



Procurement Contract Management and the Performance of International Organization for Migration (IOM) in Rwanda

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Abstract: *The purpose of this study was to examine the effect of procurement contract management best practices on the performance of the International Organization for Migration (IOM) in Rwanda. The study adopted descriptive and explanatory research designs. A census approach was used whereby all 174 employees of IOM Rwanda were included in the study. Data were collected using questionnaires and interviews and analyzed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS). The findings revealed that contract planning and execution positively and significantly influenced performance, with a mean score of 4.20 and regression results of $B = 0.153$, $p = 0.035$. Contract relationship management recorded the highest mean score of 4.27 and emerged as the strongest predictor of performance ($B = 0.725$, $p = 0.000$), indicating that trust, communication, and collaboration with contract partners significantly improve organizational outcomes. Contract cost management also had a significant positive effect on performance, with a mean of 4.26 and regression results of $B = 0.202$, $p = 0.007$, reflecting the importance of budgeting and cost control. However, contract monitoring and evaluation, despite a mean of 4.20, exhibited a marginal negative effect ($B = -0.183$, $p = 0.050$), suggesting weaknesses in feedback implementation and monitoring systems. The study concluded that procurement contract management best practices significantly influence the performance of IOM Rwanda. The study recommends strengthening monitoring and evaluation systems, improving feedback implementation, and enhancing contract management practices to further improve organizational performance.*

Keywords: *Procurement contract management, Organizational performance, Contract planning and execution, Contract relationship management, Contract cost management, Contract monitoring and evaluation.*

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1. Introduction

Contract management is a critical component of procurement performance as it ensures effective planning, timely execution, cost control, quality service delivery, and proper management of supplier relationships. It is expected to enhance efficiency, accountability, and value for money by balancing cost, time, and quality while ensuring compliance with contractual obligations. However, despite its importance, many organizations continue to experience inefficiencies

in contract management, which negatively affect procurement outcomes and overall organizational performance.

In Rwanda, procurement contract management challenges have been widely reported in public institutions. The Rwanda Public Procurement Authority report (2023) highlights issues such as poor contract design, frequent changes in project scope during implementation, delayed disbursement of funds, pending invoices, suspension of contract activities, and weak

supervision capacity. These challenges often result in delays and increased project costs. In addition, empirical studies have shown mixed findings. For example, research conducted by Ngetich (2023) focused on factors affecting contract management efficiency in Kenyan state corporations, while Waigwa and Njeru (2022) emphasized procurement process efficiency without clearly linking contract management to organizational performance. Similarly, Yegon (2023) examined determinants of procurement contract management in Nakuru County but did not establish its direct effect on organizational performance. These studies present a contextual and methodological gap, as they do not comprehensively examine the combined effect of procurement contract management practices on performance. Therefore, this study aims to address this gap by examining the effect of procurement contract management on the performance of the International Organization for Migration (IOM) in Rwanda.

1.1 Research Objectives

The general objective of this study was to examine the effect of procurement contract management best practices on the performance of International Organization for Migration in Rwanda.

Specific objectives:

1. To assess the effect of procurement contract planning and execution on performance of International Organization for Migration.
2. To evaluate the effect of contract relationship management on performance of International Organization for Migration.
3. To identify the effect of contract cost management on performance of International Organization for Migration.
4. To find out the effect of contract monitoring and evaluation of International Organization for Migration.

2. Literature Review

2.1. Theoretical review

The study is based on resource based theory and transaction based theory:

2.1.1. Resource Based Theory

Resource Based View Theory was linked to resource mobilization variable. Resource mobilization is the maximizing on the use of the existing funds. Werner and Rum established Resource based view theory in 1984. The resource based view of the firm (RBV) explains that each institution or organization has unique resources and capabilities that make them different hence becomes competitive advantage (Muthuuri, 2020).

Initiated in the mid-1980s, the resource-based view (RBV) has since become one of the leading modern methods to the analysis of sustained competitive advantage (Tan & Meyer, 2021). The theory on RBV offers a good explanation on how constituencies can make good use of their financial resources provided by the government in implementing the various projects in the constituency. RBV is of importance in ensuring that other sources of funds are available and accounted for. The theory also explains how competence, experience, and staff skills influence the effectiveness of procurement contract implementation. Therefore, RBV supports the idea that organizations with strong internal procurement capabilities and well-managed resources are more likely to achieve better performance outcomes in contract management processes.

2.1.2. Transactional Cost Theory

The transactional cost theory was developed in 1979 by Oliver Williamson while working on concepts that were first developed by Ronald Coase (Achura, Arasa & Ochiri, 2005). The theory was first developed for accounting purposes but has been expanded to other fields. The basis of the transactional cost theory is the concept of transactional cost. A transactional cost has been defined as the cost incurred in making an economic exchange of some sort or the cost of participating in the market. This cost is divided into three components; search and information costs, bargaining costs, and policing and enforcement costs (Nihia & Mugambi, 2020). The search and information costs relates to the costs of examining on whether the required goods and services availability in the market as well as their prices. On the other hand, the bargaining costs involve the costs incurred in reaching an agreement between the seller and buyer such as legal costs of drawing contracts. The policing and enforcement costs are costs of ensuring that the terms of the contract are adhered to by both parties (Drew & Skitmore, 2023). The theory also connects to contract cost management by emphasizing the importance of reducing unnecessary transaction costs while maintaining efficiency in procurement processes. Therefore, Transaction Cost Theory explains how effective contract management practices reduce operational costs, improve compliance, and enhance overall procurement performance within the organization.

The study was guided by Transaction Cost Theory. This is because the study focuses on procurement contract management practices, which mainly involve processes such as contract planning and execution, supplier relationship management, cost management, and contract monitoring and evaluation. Transaction Cost Theory, developed by Williamson (1979), directly explains these processes by focusing on the costs incurred in searching for suppliers, negotiating and drafting contracts, and ensuring contract compliance through monitoring and enforcement. These aspects

closely match the procurement activities examined in the International Organization for Migration (IOM) in Rwanda. The theory is particularly relevant because it explains how organizations can improve performance by reducing transaction costs through effective contract management practices such as strong supplier relationships, proper cost control, and efficient monitoring systems. Unlike other theories, it provides a direct link between contract processes and performance outcomes, making it more suitable for explaining variations in procurement efficiency and organizational performance in this study.

2.2 Empirical Review

2.2.1 Contract planning and execution

Uwiringiyimana and Dushimimana (2024) conducted a study on the Effect of Procurement Contract Management Practices on Performance of Public Institutions. A Case of Integrated Polytechnic Regional College (IPRC) Musanze, Rwanda. The general objective of this research was to examine the effectiveness of procurement contract management practices on performance of public institutions in Rwanda. The specific objectives of the study were to assess the effect of contract cycle on performance of Integrated Polytechnic Regional College (IPRC) Musanze, analyze the effect of contract execution on performance of Integrated Polytechnic Regional College (IPRC) Musanze, examine the effect of contract relationship management on performance of Integrated Polytechnic Regional College (IPRC) Musanze and assess the effect of contract monitoring on performance of Integrated Polytechnic Regional College (IPRC) Musanze. This study utilized descriptive and correlation analysis as its primary research methods. A descriptive study also was used to describe the participants' demographic information. A correlational analysis also was performed.

The researcher was able to identify the relationship among contract management and performance of public institutions through a correlation study. The study population for this study was 72 Staffs of IPRC Musanze including Principal, Deputy Principal in Charge of Academics and Training, Corporate services Division Manager, Legal officer, Internal auditor, Logistics officer, Store keeper, Procurement Officer, Administration & Finance department, Workshop Assistants (End users), Instructors (End users), Receiving committee, Contract management team and public tender committee.

Given the limited number of individuals or units in the population under study, the researcher has chosen to use a census inquiry method rather than sampling. Documentary, interview and questionnaire sources used as tools of data collection for the study. Questionnaires were distributed to 72 employees of IPRC Musanze.

Using SPSS, the researcher determined descriptive statistics such as frequency distributions, percentages, means, and correlations. The correlation results show that a strong contract cycle exhibits highly significant positive correlation with the Performance of public institution ($r=0.668$, $p=0.000<0.005$). Effective Contract execution is significantly correlated with Performance of public institution ($r=0.627$, $p=0.000<0.005$). Contract relationship significantly correlates with Performance of public institution ($r=0.699$, $p=0.000<0.005$). The findings show that contract execution shows the highest effect ($\beta_1 = 0.264$, $t=2.760$), followed by contract monitoring ($\beta_2= 0.239$, $t=2.069$), contract cycle ($\beta_3= 0.232$, $t=1.884$), and relationship ($\beta_4=0.212$, $t=1.592$). IPRC Musanze should strengthen performance through enhanced contract cycles, execution, relationships, and monitoring, while focusing on sustainability and technology integration.

Kipkemoi (2023) did a study on the determinants of effective contract administration in public secondary schools in Mogotio sub-county, Kenya. His specific objective was to assess the influence of staff competency, technology adoption and budgetary allocations affect effective procurement contract administration in public secondary schools in Mogotio Sub-County. The study adopted a descriptive research design using quantitative approaches. The target population of the study was all principals and their deputies of public secondary schools in Mogotio Sub-County who total (52) individuals. A positive and strong correlation ($R= 0.790$) was found to exist between the variables. The study found that staff competency and budgetary allocation have a statistically significant influence on the effective procurement contract administration in public secondary schools in Mogotio Sub-County, Kenya. Additionally, the study found that technology adoption has no statistically significant influence on the effective procurement contract administration in public secondary schools in Mogotio Sub-County, Kenya. The findings of this study are of significance to: management/Board of Management of public secondary schools; management/Board of Management of other schools, both public and private; National Government CDF board, and; researchers and scholars. The study was limited assessing determinants of effective procurement contract administration in public secondary schools in Mogotio sub-county, Kenya. The study failed to link supplier relationship management element contract management to procurement performance in public universities in Kenya.

2.2.2 Contract Relationship Management

According to Agbanyo and Obeng (2022) assessed the effect of contract relationship management under the new Procurement Reform in Uganda Experience. The study was informed by the prevalence of corruption in public procurement system in Uganda that affected the ability to manage contracts of high-value projects; where

there is huge inefficiency was reported in procurement process. There have been several cases in Uganda where large projects have collapsed on account of failures in the procurement system. The US\$ 550 Million Bujagali Dam hydro-electric project collapsed in 2023 when the world Bank suspended funding after a former energy minister admitted to having accepted a US\$10,000 bribe from a construction company that had been awarded the contract without going through a fully competitive bidding process. The results revealed that contract relationship management contributed to reduction in corruption and improve efficiency in procurement process in public sector projects.

Kimundu and Moronge (2022) assessed effect of contract relationship management on procurement performance in manufacturing firms in Kenya. The study employed descriptive research design with target population of 130 and using census. The study used primary data which was collected using questionnaire. Quantitative data was analyzed by the use of descriptive statistics and regression analysis. According to the model it was notable that the independent variables and dependent variable had a strong positive a correlation coefficient of 0.835. This indicated that the contract relationship management led to increase in procurement performance by 0.835. The results revealed that contract relationship significantly enhance procurement performance in the manufacturing firms of Kenya.

Mchopa et al., (2020), did a study aimed at assessing the effectiveness of procurement contracts dispute management towards achieving value for money in procurement of works. Specifically, the study intended to describe the nature of procurement contracts conflicts, resolution and influence on efficiency in procurement process, examine the effectiveness of procurement contracts for works implementation as per terms and conditions in order to achieve value for money and determine the contribution of effective contract management during procurement of works on the achievement of value for money. The study was undertaken by using a case study design whereby purposive and random sampling techniques were used to pick a sample of 60 respondents while questionnaires, interviews and documentary review were used to collect data. Findings showed that contracts conflict management contributed to improvement in procurement time, quality and costs resulted into effective contract management which contributes highly to the achievement of value for money

2.2.3 Contract cost management

Mutua, Waiganjo, and Oteyo (2022) conducted a study on the impact of contract management on the outsourcing of projects in central production factories in Nairobi County, Kenya. All medium-sized manufacturing businesses with official headquarters in Nairobi were present included in the population of interest. Twenty of

the 22 firms targeted responded completely, resulting in a 90.91 percent response rate. According to the data, project outsourcing is omnipresent, with item improvement, advertising, and data innovation being the most famous sorts of re-appropriated projects. Nonetheless, the investigation discovered that general task execution was just to some degree fulfilling, still up in the air by contract the executives.

Salome (2023) investigated the association between contract management techniques and housing building project performance in Nairobi City County. The target demographic consisted of 66 respondents from house development projects in the National Construction Authority. A survey of 66 people was conducted. The study relies on primary data gathered through the use of a questionnaire. The study discovered a substantial favorable association between contract management methods and project performance.

Nsanzimana and Mulyungi's (2020) study looked at the impact of contract management strategies on the implementation of Kigali Road construction projects: Case Study for Rwandex-Remera Road Construction Project. Descriptive research was used in the study. The target population includes 62 people, which includes project managers, contractors, customers, and all Rwandan Transport Development Authority staff. Because the population was tiny in this study, the researcher used a census sample technique. The research discovered strong and positive communication between management processes and the success of the Remera-Rwandex road construction project.

2.2.4 Contract Monitoring and Evaluation

A research undertaken by Wainoi and Share (2022) aimed at establishing the role of supplier evaluation on procurement performance in State Corporation in Kenya with a specific focus of Geothermal Development Company. The study was guided by two variables; supplier's finances and quality management. A structured questionnaire was used to collect information on the role of supplier evaluation on procurement performance in GDC. The research was carried out through a descriptive research survey design. In this study the researcher used stratified random sampling where 30% of the target population was representative of the entire population to be studied. The data from the collected questionnaires was coded and entered into the computer using statistical packages for social sciences (SPSS version 21) for analysis. The study findings revealed that suppliers' finances and quality management had a significant positive role on procurement performance in Geothermal Development Company. Based on the study findings, the study concluded that suppliers' finances and quality management played a role on procurement performance in State Corporations in Kenya. Recommendations of the study included; assessment of supplier financial capability, return on assets, the profitability and the

relationship between supplier's gross and net profits and turnover of the supplier during supplier evaluation in the organization as a measure to improve the procurement performance and integration of quality management techniques in the firm's supply chain. The study was limited quality as procurement performance and failed to link lead time, timeliness in delivery, and cost efficiency to tendering evaluation in public universities in Kenya.

3. Methodology

3.1 Research Design

This study adopts both a descriptive research design and explanatory research design. Descriptive research design which is useful in describing the procurement contract management (Contract planning and execution, contract relationship management, contract cost management and contract motoring and evaluation) and also descriptive research design was also useful in describing the level of performance of International Organization for Migration. Explanatory research design was used through inferential statistics such as correlation and multiple linear regressions to determine the relationship between procurement contract management and performance of International Organization for Migration.

3.2 Sample size and Sampling

The population of the study was all employees of International Organization for Migration. Therefore, the total population was 174 employees of International Organization for Migration. Therefore, the sample size used in this study equals to the target population and consists of all 174 employees of International Organization for Migration. The sampling technique used is universal sampling because the target population equals to sample size.

3.3 Data Collection Tools

For this study, a questionnaire was designed and pre-tested before administering it to all selected respondents. The questionnaire was developed in line with objectives of this study. The questionnaire comprises of three categories such as profile of respondent, procurement contract management and Organizational performance. A questionnaire is a pre-formulated written set of questions to which the respondents record the answers usually within rather closely delineated alternatives. A Likert scale of five responses were used: Likert scale is an interval scale that specifically uses five anchors of strongly disagrees, disagree, neutral, agree and strongly agree.

3.4 Data Analysis

This study used descriptive statistical method for representing and summarizing of the bio data. The statistical instruments to be used for research analysis are mainly descriptive and inferential statistics such as correlation analysis and multiple linear regression

models were used to analyze the data. The data in this study were computed and analyzed using Statistical Package for Social sciences (SPSS) which is software for data analysis.

Descriptive statistics: Descriptive statistics such as mean, frequency and standard deviation were used to describe procurement contract management (contract planning and execution, contract relationship, contract cost management and contract motoring and evaluation) and also describe the level of performance of International Organization for Migration.

Multiple regression models: Multiple regressions analysis was used in order to assess the effects of multiple predictor variables (rather than a single predictor variable) on the dependent measure. A multiple regression model was used to test the significance of the effect of the independent variables on the dependent variable. Based on other models that were used to test procurement contract management and organizational performance, the present study adopts the following model: The equation ($Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$ where $B_0 =$ constant, $Y =$ Performance of International Organization for Migration. $\{\beta_i; i=1, 2, 3 \text{ and } 4\} =$ The coefficients representing the various independent. $\{X_i; i=1, 2, 3 \text{ and } 4\} =$ Values of the various independent (covariates) variables. $e =$ the error term which is assumed to be normally distributed with mean zero and constant variance. $X_1 =$ Contract planning and execution, $X_2 =$ Contract relationship management, $X_3 =$ Contract cost management and $X_4 =$ Contract motoring and evaluation

The regression model runs to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable which is Performance of International Organization for Migration and independent variables which is procurement contract management (contract planning and execution, contract relationship, contract cost management and contract motoring and evaluation) from the model was accepted at 5% significance level.

To test hypotheses, the result of a statistical test, denoted p, was interpreted as follows, the null hypothesis H_0 is rejected if $p < 0.05$ level of significant. The regression was conducted using a multistage analysis which involving first running the R^2 and F-test without the moderator while the second stage involves running the tests with the moderator included. The purpose is to compare the changes in R^2 value and F-value to determine the effect of the moderator in the relationship between independent variable and the dependent variable. Presence of a significant difference would indicate significant effect of the moderator. Hypotheses in the study were tested using beta, t and p values. The test was done at 95% confidence level, 1 tailed test. This implies that the significance value was set at 0.05.

Ethical concerns: The researcher exercises utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy were upheld. Prior to actual administration of the instruments, an introduction on the aim and the purpose of the study was made to the respondents in the language they best understand. The study also sought the consent of the respondents before they provided information.

4. Results and Discussion

In this section, findings were analyzed in relation to the objectives of the study and literature reviewed. Findings were derived from the questionnaires to employees of IOM. A total of 174 questionnaires were sent out to beneficiaries of IOM and all questionnaires were returned complete and useable and response rate was 100%. After editing, coding and entering data into SPSS, tabulation was made in order to present results of this research in a form that is easy to understand.

4.1 Multiple Regression Analysis

The researcher conducted regression analysis to determine statistical significance between the independent variables (contract planning and execution, contract relationship, contract cost management and contract motoring and evaluation) and dependent variable is performance of IOM. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable and independent variable from the model were accepted at 5% significance level. The analysis applied the statistical package for social sciences (SPSS) to compute the measurements of the multiple regressions for the study. Based on the model summary, the coefficient of determination (R squared) shows the overall measure of strength of association between independent and dependent variables.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.675	.667	.31388

a. Predictors: (Constant), X₄= contract motoring and evaluation, X₃= contract cost management, X₁ = Contract planning and execution, X₂ = Contract relationship management

Table 1 shows that the coefficient of correlation (R) is positive 0.675. This means that there is a positive correlation between project planning and performance of IOM. The coefficient of determination (R Squared) indicates that 0.675(67.5%) of performance of IOM is influenced by effect of procurement contract

management best practices such as contract planning and execution, contract relationship, contract cost management and contract motoring and evaluation at 95% of confidence interval leaving 32.5% to be influenced by other factors that were not captured in this study.

Table 2: ANOVA

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	34.554	4	8.638	87.680	.000 ^b
	Residual	16.650	169	.099		
	Total	51.204	173			

a. Dependent Variable: Y = performance of IOM

b. Predictors: (Constant), X₄= Project monitoring and evaluation, X₃= Project communication, X₁ = Project planning, X₂ = Project implementation

From the ANOVA, table above, the value of F calculated is 87.680 The overall model was significant because calculated F statistic of 87.680 was greater than the critical F(V₁=4, V₂=169)=1.46 and also because p-value calculated =0.000 is less than Critical p-value =0.05 level of significant. Since the value of F calculated is greater

than F critical, the overall regression model was significant and therefore a reliable indicator of the study findings. In terms of p values, the study indicated 0.000 which is less than 0.05 and therefore statistically significant.

Table 3: Regression coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.406	.233		1.744	.083
X ₁ = Contract planning and execution	.153	.072	.144	2.122	.035
X ₂ = Contract relationship management implementation	.725	.080	.715	9.078	.000
X ₃ = Contract cost management	.202	.074	.183	2.743	.007
X ₄ = Contract monitoring and evaluation	-.183	.093	-.170	-1.974	.050

a. Dependent Variable: performance of IOM

The equation ($Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$) becomes:

Table 3 presents the regression results examining the effect of procurement contract management best practices on the performance of the International Organization for Migration (IOM) in Rwanda. The model indicates that three variables contract planning and execution, contract relationship management, and contract cost management have a positive and statistically significant influence on performance, while contract monitoring and evaluation shows a negative and borderline significant effect.

Contract planning and execution (X₁) has a positive coefficient (B = 0.153, p = 0.035), meaning that improvements in planning and execution lead to better organizational performance. This suggests that timely planning, structured execution, and proper coordination enhance procurement efficiency at IOM. This finding is supported by Songa and Akumuntu (2024) in Rwanda, who found that contract execution significantly improves procurement performance in public institutions due to better coordination and compliance. In addition, Twizere and Dushimimana (2023) in Nyabihu District confirmed that contract planning and execution significantly improve project performance ($\beta = 0.474$, p < 0.05). Contract relationship management (X₂) shows the strongest positive effect (B = 0.725, p = 0.000), indicating it is the most influential factor in improving IOM performance. This implies that trust, communication, and collaboration with suppliers and partners greatly enhance procurement outcomes. This result is strongly supported by Kanimba et al. (2024) in Rwanda Interlink Transport Company, who found that contract relationship management significantly improves procurement performance through trust and dispute resolution mechanisms. Similarly, Hassan and Omwenga (2023) in Kenya reported that relationship management is a key predictor of procurement performance in state corporations.

Contract cost management (X₃) has a positive and significant effect (B = 0.202, p = 0.007), showing that proper budgeting, cost control, and financial monitoring improve performance. This aligns with Mugisha et al.

(2022) in Rwanda, who found that cost control practices significantly improve accountability and efficiency in donor-funded projects. Additionally, research in Kenya shows that cost management is a key determinant of procurement performance, especially in ensuring value for money and reducing wastage

Contract monitoring and evaluation (X₄) shows a negative coefficient (B = -0.183, p = 0.050), indicating that although monitoring and evaluation exist, they may not be effectively contributing to performance improvement. This could suggest inefficiencies, duplication of effort, or weak feedback implementation mechanisms. Similar findings were reported by Uwimpeta and Akims (2025) who noted that while monitoring systems exist, limited use of digital tools and inconsistent application reduce their effectiveness in contract performance improvement. However, other studies in Kenya and Rwanda emphasize that when properly implemented, monitoring and evaluation significantly improve procurement outcomes.

Overall, the regression results indicate that contract relationship management is the strongest driver of IOM performance, followed by cost management and contract planning and execution, while monitoring and evaluation shows weaknesses in effectiveness. These findings are strongly supported by recent studies from Rwanda, Kenya, and Uganda, confirming that effective contract management practices significantly improve organizational performance. However, the mixed result for monitoring and evaluation suggests the need for strengthening implementation mechanisms and feedback utilization to fully enhance procurement performance at IOM Rwanda.

4.4 Research Hypothesis Testing

The first hypothesis stated that there is no significant effect of procurement contract planning and execution on the performance of the International Organization for Migration (IOM). The regression results show a positive coefficient (B = 0.153) with a t-value of 2.122 and a

significance level of 0.035. Since the p-value is less than 0.05, the null hypothesis is rejected. This implies that contract planning and execution has a statistically significant and positive effect on the performance of IOM. Therefore, better planning and effective execution of contracts contribute to improved organizational performance.

The second hypothesis stated that there is no significant effect of contract relationship management on the performance of IOM. The results indicate a strong positive relationship ($B = 0.725$, $t = 9.078$, $p = 0.000$). Since the p-value is far below 0.05, the null hypothesis is rejected. This confirms that contract relationship management has a highly significant and positive effect on performance. It is the most influential variable in the model, meaning that strong relationships, trust, and communication with contract partners greatly enhance the performance of IOM.

The third hypothesis stated that there is no significant effect of contract cost management on the performance of IOM. The findings reveal a positive coefficient ($B = 0.202$) with a t-value of 2.743 and a significance level of 0.007. Since the p-value is less than 0.05, the null hypothesis is rejected. This indicates that contract cost management has a significant and positive effect on performance. It implies that effective budgeting, cost control, and financial monitoring improve the efficiency and overall performance of IOM.

The fourth hypothesis stated that there is no significant effect of contract monitoring and evaluation on the performance of IOM. The results show a negative coefficient ($B = -0.183$) with a t-value of -1.974 and a significance level of 0.050. Since the p-value is exactly at the 0.05 threshold, the null hypothesis is rejected, although with caution. This indicates a marginally significant but negative effect of contract monitoring and evaluation on performance. It suggests that while monitoring and evaluation systems exist, they may not be effectively implemented or fully contributing to performance improvement at IOM.

5. Conclusion and Recommendations

5.1 Conclusion

Based on the study findings, procurement contract management practices significantly influence the performance of the International Organization for Migration in Rwanda. The study concludes that effective contract planning and execution improve efficiency, timeliness, and compliance in procurement processes. Strong contract relationship management plays the most important role in enhancing trust, communication, and cooperation among stakeholders, which improves service delivery. Contract cost management contributes to financial discipline and proper utilization of resources, while monitoring and evaluation remains comparatively weak due to limited effectiveness in feedback use.

Overall, procurement contract management is a key driver of organizational performance. The findings imply that organizations should strengthen procurement planning to ensure timely and well-coordinated contract execution that reduces delays. Strong relationship management with suppliers and partners should be prioritized to build trust, improve collaboration, and minimize conflicts during implementation. Effective cost control systems are necessary to ensure proper budgeting, reduce wastage, and promote accountability in financial management. Monitoring and evaluation mechanisms should also be improved to ensure consistent tracking of contract performance and timely corrective actions. Overall, improving contract management practices leads to better efficiency, transparency, and service delivery in organizational operations.

5.2 Recommendations

Based on the findings of this study on the effect of procurement contract management best practices on the performance of the International Organization for Migration in Rwanda, the following recommendations are proposed:

1. The study found that contract monitoring and evaluation systems are not consistently applied and are weakened by limited use of effective monitoring tools, which reduces their contribution to procurement performance. The IOM should strengthen contract monitoring and evaluation by adopting modern digital tracking tools to ensure consistency, accuracy, and timely monitoring of contract performance.
2. It was observed that feedback from monitoring activities is not always fully implemented, limiting continuous improvement in procurement processes. IOM management should ensure that all monitoring feedback is systematically reviewed and fully implemented to enhance decision-making and improve procurement outcomes.

5.3 Suggestion for Further Research

Future studies should examine procurement contract management practices in other international organizations operating in Rwanda to allow comparative analysis and broader generalization of findings. Further research could also focus on the role of digital procurement systems and their influence on contract monitoring and evaluation effectiveness. In addition, studies should investigate the challenges affecting contract monitoring and feedback implementation to identify practical solutions for improving performance.

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