

**EFFECTIVENESS OF WORKS PROCUREMENT CONTRACT
MANAGEMENT IN ACHIEVING VALUE FOR MONEY
A CASE STUDY OF
COLLEGE OF BUSINESS EDUCATION – DAR ES SALAAM
CAMPUS**

By

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**A Dissertation Submitted in Partial Fulfillment of the Requirement for the
Award of Master of Science in Procurement and Supply Chain Management
(Msc. PSCM) of Mzumbe University.**

2017

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Effectiveness of Works Procurement Contract Management in Achieving Value for Money: The Case of College of Business Education Dar es Salaam Campus**, in partial fulfillment of the requirements for award of the degree of Master of Science in Procurement and Supply Chain Management (Msc. PSCM) of Mzumbe University.

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I, **Hassani Issa Mnango**, 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

This dissertation work is dedicated to my beloved parents Mr and Mrs Mnango and my sisters: Halima, Rehema, Aziza, Hadija and Salha for their prayers, encouragement and support. Lastly, I dedicate for those who have supported me in one way or another may Allah bless them all.

ABBREVIATION

CAG	Controller and Auditor General
CBE	College of Business Education
NAO	National Audit Office
PEs	Procuring Entity
PPA, 2011	Public Procurement Act of 2011
PPR, 2013	Public Procurement regulation of 2013
PPRA	Public Procurement Regulatory Authority
SPSS	Statistical Package for Social Science
TCA	Transaction Cost Analysis
HODs	Head of departments
Msc. PSCM	Master of Science in Procurement and Supply Chain Management
GN	General Notice

PPRA	Public Procurement Regulatory Authority
RFP	Request for Proposal
OSHA	Occupational Safety and Health Authority
EU	European Union
NSSF	National Social Security Fund
ARC	Academic Research and Consultancy
PFA	Planning Finance and Administration
ITT	Instruction to Tenderers
ITB	Instruction to Bidders
OECD	Organization for Economic Cooperation and Development
BOQ	Bill of Quantities

TABLE OF CONTENT

CERTIFICATION	i
ACKNOWLEDGEMENT	iii
DEDICATION	iv
ABBREVIATION	v
TABLE OF CONTENT	vii
LIST OF TABLE	xiii
ABSTRACT	xv
CHAPTER ONE	1
BACKGROUND TO THE STUDY	1
1.1 Introduction.....	1
1.2 Background of the study	1
1.3 Statement of the Problem.....	3
1.4 Objectives of the Research.....	4
1.4.1 General Objective	5
1.4.2 Specific Objectives	5
1.5 Research Questions	5
1.6 Significance of the Study	5
1.7 Scope of the Study	6
1.8 Limitations of Study	6

CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Introduction.....	7
2.2.1 Procurement	7
2.2.2 Contract Management.....	7
2.2.3 Procurement of Works	8
2.2.4 Procurement Contract	8
2.2.5Contract Formulation.....	8
2.2.5Effective Contract Management	8
2.2.6 Value for Money	9
2.3 Theoretical Review	10
2.4 Empirical Literature Review	12
2.5 Conceptual Framework.....	13
2.6 Research Gap	14
CHAPTER THREE	15
RESEARCH METHODOLOGY	15
3.1 Introduction.....	15
3.2 Study Design.....	15
3.3 Research Approach	15
3.4 Study Area	16

3.5 Study Population.....	16
3.6 Sample size and Sampling technique.....	17
3.6.1 Sample size	17
3.6.2 Sampling Techniques.....	18
3.6.2.1 Non probability Sampling.....	19
3.6.2.2 Probability Sampling	19
3.7 Data Collection Methods/Tools	19
3.7.1 Questionnaire	19
3.7.2 Interview	20
3.7.3 Documentation.....	20
3.8 Analysis of Data.....	20
3.9 Ethical Consideration.....	21
CHAPTER FOUR.....	22
PRESENTATION OF FINDINGS	22
4.0 INTRODUCTION.....	22
4.1 General Profile of Respondents	22
4.1.1 Level of Education from Questionnaires	22
4.1.2 Level of Education for Interviewed Respondents.....	23
4.1.3 Working Experience of the Respondents.....	25
4.2 Methods Used in Works Contracts	26

4.2.1 The Extent of Using Works Procurement Methods.....	26
4.2.1.1 International Competitive Tendering.....	27
4.2.1.2 National Competitive Tendering.....	28
4.2.1.3 Single Source	29
4.2.1.4 Restricted Tendering.....	30
4.2.1.5 National and International Quotation.....	31
4.2.1.6 Frame Work Agreement	32
4.2.3 Are the Methods Effective and Appropriate?	33
4.3 Criteria Used in Evaluation and Selection of Contractors	34
4.3.1 Are there any Criteria considered in the Evaluation and Selection of Contractors.....	34
4.3.2 Are these Criteria’s Sufficient to Get the Ideal Contractors	35
4.3.3 Selection of Contractors Based on Technical Capability, Experience and being Able to Meet Contractual Requirements.....	36
4.4 The Extent to which Contracting Parties Fulfill their Objectives.....	37
4.4.1 Do Contracting Parties Fulfill their Objectives Timely.....	37
4.4.2 Are the Contractors Paid on Time after Lodging of Invoice?	38
4.4.3 Factors Affecting Management of Works Procurement Contracts.....	39
4.4.3.1 Lack of Knowledge on Supervision of Works Contract.....	40
4.4.3.2 Corruption	41

4.4.3.3 Lack of Effective Communication.....	42
4.4.3.4 Poor Preparation of Tender Documents and Contract Terms and Condition.....	43
4.4.3.5 Lack of Pre- Performance Meeting.....	44
4.4.3.6 Fail to Appoint the Project Manager.....	46
CHAPTER FIVE	47
DISCUSSION OF THE FINDINGS.....	47
5.1 INTRODUCTION.....	47
5.2 Procurement Methods used in procurement of works	47
5.2.1 The Extent of Using Works Procurement Methods.....	47
5.2.2 Competitive tendering.....	48
5.2.3 Are These Methods Effective and Appropriate.	48
5.3 Criteria used in evaluation and selection of contractors	49
5.3.1 Are There any Criteria Considered in the Evaluation and Selection of Contractors.....	49
5.3.2 Are the Criteria Sufficient to Get the ideal Contractor.	53
5.4 Do the Contracting Parties Fulfill their Objectives.....	54
5.4.1 Are the Contractors Paid on Time after Lodging an Invoice.....	54
5.4.2 Lack of knowledge on supervision of works contract	55
5.4.3 Corruption.....	55
5.4.4 Lack of Effective Communication among the Contract Management Team ..	57

5.4.5 Poor Preparation of Tender Documents and Contract Terms and Condition ..	57
5.4.6 Lack of Pre – Performance Meeting with the Successful Contractors before commencing works.	59
5.4.7 Fail to appoint the project manager who will manage the contract	60
CHAPTER SIX	62
SUMMARY, CONCLUSION AND RECOMMENDATIONS	62
6.1 Introduction.....	62
6.2 Summary	62
6.3 Conclusion	63
6.4 Recommendations.....	64
6.4.1 Proper Effective Communications	64
6.4.2 Improvement in the Preparation of Tender Documents.....	64
6.4.3 Conduct Pre performance Meetings.....	65
6.4.4 Adherence to Public Procurement Guidelines.	65
6.4.5 Training on works contract management.....	65
6.5 Areas for Further Studies	65
REFERENCE	67
APPENDICES	71

LIST OF TABLE

Table 3.1: Summary of population for the selected sample.....	18
Table4.1 Level of Education from Questionnaires	23
Table4.2 Level of Education of Interviewed Respondents	24
Table 4.3 Method Used in Works Contract	26
Table 4.4 International Competitive Tendering.....	27
Table4.5 National Competitive Tendering	28
Table 4.6 Single Source	29
Table 4.7 Restricted Tendering.....	30
Table 4.8 National and International Quotation	31
Table 4.9 Framework Agreement	32
Table 4.10 Are the methods effective and appropriateness	33
Table 4.11 Criteria considered in the evaluation and selection of contractors	34
Table 4.12 Are the criteria sufficient to get ideal contractor	35
Table 4.13 Selection of contractors based on Technical Capability, Experience.....	37
Table 4.14Do Contracting Parties fulfill their objective timely	38
Table 4.15 Contractors paid on time after lodging of an invoice	39
Table 4.16 Corruption.....	41
Table 4.17 Lack of Pre- Performance Meeting.....	45
Table 4.18 Fail to Appoint Project Manager	46

LIST OF FIGURE

Figure 2.1 Conceptual Framework	14
Figure 4.1 Working Experience.....	25
Figure 4.2 Lack of knowledge on supervision of works contract.....	40
Figure 4.3 Lack of effective communication.....	42
Figure 4.4 Poor preparations of tender documents and contract terms and conditions	43

ABSTRACT

Contract management is an important activity in public procurement especially on executing development projects while aiming at value for money. On the contrary, reports from the Public Procurement Regulatory Authority show that funds have been wasted due to poor contract management practices, hindering value for money achievement in most of the public institutions across the globe.

Generally, the study aimed at assessing the effectiveness of works procurement contract management in achieving value for money. Specifically the study aimed at describing the procurement methods used in works contract, the criteria used in evaluation and selection of contractors and the extent to which the contracting parties fulfill their objectives in achieving Value for money

Taking the case of College of Business Education, a case study research design was used to undertake the study where by purposive and simple random samplings were used to take a sample of 69 respondents. Data were collected through the questionnaire, interview, and document review. Based on the collected data the researcher used both qualitative and quantitative approach to analyze data; qualitative data were analyzed through the use of interpretive and reflexive approaches while the quantitative data were analyzed through the utilization of SPSS program which assisted the researcher to run some of the analysis.

The findings reveal that College of Business Education has been able to achieve value for money in the works procurement contracts as results of having the effective contract management practices through selection of proper procurement methods that influence competition and lead to getting the reliable contractors at lowest costs. Also through the criteria for evaluation and selection of contractors has been able to get capable and competent contractors, and it avoids favoritism and corruption. Lastly, the contracting parties fulfill their objectives by delivering the quality and completed work on time, and paying the contractors on time. Due to all these factors, they guarantee the achievement of value for money despite of some few weaknesses.

CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 Introduction

The aim of this chapter is to introduce the topic of study which is about assessing the effectiveness of works procurement contract management in achieving value for money. The chapter contains the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitation of the study and definition of key terms

1.2 Background of the study

Contract management is an important activity in public procurement especially on executing development projects while aiming at value for money. On the contrary, reports from the Public Procurement Regulatory Authority show that funds have been wasted due to poor contract management practices hindering value for money achievement in most of the public institutions across the globe (Mchopa, 2015).

In the Public Sector, the term procurement and contracting are commonly used whereas, Procurement is the process of acquiring goods, works and services starting from identification of the needs and ending with contract completion, (Nash et al, 2007). Contracting on the other hand includes description of requirements, choice procedures, measures to solicit offers from tenders, examination and evaluation of those offers, award of contract, and contract management (PPA, 2013).

The works contract management process is distinctly different from the product contract management process. Apte et al (2011) highlighted how works and products contain different characteristics. These characteristics include “output, co-production, simultaneity of production and consumption, the inability to store works, and the complexity in the definition and measurement of works. Because of these unique characteristics, works acquisition must follow a unique process. The works acquisition process begins with the identification of a works requirement that is

essential for the organization to fulfill its mission (DoD, 2012). The acquisition process involves a planning phase, development phase, and execution phase. The process results in a work that is performed in a prescribed amount of time and that fulfills the mission requirements.

In order to achieve the effective contracts management for all Procuring Entities in public procurement, the government through the Public Procurement Act PPA, (2011) and its amendments of 2016 and Public Procurement Regulations (PPR) of 2013, has introduced provision such as Regulation 114 of General Notice (GN) 446 requiring each Procuring Entity to be responsible for the effective management of any procurement of goods, services or works for which it is undertaking and monitor the costs and timely delivery of goods and services in the correct quantities and to the quality specified in each contract; monitor the progress and timely completion of works in accordance with the terms of each contract; take or initiate steps to correct or discipline deviations from observance of contract conditions; and ensure that the responsibilities imposed on it by the contract are fully discharged.

According to Controller and auditor general (CAG) Report (2016) there was a loss of public fund due to improper contract management. For example Capital Development Authority had entered into contract for consultancy services of valuation of fixed assets register. Due to improper management of contract the consultant had already been paid the whole amount of contract price but the services had not yet been delivered.

Public procurement often constitutes the largest domestic market in developing countries. Depending on how it is managed, the public procurement system can thus contribute to the economic development of these countries (Migai, 2005). It is a comprehensive process stretching from procurement planning, budget allocation, bids invitation, bids evaluation, contract award and management, performance evaluation, auditing and reporting. Due to the cost implication embodied at different stages throughout the process ranging from need identification up to contract management

and termination, public procurement must be built on the principle of value for money (Mamiro, 2010).

On the other hand, Contract management is an important activity in public procurement, which covers all the activities performed by the Procuring Entity and Bidders upon signing of the contract up to full discharge of the obligations. It is often an extremely controversial subject matter (Trepte, 2011) especially in developing countries where “the ability to exercise discretion in the award of government contracts has been a source of valued political patronage” and procurement has been “a means for the illicit transfer of funds from government to private hands” regardless of the laws (Patrick, 2005).

Public Procurement Regulation (PPR) section 243 requires all Procuring Entities to monitor the contractor performance against the Bill of Quantities (BOQ) and schedule of works as prescribed in the contract by means of daily, weekly or monthly report from the project manager responsible for the works.

In spite of the legal requirements, the Controller and Auditor General (CAG) report for the financial year 2010/2011 reveals several weaknesses in managing the contract and their practices in public procurement. These included inappropriate signing of contracts, lack of essential contract information, insufficient quality assurance plans, liquidated damages were not applied for belated works and finished works were not inspected to determine whether they had attained the specifications required. It is these remedies that a research is deliberate to assess the effectiveness of works procurement contract management in achieving value for money in Tanzania specifically in College of business education (CBE).

1.3 Statement of the Problem

Most of Public Servants in consent with contractors to make positive bid to win the contract in accordance with rules of the competition, and allow these contractors to chip away at the terms of the contract, which leads to poor quality work done (uncitral, 2011). These acts avert achieving Value for Money in Public Procurement

and impede the development of the country at large. Therefore researcher examines the criteria used in evaluation and selection of contractors in order to identify on whether the contractors are selected by the procedures or they are favored.

According to CAG Report (2010), for example, there were several weaknesses in the management of public procurement contracts for works. These included inappropriate signing of contracts, lack of significant contract information, insufficient quality assurance plans, liquidated damages were not applied for delayed works, and completed works were not tested to ascertain whether they had attained the specifications required.

Similarly, CAG Report (2016) revealed that there was a loss of public fund due to improper contract management. For example, Capital Development Authority entered into contract for consultancy services of valuation of fixed assets register. Due to improper management of contract the consultant was already been paid the whole amount of contract price but the services had not yet been delivered. Existing studies have attempted to generalize the government's spending little attempts made to identify the effectiveness of work and contract management in achieving value for money.

Therefore, understanding what makes public institutions misuse public fund during contracting and purchasing process is necessary in order for effective measures to be taken to attain value for money by considering the procurement methods used in work contract, criteria used in evaluation and selection of contractor and the contracting parties fulfill their objectives. This study therefore is aimed at assessing the effectiveness of works procurement contract management in achieving value for money in public institutions in Tanzania specifically in CBE.

1.4 Objectives of the Research

The purpose of this part is to describe the objectives of the study. The part is divided into two sections. The first section presents the general objective and the second part presents specific objectives.

1.4.1 General Objective

The general objective of this study was to assess the effectiveness of works procurement contract management in achieving value for money.

1.4.2 Specific Objectives

- i. To assess the procurement methods used in works contract.
- ii. To assess the criteria used in evaluation and selection of contractors
- iii. To examine the extent to which contracting parties fulfill their objectives

1.5 Research Questions

- i. What are the procurement methods used in works contracts?
- ii. What are the criteria used in evaluation and selection of contractors?
- iii. Do contracting parties fulfill their objectives?

1.6 Significance of the Study

Since the study intended to assess the effectiveness of works procurement contract management in achieving value for money, then the following are the significances of the study

Firstly, the study will influence social awareness on the importance of effective works contract management in order to achieve value for money in public institutions in Tanzania and the world at large.

Secondly, the findings from this study will also enhance accountability of procurement officers since they will be informed of their roles towards their immediate responsibilities such as to be aware of their purchasing and contracting procedures.

The study will also be used for future references. Researchers, tutors and other academic scholars will find it useful for their citations and other academic works.

Finally, the study will be very potential for the researcher for the Partial fulfillment for the requirement for a Master's Degree of procurement and supply chain management (MPSCM) of Mzumbe University.

1.7 Scope of the Study

The study was conducted in College of Business Education in Dar es Salaam, Tanzania where procurement activities such as purchasing and contracting are also carried out. Heads of departments (HODs) from the selected departments and all employees was selected. The researcher chose CBE Dar es Salaam because it is one of the public institutions where by procurement activities are carried out. Therefore, the study intended to assess the effectiveness of works procurement contract management in achieving value for money.

1.8 Limitations of Study

Low profile level of participation from management during data collection was one of the limitations that the researcher faced. Procurement is an area of interest among the government workers: The Majority hesitated to take part in answering the questionnaire with the fear that they would be jeopardizing their works. To solve this problem, the researcher explained to them that the study was intended for academic purposes only and not otherwise.

The problem of accessing the respondents in their respective offices, since they were busy attending their clients was also a limitation for the study. The limitation was solved by the researcher through rescheduling his time table and make appointments with respondents during lunch time.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This research work dealt with assessment of the effectiveness of works procurement contracts in achieving value for money. Hence this chapter in particular presents the literature review related to this research for discussion.

2.2 Definition of Key Terms

2.2.1 Procurement

Procurement is the process of acquiring goods, works, and services and also it involves the disposal of public assets where it encourages fairness, transparency, accountability and equity in order to archive value for money. The process started from the identification of the needs until the end of use of it or final payments for the acquisition of services.

According to Public procurement Act of 2011 and its amendments of 2016 define the term procurement as “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, award and management of contracts”

2.2.2 Contract Management

Contract management is the crucial part in the procurement lifecycle where both parties are required to fulfill on what they agreed in the contract (Trepte, 2011). It is the process of systematically and efficiently managing contract creation, execution and analysis for maximizing operational and financial performance and minimizing risk. Management of contracts, particularly partnerships, requires flexibility on both

sides and a willingness to adapt the terms of the contract to reflect changing circumstances

2.2.3 Procurement of Works

Procurement of works means the acquisition of contractor's services for building, rebuilding, flattening, refurbish or reconstruction of buildings, structure, road or airstrip and any other civil works, such as site preparation, excavation, building, installation of equipment or materials, decoration and finishing (PPA, 2011).

2.2.4 Procurement Contract

Procurement contract means "any license, 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. There may not be a procurement contract without procurement proceeding" (PPA, 2011).

2.2.5 Contract Formulation

This is a process of developing terms and conditions of the contract which has its roots in the preliminary procurement processes of obtaining the contractor. Well formulated procurement contracts need to have appropriate terms and conditions of the contract so as to ensure the best achievable deal for the PE and fair deal for the contractor. Irrespective of whether the contract is for the provision of minor, medium or large works, the terms and conditions should clearly indicate the rights and obligations of both parties that focus on a win-win outcome (ITC, 2000).

2.2.5 Effective Contract Management

This ensures that the contract is performed in a harmonious manner without conflicts; improves compliance by the supplier/contractor or service provider. Time, costs and quality are the three key ingredients for successful completion of the project. If a contract is managed well, a number of problems can be avoided including unexpected

costs over runs, delayed delivery and getting inferior quality. Higher value contracts might also require the exchange of certain documents that form part of the contract formalities that include insurances, licenses, and bank guarantees. Getting all this right is important in protecting government's interest in the contract.

Therefore, it can be said that effective contract management means that there is close monitoring of contract implementation; ensuring that both parties fulfill their obligations and responsibilities; managing change to the contract in order to correct errors/deviations and accommodate proposed additions.

2.2.6 Value for Money

According to Public Procurement Amendment Act of 2016 define Value for Money as "Maximum benefit from goods, works or services procured with the resources available worth the cost incurred".

Value for money means the best available outcome when all relevant costs and benefits over the procurement cycle are considered. Thus, value for money can be enhanced in public procurement by encouraging competition, ensuring non-discrimination, promoting the use of resources in an efficient, effective and ethical manner and making decisions in an accountable and transparent manner (NAO, 2000).

Also, the UK Secretariat (2001) defined *value for money* as the term used to evaluate on whether an organization has achieved the utmost advantage resulted from the acquired goods and services against the resources available to it. Value for Money does not assess only the price of goods and services, but also considering other factors like delivery period or completion time, payments terms, material used, quality, warranty period, after sale support and service, after considering all these they represent value for money.

Achieving value for money may be described in terms of the 'three Es' - economy, efficiency and effectiveness. Effectiveness is expressed as 'doing the right things'

(i.e, it is a measure of the extent to which objectives have been achieved). On the other side, efficiency is expressed as ‘doing things right’ (i.e, it is a comparison of output with the input required to produce it) and economy is concerned with obtaining the same goods or services more cheaply.

2.3 Theoretical Review

The study used the Transaction Cost Analysis (TCA) theory focusing on managing contracts (in terms of costs, quality and time) with the assumption that PEs try to manage effectively their procurement contracts because of ex ante and ex post uncertainties that may happen and affect the harmonious implementation or termination of the contract (Rindfleisch, 1997). Also, on the other side, it is due to the assumption that there is ex ante and ex post opportunism in people’s mind that once given the opportunity those concerned with contracts implementation or management will not do what was agreed or expected. Transaction cost analysis (TCA) is the study of trade prices to determine whether the trades were arranged at favorable prices - low prices for purchases and high prices for sales. Investment managers, brokers, and exchanges all analyze transactions to determine whether their trading procedures are producing the best possible results. Investment sponsors also use TCA to determine whether their managers are trading effectively. Results from these analyses are often used to fine tune trading processes to make them more effective.

Bartle (2002) argued that in the application of transaction cost theory in Government Procurement there are certain concepts which are as follows:

a) Bounded rationality, in that they consider a restricted range of alternatives but in a rational way. Decision-makers are assumed to behave in a way consistent. Also they may behave opportunistically in some situations. In making such a decision, they weight the costs and benefits of defaulting from the expected behaviour.

b) Transactions may be affected by uncertainty. Opportunities for opportunistic behaviour serve as one of the main modes of analysis in this area. This makes it possible for public financial managers, their contractors, governing bodies, or other

actors to face uncertain situations in their transactions. The source of this uncertainty may be either opportunistic behaviour of the individuals or an uncertain environment.

c) Information may not be distributed equally. Where one party to a transaction has more or better information than the other, again the possibility of opportunistic behavior presents itself. Parties might incur costs to gather additional information, or may proceed into the transaction hoping for the best. Information problems are clearly more acute when the parties involved have low trust for each other.

d) Asset specificity is a common issue in this theoretical framework. If an asset is by its nature tied to a specific service, then it is vulnerable to the “hold up” problem where one party in a contract might exploit the other party’s vulnerability.

Hence, in the context of this theory it is established principally that effective monitoring and administration of the contract is essential in ensuring that parties protect themselves from uncertainties, irrational decisions and opportunistic behaviours and ensure that there is successful contract management that guarantees the achievement of value for money.

Contract Management

Contract management can be defined as: “the process that enables both parties to a contract to meet their obligations to deliver the objectives required from the contract. “In order to know if the contract is well managed there are two things that needed to be well understood and accomplished these are: you need to understand the objectives of the contract; you need to know the obligations that the contract creates both for the College and the supplier or Contractors. The best contracts are fair and flexible so that both parties can gain from the arrangement (Arrow et al., 2000).

Elements that Constitutes a Good Contract

If you are required to set up a new contract, or inherit an old one, the following checklist indicates some features of a good contract.

- A clear and unambiguous specification.
- Appropriate contract documentation with relevant terms & conditions.
- The right people to manage the contract.
- Mutual understanding between buyer and seller.
- Clear lines of responsibility.
- Good management information.
- A clear dispute resolution mechanism.

By implication, a poor contract is one where all or most of these features are missing. Managing such contract is difficult and is likely to increase the chances that it will fail.

2.4 Empirical Literature Review

Mitambo (2009) reveals that contract management is not given much of the deserved consideration as it occurred to other contract completion without accurate authorization or signed by the approving authorities, the criteria for management is also connected with unapproved variation of works, poor quality goods collectively with the delayed deliveries, unspecified contract supervision, and lack of post implementation of evaluation of completed contract.

Mchopa (2014) in his research of contract management and value for money in public procurement of works concluded that the college has been able to attain value for money in procurement contract for works as consequences of having effective contract management practices; this is because contracts were adequately formulated, implemented, and managed in terms of time, quality, and costs to guarantee the achievements of value for money despite some few weaknesses. However, the identified signs of ineffectiveness should not be ignored as they will affect the college efforts in the near future, with regards to value for money.

Cherotich, (2012) recommended that the state corporation management in Kenya must strive to improve their contract management practices so as to boost their operational performance. There is also a need for the state corporations' management

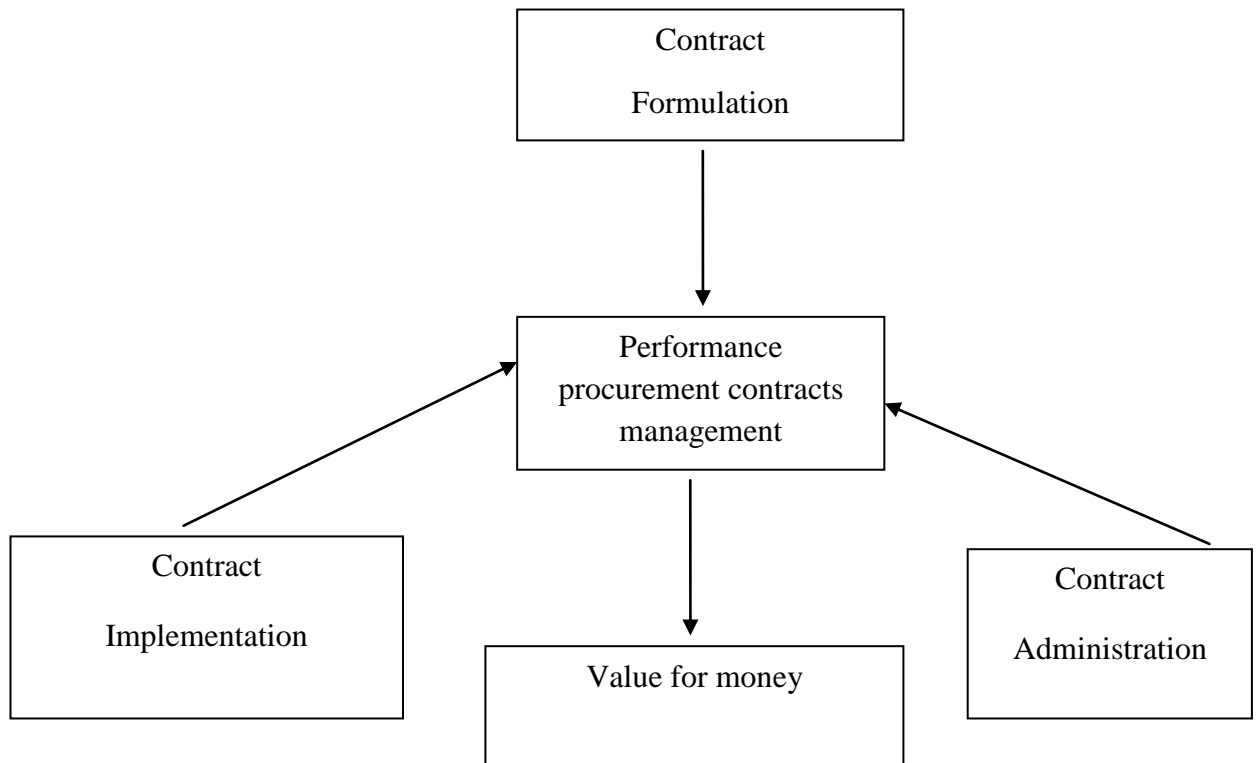
in Kenya to invest in consultant training of their employees as effective contract management practices to enhance their performance and should ensure that potential risks regarding contract management are detected in advance and mitigate to enhance operational performance.

Botton (2006) revealed that contract management challenges in both public and private organizations are common in any contractual affiliation due to lack of transparency and poor record keeping, successful contract management and completion is often defined as procurement of the right.

2.5 Conceptual Framework

From this study the conceptual framework was drawn from the connection between the Independent and dependent of the variable and the proportion of the study was that contract formulation, contract implantation and contract administrations are independent variables while valued for money was dependent variable from which the study was based and discussed upon.

Figure 2.1: Conceptual Framework



Source: Researcher 2017

2.6 Research Gap

Most of the researchers measured the competence of the contract management staff in terms of the number and capacity of staff, while in the real sense procurement staff is not the only ones who manage the contract. Other researchers had identified the factors for poor performance of procurement contracts without identifying how procurement contracts are formulated and implemented. But these studies have not put clear the ways in which management of procurement contract can affect the value for money. This study, therefore, will fill this gap which is going to be analyzed and discussed in detail.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the methodology which was used in carrying out the study to address the study goal. The goal of this study was to assess the effectiveness of works procurement contract management in achieving value for money. Specific objectives in this study include the assessment of procurement methods used in works contract, to assess the criteria used in evaluation of contractors, and to examine the extent to which contracting parties fulfill their objectives.

3.2 Study Design

The study was undertaken by using a case study design. The design was particularly useful to the study since it sought to describe the problem in more detail, to look at it as a whole and through it conclusion was made. It involved the exhaustive study of a phenomenon in its natural habit, in such a way that the mutual relationship of relevant factors remains intact (Yin, 2003). Also, it was flexible in the use of data collection methods which allowed the researcher to generate in-depth contextual information and draw reasonable conclusion.

3.3 Research Approach

Research approach is basically how the study is organized: It can be qualitative, quantitative or mixed method according to what the researcher intends to study (Ragin 1989). Qualitative Research explores attitudes, behavior and experiences through such methods as interviews or focus groups. It attempts to get an in - depth opinion from the participants. Quantitative Research generates statistics through the use of large scale survey research using questionnaire or structured interviews. This type of research reaches many people within a short time. Mixed of qualitative and quantitative research or (triangulation), on the other hand, helps to get the best out of each approach and overcome their shortcoming. For

instance, the quantitative method allows in – depth study and understanding of a phenomenon while the qualitative method increases accuracy by having large sample of generalization and conclusion. In this study, the researcher used both qualitative and quantitative approach in order to attain objective examine.

3.4 Study Area

The study was carried out at Collage of Business Education in Dar es Salaam, and the aim was to assess the effectiveness of works procurement contract management in achieving value for money. College of Business Education (CBE) is one of the government colleges whose main campus is in Dar es Salaam, situated along Bibi Titi Mohamed Street near National Social Security Fund (NSSF) head office. The Dar es Salaam campus was officially opened by the first President, Julius Nyerere, together with the then Germany Federal Minister for Economic Cooperation Mr. Scheel on 21st January, 1965. The campus runs six courses; namely, Business Administration; Accountancy; Procurement and Supplies Management; Marketing; Legal and Industrial Metrology; and Information and Communication Technology. The courses are conducted in Postgraduate Diploma, Bachelor Degree, Ordinary Diploma and Certificate levels. Over the years the College has grown in size. A second Campus was opened in Dodoma in October, 1983. This campus was also officially opened by the then President, Mwalimu J.K. Nyerere. The College opened a campus in Mwanza in December, 2007. Mwanza campus offers postgraduate diplomas, Bachelor degrees diplomas, and basic certificate courses. In the academic year 2013/2014 the College established another campus in Mbeya which currently offers basic certificate courses. Following the oldest of this college, the researcher decided to conduct a study since the collage has enough experience in issues of procurement .Therefore, the researcher believes that the information provided is accurate about the studied problem.

3.5 Study Population

According to Christensen and Johnson (2010) population is defined as a large group of people to whom the results of the study are to be generalized. Kombo and Tromp (2006) defined population as a group of individuals, objects or items from which

samples are taken for measurements. Therefore, the target population of this study comprised of Rector, Deputy Rector PFA and ARC, Directors, Heads of Department, PMU staffs, Tender Board Members, Contract Management team, Lectures of Procurement Course and user department staff. The chosen populations were the one who were directly involved with procurement matters and administration of the contract proceedings.

3.6 Sample size and Sampling technique

3.6.1 Sample size

Based on the nature of the study problem, the inquiry focused on the members of the college whose their daily works in one way or another were associated with procurement. A sample of 69 respondents was derived from targeted population because of nature of the study problem whereby few respondents were knowledgeable. This sample was said to be convenient since most of researchers believe that a study with more than 30 respondents offers a good chance of generating accurate information as regards to the studied topic.

The sample which was used in this study consisted of sixty nine (69) respondents. The sample was said to be representative as Kothari (2004) pointed out that a sample size of more than 30 respondents is representative and guarantees for the study to be conducted.

Table 3.1: Summary of population for the selected sample

S/N	Type of respondent	Number of Respondents
1.	Rector	1
2.	Deputy Rector PFA & ARC	2
3.	Directors	5
4.	Head of Departments	10
5.	PMU staff	7
6.	Tender Board	7
7.	Estate staff	6
8.	Contract management team	10
9.	Lecture Procurement and supply	7
10.	Contract manager	8
11.	User department	6
TOTAL		69

Source: Researcher 2017

3.6.2 Sampling Techniques

There are different ways to choose a sample and the method used depends upon the area of research, research methodology and preference of the researcher (Dawson .2007)

Basically, there are two main types of sample, which are probability sample and non probability samples. Non – probability techniques are sampling techniques where by the selection of individuals for the sample does not give all the individuals in the population equal chances of being selected while probability sampling techniques give all the individuals in the population equal chances of being selected . In this study, both probability and non – probability sampling were used as follows.

3.6.2.1 Non probability Sampling.

Under this sampling technique, purposive sampling technique was used through hand picking individuals from the population based on the authority and knowledge they have concerning the study. This involved the Rector and heads of department.

3.6.2.2 Probability Sampling

Under this sampling technique, systematic random sampling was used. This is the process of selecting subjects at a fixed interval; it can be after five or ten people. Therefore, as regards to this study and this method, names of all employees were arranged chronologically starting from A to z. After the arrangement, the researcher counted four names and fifth name was included in the sample.

3.7 Data Collection Methods/Tools

Data was collected from both primary and secondary sources. Primary data was collected through using questionnaires, interviews, and documentations as further explained bellow.

3.7.1 Questionnaire

This is a set of questions to be asked and filled when collecting data. This method was selected because it is the best approach where respondents can be comfortable in giving the required information. Also, it is a good method for keeping secrecy and confidentiality because some respondents do not like to be known by their names; therefore, using this kind of method it helps respondents to give proper answers since they find themselves comfortable to state everything they know. This method was employed to supporting staff and academic staffs whereby questions were distributed and all respondents were required to fill the questionnaires with high degree of royalty so as to get first class information over the studied topic.

3.7.2 Interview

Interview was used to explore detailed information from respondents. Yin (2009) argues that interview is the most important source of information in any case study because it is guided conversation, which requires the researcher to follow his/her own inquiry and question in unbiased manner. Interview used to get qualitative data from the rector and heads of departments and head of sections.

3.7.3 Documentation.

The researcher used this method to get secondary data whereby information was obtained from various documents such as personal files of employees, quarterly reports, assessment reports of external assessors, internet surfing, and various circulars of the government.

3.8 Analysis of Data

The study was basically a qualitative study that made use of case study research design to study the problem. Hence, most of the collected data had a qualitative nature; however, quantitative data were collected too. Basing on the collected data the researcher used both qualitative and quantitative approaches to analyze data.

Qualitative data analysis involved the use of "interpretive" and "reflexive" approaches as proposed by Mason (2002). Interpretive approach was concerned with making sense of research participants' descriptions/explanation, so that the researcher could attempt to interpret their meaning. On the other side, reflexive approach focused much attention on the researcher's knowledge about the problem and its contribution to the analysis process. Hence, these approaches were used jointly in order to describe summaries and interpret the data through logical reasoning since the mass of words generated by interviews or observational data needed to be described and summarized. The question may require the researcher to seek relationship between various themes that are identified, or to relate behavior or ideas to biographical characteristics of respondents (Pope and Mays, 2006).

On the other side, the use of quantitative techniques involved utilization of Statistical Package for Social Studies (SPSS) program that assisted the researcher to run some of the analysis. Also, for purposes of presenting the findings, tables or charts were used where it was useful to illustrate the facts.

Descriptive statistics and other non-parametric methods were also used to analyze and present the data; while determining the level of statistical significance and correlations, the characteristics of the data were described and explored by drawing graphs and charts, doing cross tabulations and calculating means and standard deviation. Further analysis would build on these findings, seeking pattern and relationship in the data by performing multiple regressions or analysis of variance (Pope and Mays, 2006).

Descriptive statistics was used to describe and summarize the data through frequency distribution and mean in order to characterize the whole set of the measurements (Polit& Beck, 2008). Descriptive statistics enables the researcher to reduce, summarize, and describe quantitative data obtained from empirical observations and measurements (Polit& Beck, 2008). Descriptive statistics also was used to describe the sample characteristics as well as to provide descriptive information about the distribution of key research variables.

3.9 Ethical Consideration

Permission was requested from the respective authorities at CBE and the respondents themselves to carry out the study. An informed consent was obtained prior to recruitment of the study participants. The researcher respects the respondents' dignity through the Principle of respect for human dignity (Polit& Beck, 2008). That means the respondents had the right to decide whether to participate in a study or not. The participation was voluntary and the information was given prior that participation can be stopped anytime without the respondents needing to explain why. The information collected during the course of the study was kept in high confidentiality. Respondents were treated fairly and equally both before, during, and after their participation in the study according to the principle of justice

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 INTRODUCTION

This chapter explains the analysis and discussion of findings of the study from the field where the data were collected based on the research objectives and research questions formulated in chapter one.

4.1 General Profile of Respondents

The study made use of respondents with varying education levels and working experience and the purpose of such mixture was the assumption that the education level and working experience do have an influence on their understanding of the problem under study.

4.1.1 Level of Education from Questionnaires

The study made use of the respondents with Advance diploma, Bachelor degree, Masters and above, the study involves 49 respondents who were provided with the questionnaire and only 40 responded to the questions. The respondents were asked to state their level of education. Table 4.1 below shows the respondents provided with questionnaire.

Table 4.1 Level of Education from Questionnaires

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Advance Diploma	2	5.0	5.0	5.0
Bachelor Degree	20	50.0	50.0	55.0
Valid Masters and Above	18	45.0	45.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.1 above discloses that more staff had Bachelor degree by 50% followed by Masters and above by 45% then Advanced diploma by 5% and that there were no any staff who had secondary education. Such mixture provided a good insight as the respondents displayed wide understanding of the problem under the study.

4.1.2 Level of Education for Interviewed Respondents

The study also involved 20 interviewed respondents; only 10 respondents were reached and interviewed. These respondents were Rector, Deputy Rector ARC, Deputy Rector PFA, Heads of department and Section. During interview, the respondents were asked to state their level of education. Table 4.2 below shows the level of education of the interviewed respondents.

Table 4.2 Level of Education of Interviewed Respondents

LEVEL OF EDUCATION	FREQUENCY	%
Bachelor Degree	3	15
Masters Degree	5	25
Doctors	9	45
PhD	3	15
TOTAL	20	100

Source: Field Data (2017)

Table 4.2 above reveals that 45% of the interviewed respondents had Doctors qualifications, 25% had Masters Degree, 15% had PHD and the remaining 15% had Bachelor Degree. This shows that the Top level Management most of them were Doctors.

Knowing the level of education of respondents is an important indicator in measuring the respondent's capability and knowledge in the organization and his capacity in understanding the contract management in achieving Value for Money. The findings reveal that the College of Business Education has the qualified and well trained staff in the area of the study. If CBE makes efficient and effective use of the man power, it would leads to the contract management performance that lead to the achievement of Value for Money.

4.1.3 Working Experience of the Respondents.

The respondents were asked to tick on the year of experience where they were given 1 year, 2 years, 3 years and above 4 years. Also during the interview the respondents were asked to state their working experience. Figure 4.1 below shows the results

Figure: 4.1 Working Experience.



Source: Field Data (2017)

Figure 4.1 above reveals that 57.5% of the respondents were above 4 years of working experience, 22.5% had 3 years working experience, 12.5% had 1 year experience, and 7.5% had 2 years experience. Also the data collected through interviewed 60% of the respondents had above 10 years experience, 30% had 5 years experience, and the remaining 10% have 4 years experience. Based on these results, it shows that most of the staff at the College of Business Education has more experience and it helps to get the right answers on the contract management and how it will help to achieve value for money.

4.2 Methods Used in Works Contracts

At this objective, the respondents were asked to state whether there were any methods used in the works procurement and they were required to tick on yes, no and I don't know. The aim of this question was to taste if the respondents knew that there was any methods used to acquire works services. Table 4.3 below shows the results

Table 4.3 Method Used in Works Contract

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	20	50.0	50.0	50.0
No	14	35.0	35.0	85.0
Valid i don't know	6	15.0	15.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.3 above, revealed that 50% of the respondents indicated “yes”, means that there was a procurement method, 35% indicated “no” and 15% indicated “I don't know”.

4.2.1 The Extent of Using Works Procurement Methods.

The respondents were asked to state the extent of using these procurement methods in acquisition of works: International Competitive Tendering, National Competitive

Tendering, Single source, Restricted Tendering, National and International tendering and Framework agreement. The measurement was on Very low, Low, Moderate, High, Very high.

4.2.1.1 International Competitive Tendering

As a method of procurement, the respondents were asked to state the extent of usage on the works contract at the College of Business Education. Table 4.4 below shows the extent of usage

Table 4.4 International Competitive Tendering

	Frequency	Percent	Valid Percent	Cumulative Percent
very low	18	45.0	45.0	45.0
Low	12	30.0	30.0	75.0
moderate	10	25.0	25.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.4 above, the results show that 45% of the respondents indicated that the extent of usage of this method is very low, 30% low, 25% moderate and due to these results it reveals that College of Business Education has rarely using this method in its works procurement and No respondents indicated “high and very high”.

4.2.1.2 National Competitive Tendering

The researcher wanted to know the extent of usage of this Procurement method in works contracts at the College of Business Education by asking the respondents to state the extent of usage in the likert scale of “very low, low, moderate, high and very high”. Table 4.5 below shows the results.

Table 4.5 National Competitive Tendering

	Frequency	Percent	Valid Percent	Cumulative Percent
Low	2	5.0	5.0	5.0
moderate	3	7.5	7.5	12.5
Valid High	16	40.0	40.0	52.5
very high	19	47.5	47.5	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.5 above reveals that 47.5% of the respondents indicated very high in the extent of usage of national competitive tendering method, 40% high for the extent of usage, 7.5% moderate, and 5% low. Due to this, it shows that the College of Business Education uses national competitive tendering method as the procurement method in the acquisition of works contracts.

After reviewing the document files from PMU, it shows that the method used in vertical extension of Block A was the National competitive Method where they invite the contractors to participate in tendering opportunities without any discrimination, and this is supported by PPA of 2011 sect 64(1) “Procuring entity engaging in the procurement of goods, works, services, non-consultancy services or disposal by tender shall apply competitive tendering, using the methods prescribed in the regulations depending on the type and value of the procurement or disposal and, in any case, the successful tenderer shall be the tenderer evaluated to have the capacity and capability to supply the goods, to provide the services or to undertake the assignment or the highest evaluated offer in case of services for revenue collection or disposal of public assets”.

4.2.1.3 Single Source

The respondents were asked to tick on the extent of using single source in acquiring of works and services where they were given “very low, low, moderate, high and very high”. Table 4.6 below shows the results

Table: 4.6 Single Source

	Frequency	Percent	Valid Percent	Cumulative Percent
very low	19	47.5	47.5	47.5
Low	11	27.5	27.5	75.0
moderate	10	25.0	25.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.6 above discloses that 47.5% of the respondents indicated very low and it shows that this method was used but very rarely in the organization, 27.5% indicated extent of usage was low, and 25.% indicated moderate. This means that they either used this method or not in acquiring contractors.

4.2.1.4 Restricted Tendering

The researcher wanted to know the extent of using the restricted Tendering as a method used in works contracts by asking the respondents to tick on the scales provided.

Table 4.7 below shows the respondents' results on the extent of using Restricted Tendering Method.

Table 4.7 Restricted Tendering

	Frequency	Percent	Valid Percent	Cumulative Percent
very low	19	47.5	47.5	47.5
Low	15	37.5	37.5	85.0
Valid moderate	6	15.0	15.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.7 above shows that 47.5% of the respondents indicated the extent of usage was very low, 37.5% indicated low and 15% indicated moderate. These show that the

College of Business Education rarely used this method in acquisition of works procurement.

4.2.1.5 National and International Quotation

Respondents were asked to tick on the extent of using the National and International Tendering in the range of scale from “very low, low, moderate, high to very high”.

Table 4.8 below shows the results

Table 4.8 National and International Quotation

	Frequency	Percent	Valid Percent	Cumulative Percent
very low	10	25.0	25.0	25.0
Low	12	30.0	30.0	55.0
Valid moderate	16	40.0	40.0	95.0
very high	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.8 above shows that 40% of the respondents indicated moderate in that they used this method, which means that they either used or rarely used, 30% of the respondents indicated low, 25% very low and lastly 5% very high. This analysis

reveals that the College of Business Education has rarely used this method in their procurement of works.

4.2.1.6 Frame Work Agreement

The researcher asked the respondents on the extent of using the framework agreement in their acquisition of works procurement and they were tested though “very low, low, moderate, high, very high where the respondents were required to tick. Table 4.9 below reveals the following

Table 4.9 Framework Agreement

	Frequency	Percent	Valid Percent	Cumulative Percent
very low	25	62.5	62.5	62.5
Low	7	17.5	17.5	80.0
Valid moderate	6	15.0	15.0	95.0
very high	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.9 above discloses that 62.5% indicated very low meaning that this method was rarely used in the acquisition of works, 17.5% indicate low, 15% moderate and 5% very high.

4.2.3 Are the Methods Effective and Appropriate?

The researcher wanted to know if the procurement method is effective and appropriate by asking the respondents to show their responses by ticking on Yes or No. Table 4.10 shows the responses of the respondents.

Table 4.10 Are the methods effective and appropriateness

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	30	75.0	75.0	75.0
Valid No	10	25.0	25.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.10 above shows that 75% of the respondents indicated Yes meaning that the method of the procurement were effective and appropriate since the aim of these methods was to encourage participation of all qualified contractors or suppliers to participate in the tender opportunities without any favoritism, and 25% of the respondents indicated no meaning the methods were not effective and appropriate.

And the following are factors mentioned by all the respondents who said no:-

- The process is burdensome because all the bidders who submit the bids are required to be assessed
- The method increases cost of operations in the PEs
- Communication is restricted between the client and the contractor
- Contractors can inflate price.
- Advertisement and contractor selection cost is expensive.

4.3 Criteria Used in Evaluation and Selection of Contractors

Evaluation is the process of scrutinizing and comparing the tenderers if they comply with the terms and conditions described in the tender documents and if the price quoted is reasonable. The evaluation team is recommended by PMU and approved by AO as a requirement of PPA of 2011, and the evaluation teams are required to sign personal covenant.

The evaluation and selection process is conducted by considering the evaluation procedures mentioned in the tender documents. The researcher wanted to know if there were any criteria considered in the evaluation and selection of contractors, if the criteria used enabled to get the ideal contractors.

4.3.1 Are there any Criteria considered in the Evaluation and Selection of Contractors.

The researcher wanted to know if there were any criteria that the College of Business Education used in the evaluation and selection of contractors by asking the respondents to tick on the yes or no. Table 4.11 below reveals the findings

Table 4.11 Criteria considered in the evaluation and selection of contractors

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	28	70.0	70.0	70.0
Valid no	12	30.0	30.0	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

From Table 4.11 above the study reveals that 70% of the respondents indicated Yes and 30% of the respondents indicated No. These findings reveal that there were criteria considered during the evaluation and selection of contractors.

After reviewing the tender document provided by PMU the following were the criteria specified in the tender document for the evaluation and selection of contractors in the vertical extension of Block A; preliminary examination, Detailed evaluation and Post evaluation.

4.3.2 Are these Criteria’s Sufficient to Get the Ideal Contractors

The researcher wanted to know on whether the criteria’s mentioned were sufficient to get ideal contractors. The respondents were asked to tick in one of the two, which were “Yes” or “No”. Table 4.12 shows the results.

Table 4.12 Are the criteria sufficient to get ideal contractor

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	27	67.5	67.5	67.5
Valid no	13	32.5	32.5	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.12 shows that 67.5% indicated Yes, while 32.5% indicated NO. This finding reveals that the criteria described in the evaluation and selections of contractors were sufficient to get the ideal contractors. The following were the factors mentioned by the respondents who indicated Yes;

- No favoritism since the selection of contractors was based on the guidelines mentioned in the tendering documents and if there is any changes all the participants were informed.
- Competent and qualified contractors were employed

Also, from table 4.12, 32.5% of the respondents indicated No and they provided explanation on if the criteria were sufficient to get the ideal contractors. The following are their explanation:-

- The risks of getting low quality works were high since the contractor was not well known and the screening of the contractor capability was measured on the documents and not the physical screening to know their capability.
- Procuring entity incurred cost in screening and analyzing the tender and contractors incurred cost in preparation and submission
- The process of evaluation and screening took a long time, from 90 up to 120 days as mentioned by HPMU during the interview

4.3.3 Selection of Contractors Based on Technical Capability, Experience and being Able to Meet Contractual Requirements.

Among the criteria for selection of contractors are capability, experience and being able to meet the contractual requirements ,Respondents were asked to indicate on whether these criteria were applicable and they were given the following scales “Strongly Agree, Agree, Undecided, Dis agree, and Strongly dis agree”: the response were as follows:-

Table 4.13 Selection of contractors based on Technical Capability, Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	19	47.5	47.5	47.5
agree	16	40.0	40.0	87.5
undecided	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.13 above shows that 47.5% of the respondents strongly agreed that technical capability, experience and being able to meet contractual requirements are the criteria for the selection of contractors, 40% of the respondents agreed on the selection criteria of the contractors and 12.5% of the respondents were undecided and it means that they did not know whether these criteria are the ones that used in selection of contractors. No respondents who indicated on Disagree and Strongly disagree.

4.4 The Extent to which Contracting Parties Fulfill their Objectives

The study considered this variable in order to determine the extent to which the contracting parties fulfill their objectives by testing on whether the contractors are paid on time after submitting their invoices and on whether the contractors finished the project on time as agreed in the contract.

4.4.1 Do Contracting Parties Fulfill their Objectives Timely.

Contract management is the process which leads contracting parties to fulfill their contractual obligations and by fulfilling their obligations it leads to achieving value for money. The researcher wanted to know if the contracting parties fulfill their obligations. The respondents' responses are shown in the table below

Table 4.14 Do Contracting Parties fulfill their objective timely

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	21	52.5	52.5	52.5
Valid no	19	47.5	47.5	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.14 above reveals that 52.5% of the respondents indicated Yes that if the contracting parties fulfill their contractual obligations and the terms and conditions of the contract, and through these it leads to the achievement of value for money, while 47.5% of the respondents indicated No. Those who indicated no mentioned the following reasons:-

- Delayed completion of works on time.
- Delays on payment after lodging the claim of payments

4.4.2 Are the Contractors Paid on Time after Lodging of Invoice?

The study made used of this variable in ordered to know if the contractors are paid on time after lodging of invoice and the respondents are required to respond on the question and the findings are showed in the table 4.15below

Table 4.15 Contractors paid on time after lodging of an invoice

contractor paid on time

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	21	52.5	52.5	52.5
Valid no	19	47.5	47.5	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.15 above reveals that 52.5% of the respondents indicated “Yes” that means the contractors were paid on time after lodging their invoices and these payments were based on the contract they entered to, while 47.5% of the respondents indicated “No” on the contractors were paid on time after lodging the invoices.

Those respondents who indicated No they explained on why the contractors were not paid on time after lodging their invoice as follows:

- Contractors submitted invalid invoice
- Bureaucracy within the organization in approving payments
- Budgetary problems
- Re allocation of funds

4.4.3 Factors Affecting Management of Works Procurement Contracts

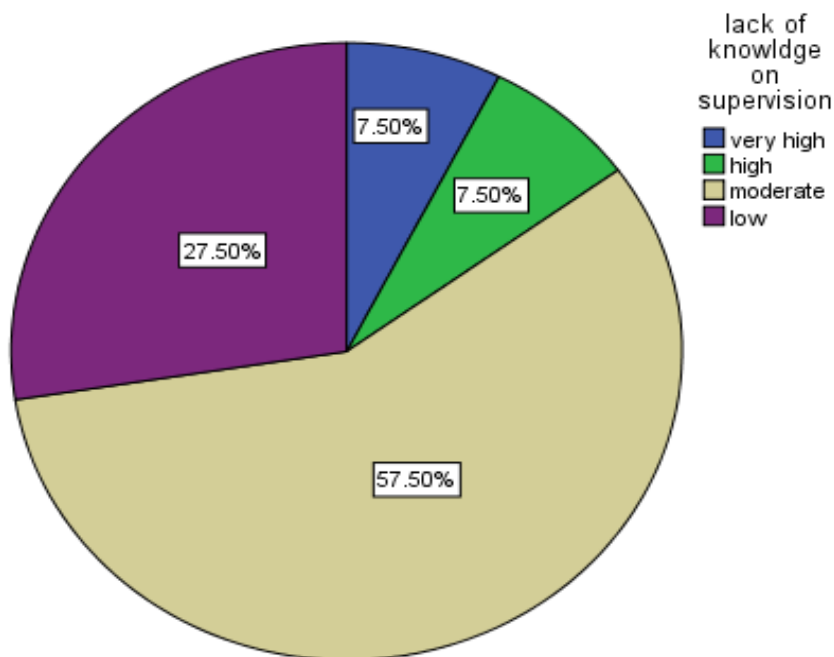
Contract management is the process where the contracting parties fulfill their objectives according to the agreed terms and conditions of the contract in the implementation of contract there are factors that hinder the contract to work effectively.

The researcher analyzed some of the factors in order to be tested at the College of Business Education, among of the factors were, Lack of knowledge on supervision of works contracts, Corruption, Lack of effective communication among the contract management team, Poor preparation of tender documents and contract terms and conditions, Lack of pre-performance meeting with the successful contractors before commencing works, Failure to appoint the project manager who would manage the contract. Also, the researcher used the scale very high, high, moderate, low.

4.4.3.1 Lack of Knowledge on Supervision of Works Contract

Respondents were asked to tick on one of the scales which were very high, high, moderate, low. The pie chart below shows the results

Figure: Pie Chart 4.2 Lack of knowledge on supervision of works contract



Source: Field Data (2017)

Chart 4.2 above discloses that 57.50% of the respondents indicated that it was moderate on the lack of knowledge at supervision of works contracts, 27.50% of the respondents indicated Low, and 7.50% of all the respondents indicated Very high and High. The study revealed that the supervisors of the contracts had knowledge on the supervision of works contracts and these helped on achieving value for money

4.4.3.2 Corruption

Researcher wanted to know on whether corruption affected the management of works procurement contracts at the College of Business Education, the table below shows the results.

Table 4.16 Corruption

	Frequency	Percent	Valid Percent	Cumulative Percent
very high	11	27.5	27.5	27.5
High	17	42.5	42.5	70.0
Moderate	12	30.0	30.0	100.0
Total	40	100.0	100.0	

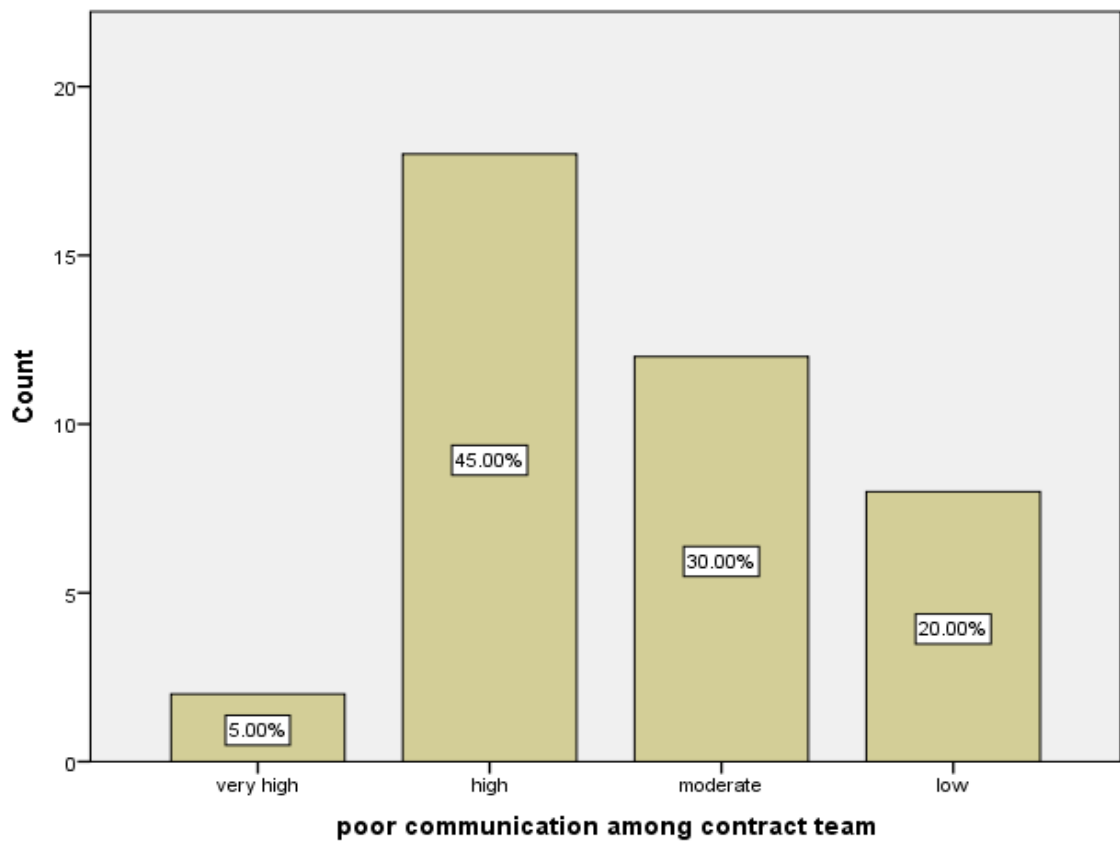
Source: Field Data (2017)

Table 4.16 above reveals that 42.5% of the respondents indicated it was high that corruption affected the management of works contracts while 30% indicated moderate and 27.5% indicated very high that corruption affected the management of works contracts.

4.4.3.3 Lack of Effective Communication

During contracts management there should be an effective and proper communication between the client and contractors in order to accommodate if there is any changes in the implementation of contracts. The researcher wanted to know if there was effective communication in the contracts management. Graph 4.3 below shows the results.

Figure: Graph 4.3Lack of effective communication



Source: Field Data (2017)

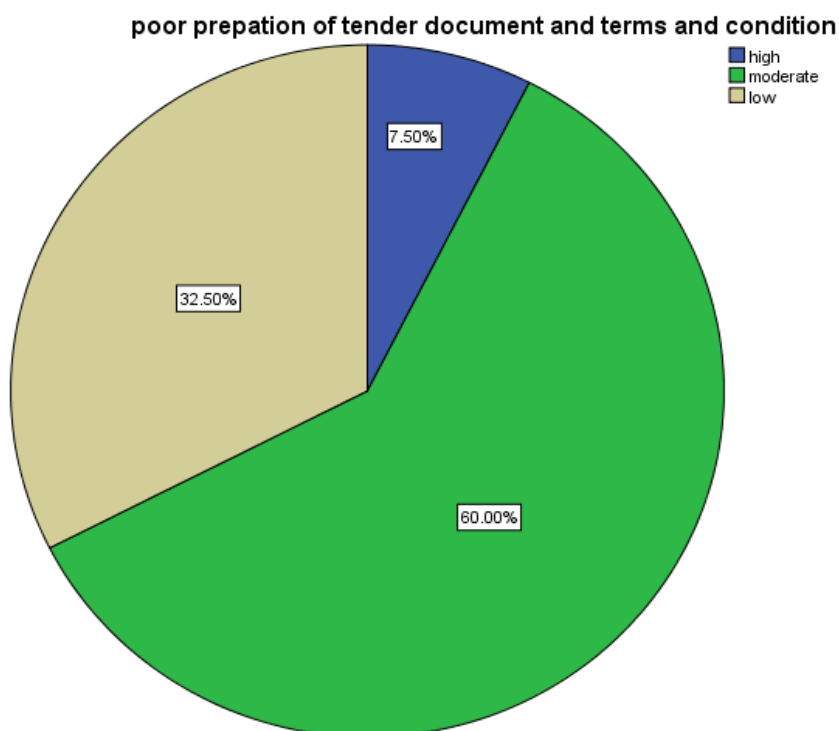
Graph 4.3 above discloses that 45% of the respondents indicated that it was high on the poor communication among the players in the contract management team, 30% indicated it was moderate, 20% indicated low and only 5% out of all respondents indicated it was very high.

These implied that there was a poor communication among the players in the contract management which led to submission a report of which did not reflect the actual works done on the site and the payments were released based on the report submitted.

4.4.3.4 Poor Preparation of Tender Documents and Contract Terms and Condition

On this factor the researcher wanted to know if poor preparation of tender documents and contract terms and conditions affected the management of works procurement contracts at the College of Business Education by asking the respondents to make their decisions on one of the scales from very high, high, moderate, to low. Graph 4.4 below shows the results.

Figure: Chart 4.4 Poor preparations of tender documents and contract terms and conditions



Source: Field Data (2017)

Chart 4.4 above shows that 60% of the respondents' indicated it was moderate in preparation of tender documents, while 32.50% of the respondents indicated low and 7.50% of the respondents indicated it was high on the poor preparation of tender documents and term and condition of contract as the factors that affecting the management of works procurement contracts. In aligned with the guidelines and directive of PPRA all Procuring Entities were required to used the standard tender documents which were issued by Public Procurement Regulatory Authority (PPRA) in order to make consistence to all PEs, failure to used the documents its create a possibility to favor a certain contractor and make it harder during the management of contracts.

Also poor preparation of proper terms and conditions were among the factors that affected the management of works procurement contracts since the terms and conditions were used to shows the obligations of both parties in the performance of contracts.

4.4.3.5 Lack of Pre- Performance Meeting

Pre – performance meeting is the meeting between the client and the contractors where the client is required to provide onsite specific information to the contractors immediately after post award of contract; the meeting contains information relevant to working and operating at the site. The researcher wanted to know on whether the lack of pre performance meeting with successful contractors before commencing of works was a factor that affected the management of works procurement contract. Table 4.16 below shows the results.

Table 4.17 Lack of Pre- Performance Meeting

	Frequency	Percent	Valid Percent	Cumulative Percent
very high	19	47.5	47.5	47.5
high	8	20.0	20.0	67.5
moderate	13	32.5	32.5	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.17 above reveals that 47.5% of the respondents indicated that it was very high, 20% indicated that it was high, and 32.5% indicated it was moderate on the lack of pre – performance meeting as the factor affecting the management of works contracts. From the study, it shows that there was no a pre performance meeting conducted before commencement of construction.

In order to achieved Value for Money on contracts management, there should be a pre performance meeting between the client and contractors, and it helps in identifying key personnel and channels of communication, helped to review the project work schedule, sharing the project work schedule with utility relocations and potential conflicts with their facilities, it helped to assure that the contractors were aware of project work and responsibilities, informing the contractors of procedures for consent to subcontractors, progress payments, change order and adjustment of time, identifying known problem areas, identifying procedures to resolve those potential problems and establishing a process to resolve future problems in a timely fashion.

4.4.3.6 Fail to Appoint the Project Manager

The researcher wanted to know if there was a project manager on works contract at the College of Business Education by asking the respondents to tick where appropriate on the scale, they given which were “very high, high, moderate, and low”, Table 4.18 below shows the respondents’ responses

Table 4.18 Fail to Appoint Project Manager

	Frequency	Percent	Valid Percent	Cumulative Percent
very high	2	5.0	5.0	5.0
High	1	2.5	2.5	7.5
Valid moderate	22	55.0	55.0	62.5
Low	15	37.5	37.5	100.0
Total	40	100.0	100.0	

Source: Field Data (2017)

Table 4.18 above discloses that 55% of the respondents were moderate, 37.5% indicated it was low, while 5% indicates it was very high and 2.5% indicated it was high, due to most of respondents responds on moderate and low these findings reveal that the project manager was appointed in the management of contracts and it helped in achieving value for money.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 INTRODUCTION

The study aimed at assessing the contribution of effectiveness of works procurement contract management in achieving Value for Money by taking a case study of the College of Business Education. Based on the problem to be studied, data were collected through interview, questionnaire and document review techniques. The findings revealed were presented in chapter four and discussed in this chapter.

5.2 Procurement Methods used in procurement of works

Before considering other methods of procurement competitive bidding was considered first in procurement of works which it provide opportunities to all contractors to participate in tendering regardless of their country.

5.2.1 The Extent of Using Works Procurement Methods.

A number of tendering procedures have evolved to enable construction works to be procured; the main difference between the various methods was the extent and the intensity of competition involved: competition range from unrestricted request for tenders (open tendering) to an approach of individual contractor to carry out work (negotiation). Private sectors are free to appoint a contractor using whichever approach by considering being the most suitable in particular circumstances; however, public sector must comply with PPA, 2011 and its regulations of 2013 in execution of all the procurement activities.

The findings from the study reveals that 47.5% of the respondents indicated very high and 40% indicated high; these reveal that the College of Business Education during the execution of works contracts used the competitive tendering method. Also, through documents reviewed from PMU, the evaluation report shows the method used during tendering was competitive tendering.

This was supported by Section 76 of Public Procurement regulation of 2013 stating that “Except as otherwise provided for by these Regulations, a procuring entity engaging in procurement of goods, works, services, non-consultant services or public private partnership, and disposal of public assets by tender shall do so by means of competitive tendering”.

5.2.2 Competitive tendering

Open competition is an arrangement where the invitations for tender are advertisement in Local newspapers which have wide coverage, and also in Tender portal at PPRA website. Tender documents are sold to ensure that serious offers are made and to cover all the costs of photocopying the documents.

There are instances of selection criteria being applied after the tender has been submitted, so a bid could be rejected if a contractor does not meet the minimum criteria to be selected. Also the method allows new contractor to enter into the market and increases the chance of obtaining the lowest cost.

5.2.3 Are These Methods Effective and Appropriate.

When considering the acquisition of goods, works and services, the Procuring Entity is faced with a lot of challenges: first, the procuring entity shall specify what exactly they want to acquire and how to invite the suppliers and contractors. Second, the contract should include all the terms and condition of the contract and also the obligations of the contracting parties. Third, the procuring entity needs to decide the evaluation and selection criteria for the contractor in order to enter into the contract. Finally, the award mechanism should result from the criteria cited in the evaluation and selection procedures.

Due to these procedures, competitive tendering was widely considered and recognized as an attractive procurement methods because it encourages competition; since these methods invite all potential contractors, suppliers to participate in tender opportunities, fair market price will be obtained since many potential contractors will

participate and they have strong capital not to inflate the price as they know they compete with other competent contractors.

To support this table 4.10 reveals that 75% of the respondents indicated Yes, that is competitive tendering is appropriate and effective, and it encourages transparency and makes easier to prevent corruption and favoritism both in public and private sector

5.3 Criteria used in evaluation and selection of contractors

According to PPA of 2011 sect 72 (1) & (2) “The basis for tender evaluation and selection of the successful tenderer shall be clearly specified in the tender document. The tender documents shall specify factors, in addition to price, which may be taken into account in evaluating a tender and how such factors may be quantified or otherwise evaluated”.

5.3.1 Are There any Criteria Considered in the Evaluation and Selection of Contractors.

According to Ramus et al., (2006) reveals that selecting a contractor is significant decision which needs careful consideration; a poor selection may result in difficult relationship, disappointment and possibly an incompetent and bankrupt contractor. Also advise employers to appoint a contractor who is financially stable and has a reputation for delivering quality workmanship, timely completion, effective organization and maintaining good industrial relationship.

Also it is essential that the contractors engaging in a building project possess the appropriate knowledge and ability to manage the project as it highly impacts the project performance (Chan et al., 2001)

The study reveals that 70% of the respondents indicated that there was a criteria considered in evaluation and selection of contractors and through the document review the following are the criteria used by the College of Business Education in the evaluation and selection of contractors where eight (8) bidders were involved in the examination of tenders:-

Preliminary examination of tender:

Is the process of examining the submitted documents if it conformity with the requirements prescribed in the tender document, each bidders were required to comply with the criteria mentioned in the tender document, In case of any missing or no attachment of any required document deemed as the disqualification and not considered for the next stage of evaluation.

Under this stage the contractors were checked on whether they comply with the following requirements:

- a) A duly completed and signed priced offered as per the bill of quantities here the contractors were checked on whether the quotation submission form were properly filled, signed by authorize person mention in the power of attorney and stamped.
- b) Certified Valid Business License
- c) Certified Valid TIN and VAT certificate
- d) A list of recent performed contract of similar nature at least three contract.
- e) Tender securing declaration
- f) Power of Attorney
- g) Form of integrity dully filled and signed
- h) Certified certificate of registration from Contractor Registration Board.
- i) Certified certificate of Incorporation
- j) Recent bank statement at least six month

The bidders who met the requirements under this stage were considered substantially responsive and therefore considered for the next stage which was detailed examination and those bidders who does not met the requirements were considered non responsive and were not considered for further examination , also the reasons for non-responsive were provided to bidder.

Six bidders out of eight were substantially responsive and considered for further examination and the Two bidders were non-responsive and not considered for the further examination and the reasons for non-responsiveness are:-

- Tenderer did not attached VAT certificate
- Documents were signed by un authorized person contrary to ITB which require the document to be signed by the authorized person mention in the power of attorney.
- Bidder did not attach recently performed contract of similar in nature.

Detailed examination

Also under detailed examination the bidders who are substantially responsive in the preliminary stage were checked on whether they complied with the Bill of Quantities, technical specification provided in the Tender documents, and correction of errors.

- **Technical evaluation**

All the responsive bidders from preliminary stage were checked for the compliance of technical examination where the contractors were checked on whether they complied with the BOQ and specification provided in the Tender documents, the bidders were checked on whether they priced each items required in the BOQ.

All six bidders were substantially responsive under technical evaluation and were qualified for correction of errors.

- **Correction of errors**

Under this stage the correction was made by crossing out, initialing, dating and rewriting as described in the tender document and as par PPR of 2013 sect 207 (a) “a procuring entity shall correct purely arithmetic errors that are discovered during the examination of tenders and the procuring entity shall provide prompt notice of such correction to a tenderer that submitted a tender.”

Out of six bidders who are corrected with errors two bidders were discovered and the correction were made and communicated to the bidders in order to know on whether they accepted with the corrections made in their documents, and if the tenderer did not accept the correction made the PE has the power to reject the tender as requirements of Public Procurement Regulation of 2013 sect 210 where PE shall reject a tender if “the tenderer does not accept a correction of an arithmetical error made pursuant to regulation 207” the correction made to one bidder was multiplying in one item and another bidder was addition where he priced in preliminary and did not include in the general summary. The correspondence was made between the college and the bidders and they accepted with all the correction made.

- **Financial Comparison and Ranking**

After correction of error was done the successful bidder who was corrected their price and accepted and those with no errors were compared by ranking them from one to six, the ranking was based on the lowest cost of the bidder. The bidder with the lowest cost was ranked one and it followed with the above lowest and lastly with the highest cost was ranked six.

Post – Qualification;

Was the last stage in the evaluation and selection of contractors and it was conducted when the pre-qualification was not undertaken, the lowest evaluated contractor who ranked number one on the financial comparison stage .The following criteria were checked during post qualification:-

- Eligibility the contractor is required to submit the valid business licence, certificate of incorporation/registration, TIN and VAT certificate.
- Past experience the contractor is required to have an experience of performing the at least three contract by submitting certificate of completion and address for verification.

- Financial capacity also the lowest contractor was checked financial by looking on the submitted current bank statement for the period of six month.
- Litigation history was checked on whether the contractor has any history of litigation
- Personal resources the evaluation team also checked the experience, qualification, technical personnel of the contractor.

After checking of all those criteria the lowest evaluated bidder was substantially responsive and recommended for award

5.3.2 Are the Criteria Sufficient to Get the ideal Contractor.

Tender evaluation is a very important and critical means through which the best evaluated tenderer is selected to undertake the project for a client and to obtain value for money , evaluation of tenders is the task that involves not only consideration of the price offered but the financial and technical expertise of the tenderers as well , by adding the average technical score of the tenderer to his financial score the evaluator can easily rate each tenderers ability to carry out the work rather than depending only on price which might not always mean a good choice (Faridah, 2007).

The lowest price wins philosophy has been a consistent theme for contractor selection over the years, it is important to comprehensively elucidate the lowest price win selection preference and compare it with the use of multi criteria selection approach in the tender evaluation process (Chee et al.,2001).

This is supported by 67.5% of the respondents who indicated Yes and agreed that the criteria were sufficient to get the ideal contractor since the process of evaluation and selection does not favor any contractor because there are steps to be followed during the evaluation and selection process and contractors were required to complied at each step.

Evaluation team are required to fill and sign the personal covenant which bind the evaluation team that they have no any personal interest in any of the contractors and they must adhere to the terms and conditions contained in the PPA, 2011 and its regulations of 2013 and they will follow all the guidelines and criteria provided in the tender document.

5.4 Do the Contracting Parties Fulfill their Objectives.

Table 4.14 reveals that 52.5% of the respondents indicated Yes meaning that both parties fulfilled their objectives during the implementation of the contract that was to say that the contractor finished the work on the agreed time at the quality required and the College of Business education also fulfilled their objectives by providing all the requirements needed in the contract like paying the contractors on time after submitting their invoices.

Through document review, it shows that the contractors were paid on time after lodging their invoices as per requirements of the contract documents in general condition of contract clause 44.2 “where the project manager shall check the contractors monthly statement and certify the amount to be paid to the contractors within twenty eighty (28) days from the receipt of certificate”.

In order to ensure the achievement of value for money both parties are required to fulfill their contractual obligations and to act on team work and in order for the contractors to complete the project on time the client should provide fund on time in order to facilitate the construction activities.

5.4.1 Are the Contractors Paid on Time after Lodging an Invoice.

According to the results shown in table 4.15, it reveals that the contractors were paid on time after lodging their invoices and also through document review of the contract document in the section of special condition of contract the contractors are required to be paid in thirty day after lodging the invoice.

According to PPR 2013 sect 243(2)& (7), “The procuring entity shall authorize payments by measurement and certification, at the intervals or stages stated in the contract provided further that percentage of each such payment may be retained as retention money, if so stated in the contract”. “When the services have been provided or works have been completed to the satisfaction of the procuring entity, and after any period provided in the contract has elapsed, the procuring entity shall promptly authorise final payment to be made to the service provider or contractor on his application, and release the service provider or contractor from any performance guarantee provided the service provider or contractor has made good all the defects identified”.

5.4.2 Lack of knowledge on supervision of works contract

The findings from graph 4.2 show that 57.50% of the total respondents indicated that it was moderate that supervisors lack knowledge on supervision of works contracts due to these findings it shows that the supervisors of the works contract have the knowledge on supervision of works contracts.

Also through document review it was shown that the contract supervisor have the knowledge and experience in the supervision of works contract because their curriculum vitae of all the team were attached in their appointment letters , experienced and well trained supervisors have an important role in minimizing the amount of rework due to construction defects.

Since the works contract involve a lot of money, to have the supervisor that have the insufficient knowledge will cause risk in the management of the contract, like unable to act on contractor under performance which lead to un achievement of Value for money

5.4.3 Corruption

Once the contract has been awarded to a bidder corruption may arise in the performance and implementation of that contract. The contractor may have to compensate for bribes and other extra payments with poor quality, defective or

different specifications from those contracted. Alternatively the bidder may have acquired the contract by proposing an unrealistically low price on the basis that after the contract was awarded; procurement officials would allow amendments to increase the price.

A corrupt officials can facilitate contract renegotiation or change the BOQ that introduce substantial changes to a contract often in small increments, false or non-existence claims may be filed and contract supervisors can be corrupted into justifying such false or in existent claims.

The findings from Table 4.15 reveals that 42.5% of the respondents indicated that it is high that corruption affects the management of works contract and it occurs when the contractors bribe the contract management team and avoid the meeting, change the bill of quantity and occurrence of variation in the BOQ.

Through interviewed most of the respondents said that Corruption affects management of works contract and affected the achievement of value for money. In practices at the College of Business Education there was no any reported case concerned about corruption in the execution of works contracts in the organization. Since all the staffs are bided with the code of conduct in the execution of their day to day activities and the Contractors are bided in the contract to ensure that no bribery committed that is why they required submitting the anti- bribery policy.

Corruption in public procurement has become recognized as an important and pressing issue and significant amount of effort is being expended in the global to fight against it. The organization for Economic Co-operation and Development (OECD) estimates that public procurement accounts for 15% of gross domestic product in OECD countries and an even higher percentage in non – OECD countries. With number of this magnitude, it is no surprise that corruption in public procurement has the potential to create substantial damage to a nation's economy. Corruption has a devastating effect on economic development; corrupt contracting processes leave developing countries saddle with substandard infrastructure and excessive dept.

5.4.4 Lack of Effective Communication among the Contract Management Team

According to the results shown in graph 4.3, disclose that 45% of the respondents indicated it is high that there is poor communication among players in the contract management and was among the factors that affect the contract management at the College of Business Education.

From the document review, the findings show that Estate Officers, Legal Officers, Procurement Management Unit are involved in the management of works contract with corporation with the consultant; they also reveal that the estate officer and Procurement officer are the only persons know how to management the works contract and the ones who provides specification. The College of business Education entered into contract with the consultant who was able to supervise contractors and also responsible for the actual construction of vertical extension of Block A.

Both the contract management team and the consultants are required to provide the progress report for each month and are required to have the site meeting with the contractors in order to know the progress of the work and if it complies with the project plan and technical specifications and if there is any problems that the contractor encounters they resolve them in order to avoid any delays that may occur in the completion of the project on time.

Dow and Taylor (2008) suggested that using electronic information system as the means of communication allows the team members to communicate with each other effectively and each one will know the status of the project.

5.4.5 Poor Preparation of Tender Documents and Contract Terms and Condition

Graph 4.4 shows that 60% of the respondents indicated moderate in poor preparation of tender documents and the contract terms and conditions and these reveal that it affects the management of works contracts; because through tender documents was where the contractor knows what were required to be accomplished and the basis of evaluation and selection of contractors, PPRA provided the standard tender

documents to be used by all the public entity where they are required to amend only at the required part like special condition of contract, invitation to tenderers, technical specification and drawings if any.

Through reviewed of tender document for Vertical extension of block it was revealed that the document was partially filled and other parties were filled Not Applicable and those part were Liquidated damage, the amount of percentage to be paid by the procuring entity when they delay to pay the contractor and the adjudicator was not mentioned in the tender documents these parties have the consequences in the management of works contracts because when the contractor delay to completed the works on time they are required pay for all days that he delay and the amount required was 0.1% per day. Another part was poor preparation of technical specification, and drawings which led to poor management of contract and impede achievement of value for money due to increased in contract variations.

The findings were in line with Chiappori, (2002) that the required principle of the contract theory is that there should be a clear requirements for both of the Procuring Entity and Contractors to meet their aims and obligations, The becomes relevant to the study as it mentions the requirements for strategic planning in procurement , when the procurement contract is well drafted and put into planned the procuring entity and contractors or suppliers it was made them to meet their requirements in an effective and efficient way and resulting into achieving value for money.

Arrow et al.,(2000) argued that procurement planning is very important early step in the procurement process due to poor planning and improper specification and contract terms and condition will lead to poor preparation of tender documents and that specification and terms and conditions will also lead to the poor contract management.

5.4.6 Lack of Pre – Performance Meeting with the Successful Contractors before commencing works.

Table 4.16 shows that 47.5% of the respondents indicated that it was very high that there was lack of pre – performance meeting with the successful contractors before commencing works at the college of business education.

Through document review of contract file there was no any minutes shows that there was a meeting for pre performance between the college of business education who was the client and the contractor. Before the execution of contract the client officers and the contractors should meet in order to discuss their understandings and joint administration of the contract, during the meeting the following should be make cleared to both parties.

- Review the contract terms and condition of the contracts are the key elements to be clarified and also the contractual obligation for both parties
- Update the program plan with the involvement of both parties to reflect the actual date of effectiveness as well as milestone of the contract and any changes that might have occurred although it was planned.
- Also to discuss how and when to measure and report the actual performance , the techniques, timing and frequency of measurement and reporting should reflect the nature and criticality of the work.
- Clarify any remaining ambiguities and discuss procedures for managing changes and resolving differences and lastly clarify the communication channel and plan.

The research findings correspond to what was stated by Keane and Caletka, (2007) that before

the planning process can commence, various pre-planning tasks should be carried out. These comprises setting of goals, objectives, constraints and aspirations which will define failure or success upon completion, having pre-performance meetings are part of elements of effective outcome of the proper contract management , for this case the

pre-planning phase among the parties before site handover by the client and to the contractor. In order to have joint goals and objectives on common understanding then pre-performance meeting with the contractor is of paramount.

5.4.7 Fail to appoint the project manager who will manage the contract

As the step to ensure effectiveness of works procurement contract management in achieving Value for Money, Project manager and inspection committee were appointed by Rector of the college to manage the contract. Inspection committee was recommended by PMU and approved by Rector, the team consisted of three members who were given the responsibilities of managing the day to day contract implantation activities

Project manager is the one who act between the client and contractors in order to ensure everyone is fulfilling their obligations and the one who is capable of observing dubious claims aimed at recovering contractor loss, but who is also fair enough to compensate the contractor for any rights that he/she deserves.

According to the result revealed in table 4.17 it was shown that college of business education appointed the project manager who was responsible to supervise the contract and through document review it was shown that there was a letter of appointment for the contract management team which was comprised of estate officer, legal officer, procurement officer who was collaborated with the project manager in ensuring the contract was well performed.

The findings were in line Public Procurement Regulation of 2013 section 252 (1&2) “Where the accounting officer considers necessary that any contracted work be managed by a supervisor, he shall appoint a public officer under the jurisdiction of the procuring entity or an officer of the department or unit responsible for the works or a consultant to be a supervisor. (2) The supervisor appointed under sub-regulation (1) shall manage the works of inspection committee and shall prepare and submit to the accounting officer performance report on monthly basis or within the period prescribed by the accounting officer”.

This support the observation of Mamiro (2010) who argued that proper supervision of the contract implementation ensures that what is being delivered is actually what is being paid for.

In order to ensure that contract management was adequately carried out in a systematic manner the condition of contract calls for an appointment of a project manager who was the person mentioned in the special condition of contract and who was responsible for supervising the execution of the works and administering the contract. The project manager was given wide powers of managing the contract including giving of various instructions and approval of contractors work and payment certificate.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter provides a brief summary of all the previous chapters and draws a conclusion and recommendations of the study on the effectiveness of works procurement contract management in achieving value for money in the context of the College of Business Education as a case study. The conclusion and recommendations are based on the findings revealed after analysis, and interpreting the data collected during the study. The chapter also provides the way forward in relation to all parts with weakness and lastly it suggests areas for further studies.

6.2 Summary

Contract management is an important activity in the procurement cycle but many organizations do not put more efforts on management and implementation of effective contract management to enhance the achievement of value for money. On contrary, reports from previous researchers, CAG and PPRA have revealed that public funds have been wasted and misused because of poor contract implementation and management.

The study aimed at assessing the effectiveness of works procurement contracts management in achieving value for money and the study considered the following specific objectives: to assess the procurement methods used in works contracts, to assess the criteria used in evaluation and selection of contractors, and whether the contracting parties fulfill their objectives.

The study used TCA theory with the assumption that PE's try to manage effectively their procurement contracts because of ex ante and ex post uncertainties that may happen and affect the harmonious implementation or termination of the contract.

By taking the case of CBE, case study research design was used to undertake the study whereby random and purposive sampling techniques were used to come up with 69 respondents. The data were collected through questionnaire, interviews, and documentary reviews. Thereafter the data were analysed by using qualitative and quantitative techniques. The qualitative data were analysed by using interpretive and reflexive approaches while the quantitative data were analysed by using SPSS.

The data reveal that the contract were effectively implemented and managed despite some few weaknesses in the preparation of tender documents and pre performance meetings before commencement of contract. All these weaknesses should be taken into account in order to achieve value for money in the future.

6.3 Conclusion

Effective and proper management of each aspect of pre and post contract was the indicator for achieving value for money, The College of Business Education has executing many contracts for works some of the contracts have been implemented effectively while other contract have not effectively executed because of some minor problems like time management ie delay in completion of contract as agreed, quality and lack of experience.

Secondly mostly of the contracts have been executed and managed properly through following all the terms and conditions of the contract during implementation. Also through this proper management, it provides the basis for achieving value for money by managing quality, cost, completion time and the risk mitigation during the contracts management activities.

Therefore the study generally concludes that the College of Business Education has been able to achieve value for money in the works procurement contracts as the result of having effective contract management practices through selection of proper procurement methods that influence competition and lead to getting the reliable contractors at the lowest cost; also through the criteria for the evaluation and selection of contractors, was enable to get capable and competent contractors that avoided

favoritism and corruption. Lastly, the contracting parties fulfilled their objectives by paying the contractors on time, delivering quality works and completed on time. Due to all these factors, it guarantee the achievement of value for money despite of some few weaknesses in the preparation of tender documents and contract terms and conditions, lack of pre performance meetings, and lack of effective communication among the contract management team members.

6.4 Recommendations

Based on the findings of this particular study, the following things should be done to ensure that there is effective contracts management that in turn leads to the achievement of value for money in works procurement contracts.

6.4.1 Proper Effective Communications

Effective communication among the contract management team enhances the effective contracts management that will enable the achievement of value for money. Hence, in order to implement the effective communication, the contracts management team should have the meetings in each month for the whole contract period and the contract manager should specify the duties and responsibilities of each member and monitor their interactions.

6.4.2 Improvement in the Preparation of Tender Documents

The findings reveal that there were some parts which were not filled up as it was required by the procuring entities during the preparations of tender documents. Hence, it is recommended that the tender documents should be prepared effectively and all the required inputs should be incorporated in the tender documents like the percentage of liquidated damage, and the percentage of retention fees should be specified appropriately in order to enhance the proper evaluation process and during the contract management.

6.4.3 Conduct Pre performance Meetings

Pre performance meetings should be conducted before the execution of works contracts in order to have a clear understanding between the Procuring Entities and the contractors, and also all the do's and don'ts shall be communicated to each other in order to have an effective management of contracts that enhance the achievement of value for money.

6.4.4 Adherence to Public Procurement Guidelines.

Public Procurement Regulation Authority (PPRA) provides the guidelines from time to time to all the PEs in order to be followed. Hence there is a need for the College of Business Education to follow all the guidelines provided by PPRA and to consult the Authority on all the matters which they have not understood and also to comply with the Public Procurement Act of 2011 and its amendments of 2016, and Public Procurement Regulations of 2013.

6.4.5 Training on works contract management

The study reveals that only the procurement officers at PMU office have knowledge on the contract management, other members who are involved in the evaluation and contract management have inadequate understanding of public procurement and its Regulations. Hence there is a need for the college to conduct short courses, seminars and workshops in order to widen their knowledge in the contract management that enhance the achievement of value for money.

6.5 Areas for Further Studies

This research was conducted on the effectiveness of works procurement contract management in achieving value for money, many researchers have concentrated on the similar research on contract management for works and they have suggested that Procuring Entities are encouraging progress on managing works contracts but there are few researches on the management of framework contract which have many challenges in the implementation and management.

Therefore more researches should be done on the management of framework agreement contract for the common use items which have many challenges like when the price provided in the framework agreement is higher than the market price and some of the suppliers are not competent in supplying and provide services

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APPENDICES

APPENDIX A

Questions for the CBE Staff

Introduction

Dear Respondent

I am a postgraduate student from Mzumbe University, pursuing a master degree of Procurement and supply chain management. I am currently conducting a research entitled “**an assessment of the effectiveness of works procurement contract management in achieving value for money in CBE**”. This study is purely for academic purpose. You, together with other participants have been selected to participate in this study. I kindly request you to fill all the items in this Questionnaire with honest and sincerity. For confidentiality, please do not write your name. Each honest response you provide is important for this study and is highly appreciated. Be assured that all the information you provide will be treated with high degree of confidentiality.

Instructions

Please indicate your response by ticking () and filling the space provided in each question.

SECTION A: Demographic characteristics of the Respondent

Gender: Male () B. Female ()

Age 21-25 () 26-30 () 31-35 () 36-40 () 41 and above ()

Marital status: single () married ()

Level of Education (A) Secondary Education (B) Diploma (C) Advance Diploma (D) Bachelor degree (E) Master and above ()

Your

department.....

SECTION B: Methods used in works contract

1. Are there any methods used in contract management?

A. Yes () B. No () C. I don't know ()

2. If the answer is Yes, What are methods?.....

.....
.....

3. Are these methods effective and appropriate?

A. Yes () B. No ()

4. If the answer is yes, explain how and if the answer is no explain as well

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

SECTION C: Criteria used in evaluation and selection of contractors

5. Are there any criteria considered in the evaluation of contract?

A. Yes (). B. No ().

6. If yes, what are the criteria.....

.....
.....

7. Are these criteria sufficient to get the ideal contractor?

Yes () No ()

8. If the answer is yes, explain how and if the answer is no, give out your suggestion
on what should be done

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

9. Are you considering cost in selection of contractors

Yes () No ()

10. if answer is no ,what other factors considered in the selection of contractors?

.....
.....

SECTION D: The extent to which contracting parties fulfill their objectives

Do the contracting parties fulfill their objectives timely?

A. Yes () B. No ()

If No what do you think are the reasons?

.....
.....

13. How can these challenges be alleviated?

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

15. Are the contractors paid timely?

A. Yes () B. No ()

APPENDIX B

**INTERVIEW GUIDE FOR RECTOR,DEPUTY RECTOR
PFA&ARC,DIRECTORS**

- 1. Sex.....
- 2. Position.....
.....Working Experience
.....
Level of Education
.....

Section A. Methods used in works contract

1. There are some grievances that most of the methods used in work contract are not appropriate. How far is this allegation correct?

.....
.....

2. What methods do you suggest to be added to make work contract more effective?

.....
.....

Various researches have reported that one of the reasons for ineffectiveness of the methods used in work contract is lack of experts in the field of procurement. How far is this statement true in your organization?

.....
.....

SECTION B: Criteria used in evaluation of contractors

Most of contractors especially those with low capital have been complaining that the criteria for bidding are not fair since they tend to favour those with high capital. Is this true?

Yes() No()

If yes why so and if no why do they complain?

.....
.....

What effort to you make to reduce the criteria for works contract so as even those with low capital can compete for tender?

.....
.....

Existing beliefs is that most of work contracts are characterized with corruption. How do your refute the allegation?

.....
.....

SECTION D: The extent to which contracting parties fulfill their objectives

What measures do you take when you realize that the contracting parties do not fulfill their objectives?

.....
.....

In your own view, do you think these measures effective to make them responsive in meeting their objectives?

.....
.....

Thank you.