

**THE EFFECTIVENESS OF PROCUREMENT AND CONTRACT
MANAGEMENT IN LOCAL GOVERNMENT AUTHORITIES-
LOWER LEVELS
A SURVEY STUDY CONDUCTED AT BABATI AND
SIMANJIRO DISTRICT COUNCILS.**

By

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**A Dissertation Submitted at School of Business on Partial Fulfilment of the
Award of the Masters of Science in Procurement and Supply Chain
Management (Msc-PSCM) of Mzumbe University**

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for the acceptance by the Mzumbe University, a dissertation/thesis entitled **Effectiveness of Procurement and Contract Management in Local Government Authorities-Lower Levels.A Survey Study Conducted at Babati and Simanjiro District Councils** in partial fulfilment of the requirements for the award of the degree of Master of Science in Procurement and Supply Chain Management of Mzumbe University, Tanzania.

Major Supervisor

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Acceptance by the Board of

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I, Norbert Musa Njelekela, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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DEDICATION

I, the author of this dissertation with all my heart and life I do dedicate this dissertation to my beloved mother ***the late Mariana Musa***, what can I say about my super single parent for the care she took all the time in her life including funding me school fees and other expenses for academic matters. I do pray for you so that Lord will give you eternal peace.

May the Almighty God Rest Your Soul in Eternal Peace, Amen.

LIST OF ABBREVIATION

AO	Accounting Officer
APP	Annual Procurement Plan
BEC	Basic Education Committee
CAG	Controller and Auditor General
CPAR	Country Procurement Assessment Report
CRB	Contractors Registration Board
D by D	Decentralisation by Devolution
DADP	District Agricultural Development Program
LGA	Local Government Authority
LLGA	Lower Level Government Authority
NAO	National Audit Office
OECD	Organisation for Economic Co operation and Development
PE	Procuring Entity
PEC	Primary Education Committee
PEDP	Primary Education Development Project
PMU	Procurement Management Unit
PPPD	Public Procurement Policy Division
PPRA	Public Procurement Regulatory Authority
PSC	Primary School Committee
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences
TASAF	Tanzania Social Action Fund.
TB	Tender Board
TCT	Transaction Cost Theory
URT	United Republic of Tanzania
VEO	Village Executive Officer
VfM	Value for Money
WB	World Bank
WEO	Ward Executive Director

ABSTRACT

Procurement and contract management is a crucial aspect to government service delivery. Recently, this area has drawn a great attention from academicians and researchers. Despite the government effort to disburse a large amount of funds to the lower level government authorities, still there is substandard performance which has been reported by various stakeholders. The general objective of the study was assessing the effectiveness of procurement and contract management and implementation in the local government-lower level authorities. It sought to assess the role and capacity of actors in the lower levels, application of procurement laws, guidelines and regulations, independence of powers and political influence and the relevance of procurement methods which were used to answer the research questions.

Cross-sectional survey research design was used to execute the study; targeted population was 186 respondents from wards, villages and committee members. Sample size of 127 respondents was drawn using slovin's formula and about 80 respondents were obtained for the study. Both questionnaires and interview guide were used as tools for data collection, Inferential and descriptive statistics methods including frequencies, percentages, levels of significance and correlations using SPSS as a tool for data analysis were used to give the findings. Representative reliability and construct validity were adopted for research quality assurance.

The findings revealed that, there was high significance relationship between the variables (Sign-0.000) and variables relevance of procurement methods and independence of powers and political influence had positive contribution to the effectiveness of procurement and contract management in the lower level authorities (positive coefficients, 0.353 and 0.229 with significance values of 0.001 and 0.018) the other two variables, role and capacity of actors and applicable procurement laws, guidelines and regulations had negative relationship (-0.106 and -2.40 with significance values of -0.289 and 0.018). It was recommended that, the government should make effort to have a regulatory framework that will stipulate who (procurement personnel) and how procurement processes and contract management will be implemented.

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CHAPTER ONE

INTRODUCTION

1.0 Overview

In this introduction chapter the researcher gave an overview to procurement and contract management and implementation under lower level (wards and villages), areas that were discussed included the background of the study, statement of the problem, researcher questions, research objectives, scope of the study, justification of the study and the limitation of the study. A knowledge gap was also identified which was a justification of the researcher to carry on the study.

1.1 Background of the Study

In both developed and developing countries, local governments are instituted as channels of ensuring effective service delivery. The powers of local authorities differ from country to country but in all cases, the powers include the procurement of certain types of goods and services necessary for providing the services they are responsible for (Jones, 2007).

The government of United Republic of Tanzania through its number of sectors have been disbursing fund in its lower level's (Wards, Villages, Schools and Health Canters) for implementation of various development projects in achieving the government goals of assisting its citizens and also to achieve other international goals like millennium goals of 2025 etc. As the government has introduced a policy of Decentralisation by Devolution (D by D) for planning purposes (URT, 2009). Its aim is to give power to the local authorities so that they can easily empower its community.

Procurement as an important field in enhancing/fostering development in the local community, still it encounters 'road blocks' though various amendments have been made to the public procurement act and its regulations (Rashel, 2015). Regulatory

framework is not in place to pave the way Procurement may help on the contract management under lower levels regime.

The formulated Public Procurement Act and its Regulations and the Local Government Tender Board proceedings do not clearly stipulate the way procurement has to be done in the Lower Levels Local Government Authorities. Lack of that Laws and Regulations may be a cause of high transaction costs and provision of opportunism to the actors in contract management and implementation.

Disbursed funds have to be used in accordance with the guidelines set by the funders including the procurement process/procedures for acquiring goods/works as part of implementing the projects on which funds have been allocated. An effort to disburse fund by itself is not worth if there are effective contract management and implementation so as to arrive at the desired goal taking into consideration the use of available resources timely and in most economy way.

There is a public outcry on failure to implement the projects effectively due to poor contract management especially in the Local Government Authorities. According to the CAG report, 2012/2013 a sample of 29 LGA's shows that there were uncompleted projects worth Tshs: 3,031,139,556. Also un-implemented projects amounted to Tshs: 3,794,503,074 on which funds were already released. The general comment given is for the LGA's to take appropriate action to ensure that all projects are implemented to achieve the intended objectives and also to strengthen the supervision role in contract management.

The reforms of Public Procurement Act from 2001 to 2011, provides the framework of institution on how procurement have to be initiated up to the approval of the method to be used for procurement matter. Unfortunately, there is no set-up on how procurement have to be done in the lower levels (Local government tender board and proceedings of 2007) have not stipulated what have to be done. This may be one of the reasons for failure in contract management at lower levels. The accommodation of regulations that gives the directives on how to conduct purchasing will lead to proper project management in the lower levels.

The establishment of public procurement regulatory authority (PPRA), which is an oversight body for Procurement related matters revolutionaries the way on how Procurement and contract were done specifically after establishing (Value for Money (VfM) Auditing)

The problem is that, the authority is not conducting audits under lower levels, so the speed towards changes in contract management and implementation is slow due to non-fear of the lower-level governments saying that they are not aware of the Public Procurement Act (PPA) and its regulations.

According to Ackermann, (2002) as cited by Basheka and Oluka, several theories explain the determinants and obstacles to effective contract management among which include; ethics, availability of skilled personnel and organizational influences among others. A study which was carried in Uganda by Basheka and Oluka,(2011) show that major determinants for poor contract management were found to include structures and processes while the major constraints were; lack of political will to monitor contracts, lack of capacity in contract management and monitoring of various stakeholders, also the lack of integrity in the contract management process. These findings are useful tools for building policy and practical improvement in the area.

According to the African Development Bank,(2000),the trend towards decentralization of government functions, it puts the decision-making on procurement in the hands of those responsible for delivery of services who will be accountable and will be having visibility into how public funds are being spent. But for the case of lower level, how can it be achieved while the actors have no capacity of performing procurement tasks, and funny enough it is difficult to hold them accountable for their failure.

This casts doubt whether contract management is really taken seriously. If the factors affecting contract management and its implementation are ignored, public entities are more likely to be surprised and the institutions may be subjected to poor quality of goods and infrastructures. Though there are efforts to carry out auditing from

various stakeholders clear study have to be done so as to explain what is wrong in the lower levels.

As part of the researches interest, the way on which the lower levels are performing the tasks, the position of public procurement and its regulations in the lower levels, the key players/actors in the procurement process and the approving authority on what exactly they do to comply with the law and regulations. Together with the areas identified various factors which leads to proper contract management will be discussed and the possible suggestions in order to safeguard tax-payers money by having proper contract management and implementation mechanism.

1.2 Statement of the Problem.

It is a fact that procurement has undergone significant developments and institutional strengthening in Kenya, but still there is a lack of legal framework and regulations. Currently, 2013 regulations of the public procurement and disposal (Country Government) is in use, but it is still not exhaustive (Amemba *et al*, 2013)

In Tanzania, the Public procurement transformation from Circulars issued by the Finance Minister, PPA, 2001, 2004, 2011, PPA 2016 and its regulations of 2007, 2013, Local Government Authorities Tender Board Proceedings, 2007 and Local Government Finance Memorandum, 1982 but still there is no regulatory framework to cover the aspect of procurement and contract management in the lower level local government authorities.

Despite the emphasis and regulatory framework of contract management, procurement reports from PPRA have continuously shown contract management as one of the areas where performance of public entities especially in the Local Governments, the contract management performance is poor (NAO, 2013)

The main reasons cited include corruption, lack of technical expertise (contract manager's) a few to mention. The Government's effort of injecting a large amount of funds in the lower levels for implementation of development projects, the application of existing procurement laws and regulations is not very clear. This is together with the structure, authority and procurement methods to be used in these levels. As a

consequence, this leads to reluctance from the lower level actors not to supervise the contracts effectively. This study is therefore aimed at determining the effectiveness of procurement and contract management in lower levels of LGA's.

This study is aiming to give a description of various factors that will be discussed on the effectiveness of contract management and implementation in the lower levels and recommendation of step measures to be taken.

1.3 Objectives of the study

In this study the researcher formulated five objectives which were categorised under general and specific objectives.

1.3.1 General Objective

The general objectives of this study was to determine the effectiveness of procurement and contracts management in the lower level LGA's. This include the assessment of effectiveness of the structure, capacity of actors, independence of powers among the actors, political will in the procurement process and the regulatory framework for the lower level Local Government Authorities.

1.3.2 Specific Objectives.

- i. To determine the role and capacity of lower level actors in contract management.
- ii. To determine the application of procurement laws, guidelines and regulations in procurement and contract management and implementation in the lower level LGA's.
- iii. To determine the independence of power and political influence on procurement and contract management in the lower level LGA's.
- iv. To determine how relevant procurement methods are managed in the lower levels LGA's.

1.4 Research Questions.

The study was guided by the following research questions that are divided into general and specific questions.

1.4.1 General Research Question.

To what extent is procurement and contract management effective in lower level LGA's?

1.4.2 Specific Research Questions

- i. How competent are lower levels actors in procurement contract management and implementation?
- ii. To what extent are the existing procurement laws, guidelines and regulations are applicable in contract management and implementation.
- iii. What are the effects of political influence and how independent are the actors in procurement contract management and implementation.
- iv. How relevant are procurement methods in procurement and contract management in the LLGA's?

1.5 Justification of the Study.

The researcher's justification of the study lies in the following points:-

- i. As a partial fulfilment of requirements for the award of Masters Degree in Procurement and Supply Chain Management offered by Mzumbe University.
- ii. To know how the procurement system and contract management is carried out in LGA's lower levels.
- iii. To learn how various actors in lower levels are carrying out procurement system and contract management in accordance with their capacity. The effectiveness of procurement system, political influence on the system and contract management will also be learned from this study.
- iv. For oversight bodies like PPRA, they may use the research for the next procurement act and regulations (especially the Local Government Tender

Board Proceedings specifically for the Local Government Authorities) by including clauses/directives on how to deal with lower level procurement and how to manage the contracts including lower level capacity building towards contract management and implementation.

1.6 Scope of the study

The researcher limited the study only to the four areas namely capacity of actors, independence of powers and political influence, relevance of procurement methods and the applicable procurement laws, guidelines and regulations in his study to determine the effectiveness of contract management and implementation. Also the study was conducted in only two district authorities (Babati and Simanjiro District Councils), the findings of this study may be generalised to the population (District Councils) because all of them work in the same manner.

1.7 Limitations of the Study

A number of limitations were encountered during my study which included the following:-

- i. The willingness of various actors in the lower levels to give the information by fearing may be it is an investigation which is done by the government so as to identify new ways of managing contracts that will not involve lower level authorities directly. That led to get fewer respondents which were quite different from the researcher's expectations. (80 respondents as compared to 129 units expected)
- ii. Access of key stake holders who were expected to give responses to the study (Ward Executive Officers, Village Executive Officers and Head/Members of Committees, in some parts they were missing due to geographical scattering and access to information on where exactly the person is found. This goes together with the delay to get permission from Local Government Authorities to be accepted to collect data. Letters were not replied on time in all two (2) LGA's. In all two (2) mentioned areas, the researcher did not give up by keeping on follow-up and educating the respondents the importance of the

study which make them understand and agreed to participate by filling questionnaires. For the case of respondent rate, 80/127 was considered not a bad response rate to hinder the study.

- iii. The researcher was not able to get adequate literature concerning the lower level procurement and contract management issues, most of them were addressing higher level authorities. Thus, the empirical review wasn't enriched enough literature.

1.8 Dissertation Organization.

The study is organized in six (6) chapters that give the introduction of the topic of interest, objectives, significance of the study and the main research questions; theories have been used to support the objectives and the conceptual framework for the study. A review of literature was also done under the second chapter, research methodology by survey was done and presentation of the findings and analysis under chapter four, discussion of the findings was critically done under chapter five and lastly summary, conclusion and recommendations were given under chapter six.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter comprises definition of terms and both theoretical and empirical studies related to contract management and implementation in the lower levels, conceptual framework and the critique review of relevant studies was done accordingly. A summary of the literature and research gaps was clearly shown.

2.1 Definition of Terms

Contract

- ✓ Unite Republic of Tanzania, (2011) defined contract as an agreement made between a procurement entity and a tenderer as a result of procurement proceedings.

Contract management

Is the management of contract made with customers, vendors, partners or employees. It can also be defined as a systematic and efficiently managing contract creation, execution, and analysis for the purpose of maximising financial and operational performance and minimising risk (Aberdeen group, as cited by Bhardwaj, 2011)

Grimsey and Lewis (2004) as cited by Hotterbeekx (2013) defined contract management as the process taken to maintain the integrity of the contract, and ensure that the roles and responsibilities contractually demarcated and full understood and carried out to the contracted standard.

i. Effectiveness of contract

According to Merriam-Webster as cited by Kim Cullen, 2016, effectiveness is the capability of producing desired results without wasting materials, time or energy.

ii. Procurement

Procurement means buying, purchasing, renting, leasing or otherwise acquiring any goods, works or services by a procuring entity and includes all functions that pertain to the obtaining of any goods, works or services, including description of requirements, selection and invitation of tenderers, preparation and award of contracts. (PPA, 2011)

iii. Procurement Contract.

Means any licence, permit, or other concession or authority issued by a public body or entered into between a public body and a supplier, contractor or consultant, resulting from procurement proceedings for carrying out construction or other related works or for the supply of any goods or services. (PPA, 2011)

iv. Local Government Authority

Means a local government authority established under the local government (district authority) Act or local government authority established under the Local Government (Urban Authority) Act. (URT, 2011)

2.2 Theoretical Literature Approach

Two (2) theories have been used in these studies which are Resource Based View and the Transaction Cost Theory. After the discussion of the theories, theoretical framework was developed accordingly.

2.2.1 Resource Based View (Theory)

Wenerfelt, 1984, maijoor, 1996 defined resources as those assets that are tied semi permanently to the firm. It includes, financial, physical, human, commercial, technological and organisational assets used by firms to develop, manufacture and deliver products and services to its customers (Berney, 1991)

The Resource-Based View (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal (Mwailu & Mercer, 1983). The field of purchasing

and supply management are enjoying growing popularity and importance to organizations including the public entities.

Since the development of supply management in the 1990's, firms are increasingly realize that their ability to compete closely is closely linked to the adoption of "best practise" techniques, including internal production mechanisms as well as the alignment with suppliers for delivering customer value (Cousins and Menguc, 2006) (Hand field, Petersen, Cousins and Lawson, 2009, p 101; Kaufmann, 2002, p 12) defined supply management as the process which includes the sourcing of goods and services from suppliers aimed at achieving a sustainable competitive advantage. Usually, purchasing department activities are divided into three phases namely, antecedent processes, primary processes and primary processes.

Under the supporting processes which spans control of the purchasing function and serve as a means to enhance the performance of the primary functions the process is divided into controlling, contract management and organisation and personnel. Controlling-the supply controlling process measures whether the execution plan was fulfilled according to the plan.

Contract Management-this step administers the contract and monitors their execution. In this study the researcher used this part of the theory as it addresses the contract management and monitoring something that have to be done properly in any entity as an assurance of the effectiveness.

Organisation and personnel-This step is employed to adapt the structures, processes and workforce, which will enable the execution phase. The researcher also adopted this part of the theory as it direct relates to how the procurement is structured in the local government authority (Lower Levels) on which without it the possibility of wastage of the entities resources will be high.

The RBV can be applied to supply management and the purchasing function in supporting every decision point in the purchasing cycle. In an assumption that activities leading to a competitive advantage should be maintained in-house, clearly less important items are secured externally. Awarding preferably fixed and long-term contracts, through the significance of the contribution to the decisions is not available in the literature. Bohnenkamp, (2013)

2.2.2 Transaction Cost Theory (TCT)

Williamson, 1989 on focusing transaction cost economics, said that whenever a good or service is transferred from a provider to a user there must be transactions that are incurred by an organisation. Transaction costs include managing and monitoring personnel and procuring inputs and capital equipment. Transaction costs comprise the ex-ante costs and ex-post costs. The ex-ante costs consist of searching and information, drafting and negotiating an agreement and the costs associated with safeguarding the agreement. Ex-post costs entails the costs of evaluating the input, measuring the output and monitoring and enforcement.

According to Rindfleisch, (1997) The main focus of this theory is based on contract management especially in contracts costs, time and quality with a given assumption that the implementing organizations (PE's) have a tendency of managing effectively their contracts before and after contract award including anticipating any uncertainty which may arise and affect the proper project implementation or termination of the contract. Due to the nature of human being, there is a tendency of thinking that those who have been assigned the task of implementing and monitoring the contract will not perform as per agreed terms and conditions.

Based on the assumptions of the TCT, one of the parameters under the ex-post costs is the ex-post information asymmetry, which is the extent to which the organisation is able to observe and to have an access timely the quality of actually delivered contributions.

According to Williamson, 1985 another assumption under the TCT is opportunism with guile. Williamson argued that, under neo-classical economics, humans are considered as self interested, individuals pursue their own self interest in their own activities (simple own interest). Human beings have tendencies of getting involved in subtly and overtly on both ex-ante and ex-post towards agreement of contracts. Opportunism is considered as a motivation of human behaviour. Opportunism is a central approach of TCT due to the truth that in the absence of opportunistic behaviour, contracts will be costless enforced and there would be no reason for other forms of economic organisation besides the market.

In summary, effective performance of contracts depends on the monitoring and administration of the contract ensuring that there is less uncertainty, opportunistic behaviours so that the sought goals can be properly attained. From this theory it is clear that for any contract to be implemented clearly quality must be achieved. That can be achieved by having full time skilled personnel to supervise the projects, a regulatory framework that stipulates the roles and responsibilities of the ones given authority and qualified service providers.

2.3 Empirical Evidence.

According to Wikipedia, 2016 empirical evidence is the kind of information that justifies a belief in the truth or falsity of a claim. If a researcher claims to have knowledge s/he can confirm that through empirical evidence.

2.3.1 Procurement Management and Service Delivery.

A good procurement system relates to the management of procurement activities such as drafting specifications for goods, works or services, selecting and contracting of suppliers (Obanda, 2010).According to (OECD, 2005) the actual procurement contract relates to activities like technical and financial evaluation, negotiations, award of contract and notification to unsuccessful bidders. This is applicable also to goods on which effective and efficient service provision will be guided by time, right quality, and at a cost effective manner.

In Tanzania, procurement process and contract administration are clearly documented by PPA Act No.7 of 2011 and its regulations of 2013.According to KPMG international,(2012) and Hunja (2001) procurement in most public sectors organizations is largely tactical in nature, where by the focus is normally on supplier selection and contract award.

Technical/Tactical procurement is the most sensitive in the procurement process, since it is what determines the quality of a bidder to be contracted. In case it happens that the procurement process is not well managed, there is a high possibility of having poor quality goods and sub-standard completed works (constructed works).

In lower level government sector, there is no clearly defined or recognized procurement process which may be a reason for the failure of many projects due to unpleasing contract management which may be contributed by absence of expertise to perform the procurement process and mechanism for proper contract monitoring and implementation.

Bashuna, (2013) explained that all procurement regardless of their value or complexity have to follow sequence of actions, it includes pre-procurement and actual procurement activities which includes contract management. Involvement of technical/qualified personnel can be a reason for effective contract administration in the government lower levels.

The public procurement act, 2011 and its regulations, 2013 stipulates the importance of having competent personnel in carrying out the procurement process through having adequate qualifications and experience. It may be surprising if both qualified expertise and contract administrators are lacking in the lower levels, what do we expect in the procurement and implementation of contracts? During a workshop organised by the World Bank Institute (WBI) in 2011 at Kampala Uganda with the aim of building a common understanding of current and reality of contract management and monitoring, they mentioned lack of capacity in contract management and monitoring as one of the constraints towards achieving effective procurement and contract management. Basheka, (2011). Waker and Bramener, (2004) as cited by Rashel, (2015) explained that non-compliance and multipractices to the policies and procedures among procurement officers and interference from outside parties affecting award of contract.

The lack of direct involvement of actors in the contract implementation and management is like playing football without rules, scoreboards, or referees (World Bank, 1995). Contract management covers all the activities performed by both the procuring entity and the suppliers /contractors/service providers upon signing of the contract up to full discharge of the obligations of each party. Regulations 121 of the Public Procurement Act of 2011 requires procuring entities to be responsible for the effective management of any procurement of goods, works including the timely delivery of goods and services in the correct quantities and quality specified in the

contract to monitor the progress and timely completion of the works in accordance with the terms of each contract.

According to the Local Government Authorities Tender Boards (Establishment and Proceedings Regulations, 2007, Regulation 17 one of the roles of finance committee is to oversee contract implementation through inspection of projects, works and goods received. This can only be done in the district level where it is easy to get reports of the contract implementation stages and how the contracts are managed.

In the local government lower levels, contracts awards are not reported to the respective authority for approval and inspection for goods are not even done, or sometimes it may be done by chance.

PPRA requires all PE's to prepare and submit APP and later prepare monthly reports for procurement of goods and ongoing contracts. In this case, projects or purchased goods in the lower level government sector are forgotten as they are not reported anywhere. The statement can be a justification that the reports sent to the respective authorities do not match with the procurement plan. A proper procurement structure in the lower level which may accommodate the procurement process and contract management will ensure proper contract management.

According to National Auditing Office of Kenya, 2014 among its recommendations it called for "system and processes" to be put in place by departments to ensure better oversight and management of supplier contracts. That can be done through appointing of responsible personnel/senior champions for contract management, defining responsibilities and the procedures for escalating issues to senior staff. There is a need of designing policies and contracts must be designed with a view to the contract management capability available and any flexibility required. In local government sector especially in the lower levels, executive directors have not taken into account contract management seriously. There is no adapted governance to the expanding role of government contracting; basic infrastructure of oversight is lacking, senior management, challenge and scrutiny. The focus of the government is much on contract signing and approving new projects instead of managing the implementation of ongoing contracts for goods and works.

2.3.2 Institutional Arrangement.

District Executive Directors are the key implementing agents in the district level. In the lower level, ward executive director and village executive directors are mainly implementers. Projects committees have the responsibility of handling procurement of goods and services as well as management of various grants.

2.3.3 Participatory Procurement of Goods and Works in Lower Levels.

There are number of projects which are implemented in the lower level governments on which, each project tends to be a standalone project. Some of the projects include TASAF, PEDP, and DADP's. All these projects are financed by the government. Each project is self administered by committees selected depending on the condition given through its project manual.

According to (URT,2002) under the (Primary Education Development Programme, PEDP) procurement methods and limit of authorisations are given which are Basic Education Committee ,BEC and the Primary School Committee, PSC which is higher authorities in school levels to oversee procurement activities. But through that manual, involvement of supplies personnel in the procurement process is only done in the evaluation and supplier selection.

The question arises on who will be having the responsibility of contract management in that level? Currently there are school building projects which are implemented throughout, can we rely much on the committees while we know their competence technically and Procurement Law is not known?

On the other side, the capacity of contractors/service level providers tends to be just local craftsmen. The condition from Contractors Registration Board (CRB) is that registered contractors are required to implement the projects. In the lower level sector who oversees the selected contractor's?

Under District Agricultural Development Programme, DADP's project the procurement of goods and services are in accordance with the Local Authority Procurement Regulations, Local Government Procurement Manual and any other approved processes. As much as possible community members are required to be

provided with skills to undertake procurement of goods and services in order to minimize dependence on Council Tender Boards (URT, 2006). But what is the role of CTB in undertaking/overseeing procurement activities? The same is done in the projects like TASAF.

All procurement requirements have to be advertised to inform community members and potential providers of goods and services about project development and activities; and, to enhance transparency and competition in the procurement process. Publicity would take the form of information campaign notices or billboards placed in appropriate locations (e.g., local newspapers, village councils and community meetings).

2.3.4 Procurement Record Management System

Thurston (2002) recommended that records are critical to the operations of any organisation. There is no entity that can operate successfully if it relies on human memory alone to keep track of her transactions. Procurement records are a vital recourse to any organisation that strives to conduct operations effectively. Every organisation needs to have accurate and accessible records that are tamper-free, original, reliable and able to reveal institutional memory for informed decision making. Compliance of PE's to be strictly in documentation, recording and filing requirements.

2.3.5 Contract management practice and operational performance

The effective practice of contract in an organisation is critical in an organisation is critical in boosting its operational performance. Practically, contract management is undertaken to achieve organisation goals as stated in the strategic plan. Operational performance measurement ensures that the overall strategic objectives of an organisation are effectively and efficiently realised.

Contract management boosts an organisation's operational performance measured against the various performance measurements, such as quality, flexibility, speed, efficiency, and supplier relationship. The effect of good contract management practice on operational performance can be measured successfully using suitable

operational key performance indicators (KPI's).Some of the key indicators of operational performance used include: efficiency, quality, flexibility, compliance, supplier relationships, supplier defects rates and procurement cycle time, (Cho and Pucick,2005)(Add Empirical Evidence Related in Tanzania)

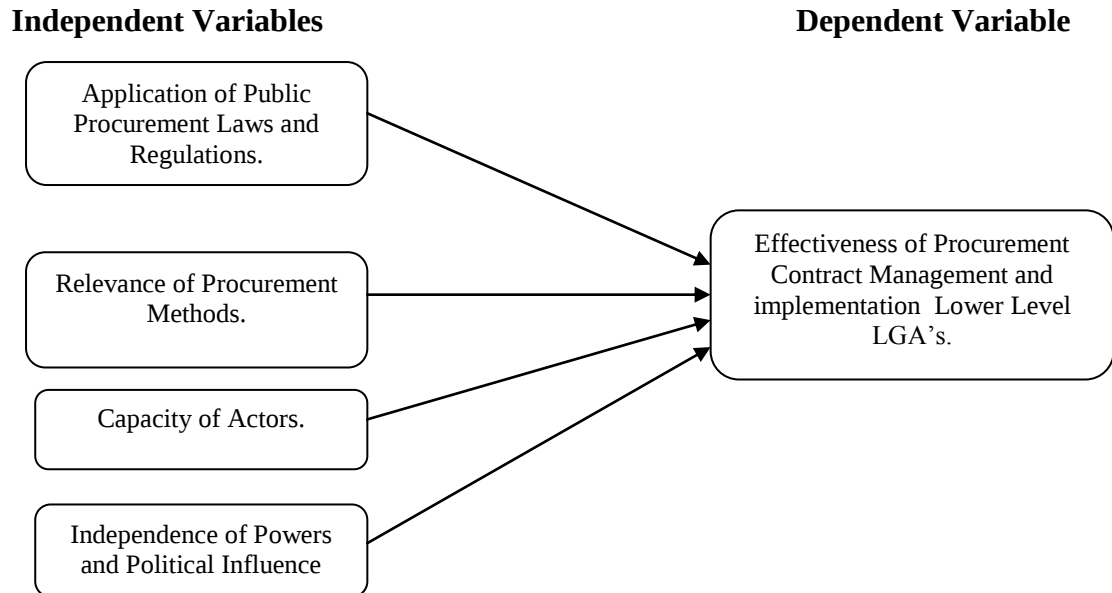
2.4 Research Gap

Considering the literature discussed in the empirical part, most of the studies related to contract management and implementation were based much on PE's that are at higher levels. (District Authorities) especially in the east Africa countries (Kenya, Tanzania and Uganda), the research did not come across any comprehensive study that elaborated the factors contributing to the effectiveness or failure of contract management and implementation at the lower level authorities (Wards and Villages)

2.5 Conceptual Framework of the Research

According to (Miles and Huberman, 1994; Robson, 2011), conceptual framework is a visual or written product that explains either graphically or in narrative form, the main things to be studies which include the key factors, concepts, or variables and the presumed relationships among them. It is the about actual ideas and beliefs that you hold about the phenomena studied, whether these are written down or not. Sometimes it is called the “ theoretical framework” or “idea context” for the study. The researcher used the independent and dependent variables on explaining the conceptual framework.

Figure 2.1: Conceptual Framework



Source: Researchers construct 2016

2.5.1 Variable Operationalisation.

An operational definition is a set of procedures that describe the activities to be performed to establish empirically the existence or the degree of existence of what is described by a concept (Ghauri and Grønhaug, 2005)

2.5.1.1 Independent Variables

Independent variables that are also known as regressors were used by the researcher to see how are they related to the dependent variable. Four independent variables were used in the study and them as mentioned below.

(i) Capacity of Actors

Under capacity of actors, the researcher used a construct that composed of the level of education, work experience and technical skills possessed by the actors in the procurement and contract management and implementation.

(ii) Application of Procurement Laws and Regulations.

Both clarity and adherence to the Procurement Laws and Regulations were used in relation to the available laws and regulations.

(iii) Independent of Powers and Political Influence.

Each authority in contract management is having its limit, the structure of the authority in lower level procurement of WEO's and VEO's were taken on board in relation to procurement contract management and implementation. Political environment and role of political figures were also taken into consideration on how they relate to procurement contract management. Attributes that were measured included the influence of supplier selection in contract management and implementation, effect of multiparty in wards and villages and if contract management can be effective in the absence of political personnel.

(iv) Relevance of Procurement Methods.

Under lower level procurement, methods of procurement that are used and the policies and guidelines in lower levels will be used as a construct. Focus was mainly on the applicable procurement laws and regulations, if the method used assures value for money, procurement processing times used in wards and villages, prepared guidelines are clearly used in wards/villages and translation of guidelines/laws in Swahili language to suite lower level users.

2.5.1.2 Dependent Variable.

Effectiveness of Procurement and Contract Management in LGA's lower levels under the dependent variable, the framework will take parameters like cost, time, quality, convenience, record keeping timely, easy to retrieve and accuracy.

2.5.2 Measurement of Variables

Lawrence Newman,(2015) in his book of social science research methods he explained that, during a study design a researcher need to observe internal, external and statistical validity for better testing of theory and that can only be achieved if there if a proper measurement of variable.

Variables as explained above used different level of measurement that refined and gave precise construct based on the assumption given by the researcher. Index construction was used on which combination of different indicators of a construct were combined to give a single score. As the Likert scale was dominant on the study as a level of measurement, the combination of it was composed to measure the same construct. According to (Msabila and Nalaila, 2013), measurement of a variable must be explained in a particular study. That is due to the assignment of a meaning to a concept or variable through specifying the operation needed to measure it. Table 2.1 below shows how the variables were measured.

Table 2.1: Measurement of Variables

S.N	Variable Name	Scale of measurement and Index Construction	Assumption adopted by the researcher and statistical tests
1	<i>Role and Capacity of Actors</i>	The variable used:- • Level of education(Discrete Variable-Ordinal Scale) • Years of experience in the current position(Discrete Variable-Ordinal Scale) • Number of trainings attended (Continuous Variable-Ratio Scale) • Trainings attended per annum(Continuous variable-Ratio Scale)	The researcher composed an index to make a construct-Role and Capacity of Actors which was unweighted, the assumption being all the items measures the same thing through summing them.
2	<i>Independence of powers and political influence, Relevance of Procurement Methods, Application of public procurement laws and regulations and Effectiveness of Procurement Contract Management and Implementation.</i>	• All the variables were measures by 5-point likert scale, to obtain respondents view .For each variable items were summed to make a construct. (Index Construction). • Lastly, relationship between the variables was established.	The researcher composed an index to make a construct-Role and Capacity of Actors which was unweighted, the assumption being all the items measures the same thing through summing them. F-test Statistics, Correlation were used as statistical measures.

Source: Researchers Construct, 2016

CHAPTER THREE

RESEARCH METHODOLOGY

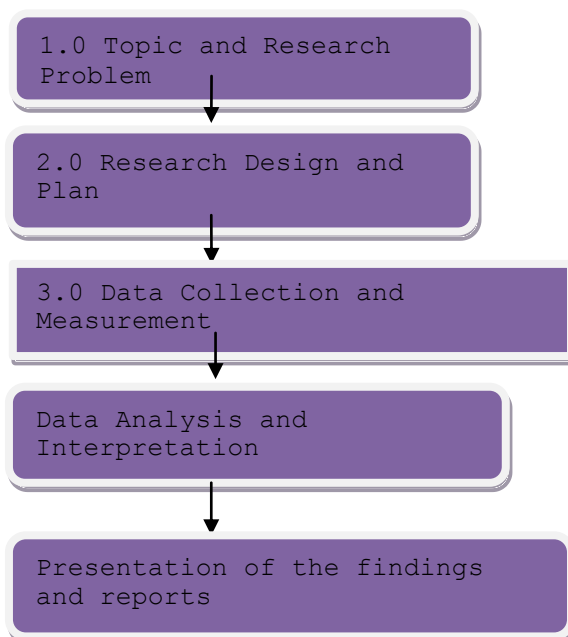
3.0 Introduction

This chapter presents the research methodology on which a systematic way of undertaking the research was done. According to (Saunders *et al*, 2009), methodology means the manner of undertaking a research which contains theoretical and philosophical assumption and the guidance of the methods adopted. The chapter provides an explanation on how the study was conducted including, study design, area of study, sample size, sampling technique, data collection methods, data analysis, validity and reliability of data.

3.1 Research Framework

Is a collection of items to ask or to observe together with the techniques for doing so. It includes the research/data integration from various areas together with the methodology for making the meaning of the raw research.

Figure 3.1 Methodology Framework of the Research



Source: Cateora and Ghauri, 2000:149)

3.2 Research Design

According to Sondhi and Chawla, (2011), research design is the framework that has been created to seek answers to the research questions. Another comprehensive and holistic definition of research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions. It includes an outline of what the investigator will do from writing the hypothesis to the final analysis of data. (Kerlinger, 1995)

Basic tenets of the research design involve the following:-

- i. Convert the research question and the stated assumptions/hypothesis into operational variables that can be measured.
- ii. Specify the process that will be followed to complete the above task, as efficiently and economically as possible.
- iii. Specify the ‘control mechanism(s)’ that would be used to ensure that the effect of other variables that could impact the outcome of the study has been controlled.

3.2.1 Types of Research Design

Christensen, Johnson and Turner, (2015), mentioned various designs that may be used in research studies that include exploratory research design, Descriptive research design and Causal research. In this study, the researcher used descriptive research design.

3.2.2 Descriptive Research Design

Basically, descriptive research design is considered as the most structured and formal in nature with the objective of providing comprehensive and detailed explanation of the phenomena under study. (Sondhi and Chawla, 2011).As the researcher used survey technique, descriptive research was considered to be more useful.

Why use of descriptive research design? The main objective of the researcher was to measure simultaneously occurrence of mentioned variables under study. In this study, the researcher aimed to establish relationships between five (5) variables so as to establish the correlation between the variables under the study. Descriptive

research is subdivided into two (2) categories: cross-sectional studies and longitudinal studies. The researcher focus was under cross-sectional descriptive research.

According to (Christensen, Johnson and Turner, 2015), survey data are collected from the research participants during a single, relatively brief time period (i.e. a period long enough to collect data from all the participants in the sample).The data are collected from the participants in the sample only once and they are typically collected from multiple age groups, social economic classes.

3.3 Types of Data and Data Collection Tools

Data were collected from respondents by using selected tools, so as to get information that was needed by the researcher.

3.3.1 Types of Data

According to (Msabila and Nalaila, 2013), data collection methods are divided into primary and secondary data.

3.3.1.1 Primary Data

Primary data collection involves collection of data at first time (original data from the respondents).This study used both questionnaire and structured interview guide to collect the needed data. Although the monetary and resource are high when this type of data collection is used, but the authenticity and relevance tends to be high (Sondhi and Chawla, 2011).

3.3.1.2 Secondary Data

As the name implies, it is that information which is not topical or research-specific and has been collected and compiled by some other researchers or investigative body. The said information is recorded and published in a structured format, and thus, is quicker and easy to access. Articles in academic journals, published books, and search engines, internet with search tools like Google Scholar, reports from National Auditing Office, guidelines and government reports were used.

3.3.2 Data Collection Tools

Generally, the term data collection method refers to how the researcher obtains the empirical data to be used to answer his research questions. In this study, two (2) major methods of data collection were used:

3.3.2.1 Questionnaire

(Christensen, Johnson and Turner, 2015), defined a questionnaire as a self-report data collection instrument that is filled out by research participants. Questionnaires measures participant's opinions and perceptions and provide self reported demographic information. It is believed that, large number of respondents can be worked out when questionnaire is used as a method of data collection. In this study, the researcher used the Questionnaire as one of the tool for data collection.

The principle underlying use of data collection instrument is that the researcher should determine if an available instrument is appropriate by determining what samples it has been used with and examining reliability and validity of data across the sample. As there is no similar questionnaire which has been used for the study like this, the researcher followed the guideline on how to construct the research instrument.

Guidelines which were used by the researcher on questionnaire construction involve the following:-

Items were written to follow the research objectives.

Written items were appropriate for the respondents.

Questions were written in simple and short term.

Loaded and leading questions were avoided by the researcher.

Double barrelled and double negative questions were avoided.

Multiple items to measure complex or abstracts were used.

Pilot testing of the questionnaire was conducted till it was perfect.

At the end, the questionnaire was divided into the following parts:-

- (a) General Respondents Information
- (b) Application of Public Procurement Laws and Regulations
- (c) Independence of Powers and Political Influence

- (d) Relevance of Procurement Methods
- (e) Effectiveness of contract management and implementation.

3.3.2.2 Interviews

An interview is a situation where the interviewer asks the interviewee a series of questions. In this study, the researcher used *face to face* structured interview to obtain information from some respondents who were not given questionnaires as a way of avoiding repetition. The use of interview as a method of data collection had the following strength which convicted the researcher to use it.

- (i) It allowed the probing and posing of follow-up questions by the interviewer
- (ii) In depth information were obtained
- (iii) High response rate were obtained
- (iv) Exactly information's that were needed by the researcher were obtained.

3.4 Sample Size Determination

Under sample size determination, a sample was derived from the population and the obtained sample was used to carry out the study. Key definitions were given starting from the population to the sample.

3.4.1 Population

It refers to any group of people or objects that form the subject of the study in a particular survey and are similar in one or more ways. In this study, a total of 186 respondents formed a population. That population consisted of Wards Executive Officers, Village Executive Officers and Heads of Committees (Health and Education)

Table 3.1: Study Population

District	Area(Km Square)	No. of Wards	No. of Villages	Total Population
Simanjiro D.C	19,941	18	52	70
Babati D.C	5,608	21	95	116
Total	25,549	39	147	186

Source: Manyara Region profile, 2016

3.4.2 Element

An element comprises a single member of the population. Out of 186 respondents mentioned above, each respondent coming from any ward or village forms an element of the population.

3.4.3 Sampling Frame

Sampling frame comprises all the elements of the population with proper identification that is available to us for selection at any stage of sampling. In this study, 186 respondents consisted as a sampling frame out of which a sample was drawn.

3.4.4 Sample

Sample is a subset of the population, from the given population, the sample size calculated was 127 respondents.

3.4.5 Sampling Unit

A sampling unit is a single member of the sample. As the sample size is 127 individuals, it means there were 127 sampling units.

3.4.6 Unit of Inquiry

The Unit of Inquiry were wards, villages and committees in both villages and wards.

3.4.7 Sampling

According to (Sondhi and Chawla, 2011), sampling is the process of selecting adequate number of elements from the population so that the study of the sample will not only help in understanding the characteristics of the population but also will enable the researcher to generalize the results. From the given population of this study, the sample size will be derived by using Sloven's formula for sample size determination. The sample size from each category of target population will be determined using Sloven's formula for sample determination as specified below;

$$n = \frac{N}{(1 + Ne^2)}$$

Where, n=sample size

N=Total Population

e=error of tolerance.

Using the above formula, we shall set our margin of error to 5%, thus e=5% or (0.05).

Using the data from the table above, there are 186 units to be targeted in Babati Dc and Simanjoro Dc. Thus the sample size from this category will be calculated as follows;-

$$n = \frac{N}{(1 + Ne^2)}$$

$$n = \frac{186}{1 + 186 \times 0.05^2} = 126.9$$

$$n = 126.9 \approx 127 \text{ Units}$$

From the calculations above, the sample size used is 127 units (Head of Committees, Ward Executive Directors, and Village Executive Officers)

3.5. Sampling Design

A definition given by Kothari, 2004 defined sampling design as a plan which a researcher uses to obtain sample from the sampling frame. By so doing, the researcher was able to draw inferences from the sampling unit that can be used to generalize the population.

3.5.1 Non-Probability Sampling Design

Under non probability sampling, it means samples are taken deliberately by the researcher. As this kind of design is usually affected by the researcher's biasness, the researcher was very much carefully in selecting respondents who were having adequate information of the study.

3.5.1.1 Convenient Sampling

Is a method often used in the pre-test phase of a research study such as pretesting of a questionnaire. The researcher used this technique to test if the questionnaire and the interview guide were well constructed and clearly understood by the respondents as the researcher's thought. Two councils named Chamwino and Bahi were used in the study, on which questionnaires were distributed to the Committees, WEO's and VEO's totalled to ten (10) respectively. Additions and omissions of the information that were obtained from the respondents were used respectively to rectify the questionnaire.

3.5.1.2 Purposive or Judgemental Sampling

According to Lawrence Neuman, (2015) defined it as a non-random sample in which the researcher uses a wide range of methods to locate all possible cases of a highly specific and difficult to reach population. Under judgemental sampling, experts in the field choose what they believe to be the best sample for the study in question. The researcher selected unique cases that are especially informative. In that case Committee members, WEO's and VEO's were selected purposively because they are information rich on contact management and implementation issues in the lower levels.

3.6 Data Analysis

Data collected from the respondents were gathered by the researcher, editing was done at the central place (Simanjiro-Manyara) and any issues of incompleteness, inconsistency and or inaccuracy were handled by calling back to the respondents. On the other hand, data obtained through interviews was edited before the interviewer leaves the respondent so as to ensure its completeness, consistency and accuracy. After editing, the responses were be grouped into distinct categories to facilitate data coding exercise. After coding, data were entered into Excel and later imported into SPSS version 22 and Gretl programme for analysis and subsequent report writing. The programmes were used to report Descriptive Statistics (Frequencies, percentiles,

Pie Charts, Bar Graphs, and Histograms), Correlation technique as a tool of advanced statistical was on which levels of significance and correlation coefficients between the variables were reported.

3.7 Research Quality Issues

As the research constructs are ambiguous, diffuse, and not observable, sometimes it is not possible to have a perfect validity and reliability. The idea helps to establish the truthfulness, credibility, or believability of the findings (Lawrence Neuman, 2015).As the study employed both qualitative and quantitative approaches, the validity and reliability are quite different as narrated below.

3.7.1 Reliability in quantitative and qualitative research

It means that the numerical results an indicator produces does not vary because of the characteristics of the measurement process or measurement instrument itself. The study involved three (3) groups of individuals who were asked the same type of questions, i.e WEO's, VEO's and Committee members. The researcher used *representative reliability* so as to test if the same results were obtained from the three (3) groups.

The researcher asked the education qualification in two (2) sub groups (men, women) on which 10 males and 10 womens were asked about their education level at Simanjiro Area. Between males, Seven (7), were (Diploma Holders.) and four (3) were Graduates (Bachelor Degree).Between Females, two (2) were graduated (Bachelor Degree) and eight (8) were diploma holders. The researcher used his effort to get independent information from the employer of the respondents (Human Resource Unit) so as to check if there was any error in answering the question of education between males and women. There was no error rate which means the respondents had representative reliability.

Another method of reliability test that was adopted by the researcher is equivalence reliability. Under equivalence reliability, multiple items are measured in a construct, which means several items are measured in the same construct (Lawrence Neuman, 2015).Division of items into two groups is done under the method and split-half

method is employed. The researcher had 38 variables; the results obtained were reported under table 3.2 and 3.3 below.

Table 3.2: Test for Model Goodness of Fit

Chi-Square	Value	1020.368
	df	739
	Sig	.000
Log of Determinant of	Unconstrained Matrix	-13.944
	Constrained Matrix	1.483

Source: Survey Data, 2016

From the findings reported under table 3.2, it seems that the model is fit for the study value $0.000 < 0.005$ meaning that the study is significant.

Table 3.3 Reliability Statistics

Common Variance	
True Variance	.062
Error Variance	1.007
Common Inter-Item Correlation	.058
Reliability of Scale	.700
Reliability of Scale (Unbiased)	.707

Source: Survey Data, 2016

Table 3.3 above shows the reliability coefficient to be 0.707 which is higher than 0.7 meaning that reliability was observed in the study.

Some improvements were done by the researcher which involved the following:-

- ✓ Pilot test was done by the researcher at Bahi and Chamwino District Councils.
- ✓ Multiple indicators under the same construct were used and conceptualization of the construct was clearly done.(under both Dependent and Independent Variables)

3.7.2 Validity in quantitative and qualitative Research

According to (Christensen *et al*, 2015) research validity refers to the correctness or truthfulness of an inference that is made from the results of a research study. The

researcher used measurement validity in his research on which the indicator and the conceptual definition of the construct that the indicator is supposed to measure tends to fit together.

Under the measurement validity, the researcher specifically used Construct Validity where by multiple indicators were used to address research questions.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.0 Overview

In this chapter, the researcher presented the output of the collected data through statistical tests (F-test, Anova) with the aid of an analysis tool known as SPSS (Statistical Package for Social Science Research) version 22 to provide findings on the way procurement and contract management is carried out in lower level authorities, role and capacity of lower level stakeholders/actors in contract management effectiveness of procurement laws and regulations and the effect of independence of power and political influence on procurement and contract management.

4.1 Preliminary Data Analysis

Before data analysis, raw data were cleaned irrespective of the care taken during collection. Validation of field data, data coding and data editing were done to ensure that collected data are perfect for the analysis.

4.1.1 Fieldwork Validation

After data collection through questionnaire and the interview guide, the researcher started validating the collected data by checking whether the execution of the study was well conducted. The researcher went meticulously all over the raw data forms and checks them for errors and finding out whether the instructions were followed during filling the questionnaire. Although the fieldwork validation was done during pilot testing, but the researcher thought that doing validation is important again due to the following reasons:-

- (a) As the questionnaire was translated to swahili language, swahili language expert was hired so as to see if the meaning of the questions is the same or not.
- (b) As the questionnaire survey was conducted in multiple locations (Babati and Simanjiro), the researcher outsourced an assistant researcher to collect the data. So it

was important for the researcher to carry out checks during the field work as well to ensure that the matter was conducted correctly.

4.1.2 Data Coding

According to Sondhi and Chawla, (2015) coding is the process of identifying and denoting a numeral to the responses given by the respondents. It is essentially done so as to facilitate the researchers use for interpreting the answers and classifying the data. Reason behind for doing that was to ease the quantification and graphic presentation of data into charts, tables and figures. In this study, the researcher used numerals in the response part under likert scale and short names for the variables used.

According to Lawrence Newman, (2015) codebook is a special format describing the coding procedure and the computer file location of data for variables in a specific format. The researcher prepared his codebook by using the coding procedures (pre and post coding) were done.

4.1.3 Data Editing

Both field and centralised editing were done by the researcher and his assistant by reviewing the filled questionnaire for any inconsistencies, on response, illegible responses and incomplete responses. The researcher did so as to ensure the fallacies are corrected accordingly. Incorrect entries were also corrected. Thanks GOD there was no backtracking (returning to the field and to the respondents, so as to follow unsatisfactory responses)

Missing value allocation and unsatisfactory responses discarding was done so as to increase the worthiness of the research.

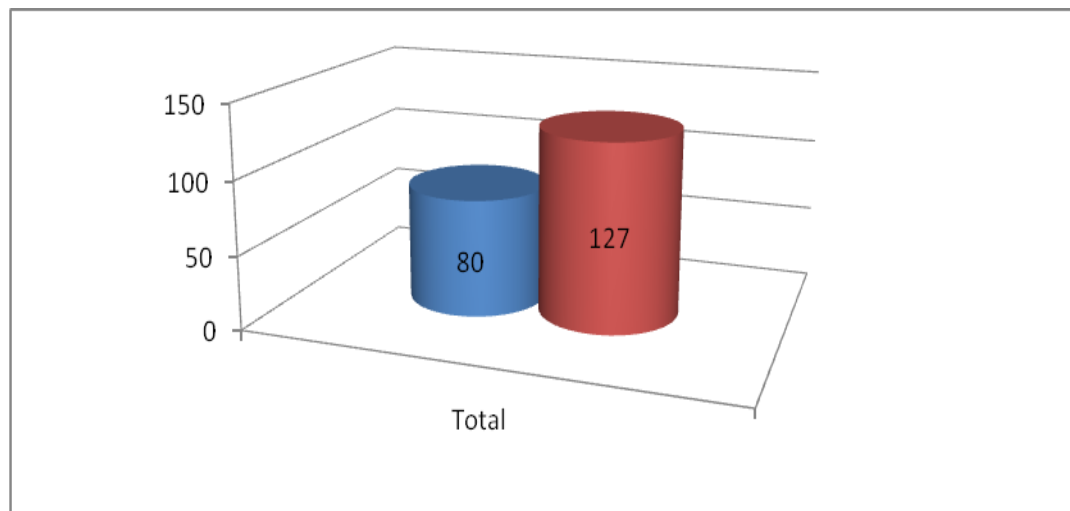
4.2 General Information and Sample Characteristics

Information pertaining to the respondents, the response rate, gender and the location of the respondents were discussed under this part, the findings are presented below.

4.2.1 Response Rate

The figure below shows the number of respondents and the total sample size as used by the researcher. 80 respondents out of 127 responded to the questions under the study which is equal to 63%. That was considered as enough rate by the researcher.

Figure 4.1 Respondents rate



Source: Survey data, 2016

4.2.2 Gender of Respondents

From the total number of respondents, classification based on gender was conducted and the results are given by table 4.1 and table 4.2.

Table 4.1 Statistics of Respondents Gender

N	Valid	80
	Missing	0
Mean		1.54
Median		2.00

Source: Survey Data, 2016

The table above shows that all eighty (80) respondents are valid, that there were no missing values with a mean of 1.54 and a median as 2.0.

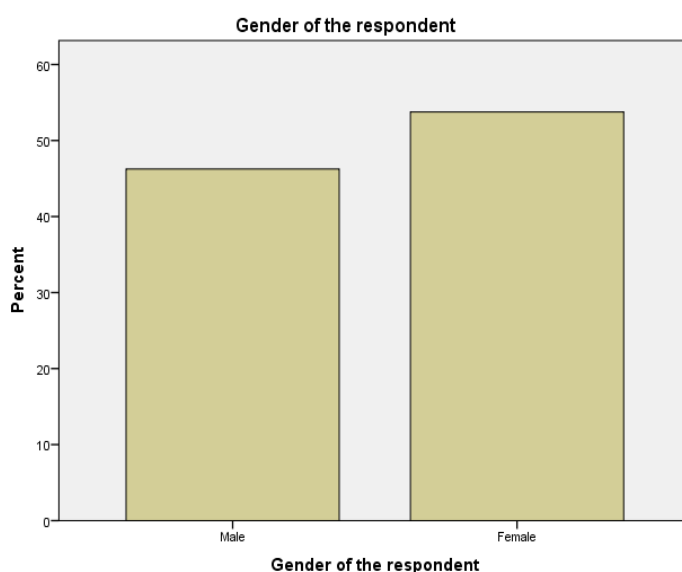
Table 4.2 Gender of Respondents

Gender	Frequency	Percent
Male	37	46.3
Female	43	53.8
Total	80	100.0

Source: Survey data, 2016

Table 4.2 shows that there were about 46.3% of Males and 53.8% of females, meaning that there were females respondents as compared to male respondents in the surveyed areas.

Figure 4.2 Genders of the Respondents



Source: Survey data, 2016

4.2.3 Location of the Respondents

Table shows that 63.7% of the respondents were coming from Simanjiro Dc as compared to 36.3% who were coming from Babati Dc. The questionnaire distribution between the two councils was 63 by 64 in numbers which makes a total of 127 questionnaires. That shows the good response rate from Simanjiro Dc as compared to Babati Dc.

Table 4.3: Location of the Respondents

Location	Frequency	Percent
Babati DC	29	36.3
Simanjiro DC	51	63.7
Total	80	100.0

Source: Survey Data,2016

4.3 Role and Capacity of Actors

In determining the role and capacity of actors who are concerned with the procurement contract management and implementation in the lower level government authorities, the researcher used education level of the respondents, years of experience in their current position, respondent's designation and number of trainings attended by the respondents as variables.

4.3.1 Education of the Respondents

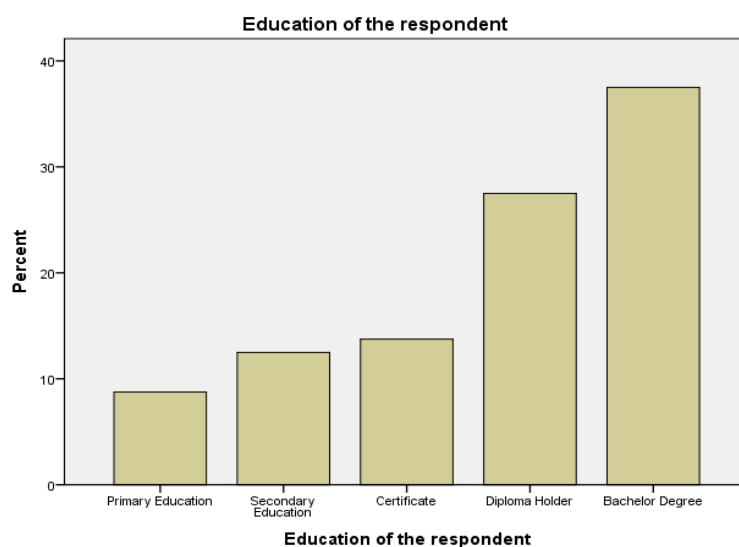
Table show that 8.8% of the respondents have Primary Education, 12.5% has Secondary Education, 13.8% are Certificate Holders, 27.5% are Diploma Holders and 37.5% are Graduates. Notably, Graduates holds are high percentage as compared to other education categories.

Table 4.3: Education of Respondents

Education of Respondents	Frequency	Percent
Primary Education	7	8.8
Secondary Education	10	12.5
Certificate	11	13.8
Diploma Holder	22	27.5
Bachelor Degree	30	37.5
Total	80	100.0

Source: Survey data, 2016

Figure 4.3: Education of the respondents



Source: Survey data, 2016

4.3.2 Years of Experience in the current position

The table shows that 23.8% of the respondents have less than five (5) years in their current position, 32.5% have between 5-10 years of working experience, 35.0% have 11-15 years of working experience and 8.8% have 16 years and above on their working experience. Overall, it shows that majority of the respondents have more than 5 years of working experience which may signify that the responsible personnel in the lower level government authorities are experienced in their current position.

Table 4.4 Years of work experience in current position

Years of Experience	Frequency	Percent
Less than 5 years	19	23.8
5 to 10 years	26	32.5
11 to 15 years	28	35.0
16 years and above	7	8.8
Total	80	100.0

Source: Survey data, 2016

Figure 4.4 Years of experience in the current position



Source: Survey data, 2016

4.3.3 Respondents Designation

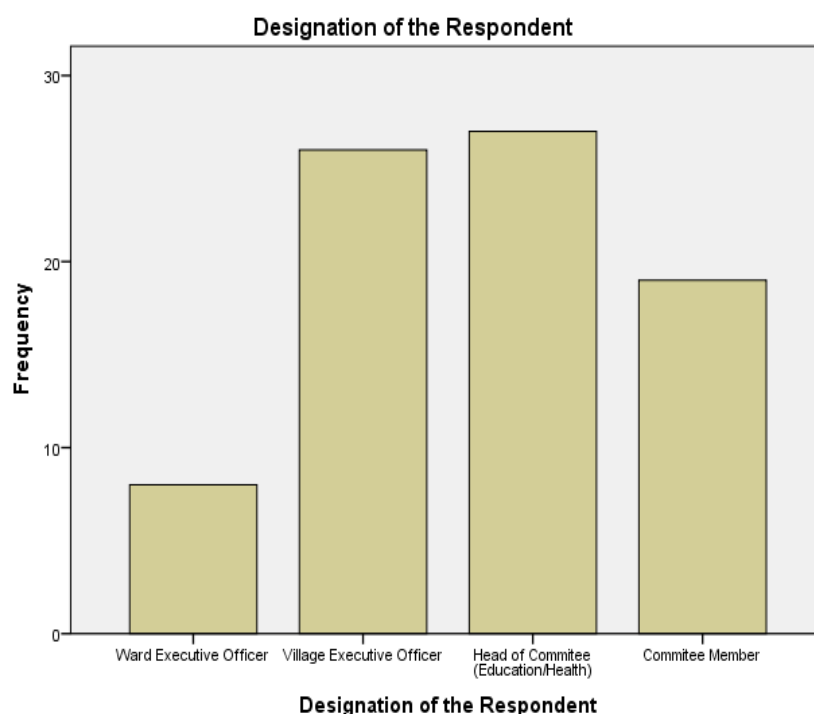
The table shows that most of the respondents were Head of Committees by having 33.8%, Village Executive Officers 32.5% followed by members of the committees having 23.8% and lastly Ward Executive Officers who were only 10%. It was a researchers expectations that a high response rate will come from Head of Committees as this committees are situated all over the villages and they responded accordingly.

Table 4.5: Respondents Designation

Designation	Frequency	Percent
Ward Executive Officer	8	10.0
Village Executive Officer	26	32.5
Head of Committee(Education/Health)	27	33.8
Committee Member	19	23.8
Total	80	100.0

Source: Survey data, 2016

Figure 4.5: Respondents Designation



Source: Survey data, 2016

4.3.4 Number of trainings attended by the respondents.

Table below shows that majority of the respondents about 77.5% had never attended any kind of training in their entire working. The remaining 22.5% attended once and twice and others were given instruction from fellows (Supplies officers during projects monitoring in wards and villages). Although this variable is not includes in the Factor of Capacity of Actors, but it draws an attention that the lack of training for the majority of the respondents may be a reason of non performance in the contract management and implementation in lower level government sector.

Table 4.6: Number of trainings attended by respondents

Number of Trainings	Frequency	Percent
Once	6	7.5
Twice	6	7.5
Never	62	77.5
No formal training, based on instruction from fellows/project guidelines	6	7.5
Total	80	100.0

Source: Survey data, 2016

Figure 4.6: Number of Trainings attended by the respondents



Source: Survey data, 2016

4.3.5 Summary findings of the capacity of actors in the lower levels.

The researcher used various attributes to explain the capacity of actors in the lower levels like education qualification, years of work experience and number of trainings that were attended by the respondents. From the findings obtained it shows that 60% of the respondents had moderate capacity, 20% had low capacity followed by 17.5% who had adequate capacity and only 2.5% were having high capacity.

Table 4.7: Capacity of actors in the lower levels

Level of Capacity	Frequency	Percent
High	2	2.5
Adequate	14	17.5
Moderate	48	60.0
Low	16	20.0
Total	80	100.0

Source: Survey Data, 2016

4.4 Application of Public Procurement Laws, guidelines and Regulations.

The researcher wanted to know if there are application of PPA, guidelines and its regulations through knowing if there is awareness among the actors, applications, clarity, compliance, knowledge and regulatory framework.

4.4.1 There is awareness among lower level actors on public procurement laws, guidelines and regulations (PPA 2004/2011), Local Government Authorities Tender Board Establishment and Proceedings 2007.

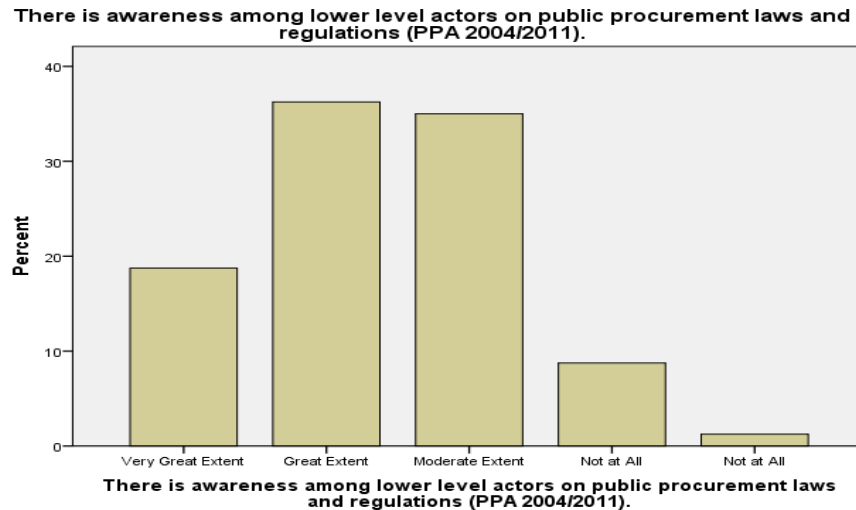
From the table given below it seems that there is awareness between the respondents of the procurement laws and regulations. Under very great extent and great extent there is 55% as an accumulation. It is good for the researcher to know that most of the actors in the lower levels are aware of the laws and regulations.

Table 4.8: There is awareness among lower level actors on public procurement laws and regulations (PPA 2004/2011).

Level of Extent	Frequency	Percent
Very Great Extent	15	18.8
Great Extent	29	36.3
Moderate Extent	28	35.0
Not at All	7	8.8
Not at All	1	1.3
Total	80	100.0

Source: Survey data, 2016

Figure 4.7 Aware of Procurement Laws and Regulations



Source: Survey data, 2016

4.4.2 Actors in the lower levels applies the Procurement Laws, guidelines and Regulations during Procurement proceedings.

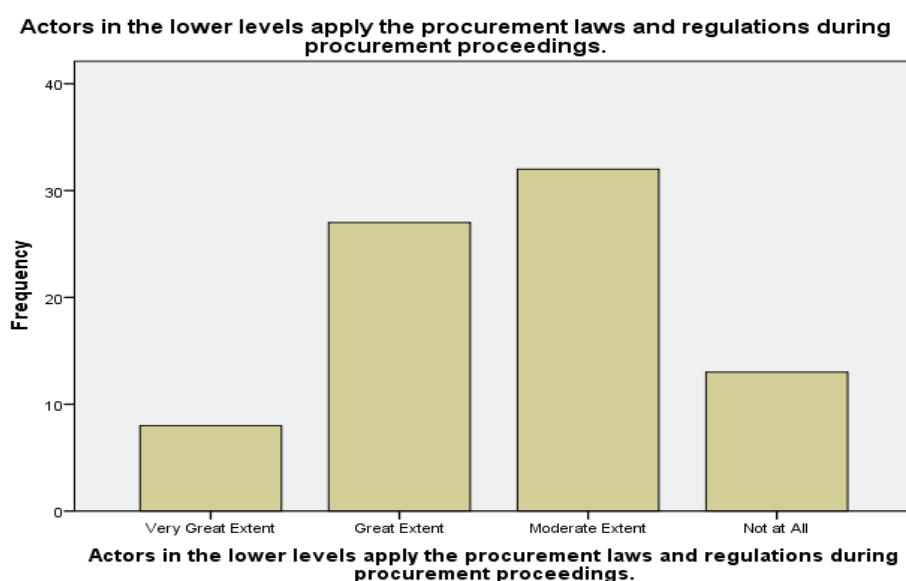
About 56.3% of the respondents who answered the question by rating moderate extent and not at all, as compared 43.8% of the respondents under the categories of very great extent and great extent which means there is a little application of public procurement laws and regulations in the LLGA's. This is also supported by the researcher under one aspect on which the invitation of quotations and various tenders in the lower levels is treated as the application of public procurement laws and regulations. Actors may be doing so, but they don't know which specific law, regulation they are implementing. So, the tendency of calling for quotes and tenders hangs in the actor's heads that procurement law is implemented.

Table 4.9 Actors in the lower levels apply the procurement laws and regulations during procurement proceedings.

Level of Extent	Frequency	Percent
Very Great Extent	8	10.0
Great Extent	27	33.8
Moderate Extent	32	40.0
Not at All	13	16.3
Total	80	100.0

Source: Survey Data, (2016)

Figure 4.8: Actors in the lower levels apply procurement laws and regulations during procurement proceedings.



Source: Survey data, 2016

4.4.3 There is clarity on the use of procurement laws and regulations among the actors which makes easy to apply in the procurement proceedings

About 36.3% of the respondents said that to a great extent the laws and regulations are clear to the actors which makes easy to apply in the procurement proceedings, while about 35% of the respondents said that to a moderate extent the laws are clear. 13.8% of the respondents there is no clarity on the use of procurement laws and

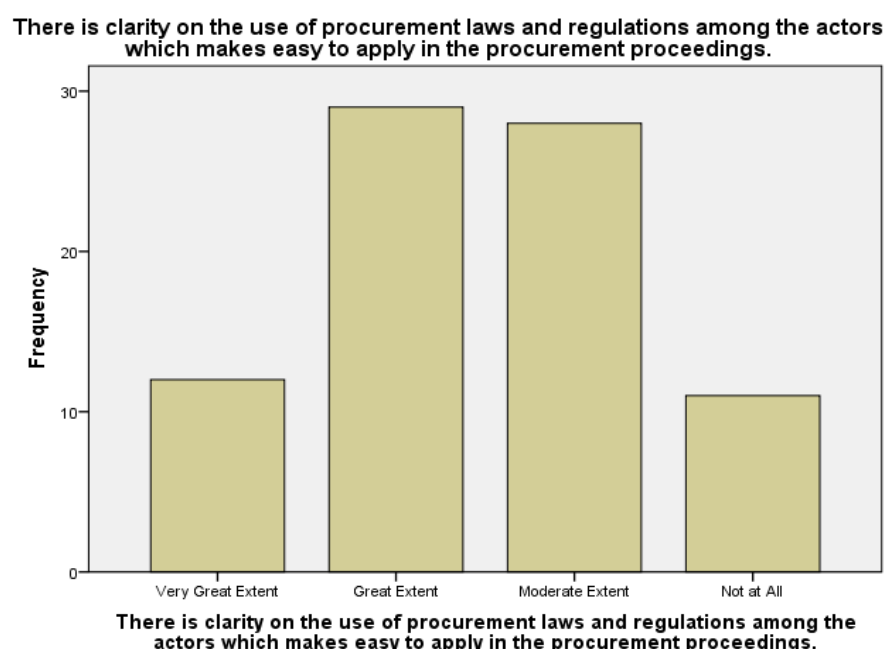
regulations. Meanwhile, 15% of the respondents said that there is a great extent on clarity of the procurement laws and regulations.

Table 4.10: There is clarity on the use of procurement laws and regulations among the actors which makes easy to apply in the procurement proceedings.

Level of Extent	Frequency	Percent
Very Great Extent	12	15.0
Great Extent	29	36.3
Moderate Extent	28	35.0
Not at All	11	13.8
Total	80	100.0

Source: Survey data, 2016

Figure 4.9: There is clarity on the use of procurement laws and regulations among the actors which makes easy to apply in the procurement proceedings



Source: Survey data, 2016

4.4.4 Actors comply with the procurement laws and regulations in their procurement proceedings.

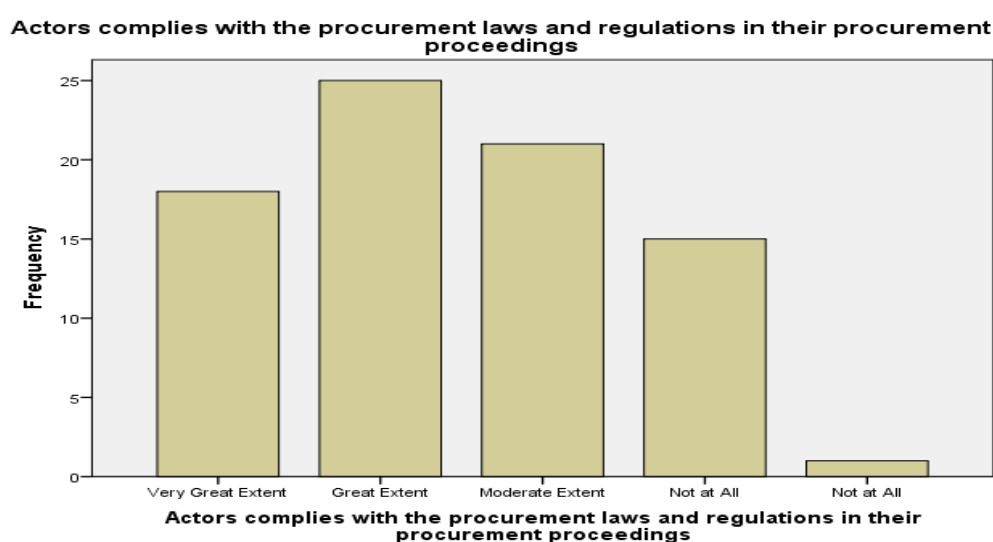
Findings revealed that, to a very great extent actor in the lower level applies procurement laws and regulations (22.5%) and to a great extent the actors also applies procurement laws and regulations (31.3%) and about 46.4% of the respondents said that the application of procurement laws/regulations and guidelines is done to a little extent.

Table 4.11: Actors complies with the procurement laws and regulations in their procurement proceedings.

Level of Extent	Frequency	Percent
Very Great Extent	18	22.5
Great Extent	25	31.3
Moderate Extent	21	26.3
Little Extent	15	18.8
Not at All	1	1.3
Total	80	100.0

Source: Survey data, 2016

Figure 4.10: Actors complies with the procurement laws and regulations in their procurement proceedings.



Source: Survey data, 2016

4.4.5 The level of compliance by the actors is not adequate to ensure best procurement practice.

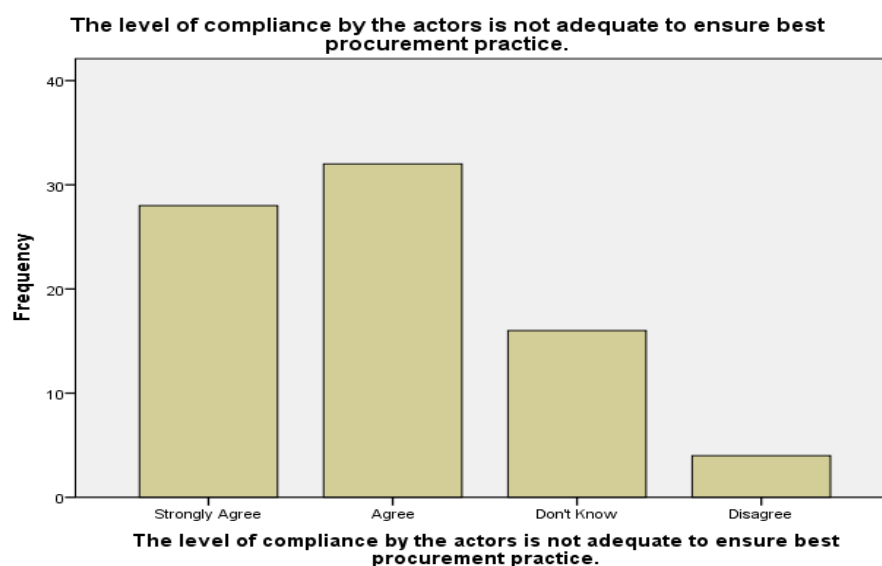
Findings revealed that, 75% of the respondents Agreed that the level of compliance in procurement contract management and implementation is not adequate to be valued as best procurement practice, 20% of the respondents said they don't know while 4% of the respondents disagreed meaning that the level of compliance is adequate.

Table 4.12: The level of compliance by the actors is not adequate to ensure best procurement practice.

Level of Agreement	Frequency	Percent
Strongly Agree	28	35.0
Agree	32	40.0
Don't Know	16	20.0
Disagree	4	5.0
Total	80	100.0

Source: Survey data, 2016

Figure 4.11: The level of compliance by the actors is not adequate to ensure best procurement practice.



Source: Survey data, 2016

4.4.6 The regulatory framework does not support the application of procurement proceeding in the lower level.

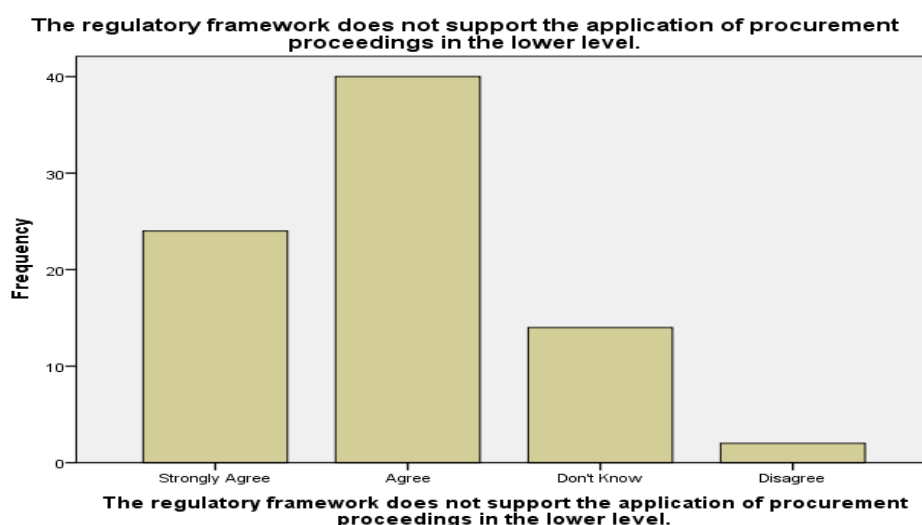
For the regulatory framework in the lower levels, the findings revealed that strongly agree and agree category amounted to 80% meaning that the current regulatory framework does not support the application of procurement laws and regulations in the lower levels of the local government authorities, 17.5% of the respondents said that they don't know and 2% of the respondents disagreed.

Table 4.13: The regulatory framework does not support the application of procurement proceedings in the lower level.

Level of Agreement	Frequency	Percent
Strongly Agree	24	30.0
Agree	40	50.0
Don't Know	14	17.5
Disagree	2	2.5
Total	80	100.0

Source: Survey data, 2016

Figure 4.12: The regulatory framework does not support the application of procurement proceedings in the lower level.



Source: Survey data, 2016

4.4.7 Actors have proper knowledge on the use of procurement laws, guidelines and regulations in their procurement proceedings.

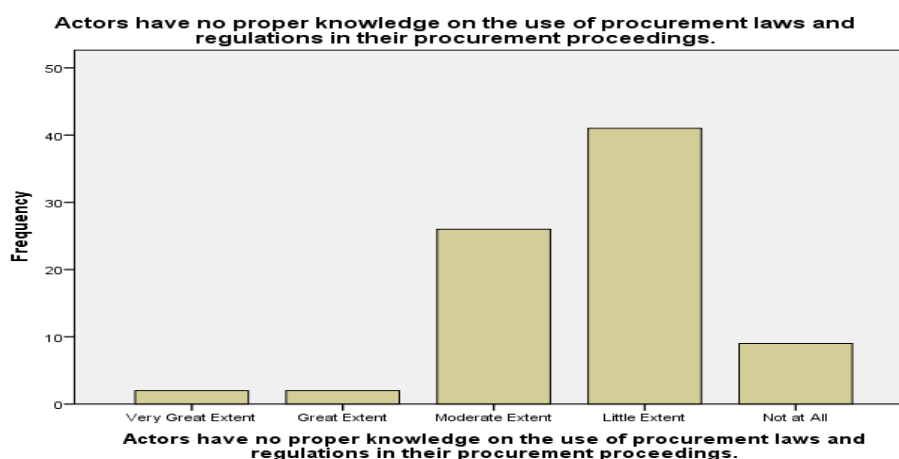
According to the findings, 51% of the respondents said that actors in the lower level had little extent on the knowledge of procurement laws/guideline and regulations in their procurement proceedings, 32.5% of the respondents said that to a moderate extent actors have proper knowledge, 11.3% of the respondents said not at all and only 5% said to a great extent and very great extent procurement actors have proper knowledge on the use of procurement laws, guidelines and regulations in their procurement proceedings.

Table 4.14: Actors have proper knowledge on the use of procurement laws and regulations in their procurement proceedings.

Level of Extent	Frequency	Percent
Very Great Extent	2	2.5
Great Extent	2	2.5
Moderate Extent	26	32.5
Little Extent	41	51.2
Not at All	9	11.3
Total	80	100.0

Source: Survey data, 2016

Figure 4.13: Actors have proper knowledge on the use of procurement laws and regulations in their procurement proceedings.



Source: Survey data, 201

4.4.8. Chi-square test for the goodness of fit for the variable application of public procurement laws and regulations.

By assumption that data were not normally distributed, the researcher used chi-square test as a test for goodness of fit. Table 4.14 shows the observed and expected frequencies for 80 respondents of the application of public procurement laws and regulations and the differences between the observed and expected frequencies.

Table 4.15: Applicable Procurement Laws and Regulations

Levels of Extent	Observed N	Expected N	Residual
Very Great Extent	2	20.0	-18.0
Great Extent	49	20.0	29.0
Moderate Extent	28	20.0	8.0
Little Extent	1	20.0	-19.0
Total	80		

Source: Survey data, 2016

Table 4.15 below shows the results of the chi-square test. The calculated value of chi-square was 79.50 and the level of significance is 0.000. Since the value is less than 0.05, it means there is no difference in the frequencies of levels of extent (Very great extent, great extent, moderate extent and little extent). That means the researcher had a statistical evidence that there is application of public procurement laws and regulations.

Table 4.16: Chi-square goodness of fit statistics

	Applicable Procurement Laws and Regulations
Chi-Square	79.500 ^a
df	3
Asymp. Sig.	.000
Monte Carlo Sig.	.000

Source: Survey data, 2016

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

4.5 Independence of powers and political influence.

Under this variable, the researcher wanted to measure the degree/extent by which the contract management and implementation in the lower levels government is influenced by the independence of powers and political influence. Several statements were used to ask the respondents and the findings revealed the following.

4.5.1 There is a committee responsible for procurement and contract management in ward/villages.

From the research findings, it shows that at least 62.6% of the respondents agreed that there is a committee responsible for procurement and contract management while 37.3% of the respondents lied in the part of disagreement and don't know. Simple interpretation from the responses is that, there are committees existing in wards and villages responsible for contract management and implementation.

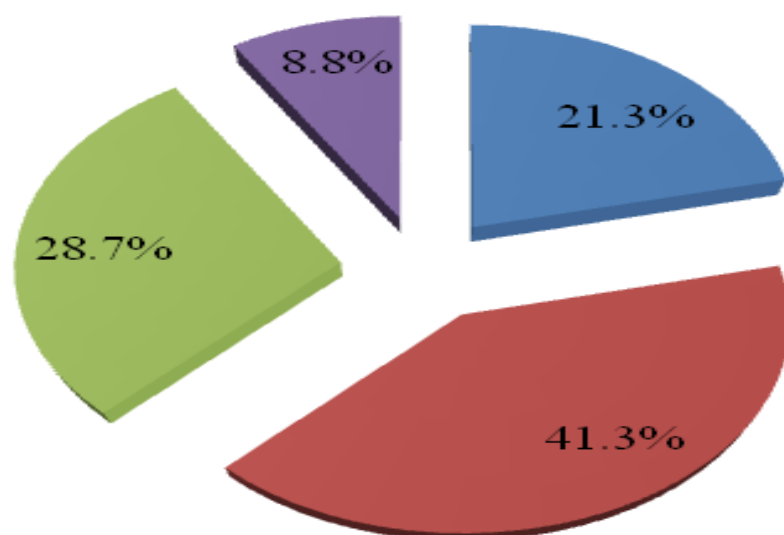
Table 4.17 below shows the statistics of the findings.

Table 4.17: There is a committee responsible for procurement and contract management in the ward/village.

Level of Agreement	Frequency	Percent
Strongly Agree	17	21.3
Agree	33	41.3
Don't Know	23	28.7
Disagree	7	8.8
Total	80	100.0

Source: Survey Data, 2016

Figure 4.14: There is a committee responsible for procurement and contract management in the ward/village.



Source: Survey Data, 2016

4.5.2: The Committee is responsible for procurement and contract management conducts meetings in the ward/village on procurement and contract management.

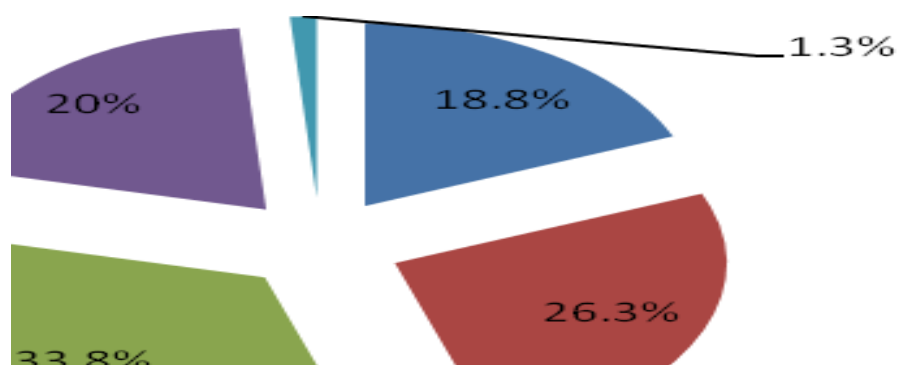
From the analysis it shows that 18.8% of the respondents strongly agreed, 26.3% agreed, 33.8% said that they don't know, 20% of the respondents disagreed and 1.3% strongly disagreed.

Table 4.18: The committee is responsible for procurement and contract management conducts meetings in the ward/village on procurement matters.

Level of Agreement	Frequency	Percent
Strongly Agree	15	18.8
Agree	21	26.3
Don't Know	27	33.8
Disagree	16	20.0
Strongly Disagree	1	1.3
Total	80	100.0

Source: Survey Data, 2016

Figure 4.15: The committee responsible for procurement and contract management conducts meetings in the ward/village on procurement matters.



Source: Survey Data, 2016

4.5.3: The committee responsible for procurement and contract management is appointed according to the rules/guidelines.

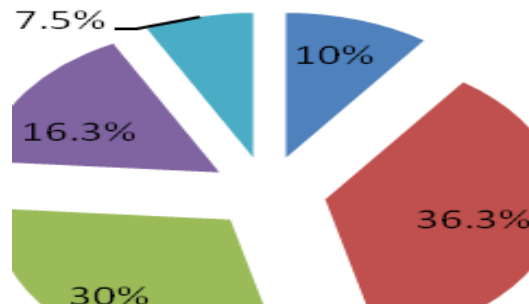
The findings indicated that, 10% of the respondents strongly agreed that guidelines are adhered on appointment of members for procurement contract management, 36.3% agreed on that followed by 30% who said they don't know, 16.3% disagreed and 7.5% of the respondents strongly disagreed.

Table 4.19: The committee responsible for procurement and contract management is appointed according to the rules/guidelines.

Level of Agreement	Frequency	Percent
Strongly Agree	8	10.0
Agree	29	36.3
Don't Know	24	30.0
Disagree	13	16.3
Strongly Disagree	6	7.5
Total	80	100.0

Source: Survey Data, 2016

Figure 4.16: The committee responsible for procurement and contract management is appointed according to the rules/guidelines.



Source: Survey Data, 2016

4.5.4 The committee responsible for procurement and contract management works without being interfered by other authorities

Findings revealed that 8.8% of the respondents strongly agreed that there is no interference, 33.8% of the respondents also agreed and the same percentage of the respondents said they don't know, 17.5 percent of the respondents disagreed and the remaining 5% strongly disagreed.

Table 4.20: The committee responsible for procurement and contract management works without being interfered by other authorities.

Level of Agreement	Frequency	Percent
Strongly Agree	7	8.8
Agree	27	33.8
Don't Know	27	33.8
Disagree	14	17.5
Strongly Disagree	5	6.3
Total	80	100.0

Source: Survey Data, 2016

4.5.5 The committee responsible for procurement and contract management performs well.

Table 4.21 below gave the output of the findings on which 32.5% of the respondents agreed on the performance of the committee and the same percent was obtained for the respondents who said they don't know. 18.8% of the respondents disagreed on well performance of the committee and lastly 5% of the respondents strongly disagreed that the performance of the committee is not good.

Table 4.21: The committee responsible for procurement and contract management performs well.

Level of Agreement	Frequency	Percent
Strongly Agree	9	11.3
Agree	26	32.5
Don't Know	26	32.5
Disagree	15	18.8
Strongly Disagree	4	5.0
Total	80	100.0

Source: Survey Data, 2016

4.5.6 Openness and transparency is observed by the committee in all procurement proceedings at lower levels.

48.8% of the respondents said that transparency is observed to a moderate extent, and 17.5% of the respondents said openness and transparency is observed to a little extent and 16.3% of the respondents said that the openness and transparency is not at all observed. Table 4.22 below shows the findings from respondents by percentage.

Table 4.22: Openness and transparency is observed by the committee in all procurement proceedings at lower levels.

Level of Agreement	Frequency	Percent
Very Great Extent	3	3.8
Great Extent	11	13.8
Moderate Extent	39	48.8
Little Extent	14	17.5
Not at All	13	16.3
Total	80	100.0

Source: Survey Data, 2016

4.5.7 The committee responsible for procurement and contract management exercises its duties according to the rules, guidelines and regulations.

Findings revealed that 30% of the respondents agreed on that rules, guidelines and regulations are used when committees perform their duties. 26.3% of the respondents said that they don't know and 23.8% of the respondents disagreed. Strongly agree had 12.5% of the respondents and only 7.5% of the respondents strongly disagreed.

Table 4.23: The committee responsible for procurement and contract management exercises its duties according to the rules and regulations.

Level of Agreement	Frequency	Percent
Strongly Agree	10	12.5
Agree	24	30.0
Don't Know	21	26.3
Disagree	19	23.8
Strongly Disagree	6	7.5
Total	80	100.0

Source: Survey Data, 2016

4.5.8 Each member in the committee has specific role/duties and is free to give his/her views on procurement proceedings.

From the findings, it was revealed that 20% of the respondents said that they disagreed that members are free to give their views, 12.5% of the respondents

strongly agreed that each member has specific roles and free to give his/her views. 33.8% of the respondents both replied that they don't know and the other group said they agreed that committee members has specific roles/duties and they are free to give their views.

Table 4.24: Each member in the committee has specific role/duties and is free to give his/her views.

Level of Agreement	Frequency	Percent
Strongly Agree	10	12.5
Agree	27	33.8
Don't Know	27	33.8
Disagree	8	10.0
Strongly Disagree	8	10.0
Total	80	100.0

Source: Survey Data, 2016

4.5.9 Supplier/Contractor selection is influenced by politicians (They are brought by political leaders)

The findings revealed that at least 40% of the respondents agreed that there are influences from the political leaders in the contract management and implementation, 37.5% of the respondents said that they don't know if there are influences from politicians and 22.5% of the respondents were in the group of disagreement.

Table 4.25: Supplier/contractor selection is influenced by politicians (They are brought by political leaders)

Level of Agreement	Frequency	Percent
Strongly Agree	7	8.8
Agree	25	31.3
Don't Know	30	37.5
Disagree	12	15.0
Strongly Disagree	6	7.5
Total	80	100.0

Source: Survey Data, 2016

4.5.10 Contract management is affected by political leaders

The findings revealed that 45% of the respondents agreed that contract management is affected by political leaders and 18.8% of the respondents said that they don't know if political leaders affect contract management. 36.3% of the respondents disagreed that contract management is not affected by political leaders.

Table 4.26: Contract management is highly affected by political leaders

Level of Agreement	Frequency	Percent
Strongly Agree	10	12.5
Agree	26	32.5
Don't Know	15	18.8
Disagree	26	32.5
Strongly Disagree	3	3.8
Total	80	100.0

Source: Survey Data, 2016

4.5.11 Political leaders are powerful in decision making as compared to committee members/actors.

41.3% of the respondents agreed that political leaders are powerful in making decisions as compared to committee members, 31.3% of the respondents said that they don't know and 27.5% of the respondents disagreed that decision making are mainly done by political leaders as compared to committee members.

Table 4.27: Political leaders are powerful in decision making as compared to committee members.

Level of Agreement	Frequency	Percent
Strongly Agree	8	10.0
Agree	25	31.3
Don't Know	25	31.3
Disagree	14	17.5
Strongly Disagree	8	10.0
Total	80	100.0

Source: Survey Data, 2016

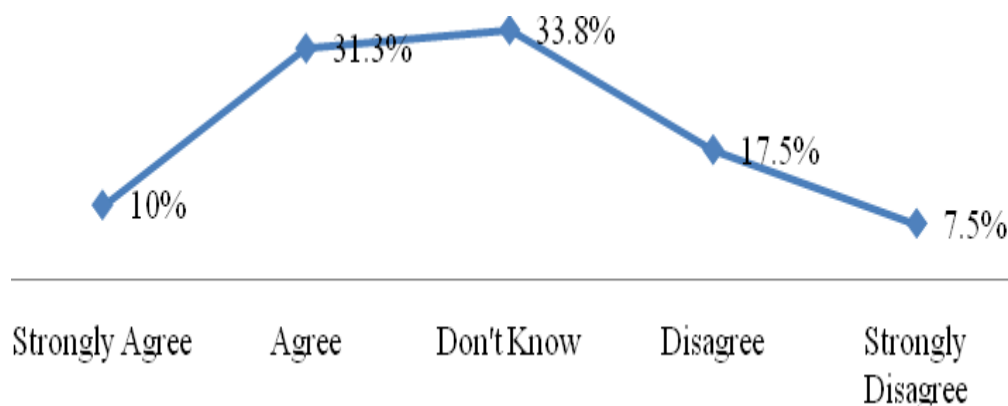
4.6 Relevance of procurement methods.

Under this section, variables for measurement the relevance of procurement methods in the lower level government authorities were analysed and the findings are as explained below.

4.6.1 The applicable procurement methods in ward/village resemble the methods as stipulated in the procurement laws, guidelines and regulations.

The findings revealed that 41.3% of the respondents agreed that procurement laws, guidelines and regulations are applicable in the lower level authorities and 33.8% of the respondents did not know about the applicable methods and 25% disagreed that methods used in lower levels does not resemble the laws, guidelines and regulations.

Figure 4.17: The applicable procurement methods in ward/village levels resemble the methods as stipulated in the procurement laws, guidelines and regulations.



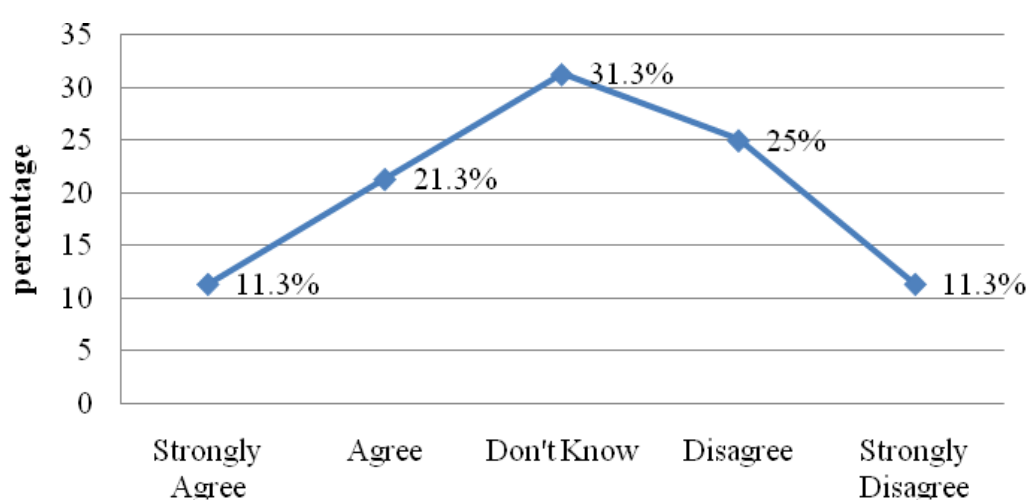
Source: Survey Data, 2016

4.6.2 The applicable procurement methods in ward/villages ensures best procurement practices (ethics, value for money, transparency)

The findings revealed that about 22.6% of the respondents agreed that the applicable procurement methods do ensure the best procurement practice and about 31.3% of

the respondents didn't know about the applicable methods. On the other side, 36.3% of the respondents disagreed with the statement that the applicable procurement methods ensures the best procurement practice on which ethics, value for money and transparency may be observed.

Figure 4.18: The applicable procurement methods in ward/villages ensures best procurement practices (ethics, value for money, transparency)

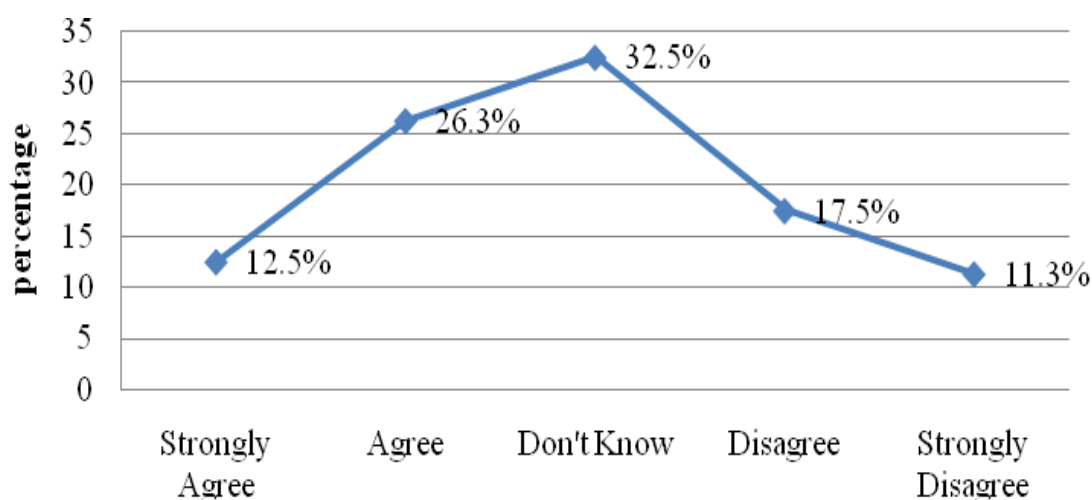


Source: Survey Data, 2016

4.6.3 The prepared guidelines are clearly used by the committee/ward/village in their procurement proceedings.

Under the variable which asked about the clarity of the prepared guidelines, 38.8% of agreed that the guidelines are clearly used by actors in the lower level authorities followed by 32.5% of the respondents who said that they don't know and lastly 28.8% of the respondents disagreed with the statement.

Figure 4.19: The prepared guidelines are clearly used by the committee/ward/village in their procurement proceedings.

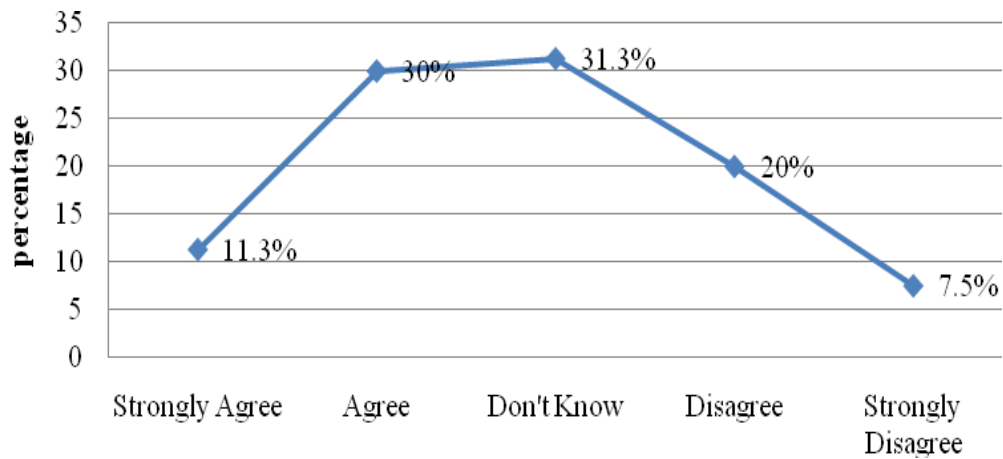


Source: Survey Data, 2016

4.6.4 The policies and Guidelines need a review to match the procurement process and contract management.

The findings revealed that 41.3% of the respondents agreed that policies and guidelines need to be reviewed so as to match the procurement process and contract management, 31.3% of the respondents said that they don't know whether the guidelines should be reviewed. On the other hand 27.5% of the respondents disagreed that policies and guidelines need to be reviewed so as to match the procurement process and contract management.

Figure 4.20: The policies and Guidelines need a review to match the procurement process and contract management.

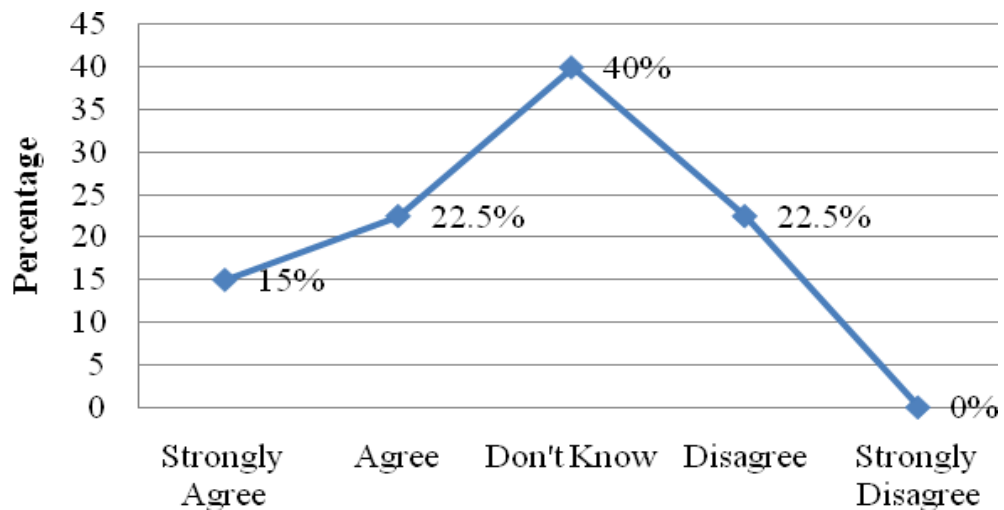


Source: Survey Data, 2016

4.6.5: The procurement processing times used are sufficient for effective procurement process.

The findings revealed that, 37.5% of the respondents agreed that the procurement processing times are sufficient for the effective procurement process, and 40% of the respondents they didn't know if the processing time was sufficient and about 22.5% of the respondents disagreed that the procurement processing times are not sufficient for effective procurement process.

Figure 4.21: The procurement processing times used are sufficient for effective procurement process.

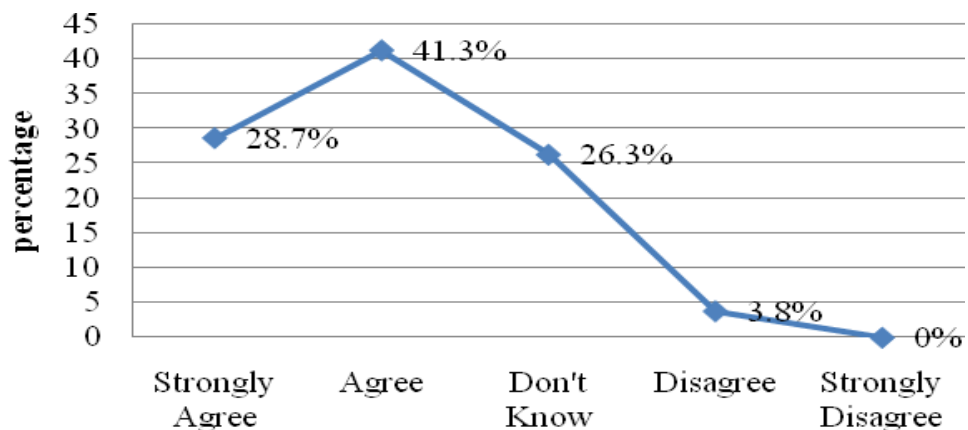


Source: Survey Data, 2016

4.6.6 Translation of the laws, guidelines to Swahili language

Under the variable of language transition, the findings revealed that 70% of the respondents agreed that language transition of the laws, guidelines and regulations to Swahili language. 26.3% didn't know about the translation and 3.8% of the respondents disagreed with the statement.

Figure 4.22: Translation of the laws, guidelines to Swahili language.

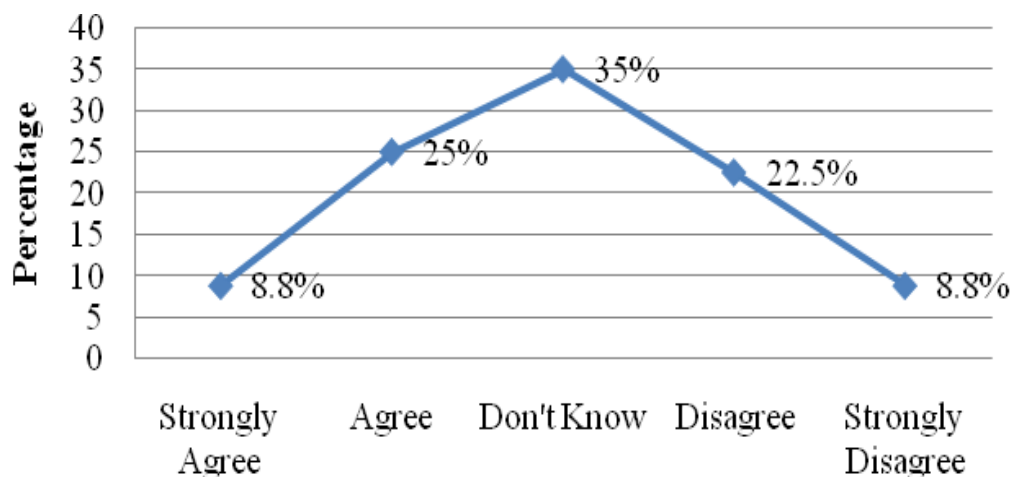


Source: Survey Data, 2016

4.6.7 The policies pertaining to procurement and contract management are sufficient to support procurement process.

The findings revealed that, about 33.8% of the respondents agreed that policies regarding procurement and contract management are sufficient for use in the procurement process, meanwhile 31.3% of the respondents disagreed that the policies are not sufficient for the effective procurement process. Figure below shows the findings.

Figure 4.23: The policies pertaining to procurement and contract management are sufficient to support procurement process.



Source: Survey Data, 2016

4.7 Effectiveness of procurement and contract management and implementation.

Under the effectiveness of procurement management and implementation, the researcher used gave his findings based on the statements measuring the achievement of value for money, timely completion of the projects, inspection and monitoring, quality in conformity with specifications, accessibility by contractors and contract managers, record keeping, reporting to the authority and the relationship between actors.

4.7.1 Contracts implemented at village/ward level achieve value for money

The findings revealed that, 38.8% of the respondents agreed that contracts that are carried in wards/villages achieve value for money while 30% of the respondents said that they don't know and 18.8% of the respondents disagreed with the statement.

Table 4.28: Contracts implemented at village/ward level achieve value for money.

Level of Agreement	Frequency	Percent
Strongly Agree	10	12.5
Agree	31	38.8
Don't Know	24	30.0
Disagree	12	15.0
Strongly Disagree	3	3.8
Total	80	100.0

Source: Survey Data, 2016

4.7.2 Contracts carried out in ward/village levels are completed within the agreed time period.

About 35% of respondents agreed that contracts carried out in ward/villages are completed within the agreed time period, and about 42.5% of the respondents said they don't know about time completion issue. On the other side 21.3% of the respondents disagreed with statement that contracts are completed within a given time period and there was a missing respondent totalled to 1.3%.

Table 4.29: Contracts carried out at village/district levels are completed within the agreed period.

Level of agreement	Frequency	Percent
Strongly Agree	5	6.3
Agree	23	28.7
Don't Know	34	42.5
Disagree	13	16.3
Strongly Disagree	4	5.0
Missing	1	1.3
Total	80	100.0

Source: Survey Data, 2016

4.7.3 Inspections of the works/goods done at the lower levels are conducted properly.

Findings revealed that 8% of the respondents agreed with the statement that inspections of the works/goods are conducted properly and about 45% said that they don't know. 45.1% of the respondents disagreed with the statement that inspection of the works/goods are properly conducted in wards/village levels.

Table 4.30: Inspection of the works/goods done at the lower levels are conducted properly

Level of Agreement	Frequency	Percent
Agree	8	10.0
Don't Know	36	45.0
Disagree	27	33.8
Strongly Disagree	9	11.3
Total	80	100.0

Source: Survey Data, 2016

4.7.4 The quality of works/goods carried out is in conformity with specifications.

Research findings revealed that 25% of the respondents agreed that quality of goods and works carried in the lower levels are in conformity with the given specifications

Table 4.31: The quality of works carried out is in conformity with specifications.

Level of agreement	Frequency	Percent
Strongly Agree	10	12.5
Agree	20	25.0
Don't Know	18	22.5
Disagree	28	35.0
Strongly Disagree	4	5.0
Total	80	100.0

Source: Survey Data, 2016

4.7.5 The geographical areas in wards/villages are easily accessible for projects implementation.

Research findings revealed that 35% of the respondents agreed that the geographical areas are easily accessible for various projects and 27.5% of the respondents said that they don't know while 22.6% of the respondents said that they disagree with the statement that the geographical location are easily accessible during project implementation.

Table 4.32: The geographical areas in wards/villages are easily accessible by contractors and contract managers.

Level of Agreement	Frequency	Percent
Strongly Agree	12	15.0
Agree	28	35.0
Don't Know	22	27.5
Disagree	11	13.8
Strongly Disagree	7	8.8
Total	80	100.0

Source: Survey Data, 2016

4.7.6 Records are well kept by contract supervisors and can be easily retrieved when needed.

After the analysis it was revealed that, 32.5% of the respondents agreed that records are well kept by contract supervisors and may easily be retrieved when needed, 36.3% said they don't know if there is a proper keeping of records and 31.3% of the respondents disagreed with the statement that records are well kept by contract supervisors and may easily be retrieved when needed.

Table 4.33: Records are well kept by contract supervisors, timely and easy to retrieve when needed.

Level of agreement	Frequency	Percent
Strongly Agree	8	10.0
Agree	18	22.5
Don't Know	29	36.3
Disagree	18	22.5
Strongly Disagree	7	8.8
Total	80	100.0

Source: Survey Data, 2016

4.7.7 There is proper procurement report to the higher level of the government authority.

Under this variable, the findings revealed that 10% of the respondents agreed that there is a proper procurement reporting to the higher level government authorities while 27.5% of the respondents said they don't know and 62.6% disagreed with the statement, meaning that majority of the respondents disagreed with the reporting to the higher level government authorities.

Table 4.34: There is proper procurement report to the higher level of the government authority.

Level of agreement	Frequency	Percent
Agree	8	10.0
Don't Know	22	27.5
Disagree	35	43.8
Strongly Disagree	15	18.8
Total	80	100.0

Source: Survey Data, 2016

4.7.8 There are a good relationship committee members, political leaders and villagers during procurement proceedings and contract management.

Findings revealed that 32.5% Of the respondents agreed that there is a good relationship between actors in the procurement and contract management and 35.1%

of the respondents disagreed with the statement that there is good relationship between actors. Lastly, about 32.5% of the respondents said that they don't know if there is a good relationship between actors

Table 4.35: There is a good relationship between actors in contract management and implementation.

Level of Agreement	Frequency	Percent	Cumulative Percent
Strongly Agree	3	3.8	3.8
Agree	23	28.7	32.5
Don't Know	26	32.5	65.0
Disagree	19	23.8	88.8
Strongly Disagree	9	11.3	100.0
Total	80	100.0	

Source: Survey Data, 2016

4.8: Statistical Relationship between Variables

An analysis of variance was done whereby testing of means between the groups and testing the significance relationship between the variables was done using F statistics (Scheffe Test). It means the variance of the total group calculated was compared to the variance of individual groups.

4.8.1: Analysis of variance (ANOVA)

As the researcher used multiple sample cases, mean differences between the groups were calculated using the Anova technique. This technique was able to make comparison between the populations and level of significance was reported.

Table 4.36: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.628	4	1.657	6.806	.000 ^b
Residual	18.259	75	.243		
Total	24.887	79			

Source: Survey Data, 2016

a. Dependent Variable: EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.

b. Predictors: (Constant), Applicable Procurement Laws and Regulations, CAPACITY OF ACTORS IN THE LOWER LEVELS, INDEPENDENCE OF POWER AND POLITICAL INFLUENCE, RELEVANCE OF PROCUREMENT METHODS.

Table 4.36 above shows the results obtained by using linear regression analysis between the dependent and independent variables. F-test statistics shows that, there was a mean difference between groups (6.806), and there is a very high significant relationship between the variables (Sign 0.000)

Table 4.37: Scheffe test for Multiple Comparisons.

Dependent Variable	(I) EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.	(J) EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
APPLICABLE PROCUREMENT LAWS AND REGULATIONS	Agree	Don't Know	.182	.181	.606	-.27	.63
		Disagree	.403	.221	.197	-.15	.95
	Don't Know	Agree	-.182	.181	.606	-.63	.27
		Disagree	.221	.164	.409	-.19	.63
	Disagree	Agree	-.403	.221	.197	-.95	.15
		Don't Know	-.221	.164	.409	-.63	.19
RELEVANCE OF PROCUREMENT METHODS.	Agree	Don't Know	-.273	.152	.209	-.65	.11
		Disagree	-.500*	.186	.032	-.96	-.04
	Don't Know	Agree	.273	.152	.209	-.11	.65
		Disagree	-.227	.138	.265	-.57	.12
	Disagree	Agree	.500*	.186	.032	.04	.96
		Don't Know	.227	.138	.265	-.12	.57
CAPACITY OF ACTORS IN THE LOWER LEVELS	Agree	Don't Know	.109	.231	.894	-.47	.69
		Disagree	.234	.282	.710	-.47	.94
	Don't Know	Agree	-.109	.231	.894	-.69	.47
		Disagree	.125	.209	.838	-.40	.65
	Disagree	Agree	-.234	.282	.710	-.94	.47
		Don't Know	-.125	.209	.838	-.65	.40
INDEPENDENCE OF POWER AND POLITICAL INFLUENCE	Agree	Don't Know	-.527*	.168	.010	-.95	-.11
		Disagree	-.799*	.205	.001	-1.31	-.29
	Don't Know	Agree	.527*	.168	.010	.11	.95
		Disagree	-.271	.152	.211	-.65	.11
	Disagree	Agree	.799*	.205	.001	.29	1.31
		Don't Know	.271	.152	.211	-.11	.65

Source: Survey Data, 2016

*. The mean difference is significant at the 0.05 level.

Source: Survey Data, 2016

From the results displayed under table 4.37 which is the examination of the scheffe post hoc analysis, it shows that there are two mean comparisons that are significantly different. First there was a difference between the dependent variable and the independent variable relevance of procurement methods ($0.032 < 0.05$ at 95% level of confidence) and second there was a significantly different between the dependent

Table 4.38: Correlation relationships between variables

VARIABLES		INDEPENDENCE OF POWER AND POLITICAL INFLUENCE	CAPACITY OF ACTORS IN THE LOWER LEVELS	EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.	RELEVANCE OF PROCUREMENT METHODS.	APPLICABLE PROCUREMENT LAWS AND REGULATIONS
INDEPENDENCE OF POWER'S AND POLITICAL INFLUENCE	Pearson Correlation Sig. (2-tailed) N	1 80	-.015 80	.396** 80	.239* 80	.054 80
ROLE AND CAPACITY OF ACTORS IN THE LOWER LEVELS	Pearson Correlation Sig. (2-tailed) N	-.015 80	1 80	-.095 80	.059 80	-.010 80
EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.	Pearson Correlation Sig. (2-tailed) N	.396** 80	-.095 80	1 80	.292** 80	-.206 80
RELEVANCE OF PROCUREMENT METHODS.	Pearson Correlation Sig. (2-tailed) N	.239* 80	.059 80	.292** 80	1 80	.062 80
APPLICABLE PROCUREMENT LAWS AND REGULATIONS	Pearson Correlation Sig. (2-tailed) N	.054 80	-.010 80	-.206 80	.062 80	1 80

Source: Survey Data, 2016

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

variable and the independent variable independence of power and political influence (.527*, mean difference at 0.001 level of significance and the mean difference of .527* at 0.01 level of significance). The meaning of significant amount means that the two variables relevance of procurement methods and independence of powers and accountability were statistically significant towards effectiveness of procurement contract management and implementation

Table 4.38 shows the correlations between the dependent and independent variables. From that table, the following were observed:-

(i) Effective of contract management and implementation versus Independence of powers and political influence.

There was a positive correlation between the variables (0.396) and there were high levels of significance between the variables ($0.000 < 0.05$) which mean there is a positive influence of independence of power and political will on achieving effective contract management and implementation. The results signify the rejection of null hypothesis in favour of the alternative hypothesis.

(ii) Effective of contract management and implementation versus role and capacity of actors in the lower levels.

There was a negative and a very minor correlation between the variable (-0.095) and the variables did not show a statistical significance between them, $p\text{-value } 0.401 > 0.05$. This signifies the acceptance of null hypothesis.

(iii) Effective of contract management and implementation versus relevance of procurement methods.

Findings from table 4.38 shows that there was positive correlation between the variable (0.292) though it is not a very high correlation, < 0.5 . The level of significance between the variable was $0.009 < 0.01$ which means there is a statistical significance relationship between the variables. In other words, relevance of procurement methods is having a direct influence to the effectiveness of procurement contract management and implementation.

(iv) Effectiveness of contract management and implementation versus applicable procurement laws and regulations.

Findings show that, Pearson correlation co efficiency between the variables was negative (-0.206), meaning that the relation is negative and is <0.5 which is considered as a cut off point. Also the statistical significance between the variables didn't exist as p value $0.067 > 0.05$ at 95% confidence level. Acceptance of Null hypothesis is justified for the obtained results. In summary, two (2) variables namely relevance of the procurement methods and independence of power and political influence had positive correlation and significant relationship with the dependent variable, effectiveness of procurement and contract management implementation in the lower level local government authorities.

Table 4.39: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.516 ^a	.266	.227	.493	1.883

Source: Survey Data, 2016

a. Predictors: (Constant), APPLICABLE PROCUREMENT LAWS, GUIDELINES AND REGULATIONS, CAPACITY OF ACTORS IN THE LOWER LEVELS, INDEPENDENCE OF POWER AND POLITICAL INFLUENCE, RELEVANCE OF PROCUREMENT METHODS.

b. Dependent Variable: EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.

Table 4.39 above shows the coefficient of determination (R^2) and the adjusted R^2 which explains the explanatory power of the variables to the dependent variable. The findings show that the only 22.7% of the independent variables explains the dependent variable.

Table 4.40: Coefficients

Coefficients ^a									
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	2.253	.471		4.788	.000	1.315	3.190		
INDEPENDENCE OF POWER AND POLITICAL INFLUENCE	.360	.104	.353	3.461	.001	.153	.567	.941	1.063
ROLE AND CAPACITY OF ACTORS IN THE LOWER LEVELS	-.086	.080	-.106	-1.068	.289	-.246	.074	.995	1.005
RELEVANCE OF PROCUREMENT METHODS.	.270	.120	.229	2.242	.028	.030	.510	.937	1.068
APPLICABLE PROCUREMENT LAWS, GUIDELINES AND REGULATIONS	-.244	.101	-.240	-2.421	.018	-.444	-.043	.994	1.006

Source: Survey Data, 2016

a. Dependent Variable: EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.

Table 4.40 above shows standardized coefficients and the level of significance for each variable. Independence of power and political influence and relevance of procurement method had positive beta coefficients and significance relationship to the dependent variable (.353 at 0.001 level of significance and .229 at 0.028 level of significance). T-test statistics was found to be positive for the variables independence of powers and political influence and relevance of procurement methods (2.242 and 3.461) while it was negative for variables applicable procurement laws, guidelines and regulations and role and capacity of actors in the lower level local government authorities (-2.421 and -1.068). The table shows the value of collinearity statistics between the variables, all the values shown have values <10 under the variance inflation factor (VIF), which means there was no effect of Multicollinearity between variables.

From the standardized coefficients given, the researcher estimated the equation for the given variable. The ordinary least square method estimated equation is shown below:-

$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \hat{U}$, where, β_1 , β_2 , β_3 and β_4 are standardized coefficients for the independent variables and the independent variables are defined below.

X_1 = INDEPENDENCE OF POWER AND POLITICAL INFLUENCE

X_2 = ROLE AND CAPACITY OF ACTORS IN THE LOWER LEVELS

X_3 = RELEVANCE OF PROCUREMENT METHODS.

X_4 = APPLICABLE PROCUREMENT LAWS, GUIDELINES AND REGULATIONS

$\hat{U}$ =Stochastic Error Term

Y=Dependent Variable

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \hat{U}$$

$$Y = 2.253 + .353X_1 - 0.106X_2 + 0.229X_3 - 0.240X_4 + 0.471$$

The estimate shows that, both X_1 and X_2 have positive influence to the dependent variable while x_2 and x_4 have negative influence to the dependent variable.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Overview

The study aimed at assessing the effectiveness of contract management and implementation in the lower levels government authorities based in Manyara Region at Babati and Simanjiro District councils. The discussion was very much guided by the research objectives on determining the role and capacity of lower level actors, the applicable procurement laws, guidelines and regulations, independence of powers and effect of political influence, relevance of procurement methods. From the study findings the effectiveness of procurement contract management and implementation, capacity of actors in the lower levels, independence of power's and political influence on contract management, relevance of procurement methods were discussed.

5.1 Role and Capacity of actors in the lower levels.

Under the role and capacity of actors, the researcher gave a discussion of the findings for the attributes which were used includes education of the respondents, years of experience in current position, and number of trainings attended.

5.1.1 Education level of the respondents.

Under this category, the findings show that most of the actors under the lower levels had adequate education qualifications. Taking into consideration the statistics presented there is no doubt that most of the respondents are having education qualification from secondary schools that are considered adequate by the employers. The question is the relationship between their education qualifications versus the job they are doing. Any Bachelor degree, Diploma, Certificate may not necessarily suit the procurement and contract management related issues. Resource Based View theory classified intangible asset to include employees knowledge, experiences and

skills. The adequate knowledge acquired through education may not have suited the procurement contract management in the lower levels.

5.1.2 Years of experience in the current positions.

Apart from a person to have sufficient education qualification, the number of years s/he worked in a particular organisation is very important. The research finding tells that most of the respondents had adequate experience. Under the RBV theory, experience has been mentioned as important elements in the execution phase. That means, having educated personnel who have enough years of working experience is important for effective implementation of any project. So the years of experience of the actors is supported by the resource based view theory.

5.1.3 Respondents Designation.

Head of Committees, Village Executive Officers followed by members of the committees and Ward Executive Officers responded. It was a researcher's expectation that a high response rate will come from Head of Committees as this committees are situated all over the villages and they responded accordingly. This means that the each group is performing its specific role in the procurement contract management and implementation.

5.1.4 Number of trainings attended.

Findings revealed that, there were educated respondents who have adequate education qualification; in the previous chapter aspect of trainings attended by the respondents show that most of them never attended trainings related to procurement and contract management. A few of them were given informal training which were provided by supplies/engineer during project monitoring. This was expected by the researcher do to the fact that there is no accommodation of procurement actors under lower levels. Attendance of training in any field is a way of adding knowledge and skills that may be used to improve the quality of working.

This is supported by the study conducted by Haron, Patric&Bernad of the factors influencing procurement performance in Kenya where they recommended that, for

improved organisational performance, training is a breakthrough on which staffs will be able to master their knowledge, behaviours, skills and they will be having confidence towards improving the organisation performance. Amemba et al, (2013) argued that insufficient training in procurement law for the persons involved in the procurement related functions and adequate contract management skills.

Surprising findings were given by Wami,(2009) which revealed that the presence of adequate and capable staffs for contract management does not necessarily warrant effective management of contracts. Rather, proper monitoring system and positive staff attitude are crucial for success of contract management.

In summary under the variable of role and capacity of actors, the actors may be subjected to *opportunism* as explained by the transaction cost theory. If actors have no proper education on procurement, and they don't attend any training they may use it as an opportunity to get involved in subtly and overtly decisions on contract management.

5.2 Application of public procurement laws, guidelines and regulations.

Findings of the study under the previous chapter explained how the application of public procurement laws, guidelines and regulations might lead to the effectiveness of contract management and implementation in the lower levels local government authorities. In this part, discussion on awareness, applications, clarity, compliance, level of compliance on the laws, guidelines and regulations, regulatory framework and the knowledge were discussed.

5.2.1 Awareness among lower level actors on public procurement laws, guidelines and regulations.

From the findings under previous chapter it seems that there is awareness between the respondents of the procurement laws, guidelines and regulations. It is good for the researcher to know that most of the actors in the lower levels are aware of the laws and regulations. In Tanzania procurement system, application of the laws, guidelines and regulations is a must. As the findings revealed that there is awareness

among actors, this is a roadmap towards application of procurement laws, guidelines and regulations.

5.2.2 Actors in the lower levels applies the procurement laws, guidelines and regulations during Procurement proceedings.

A good response rate was obtained meaning that lower level actors uses guidelines and laws on implementing procurement process in the LLGA's. This is also supported by the researcher under one aspect on which the invitation of quotations and various tenders in the lower levels is treated as the application of public procurement laws and regulations. Actors may be doing so, but they don't know which specific law, regulation they are implementing. So, the tendency of calling for quotes and tenders hangs in the actor's heads that procurement law is implemented. Under the transaction cost theory, searching and information is one of the components of the ex-ante costs, the application of laws and guidelines by giving advertisement and drafting contracts are important part of the transaction costs.

5.2.3 There is clarity on the use of procurement laws and regulations among the actors which makes easy to apply in the procurement proceedings.

Clarity of the laws, guidelines and regulations may be supported by the TCT on which, laws that seems to be not very much clear to the actors may be used as opportunities for the actors to use the loophole to benefit them. People may be motivated to safeguard their interests and leave behind the interests of the majority. In the study findings, majority of the respondents were in-between, meaning that some agreed that the laws are clear and the other group said that they are not clear. So opportunism may be having a chance under this category.

5.2.4 Compliance of the procurement laws, guidelines and regulations in their procurement proceedings.

Compliance is one of the key performance indicators as used by the authority when conducting auditing annually to various public institutions. According to the PPRA annual report of 2014/2015, there is an improvement on the level of compliance by many PE's. Although there is no auditing that is carried out under the lower levels

government authority, but the performance of the higher level government authorities(District Councils) may have influence to the lower levels authorities. This is supported also by the findings in this study which revealed that, to a very great extent actor in the lower level applies procurement laws, guidelines and regulations. Contrary to that findings revealed that, most of the respondents agreed that the level of compliance in procurement contract management and implementation is not adequate to be valued as best procurement practices. This means that although the compliance is improving gradually, but it is not enough to ensure that procurement and contract management is properly done under the lower level authorities.

5.2.5 The regulatory framework support on the application of procurement proceeding in the lower level.

For the regulatory framework in the lower levels, the findings revealed that large number of respondents agreed that regulatory framework does not support the procurement and contract management in the lower level authorities, meaning that the current regulatory framework does not support the application of procurement laws and regulations in the lower levels of the local government authorities. This is greatly supported by the study conducted on the challenges for implementing and managing procurement contract in the local government authorities in Tanzania (Rashel, 2015)

This may be used as an opportunity for the actors in both pre and post contractual terms that will benefit individuals instead of the majority.

5.2.6 Actors have knowledge on the use of procurement laws, guidelines and regulations in their procurement proceedings.

One of the elements of TCT is uncertainty; uncertainty is conditions that arise from unfamiliarity. In this study, unfamiliarity may be considered as lack of knowledge on procurement and contract management proceedings. According to the findings, most of the respondents said that actors in the lower level had little extent on the knowledge of procurement laws, guidelines and regulations in their procurement proceedings which implies that there is a need for the actors to have proper

knowledge of procurement and contract management proceedings. This is supported by the research conducted by Ackermann, 2002 that explain the determinants and obstacles to effective contract management among which include; ethics, availability of skilled personnel.

5.3 Independence of powers and political influence.

Under this variable, the researcher wanted to measure the degree/extent by which the contract management and implementation in the lower levels government is influenced by the independence of powers and political influence. Several statements were used to ask the respondents and the findings revealed the following.

5.3.1 There is committee responsible for procurement and contract management in ward/villages.

From the research findings, it shows that large number of the respondents agreed that there is a committee responsible for procurement and contract management. Simple interpretation from the responses is that, there are committees existing in wards and villages responsible for contract management and implementation. The presence of committees in wards and villages is the way of reducing opportunism and uncertainty in the procurement contract management and implementation.

5.3.2 Committee are responsible for procurement and contract management conducts meetings in the ward/village on procurement and contract management.

Under this variable, respondents agreed that the selected committee members have the responsibility of managing procurement and contract in the lower level authorities by having meetings in the wards/villages. Opportunism and uncertainties are covered under this area which supports the transaction cost theory. There might be an assurance of safeguarding the contract under both pre and post contract phases.

5.3.3 The committee responsible for procurement and contract management is appointed according to the rules/guidelines.

From the literature, it tells that there are guidelines that are used which direct how the committees are appointed. In implementing procurement, committees like PEDEP, TASAF, DADP's and SEDEP. So each project tends to have its own guideline on how to select committee members. This is supported by the findings of the study which show that most of the respondents agreed that the committees responsible for procurement and contract management are appointed according to the guidelines.

5.3.4 The committee responsible for procurement and contract management works without being interfered by other authorities.

Political will is an important aspect in the procurement process through formulation of policies, laws and also as watch dogs on both pre and post contract phases. In this research, the interest was to know whether political personnel tend to interfere on procurement processes and the contract management phases. As political personnel have a room of making decisions, they may use it as an opportunity to safeguard their interest and affect the procurement and contract management process. Findings revealed that most of the respondents accepted that there tends to be interference from the political personnel. This means, the decisions given by political leaders may be bias and automatically affects the procurement process.

5.3.5 The committee responsible for procurement and contract management performs well.

Resource based view theory mentioned human as an important resource for the firm to keep on existing. Previous objective on the role and capacity of actors revealed that there are committees that controls the procurement and contract management processes. For the case of performance, findings revealed that most of the respondents were in agreement that the committee responsible for contract management performs their duties accordingly.

5.3.6 Openness and transparency is observed by the committee in all procurement proceedings at lower levels.

The PPA, 2011 Section 47 mentioned the public procurement principles that include transparency and fair treatment to be observed in the procurement process. This will reduce the opportunism and uncertainty that may be used by actors in safeguarding their interests. Findings revealed in this study is that to a moderate extent transparency is observed in the procurement proceedings and other respondents said that transparency observed to a very little extent. (Revise)

5.3.7 The committee responsible for procurement and contract management exercises its duties according to the rules, guidelines and regulations.

Findings revealed that 30% of the respondents agreed on that rules, guidelines and regulations are used when committees perform their duties. 26.3% of the respondents said that they don't know and 23.8% of the respondents disagreed. Strongly agree had 12.5% of the respondents and only 7.5% of the respondents strongly disagreed.

5.3.8 Each member in the committee has specific role/duties and is free to give his/her views on procurement proceedings.

The findings revealed that, most of the respondents disagree with the decision that members in the committees have specific roles/duties and are free to give their views on procurement proceedings. The meaning for that is the possibility of opportunism to decision makers with a simple logic that, if there is no room for actors to give their views, then somebody will be doing on their behalf. This is also supported by the public procurement act of 2011 Section 41 which tells that each organ participating in the procurement process have to work independently. Although there is no such set up in the lower levels, but the guidelines need to accommodate such structures.

5.3.9 Supplier/Contractor selection is influenced by politicians (They are brought by political leaders)

Political will is an important aspect in the procurement process through formulation of policies, laws and also as watch dogs on both pre and post contract phases. In this research, the interest was to know whether political personnel tend to interfere on procurement processes and the contract management phases. As political personnel have a room of making decisions, they may use it as an opportunity to safeguard their interest and affect the procurement and contract management process. Findings revealed that most of the respondents accepted that there tends to be interference from the political personnel. This means, the decisions given by political leaders may be bias and automatically affects the procurement process.

5.3.10 Contract management is affected by political leaders

As explained under part 5.3.9 above, Political will is an important aspect in the procurement process through formulation of policies, laws and also as watch dogs on both pre and post contract phases. In this research, the interest was to know whether political personnel tend to interfere on procurement processes and the contract management phases. As political personnel have a room of making decisions, they may use it as an opportunity to safeguard their interest and affect the procurement and contract management process. Findings revealed that most of the respondents accepted that there tends to be interference from the political personnel. This means, the decisions given by political leaders may be bias and automatically affects the procurement process.

5.3.11 Political leaders are powerful in decision making as compared to committee members/actors.

Under transaction cost theory, individuals are viewed as self interested in their own motives that may lead to focus on their own activities. The independence of powers also tells that each organ should work independently in the procurement and contract management and implementation. The concept of opportunism still prevails; if

political leaders are acting above their powers there is a possibility that they are safeguarding their interest. Findings in this study revealed the same where by majority of the respondents agreed with the statement.

5.4 Relevance of procurement methods.

The relevance of procurement methods as a variable aimed to know if the methods/procedures applied in the contract management and implementation are related to the existing public procurement laws and regulations. The discussion focused on the applicable procurement methods in ward/village resemble the methods as stipulated in the procurement laws and regulations, do the method used ensures best procurement practice, if guidelines are used by the committees responsible for procurement, if the guidelines need review, the need of translation of the laws in Swahili language and if the processing times are sufficient for effective procurement processing.

5.4.1 The applicable procurement process in ward/village resembles the methods as stipulated in the procurement laws, guidelines and regulations.

The motive behind the issue of methods used in the lower levels as compared to the prevailing laws and regulations is that, lower levels actors have a tendency of inviting suppliers and contractors to bid for works or goods opportunities. The truth is that the method of procurement used does not match to the stipulated laws, guidelines and regulations. Opportunism under TCT still prevails where by the act of not matching the processing may be used as an opportunity for the actors to shorten/lengthen the time as a way of fulfilling their interests like fixing tender results to people they are interested with. Findings revealed that the application of laws, guidelines and regulations do resembles what is required as per laws and regulations.

5.4.2 The applicable procurement process in ward/villages ensures best procurement practices (ethics, value for money, transparency)

For the case of applicable methods to ensure value for money, most of the respondents went against the statement meaning that there is a possibility that contracts that are implemented under the lower levels don't achieve the value for money.

This is very much supported by value for money auditing carried out in various projects that are carried in the lower level government authorities which were conducted by PPRA and National Auditing of Tanzania. The 2014/2014 reports revealed that most of the projects that are carried out in the lower level authorities are substandard. The TCT theory can't be left behind, due to the fact that actors may be using opportunities to fix the results due to deviation of using the required processes and methods. Findings also revealed that high response was observed in the disagreement of the statement, meaning that they did not agree that value for money is observed in the procurement and contract management.

5.4.3 The prepared guidelines are clearly used by the committee/ward/village in their procurement proceedings.

Using the RBV theory, organisational procedures are considered as resources. For the study conducted, use of guidelines, laws and regulations are resources that can be used by the firm. Non usage of the guidelines means the responsible person wants to use available opportunity (for ex-ante and ex-post on contract agreement) that safeguards the individuals interest. The findings revealed that, guidelines are used to a great extent meaning the procedures are used in the procurement contract and implementation.

5.4.4 The policies and guidelines need a review to match the procurement process and contract management.

For the case of review of the policies and guidelines, majority of the respondents agreed with the statement that policies and guidelines need to be reviewed as to

match with the current issues in procurement and contract management. The researcher also do support the given statement due to the fact that procurement as a profession is still undergoing transformation where by laws, regulations, policies are formulated regularly to match the demand of the public. This also affects the lower level sector which needs to accommodate the changes.

5.4.5 The procurement processing times used are sufficient for effective procurement process.

Under the relevance of the procurement method used, the findings revealed that most of the respondents agreed that the procurement processing times are sufficient for the effective procurement process. As this study aimed to assess the effectiveness of procurement contract management and implementation, a high response rate means that one element of effectiveness is adhered by the respondents. Time is a very important resource on which its proper use leads to the effectiveness of the contract implementation. This also is supported by the current changes of procurement act of 2016 on which there is a time reduction on the procurement process. So there is a relation of what the researcher thought in relation to the findings revealed from the respondents.

5.4.6 Translation of the laws, guidelines and regulations into Swahili language.

Although there are guidelines like that of TASAF, the findings revealed that most of the respondents agreed that there is a need to translate the laws into Swahili language and less respondents disagreed with the issue of translation. It's a researchers thought that, non-translation of the guidelines and regulations may lead to opportunism among actors, they may use the loop hole of saying that the language used is not familiar to them, that the translation of the of the laws and guidelines will cut down the opportunism as a part of TCT which may be used by the actors for their own interest. The findings are also supported by the study which was conducted at NSSF (National Social Security) of Kenya by Amemba *et al*, (2013) whereby they said, towards implementation of the procurement law, inability to translate

procurement law and regulations into everyday language so that actors see and understand the impact of their compliance.

5.4.7 The policies pertaining to procurement and contract management are sufficient to support procurement process.

A low turn-up was revealed in responding if the policies are sufficient for the procurement and contract management implementation. In relation to the procurement policies which were released on year 2012. The policies based much on the higher level where there is a full implementation of the laws and regulations. The policies need to be customised so as to match the lower level procurement procedures. In relation to theories, it supports the RBV theory under the intangible assets which mentions the organisational procedures as a resource for the organisation. The researcher also supports the revision of policies so that they can match the procurement process.

5.5 Effectiveness of procurement contract management and implementation

Effectiveness of contract management and implementation under lower levels local government authorities was measured using the following determinants that gave the findings in relation to effectiveness of contract management and implementation, they include ;achievement of value for money, agreed completion period, if proper inspection of goods/works is done, quality of goods/works if they are in conformity to specifications, geographical areas in wards/villages if accessible, proper record keeping, if there is proper

Reporting to the concerned authorities and the relationship between the actors in the contract implementation phase.

5.5.1 Contracts implemented at village/ward level achieve value for money.

From the Public Procurement (Amendment) Act 2016 which is referred as a ‘principal act’, ‘value for money is defined the maximum benefit from goods, works or services procured with the resources available worth the cost incurred’.

Findings revealed that most of the respondents agreed that there is achievement of value for money in the lower levels procurement and contract management in the lower levels. As value for money concepts consists of various attributes like time, place, availability and quality, the researcher suggested using those attributes and gets the truth if value for money is observed in the contract management and implementation.

5.5.2 Contracts carried out at village/district levels are completed within the agreed time period.

Time as another component which is important towards effectiveness of contract management and implementation. This can only be done through proper arranged methodology time plan/schedule by listing all the activities to be accomplished for works and provision of delivery time for goods. RBV theory supports this part, where by resource is considered as an icon that is important towards the achievement of any goal.

Responses given from the analysis shows that most of the respondents agreed with the statement that contracts carried in the lower levels tend to be completed within time period.

The researcher went against the findings for this variable due to the experience and other secondary sources of data that have been writing on delay of contract completion.

Report given by PPRA for the financial year 2014/2015 shows that more than 40% of the projects that are implemented in various institution including lower level government authorities. The auditing report given by the Controller and auditor general for the year 2014/2015 revealed that most of PE's did not complete their projects timely and they had carry over funds to the following financial year the reason being failure to accomplish the project timely.

The meaning behind this analysis is that there is no an indicator for time control in the lower level authorities which may be a room for suppliers, service providers and contractors to work in a slow pace hence causing non-delivery at the agreed time to the client.

5.5.3 Inspection of the goods/works done at the lower levels is done properly for monitoring purpose.

The research findings came with the results that most of the respondents disagreed that inspection for goods and works is properly done under lower level government authorities, and less number of the respondents agreed. The researcher also supported the way respondents gave their opinion due to the fact that inspection of goods and works done in the lower level authorities cannot be guarantee. Reason being, lack of capacity of personnel who may inspect according to the agreed standards. Opportunism and uncertainty as explained in the TCT theory relates to this area, acceptance of sub-standard goods and works may be prevailing in the area which may direct effect to the proper procurement management and implementation.

5.5.4 The quality of goods/works carried out is in conformity with specifications.

Findings revealed that the goods/works carried out in the lower level authority are not in conformity to specifications. Most of the respondents agreed with the statement and it clearly sticks in the researchers mind the possibility of opportunism for the person's concerning with the inspection of goods/works to use the loop hole towards safe guarding their interests. This is also supported by the report given by the PPRA in the financial year 2013/2014. Value for money auditing carried in that financial year revealed that most of PE's had projects that were substandard. (Didn't comply with the specifications)

5.5.5 The geographical areas in wards/villages are easily accessible by contractors and contract managers.

Under this category respondents agreed that the geographical location in the wards and villages are accessible by contractors and contract managers, the easy accessibility of sites for both contractors and contract managers means that there is a guarantee of getting standard work and the work that is completed on time. Although the findings revealed that sites are easily accessible by contractors and site managers

the researcher had a different view on that. Sites may be accessible, but how long does it take for the contractor or site manager to arrive at that site. The logic being, the longer the distance the higher the cost of procurement and contract management and implementation, and the inverse is true. The researcher won't be wrong by saying that, the longer the distance, the higher the risk of opportunism to the actors. This is also supported by the TCT theory under the *ex-post information asymmetry* which is much focusing on the quality of the delivered contributions. That means; how easy can organisation access quickly and observe the delivered output. In a district like Simanjiro and Babati, an average mileage from one ward to another is about fifty (50) kilometres. It was a researcher thinking that, the higher the scatter of the geographical area will have an impact on the effectiveness of contract management. For the current system whereby the clients have to go and inspect the work or provide supervision to the ongoing work, it is extremely difficult to achieve.

5.5.6 Records are well kept by contract supervisors, timely and easy to retrieve when needed.

Findings revealed that records are not well kept by contract supervisors and may be easily retrieved when needed. Records management have. The researcher opposes the findings by relying of the findings which were reported by PPRA in their annual procurement report of financial year 2011/2012 whereby they stated that LGA's had poor record keeping as a part of contract management.

5.5.7 There is proper reporting of procurement matters to the authorities (AO, PPRA)

Findings revealed that, most of the respondents disagreed that there is a proper reporting to the AO of PE's in the local government authorities. That means reporting is not done accordingly to the higher levels of the local government authorities. In the theoretical point of view, failure to report may be considered as opportunity to the lower level actors towards safeguarding their own interests. If ward executive officers, village executive officers and head of committees do not

give formal reports to their leaders, there is a higher possibility of failure to monitor/implement the contracts in the proper way.

5.5.8 There is a good relationship between actors in contract management and implementation.

Findings from the study revealed that, most of the respondents were against the statement that there exists good relationship among actors in the contract management and implementation. Relationship is important for members pursuing tasks as a team; otherwise the targeted goals may not be achieved as planned. The researcher thought that, misunderstanding between the actors may lead to now delivery of service to the intended customers.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS

6.0 Overview

This chapter presents the study summary which is the base of the whole study capturing areas of theoretical, conceptual and real findings in compliance with the stated research problem, research objectives and research questions in relation to contract management and implementation in the lower level government authorities. Recommendations in relation to the study were given to the government and how the study may contribute to the policy formulation especially in the lower level government authorities. Areas where the researcher thought will be necessary for further studies were also narrated.

6.1 Summary of the findings and problems identified.

Contract management is a key aspect in public procurement where a huge spending is done by the government so as to foster national development. The good aim of the government will only be achieved if serious step measures will be taken by the government on making sure that lower levels local government authorities are equipped and controlled by applicable laws, guidelines and regulations, adequate roles and capacity of the actors, independence of powers and political influence and the relevance of procurement methods towards achieving effective procurement and contract management in the lower levels government authorities. Wastage of government funds in the areas where either the management is not properly done or where the regulatory framework is somehow silent will keep on flourishing if the matters won't be taken on board.

Generally, the study aimed on assessing the effectiveness of contract management and implementation in the lower levels local government authorities. Specific areas where the researcher paid much attention was on the role and capacity of actors, relevance of procurement methods that are used in the lower levels, independence of powers and political influence and the applicable procurement laws, guidelines and regulations. The other side of the study on the effectiveness of contract management

and implementation areas studied included records management, time, quality, relationship between actors and the geographical matters as the study was carried out in very scattered districts. Transaction cost and resource based view theories were used to explain how the theories are related to the study (ex-ante, ex-post, opportunism, uncertainties were used to explain the matter)

Under the transaction cost theory the main focus was based on contract management especially in contract costs, time and quality using the assumption that implementing organisations have a tendency of putting effective management of their contracts before and after the award of the contract.

Under the methodology used, study used cross-section survey research design as this survey is considered as the “quantitative beast” where by both probability and non-probability sampling techniques were employed and came up with a sample size of 127 respondents out of which eighty(80) respondents were obtained to furnish the study. Interview and questionnaire were used as tools for data collection which covered primary and secondary data collection. Data analysis was aided by using a software package namely SPSS on which inferential and descriptive statistics were given and the interpretation was done by the researcher including study generalisation.

The researcher used about thirty eight (38) attributes/variables and a scale index was constructed so as to put variables in their respective constructs. New variables were computed and an average value was calculated so that they can tally with the scale used (ordinal scale)

Using correlation (Post-hoc&Scheffe test), relationship between variables was established.

6.2 Conclusion

The researcher highlighted the conclusion on his study based on the results obtained under each construct.

6.2.1 Role and Capacity of Actors

The variable did not show to have a positive effect to the effectiveness of procurement of contract management in the lower levels, and the significance level was also low.

6.2.2 Applicable procurement laws, guidelines and regulations.

For the applicable procurement laws, guidelines and regulations seems not to have positive affect towards the contribution of effectiveness of procurement contract management and implementation. Level of significance was also not promising.

6.2.3 Relevance of procurement methods.

A positive relationship was observed between relevance of procurement methods and the effectiveness of procurement and contract management implementation, and there was a high significance between the variables.

6.2.4 Independence of powers and political influence

The variable had a significant contribution and positive correlation with the independent variable, meaning that independence of power and political influence affects the contract management process.

6.3 Implications to policy makers

Policy makers under the ministry of finance especially the Public Procurement Policy Division (PPPD) have to put attention to see how they can formulate policies that will cover the lower level sector in the procurement and contract management issues. In relation to my study, they have to put attention on:-

- i. Clearly define the role of actors in the procurement and contract management, as they have done in the higher levels sector.
- ii. Guidelines, laws and regulations need to be revised so that they can accommodate the lower level sector in the local government authority.

- iii. The procurement methods used that seems to have effect on the implementation of procurement should be revised to speed up service delivery in the local community.
- iv. Actors need to work independently; there must be defined roles and responsibilities in the area of procurement and contract management.

6.4 Recommendations

The researcher outlined the recommendations on the problems identified.

6.4.1 Application of Procurement Laws and Regulations

In relation to the study, the researcher recommended that, Government should focus much on the rectification of the regulatory framework, particularly the laws and regulations governing the local government sector. It should accommodate the matters for the lower level sector where stand alone guidelines are used in the procurement aspects without a backup of clearly defined laws.

6.4.2 Role and Capacity of Actors in the lower level

Although the study didn't show the clear effect of capacity of lower level actors, step measure should be taken to ensure procurement knowledgeable personnel's are also sent to the lower levels so as to improve service delivery.

6.4.3 Relevance of Procurement Methods

For the relevance of procurement methods, improvement should be done like what the ongoing procurement changes in 2016 where by reduction of processing times is a key towards effective procurement process.

6.4.4 Overall Recommendation

Pending the government to formulate the laws and regulations for the lower level sectors, District authorities have to work closely to the lower level sectors through provision of supervision by sending watchdogs that may transfer knowledge to the

actors. The research done was also cross sectional, if longitudinal method could be employed to have time series data the findings may have more weight to give good outcomes.

6.5 Suggested Areas of Further Research

The study was conducted to explore and give description of the effectiveness of procurement contract management and implementation in the lower level government organisations and the findings were generalised for the lower level sector in Tanzania.

Areas for further studies suggested by the researcher is that other factors apart from those mentioned in this study may be used which may be more powerful in describing the matter (under this study only 22.7% of the independent variable explained the dependent variable), and may be if qualitative method will dominate it will suit the study for the large part as compared to the use of quantitative study.

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APPENDICES

APPENDIX I

QUESTIONNAIRE

Dear respondent,

I, Norbert Musa a student at Mzumbe University-Main Campus-Morogoro. Currently doing a research on ‘*EFFECTIVENESS OF PROCUREMENT AND CONTRACT MANAGEMENT IN LOCAL GOVERNMENT-LOWER LEVELS*’.

I beg you as a respondent to furnish me information based on the questions asked below. The aim of the research is to know the effectiveness on procurement contract management and implementation in the lower levels (wards and villages)

I assure you, the information given by you are confidential and will not be disclosed to any person without your permission. Further, the use of information is for academic matters only. The Questionnaire consists of part A to E, please fill all the sections.

I appreciate your co-operation.

PART A

GENERAL INFORMATION

1. Gender.....

2. Designation.....

3. Level of Education (Tick box below)

Primary Education ☐

Secondary Education ☐

Certificate ☐

Diploma ☐

Bachelor Degree ☐

4. Years of Experience in the Current Position (Tick Box Below)

Less than 5 year's ☐

5 to 10 year's ☐

10 to 15 years ☐

15 years and above ☐

5. Have you ever attended any training concerning procurement? (Tick Box Below)

Yes ☐

No ☐

6. How many trainings do you attend per annum? (< two weeks training)

Once

Twice

Others please specify.....

PART B:

APPLICATION OF PUBLIC PROCUREMENT LAWS AND REGULATIONS.

(6) To what extent are the laws and regulations complied in the procurement process? Use a scale 1-5 where (1=very great extent, 2=great extent, 3=moderate extent, 4=little extent, 5=not at all)

Statement	1	2	3	4	5
There is awareness among lower level actors on public procurement laws and regulations (PPA 2004/2011), Local Government Authorities Tender Board Establishment and Proceedings 2007.					
Actors in the lower levels apply the procurement laws and regulations during procurement proceedings.					
There is clarity on the use of procurement laws and regulations among the actors which makes easy to apply in the procurement proceedings.					
Actors comply with the procurement laws and regulations in their procurement proceedings.					

The level of compliance by the actors is not adequate to ensure best procurement practice.					
Actors have no proper knowledge on the use of procurement laws and regulations in their procurement proceedings.					
The regulatory framework does not support the application of procurement proceedings in the lower level.					

In your opinion, what is the position of the procurement laws and regulations in the procurement contract management and implementation?

Please

Explain.....
.....
.....

PART C

INDEPENDENCE OF POWERS AND POLITICAL INFLUENCE

(7)What is your level of agreement on the following statement? Use 1-5 scale, where (1=strongly Agree, 2=Agree, 3=don't know, 4=strongly disagree, 5=disagree)

Statement	1	2	3	4	5
There is a committee responsible for procurement and contract management in the ward/village.					
The committee is responsible for procurement and contract management conducts meetings in the ward/village on procurement matters.					
The committee responsible for procurement and contract management is appointed according to the rules, guidelines and regulations.					
The committee responsible for procurement and contract management works without being interfered by other authorities.					
The committee responsible for procurement and contract management exercises its duties according to the rules and regulations.					
Each member in the committee has specific role/duties and is free to					

give his/her views on procurement proceedings.					
The committee responsible for procurement and contract management performs well					
Openness and transparency is observed by the committee in all procurement proceedings at lower levels.					
Supplier/contractor selection is influenced by politicians(They are brought by political leaders)					
Contract management is affected by political leaders					
Political leaders are powerful in decision making as compared to committee members/actors.					

In your opinion, what do you think should be the roles of political personnel in procurement contract management and implementation?

Please

Explain.....
.....
.....
.....

PART D

RELEVANCE OF PROCUREMENT METHODS.

(8) In your opinion, do you think the procurement methods are relevant to what is done in the lower levels? (Use 1-5 scale where, 1=strongly agree, 2=agree, 3=don't know, 4=disagree, 5=strongly disagree)

Statements	1	2	3	4	5
The applicable procurement methods in ward/village levels resemble the methods as stipulated in the procurement laws and regulations.					
The applicable procurement methods in ward/villages ensures best procurement practices(ethics, value for money, transparency)					

The procurement processing times used are sufficient for effective procurement process.					
The policies pertaining to procurement and contract management are sufficient to support procurement process.					
The prepared guidelines are clearly used by the committee/ward/village in their procurement proceedings.					
The procurement law, policies and guidelines need a review to match the procurement process and contract management.					
The laws have to be translated in Swahili language to suite lower level users.					

In your opinion, what should be the structure of policies/guidelines for efficient procurement process and contract management implementation?

Please

explain.....
.....
.....
.....

PART E

EFFECTIVENESS OF CONTRACT MANAGEMENT AND IMPLEMENTATION.

09. What is your level of agreement concerning cost consciousness on contract management under lower level procurement?

(Use 1-5 scale, where 1=strongly agree, 2=agree, 3=don't know, 4=disagree, 5=strongly disagree)

Statement	1	2	3	4	5
Contracts implemented at village/ward level achieve value for money.					
Contracts carried out at village and ward levels are completed within the agreed time period.					
Inspection of the works and goods done at the lower levels are conducted					

properly					
The quality of works carried out is in conformity with specifications.					
The geographical areas in wards/villages are easily accessible by contractors and contract managers.					
Records are well kept by contract supervisors, and can be easily retrieved when needed.					
There is proper reporting of procurement matters to the higher level government authority(District)					
There is a good relationship between actors in contract management and implementation.(committee members, political leaders and villagers)					

THANK YOU FOR YOUR TIME AND CORPARATION

APPENDIX B

UMBALI TOKA MAKAO MAKUU YA WILAYA HADI KATA NA VIJIJI (SIMANJIRO DISTRICT COUNCIL)

S.N	MAKAO MAKUU YA WILAYA	MAKAO MAKUU YA KATA	KIJIJI	UMBALI(KM)
1	ORKESUMET	Langai	Langai	22
			Lormorijoi	5
			Narosoito	4
2		Oldonyoingijape	Oldonyoingijape	5
			Orkirung'urungu	7
			Irkujit	12
3		Naberera	Naberera	53
			Landanai	45
			Namalulu	33
			Okutu	71
			Lorbone	65
			Losokonoi	51
4		Kitwai	Kitwai 'A'	48
			Londrokes	30
			Kitwai B	70
5		Ruvu Remit	Ruvu Remit	40
			Lerumo	92
			Gunge	59
6		Loibosoit	Ngage	59
			Loiborsoit 'B'	87
7		Ngorika	Nyumba ya Mungu	101
			Lemkuna	93
			Ngorika	110
8		Msitu wa Tembo	Msitu wa Tembo	124
			Kiruani	118
			Magadini	123
			Olchorinyori	98
9		Naisinyai	Naisinyai	132
			Kambi ya Chokaa	148
			Lengasit	143
			Losoit	138
10		Mirerani		117
11		Endiamtu		116
12		Shambarai	Shambarai	105
			Kilombero	100
			Orlbil	103
13		Komolo	Komolo	
			Sukuro	
			Nadonjukin	
			Kitiangare	108
14		Emboreet	Emboreet	120
			Loiborsoit 'A'	132
			Nyorit	140
15		Loiborsiret	Loiborsiret	135
			Kimotorok	179
			Narakauo	122

			Kangala	130
16		Terrat	Terrat Loswaki Engonongoi Lorokare	115 121 127 132
17		Oljoro No 5	Oljoro no 5 Loisinyai Orbokishu Einot Lorokare	140 162 134 165 141
18	Orkesumet	Orkesumet	Orkesumet	0

APPENDIX C

UMBALI TOKA MAKAO MAKUU YA WILAYA HADI KATA NA VIJJI (BABATI DISTRICT COUNCIL)

S.N	MAKAO MAKUU YA KATA	N.A	KIJIJI	UMBALI(KM)
1	Magugu	1	Magugu	27
		2	Matufa	23
		3	Sarame	30
		4	Gichamedia	38
		5	Mapea	27
		6	Mawemairo	20
		7	Maswale	46
2	Arri	1	Dohomu	25
		2	Namagha	25
		3	Tsaayo	22
		4	Arri	25
		5	Sharmo	28
		6	Endasago	18
3	Riroda	1	Riroda	20
		2	Endaberg	18
		3	Hewasi	26
		4	Sangara	20
4	Duru	1	Endagwe	35
		2	Yarotonic	23
		3	Duru	25
		4	Hoshani	21
		5	Gesbert	32
5	Dareda	1	Dareda Kati	23
		2	Sereto	30
		3	Bermi	29
		4	Haysam	25
		5	Loto	30
			Gajal	27
6	dabil	1	Maganjwa	36
		2	Gidewar	44
		3	Mandi	55
		4	Sabilo	45
7	Bashnet	1	Bashnet	63
		2	Long	63
		3	Guse	50
8	Madunga	1	Madunga	75
		2	Gidngwar	68
		3	Quameyu	71
		4	Merr	102
		5	Endaw	67
		6	Utwari	75
9	Ufana	1	Ufana	70
		2	Diffir	77
		3	Luxmanda	105
		4	Secheda	110

		5	Orbesh	115
10	Kiru	1 2 3 4 5	Kiru Six Kiru Dick Kiru Ndogo Kiroroma kokomay	30 27 30 27 56
11	Ayasanda	1 2	Ayasanda Endanachan	18 31
12	Gidas	1 2 3 4	Gidas Bubu Endamaghay Endadimet	42 45
13	Boay	1 2 3	Gidabaghar Gijedaboshka Boay	47 48 40
14	Gallapo	1 2 3 4 5	Ayamango Gedamar Hallu Endanoga Gallapo	28 22 25 17 22
15	Qash	1 2 3 4 5 6	Orongadida Qash Tsamasi Ng'wang'weri Endadosh Majengo	27 23 28 32 31 22
16	Mamire	1 2 3	Mamire Endagire mwikantsi	20 18 20
17	Magara	1 2 3 4 5	Maweni Magara Moya Manyara Mayomayoka	55 63 65 70 73
18	Mwada	1 2 3 4 5	Mwada Ngolley Kisangaji Shauri moyo Sangaiwe	35 38 45 50 44
19	Nkait	1 2 3 4 5	Vilima Vitatu Minjingu Kakoy Tarangire Olasiti	58 63 67 73 70
20	Narr	1 2 3	Narr Gabadaw Endamanang	80 70 83
21	Endakiso	1 2 3	Endakiso Kwara Gijedaburg	30 22 33

APPENDIX D

MANYARA REGION MAP

