

## The Effect of Procurement Contract Monitoring on Performance of Gicumbi District, Rwanda

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### ABSTRACT

*The study evaluated the effect of procurement contract monitoring on performance of Gicumbi District in Rwanda. Gicumbi District, forming part of the Northern Province, is composed of 21 sectors. These sectors further divide into 109 cells and 630 villages. Positioned in the eastern region of the Northern Province, its geographical boundaries are adjacent to Burera district in the North, Nyagatare, Rwamagana, and Gatsibo in the East, Rwamagana and Gasabo in the South, and Gasabo Burera and Rulindo in the West. This study used Stakeholder Theory. The researcher conducted both descriptive and correlational studies. The population of this study was 127 people including Executive committee, Finance unit, administrative unit and Human Resources, Procurement Unit, Planning Unit, Agriculture and Natural resources Unit, Bureau of District Engineers (BDE) Unit, Good governance unit, social unity, One stop Center Unit, Health unit, Executive Secretary and Corporate services and Contractors of Gicumbi District. The study used a census inquiry method instead of sampling. This decision is based on the small size of the target population. Therefore, data were collected from every single individual or unit within the entire target population of 127. The researcher relied on document analysis and questionnaires to collect data. The statistical analysis of the collected data was conducted using Statistical Package for Social Sciences (SPSS) which is a widely used tool for statistical computation in research. The researcher employed descriptive and correlational analysis in this approach. Descriptive and correlational research designs were used. Model Summary indicates a robust positive relationship, where effective contract monitoring is likely to enhance overall performance outcomes. The R Square value of 0.687 means that approximately 68.7% of the variance in performance explained by procurement contract monitoring activities. More crucially, the coefficient for procurement contract monitoring is 0.849, indicating a strong effect every one-unit increase in contract monitoring is associated with an increase of 0.849 units in performance. The t-value of 15.804 with a p-value of .000 further establishes the significance of this predictor, indicating clear evidence that enhanced contract monitoring is essential for improving performance of Gicumbi District. The significance level (Sig.) of 0.000 confirms that the procurement contract monitoring on performance of Gicumbi District in Rwanda is statistically significant. It is recommended that Gicumbi District conduct regular evaluation meetings with all stakeholders involved in contract execution, promoting accountability and enabling timely identification and resolution of any issues that arise.*

**Keywords:** Contract Monitoring, Performance, Procurement, Stakeholder Theory

### 1. INTRODUCTION

In today's highly competitive global business environment, effective contract management is essential for companies to thrive and expand. Contract administration encompasses all aspects of a contract, from its creation to its termination, as well as the relationships involved, implementation, monitoring, and payment calculation (Mariko, 2021). A study conducted in the United Kingdom illustrates the challenges faced by public institutions in managing procurement contracts amid austerity measures. The outcome emphasizes the role of effective contract management in fostering a collaborative environment that allows public institutions to navigate budget constraints while maintaining service quality (Blasi *et al.*, 2022).

The successful execution of contracts and the achievement of expected project outcomes are also integral components of procurement performance. Contract management involves the tasks undertaken by a buyer throughout the duration of a contract to guarantee that all parties involved fulfill their obligations as agreed. According to Nsereko, *et al.* (2022), it contains activities such as inviting and assessing bids, awarding and carrying out contracts, measuring performance, and calculating payments. Additionally, it involves overseeing contract relationships, addressing related issues, and implementing necessary changes or amendments to ensure that all parties meet or surpass each other's expectations and work together to achieve the contract's objectives. Maina and Osoro (2020) further elaborate that contract management includes preparing procurement documents, processing and approving

these documents, monitoring contract execution, authorizing and managing alterations to contracts, and potentially terminating contracts when necessary.

Matto *et al.* (2021) investigated how contract management influenced value-for-money procurement in Tanzania. According to the findings, well-managed contracts could make Tanzanian public procurement more cost-effective. Contract structure and quality control were highlighted as important value-for-money drivers. There was no significant correlation between value for money and features such as contract management, time management, or cost control. Dusabimana (2022) conducted research in Musanze District to assess the performance of procurement and disposal authorities within Rwandan local government in terms of contract management. According to the findings, the success of entities engaged in purchasing and selling is dependent on effective contract administration. Similarly, Jolly (2022) investigated the effect of contract management practices on procurement performance and found that contract management practices influenced procurement performance in Nyarugenge District.

### 1.1 Statement of the Problem

Despite various reforms and initiatives by governments in developing nations such as Rwanda, along with support from organizations like the World Bank aimed at enhancing the effectiveness of the procurement process, public procurement continues to be affected by substandard contracts and the provision of low-quality goods and services (Kakwezi & Nyeko, 2019).

During the year 2019, The Government of Rwanda assesses and ranks decentralized entities based on several interconnected criteria, including the level of accomplishment of Imihigo targets, performance in joint Imihigo assessments, accuracy of supporting documentation for implemented activities, satisfaction levels of citizens, effectiveness of collaboration between district leadership and stakeholders, and teamwork among staff. Furthermore, performance contracts prioritize the attainment of good governance and enhancement of citizens' social welfare. However, the Imihigo for the 2018/2019 period were put on hold to ensure proper integration of the methodology used for measuring local government performance and to ensure that district scores accurately reflect procurement performance, service delivery, and tangible impacts on people's lives (Dusabimana, 2022).

One of the significant issues observed in contract management and performance within local government entities in Rwanda includes disruptions in contract execution, non-compliance with contract terms and conditions, neglect of employment duties, and managing expenses. These factors collectively impact procurement performance. The report identified delays from suppliers, delays in payment execution by government procuring entities, disputes stemming from poorly defined specifications and terms of reference, and inadequate day-to-day monitoring of obligations by the government procuring entity as the primary root causes of poor contract management. These challenges seem to stem from a lack of contract management tools and underscore the necessity for increased accountability and training for legal officers (Kyarisiima, 2022).

While Umunezero (2022) looked at how the Rwandan Ministry of Environment's procurement performance was affected by contract management. This research set out to fill this knowledge gap by studying how Gicumbi District's performance was affected by procurement contract monitoring.

### 1.2 Research Objective

The objective of this study was to examine the effect of procurement contract monitoring on performance of Gicumbi District.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Stakeholder Theory

Stakeholder Theory first developed by Edward Freeman in the 1980s, revolutionized management perspectives by advocating for the consideration of diverse stakeholder interests in organizational decision-making processes (Freeman *et al.*, 2020). According to stakeholder theory, a stakeholder is any individual or group of individuals who can influence or be influenced by the operations of a company. In project management literature, stakeholders have been traditionally defined according to their connection to the project. In public entities, Stakeholder Theory highlights the importance of recognizing and addressing the needs of various stakeholders, including government officials, taxpayers, citizens, contractors, and regulatory bodies (Corazza *et al.*, 2023).

The core premise of Stakeholder Theory is that organizations do not exist in isolation; they are part of a complex web of relationships and interactions with various groups that have a vested interest in their operations. This



theory encourages public institutions to consider not only the interests of shareholders but also the broader community, advocating for a more inclusive approach to governance. Implementing Stakeholder Theory in public administration has several advantages. First, engaging stakeholders in the decision-making process can lead to better outcomes, as it provides insights into the diverse perspectives and needs of the community. This participative approach can enhance transparency and accountability, thereby increasing public trust in government actions. Involving stakeholders also helps to identify potential conflicts early, allowing for more effective conflict resolution and a smoother implementation of policies and projects.

However, applying Stakeholder Theory is not without its challenges. One significant hurdle is the difficulty in balancing the often-competing interests of different stakeholders. Public entities must navigate these conflicting priorities carefully to ensure that decisions are fair and equitable. Moreover, the dynamic nature of stakeholder relationships requires ongoing engagement and communication, which can be resource-intensive. Furthermore, the reliance on stakeholder input may sometimes lead to decision paralysis, where too many voices can complicate and slow down the decision-making process. Public administrators must develop effective strategies for stakeholder engagement that ensure inclusivity while maintaining efficiency.

Stakeholder Theory helped this study to assess how diverse stakeholder interests in procurement contract management influence the performance of public institutions, focusing on Gicumbi District's planning, negotiation, execution, and monitoring processes to enhance overall effectiveness and accountability.

## 2.2 Empirical Review

García and Kim (2021) investigated how contract monitoring affects the performance of public educational institutions in Spain. A mixed-methods approach was used, incorporating quantitative surveys from 50 school administrators and qualitative interviews. The data were analyzed using SPSS for regression analysis to assess the relationship between contract monitoring and educational performance indicators. The findings indicated a significant positive relationship ( $r = 0.65$ ,  $p < .01$ ) between contract monitoring and educational outcomes, including a 20% improvement in student performance and a 15% increase in resource efficiency. The study recommends that schools focus on strengthening contract monitoring processes, invest in training for administrators, and use data-driven decision-making to optimize contract performance and educational outcomes.

Gamariel and Egide (2021) conducted the study to determine the effects of contract monitoring, contract negotiations, and relationship management on construction projects Performance with the case of water treatment plants for WASAC. The research team employed an explanatory design, and they polled 110 workers (including contractors and consultants) to get their take on things. One hundred and ten people participated in the survey, selected at random. The data was examined using SPSS after being acquired through a questionnaire. Results showed that the independent variable (building project performance) explained 32.6% of the dependent variable (performance). This is supported by the coefficient of determination (R-square) of 0.326. As shown by a p-value of  $0.004 < 0.05$ , a statistically significant F-value of 14.829 was also discovered. It follows that the success of WASAC building projects hinges on the management of the relationships between agencies and contractors, as well as the processes for negotiating and overseeing contracts. The study suggests that in order to improve project performance in terms of time, money, and quality, WASAC management should put more effort into contract negotiations, monitoring, and relationship management. They should also establish internal rules and procedures for contract management to ensure consistency, and train their staff to continuously build their capacity and transfer knowledge.

## III. METHODOLOGY

The researcher conducted both descriptive and correlational studies. Descriptive research design used surveys to collect information on a variety of issues and correlational study research design examined at the links that exist between variables under the study.

The study used a census inquiry method instead of sampling. This decision is based on the small size of the target population. Therefore, data were collected from every single individual or unit within the entire target population of 127. By doing so, the researcher obtained highly accurate and comprehensive data, ensuring that the findings are directly applicable and potentially generalizable to the entire population without the need for sampling techniques.

Participants were sent a survey with short, Disagree/Agree answers for this research. With response options, the responders were presented with a number of options from which to choose an answer. For this study, participants were given the questionnaires and expected to fill it out independently, before returning it to the researcher through the same method and in the specified time frame.



The researcher used Cronbach alpha technique as a measure of dependability. Cronbach’s alpha,  $\alpha$  (or coefficient alpha)’s values range from 0 to 1, and higher values imply more dependability. In speaking, a rating of higher than or equivalent to 0.7 is appropriate.

**Table 1**  
*Reliability*

Variables	N of Items	Cronbach's Alpha	Decision
Procurement contract monitoring	6	.751	Acceptable Reliability
Performance of public institution	6	.827	Acceptable Reliability

The researcher more easily displayed the findings in the form of numbers and statistics, giving the reader a more holistic understanding of the findings. Statistical Package for Social Sciences (SPSS) version 25 was used in the study.

The researcher followed the freedom of expression by respecting the rights and privacy of the respondents. For instance, asking permission and informing concerned persons of these research objectives were applied. Humble request of participant’s time and willingness to respond, addressing to them in appropriate approaches to gain people’s respect was practiced. Selecting respondents was conducted freely and fairly with no discrimination based on religion, sex, race, etc. The researcher protected the privacy of the participants and make certain that their participation in the study does not affect their personal or professional lives.

#### IV. FINDINGS & DISCUSSIONS

##### 4.1 Response Rate

The researcher performed the response rate for the survey. Out of a total of 127 questionnaires distributed, 116 were returned, resulting in a response rate of 91.34%. Additionally, the results show that only 11 questionnaires, or 8.66%, were unreturned, indicating that the outreach efforts to public institutions were largely effective. The data collected through this survey is crucial for understanding the effect of procurement contract monitoring on performance of public institutions, as it reflects the perspectives of those directly involved in or impacted by procurement processes within the public sector.

##### 4.2 Descriptive Statistics

For each proposition, researcher displayed the distribution of participants’ ratings on the Likert scale along with their means, and standard-deviations. On a 5-point scale, where 1 signifies Strongly Disagree and 5 means Strongly Agree, participants were asked to indicate their level of agreement or disagreement.

**Table 2**

*Descriptive Statistic on Procurement Contract Monitoring of Gicumbi District*

Statements	Mean	Std. Dev.
Compliance monitoring is effectively conducted during contract execution.	4.32	.812
Risk monitoring mechanisms are strong and practical.	4.30	.846
Financial monitoring during contract execution is detailed.	4.18	.974
Performance reporting during contract execution is comprehensive.	4.43	.877
Compliance monitoring is a standard practice in contract monitoring.	4.50	.775
The organization effectively identifies and addresses risks during monitoring.	4.38	.787
Overall	4.35	.845

Table 2 presents the descriptive statistics on procurement contract monitoring of Gicumbi District. A notable number of respondents strongly agreed with the statement that compliance monitoring is effectively conducted during contract execution. The very high mean score of 4.32 indicates a very strong positive agreement among respondents, while the standard deviation of 0.812 shows some heterogeneity in their responses. Also, the statement that risk monitoring mechanisms are strong and practical, a significant number of respondents also expressed a very strong positive agreement, as reflected by a very high mean score of 4.30 and a standard deviation of 0.846 (heterogeneous), indicating a favorable view on the effectiveness of risk monitoring. Furthermore, the statement that financial monitoring during contract execution is detailed, there was strong positive agreement as well, with a high mean score of 4.18, although the standard deviation of 0.974 indicates a wider heterogeneity in opinions.



Moreover, a significant number of respondents strongly agreed that performance reporting during contract execution is comprehensive, demonstrated by a very high mean score of 4.43, with a standard deviation of 0.877 indicating some heterogeneity in how participants perceive the completeness of reporting. For the statement that compliance monitoring is a standard practice in contract monitoring, the very high mean score of 4.50 reflects very strong positive agreement, while the standard deviation of 0.775 shows heterogeneity among responses. Lastly, the statement regarding the organization's effectiveness in identifying and addressing risks during monitoring received a very high mean score of 4.38, indicating a very strong positive agreement, and a standard deviation of 0.787 indicates heterogeneous perceptions among respondents.

Overall, the very high mean score across all statements was 4.35, indicating a very strong positive agreement among respondents on the effect of procurement contract monitoring on the performance of Gicumbi District, with a standard deviation of 0.845 highlighting some level of heterogeneity in the responses.

The findings are consistent with García and Kim (2021), who emphasized that procurement contract monitoring, is vital for enhancing the performance of public institutions. This aligns well with the experiences in Gicumbi District, where respondents highlighted the effectiveness of compliance monitoring and risk management during contract execution. Participants noted that thorough monitoring allows for the timely identification of potential issues, which can significantly impact project outcomes. Both studies underscore that strong monitoring processes are essential for facilitating timely adjustments, improving resource efficiency, and ultimately ensuring that public institutions meet their strategic objectives and deliver quality services to the community.

This study utilized Stakeholder Theory to examine the effect of procurement contract monitoring on the performance of Gicumbi District. By addressing the needs and concerns of various stakeholders, this theory underscores the importance of continuous oversight in fostering transparency and accountability, ultimately enhancing the effectiveness of public procurement practices.

**Table 2**

*Descriptive Statistic on Performance of Gicumbi District*

	Mean	Std. Dev.
Gicumbi District consistently achieves its goals and objectives.	4.31	.869
Gicumbi District demonstrates high levels of efficiency and effectiveness in activities.	4.16	.874
Gicumbi District exhibits a strong track record of delivering quality goods and services through its procurement processes.	4.46	.817
Stakeholders perceive Gicumbi District procurement performance as satisfactory or above expectations.	4.30	.915
Stakeholder satisfaction and cost-effectiveness in procurement reflect the high quality of services and effectiveness in Gicumbi District.	4.41	.875
Accountability and transparency are integral aspects of Gicumbi District operations.	4.20	.944
Overall	4.30	.882

Table 3 presents the mean scores and standard deviations for statements related to the performance of Gicumbi District, indicating clear agreement among respondents regarding the effectiveness of the district's operations. The statement that Gicumbi District consistently achieves its goals and objectives received a very high mean score of 4.21, reflecting a very strong positive agreement that the district meets its intended targets. Following closely, the statement that Gicumbi District demonstrates high levels of efficiency and effectiveness in activities has a high mean of 4.16, indicating strong positive agreement regarding the district's operational efficiency. Meanwhile, the statement that Gicumbi District exhibits a strong track record of delivering quality goods and services through its procurement processes holds a very high mean of 4.46, highlighting that, participants feel the procurement practices contribute significantly to overall performance. The statement that stakeholders perceive Gicumbi District's procurement performance as satisfactory or above expectations is also affirmed with a very high mean of 4.30, demonstrating a very strong positive agreement about the perceived effectiveness of the district's procurement. The statement that stakeholder satisfaction and cost-effectiveness in procurement reflect the high quality of services and effectiveness in Gicumbi District achieved a very high mean of 4.41, reflecting participants' very strong positive belief in the quality of services provided. Lastly, the statement that accountability and transparency are integral aspects of Gicumbi District operations showed a very high mean of 4.20, emphasizing that participants agree with strong positive agreement on the importance of these principles in the district's operations.

In terms of standard deviation, all statements have values above 0.5, ranging from 0.817 to 0.944, indicating that the data is heterogeneous for most of these aspects, highlighting varied perceptions among respondents.



The overall very high mean score for the performance of Gicumbi District stands at 4.30, further supporting the notion that participants view the district's performance positively.

The findings are consistent with Dusabimana (2022), who emphasized that the performance of public institutions is significantly influenced by effective procurement practices and good governance. This aligns well with experiences in Gicumbi District, where respondents highlighted the importance of timely execution, accountability, and collaboration among different units. Such practices not only ensure that projects are completed efficiently but also foster community trust and satisfaction, ultimately contributing to enhanced service delivery and sustainable development in the region.

### 4.3 Regression Analysis

Regression analysis is a statistical method used to examine the relationship between one dependent variable and one or more independent variables.

**Table 3**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 <sup>a</sup>	.687	.684	.37219

a. Predictors: (Constant), Procurement contract monitoring

The findings presented in Table 3 indicate a strong correlation between procurement contract monitoring and the performance of Gicumbi District, as evidenced by an R value of 0.829. This suggests a robust positive relationship, where effective contract monitoring is likely to enhance overall performance outcomes. The R Square value of 0.687 means that approximately 68.7% of the variance in performance explained by procurement contract monitoring activities. The results of this study repeat the effect of procurement contract monitoring as it relates directly to organizational performance, aligning with findings from the broader literature. García and Kim (2021) identified a significant correlation ( $r = 0.65$ ) between contract monitoring and improved educational performance indicators in Spain, highlighting a 20% enhancement in student outcomes. This study emphasizes monitoring as effective practices to ensure accountability and optimize results, a premise which is mirrored in the Gicumbi District findings where a 68.7% variance in performance can be attributed to contract monitoring.

**Table 4**

*ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.600	1	34.600	249.782	.000 <sup>b</sup>
	Residual	15.791	114	.139		
	Total	50.392	115			

a. Dependent Variable: Performance

b. Predictors: (Constant), Procurement contract monitoring

Table 4 provides significant statistical insight through its ANOVA results. The F-value of 249.782 along with a p-value of .000 confirms that procurement contract monitoring significantly influences performance. This implies that the regression model is more effective than a model with no predictors, and the contribution of procurement contract monitoring is statistically significant. Similarly, Gamariel and Egede (2021) explored the interdependence of contract monitoring, negotiations, and relationship management within construction projects. They observed that these factors collectively explained 32.6% of performance outcomes, underscoring the necessity of effective contract management to foster project success.

**Table 5**

*Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.692	.186		3.728	.000
	Procurement contract monitoring	.849	.054	.829	15.804	.000

a. Dependent Variable: Performance

In Table 5, the coefficients reveal key insights into the impact of procurement contract monitoring on performance. The constant term is 0.692, indicating that even absent of procurement contract monitoring, a baseline performance level exists. More crucially, the coefficient for procurement contract monitoring is 0.849, indicating a strong effect every one-unit increase in contract monitoring is associated with an increase of 0.849 units in performance. The t-value of 15.804 with a p-value of .000 further establishes the significance of this predictor, indicating clear evidence that enhanced contract monitoring is essential for improving performance of Gicumbi District. The insights from this research contribute to the ongoing discourse on public sector efficiency and the necessity of rigorous contract monitoring frameworks. Scholars like Nsereko, Tait, and Oosthuizen (2022) advocate for comprehensive contract management practices that encompass the selection of bidders, performance evaluations, and resolution of disputes, aligning with the practices observed in Gicumbi District. The empirical evidence laid out through the regression analysis supports the assertion that effective procurement contract monitoring is not only critical but central to enhancing performance, affirming that investment in such monitoring can yield substantial dividends in public service delivery.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusion

The research revealed the effect of procurement contract monitoring on performance of Gicumbi District. By systematically overseeing contract execution and fostering collaborative relationships among stakeholders, effective contract management not only ensures that all parties fulfill their obligations but also optimizes overall project outcomes. This study supports existing literature, demonstrating that improved contract monitoring practices lead to significant advancements in service delivery and operational efficiency of Gicumbi District.

### 5.2 Recommendation

Gicumbi District should implement strong performance monitoring systems during contract execution, which track adherence to timelines and quality standards, ensuring that all contractual obligations are met efficiently. It is recommended that Gicumbi District conduct regular evaluation meetings with all stakeholders involved in contract execution, promoting accountability and enabling timely identification and resolution of any issues that arise.

Gicumbi District is recommended to develop and utilize structured monitoring tools and metrics that can systematically assess procurement processes and outcomes, ensuring compliance and effectiveness in contract execution.

Additionally, Gicumbi District should integrate feedback mechanisms that allow stakeholders to report on contract performance regularly, facilitating the identification of best practices and areas for improvement in future procurement activities.

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