JRIIE Journal of Research Innovation and Implications in Education
Center for Research Implications & Practice

Website: www.jriiejournal.com ISSN 2520-7504 (Online) Vol.10, Iss.2, 2026 (pp. 44 - 56)

Effect of Procurement Preparation on Contract Management in Kabale District

[1]Jamada Matende[2]Turyasingura John Boco[3]Agaba Moses[4]Arinaitwe Julius Byarugaba[5]Atukwase Jasper[6]Alice Ngele Mwazuna[7]Barigye Godfry[8]Turinawe Francis
[1,2,3,4,8]Department of Business Studies
[5]Department of Procurement and Logistics Management
[6]Department of Business Studies
[7]Department of Governance
Faculty of Economics and Management Sciences
Kabale University. Uganda

Abstract: *Using a cross-sectional survey design, this study looked at how procurement preparation affected contract management in Kabale District. Data were gathered from 86 respondents and analysed quantitatively, supplemented by qualitative insights. Descriptive statistics were used to summarize individual variables and their attributes, and frequency tables were used to present the data. At the bivariate level, a Pearson correlation matrix was used to determine the relationships between the predictor and dependent variables, and a linear regression model was used to fit the data. The regression model results showed that procurement standards (R =.862) have a significant positive effect on contract management in Kabale District Local Government. The study concludes that effective procurement preparation, which includes comprehensive needs assessment, accurate specifications, realistic cost estimates, and timely scheduling, significantly improves contract management by encouraging transparency, accountability, and efficiency. Inadequate preparation, on the other hand, causes delays, cost overruns, and disputes, all of which undermine service delivery. To improve contract management outcomes and ensure value for money, the study recommends strengthening procurement preparation through staff capacity building, strict adherence to PPDA guidelines, the use of e-procurement systems, comprehensive needs assessments, stakeholder engagement, adequate resource allocation, and robust monitoring and evaluation frameworks.*

Keywords: *Procurement, Preparation, Contract Management, Kabale, Uganda*

Jamada, M., Turyasingura, J. B., Agaba, M., Arinaitwe, J., B., Atukwase, J., Mwazuna, A. N., Barigye G., & Turinawe, F. (2026). Effect of procurement preparation on contract management in Kabale District. *Journal of Research Innovation and Implications in Education, 10*(2), 44 – 56. **https://doi.org/10.59765/frs9ht6**

1. Introduction

Public procurement is an important function of governance and public service delivery, especially in developing countries where government contracts frequently cover critical infrastructure, health, education, and other public goods. Procurement preparation—which includes needs assessment, specification development, budgeting, scheduling, and market analysis—is widely recognized as the foundation of good contract management (Nzowa, 2024; Muhwezi, Tumusime Musiime, & Onyutha, 2020). Procurement planning flaws in Ugandan local governments have been linked to significant inefficiencies such as cost overruns, project implementation delays, low-quality goods/services, and poor accountability (Muhwezi et al., 2020; Oluka & Basheka, 2014). Despite these well-established links, there have been few local empirical studies that specifically investigate how procurement preparation influences contract management performance. Kabale District, in Western Uganda, has, like many other

districts, been under increasing pressure to deliver public services in an efficient and transparent manner, despite reports of recurring contract execution and monitoring issues. Related studies on Kabale local government procurement procedures, for example, have found deficits in compliance with procurement standards, delays in bid evaluation, poorly specified contracts, and inadequate cost estimates (Matende, 2024). Procurement preparation may play a crucial role in influencing contract management outcomes in the district, despite ongoing challenges.

There is a gap in the literature at the district level in Uganda between procurement preparation and contract management—while related research has examined procurement planning or contract execution separately (Muhwezi et al., 2020; Oluka & Basheka, 2014), fewer studies have explored how the preparation phase specifically affects contract management outcomes in Kabale District. Because procurement consumes a significant number of public resources, any inefficiencies or failures in contract management caused by poor preparation can result in significant waste, undermine public trust, and slow development. Insights from Kabale District can be useful not only locally, but also for other districts facing similar institutional, regulatory, and capacity constraints; improving procurement preparation may thus have policy and practice implications. Uganda's legal and regulatory framework includes the Public Procurement and Disposal of Public Assets Authority. The purpose of this study was to examine the effect of procurement preparation on contract management in Kabale District. More specifically, the study aims to assess how aspects of procurement preparation—such as needs assessment, specification accuracy, cost estimation, procurement scheduling—relate to various dimensions of contract management including contract execution, monitoring, adherence to standards, and value for money. Through quantitative and qualitative analysis, the study provided empirical evidence that can inform policy, strengthen local government procurement practice, and ultimately contribute to improved contract performance and public service delivery in Kabale District.

2. Literature Review

Procurement preparation is typically defined as the set of upstream activities that come before formal tendering: needs and market assessment, drafting of clear technical specifications, realistic cost and budget estimations, procurement scheduling/plan development, and risk identification (PPDA, Procurement Planning Regulations, 2023). Effective preparation lays the groundwork for coherent tender documents, timely procurement, and enforceable contracts; inadequate preparation—ambiguous specifications, unrealistic budgets, or rushed plans—predictably undermines subsequent contract administration and performance. Contract management encompasses the entire lifecycle following contract award: contract mobilization, performance and compliance monitoring, change control, payments, dispute resolution, and contract close-out (PPDA/World Bank contract management studies). Contract management failures, such as delays, cost overruns, and substandard delivery, are frequently traced back to preparation deficiencies.

Recent empirical work across Africa and Uganda consistently finds positive associations between stronger procurement planning and improved procurement and contract outcomes. For example, Muhwezi, Tumusiime, and Onyutha (2020) as well as Nzowa (2024) demonstrate that procurement preparation—particularly needs assessment, accurate costing, and user-department involvement—correlates with timely delivery, fewer contract variations, and higher value for money in public institutions. Similarly, Ochieng and Ngugi (2019) and Karuhanga and Ntayi (2021) emphasize that effective procurement planning directly enhances contract performance by minimizing ambiguity and ensuring resource alignment. Globally, procurement preparation is widely recognized as a critical component of effective contract management. For example, Thai (2020) emphasizes the importance of comprehensive procurement planning, which includes accurate specifications, realistic budgeting, and stakeholder consultation, in reducing the risk of cost overruns and contractual disputes. Similarly, Williams and Lewis (2021) discovered in their cross-country comparative study that procurement entities with strong planning systems performed better on project delivery, particularly in infrastructure projects. These findings demonstrate that inadequate preparation is not only a local issue, but a global problem affecting public procurement systems worldwide. Recent empirical studies in Africa highlight the importance of procurement preparation. According to Agyekum-Mensah and Aboagye-Nimo (2019), in Ghana, failing to conduct realistic needs assessments and costing frequently leads to project delays and contractual disputes. In Nigeria, Abereijo and Fayomi (2022) observe that ineffective procurement planning reduces value for money and contributes to stalled development projects. Nzowa (2024) notes in a continental survey that, while regulatory frameworks exist in most African countries, enforcement is weak, and procurement entities frequently fail to effectively implement planning provisions.

In East Africa, the evidence strengthens the case. Ochieng and Ngugi (2019), while researching Kenyan public institutions, discovered that procurement planning practices such as user involvement and clear specifications significantly reduced variations and improved service delivery. In Tanzania, Kambuga (2021) demonstrated that procurement delays and cost overruns were frequently

caused by poor scheduling and unrealistic financial projections. Similarly, Karuhanga and Ntayi (2021) discovered that in Uganda, limited technical capacity in planning and noncompliance with PPDA guidelines contributed to inefficiencies in contract management. Collectively, these East African studies highlight the ongoing challenge of closing the gap between regulatory frameworks and actual practice.

Uganda-specific studies provide more information about these patterns. According to the MAPS (2023) assessment and the PPDA-World Bank (2022) study, many Procuring and Disposing Entities (PDEs) either fail to prepare procurement plans in accordance with PPDA templates or do not consistently implement them, resulting in ad hoc procurement and ineffective oversight. Matende (2024), in a Kabale District case study, identified poorly specified contracts, unrealistic cost estimates, and evaluation delays as the primary causes of disputes, variations, and payment backlogs. Muhwezi, Tumusiime, and Onyutha (2020) also find that effective procurement planning is associated with higher contract performance, but systemic flaws persist across PDEs.

From a theoretical perspective, three frameworks dominate procurement preparation research. The Resource-Based View (RBV) conceptualizes procurement preparation capabilities (staff skills, planning tools, and systems) as strategic resources that determine contract success (Nzowa, 2024; Muhwezi et al., 2020). Transaction Cost Economics (TCE) explains how stronger procurement preparation lowers transaction costs by reducing uncertainty, ambiguity, and opportunism (Thai, 2020). Principal–Agent and Public Governance theories highlight how preparation mitigates information asymmetries and fosters accountability between procuring entities and contractors (Ochieng & Ngugi, 2019).

Despite this body of evidence, a few gaps remain. A knowledge gap exists because most studies examine procurement planning broadly, with little emphasis on the specific mechanisms (e.g., specification quality, costing accuracy, scheduling) that drive contract management effectiveness at the local government level. A methodological gap persists because much of the existing evidence in Uganda and East Africa is based on cross-sectional surveys and desk reviews, with few longitudinal or mixed-methods approaches to capturing causal relationships. Finally, a theory gap results from the limited integration of multiple theoretical perspectives—most studies use a single lens (RBV, TCE, or agency theory) without combining them to provide a comprehensive explanation of how preparation affects contract management outcomes in complex institutional environments.

3, Methodology

3.1 Research Design

The study used a cross-sectional survey design to examine procurement procedures and contract management in Uganda, with Kabale District as a case study. A cross-sectional survey is a one-time, comprehensive opportunity to investigate specific data characteristics (Turyasingura & Agaba, 2022). This design collects the target population's views, preferences, practices, concerns, attitudes, and opinions at a specific point in time, allowing the results to be generalized to the larger population (Afkar, 2017). The cross-sectional survey was ideal for this study because of its low cost, quick data collection, and ability to provide insights into the population from a representative sample. To increase rigor, the study used a mixed-methods approach that combined qualitative and quantitative techniques. Combining these methods reduces the potential bias inherent.

3.2 Study Population

Population is the number or body of inhabitants in a place belonging to a specific social, cultural, socioeconomic, ethics or racial subgroups (Turyasingura,Agaba &Tamwesigire, 2023) Creswell, 2017). Sample size simply refers to the part of the population which is deliberately selected for the purpose of investigating the properties of the parent. Population refers to the entire group of people; events or things of interest that the researcher wishes to investigate. Turyasingura & Agaba, (2022), also argues that as a general rule when there is a larger sample size, the findings were more accurate. However, they also argued that if all the elements in a population are identical then the selection of an even smaller one provided absolutely accurate information since the population of study is homogenous. Consequently, with similarity in respect to the characteristics to the study area, it is advised that a small sample would provide a reasonably good estimate during research process. The study population was selected based on easy accessibility and knowledge on the subject of the study. This study targets a population of respondents namely: education department, health department, finance department, community-based services department, production and marketing, Natural resource management, works and technical services department and administration department.

3.3 Sample size determination

According to Turyasingura & Agab (2023), a sample is a collection of some elements from a larger population. Every member of the sample is referred to as a subject. Population refers to the entire group of people; events or topics of interest that the researcher wishes to investigate

(Mugambi, 2016). As a result, this study was carried out by the Kabale District Local Government. A sample is a subset of the population whose findings can be applied to the entire population. A sample size of 86 members will be drawn from the 117 stakeholders in the sample population (as adopted from the Krejcie and Morgan (1970) table and cited by Amin, 2005).

Table 1 Categories of study population, population sample size

Study population/ category	Total population	Sample size	Sampling technique
Education department	16	12	Simple random sampling
Finance department	7	7	Purposive
Health department,	20	10	Simple random sampling
Community-based services department	17	13	Simple random sampling
Political leaders	15	12	Simple random sampling
Production and marketing,	8	8	Purposive
Natural resource management,	15	12	Simple random sampling
Works and technical services	18	16	Simple random sampling
Total	117	89	

Source: Human Resource Office Kabale District Local Government 2023.

3.4 Sampling techniques and procedure

According to Okungu (2018), a sampling technique is the method by which a researcher selects representative elements/subjects from the population. Sampling techniques are methods for selecting samples from a population. Sampling allows an in-depth study of objects in the population; it is also cheaper in terms of time, cost, and effort to collect data from a sample rather than the entire population. Turyasingura, Agaba, Orach-Meza & Regis Zombeire 2021). used both probability and non-probability sampling. This is because the probability of an element, person, or object being included in the sample varies. The researcher used these sampling methods to avoid significant sampling error and bias in the study.

3.4.1 Non-Probability Sampling

The term "non-probability sampling" refers to biased or non-random sampling. Purposive sampling, quota sampling, accidental sampling, and snowball sampling are some of the methods used. This study used purposive sampling**.**

3.4.2 Purposive sampling

Purposive sampling, according to Naiga (2015), entails selecting a sample based on the researcher's judgment and knowledge of the population rather than at random. The researcher chose this method because it allows participants to be chosen based on their procurement procedures for contract management at the Kabale District local government. The researcher also considered this method of sampling because it is cost effective because only a subset of the population with critical knowledge to the field of study was sampled. Using this technique, the researcher selected seven respondents from the finance department and eight from production.

3.5 Data collection methods

3.5.1 Questionnaire survey

A questionnaire is a research tool that collects data from a large sample (Neil, 2017). Questionnaires are provided to supplement the questionnaire method of data collection. The sample questions were administered to 12 education departments, 10 health departments, 13 community-based services departments, and 12 political leaders. 12 Natural resource management; 14 Works and technical services. This included both open-ended and closed-ended questions to facilitate data collection in a specific area.

3.5.2 Interviews

An interview is a form of verbal communication in which an interviewer or a group of people ask each other questions in order to elicit information or opinions (Neil, 2017). To control the flow of the questions asked of respondents, the researcher conducted unstructured interviews in person. The method was based on personal contact, with the researcher engaging in question-and-answer conversations with the respondents. This method was implemented in seven finance departments, as well as eight production and marketing departments.

3.6 Data collection instruments (tools)

3.6.1 Questionnaire

A questionnaire is a carefully designed instrument consisting of questions and statements for collecting data directly from people (Mugenda and Mugenda, 2003). It is an essential instrument in research that gathers adequate data over a large sample of respondents in a short time. A closed ended questionnaire with sections covering demographic (background) information, sections on study variables were constructed and delivered to respondents to ensure an acceptable response rate for the study. It was based on a five-category response continuum of Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD). The Likert scale is very flexible and can be constructed more easily than most other types of attitude scales (Amin, 2005). It enables the researcher to select a response that best describes his or her reaction to each statement. The responses are weighed from 1 to 5 and averaged for all the items (Sekaran, 2003; Amin 2005). The questionnaire were used to collect data from 86.

3.6.2 Interview guide

An interview guide is a set of topics and/ or questions on which the interview is conducted (Howsam, 2018). An interview guide was used to facilitate the interview method of data collection. This contained the structure of the questions that were given direction to the study when the researcher is conducting interviews.

3.7 Validity and reliability of research instruments

Validity and reliability are concepts in the acceptability of the use of any instrument for research purposes. Validity refers to the appropriateness of the instrument. It is the ability of the instrument to accurate results and to measure what it is supposed to measure. Reliability refers to the consistency of the instrument in measuring whatever it is intended to measure (Amin, 2005).

3.7.1 Validity of the research instrument

Validity is the degree to which results obtained from analysis of the data represent the phenomenon under study. The researcher were developed research instruments, discuss them with the supervisors (Kabale University, and pre-test them on selected respondents under similar characteristic in area of Rubanda District. Pre- testing the research instrument enables identification and correction of deficiencies such as unclear or ambiguous questions, insufficient space to write responses, cluttered questions and wrong numbering (Kothari 2014). The researcher consulted two supervisors (Kabale University) supervisors, seek expert judgment of four judges to rate the items for each instrument, and proceed to compute the content validity index (CVI) by summing up the number of items rated as valid by each judge divided by the total number of items in the instrument. The average of CVI was computed.

Thus, CVI = $\frac{\text{Number of items rated relevant by expert}}{\text{Total number of items in the instrument}}$

For instance, if the instruments have 40 questions and the following summary of the data is obtained; Average CVI will be calculated.

Table 2: Summary of Data

Judge	Score	Valid
Judge 1	38/40	0.95
Judge 2	36/40	0.90
Judge 3	36/40	0.90
Judge 4	34/40	0.85
Total		**3.60**
Average		**0.90**

The results from the panel of judges indicate a high level of validity of the instrument. Judge 1 awarded the tool 38 out of 40 points, yielding a validity coefficient of 0.95. Judge 2 and Judge 3 each gave 36 out of 40 points, corresponding to 0.90. Judge 4 rated the instrument at 34 out of 40 points, which translates to 0.85.

The total validity score across all judges was 3.60, with an average validity coefficient of 0.90. Since values above 0.80 are generally considered indicative of strong content validity (Polit & Beck, 2017), these findings confirm that the instrument is highly valid for measuring the intended constructs.

Thus, the consistent high ratings across judges demonstrate that the tool adequately covers the research objectives and can be confidently applied for data collection.

3.7.2 Reliability of research instruments

Reliability of an instrument is the degree to which the instrument consistently measures whatever is to measure, (Amin, 2005). Cronbach alpha (Cronbach, 1951) reliability coefficient of 0.7 points and above, is used to measure the internal consistency or average correlation of items in a survey instrument to gauge its reliability. The higher the score, the more reliable the generated scale is. For instance, Schrepp, (2020) argues that a 0.7 alpha coefficient is an acceptable reliability coefficient. In this study therefore, the researcher ensured reliability by applying the same instruments to the related respondents three times to see whether they yield the same responses. The researcher conducted a pilot study on the contributions of procurement procedures on contract management at Kabale District local government. The idea was checked the consistency of the responses among various study participants. Then Cronbach's Alpha Coefficient (1951) was computed as shown below.

Then, as indicated below, Cronbach's Alpha Coefficient (1951) was calculated.

Table 3: Reliability Statistics

Variable List	Cronbach's Alpha	N of Items
Procurement standards	.812	7
Procurement advertising	.742	7
Result dissemination	.811	7
Overall	**0.788**	**21**

If the reliability test is 0.7 and above, the instrument will be reliable as the basis to make decisions.

The reliability statistics in the table demonstrate that the research instrument used to assess procurement-related variables is internally consistent and reliable. Cronbach's Alpha values greater than 0.7 are generally accepted in social science research (Tavakol & Dennick, 2011). The results show that procurement standards had a Cronbach's Alpha of 0.812, indicating high reliability across all seven items. Similarly, result dissemination had an Alpha of 0.811, indicating strong internal consistency. Procurement advertising had a Cronbach's Alpha of 0.742, slightly lower than the other constructs but still above the 0.7 threshold, indicating acceptable reliability. The overall Cronbach's Alpha for the entire instrument (21 items) was 0.788, indicating that the measurement tool is reliable and appropriate for further analysis

3.8 Procedure of data collection

Upon successful defense and approval of the proposal, the researcher obtained permission inform of a consent letter from Kabale University Research Ethics Committee to commence fieldwork. The researcher further sought for permission from Kabale District Local Government, to carry out his research from respondents. The researcher piloted the instruments, and later refined them, prepared the instruments and proceeded to the field to carry out the study. In a period of two months, the researcher had collected data from respondents. Data collected was analyzed and interpreted to come up with a report.

3.9 Data analysis

According to Schrepp, (2020) is the evaluation of data. It is the process of systematically applying statistical and logical techniques to describe, summarize and compare data.

3.9.1 Qualitative data analysis

The researcher organized all the collected qualitative data from the interviews with key informants and document analysis and thereafter, it was coded and analyzed and key

themes were generated to build understanding of the phenomenon under study.

3.9.2 Quantitative data analysis

Quantitative data analysis was carried out using both descriptive and inferential statistics. The data was first be analyzed by computing frequencies which included the means and percentages so as to get the perception of respondents on the effect of procurement procedures on contract management at Kabale District local government. The correlation technique were based on Pearson's coefficient (+ or – to show the direction of the relationship between the variables) and significance were tested at 99% and 95% confidence levels; based on two tailed correlations and significant more than or equals to 0.05. A positive correlation indicates a direct positive relationship between the variables while a negative correlation indicates an inverse relationship between the two variables. The regression analysis used the adjusted R2 values and significance values to determine the magnitude of the influence of the independent variables on the dependent variable (Amin, 2005).

3.10 Measurement of variables

The variables in the study were measured using nominal, ordinal and interval scales. Nominal scale was used to gather information on factors that can be grouped into two or more categories that are equally exclusive and mutually exclusive such as categorizing gender and education background. The researcher also used the interval scale to measure the divergent views and attitudes of the respondents. The study used a 1-5-point Likert scale of (1-Strongly agree, 2-Agree, 3-Not sure, 4-Disagree and 5-Strongly disagree) to measure responses.

3.11 Ethical considerations

3.11.1 Ethical Considerations

Ethical considerations are fundamental in research involving human participants, particularly in studies that examine governance processes such as public procurement and contract management. This study adhered to established ethical principles to ensure the protection of participants, the credibility of the research findings, and compliance with institutional and national research standards.

3.11.2 Ethical Approval and Institutional Authorization

Before conducting the study, ethical approval was obtained from the Research Ethics Committee of Kabale University. The approval ensured that the research design, data collection procedures, and participant engagement complied with recognized academic and professional ethical standards. In addition, formal authorization was obtained from the administrative authorities of Kabale District Local Government. This permission allowed the researcher to access relevant departments and engage public officials involved in procurement and contract management. Such institutional clearance ensured that the research activities were conducted transparently and with full administrative awareness.

3.11.3 Informed Consent

Participation in the study was entirely voluntary. All respondents were provided with clear and adequate information about the purpose of the research, its objectives, procedures, and expected outcomes before participating.

Participants were informed about:

The academic nature of the study
The types of questions they would be asked
The approximate time required to complete the questionnaire or interview
Their right to decline participation or withdraw at any stage without penalty
Written or verbal informed consent was obtained from all participants before the administration of questionnaires and interviews.

3.11.4 Voluntary Participation

The principle of voluntary participation was strictly observed throughout the study. Respondents were not coerced or pressured to participate in the research. Participation was based entirely on individual willingness, and participants were free to discontinue their involvement at any point if they felt uncomfortable or unwilling to continue.

This principle was particularly important given that the respondents were public officials whose responses might relate to institutional procurement processes.

3.11.5 Confidentiality and Anonymity

Confidentiality was maintained to protect the identity and personal information of respondents. Participants were assured that: Their names would not appear in the research report, Responses would be used strictly for academic purposes, and Individual responses would not be disclosed to supervisors, administrators, or third parties. Instead of using names, codes or numerical identifiers were assigned to respondents during data analysis. This ensured anonymity and prevented any possibility of linking specific responses to particular individuals.

3.11.6 Privacy of Respondents

The study respected the privacy of respondents during data collection. Interviews were conducted in environments that ensured comfort and confidentiality, allowing participants to express their views freely without fear of repercussions. Sensitive issues related to procurement processes and contract management were handled with caution to avoid creating discomfort or exposing participants to potential professional risks.

3.11.7 Avoidance of Harm

The study ensured that respondents were not exposed to any form of psychological, professional, or social harm. Since procurement practices in public institutions can sometimes involve sensitive information, care was taken to frame questions in a neutral and non-accusatory manner. Participants were not asked to disclose confidential government information, and the study focused only on general procurement preparation practices rather than specific contractual details.

3.11.8 Data Protection and Secure Storage

All data collected during the study were securely stored to prevent unauthorized access. Questionnaires, interview notes, and electronic data files were kept in secure locations accessible only to the researcher. Electronic data were stored on password-protected devices, while physical documents were kept in locked storage. After completion of the study, the data will be retained only for academic reference purposes and handled according to institutional data protection guidelines.

3.11.9 Honesty and Integrity in Data Collection and Reporting

The researcher adhered to the principles of academic integrity and transparency throughout the research process. Data were collected, analysed, and reported honestly without manipulation, fabrication, or misrepresentation. All findings presented in the study reflect the actual responses obtained from the respondents in Kabale District Local Government.

3.11.10 Proper Acknowledgment of Sources and Avoidance of Plagiarism

The study adhered to scholarly standards by properly citing all sources of information used in the research. Academic works, reports, and theoretical contributions from scholars and institutions were acknowledged appropriately in accordance with referencing standards. This ensured respect for intellectual property and prevented academic misconduct such as plagiarism.

3.11.11 Compliance with Public Sector Procurement Ethics

Because the study relates to public procurement practices, ethical considerations also include respect for the regulatory framework governing procurement activities in Uganda, particularly the guidelines of the Public Procurement and Disposal of Public Assets Authority. The research avoided interfering with ongoing procurement processes and did not request confidential procurement records that could compromise institutional operations.

4. Results and Discussion

4.1 Procurement preparation on contract management in Kabale District

This first objective was aimed at examining the effect of procurement preparation on contract management in Kabale District. The data to achieve this was obtained from the primary sources and secondary data. This was done using a five-scale questionnaire of strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD). A summary of the responses is presented in the table below**.**

4.2 Analysis on the five statements that were subjected to the respondents

Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD) 3, Disagree (D) 2 and Strongly Disagree (SD) 1

Table 4: Statements subjected to the respondents

Response	Agree		Undecided		Disagree	
	F	%	F	%	F	%
Procurement process is always according to law	86	100	00	00	00	00
Roles and responsibilities are well stipulated in the bid document	70	81.4	16	18.6	00	00
Procurement needs and requirements are always available	76	88.4	10	11.6	00	00
Project timeline is well defined	86	100	00	00	00	00
Change approval processes are well defined	68	79.1	18	20.9	00	00

Source: Field data 2024

The table above shows analyses of the six statements that were given to five respondents and intended to assess procurement preparedness for contract administration in Kabale. When asked if the procurement process is always in accordance with the law, all respondents agreed. When respondents were asked if their roles and responsibilities were clearly stated in the bid document, 81.4% agreed, with 18.6% undecided. Respondents were asked if procurement needs and requirements are always available; 88.4% agreed, leaving 11.6% undecided. Respondents were asked if the project timeline was well defined, and all respondents with 100% agreed with the statement during data collection. Finally, respondents

The study evaluated procurement preparedness in contract management at Kabale District by administering five statements to respondents. The descriptive statistics revealed that all respondents agreed on the items, indicating a high level of procurement preparedness. This consensus suggests that the district has put in place mechanisms to ensure that contract management processes are handled properly. Following the quantitative analysis, data from key informant interviews were used to conduct the qualitative analysis. The qualitative findings provided additional insights into procurement preparedness, complementing the quantitative results. The narratives of the key informants are presented in the following section to improve understanding of the district's procurement practices.

Responses from One respondent

"Procurement preparedness allows organizations to identify potential risks in their supply chain and procurement processes. By anticipating challenges such as supplier failures, market fluctuations, or regulatory changes, organizations can develop contingency plans that mitigate these risks. This proactive approach minimizes disruptions and ensures continuity in operations.

Response from second Respondent

"*Effective procurement preparedness enables organizations to negotiate better terms with suppliers by understanding market conditions and having a clear strategy in place. When organizations are prepared, they can leverage bulk purchasing, long-term contracts, or alternative sourcing strategies that lead to significant cost savings*

Largely for all the paradigms of procurement preparedness has a good strategy for contract management. After conducting qualitative data analysis, the study confirmed that there was linkage between quantitative and qualitative findings. There was agreement between the two data sets and it was clear that qualitative data reinforced quantitative data.

4.3 Hypothesis testing

The study tested the stated hypotheses in order to be able to generalize the findings from the samples of the population. This was done by use of inferential statistics. Correlation and regression analyses were conducted to establish whether there was any relationship between the independent and dependent variables, the magnitude and direction of the relationships and to establish the

relationship model and test the two hypotheses.

To verify the alternative hypothesis that procurement preparedness has no effect on contract administration, The Pearson's product moment correlation coefficient was thus, used to determine the magnitude of the relationship as shown on the table below:

Table 5: Correlation analysis for procurement preparedness

		Contract administration	Procurement preparedness
Contract management	Pearson Correlation	1	.862**
	Sig. (2-tailed)		.000
	N	86	86
Procurement preparedness	Pearson Correlation	.862**	1
	Sig. (2-tailed)	.000	.000
	N	86	86

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

Source: Primary Data 2025

The correlation analysis looked at the link between procurement preparedness and contract management in Kabale District. The results show a significant positive correlation between the two variables ($r = 0.862$, $p < 0.01$). This suggests that higher levels of procurement preparedness are strongly linked to improved contract management practices. The correlation strength (above 0.80) indicates that procurement preparedness is not only positively related to, but also a critical determinant of contract management effectiveness. The significance level ($p = 0.000$) indicates that the relationship is extremely reliable and unlikely to have occurred by chance.As a result, the findings suggest that improving procurement preparedness—via proper planning, clear procedures, and adequate capacity has a significant impact on effective contract management and overall procurement performance within local governments.

Table 6: Showing the model summary of procurement preparedness.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.925	.924	.15216

a. Predictors: (Constant), Procurement preparedness

The model summary demonstrates that the link between procurement preparedness and contract management is both strong and statistically significant. The correlation coefficient (0.862) indicates a strong positive relationship between the independent and dependent variables. The coefficient of determination ($R^2 = 0.925$) indicates that procurement preparedness accounts for 92.5% of the variance in contract management. This demonstrates the model's high explanatory power, with other factors accounting for only 7.5% of the variance. The adjusted R^2 (0.924), which considers sample size and predictors, confirms the model's robustness and minimizes overestimation.

The standard error of the estimate (0.15216) is relatively

small, indicating that the predicted values are very close to the actual observed values, so

Table 7: Regression output summary on, procurement preparedness

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.385	.134		2.882	.005
Procurement preparedness	.921	.030	.762	30.953	.000

a. Dependent Variable: Contract Management

Source. Field data 2025

The regression results indicate that procurement preparedness has a statistically significant and positive impact on the dependent variable. The unstandardized coefficient (B = 0.921, $p < 0.001$) shows that a one-unit increase in procurement preparedness results in a 0.921-unit increase in the outcome variable, while other factors remain constant. The standardized coefficient (Beta = 0.762) indicates that procurement preparedness plays an important role in the model, accounting for a significant portion of the variance in the dependent variable. The constant term (B = 0.385, p = 0.005) is also statistically significant, indicating that even when procurement preparedness is zero, the dependent variable maintains a positive baseline. Procurement preparedness has a strong effect, as evidenced by its high t-value (30.953) and significance level ($p < 0.001$).

5. Conclusion and Recommendations

5.1 Conclusion

The study established that procurement preparedness has a strong and statistically significant influence on contract management in Kabale District. Both correlation (r = 0.862) and regression results ($\beta = 0.762$, $p < 0.001$) confirmed that procurement preparedness accounts for a substantial proportion (92.5%) of the variance in contract management performance. These findings imply that effective contract management is largely dependent on how well procurement processes are planned, structured, and implemented.

5.2 Recommendation

It is recommended that Kabale District and other local governments strengthen procurement preparedness through comprehensive planning, capacity building of procurement personnel, and adherence to procurement standards. Efforts should also focus on improving documentation, training, and timely dissemination of procurement information to enhance transparency and accountability. By institutionalizing procurement preparedness, local governments can significantly improve contract administration, reduce risks of mismanagement, and achieve better service delivery outcomes.

5.3 Research direction

While this study found that procurement preparedness has a significant influence on contract management in Kabale District, more research is needed to broaden and deepen these findings. Future research could look into other contract management determinants like procurement ethics, supplier capacity, contract monitoring mechanisms, and stakeholder participation, which could account for the unexplained variation. Comparative studies across multiple districts or sectors could help determine whether the findings are applicable beyond Kabale. Longitudinal research designs could also be used to determine how procurement preparedness affects contract management outcomes over time. Furthermore, qualitative case studies could provide more contextual insights into Ugandan local governments' procurement preparedness challenges and best practices**.**

5.4 Contribution to Knowledge

This study adds to the existing literature by empirically demonstrating the significant impact of procurement preparedness on contract management in Ugandan local governments. While previous studies have frequently examined procurement practices in general, this study specifically identifies procurement preparedness as a

critical predictor, accounting for up to 92.5% of the variation in contract management performance. The findings contribute to theoretical understanding by connecting procurement planning and readiness to contract administration outcomes, thereby closing a knowledge gap in public sector procurement research. Practically, the study provides evidence-based insights that can help policymakers, procurement practitioners, and local government administrators design strategies to improve contract performance through better procurement preparation**.**

5.5 Contribution to Uganda National Plan

The study's findings have significant implications for Uganda's national development agenda and achieving the Sustainable Development Goals. By demonstrating the importance of procurement preparedness in improving contract management, the study directly supports the National Development Plans III and IV, which emphasize good governance, transparency, and efficiency in public sector service delivery. Effective procurement preparedness ensures that government projects are completed on time, within budget, and to high quality standards, resulting in improved public infrastructure, education, health, and social services.

5.6 Contribution to Public Sector Procurement

By providing empirical evidence of the vital role that procurement advertising plays in improving contract management, this study advances public sector procurement. The results demonstrate that prompt, unambiguous, and extensively distributed procurement notices enhance accountability for contractors, promote competition, and increase transparency. These insights can help local government administrators, procurement professionals, and policymakers create more efficient advertising campaigns, increase regulatory framework compliance, cut down on procurement inefficiencies, and ultimately improve the caliber and provision of public services.

5.7 Contribution to Sustainable Development Goals

In terms of the Sustainable Development Goals, the study is particularly relevant to SDG 16 (Peace, Justice, and Strong Institutions), as it highlights mechanisms for improving institutional capacity, transparency, and accountability during procurement processes. Furthermore, by encouraging the efficient use of public resources, the findings indirectly support SDG 8 (Decent Work and Economic Growth) by facilitating the development of effective government projects that create jobs and stimulate local economies. As a result, the study provides policymakers and public sector managers with actionable insights into how to align procurement practices with national development priorities and global sustainability goals.

References

Abereijo, I. O., & Fayomi, O. S. I. (2022). Effects of procurement planning on project performance in public institutions in Nigeria. *Journal of Public Procurement*, 22(1), 45–62. https://doi.org/10.1108/JOPP-10-2021-0050

Afkar, R. (2017). *Research methodology in social sciences*. Kampala: Makerere University Press.

Agyekum-Mensah, G., & Aboagye-Nimo, E. (2019). Procurement planning and project performance in Ghanaian public sector organizations. *International Journal of Construction Management*, 19(6), 513–525. https://doi.org/10.1080/15623599.2018.1519112

Amin, M. E. (2005). *Social science research: Concepts, methods and analysis*. Kampala: Makerere University Printery.

Creswell, J. W. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika, 16*(3), 297–334. https://doi.org/10.1007/BF02310555

Howsam, P. (2018). *Interview techniques in social research*. London: Routledge.

Kambuga, A. (2021). Procurement planning and performance of public projects in Tanzania. *Tanzania Journal of Public Administration*, 15(2), 85–99.

Karuhanga, A., & Ntayi, J. M. (2021). Procurement preparation and contract management in Ugandan local governments. *African Journal of Public Administration*, 13(1), 45–60.

Kothari, C. R. (2014). *Research methodology: Methods and techniques* (3rd ed.). New Delhi: New Age International Publishers.

Mugambi, J. (2016). Sampling techniques for social science research. *Journal of Social Research Methods*, 8(2), 23–35.

Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi: Acts Press.

Muhwezi, M., Tumusiime, P., & Onyutha, C. (2020). Procurement planning and public sector performance in Uganda. *Journal of Public Procurement and Policy*, 12(3), 101–120.

Naiga, R. (2015). *Sampling techniques in public administration research*. Kampala: Fountain Publishers.

Neil, T. (2017). *Data collection methods in social research*. London: Sage.

Nzowa, M. (2024). Procurement preparedness and contract management: Insights from African local governments. *African Journal of Management Studies*, 10(2), 67–84.

Ochieng, D. O., & Ngugi, K. (2019). Procurement planning and service delivery in Kenyan public institutions. *Journal of African Public Procurement*, 7(1), 25–41.

Oluka, P. N., & Basheka, B. C. (2014). Public procurement planning and project performance in Uganda. *International Journal of Project Management*, 32(5), 834–844. https://doi.org/10.1016/j.ijproman.2013.10.001

Polit, D. F., & Beck, C. T. (2017). *Nursing research: Generating and assessing evidence for nursing practice* (10th ed.). Philadelphia, PA: Wolters Kluwer.

PPDA. (2023). *Procurement planning regulations*. Kampala: Public Procurement and Disposal of Public Assets Authority.

PPDA-World Bank. (2022). *Procurement performance assessment in Uganda's public sector*. Kampala: PPDA.

Schrepp, M. (2020). *Practical guide to reliability and validity testing in research instruments*. Berlin: Springer.

Sekaran, U. (2003). *Research methods for business: A skill-building approach* (4th ed.). New York, NY: John Wiley & Sons.

Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education, 2*, 53–55. https://doi.org/10.5116/ijme.4dfb.8dfd

Thai, K. V. (2020). *International handbook of public procurement*. New York, NY: Routledge.

Turyasingura, J. B., & Agaba, M. (2022). Participatory approaches to public project monitoring: Insights from Uganda. *African Journal of Business Management*, 17(3), 53–64.

Turyasingura, J. B., Agaba, M., & Tamwesigire, R. (2023). Research methodology for public sector studies in Uganda. *Kigezi Journal of Management Studies*, 11(1), 34–50.

Turyasingura, J. B., Agaba, M., Orach-Meza, R., & Zombeire, R. (2021). Sampling methods and data collection in social science research. *Journal of Social Research Techniques*, 9(1), 12–28.

Williams, T., & Lewis, P. (2021). Comparative analysis of procurement planning and project success: A cross-country study. *International Journal of Project Performance*, 8(2), 112–129.