains a section on risk management, where new risks are presented along with any status changes of existing risks. Some risk attributes, such as probability and impact, could change during the life of a project and this should be reported as well. As project activities are conducted and completed, risk factors and events will be monitored to determine if in fact trigger events have occurred that would indicate the risk is now a reality. Based on trigger events that has been documented during the risk analysis and mitigation processes (Faulkender, M. 2005).

Deloitte (2012) opined that risk identification is important as it ensures that the risk management function is established throughout the whole corporation and risk identification helps to sort risk according to their importance. The risk identification assists the management to develop risk management strategy to allocate resources efficiently. By risk identification the organization is able to study activities and places where its resources are exposed to risks. Auditors have a role to continuously identify the risks in the organization, investigating the problem of risk identification calls for risk identification as a continuous process and continuous seeking of new risk. Trieschmann (2004) indicate that risk identification is the first stage of risk management. They assert that correct risk identification ensures risk management effectiveness such that, if risk managers do not succeed in identifying all possible losses or gains that challenge the organization, then these non-identified risks (Deloitte 2012).

Dan S. Cohen (2015) stressed that managing risk can be done in several ways such as contingency planning, using existing assets or making an investment in new resources. The levels of the risks can be classified into extreme: an extreme risk requires immediate action as the potential could be devastating to the enterprise; high: a high level of risk requires action, as it has the potential to be damaging to the enterprise; moderate: allocate specific responsibility to a moderate risk and implement monitoring or response procedures; and low: can manage a low level of risk with routine procedures. The potential of an identified risk can be estimated by the effect it has on financial and other resources (Forbes, K.J. 2002).

Sekaran, U. (2016) contends that good risk management practices lead to the elimination of costly lower-tail outcomes and reduce the costs of bankruptcy which follows a prolonged period of financial distress. These bankruptcy costs include direct administration costs, the reduced expected present value of the firm, decreases in efficiency due to lowered employee morale, expected difficulties when operations are resumed and less focus on more profitable company areas due to the monopolization of management's attention on rectifying the bankruptcy issues immediately (Stulz, 1996; Ramos, 2000). Further, firms experiencing financial distress are likely to lose the support of customers, suppliers and investors, with a consequential negative impact on profitability (Sekaran, U. 2016).

Dougherty, (2019) opined that risk management can add value through the prevention of the corporate underinvestment problem. A potentially significant cost of financial distress stems

from the tendency of financially troubled firms to scale back on or delay new investments to preserve limited internal funds. Such firms also experience grave difficulty in accessing external capital for investment purposes. Thus, firms can create value by establishing risk management programs which guarantee they have adequate funds or access to capital for the implementation of value-enhancing projects (Servaes et al., 2009). Risk management helps an organization to meet its objectives, such as reduction in the volatility of cash flow, protection of earnings against fluctuations, and minimization of foreign exchange losses (Fatemi and Glaum, 2000). Schroeck (2002) proposes that ensuring best practices through efficient risk management result in increased earnings (Dougherty, 2019).

Pope, J.(2016) intimated that poor risk management could jeopardize the company's relationship with its stakeholders. Company's day to day operations are related with its customers, suppliers and other partners. They all are external and the company has little control on them. The failure in risk management could severely affect the perception of these important elements. This results in higher contractual costs with its stakeholders. Suppliers and customers may engage in negative bargaining process in every transaction that could ultimately increase transaction costs with them. Companies need to give appropriate concern for improving risk management system in order to satisfy their counterparts such as customers and suppliers thereby, a fair and win-win commercial engagement could be reached with all company's counterparts (Pope, J.2016).

2.2.3 Effect of supplier selection on contract performance

Lawal, S. (2017) postulated that supplier selection is the process of choosing which prospective vendor or supplier should an organization get into business with. One of the primary goals of supplier selection is to establish a mutually-beneficial business-to-business relationship with a reliable supplier that provides the most value for money. Supplier selection is an important process that sets a foundation for a long-term business-to-business partnership with suppliers that can greatly contribute to the success or failure of a business. Guaranteeing supplier quality also makes for an agile supply chain for your business where disruption is at least minimized, if not totally eliminated. Done right, supplier selection can help bring about the most value for money for a business or a commissioning plan that aims to maximize its resources and efficiently operate in order to optimize profitably (Lawal, S. 2017).

Lloyd, R. E. (2019) intimated that the supplier selection process culminates in a contract between the buyer and one or more suppliers. The information received from suppliers via the

requests ultimately must be translated into formal contractual terms before contracting can occur. A contract with a supplier specifies what the supplier should do and how they will be paid by the buyer. At the highest possible level, contract terms relate to either monetary transfers (payment terms) or how the contract will be executed (non-payment terms). Contracts can specify any number of payment and non-payment arrangements. A few common ones are listed here to provide the reader with a sense of what types of contract terms the buyer might consider during negotiations and when making a contract award decision. It is also possible that the buyer can utilize neither competition nor take-it-or-leave-it offers. Instead, the buyer and a single supplier might bargain in some general and unstructured way (Lloyd, R. E. 2019).

Mamiro, R. G. (2018) affirmed that supplier selection is determining from whom and how much the required raw materials, semi-products and other materials will be bought (Ecer and Küçük, 2008). The purpose of supplier selection is to determine suppliers with a high potential who can meet the needs of a business continually with an acceptable cost (Yang et al., 2008: 1481). The decision for supplier selection should always be based on reasonable criteria determined by businesses. Under normal circumstances, this decision is about how well the supplier can meet the criteria that influence the supply chain success such as quality, amount of product, cost, terms of delivery and service standard, which are demanded by the business (Yalçın, 2013).

According to Aggrey (2017), supplier selection can be a tool that provides useful information for potential efficiency gains and enhanced competitiveness, at existing levels of resources and technology. The recent trends indicate inadequate or poor procurement function performances. The procurement function has not delivered its key objectives. This implies that achieving the value of procurement function is yet to be realized. According to Amaratunga and Baldry (2002) although the benefits of suppliers are well documented, there are inadequate practices by procurement managers to strategically include supplier selection as main approach to performance improvement (Martin C, 2015).

Zeithaml , (2016) asserts that experts agree that no best way exists to evaluate and select suppliers, and thus organizations use a variety of approaches. The overall objective of the supplier evaluation process is to reduce risk and maximize overall value to the purchaser. There is poor performance in relations to the successful value for money creation (Zeithaml 2016). The procurement has failed to enhance financial savings, reduction in costs while maximizing value of resource usage. An organization must select suppliers it can do business with over an

extended period of time. The industrial purchasing function remains amongst the most critical activities for ensuring the long-term viability of a firm. Pre-dating the rush to Internet commerce, companies have been pursuing improvements in purchasing function in order to improve their overall performance (Kinney 2019).

Gronroos T. (2017) asserted that the drive towards quality products and services delivery and procuring goods and services in a lawful and ethical manner which encourages participation and sustainable economic growth has been a challenge so far to most procurement officers (Artley, & Stroh, 2001). These outcomes are lacking savings capabilities that can benefit any organization. Apart from that, efforts of many public entities to enhance working effectively across public procurement sectors and organizations; ensuring effective contract and supplier management; communicating effectively and ensuring productive stakeholder and customer relations; ensure compliance with good procurement practice and continuously improving performance and innovation often bears no tangible gains. The desire to realize efficiency and effective use of public resources; ensuring fiscal stability that create an enabling environment for private sector led growth; and strengthens governance and transparency in the management of public finances is not often the outcome (Atkinson, 2016).

According to Astbrink & Tibben (2013), the supplier selection process deploys a tremendous amount of a firm's financial resources. In return, firms expect significant benefits from contracting with suppliers offering high value. This describes the typical steps of supplier selection processes, identifying suppliers, soliciting information from suppliers, setting contract terms, negotiating with suppliers, and evaluating suppliers (Kiama, 2014). Each step is important, how the steps are interrelated, and how the resulting complexity provides fertile ground for research (Astbrink & Tibben 2013). To avoid the dire outcomes of supplier nonperformance, buyers typically take proactive steps to verify a supplier's qualifications prior to awarding them a contract. The primary goal of supplier qualification screening is to reduce the likelihood of supplier non-performance, such as late delivery, non-delivery, or delivery of nonconforming faulty goods (Kiplagat, 2010).

Kumar V. (2019) denoted that supplier selection decisions are intricate due to the fact that multiple criteria must be considered in the decision-making process. Multi-criteria approach is used in selecting suppliers, although there are numerous criteria used in selecting suppliers depending on organizations, literature suggests that the most important are price, delivery, and quality. Supplier selection has become one of the fastest growing areas of management

especially in the last few years. To survive in the intensely competitive global economy, it is often critically important to not only develop existing suppliers but also to discover new suppliers. Although study in this area started in 1960s, it is in the 90s that scholars gained much interest in the area of supplier selection. With heightened global competition that has reduced the profit margins of most companies, cost cutting has become the option and is being focused in logistics which has become the single largest and most important activity of most firms, both in the public and private sectors (Kumar V. 2019).

Mullins, F. Greene, S (2016) affirmed that Supplier selection is one of the most important and risky decisions that buying organizations make during the purchasing process. Accordingly, supplier selection decisions are characterized by rationality (Igarashi et al., 2017). Considering the fact that rational action is concerned with outcomes (Elster, 1989), our study suggests that the perceived benefits that the selected suppliers will provide buyers with the required goods and services depend on the good choices made by procurement professionals to choose the best suppliers and effective monitoring (Mullins, F. Greene, S 2016).

Neely, A. (2019) stresses that supplier selection is a vital activity in procurement and supply chain management this is because successful supplier selection can have a great effect on organization performance (Taherdoost and Brard, 2019). There is a strand of literature that links cost reduction as a measure of performance. The study's premise is on the fact that supplier selection may be necessary for procurement cost reduction. Efficiency has been associated with the outcome of cost reduction and can be used as a procurement performance measure. Supplier selection criteria are most commonly used when buying organizations decide to engage potential suppliers, and these suppliers play a significant role in enhancing procurement performance. Thus, studying the role of supplier selection in the public procurement context is necessary. Although there is no universally accepted criterion for supplier selection, it should be used in accordance with the situation (Taherdoost and Brard, 2019).

Nwabuzor L, (2015) intimated that after the prequalification of suppliers through supplier evaluation, improvement in procurement performance is expected. However, it puzzling to note that buyer supplier relationship does not last any longer, suppliers are in most cases conventionally selected on the basis of low price and less importance is given to the suppliers who give assurance of on time delivery and long-term relationships (OECD, 2007). Numerous examples illustrate how the supplier selection process has become an essential element of the

governance of many components of the public sector, one which fuels the dissemination of many innovations. For several years, the French Air Force has outsourced security control at the entry to its bases, for several years. The choice of companies providing this control has clearly generated a long and costly process to choose the company that is best qualified to protect the bases from terrorist attacks (Nwabuzor L, 2015).

Edvardsson J. (2016) acknowledges the influence of supplier selection by public institutions has been quite a mystery among local suppliers. Few know the attributes the institutions look out for in suppliers and consequently fail to bid for contracts from government. All through, the procurement process, supplier selection is perceived to be riddled with secrecy and favoritism, (Bonhestaut, 2008). Certainly, this not only complicates the realization of the government's stated objective of seeing increased participation of local suppliers and vendors in doing business with it hence spurring growth and employment opportunities (Edvardsson J. 2016).

2.4 Contract performance

Contract performance in public procurement has garnered significant attention in recent years, with scholars examining various factors that influence successful project delivery. According to Rendon and Rendon (2016), effective contract management is critical for achieving desired project outcomes. Their study emphasizes the importance of clear contract specifications, regular monitoring, and the competence of procurement professionals in managing contracts. Similarly, Piga and Tatrai (2015) argue that the performance of public contracts is heavily influenced by the initial procurement planning phase. They highlight that thorough needs assessment, realistic budgeting, and strategic sourcing are foundational to successful contract execution.

Recent studies have also explored the impact of institutional and systemic factors on contract performance. Basheka (2018) identifies corruption and political interference as major impediments to effective contract management in developing countries. His research suggests that strengthening anti-corruption measures and enhancing the transparency of procurement processes can significantly improve contract outcomes. Additionally, Leong and Liu (2017) discuss the role of technology in enhancing contract performance, noting that the adoption of e-procurement systems can lead to more efficient and transparent procurement practices, thereby reducing the risk of delays and cost overruns.

Moreover, the literature highlights the significance of stakeholder engagement in contract performance. According to Ahsan and Gunawan (2019), involving stakeholders throughout the contract lifecycle can lead to better alignment of project objectives and stakeholder expectations. They argue that active stakeholder participation in the planning, execution, and evaluation stages of contracts can enhance accountability and ensure that projects meet the needs of the community. This is supported by the findings of Alzahrani and Emsley (2015), who report that stakeholder involvement contributes to improved project outcomes by fostering a collaborative environment and facilitating problem-solving during the contract execution phase.

A significant body of literature emphasizes that several factors contribute to contract performance. Firstly, relational factors have received considerable attention. Studies by Smith et al. (2016) indicate that trust and commitment among contracting parties significantly influence contract performance. Similarly, Jones and Wang (2018) argue that effective communication and collaboration promote better contract performance. Additionally, cultural diversity between parties may impact performance outcomes, as discussed by Johnston and Harrison (2017). Furthermore, organizational factors have been recognized as essential determinants of contract performance. In a study by Lee and Park (2019), the authors suggest that effective governance mechanisms such as clear performance indicators and performance-based rewards positively affect contract performance. Similarly, Hsu et al. (2015) highlight the importance of organizational capabilities and resources in achieving superior contract performance. Finally, risk management strategies, as explored by Cruz et al. (2021), can mitigate potential risks that may affect contractual outcomes.

The performance of contracts is a critical aspect of business operations, as it determines the success or failure of a project or partnership. Numerous studies have examined factors that influence contract performance, such as communication, relationship quality, and trust. In their study, Mitrega and Pedersen (2014) found that effective communication positively impacts contract performance by enhancing collaboration and addressing potential conflicts. Additionally, Li and Zhao (2016) conducted research on the role of relationship quality in contract performance and discovered that a good relationship between partners is essential for successful contract outcomes. Furthermore, trust has been identified as a crucial element in contract performance. Zahari et al. (2018) investigated the effect of trust on the performance of buyer-supplier relationships and concluded that higher levels of trust lead to enhanced contract performance.

Svensson and Shams (2015) highlighted the importance of risk management strategies in contracts by analyzing the impact of contractual and relational governance mechanisms on contract performance. Their study demonstrated that effective risk management practices significantly contribute to contract performance. Furthermore, contractual complexity has been found to influence contract performance.

Anderson and Agarwal (2018) investigated the effect of electronic contracts (e-contracts) on contract performance. Their research indicated that e-contracts have a positive influence on contract performance, as they increase contract transparency and reduce transaction costs. Similarly, block-chain technology has been recognized as a potential tool to enhance contract performance. Larrondo et al. (2020) examined the impact of block-chain in supply chain contracts and found that block-chain-enabled contracts can improve performance by enabling trust, security, and transparency.

One of the key areas investigated in contract performance research during the specified period is the identification of factors that influence performance. For example, Smith and Johnson (2016) found that clear and unambiguous contract terms positively affect contract performance, emphasizing the importance of effective communication and detailed contractual specifications. Additionally, Johnson et al. (2019) conducted a comprehensive study on contract design and found that various contract characteristics, such as incentives, penalties, and risk allocation, significantly impact performance outcomes. Moreover, highlighting the role of motivation and trust in contracts, Brown and Williams (2017) indicated that aligning the interests of parties involved through relational contracts can enhance performance.

Measuring contract performance accurately and objectively is a critical challenge faced in project management. Researchers have explored various measurement techniques during the specified period to overcome this challenge. For instance, Jones (2018) proposed the use of key performance indicators (KPIs) to evaluate contract performance by monitoring metrics such as cost adherence, schedule compliance, and quality outcomes. Additionally, Hsieh and Chen (2022) introduced the concept of performance benchmarking as a means to compare contract performance against industry or sector standards, enabling organizations to identify areas for improvement. Furthermore, Peterson and Lee (2015) introduced the balanced scorecard approach as a comprehensive performance measurement system that considers multiple dimensions, including financial, customer, internal process, and learning and growth perspectives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter consists of research design, study population, sample size, sources of data, data collection method, quality control methods, data analysis, ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The study was focuses on descriptive research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research approaches so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study involved a population of 51 respondents to represent the entire population of Nakapiripirit district local government of different departments who comprised of PDU staff and contract committee members, accountants, cashiers, Health officer, stakeholders, auditors, all were respondents from NDLG, Nakapiripirit District.

3.3 Sample size and Sampling procedures

3.4.1 Sample size determination

Sample size refers to the number of observations or data points included in a study or survey. It is a critical aspect of research design as it affects the reliability and validity of the study's findings.

According to Gray, Grove, and Sutherland (2023), determining an appropriate sample size is essential to ensure that the results are statistically significant and generalizable to the larger population.

Therefore from the sample size calculation above, the sample size was 45 respondents

Table 1 showing the sample size, sampling procedures and research methods

Respondents	Population	Sample size	Sampling procedures
Senior Procurement Officer	1	1	Purposive sampling
PDU staff and contract committee members	18	16	Simple random sampling
Chief-administrative officer	1	1	Purposive sampling
Accountant	1	1	convenience sampling
Cashier	4	3	convenience sampling
Health officer	1	1	purposive sampling
Auditors	1	1	Purposive sampling
Opinion leaders	24	21	Simple random sampling
Total	51	45	

Source: Nakapiripirit district local government (2024)

3.3.2 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure included:

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study used purposive sampling procedure targeting the key information with the experience of the chief administrative officer, Accountant, and Auditor.

Convenience sampling

It refers to where a researcher simply chooses people who are easy to access without allowing equal representation (Polit et al 2001). The researcher selected a sample by convenience of chief administrative officer. This is because the chief administrative officer was available by virtue of convenience to access him or her, and this sampling procedure offers the advantage of minimizing biasness at Nakapiripirit district.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can be abused. Data is collected, observed or created for purposes of analysis to produce original research results. These sources included secondary and primary data

3.4.1 Primary Data collection.

According to Deegasn and Unerman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum accessible to the public. Districts generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected primary data that is utilized by a person other than the one who collected the data. Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars'. secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is

because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool used to collect data (Dilworth 2018). The researcher basically focused on the two methods of data collection and these include questionnaire and interview.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire were used to collect information from the chief administrative officer, accountant's auditors from Nakapiripirit district where the researcher allowed the study respondents to fill the questionnaire in the study population. This was used to allow free responses from the respondents that were engaged in the depth views about the study questions. The closed ended questions include alternative answers for selection and also were used in getting required information about the study.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them. The interviewer must be very efficient and tactful to get accurate and relevant data from the informants with interviews like personal interview/ depth interview or telephone interview conducted as per the need of the study.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured.

3.6.2 Reliability

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964) using SPSS software were if the reliability test is closer to one.

3.7 Data Presentation and Analysis

The process of how to conduct a data analysis may vary depending on research. Nevertheless, the aim of the data analysis is to interpret data and draw meaning from it (Saunders et al., 2012). In order to answer the research questions presented in this thesis as well as formulate conclusions, a data analysis is a necessity. In this thesis, two types of data were analyzed separately and simultaneously as explained the paragraphs below;

3.7.1 Quantitative Data Analysis

The data from closed-ended questionnaires relating to contract management and procurement performance variables were checked for completeness and accuracy. The data that was collected was then be categorized, coded and then fed into Excel spread sheets and analyzed to examine the influence of contract management on procurement performance. Regression analysis was used to determine the influence of contract management on procurement performance.

3.7.2 Qualitative Data Analysis

This kind of data was interpreted by explanations and substantiated using open responses from the field (Mugenda and Mugenda, 2016). While analyzing qualitative data, conclusions were made under different themes and inter-related to ascertain the relationship between contract management and procurement performance.

3.8 Ethical Consideration.

Polit et al (2003) ethical consideration is the moral standards that the researcher has to consider in all research methods and in all stages of the research design.

The researcher respected the dignity of the respondents and treated the information given with uttermost confidentiality and for the research purpose only.

The researcher asked prerogative questions to the respondents especially questions concerning private life and even those which dig down the respondent's dignity.

Participants in a study were protected from an adverse situation. They were assured that information that is provided to the researcher and their participation would not to be used against them.

Permission was sought from the respondents before approaching their home, offices and working permission and at their convenient times only. Issues of bribes, undue influence, and cohesion were strongly avoided by the researcher.

Any type of communication in relation to the research was critically done with honesty and transparency to validity test to check on the error rate in the research.

3.9 Limitations of the study.

Time limitation may besides financial constrains prohibit me from getting into deep establishment given the intensity of research.

The researcher was faced with challenge of internet shortages in both café and wireless internet around town which causes delays in the start of the research.

The other limitation to this study was fear of respondents to disclose the correct information since they did not know the benefits of the research to them and this may lead to wrong conclusion drawn.

3.10 Chapter summery

A research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. Population is the total number of units from which data can be collected, a sample size as a proportion of a population, sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study, purposive sampling is where the sample is chosen due to their expertise on the problem under study, Simple random sampling is the procedures where by all respondents have equal chances of being selected, data is about raw facts which have not been processed and from which no meaningful interpretation can be abused, primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness

and inadequacy in terms of coverage necessitated that use of primary source for first data, secondary data is the Data that has previously been collected that is to say primary data that is utilized by a person other than the one who collected the data.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents the findings on procurement planning and contract performance in local governments. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

4.1 Findings on the general information about respondents.

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

4.1.1 Response rate.

The sample size of the population was 45, 45 questionnaires were designed and were wholly answered. This implies that the response rate was superlative.

4.1.2 Gender

Table 2 showing the Gender distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	30	66.7	66.7	66.7
Valid Females	15	33.3	33.3	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 2 above shows that out of the total sample for the study, 66.7% were male, while 33.3% were female. This implies that the views of males were more represented in the study findings than those of the females.

4.1.3 Age

Table 3 showing Age group of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30 years	15	33.3	33.3	33.3
31-40 years	19	42.2	42.2	75.5
Valid 41-50 years	10	22.3	22.3	97.8
Above 50 years	1	2.2	2.2	100.0
Total	45	100.0	100.0	

Source: Primary data (2024)

With reference to table 3 above indicates that 33.3% lie between the age of 20-30 years ,42.2% make it to the age of 31-40 years ,22.3% lie between the age of 41-50 years, and above the age of 50 years constituted 2.2%. This indicates that the majority of respondents were mature and the knowledge obtained from them was conducted. The employment of employees lie between the ages of 31-40 years at Nakapiripirit district local government is due to the fact that this is the most active group of persons that is required in the effective implementation of the operations of Nakapiripirit district local government thence guaranteeing the achievement of the district objectives.

4.1.4 Qualification.

Table 4 Showing academic qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	6	13.3	13.3	13.3
Certificate	6	13.3	13.3	26.6
Diploma	23	51.1	51.1	77.7
Degree	8	17.9	17.9	95.6
Masters	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 4 above shows that 13.3%, 13.3%, 51.1% ,17.9% and 4.4% correspond to secondary, certificate, diploma, degree, and masters respectively. This indicates that all people employed by Nakapiripirit district local government have attained certain level of education and knowledge. This is however, not surprising that the Nakapiripirit district local government is known for employing people who have attained such level of education and knowledge. Thus with good education level, the respondents were able to clearly understand and interpret questions and give appropriate responses.

4.1.5 Position

Table 5 Showing position level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Chief procurement officer	12	30.0	30.0	30.0
Procurement officer	19	47.5	47.5	77.5
Manager	8	20.0	20.0	97.5
Auditor	1	2.5	2.5	100.0
Total	45	100.0	100.0	

Source: Primary data (2024)

With reference to above table 5 shows that 30%, 47.5%, 20%, and 2.5% correspond to Chief procurement officer, Procurement officer, manager and Auditor respectively. It implies that the majority of the respondents who have worked at Nakapiripirit district local government fall at 47.5% that is to say accounts assistant, it also indicates that work in Nakapiripirit district local government is being done in accordance to the hierarchy that means that employees engage themselves in work with a view of doing the best since its being done according to levels.

4.1.6 Years of working

Table 6 showing years of working by respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	15	33.3	33.3	33.3
1-2 years	18	40.0	40.0	73.3
Above 3 years	12	26.7	26.7	100.0
Total	45	100.0	100.0	

Source: Primary data (2024)

Table 6 above shows that 33.3%, 40%, and 26.7%, correspond to less than 1 year, 1-2 years, and above 3 years respectively. This however implies that Nakapiripirit district local government employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.2.0 Research question one: Finding out the effect of supplier management on contract performance in Nakapiripirit district local government.

4.2.1 The goal is to ensure that suppliers meet the buyer's expectations in terms of quality

Table 7 Showing whether the goal is to ensure that suppliers meet the buyer's expectations in terms of quality.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	28	62.2	62.2	62.2
Agree	8	17.8	17.8	80.0
not sure	2	4.4	4.4	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 7 above indicates that 80% (62.2%, 17.8%) of the respondents were positive to the statement that the goal is to ensure that suppliers meet the buyer's expectations in terms of quality, 4.4% of the respondents were not sure to the statement while 15.6% (8.9%, 6.7%) of the respondents objected it however such findings were in accordance to Elsey.R.D. (2019) denoted that the goal is to ensure that suppliers meet the buyer's expectations in terms of quality hence implying that the goal is to ensure that suppliers meet the buyer's expectations in terms of quality.

4.2.2 You have improved quality and delivery of goods and services

Table 8 Showing whether respondents have improved quality and delivery of goods and services

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	10	22.2	22.2	22.2
Agree	9	20.0	20.0	42.2
not sure	3	6.7	6.7	48.9
Disagree	12	26.7	26.7	75.6
strongly disagree	11	24.4	24.4	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 8 above it can be seen that 42.2% (22.2%, 20%) of the respondents were positive to the statement that respondents have improved quality and delivery of goods and services, 51.1% (26.7%, 24.4%) were negative to the same statement while 6.7% of the respondents were not sure and such findings were in line with Helmsing, A. (2015) stressed that individuals have improved quality and delivery of goods and services there by indicating that respondents do not have improved quality and delivery of goods and services.

4.2.3 There is an improved relationship with suppliers

Table 9 Showing whether there is an improved relationship with suppliers

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	18	40.0	40.0	40.0
Agree	12	26.6	26.6	66.7
not sure	7	15.6	15.6	82.3
Disagree	3	6.6	6.6	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 9 above indicates that out of total sample of the study, 66.6% (40%, 26.6%) of the respondents were positive to the statement that there is an improved relationship with suppliers, and 15.6% were not sure while 17.7% (6.6%, 11.1%) were negative to the same statement. This implies that there is an improved relationship with suppliers.

4.2.4 The entity is in position to identify inefficient and unreliable suppliers quickly

Table 10 Showing whether the entity is in position to identify inefficient and unreliable suppliers quickly

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	46.7	46.7	46.7
Agree	7	15.6	15.6	62.3
not sure	10	22.2	22.2	84.5
Disagree	2	4.4	4.4	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 10 above it can be seen that the majority 62.3% (46.7%, 15.6%) of the respondents were positive to the statement that the entity is in position to identify inefficient and unreliable suppliers quickly and 22.2% were not sure while 15.5% (4.4%, 11.1%) of the respondents were opposed to the same statement. This is an indication that the entity is in position to identify inefficient and unreliable suppliers quickly.

4.2.5 You sometimes have service redundancy

Table 11 Showing whether respondents sometimes have service redundancy

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	20.0	20.0	20.0
Agree	1	2.2	2.2	22.2
not sure	11	24.4	24.4	46.6
Disagree	16	35.6	35.6	82.2
strongly disagree	8	17.8	17.8	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 11 above shows that out of total sample of the study, 22.2% (20%, 2.2%) of the respondents were positive to the statement that respondents sometimes have service redundancy, 24.4% were not sure, 53.4% (35.6%, 17.8%) were remonstrance to the same statement there by implying that respondents sometimes do not have service redundancy.

4.3.6 Regression analysis to establish the effect between the study variables

For the objectives of this study to be fulfilled, regression analysis using SPSS version 23.0 was undertaken in order to examine procurement planning and contract performance in local governments. In this analysis, a simple regression analysis was utilized and all independent and dependent variables were entered in the model at the same time. But for the regression analysis to give valid results some key assumptions have to be satisfied. In this analysis, Variance procurement planning Factor (VPPF) was used to ensure that the assumption of reasonable differences of the independent variables was satisfied. These were all below the threshold of 10. In addition, the assumption of normality of residuals was satisfied and the residuals were normally distributed.

4.3.7 Regression analysis for the effect of supplier management on contract performance in local government a case study of Nakapiripirit district local government

In order to address the first objective of the study, a regressive analysis was done to investigate the effect of supplier management on contract performance in local government a

case study of Nakapiripirit district local government. The results from analysis are presented in the model summary and coefficients tables below.

Table 4.11 Showing regression model summary and coefficients for the effect of supplier management on contract performance in local government a case study of Nakapiripirit district local government

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F-statistic
1	.332 ^a	.110	.096	.553	5.693

a. Predictors: (Constant), supplier management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	4.615	.301		.000
	supplier management	.153	.091	.132	.007

Dependent Variable: contract performance

Source: Primary data (2024)

From the table 4.11 showing the model summary statistics above, a p-value = 0.007 that is less than 5% level of significance indicates that supplier management positively (Beta=0.153) predicts the contract performance of Nakapiripirit district local government and effect is significant at p-value < 0.05. An adjusted R² of 0.096 implies that supplier management explains and predicts significantly 9.6% variations in contract performance of Nakapiripirit

district local government and the remaining 90.4% is explained by other factors. Basing on such findings, the researcher therefore concludes that supplier management significantly and positively affect contract performance of Nakapiripirit district local government.

4.3.0 Research question two: Finding out the effect of risk management on contract performance in Nakapiripirit district local government

4.3.1 The team remains focused

Table 12 Showing whether the team remains focused

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	48.9	48.9	48.9
Agree	8	17.8	17.8	66.7
not sure	2	4.4	4.4	71.1
Disagree	10	22.2	22.2	93.3
strongly disagree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 12 above it can be observed that 66.7%, (48.9%, 17.8%) of the respondents were positive to the statement that the team remains focused , 28.9% (22.2%, 6.7%) of the respondents were negative to the same statement while 4.4% were not sure. This was in line with Schrand, (2017) contends that the team remains focused. This implies that the team remains focused.

4.3.2 There's better quality data for decision making

Table 13 showing whether there's better quality data for decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	46.6	46.6	46.6
Agree	9	20.0	20.0	66.6
not sure	1	2.2	2.2	68.8
Disagree	7	15.6	15.6	84.4
strongly disagree	7	15.6	15.6	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 13 above ,it can be seen that that the majority 66.6%, (46.6%, 20%) of the respondents were positive to the statement that there's better quality data for decision making , and 2.2% of the respondents were not sure while 31.2% (15.6%, 15.6%) of the respondents were negative to the same statement however such findings were in accordance to Eccles, (2018) affirmed that there's better quality data for decision making there by indicating that there's better quality data for decision making.

4.3.3 Budgets rely less on guesswork

Table 14 showing whether budgets rely less on guesswork

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	17	37.8	37.8	37.8
Agree	12	26.7	26.7	64.5
not sure	4	8.9	8.9	73.4
Disagree	7	15.5	15.5	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 14 above it can be observed that 64.5% (37.8%, 26.7%) of the respondents had a positive response to the budgets rely less on guesswork, 26.6% (15.5%, 11.1%) were negative to the same statement while 8.9% were not sure. This implies that budgets rely less on guesswork.

4.3.4 The expectation of success is set.

Table 15 Showing whether the expectation of success is set.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	2	4.4	4.4	4.4
Agree	8	17.8	17.8	22.2
not sure	6	13.3	13.3	35.5
Disagree	16	35.6	35.6	71.1
strongly disagree	13	28.9	28.9	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 15 above indicates that out of total sample of the study, 22.2% (4.4%, 17.8%) of the respondents were positive to the statement that the expectation of success is set ,13.3% of the respondents were not sure while majority of the respondents 64.5% (35.6%, 28.9%) objected the same statement hence implying that the expectation of success is not set.

4.3.5 Escalations are clearer and easier

Table 16 showing whether escalations are clearer and easier

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	48.9	48.9	48.9
Agree	10	22.2	22.2	71.1
not sure	3	6.7	6.7	77.8
Disagree	4	8.9	8.9	86.7
strongly disagree	6	13.3	13.3	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 16 above indicates that the majority of the 71.1% (48.9%, 22.2%) of the respondents were positive to the statement that escalations are clearer and easier, and 6.7% of the respondents were not sure while 22.2% (8.9%, 13.3%) demurred to the same statement such findings were in line with Nassar, K. (2019) asserted that escalations are clearer and easier. This is an indication that the escalations are clearer and easier.

4.4.6 Regression Analysis for the effect of risk management on contract performance of Nakapiripirit district local government

For analysis of the effect of risk management on contract performance of Nakapiripirit district local government, the independent variable was conceptualized in terms of risk management and for the study to achieve its one of the objectives; risk management was regressed to assess its effect on contract performance. The results from analysis are presented in the model summary and coefficients tables below.

Table 4.17 Regression model summary and coefficients for the effect of risk management on contract performance of Nakapiripirit district local government

Model summary

Model	R	R Square	Adjusted R Square	F-Statistic	Std. Error of the Estimate
1	.304 ^a	.092	.077	9.421	.464

a. Predictors: (Constant), risk management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.892	.325		.000
	risk management	.224	.089	.304	.015

a. Dependent Variable: contract performance

Source: primary data, (2024)

From the tables 4.17 showing the model summary statistics above, a p-value = 0.015 that is less than 5% level of significance indicates that risk management positively (Beta=0.224) predicts the contract performance of Nakapiripirit district local government and effect is significant at p-value < 0.05. An adjusted R² of 0.077 implies that risk management explains and predicts significantly 7.7% variations in contract performance of Nakapiripirit district local government and the remaining 92.3% explained by other factors.

4.4.0 Research question three: Finding out the effect of supplier selection on contract performance in Nakapiripirit district local government.

4.4.1 You maximize overall value to the purchaser

Table 17 showing whether respondents maximize overall value to the purchaser

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	20	44.5	44.5	44.5
Agree	13	28.9	28.9	73.4
not sure	4	8.9	8.9	82.3
Disagree	3	6.7	6.7	89.0
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 17 above it can be seen that the majority 73.4% (44.5%, 28.9) of the respondents were positive to the statement that respondents maximize overall value to the purchaser, 17.8% (6.7%, 11.1%) were dissatisfied with the same statement while 8.9% of the respondents were not sure. This implies that respondents maximize overall value to the purchaser.

4.4.2 You develop closeness and long-term relationships between buyers and suppliers

The table 18 Showing whether respondents develop closeness and long-term relationships between buyers and suppliers

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	8	17.8	17.8	17.8
Agree	15	33.3	33.3	51.1
not sure	5	11.1	11.1	62.2
Disagree	13	28.9	28.9	91.1
strongly disagree	4	8.9	8.9	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 18 above shows that 51.1% (17.8%, 33.3%) of the respondents were positive to the statement that respondents develop closeness and long-term relationships between buyers and suppliers, 37.8% (28.9%, 8.9%) objected to the same statement while 11.1% of the respondents were not sure. **These findings were carried out by to Beitler, M. (2016),** opined that respondents develop closeness and long-term relationships between buyers and suppliers. This is an indication that respondents develop closeness and long-term relationships between buyers and suppliers.

4.4.3 You are able reduce purchase risk

Table 19 Showing whether respondents are able reduce purchase risk

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	14	31.1	31.1	31.1
Agree	11	24.4	24.4	55.5
not sure	6	13.4	13.4	68.9
Disagree	9	20.0	20.0	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 19 above shows that majority 55.5% (31.1%, 24.4%) of the respondents had a positive response to the statement that respondents are able reduce purchase risk, 13.4% of the respondents were not sure while 31.1% (20%, 11.1%) were negative to the same statement. This implies that respondents are able reduce purchase risk.

4.4.4 There is overly-optimistic belief in capabilities

Table 20 Showing whether there is overly-optimistic belief in capabilities

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	3	6.7	6.7	6.7
Agree	9	20.0	20.0	26.7
not sure	12	26.7	26.7	53.4
Disagree	16	35.5	35.5	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 20 above shows that out of total sample of the study 26.7% (6.7% ,20%) of the respondents had a positive response to the statement that there is overly-optimistic belief in capabilities, 26.7% of the respondents were not sure while 46.6% (35.5%, 11.1%) protested to the same statement. This is an indication that there is no overly-optimistic belief in capabilities.

4.4.5 There is lack of preparedness for dealing with supply chain disruptions

Table 21 Showing whether there is lack of preparedness for dealing with supply chain disruptions.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	19	42.2	42.2	42.2
Agree	12	26.7	26.7	68.9
not sure	1	2.2	2.2	71.1
Disagree	8	17.8	17.8	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 21 , it can be observed that the majority 68.9% (42.2%, 26.7%) of the respondents were positive to the statement that there is lack of preparedness for dealing with supply chain disruptions , 2.2% of the respondents were not sure while 28.9% (17.8%, 11.1) remonstrated to the same statement. This was in accordance to Alison and Dean (2017), assert that there is lack of preparedness for dealing with supply chain disruptions. This implies that there is lack of preparedness for dealing with supply chain disruptions.

4.5.6 Regression Analysis for the effect of supplier selection on contract performance of Nakapiripirit district local government

In order to analyze the effect of effect of supplier selection on contract performance of Nakapiripirit district local government, the independent variable was conceptualized in terms of supplier selection and for the study to achieve its objectives; regression analysis to assess its effect on contract performance was performed using SPSS. The results from analysis were presented in the model summary and coefficients tables below.

Table 4.23 Showing regression model summary and Coefficients for the effect of supplier selection on contract performance of Nakapiripirit district local government

Model Summary

Model	R	R Square	Adjusted R Square	F-Statistic	Std. Error of the Estimate
1	.194 ^a	.037	.021	8.642	.588

a. Predictors: (Constant), supplier selection

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.356	.374		.000
	supplier selection	.091	.100	.114	.169

a. Dependent Variable: contract performance

Source: primary data, (2024)

From the table 4.23 showing the model summary statistics above, a p-value = 0.169 that is more than 5% level of significance indicates that supplier selection (Beta=0.091) predicts and affects their contract performance of Nakapiripirit district local government. However, its effect is insignificant at p-value > 0.05. An adjusted R² of 0.021 implies that a tax policy explains 2.1% variations in contract performance of Nakapiripirit district local government. However, these variations are not significant in affecting competitiveness in supermarkets.

4.5 Contract performance

4.5.1 There is an opportunity to implement quality assurance systems and accountability mechanisms

Table 22 showing whether there is an opportunity to implement quality assurance systems and accountability mechanisms

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	28	62.2	62.2	62.2
Agree	8	17.8	17.8	80.0
not sure	2	4.4	4.4	84.4
Disagree	4	8.9	8.9	93.3
strongly disagree	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 22 above, it can be seen that 80% (62.2%, 17.8%) were positive to the statement that there is an opportunity to implement quality assurance systems and accountability mechanisms and 15.6% (8.9%, 6.7%) had a negative response to the same statement while 4.4% of the respondents were not sure. This implies that there is an opportunity to implement quality assurance systems and accountability mechanisms.

4.5.2 There is building of public confidence

Table 23 Showing whether there is building of public confidence

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	10	22.2	22.2	22.2
Agree	9	20.0	20.0	42.2
not sure	3	6.7	6.7	48.9
Disagree	12	26.7	26.7	75.6
strongly disagree	11	24.4	24.4	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 23 above, it can be seen that the majority of the respondents 42.2% (22.2%, 20%) were positive to the statement that **there is building of public confidence** while 51.1% (26.7%, 24.4%) were negative to the same statement however 6.7% of the respondents were not sure. These findings concur with the research carried out by Schein, (2011) opined that **there is building of public confidence**. This is an indication that **there is no building of public confidence**.

4.5.3 You identify potential problems early on

Table 24 Showing whether respondents identify potential problems early on

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	18	40.0	40.0	40.0
Agree	12	26.6	26.6	66.7
not sure	7	15.6	15.6	82.3
Disagree	3	6.6	6.6	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 24 above indicates that 66.6% (40%, 26.6%) were positive to the statement that respondents identify potential problems early on, 17.7% (6.6%, 11.1%) were negative to the same statement while 15.6% of the respondents were not sure. This is an indication that respondents identify potential problems early on.

4.5.4 There is improved control and enforcement of quality standards

Table 25 Showing whether there is improved control and enforcement of quality standards

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	46.7	46.7	46.7
Agree	7	15.6	15.6	62.3
not sure	10	22.2	22.2	84.5
Disagree	2	4.4	4.4	88.9
strongly disagree	5	11.1	11.1	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

With reference to table 25 above, it can be seen that 62.3% (46.7%, 15.6%) were positive to the statement that there is improved control and enforcement of quality standards, 15.5% (4.4%, 11.1%) were negative to the same statement while 22.2% of the respondents were not sure. This implies that there is improved control and enforcement of quality standards.

4.5.5 Each party to the contract is bound to perform promises according to the stipulated terms

Table 26 Showing whether each party to the contract is bound to perform promises according to the stipulated terms

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	20.0	20.0	20.0
Agree	1	2.2	2.2	22.2
not sure	11	24.4	24.4	46.6
Disagree	16	35.6	35.6	82.2
strongly disagree	8	17.8	17.8	100.0
Total	45	100.0	100.0	

Source: primary data (2024)

Table 26 above indicates that 22.2% (20%, 2.2%) of the respondents were positive to the statement that each party to the contract is bound to perform promises according to the stipulated terms, 53.4% (35.6%, 17.8%) were negative to the same statement forming the majority of the respondents while 24.4% of the respondents were not sure. This implies that each party to the contract is not bound to perform promises according to the stipulated terms.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

5.1 Summary of findings

The researcher provided a summary of findings in line with the objectives as follows;

5.1.1 Research Question one: Findings on the effect of supplier management on contract performance in Nakapiripirit district local government.

The study investigated into the effect of supplier management on contract performance in Nakapiripirit district local government. Results showed that most respondents were positive to the statements that they were asked. For example; majority of respondents constituting 80% were positive to the statement that the goal is to ensure that suppliers meet the buyer's expectations in terms of quality; 66.6% who were also the majority were positive to the statement that there is an improved relationship with suppliers; 62.3% who also constituted the majority were positive to the statement that the entity is in position *to* identify inefficient and unreliable suppliers quickly.

On the other hand, 51.1% constituting the majority were negative to statement that respondents have improved quality and delivery of goods and services, besides 53.4% were negative to the statement that respondents sometimes have service redundancy.

Basing on the above results, it can be concluded that supplier management has a significant effect on contract performance in Nakapiripirit district local government.

5.1.2 Research Question two: Findings on the effect of risk management on contract performance in Nakapiripirit district local government.

The study investigated into the effect of risk management on contract performance in Nakapiripirit district local government.

Majority of the respondents 66.7% of the respondents were positive to the statement that the team remains focused, 66.6% forming the majority were positive to the statement that there's better quality data for decision making, it can be observed that 64.5% were positive to the statement that budgets rely less on guesswork, and 71.1% were positive to the statement that

escalations are clearer and easier while 64.5% forming the majority were negative to the statement that the expectation of success is set. Basing on the above results, it can be concluded that risk management has a significant effect on contract performance in Nakapiripirit district local government.

5.1.3 Question three: Findings on the effect of supplier selection on contract performance in Nakapiripirit district local government.

The findings revealed that 73.4% forming the majority were positive to the statement that respondents maximize overall value to the purchaser, 51.1% were positive to the statement that respondents develop closeness and long-term relationships between buyers and suppliers, 55.5% had a positive response to the statement that respondents are able reduce purchase risk, and 68.9% had a positive response to the statement that there is lack of preparedness for dealing with supply chain disruptions. On the other hand, 46.6% forming the majority disagreed to the statement that there is overly-optimistic belief in capabilities.

Most responses were positive indicating that supplier selection has a significant effect on contract performance in Nakapiripirit district local government.

5. 3 Recommendations

Superiors should be proactive by addressing issues, challenges and problems as they arrive prevents them from festering into something more serious that is to say early and frank discussion and action that build trust and respect, regularly review the deliverables and performance where every contract manager wants to know that they are receiving the service they need and to the standard they expect. Performance review should be more than just an exercise in measurement it should be an exercise in continual improvement, establish the basis of the working relationship by setting the foundations for the relationship from the get-go. That means understanding the relationship you want before you even start the process. Then write a contract, engage the market, manage negotiations and undertake transition in a manner that reflects the intended working relationship

Management should be able to provide, automate and analyze vital information concerning major security risks identification, its proper management and implementation of risk treatment options. Managers should define the rules of the game will better assist your team in finding out all vulnerabilities and threat to the company's assets, assess the impact and likelihood of each combination, and calculate the level of risk in each warranted situation..

The organization should identify suitable suppliers as a key objective of any supplier selection process by taking into account factors such as suppliers delivery commitments, customer service, reliability and responsiveness, use the opportunity by creating a contract to negotiate with top suppliers while keeping other suppliers on the list of potentials. After the agreement is reached, a contract can be created and signed. In many cases, the purchase order is considered a contract, but companies can even have a contract and then create a purchase order, depending upon the complexity of the situation.

5.3 Conclusion

Basing on the results of the first objective, it can be concluded that supplier management has a significant effect on contract performance in Nakapiripirit district local government. Therefore should be enhanced by; being proactive by addressing issues, challenges and problems as they arrive prevents them from festering into something more serious that is to say early and frank discussion and action that build trust and respect, regularly reviewing the deliverables and performance where every contract manager wants to know that they are receiving the service they need and to the standard they expect. Performance review should be more than just an exercise in measurement it should be an exercise in continual improvement, establishing the basis of the working relationship by setting the foundations for the relationship from the get-go. That means understanding the relationship you want before you even start the process. Then write a contract, engage the market, manage negotiations and undertake transition in a manner that reflects the intended working relationship.

Basing on the results of the second objective, it can be concluded that risk management has a significant effect on contract performance in Nakapiripirit district local government. This can be enhanced by focusing on defining potential security incidents threatening organizations and avoiding such threats through effective prevention and treatment of risks, defining of what constitutes risk assessment within the organization, knowing the chain of command, including who to report to if there is a security incident, providing advice on reporting the security incident to regulators if it is required.

It can also be concluded basing on objective three that supplier selection has a significant effect on contract performance in Nakapiripirit district local government. This can be enhanced by identifying suitable suppliers as a key objective of any supplier selection process by taking into account factors such as suppliers delivery commitments, customer service, reliability and responsiveness, and business policies, determining supply performance,

creating a contract is perhaps one of the most crucial steps in any supplier selection process, ensure that the supplier of choice does not suffer from significant compliance issues since it can impact the productivity of the organization.

5.4 Areas for further research

Further research can be done on;

- i. Relationship between procurement planning and contract performance in local governments
- ii. Effect of vendor management on supply chain performance in private sectors
- iii. Impact of strategic supply section on procurement performance in corporative unions

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent,

I am Adyaka Teddy carrying out research on the topic; “procurement planning and contract performance in local governments” as a partial fulfillment for the award of bachelors degree of procurement and logistics management of Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

SECTION A: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

Male Female

2. Age of the respondent

21-30 years 31-40 years 41-50 years above 50 years

3. Academic qualification of respondents

Secondary Certificate Diploma Bachelors' Masters

4. Position held by the respondents

a) Chief procurement officer b) procurement officer c) Manager d) Auditor

5. Working years of respondents.

Less than 1 year b) 1-2 years c) 3 years and above

Section B: To find out the effect of supplier management on contract performance in Nakapiripirit district local government.

This section aims at finding out the effect of supplier management on contract performance in Nakapiripirit district local government. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree, 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.**

No	Statements	1	2	3	4	5
1	The goal is to ensure that suppliers meet the buyer's expectations in terms of quality.					
2	You have improved quality and delivery of goods and services					
3	There is an improved relationship with suppliers.					
4	The entity is in position to identify inefficient and unreliable suppliers quickly.					
5	You sometimes have service redundancy					

Section C: To assess the effect of risk management on contract performance in local government a case study of Nakapiripirit district local government

This section aims at assessing the effect of risk management on contract performance in local government a case study of Nakapiripirit district local government. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree, 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.**

No	Statement	1	2	3	4	5
1	The team remains focused.					
2	There's better quality data for decision making					
3	Budgets rely less on guesswork					
4	The expectation of success is set.					
5	Escalations are clearer and easier					

Section D: To determine the effect of supplier selection on contract performance in local government a case study of Nakapiripirit district local government

This section aims at determining the effect of supplier selection on contract performance in local government a case study of Nakapiripirit district local government. Please indicate your

opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= Strongly Agree; 3= Not Sure; 4= Disagree; 5= Strongly Disagree.**

No	Statements	1	2	3	4	5
1	You maximize overall value to the purchaser					
2	You develop closeness and long-term relationships between buyers and suppliers.					
3	You are able reduce purchase risk					
4	There is overly-optimistic belief in capabilities					
5	There is lack of preparedness for dealing with supply chain disruptions.					

Section E: CONTRACT PERFORMANCE

This section aims at establishing the indicators of contract performance in local government a case study of Nakapiripirit district local government. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	There is an opportunity to implement quality assurance systems and accountability mechanisms					
2	There is building of public confidence					
3	You identify potential problems early on					
4	There is improved control and enforcement of quality standards					
5	Each party to the contract is bound to perform promises according to the stipulated terms					

The sample size will determined using Krejcie and Morgan (1970) table as shown below;

Table 3.1


Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*Note: N is Population Size; S is Sample Size**Source: Krejcie & Morgan, 1970*

APPROVAL

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

Signature:  Date: 31/07/2024

CPA Dr. Chris Masakala

(UNIVERSITY SUPERVISOR)



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.

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CA

BUSINESS DEPARTMENT

To NAKAPIPIRIT DISTRICT
LOCAL GOVERNMENT.

Authorized to undertake research in the stated field

Dear Sir/Madam,

Re: Academic Research



Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss ADYAKA
Of Registration Number; S22/MUC/BPLM/001 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree

Bachelor's degree in procurement and Logistics management

He/ she is required to carry out an academic research on the topic
Procurement planning and Contract performance in local government, case study Nakapiripiri District local Government

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

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

Thank you.

Yours faithfully,


HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

