

**THE EFFECTIVENESS OF PROCUREMENT CONTRACT
TOWARDS ACHIEVING VALUE FOR MONEY IN
PROCUREMENT OF WORKS: THE CASE OF UNIVERSITY OF
DODOMA (UDOM)**

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ACHIEVING VALUE FOR MONEY IN PROCURMENT OF WORKS: THE
CASE OF UNIVERSITY OF DODOMA (UDOM)**

By

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A Dissertation Submitted in partial fulfillment of the Requirements for the Master
Degree of Science in Procurement and Supply Chain Management

2018

CERTIFICATION

The under designed certifies that he has read and hereby recommends for acceptance by the Mzumbe University a dissertation entitled: The Effectiveness of Procurement Contract Management toward achieving Value for Money in Procurement of Works: The case of Dodoma University.

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AND

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DEDICATION

This dissertation is especially dedicated to my beloved and special, father Brig. Joseph Chengelela, my beloved mother Priscilla Manyinda and my beloved brothers Bernardo Chengelela and EmekaChengelela as well as other family members for their love, support and aspiration.

ABBREVIATIONS

ANAO	Australian National Audit Office
BOQ	Bill of Quantity
CAG	Controller and Auditor General
PE's	Procuring Entity
PMU	Procurement Management Unity
PPA 2011	Public Procurement Act of 2011
PPRA	Public Procurement Regulatory Authority
SPSS	Statistical Package for Social Science
UDOM	University of Dodoma

ABSTRACT

This research study portraying that existence of value for money is the core principle in public procurement. This is especially needed to reduce non-discrimination in the respective procurement process. This is the necessary stage for resource efficient and effective use. This study focused on the effectiveness of the procurement contract towards the achievement of the value for money in the work procurement at the University of Dodoma. This study specifically addressed the procurement methods used in selection of contractors to fulfil the value for money, the contribution of effective contract management during procurement of works on the respective achievement of value for money and lastly it evaluated the challenges during managing procurement contract for work. Methodology: The quantitative and qualitative research study was conducted through the use of non-probability sampling technique. This allowed the use of purposive and conveniently sampling techniques to get the respondents into the study. This research study interviewed 10 respondents and 30 respondents were supplied with questionnaire.

These respondents were tender board members, accounting officer, contract manager, contract management team, as well as workers formed the PMU. The collected data were analysed by the use of SPSS as software for data analysis. Findings showed that, procurement methods used in selection of contractors reported about 43.3% to comply with procurement standard, 56.7% reported on the existence of transparency from user department, furthermore 60% formulation should take time in preparing.

The effective procurement contract management contributed about 0.86 (86.6%) on the achievement of value for money as explained by the adjusted R² of .849%. Stakeholders are proper aware on the procurement activities so as to attain the value for money. It is clear that public sector there are people who are able to hold the procurement contract of works as per Public Procurement Act of 2011 and Public Procurement Regulation of 2013. It has been recommended that transparency and trustful in the managing of procurement contract of works should meet the criteria in the tendering documents.

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CHAPTER ONE

INTRODUCTION

1.1 Background Information

Public procurement is generally composed the significant portion in various parts of the world, it contributes to economic development, depending on the way it is managed, it is recognized to affect the economies through realization of intended output. From this perspective it is important to note that development needs to be realized through strong and efficient public procurement. This is especially based on the related system of physical infrastructure to improve and promote contract based on the value for money (Mamiro, 2010).

Contract management in public sector is especially vital to rely on economic issues towards relating with value for money (Athumani, 2018). Value for money triggers the economies based on the existence procurement of works process to attain the intended outcome (Wami, 2009). Funds should be properly designed and allocated for the benefit of entire public. In most instances, attaining the value for money is increasingly challenging in most parts of the developing countries (Koksal, 2011). This has become a burden to decision makers based on the resources entrusted to them. The value for money is the system of procurement of works is especially very important phenomena. This is related to the shortage of procurement staffs with adequate procurement skills, in connection to this there are rigid procurement rules and procedures (Mamiro, 2010). Shortage of training and development programme for procurement staffs (Koksal, 2011). Existence of poor coordination in the contract management and its respective planning in the procurement system. There is a concern on the lack of evaluation for completed contract (Mshana, 2007).

Contracts for works are generally hindered by improper signing; this is especially based on the contract that lack requirement information. The respective information and related documents such as conditions and contract specification are needed in the effective contract of works. There is increasingly concern for the contractors to use

non contract documents to contract of works such as bids and instruction (Athunani, 2018).

From the experience of Section 121 of Tanzania Public Procurement Act 2011 (PPA, 2011) which emphasized procurement entities to be responsible in facilitating procurement of works. Proper management of responsibilities is required for monitoring and timely delivery of works based on the quantity and quality dimension as required in the contract specification.

In view of that, contract specification must be designed based on the related progress while paying attention on the value for money. This is directly related to completion of works in the related terms and conditions. Although there is adequate legal provision to regulate procurement contract for works in relation to the public Procuring Entities (PE's) requirements. There is much of the concern that arise in procurement of works, which is quit challenging in Tanzania.

Reports provided by the Controller and Auditor General (CAG) and Public Procurement Regulatory Authority (PPRA) in 2016 financial year. This reports depict that Tanzania government was subjected to loss of thousands of millions of money based on the procurement system that do not relate to the value for money principles. The auditing reports generally depicted that, about 8.1% of project with value TZS 10.72 billion termed to be unsatisfactory (PPRA, 2017).

These projects failed to accommodate standards and requirement, lack of quality plans and controlled assurance, completed works were not tested. This limited the ability of projects to meet required standard as stipulated in the contract documents. Preparation of progress report is quite limited and site supervision were not prepared to affect work contract. Procurement entities should exercise procurement management of works to come up with effective procurement plan. There is a need to promote more satisfactory procurement contract that affect value for money in the works procurement.

1.2 Statement of the Problem

Procurement contract in the public sector that affect works is very essential to be planned in the related value for money (Athumani, 2018). A value for money is promoting efficient, effectiveness and proper resource allocation towards achievement of intended outcome (Trepe, 2011).

Value for money should be centrally put to the possible use of resources to ensure accountability of the public resources in terms of economical and effectiveness in the related resource allocation system. In Tanzania public organization procurement of works in terms of value for money remains challenging (PPRA, 2017).

Several factors in most instances contributes to the related situation for the value for money, this includes shortage of skilled procurement staffs, several complication is contributed to the difficult procurement system and rules that affect the value for money (Mamiro, 2010). The respective efforts to manage and control procurement process to attain value for money are quite imperative, that continue affecting public expenditure in Tanzania (World Bank, 2017).

The specific case could be taken in the procurement audits under the PPRA in 2009. This reports showed that procurement contracts in 33% audit procurement were not conducted according to the terms of contract. The existence of poor contract management is based on the existence of inadequate human resource to implement proper procurement.

In connection to this financial and supervision were evidently related to the poor performance of procurement contract. The attention also paid in the project supervision skills and guidelines were reported to be inadequate. The issues of contract management skills and corruption were also predominant issues that affect public procurement of works (PPRA, 2009).

Achievement in the required value for money in public sector procurement of works is still problematic and need thorough recommendations to the other stakeholders. Therefore, basing on the effectiveness of procurement contracts which related to the achievement for value for money and give out recommendations on strengthening management of contract to achieve the same in public procurement of works.

1.3 Research Objective

1.3.1 General Objective

To assess the effectiveness of procurement contracts towards achieving value for money in procurement of works

1.3.2 Specific Objectives

- i. To describe the procurement methods used in selection of contractors to meet the value for money
- ii. To examine the contribution of effective contract management during procurement of works on the achievement of value for money
- iii. To evaluate challenges during management procurement contract for work

1.4 Research Questions

- i. What are the procurement methods used in selection of contractors to meet the value for money?
- ii. What is the contribution of effective contract management during procurement of works on the achievement of value for money?
- iii. What are the challenges during managing procurement contract for work?

1.5 Significance of the Study

- i. The study provide understanding of the procurement contracts based on the value for money, which has not been adequately addressed by different researchers.
- ii. Likewise, it gives more knowledge on the connection between contract management and its contribution in terms of value for money in the respective procurement of works. The area has not been satisfactory detailed by different researchers, for that reason this study attempted to cover the gap.
- iii. Findings directly provided relevant knowledge to the public procurement policy makers, to formulate and provide guidelines as required to affect work procurement. Also new ideas will be provided to shape existing procurement policy.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter draws the presentation of literature review, which respectively take into account on the theoretical review, empirical and conceptual framework. It take dimension of the existing literature which relate to this study, which are published or unpublished to provide adequate knowledge to the researcher

2.1 Theoretical Review

2.1.1 Definition of Key Terms

(i) Procurement

URT (2011) come up with definition of procurement as a process of buying, purchasing or acquiring works that consumed public funds through respective ministry on behalf of the public.

(ii) Procurement of works

Procurement of works is directly relate to the acquisition of related contractors of works, as stipulated in the construction, reconstruction, demolition, repair or related renovation of a building, it based on the structure, road or any other related civil works including site preparation, excavation, building and installation of equipment, which may affect decoration in the finishing activities (PPA, 2004).

(iii) Procurement contract

Procurement contract is directly related to the license, permit or authority which is directly related to the public body and supplier. This is related to the contractor or consultant which is directly related to the public body and supplier for the related works contract. The procurement contract is directly related to the existing proceedings which adequately based on the system of contract in the work dimension (PPA, 2004).

(iv) Value for money

Value for money is defined by UK Secretariat (2001) that, is based on the assessment of whether or not organization is related to the maximum benefits which affect works acquired or provided based on the available resources. It goes beyond cost of works

through the existence of quality concern, cost, resource use and fitness for the purpose. This is especially related to the timeliness and convenience of procured works meets the quality or respective value. The achievement of value for money is really measured by three Es that pay attention on the economy, efficiency and effectiveness. The contract of work which is effective tend to be attached on the accomplishment of right things on the extent of achievement of objectives. On the other hand efficiency is relied on the ability to express things in a right way according to the relationship between input and output to provide required output. Economy is based on the ability to obtain similar things in a relative cheap price. Also, the value for money in the procurement of works is measured by the consideration of cost, resource use, fitness for purpose, timeliness and convenient of procured works.

(v) Effective contract management

Effective contract management is directly related to the ability to conduct contract in the compliance of terms and conditions as stipulated by supplier, contractor or work provider. The special attempt must relate to the time, cost and quality dimension towards the project completion (Trepe, 2011). Ability to manage contract in procurement of works facilitate avoidance of problems such as cost overrun which is not expected, to avoid delayed and related quality concern. The contract management in the effective way must closely related to monitoring during contract implementation, both parties must fulfil obligations and responsibilities. The contract is directly connected to the ability of managing change or deviation while accommodating proposed additions ((Trepe, 2011).

(vi) Contract management

Contract management is related to the process which respectively base on both parties of contract to fulfil obligations and objectives based on the contract for works. This must relate to the transition and day to day related management and evaluation which adequately associated to the existing planning (ANAO, 2001).

It must directly encompasses contract that meet standards, objectives and expectations. The contract gives priority in the ability to achieve value for money. The value for money principle must be associated to the costs, delivery, quality and

risks based to the economy, efficiency and effectiveness which adequately required the contract implementation (Athumani, 2018).

2.1.2 Requirement for effective procurement contract management

The effective procurement contract is based on the works which account on the following factors before arriving into a destination.

Network of activities is needed to prepare and design milestones which relates to the listing of activities. The contract must be related to the priorities which is taken to the respective control and management (Hamisi, 2011). The contract management priorities must relate to the time, cost and quality dimension. Contract manager is directly associated to the existing priorities to enable tradeoff between time, cost and quality, this could be used to facilitate effective decision making process. Proper allocation of responsibilities and duties for every activities, should be set clearly on the respective role in the management of contract based on the value for money (Trepe, 2011).

The Buyer and supplier especially required to focus on the responsible individuals in the organization who is required to under the activities. The respective selection is based on the skills, qualifications, experience and competences.

Designed time schedule that could be used in the preparation of system to control works. The activities are to be selected in terms of schedule. The designed schedule of activities should identify a critical path for some delays (Mahnke, 2005).

The performance measurement criteria, are directly required based to the action which are responsible to be taken when there is deviations of contract terms. The related risk is directly based on the deviation which affects the scheduled and reduced the action. The problems need to be identified early purposely to take actions for the solutions. The action must relate to the consequences. The contract budget is directly related to the detailed inputs based on contractor payment. The related cost of administration must also connect to the man power cost and allowances. For respective provision is required in contract management (Sumari, 2013).

2.1.3 Contract Terms and Conditions

In this study it means the way agreed upon based on the terms and conditions of the contract management and its related implementation.

i) Cost Efficiency

This means that an Institution is cost effective if it operates within or under the predetermined budget, but without compromising the quality of the service provided (Kirchner, 2006). The cost in service provision is more internal than the external hired cost, this increases an opportunity for outsourcing through contract for works. The companies are highly planning to lower the costs for the basis of adopting advanced business approach. From the experience which is presented by 80 percent of companies reported to outsource for the purpose of cutting the cost (Lee & Kim, 2010).

It is essentially important to note that outsourcing is important solution to increase costs of leadership strategy. Similarly, the ability to control and decrease costs among the companies cited is relied on the opportunity for competitive position. An Economist Adam Smith, say in his treatise the world of nations" If a foreign country can supply us with a commodity cheaper than we ourselves can make it, for the external part to supply the services in a more cost effective way than the internal employees and management do it is better to make the contractual agreement for supplying the services (Barthélemy& Geyer, 2005).

The cost cutting and serving among the organization is mainly associating with outsourcing practice. The ability of seeking cost reduction is mainly organized on the outsourcing and the demand of it. The business strategy that currently employed by the public sectors is the ability to outsource services. The experience created by the industry analyst, is basically pointed to outsource the services with the sake of cutting and lowering the cost of operation. The cost is mainly appreciated as the large element in the management of outsources exercise; generally there are five main drivers for outsourcing (Knight & Harland, 2000).

ii) Quality Consistency

Means the maintenance of the agreed upon level of service standards consistently, throughout the contract period.

iii) Vendor Competence

This term will be used to mean the Financial, technical and professional ability of the service provider, in terms of staff, equipment and knowledge (Lam, 2007).

2.1. 3 Theoretical Review

i) Resource Based View Theory (RBV)

The RBV is directly based on the business management, which respectively used as an instrument to deals with strategic resources in the company. The fundamental principle in the RBV is directly based on the competitive advantage in application of the resources (Hamisi, 2011). The three related types of the firm resources is directly based on the intangible, physical and financial resources.

The Tangible resources tend to include capital and its access towards the respective location. On the other hand intangible resources tend to consist of knowledge, skills and reputation and entrepreneurial orientation (Runyan et al., 2006).

The resource is valuable which related to firm performance and able to promote increase in income (Barney, 1991). The resource conditions is directly paid attention on the source of productivity.

The experience provided by Barney (1991) advocated that RBV is essentially needed to promote internal strengths and weaknesses which essentially based on the fundamental assumptions. The firm is related to the productive resources through the utilization of resources. This is the respective firm resource, which is costly to cope with existing nature of the procurement system.

ii) Core Competences Theory (CCT)

The concept of core competences is developed in the basis of resource theory. It is based on the work of Prahalad and Hamel (1990) who pointed out those core competencies is based on the collective learning which advocated on the advantages

that coordinate various production skills. The applicability of this theory is related to contract management of works (Yushan, 2009). The concept is related to the procurement management that related to the decision to procure the works contract. The related framework is organized in the activities performed by the organization. The contract management of works is directly associated to the success of work procurement (Freeney, 2005). The CCT shows the reality that firms tend to possess the related capabilities. The reality is that the capability is basically connected to the ability to deals with the competitive advantages (Mahnke, 2005).

Core competence theory insists of the firm to measure the ability of the service provider and their competencies to outsource to it. For effective outsourcing, skills, knowledge and mind set are fundamental criteria in choosing the service provider. This is needed to perform the non-core jobs of the firm such as cleaning, security, courier services, etc, satisfactory. Vendor's competence is determined by knowledge level, technology, financial ability and awareness of the vendor possesses along with the experience performing the activity (Hamisi, 2011).

iii). Transaction Cost Analysis Theory (TCA)

This theory is based on the two existing assumption which hits to the behavior. The assumption of rationality and opportunism. TCA is related to the organization governance, which tend to reduce transaction costs. The ability to interact with procurement contracts of works is connected to the lowest transaction cost. Grossman and Szeidl, (2005) argued that the respective procurement of works is directly associated with the economies of scale *“it costs a lot for a single manufacturer to produce all the components of a complicated product, so they outsource some parts of the product to outside providers in order to reduce the cost.”* The choice of this theory is based on the existing relationship between firms and the ability to outsource, it adequately vary depending on governance structure and costs. The TCA has been widely used by researchers to study the outsourcing phenomenon, (Barthélemy and Quelin; Miranda and Kim; Whitten and Wakefield, 2006). The factors to manage procurement of works are directly related to the proper arrangement of procurement and ability to outsource. This is associated with the

arrangement which is adequate in the formation and management of the relationship between client and vendor. The outsourcing relationship is based in two elements. “(a) the formal contract that specifies the task requirements and obligations of each party in written form, and (b) the psychological contract (Sabherwal, 1999) that is based on the parties’ mutual beliefs and attitudes” (Dibbern, 2004).

The transaction cost is directly based on the transaction, which is adequately based on the costs, which is related on the commencement, implementation and compliance (Better and Den, 2009).

According to Rindfleisch and Heide (1997) “*Transaction cost are the ‘costs of running the system’ and include such ex ante costs as drafting and negotiating contracts and such ex post costs as monitoring and enforcing agreements*”.

Aubert (2005) specifically take into account the TCA, it is recognized to be the theory which is based on the market and internal factors within the firm. It is recognized as the mechanisms to regulate transaction. The advantage is directly based on the market mechanism under the economies of scale. The production cost is directly based on the disadvantage in the market, which adequate lower the transaction costs. The better relationship which is advocated on the real negotiation of the contract. The supplier client relationship is very essential costs. The TCA really stands as the guide for the firm. This really stands on the effectiveness that reflects to the real situation in the contract management phenomena. The reality is based on the contract management in the outsourcing dimension of the organization. The transaction costs is really based on the quality implementation of the decisions. The decision is based on the best implementation in the organization (Noel, 2008).

iv) Agency theory

Agency theory is developed in 1970s, which states that, parties in the procurement contract management tend to act on self-interest. This theory is termed to provide a clear picture as agent in a manner to increase margin revenue. On the other hand the buyer is termed as principal who will take advantage of opportunities to minimize costs. This expected to create more hazard on the fact that, one party in contract

maximizes own interests to the loss of other part (Panda and Brahmadev, 2017). The respective example can be traced where the head contract bid to the subcontractor to make tender more attractive, without direct intension of using those tenders. Most contractors for that reason address the parties' responsibilities that can do and cannot do based on the use and substitution of subcontractors (Sumari, 2013).

Theory of incomplete contracts states that a contract may not specify every possible contingency because of unforeseen events, normally are not identifiable at the time of contract formation (Williamson, 2007). The contract management is highly difficult because of the uncertainty of future events. The time of contract signing that future uncertainty event could not easily identified. The contract management is directly aimed to capture value for money. The respective effort is focused on designing flexible contract which deals with future events (Makongo, 2012).

Rational contract theory posits that, in contract formation the relationship between parties are in press, for that reason priority is directly given to such business relations. The contract should be formed to the peripheral role. This allows such a contract to act as a device for facilitating economic exchange through contract management that capture the value for money principal. Legal action should be taken into account in case the contract is broken. The economic reasons in the contract are provided with special interest to rely on the cost and effectiveness based on the specified terms (Bartle, 2002).

Transaction cost economics (TCE) which had been formulated by Ronald Coase and Oliver 1991 who won two Nobel economics prizes. TCE is highly attached to cost of contract rather than sticker price (William in 2009). TCE is developed to take into account on the cost of finding a supplier which directly based on the ability to incur search and information cost. It promotes the ability to negotiate termed as bargaining costs and managing the contract through enforcement costs (Hart, 2017). The ability to know TCE is attached on minimization of transaction costs without consideration of return to investment.

This theory relate to this study because the existence of transaction cost is based on the contract management which adequately relate to costs, quality and time, which are important element in the value for money. The PEs is directly trying to manage effectively procurement contract before the uncertainties that may be created and affect the contract. On the other hand assumption is made on the opportunism in peoples mind that in contract sometimes one part may not do what supposed to do. The various concept are central to the application of transaction theory in public procurement management of works (Bartle, 2002).

Decision makers consider range of alternative in a rational way. Those alternative is directly related to the ability of contract management in such a way to improve procured works. The organization in contract need effectively plan to manage contract in procurement which are effective, efficiency and comply with value for money. Ability to manage and plan contract for works in procurement increases the opportunities to utilize resources effectively and efficiently (Makongo, 2012).

Procurement contract of works is highly associated to uncertainties which tend to increase the cost. It means the procurement works may not adhere to the principle of cost, effectiveness and efficient, that could directly cope with respective value demanded in the procurement process. Sometimes works may take more time than that stipulated in the contract, this has harmed value for money, it means some procurement contract fail to deliver intended output because of the cost demanded, the management is in press to solve the cost and other relevant criteria (Kattara et al, 2015).

2.3 Empirical Literature Review

Avery (2000), conducted a study on the procurement contract of public laboratories, showed that “the performance of a work by the public laboratory is not based on market demand or profitability alone”. The procurement contract is really more social than economic perspective, the adequate consideration is based on the procurement contract in the public organization

Sumari, (2013) in a study designed to explore the contribution of procurement contract on organizational performance and why cooperative societies are

undertaking outsourcing projects concluded that, cooperative organizations in Tanzania were unfamiliar with procurement contract strategies. Furthermore, the study also found that cooperative organization undertook procurement contract activities in order to reduce cost, focus on core competencies, and improve delivery and reliability of services as well as to make use of resources not available in-house while attaining value for money. In a research on outsourcing of revenue collection in local authorities in Tanzania Fjeldstad (2009), concluded that procurement does not provide a quick way of fixing revenue collection or administrative problems, while the phenomenon has worked in some councils in increasing revenue others have experienced substantial problems/ inefficient with corruption and very high profit margins set by the outsourced firms. Mwashu and Heemskerk (2009), while studying outsourcing of agriculture advisory services in Tanzania concluded that outsourcing of services, i.e. “Agriculture Sector Development Program’s design could have benefited to a greater extent if the Pilot Initiative Program had been better designed, thus also allowing for learning from the outsourcing experiences, by including more effective evaluation methods”.

The Australian National Audit Office (2001) is based on the contract management, “The process that enables both parties to a contract to meet their obligations in order to deliver the objectives required in the contracting”. Inability to fully specify the contractual terms and conditions (Mato, 1996; Williamson, 1998; Ostrom, 1999) leads to the implementation of imperfect transactional instruments such service level agreements in outsourcing contracts. Contract management is based on the agreement of terms and conditions as stipulated in the contracts. This is needed to promote compliance of terms and conditions. The reality is based on the documenting and agreeing on the implementation of contract. It is summarized in a systematic way and system related to the efficient management of contract. The reality is based on the contract which relate to the performance while minimizing the risk (Aberdeen group in Bhardwaj, 2011).

Contractual obligations among parties need to be well communicated and adhered to, so that all the necessary issues are predetermined and parties to contract is based the

terms and conditions of the contract. The reality is that understanding concept first is very important before entering in the contract (Makongo, 2012).

Lynda (2007) generally provided the study based on the “strategic and tactical study perception differences of procurement contract goals achievement that is based on the value of money. The existing differences in the perception on the way procurement contract is organized are related to the goals of organization. The relevant interview and focus group discussion. The findings showed that information system revealed the significant difference in terms of perception, between existing board members professionals. This is really manifested in various strategic goals in which board members and IS professionals in various different strategic goals. The board members are responsible to promote goal achievements based on the existing procurement contract, in the achievement of related value money which need to be organized in such a way it manage procurement to achieve intended goals.

Kattara et al (2015) on their published journal title "The impact of employees' behavior on customers' works quality on procurement contract towards attain the required work procurement. Works procurement is based on the value of money, especially when the cost related to the estimated use of work in the procurement system. Direct procurement contract need to be improved in such a way that capture the intended desire and output in the plan to meet money values requirement.

From the experience presented by Yankelovich (2003) that the two-third of companies ‘world-wide outsources work at least one business process to an external third party. These almost practiced with companies from developed countries such as the U.S., Canada, and Australia, where 72 percent of work is being sought. The large works are being considered as outsourced for the operation and management of the business.

Smith (2012) presented the experience that the procurement contract has the greatest impact on Supply chain system responds leading to rapidly charges in works provision that are demanded by customers and to changes in its varieties of the demanded works by customers and expedites emergency customer orders. These generally increase the ability of demanding based on the customers’ needs and desire, from such experience customers are common purchasing the work. However,

the procured works demanded for the company, this has increased the potential for the third part in the management and supply of the work in time bases.

The presented experience by Hayes, (2012) it come up with the top ten reasons for the companies to procure works ; in most cases these are contributed to the following reasons; it affect and reduce related operating cost, it adequately improve focus of the organization, it gain access to world class capability, resources for the utilization of other purposes, resources are not available in terms of internal which limit the non-core function, it is directly found to be too complex to operate and manage contract in the procurement system. The companies are driven by the rapid changes from the existing globalization and competition, this require the company's management to adopt best strategies for the procurement contract the products was focused on the promotion of the companies to manage competitive environment.

The investment requires directing the activities that are essential and create opportunities for the companies to manage the competitive environment. That failure to manage the procurement contract environment lender to poor productivity and even failure for the company to handle the current environment. The product expected to be produced more efficiently by the external supplier than otherwise, the external supplies are subjected to contract and its ties than otherwise. For example the supply of insurance and information technology works requires appropriate legal action and contract to handle contract conditionality. The companies are external being operated with the contract, it cannot even associate with one contract but a multiple of contract for the survival and operation.

Thompson (2012) observed that management of supplying the works as required by the procurement contract management to achieve required appropriate legal settings. The works procured are accomplished through contract that involve parties and associated to cost in terms of legal and even actual cost of the management of contract, the supplier of works require to be organized and plan to meet the contractual agreement.

Jamie, et al. (2010) studied a Hong Kong logistics and contract of works, the study found that implementation of successful logistic must be attached to the procurement

of works. The procurement contract of works must be attached on the existing system in the procurement contract.

Brah and Lim (2006) argued that implementation of TQM is directly facilitated the performance of logistic company in Singaporean. The performance must be adequately achieved the superiority of the companies over the competitor. The quality management approach is increasingly focused on the procurement contract through quality, rather the poor quality. The companies is increasingly base on the quality of the product and not its relative supply.

The experience on procurement contract presented in Kenya by Gichuru (2012) who conducted a study on the procurement process. The factors is adequately related on the top management support, creation/expansion and requirement of necessary expertise.

Mulama (2012) did a study on the logistics procurement contract, in which procurement contract is practiced to influence performance of the manufacturing firms in Nairobi. The findings showed that procurement contract is related to the increase in connectivity, organizational effectiveness, and increase company profit and quality improvement. There is a need to increase quality of products through the procurement contract management to achieve value for money that are purchased by the company under contractual agreement. The users that mean the organization contract management on perceivedof work and even increase in efficiency.

Mathenge (2013) did a study on the factors which focus on the outsourcing and procurement management contract in Kenya. The study used a sample of 100 SME in 2012. This study used a primary data which is sampled by the use of purposeful sampling techniques, It is based on the well-designed questionnaire which filled by senior managers, CEO and finance managers. The findings showed that SMEs tend to procure works, sometimes tend to lack relevant knowledge and expertise in the procurement decision making process. The external supports is needed to promote procurement opportunity among the SMEs to cope and manage with competitive advantage for moremarket accessibility. SMEs must take broader views in the management of core competencies. A new technology to handle procurement into the international certification. It is believed that the new change under the provision of

efficiency and improved services increases the survival opportunity, with more competency and efficiency service provision.

Ondura (2013) managed to conduct factors which adequately promote the information in the procurement contract in Kenya Insurance sector. The major purpose of the study was on how financial drivers, such as the core competencies, technological advancements and government policy that provide more opportunities to manage information and procurement process is related to be well performed. The study is quantitative and survey was employed to 49 registered insurance companies. The target ICT managers was administered by the use of questionnaire. Basically it revealed that major factors for adoption of IT procurement contract in the insurance companies in Kenya. In the basis of telecommunication industry more studies are required and need particular attention such as on the outsourcing services.

Ochola (2013) conducted a study on procurement contract through working strategies in the telecommunication companies in Kenya. It was based on the collection of five telecommunication companies. This is conducted by the use of primary data. It was achieved by the use of questionnaire. The study found that telecommunication companies tend to procure outside through facilitative agency. The reason for procurement contract mainly recognized as the ability to perform works in the basis of customers' satisfaction on the non-core activities, this was found to be relevant in procurement management. In fact, the choice for formulating the strategy for outsourcing mainly relied on the selection of partner based on the needed task and the needs of an organizing or company.

Therefore, when a government decides in the contract management provision of work contract. This must a relationship between the two parts to simply the procurement process.

An important aspect therefore involves the designing of the contract. According to Jensen and Stonecash, 2005, the Procuring Entities must attempt to create contract neutralize the risk. This must be in a manner that captures required performance. The contract is directly based on the authority to manage on the related framework. This must be in terms of technical, complex and value for works. It must across the various types of authorities in a manner that capture improved contract management

(Mamiro, 2010). Therefore the contractual terms and conditions in outsourcing management is linked directly to service level agreements (SLA) which ensure that all the obligations of each party are understood and met at the required level of service and within the stipulated time frame.

According to Goles and Chin (2005) who focused on the concept of procurement contract according to the required relationship. This must be related to the contract formation based on the relationship. The contract in procurement of works must be formed in the basis of time and cost elements. The actual agreement is arising in the comprehensive activities. The process is directly related to the attainment of the value for money.

The major purpose of procurement in the works is on the related risk decrease, certainty and as a result decreases of uncertainty which results in attaining effectiveness to procurement contract until it achieve value for money.

The vendors in the procurement contract need a successful strategy which adequately promote the contract management process (Mirau, 2007).

The CAG office (2012) with the respective report that focus on the adequacy of managing procurement contract in the financial year of 2010/11. It stipulate that the average of compliance is originally based on the contract management. More than 64% Ministers, Departments and Agencies. Various weaknesses were identified such as improper preparation of contracts, several contract lack contract documents which are important such as condition of contract, drawing and specification, there is no liquidated damages for delayed contract were not applied in case contract delayed. Identified weaknesses were contributed to the absence of adequate and capable staffs.

Wami (2009) found that presence of contract management is related to the adequate staffs. The shortage of staffs tend to affect contract management process to fulfil its intended purpose. The proper monitoring system of procurement process must be aligned in the success of contract. The contract management must be connected to other factors such as delay of procurement process. The procurement contract of

works also is vulnerable to the contract plan which is weak. The contract management is highly affected by lack of plan and training skills related to the condition of contracts.

Technology is ineffective in the project management, it is related to the project planning, which is not directly related to the goals of contract management, because of several changes in scope and specification which is resulting from changes in design, lack of post evaluation for the project which is completed (Hanga, 2008).

The poor contract management is directly affected by the failure to achieve value for money. The situation leads to loss of public funds, which are mostly vulnerable to delayed procurement process (Mshana, 2007).

Contract activities need to be controlled and properly monitored, the period where the contract management is properly in press. The period like this procurement contract is based on the work completion. This allowed the ability to control and improve contract management towards improvement.

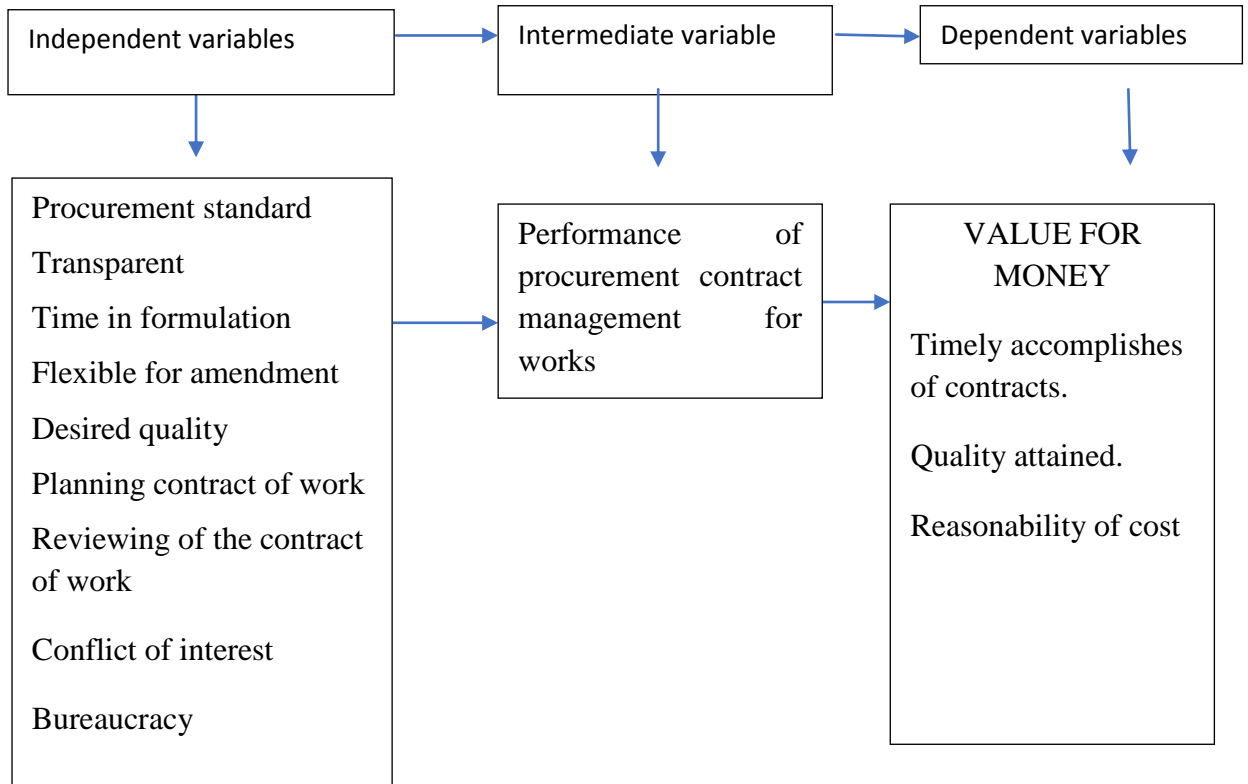
The study conducted by Mitambo (2009) who argued that contract is normally affected by the proper approval at the end. The contract must be relevant unapproved with variation of works. The responsibilities of person in the procurement contract process is basically limited the contract performance especially of works.

2.4 Conceptual framework

Conceptual framework is directly providing the relationship of variables used in this study. The study has the following independent variables such as procurement standard, transparent, time in formulation and flexible strategies in the management of procurement contract of works to meet the value of money. The effective contract management is based on the desired quality of contract of work. The desired quality is attained through procurement contract management of works, this is known as to be effective contract management. The contract management of works must be planned in terms of cost and budget dimension. The challenges in managing procurement contract of works are related to the conflict of interest and bureaucracy.

The performance of procurement contract management for works is recognized first and then the attainment of value for money.

Figure 2.1: Conceptual Framework



Source: Researcher's own creativity

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research approach, research design, research setting, study population, sample size, sampling procedures, data collection methods and tools, data management procedures, validity and reliability issues and ethical consideration.

3.2 Research Approach

This study used mixed approach in terms of quantitative and qualitative techniques. Quantitative techniques was used in collection of information such as age, sex, education, work experience, method used by organization in managing procurement contract of works in order to attain value for money. The contribution of effective contract management during procurement of works on the achievement of value for money and challenges during managing procurement contract for work. Qualitative techniques facilitated the collection of data on the effectiveness of procurement contracts in order to achieve value for money in the procurement of works

3.3 Research Design

Research design is the overall strategy which controls the research process. It based on the ability to deals with different components of the study in a logic way and consistent manner. The research design is based on the ability to deals with the research problem. This gives picture as a blueprint in data collection, measurement and analysis (Kothari, 2004). The research study is descriptive research study which is designed to provide a clear picture on the existing situation that is happening and in this research the researcher had described (Burn and Grove, 2003).

- i. The procurement methods used in selection of contractors to meet the values for money
- ii. The contribution of effective contract management in the procurement works to achieve value for money
- iii. The challenges arise in managing procurement contact for work in the University of Dodoma.

This study employed also case study design because it describe the effectiveness of procurement contracts towards achieving value for money in procurement of works. This describe the theme more detail to draw conclusion. It focus on the phenomena intensively in a natural habit and shared relationships of relevant factors remain intact (Yin, 2003).

A case study research design is the study design which is based on the qualitative design to provide clear and complete observation in related social unit. The unit may be a person, a family or institution, cultural group (Kothari, 2004). A case study design tend to use both quantitative and qualitative data analysis within the design to add value to the questions under a particular methodology (Yin, 2014). Case study research is focused to describe a flexible form of qualitative study to produce comprehensive and in depth study for the complex issue. The phenomena is based on the particular situation or group of individual between the context and issues (Creswell, 2014).

3.4 Research settings

The University of Dodoma categorized into seven colleges: namely Collage of Earth Sciences, Collage of Natural and Mathematical Sciences, College of Informatics and Virtue Education, collage of Education, College of Humanities and Social Sciences, Collage of Health and Applied Sciences and Collage of Business studies and law. The study was conducted atUDOM in light of the fact that is among of public organization which is engaged with all procedure of procurement of works and they deal with the greater part of their agreement as indicated by PPA. UDOM is area which have full of data that will be useful to problem investigation UDOM has been associated with improving its infrastructure particularly on office lecture halls and students hostels, library and classes.

3.5 Sample size

Sample was 30 individuals as a result of nature of the study. At UDOM there is couple of respondents who are learned about managing of contract. Likewise, UDOM is academic institution that has constrained volume of procurement contracts and the decision of to use 30 respondents because it was sufficient for the study.

Hence, the sample was formed with individuals with expertise and experience about public procurement and contract management issues.

Table 3.1: Sample distribution

Categories of respondents	Numbers of respondents
PMU staff	6
Contract managers	2
Contract management member	3
Teachers of procurement studies	8
Staff from user offices	11
Total	30

3.7 Sampling procedures

Sampling is based on the process or techniques to select a sub group from the population that is studied (Ogula, 2005). The study was conducted through the application of both probability and non-probability sampling.

3.7.1 Non-probability sampling

Non- probability sampling is the technique which respectively gave opportunity to the odds member to be selected for a sample without being calculated. First the purposeful sampling procedure was used to select Dodoma University, all colleges were selected such as Collage of Earth Sciences, Collage of Natural and Mathematical Sciences, College of Informatics and Virtue Education, collage of Education, College of Humanities and Social Sciences, Collage of Health and Applied Sciences and Collage of Business studies and law. The purposeful sampling was used to select head of departments, one from each college to make 7 head of departments, one from each college. Also the individuals from the tender board were selected purposely out of all tender board members.

3.7.2. Probability sampling

Probability sampling is based on the fact that every element of a population has a known and equal chance of being selected (Stephanie 2015). With regard to the probability the researcher was employed stratified sampling of which it is suitable sampling technique for this study. It create layers that are representative of strata or layers in the population. The respondents were divided into several strata such as PMU staff, contract managers, contract management member, teachers of procurement studies and Staff from user offices. After that sample members were selected from the strata to accomplish the required sample size.

Table 3.1 Probability sampling

Units of respondents	Numbers	Numbers of respondents
PMU staff	20	6
Contract managers	7	2
Contract management member	10	3
Teachers of procurement studies	27	8
Staff from user offices	37	11
Total	101	30

3.8 Data collection Methods

The study was conducted through utilization of different methodologies in gather information. The utilization of different methods in data collection.

3.8.1 Interviews

Interviews were conducted to heads of department and individuals from the tender board through the use of interview guide formulated by the researcher based on the study themes. Three interviews conducted to heads of departments and tender board members. These interviews were used to collect primary data because of being flexible, reliable, less time consuming and being responsive to situational issues through emphasize of cooperative among respondents.

3.8.2 Questionnaire

Pre-coded open ended and closed questions in the questionnaire were developed and distributed to the respondents to be answered. The investigation was made through utilization of questionnaires since it spared time, secured a large number of respondents and minimizes bias on the respondents.

Questionnaire was distributed to PMU staff, individual from Tender Board, individuals from contract management team, contract managers and individuals from user department. Varieties of information were gathered because respondents had different knowledge and obligations during contract execution and management.

Each question in a questionnaire either requested normal or ordinal information that empowered the researcher to gather solid and precise information while improving information coding and section in the meantime. This strategy was utilized to gather information for answering examination question one and two since they requested more essential information. The questionnaire was used to collect data in this study because it gathered responses in a standardized way, because it is more objective. It is relative quick to collect information using questionnaire, however in some situation may take a long time to design, apply and analyse. It facilitate collection from a large sample, it is less considered because sometimes a return of those questionnaires become low. The return rate could be improved through delivering questionnaires and responded to in right time. It is a one of the best useful method of collecting data and information in terms of quantitative studies. It is clear ability of coding and attainment of numerical responses is respective needed to the information accessibility.

3.8.3 Documentary Review

The study was utilized documentary review to review different documents relating to procurement contract management of works including contract records, site inspection reports, variety orders and non-classified contract review reports. This was valuable for discovering secondary information so as to answer research question one.

3.9 Data Management Procedures

3.9.1 Data Processing

Data were collected from primary sources, were cleaned, entered and coded in Statistical Package for Social Science (SPSS) version 20.

3.9.2 Data Analysis

Data were edited to check for errors prior analysis. Also the researcher classified and summarized data prior to analysis. Analysis of quantitative data were conducted by using

Statistical Package for Social Science (SPSS) version 20 was employed. In this package descriptive statistics was employed. While the qualitative data was analysed by using content analysis, where by major responses during interview were quoted and summarized.

Objective one that sought to describe the procurement methods used in selection of contractors to meet the value for money was descriptive statistics, where by frequencies and percentages were used.

Objective two that sought to examine contribution of effective contract management during procurement of works on the achievement of value for money were analysed by the application of descriptive statistics which attempted the application of frequency and percentages and inferential statistics which specifically relied on the linear regression analysis.

The linear regression models were used to examine contribution of effective contract management during procurement of works on the achievement of value for money.

The model presented here;

$$ECM = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where β_0 β_1 β_2 and β_3 are regression coefficient

ECM – Effective Contract Management

β_0 – Constant

β_1 - Coefficient of variables was effectively checked and assessed

X_1 – Timely completion of procurement contracts

X_2 - Procurement contract management and quality of desired outcome

X_3 - Contribution of planning contract of works in achieving value for money

X_3 - Completion of contracts within the budget allocated

ϵ - Error terms

Objective three that sought to evaluate challenges during managing procurement contract for work was analyzed by the use of descriptive statistics. Data were presented in form of tables, percentage and quote from interviews.

3.10 Limitation of the study

The study faced several limitations during conducting the study, such limitation arise from financial resources, time and respondents.

Shortage of financial resources, several expenses were required to meet, such as in field data collection and stationeries cost. All these needs financial resources which were not sufficient to the researcher ability, this required to organized several effort to borrow from fellow friends.

Time limitation, research is a process, once is a process have several stages, time were not sufficient to collect data. The shortage of time assisted a researcher to focus on major important matters. The researcher managed to concentrate in field work and leave other unnecessary activities, more effort was allocated to use the time effectively in data collection and report writing.

Also the respondent for interview and questionnaires were reluctant either to respond for interview or fill into questionnaires. The researcher managed to inform respondents that all information were required for academic use only and every information provided is used for academic purpose only.

3.11 Reliability and Validity

Reliability and validity are major quality control tools which are used in research, validity and reliability are described as follows.

3.11.1 Validity

Validity is termed to be a degree which accurately tends to assess concepts which intended to be measured by the researcher (Fidel, 2007). The validity is categorized in various types including content validity, which is intended to measure various contents and in various aspects. The predictive validity is measured the effectiveness of procurement contracts towards achieving the value for money in works procurement. The validity types are associated with various meanings and related interpretation.

Validity is measured by the use of required use of methods and tools, such as interview and questionnaires, are developed in the use of conceptual framework. The bias is directly based in the collection and omission of errors in the responses which are provided by the respondents. The validity is attained based on the collected information which adequately base on the effectiveness of procurement contract to achieve the value for money in the procurement of works. The method applied by the organization in the management of procurement contract of works is based on the ability to meet the value for money. Contribution of effective contract management of works is needed to meet the value for money.

3.11.2 Reliability

Reliability is directly based on the use of required sample techniques. The tools like questionnaire were tested before exact data collection. The piloting of questionnaire tends to promote reliability. The instruments is said to be reliable for research once is said to produces data which are similar from respondents over time. This reliability can be manifested as internal or external. The reliability is said to be external once it produces answers which are consistency once are administered to the respondents over time (Elliot, 2005).

The reliability is calculated in each case by indicating the higher percentage indicate higher reliability.

Internal reliability is basically focused on the fitness of instrument in itself and within itself. The instruments is said to be reliable once the results are expected to be repeated in different places over time (Neil, 2009).

Reliability is basically related to a degree to which it is meaning tend to be equivalent results over time. The respective consistency is promoted in obtaining similar results in the similar condition when checked overtime. It promote the extent in which the research tool is basically without bias to be consistent across overtime (Kothari, 2008). The quality of research is related to the extent its data are accurate and its collection procedures. The ability to promote the internal consistency is relied on the ability to test the item and instruments. The Cronbach correlation coefficient is used to test its reliability. The reliability is based on the supervisor comments and collection based on this study.

3.12 Ethical considerations

The ethical procedures are directly carried out on the study from the researcher and respondents relationship. The consideration must base on ethical standard means that the tools used must not harm respondents, still must be properly introduced without affecting the respondents. The professional consideration the permission to carry out the study was obtained from the management and administration officer at the University of Dodoma. The respondents were informed concerning the study and its related objectives to get concern for interview. Questionnaires was contain no names to promote confidentiality of each respondent's information. The study managed to abide in the ethics procedures which are range to social science research to professional ethics and standard to those concerning researcher – respondent relationship. Interview was conducted under privacy conditions to procurement staffs. All respondents received information concerned the voluntary nature of the research both verbally and writing before conducting interview.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1. Introduction

This chapter covers the findings of this research study by including the characteristics of the respondents, and the research objectives. This research study has employed two methods of data collection which are questionnaire with 30 respondents and the interview method of which the researcher used 10 respondents. But all these respondents are from Accounting department, procurement and supply department, building and estate department (maintenance) and others from human resource and administration departments.

4.2. Characteristics of the respondents

These respondents covered in this research study were having different characteristics in terms of age, sex, education level, and working experience as the researcher identifying;

4.2.1. Responds Age

The finding of this research study found that 10% (n=3) were having the age of 18-27, 26.7 % (n=8) having the age of 28-37 years, 33.3% (n=10) were having the age of 38-47, 16.7% (n=5) having the age of 48-57 years old and 13.3% (n=4) were having the age of 58 and above. This implies that more of the young generations have occupied the working duties in the public sectors as shown in the table 4.1 below.

Table 4.1: The age data of the respondents

Category	Frequency	Percent
18-27	3	10.0
28-37	8	26.7
30-47	10	33.3
48-57	5	16.7
58 above	4	13.3
Total	30	100.0

Source: Collected data from Field

4.2.2. Respondents Sex

This research study done at University of Dodoma has found that 70% (n=21) of the respondents were males while 30 % (n=9) were females as shown in the table 4.2 below. The finding of this research study implies that still males dominating most of offices and organizations.

Table 4.2: Sex characteristic of the respondents

Category	Frequency	Percent
Female	9	30.0
Male	21	70.0
Total	30	100.0

Source: Data collected from the field

4.2.3. Respondents Education

This research study found that 50% (n=15) of the respondents have the education level of Masters Degree and above, 33.3% (n=10) have the education level of bachelor degree while 16.7% (n=5) have diploma education level. This research study shows that respondents used in this study have highest level of maturity in education as shown in Table 4.3 below.

Table 4.3: Education level of the respondents

Category	Frequency	Percent
Bachelor degree	10	33.3
Diploma	5	16.7
Master and above	15	50.0
Total	30	100.0

Source: Data collected from the field

4.2.4. Respondents Working experience

Researcher in this research study found that 40% (n=12) have the working experience of 1-5 years, 33.3% (n=10) respondents have the working experience of 5-10 years, 16.7% (n=5) have experience of 11 years and above while only 10% (3) have less than one year of experience. These data that have been found showed that majority of respondents have sufficient working experience as indicated in table 4.4 below.

Table 4.4: Working experience among the respondents

Category	Frequency	Percent
1-5 years	12	40.0
11 years and above	5	16.7
5-10 years	10	33.3
Less than 1 years	3	10.0
Total	30	100.0

Source: Data collected from the field

4.2.5. Characteristics of the respondents covered with interview

This research study has also involved the use of interview method of data collection of which 10 respondents were interviewed these respondents were purposively selected into study of which 3 respondents were Tender board members, 3 Contract Management team, 1 Contract Manager, 2 were from PMU, and 1 was accounting officer, 40% of the respondent had the age of 38-47 years, 30% had the age of 48-57 years old, and 10% had the age of 58 and above. Furthermore this research study has covered respondents 40% (n=4) with bachelor degree and 60% (n=6) with Master's Degree and above of which 65% (n=7) of the total interviewed respondents had the working experience of 5-10 years and 35% (n=3) had the working experience of 11 years and above.

4.3. Procurement methods used in selection of contractors

4.3.1 Procurement Standard

This research study has found that 33.3% (n=10) of the respondents supplied with questionnaire said that the organization do not comply with procurement documentation standards, 43.3% (n=10) strongly agree while 10% (n=3) said that they are neutral, and 13.3% (n=4) disagreed. This implies that procurement standards in University of Dodoma are complied with the entrusted people, as shown in the table 4.5 below

Table 4.5: The complying of Organization to the Procurement standards

Category	Frequency	Percent
Strongly disagree	10	33.3
Disagree	4	13.3
Neutral	3	10.0
Strongly agree	13	43.3
Total	30	100.0

Source: Data collected from the field .

The researcher wanted to find out criteria used in related procurement of works and data collected through interview method of data collection implies that “*UDOM as public organization and procuring entity shall create competitive bidding as the tender notice advertised as to submit priced tender for works as a criteria in procurement management and respective value for money, within a sufficient given period of time to prospective tenders to obtain pre-qualification. Furthermore shopping is the criteria that sometimes used by the organization (UDOM) to the ready works with specification and small value*”. Furthermore the respondents justified that the University is complying with the procurement standards in procurement for works so as to have valid justification over the procurement proceedings made from the advertisement, issuing of tender, and the procedures for the competitive tendering as set out by regulations.

4.3.2 Transparent from User Department

Findings in Table 4.6 presented transparent from user department as a criteria used by organization in management of procurement contract. A large proportion 56.7% strongly agree and 23.3% agree with the statement that transparent from user department is the criteria used to manage procurement contract of works. Compared to 10% strongly disagree and 6.7% disagree while a small proportion 3.3% reported to be neutral with that statement. These findings show that value for money in procurement management of works need transparent of the system to attain value for money.

Table 4. 6: Transparent from User Department

Category	Frequency	Percent
Strongly disagree	3	10.0
Disagree	2	6.7
Neutral	1	3.3
Agree	7	23.3
Strongly agree	17	56.7
Total	30	100.0

Source: Data collected from the field.

4.3.3 Formulation should take time in preparing

Findings in Table 4.7 presented the statement that, formulation should take time in preparing contract of works as criteria used by organization in management of procurement contract. About 60% agree and 23.3% strongly agree with that statement. Compared to 3.3% strongly disagree and 3.3 disagree with that statement. These findings imply that, appropriate criteria for management of procurement contract of work should appropriately base in the formulation stage.

Table 4. 7: Formulation should take time in preparing

Category	Frequency	Percent
Strongly disagree	1	3.3
Disagree	1	3.3
Neutral	3	10.0
Agree	18	60.0
Strongly agree	7	23.3
Total	30	100.0

Source: Data collected from the field.

4.3.4 Flexible for amendment

Findings in Table 4.8 presented the statement that flexible for amendment is the criteria in procurement contract management. Findings show that, 70% agree compared to 3.3% disagree with that statement. These findings imply that, appropriate management of work contract to attain value for money need to be flexible in such a way that a contract may accommodate changes.

Table 4. 8: Flexible for amendment

Category	Frequency	Percent
Strongly disagree	2	6.7
Disagree	1	3.3
Neutral	2	6.7
Agree	21	70.0
Strongly agree	4	13.3
Total	30	100.0

Source: Data collected from the field.

4.3.5 Assigned and train specific staff

Findings in table 4.9 presented the statement that, assignment and train specific staff in the criteria for contract management of work under a procurement system. Results show that, 50% strongly agree compared to 3.3% who reported to be neutral with that statement. These findings imply that, appropriate way to manage procurement contract of work should be directly associated to train of staff to attain value for money.

Table 4. 9: Assigned and train specific staff

Category	Frequency	Percent
Strongly disagree	5	16.7
Disagree	3	10.0
Neutral	1	3.3
Agree	6	20.0
Strongly agree	15	50.0
Total	30	100.0

Source: Data collected from the field

4.3.6 Capacity building to PMU and tender board members

Findings in table 4.10 presented the statement that, capacity building to PMU and tender board members. Results show that, 40% agree compared to 6.7% disagree with that statement. These findings imply that, there should be a capacity building for PMU and tender board members to attain a required value for money in procurement of works.

Table 4. 10: Capacity building to PMU and tender board members

Category	Frequency	Percent
Strongly disagree	4	13.3
Disagree	2	6.7
Neutral	2	6.7
Agree	12	40.0
Strongly agree	10	33.3
Total	30	100.0

Source: Data collected from the field.

4.4. Contribution of effective procurement contract management to the value of money

In the testing whether effective procurement contract management achieving the value for money the researcher had a focus on timely completeness of the contracts, anticipate costs, and the desired quality of an outcome. And so the findings collected from this research study using the questionnaire method of data collection are presented as follows.

4.4.1 Model Summary

The model was indicated to examine the contribution of effective contract management during procurement of works on the achievement of value for money.

Table 4. 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 ^a	.870	.849	.13416

The model summary was applied to explain the variation of dependent variables through the achievement of value for money as indicated by the independent variables. The study applied coefficient as indicated by the model summary in Table 4.11, the existing coefficients was applied to check whether the model is good predictor. The results indicates independent variables typically ; timely completion of procurement contracts, procurement contract management and quality of desired outcome, contribution of planning contract of works in achieving value for money and completion of contracts within the budget allocated. These independent variables contributed to 0.86 (86.6%) on the achievement of value for money as explained by

the adjusted R2 of .849%. These findings indicated the model was significant in predicting the relationship.

4.4.2 Analysis of Variation

The analysis of variation was presented to indicate the contribution of effective procurement contract management to the value of money.

Table 4. 12: Analysis of Variation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.017	4	.754	41.898	.000 ^a
	Residual	.450	25	.018		
	Total	3.467	29			

The findings showed the significant level of 0.000, which appeared to be less than 0.05, and this showed that the regression model is significant in predicting the contribution of effective procurement contract management to the value of money.

4.4.3 Test for coefficient

Findings in Table 4.13 presented the regression estimates on the contribution of effective procurement contract management to the value of money. The independent variables such as; timely completion of procurement contracts, procurement contract management and quality of desired outcome, contribution of planning contract of works in achieving value for money and completion of contracts within the budget allocated. These variables were tested by using its dependent variables.

Table 4. 13: Test for coefficient

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.006	.096		.065	.949
	Timely completion of procurement contracts	.025	.069	.031	.364	.719
	Procurement contract management and quality of desired outcome	.500	.095	.548	5.270	.000
	Contribution of planning contract of works in achieving value for money	.263	.089	.309	2.948	.007
	Completion of contracts within the budget allocated	.156	.068	.203	2.311	.029

4.4.3.1 The timely completion of procurement contracts

Findings in Table 4.13 presented the timely completion of procurement contracts with regression coefficient of .025 and significant level of .719, which is greater than 0.05, it is not significant, means that procurement management failed to contribute timely completion of procurement management. It means that proper work contract management is required to enhance timely accomplishment of work procurement.

4.4.3.2 The procurement contract management and quality of desired outcome

Findings in Table 4.13 presented the procurement contract management and quality of desired outcome with regression coefficient of .500 and significant level of .000 which is less than 0.05, it is significant, means that procurement contract management and quality of desired outcome are the source of effective procurement contract management to the value of money. This implies that, quality in procurement contract of works tend to result into desired outcome

4.4.3.3 Contribution of planning contract of works in achieving value for money

Findings in Table 4.13 show that contribution of planning in contract of works in achieving value for money with regression coefficient of .263 and significant level of .007, which is less than 0.05, it is significant. It imply that planning in contract

management of works are required to be planned effectively, because failure to plan contribute to delay some works.

4.4.3.4 Completion of contracts within the budget allocated

Findings in Table 4.14 presented the completion of contracts within the budget allocated contribute to effective procurement contract management. The regression coefficient of .156 and significant level of .029, it is less than 0.05, which is significant. These findings implied that, effective procurement contract management is attained within the budget during contract of works.

4.5. Challenges in managing procurement contracts

This research study aimed also at identifying the challenges that managing for procurement contract encounter by the organization and other parties of contract, and the analysis made on the basis of organization's tendency to review contracts, conflict of interest and personal gain overriding the contracts, contractual and procurement understanding of parties involved in the contract, as well as statutory inefficiencies.

4.5.1. Organizational review of the procurement contract

This research study revealed that respondents from Dodoma University made a response over the University's review on the procurement contract for works and the findings were 26.7% (n=8) agreed, 10% (n=3) strong agreed, 13.3% (n=4) disagreed while 50% (n=15) were neutral. This implies that there is a problem in reviewing of the contract of works by the organization hence it is a challenge to the effective management of the procurement contract of works as shown in the figure 4.5 below.

Figure 4.1: The review of the contracts by the University



Source: Data collected from the field.

4.5.2. Conflicts of interest and personal gains

The study also found that respondents acknowledge that personal gains and conflict of interest affect the effective management of procurement contracts of works as 50% (n=15) agreed, 26.7% (n=8) were neutral while 23.3% (n=7) strongly agreed. This implies that effective management of the procurement contract of works affected by the personal gain and conflict of interest among the parties in the contract as depicted from the figure 4.6 below.

Figure 4.2: The effect of conflict of interest and personal gain in the procurement contract



Source: Data collected from the field.

4.5.3. Bureaucracy and the effective management of the procurement contract of works

This study revealed that effective management of the procurement contract of work challenged with the bureaucracy that exist in holding the procurement contract as 33.3% (n=10) agreed, 13.3% (n=4) were neutral and 40% (n=12) were strongly agreed that bureaucracy affect the management of the procurement contract of works, as shown in Table 4.15.

Table 4. 14: Bureaucracy and Effective management of the procurement contract of works

Category	Frequency	Percent
Strongly disagree	3	10
Disagree	1	3.3
Neutral	4	13.3
Agree	10	33.3
Strongly agree	12	40
Total	30	100.0

Source: Data collected from the field .

4.5.4. Price change and management of the procurement contract of works

The respondents in this study also revealed that the management of the procurement contract of works by the parties affected by price fluctuation that occurs over time to time. And the findings show that 30% (n=9) agreed, 20% (n=6) were neutral while 36.7% (n=11) were strongly agreed that management of the procurement contracts of works affected by the price fluctuation as portrayed in Table 4.16.

Table 4. 15: Price change and management of the procurement contract of works

Category	Frequency	Percent
Strongly disagree	3	10
Disagree	1	3.3
Neutral	6	20
Agree	9	30
Strongly agree	11	36.7
Total	30	100.0

Source: Data collected from the field.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1. Introduction

This research chapter covers for the discussion of the findings obtained from this study based on the characteristics of the respondents to the specific research objectives of this study.

5.2. The procurement methods used in selection of contractors to meet the value for money

The findings of this research study revealed that management of the procurement contract in the procurement activities within the University done by not the will of the University but by the governing bodies and laws which are PPA Act of 2011 and PPRA of 2013. As one of the interviewed respondent revealed that “*UDOM as public organization and procuring entity shall create competitive bidding as the tender notice advertised as to submit priced tender of works within a sufficient given period of time to prospective tenders to obtain pre-qualification. Furthermore shopping is method that sometimes used by the organization (UDOM) to the ready goods or commodities with specification and small value*”.

This implies that competitive tendering is the method used by the University to adhere with the proper management of the procurement contract, and the study revealed that the University under some circumstances uses shopping method in implementing the procurement activities. The finding of this research reveals that the University in implementing the procurement contract the method used are complying to the Public Procurement Regulation Of 2013, regulation 149 (1)-(4). This research study revealed that the University of Dodoma.

An interview made by researcher to one of the accounting officer in this research study revealed that “*Tender board enhance effectively management of the procurement contract since the Tender board in the approving of the tender and contract document always terms in the contracts adhere to the best practices*”. So this implies that tender board make sure that liquidated damages are charged for delay of goods and penalties are charged for the good with poor quality. And these

findings show that the University has different methods of implementing the procurement contract so as to attain the value of money in the management of the procurement contracts.

The procurement standards in University of Dodoma are complied with the entrusted people, Procurement standards in procurement for works so as to have valid justification over the procurement proceedings made from the advertisement, issuing of tender, and the procedures for the competitive tendering as set out by regulations. Mshana (2007) argued concurrently that, loss of government financial resources. The ongoing and post contract award activities need to be closely monitored and controlled for the improvement of contract management, especially during the defect liability period. This period where the consultants or users identified need to be closely monitored and controlled to improve contract management in the existence of defect liability period. The consultants or users may identify defects which need to be rectified by contractors and liquidated demerge are required to be changed as agreed in the contract.

These findings show that value for money in procurement management of works need transparent of the system to attain value for money. These findings imply that, appropriate criteria for management of procurement contract of work should appropriately base in the formulation stage. These findings imply that, appropriate management of work contract to attain value for money need to be flexible in such a way that a contract may accommodate changes. Mitambo (2009) pointed out that contract management tend to lack respective attention on the contract which ended without proper approval of contract of the relevant authority.

Similarly Australian National Audit office (2001) recognized contract as the process that enables both parties to a contract to meet their obligations in order to deliver the objectives required in the contract. It is preferred to begin from the tender process and be organized in the period of three years especially for the winning tenderer. The terms and condition need to be specified from the beginning. The implementation of contractual terms need to be perfectly transactional instruments so that the rich the work level agreements in outsourcing contracts. The terms and conditions in

contracts must be complied. Any change must be documented and agreeing before any changes or amendments that may arise during its execution. It can also be simply summarized as the process of systematically and efficiently managing contract creation, execution and analysis for the purpose of maximizing financial and operational performance but minimizing risk at the same time.

The appropriate way to manage procurement contract of work should be directly associated to train of staff to attain required value for money. The capacity required to be built for PMU and tender board members is required to compose value for money of procurement of works.

5.4 Contribution of effective procurement contract management to the value of money

The work contract management tend to enhance timely accomplishment procurement of works. Similarly Mitambo (2009) argued that, there is a need to accomplish contract in timely to fulfil value for money criteria. This has respectively assisted the procurement contract management of works to be effective. Time accomplishment of procurement contract of work is relatively important to facilitate procurement management. The management in work contract is successful once the time considered as a valuable resource than cost and money. The time is directly associated to the accomplishment of purpose such procurement intend to accomplish. It is relatively important to rely on the time element.

The findings show that, quality in procurement contract of works tend to result into desired outcome. Similarly, Mshana (2007) argued that, procurement of works through its contract management should focus on the quality. The quality element is the source of client satisfaction, because client in most instances is encouraged by quality concern. The quality in procurement of work is the source of accomplishment of goals such organization aimed to achieve with procurement activity.

Planning in contract management of works are required to be planned effectively, because failure to plan contribute to delay some works. The effective procurement contract management is attained within the budget during contract of works. Also, Mamiro, (2010) argued that, budget must be effectively to promote effective

procurement of works. The budget must set elements and cost criteria needed in the procurement of work, it gives a direction and appropriate mechanism in the organization. The well planned budget aim to improve and fulfil the procurement of work in terms of payment and ability to satisfy the supply.

Athumani (2018) argued that when the government decides to procurement contract through improved works that are related to value for money, it must determine ex-ante how risk should be allocated between parties to the contract. An important aspect therefore involves the designing of the contract. Also, Jensen & Stonecash, (2005) clearly suggested that the attempt need to be designed for a contract that allocates risk to the agent in an efficient manner, while providing appropriate incentive for performance. The contracting authority also needs to be in a position to manage the framework in particular if the framework is for technical, complex or high value goods, works or operates across a number of authorities. The contractual terms and conditions in outsourcing management is required to be organized in terms of service level agreements (SLA) which ensure that all the obligations of each party are understood and met at the required level of works and within the stipulated time frame.

Trepte (2011) pointed out that, the procurement contract as a base of cost reduction in Public Institution. However, it is very hard to validate, much difficulty can be credited to the fact that efficiency is difficult to measure in Public Sector due to lack of data on operating costs and outputs. Private sector tends to procure through cost minimization principle that is quite different with the Public Sector in Tanzania.

According to Shook, 2009 transaction costs include the actual procurement cost, as well as the monitoring and control costs. Monitoring costs are costs incurred by the principal to ensure that the agent is not engaging in activities harmful to him, as well as ensuring the agent is meeting all the terms and conditions of the procurement contract. The managing of procurement procedures and obtaining works providers or vendor that are capable and competent, need the procuring entity to have sufficient finances for the same which can facilitate in choosing provider through competitive bidding process.

Also Kiama (2010) argued that procurement contract are based on the cost and its transaction ability to attain a value for money, must be really accepted the crucial role of transaction costs for the success of the procurement of works in organizations.

5.5 Challenges in managing procurement contracts

This implies that there is a problem in reviewing of the contract of works by the organization hence it is a challenge to the effective management of the procurement contract of works. These findings related to that of CAG office (2012), which pointed out that, lack contract documents which are important such as condition of contract, drawing and specification, there is no liquidated damages for delayed contract were not applied in case contract delayed. Identified weaknesses were contributed to the absence of adequate and capable staffs. These regarded as a challenge in procurement management of works. Similarly, World Bank, (2017) argued that the ability to facilitate effective procurement of work must be aligned by the existing staffs. This is related to the system the way it give professional staffs to plan and organize the procurement exercise.

This implies that effective management of the procurement contract of works affected by the personal gain and conflict of interest among the parties in the contract also Wami (2009) pointed out that, presence of adequate and capable staffs for contract management lack necessary warrant effective management of contracts and mostly contributed to some related delay and ineffective procurement contract and related weakness in design which affect staffs and related organization.

This study revealed that effective management of the procurement contract of work challenged with the bureaucracy findings of this research show that too much bureaucracy affecting effectively management of the procurement contract at the right and needed period of time. And this is true as per part IV of the Public Procurement Act of 2011.

The respondents in this study also revealed that the management of the procurement contract of works by the parties affected by price fluctuation that occurs over time to time Hanga, (2008) pointed out that, project planning were not directly related to the goals of contract management, because of several changes in scope and specification

which are resulting from changes in design, lack of post evaluation for completed contracts. These become considered as a barrier in procurement management and contract designing especially of works.

Contrary to this Goles and Chin, (2005) argued on the procurement contract and relationship provided the definition of procurement relationship as “an ongoing, long term linkage between company vendor and customer arising from a contractual agreement to provide one or more comprehensive activities, processes or works with the understanding that the benefits attained by each firm are at least in part dependent on the other. These could be directly associated with the ability to attain a value for money.

Mierau. (2007) argued that, contracts for works is meant to decrease risk, increase of certainty and as a result, when uncertainty are decreased the attainment of effectiveness to works through achieved successful money value. Successful procurement strategy needs to be communicated to the vendors; strategic utilization of business process in procurement contract can benefit both parties.

CHAPTER SIX
SUMMARY OF THE FINDINGS, CONCLUSION AND
RECOMMENDATIONS

6.1. Introduction

This research chapter consists of the summary of the findings of this research study from the general to the specific objectives, and the conclusion the researcher made in this research study as well as the recommendation the research study.

6.2 Summary of the research study

This research study portraying that value for money is the core principle underpinning public procurement by ensuring non-discrimination in procurement and using competitive process that promotes the use of resource in an efficient, effective and ethical manner. That is why the research aimed at assessing the Effectiveness of the Procurement Contracts Management towards the achievement of the Value for Money in the procurement of works particularly at the University of Dodoma. And so this research study had three specific objectives which are; to describe the procurement methods used in selection of contractors to meet the value for money; to identify the contribution of effective management of procurement contract of works in the achievement of value for money; to identify the challenges encountered by the organization in the management of procurement contract of works.

The finding of this research study found that 33.3% (n=10) were having the age of 38-47, This implies that more of the young generations have occupied the working duties in the public sectors. This research study done at University of Dodoma has found that 70% (n=21) of the respondents were males still males dominating most of offices and organizations. This research study found that 50% (n=15) of the respondents have the education level of Masters Degree and above, respondents involved in this study have the highest level of maturity in education.

Researcher in this research study found that 40% (n=12) have the working experience of 1-5 years. These data that have been found implies that majority of the respondents have sufficient working experience.

The researcher wanted to find out criteria used in procurement contract of works and the data collected from the interview method of data collection to clearly indicate *shopping is the criteria that sometimes used by the organization (UDOM) to the ready works with specification and small value*". The transparent from user department as a criteria used by organization in management of procurement contract. A large proportion 56.7% strongly agree value for money in procurement management of works need transparent of the system to attain value for money.

About 60% agree appropriate criteria for management of procurement contract of work should appropriately base in the formulation stage.

About 70% agree that, appropriate management of work contract to attain value for money need to be flexible in such a way that a contract may accommodate changes.

That assignment and train specific staff in the criteria for contract management of work under a procurement system. About 50% strongly agree appropriate way to manage procurement contract of work should be directly associated to train of staff to attain value for money.

About 40% agree that, there should be a capacity building for PMU and tender board members to attain a required value for money in procurement of works.

Based on the findings of this research study it has been found that 46.7% (n=14) work contract management tend to enhance timely accomplishment of work procurement.

The contribution of planning in contract of works in achieving value for money. About 56.7% of respondents gave their opinion that planning contract of works achieve very high value for money, because failure to plan contribute to delay some works. About 46.7% agree effective procurement contract management is attained within the budget during contract of works.

The findings of this research study revealed that management of the procurement contract in the procurement activities within the University done by not the will of the University but by the governing bodies and laws which are PPA Act of 2011 and PPRA of 2013. And this research study also revealed that management of the procurement contract of works encounter some of the challenges which are conflicts

of interest and personal motives, exceeded bureaucracy in the procurement contract, price fluctuation and insufficient procurement contract review by the University of Dodoma.

6.2. Conclusion of the study

With regard to the findings of this research study as it has been found that majority of the respondent both supplied with questionnaire or interviewed revealed that they know proceeding for management the procurement activities so as to attain the value for money. And so findings from this research study conclude that in the public sector there are people who are able to hold the procurement contract of works as per Public Procurement Act of 2011 and Public Procurement Regulation of 2013 so as the procurement activities managed to be valid in the body of law and professionalism.

Apart from the fact that procurement contract to be found that well managed to attain the value for money in the University of Dodoma findings of this research study conclude that managing the procurement contract encounter some of the challenges which are poor procurement contract review of the public institutions particularly UDOM, price fluctuation in the market environment, exceeded bureaucracy from the general notice for the tender to the time of procuring the tender and accomplishment of the contract of procurement and the other challenge is presence of conflict of interest and motive for the self-gain among the entrust people to manage the procurement contract.

6.3. Recommendations

For the purposes of effectiveness of contracts management as to achieve value for money in public procurement of works tender board, contract management team, contract manager, accounting officer and Procurement Management Unit of the procuring entity recommended to;

- i. Make sure that tenderers are allowed to participate in procurement proceedings without regard to their nationality, except where the procuring entity has limited participation in procurement proceedings on the basis of nationality in accordance with this Act, the Regulations, or any provisions of

any other written law. Quality of opportunity to all tenderers this will enhance fairness of treatment to all parties and easy to obtain the best value for money in terms of price, quality and delivery having regard to set specifications and criteria.

- ii. The procuring entity should be transparency and trustful in the managing the procurement contract of works this means the criteria to be met shall be set out in the tendering documents and if the tenderer does not meet any of these criteria, the tender shall be rejected and the procuring entity shall make a similar determination for the next lowest evaluated tenderer, in the case of procurement or the next highest evaluated tender, in the case of disposal of public assets by tender.
- iii. A procuring entity is recommended prepare its annual procurement plan in a rational manner so as to avoid emergency procurement wherever possible and to aggregate its requirements wherever possible, both within the procuring entity and between procuring entities so as to obtain value for money and reduce procurement costs;
- iv. The tendering procedure principles need to be adhered in the tendering process; it should be accompanied with special and close monitoring of works providers and suppliers. The monitoring are the tools to comply with tendering principles such as to ensure accountability, transparency, value for money and honestly. These principles of procurement tend to ensure quality of works due to the fact that selected procurement Contract Company comply with terms and conditions hence quality aspect will meet the needed standard at a reasonable level.
- v. Contract monitoring is required to ensure quality of works to be provided in the organization. The close supervision is needed just to accomplish the reason for procurement contract for works.
- vi. The procurement company should training its employees purposely to increase the quality of procurement of works. The users of works terms it as of poor quality because of lack of training. The training need to concentrate on the value for money and quality of works. The supplier to be consistent

need to check the behavior of employees to fulfill the requirement of the users and quality of the works.

6.4 Contribution of this Study to Existing

This study will contribute for various knowledge and skills towards the improvement of procurement contract in attaining value of money. The study will contribute on the related contract terms, condition and procedures, it had provided respective factors for effective procurement contract in attaining value for money.

6.5 Recommendation for further research

Based on the nature of findings and literature review as discussed in chapter two and chapter four, there is a need for doing other research concerning the factors contributing to poor procurement contract of works in public organization.

Challenges public service face in soliciting the bidder and tendering process for quality efficiency. The works that could promote value of money. Also more researcher should highly organized to focus on the procedures in the procurement contract management to achieve cost efficiency in the business transaction.

More criteria should be studied on the procurement contract management and its effectiveness

Different factors that affect procurement contract and its standard to satisfy customers.

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APPENDICES

Introduction:

My name is **CHENGELELA, ANDREW**, a student from Mzumbe University pursuing Masters Degree of **SCIENCE IN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT**. I am kindly request your participation in my research study on **ASSESSMENT OF THE EFFECTIVENESS OF PROCUREMENT CONTRACTS MANAGEMENT TOWARD ACHIEVING VALUE FOR MONEY IN PROCUREMENT OF WORKS IN UNIVERSITY OF DODOMA (UDOM)**.

Instruction: Mark the correct answer of yours by putting (v).

Part A: Respondents personal details

1. What is your age?

No	Age interval
1.	18-27 years old
2.	28-37 years old
3.	38-47 years old
4.	48-57 years old

2. What is your sex?

No	Sex details
1.	Male
2.	Female

3. What is your education level?

No	Education level
1.	Certificate

2.	Diploma
3.	Bachelor degree
4.	Masters and above

4. Which department do you work?

No	Departments
1.	Accounting
2.	Procurement and Supply
3.	Human resource and Administration
4.	Building and Estate department

5. What is your working experience?

No	Working experience
1.	Less than one year
2.	One year to five years
3.	Six years to ten years
4.	Eleven years and above

Part B: The procurement methods used in selection of contractors to meet the value for money

9. Does the organization comply with procurement documentation standards?

- a. Agree
- b. Strongly agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

10. Does the organization ensure that Procurement contract of works met at reasonable and expected time?

- a. Agree
- b. Strongly agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

11. Does the organization ensure that procurement of works contracts completed and produce the desired outcomes?

- a. Agree
- b. Strongly agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

12. Please explain how? Or Why? Based on your answers above

.....
.....
.....
.....
.....
.....

Part D: Challenges that organization experiencing in managing the procurement contracts of works

13. Does the organization have the regular contracts review?

- a. Agree
- b. Strongly agree
- c. Neutral
- d. Disagree

e. Strongly disagree

14. The conflicts of interest and motives for personal gains challenging the management of the procurement contract of works?

a. Agree

b. Strongly Agree

c. Neutral

d. Disagree

e. Strong disagree

15. Does the red tape affect the management of procurement contracts of works ?

a. Agree

b. Strongly agree

c. Neutral

d. Disagree

e. Strong disagree

16. Is the price change/ sustainability affect the management of procurement contract of works?

a. Agree

b. Strongly agree

c. Neutral

d. Disagree

e. Strong disagree

17. Management of procurement contract of works affected by statutory inefficiencies and poor level of understanding between parties involved?

a. Agree

b. Strongly agree

c. Neutral

d. Disagree

e. Strongly disagree

INTERVIEW SHEET

First Part

1. What is your age?

.....

2. What is your sex?

.....

3. What is your education level?

.....

Second Part

4. What do you know about procurement contract of work ?

.....
.....
.....
.....

5. Do you know the proceeding for holding the procurement contract of work successful?

.....
.....
.....
.....

6. Does the organization ensure the timely completion of the contract of work, with expected quality at the anticipated cost?

.....
.....

.....
.....

Or does the organization make sure that value for money is attained in the management of procurement contracts?

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7. If Yes How?

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8. Do you know things that act as challenges towards managing of procurement contracts? (Mention and explain them)

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