THE IMPACT OF CONTRACT MANAGEMENT PRACTICES ON SERVICE DELIVERY (A CASE OF BINDURA MUNICIPALITY)

MUSERUKA NATSIKAI

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NAME OF STUDENT: MUSERUKA NATSIKAI

REG NUMBER: B1025952

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PERMANENT ADDRESS: STAND NUMBER 527 GREENHILL BINDURA

DATE: MAY 2019
APPROVAL FORM

Bindura University of science education for acceptance, a dissertation entitled, the impact of effective contract management on service delivery, submitted by Museruka Natsikai (B1025952) in partial fulfilment of the requirements for Master of Science Degree in Purchasing and Supply Chain Management at Bindura University of Science Education.

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SUPERVISOR (S) DATE

……………………………………… ………………………………………
CHAIRPERSON DATE

……………………………………… ………………………………………
EXTERNAL EXAMINER DATE

DECLARATION

I hereby declare that this is my original work and has not been submitted for any award at any institution.

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DEDICATION

I dedicate this study to my family, my mother and father for their support throughout my study.
Acknowledgement

I am grateful to Bindura Municipality and its staff members for a positive contribution to my study. I would like to thank you all for your participation. My great honour goes to my supervisor Dr BE Mushanyuri, for the support you gave me during the course of my study, lastly many thanks goes to my friends James Nyatsande, Shumirai Chirikure, Masenda Charles and Kanyanda Winnie for the support and encouragement for the journey could not be easy without you.
ABSTRACT

This study investigated on the impact of contract management practices on service delivery context of Bindura Municipality. The study was guided by four specific objectives: to analyse the nexus between contractor relationship management on service delivery; to determine the relationship between monitoring intensity on service delivery; to determine the relationship between risk management on service delivery; to critically analyse the relationship between evaluation practices on service delivery. The study was premised on Agency theory and kraljic matrix model. Explanatory research design was adopted and Data collection was done through use of questionnaires. A sample size of 49 (n=49) was used obtained by census. Data was analyzed using SPSS version 2.1, descriptive and inferential statistics. Overall, the study findings indicated that there is a positive and statistically significant relationship between effective contract management and service delivery. The findings reviewed that there is a positive and statistically significant relationship between contractor relationship management (p=0.011<0.05), monitoring intensity (p=0.003<0.05), risk management (p=0.018<0.05) and evaluation practices (p=0.004<0.05) and service delivery at Bindura Municipality. The study recommended that it is critical for Bindura Municipality to strive in improving the adoption of effective contract managements practice to boost service delivery. There is need for risk management policy, intensive monitoring of contracts through capacitating financial and human resources investments towards monitoring intensity, increase good working relationship with contractors through trust and mutual understanding to deter the opportunistic behaviors. The Municipality was recommended to consider both internal and external technical evaluation experts to influence any decision making towards project goals and objectives. The researcher also recommended training to key project stakeholder in risk management, contract monitoring, and project evaluation training Programmes.
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CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

The study seeks assess the impact of effective contract management practices on service delivery. This chapter presents the background of study, problem statement, research objectives, significance of the study, scope and limitations of the study and the chapter summary.

1.1 Background of the study

Governments across the globe may be irrelevant without the provision of public goods and services through contracts. This was the evolution of Contract management and it became an imperative tool to improve service delivery in both developed and developing governments. According to International Association of Contracts and Commercial Management IACCM(2019) reported that 77% of local Governments and Municipalities lose value due to project delays ,cost overruns a risk that may be mitigated through diligence in contract management. However the Common Market for East and Southern Africa COMESA (2011) guidelines observed that neither the (COMESA) procurement directive nor the United Nations Commission on International Trade Law (UNICITRAL) model law specifically addressed the subject of contract management (Harpe, 2015).In several African countries few articles have rigorously analyzed and empirically tested factors that actually affects a government agency’s decision to manage contracts. Within relatively scarce empirical evidence on contracting decisions and management Boyne, 1998; Ferris and Graddy (1986) found that there is still limited information on the effectiveness of contract management specific to public procurement Zimbabwe inclusive. Linked to this limitation, is a true fact that inefficient contract management practices is on spotlight and had captured headlines world over primarily in Municipal and local government organisations. Hardly a day goes by without the revelation of public procurement contracts scandals in both developed and developing countries.According to Johnson(2011);Rosenbaum & Williams(2002) cited in Agbanyo and Obeng(2016) affirmed that
contracts damages in USA local government costed over 270 million British pounds claimed by Raytheon Co.RTN from the UK government. On other hand in developing countries Agbanyo and Obeng (2016) revealed that over 900 million was lost in Ghana local government contracts alone. PPDA of Uganda (2012) estimated that more than $200 million is lost every year in procurement corruption alone mainly due to poor contract monitoring system. This could be just a tip of an iceberg if there was revelation of more statistical figures on contracts loses in both developing and developed governments.

Related to these challenges include deficiencies in contractor relationship management, monitoring intensity, risk management and evaluation practices in spirit of achieving effective contract management practices to enhance service delivery in these spotlighted organisations. Oluka and Basheka (2013) found that most contracts had no appointment of contract managers and no contract monitoring or supplier appraisal reports and this casted doubts on effective contract management on service delivery.

Historically public contracts dates back to 800 B.C in the development of silk trade between China and a Greek colony Thai (2001) cited in Chigudu (2015). On other hand Coe (1989) found that the earliest procurement order inscribed on a red clay tablet found in Syria with order dates between 2400B.C being for 50 jars of fragment smooth oil for small weight in grain.

In African context, Odhiambo and Kamau (2003) confirmed that central government purchases range from 9 per cent to 13 per cent in the middle east and Africa indicating that public contracts in a country plays a vital role. Related to this view is an assertion by Caldwell et al. (2009) who found that procurement contract has a great impact to the economy and accounts for approximately 10-30 per cent of gross net profit (GNP). Arrow smith and Tribus (2008); Shaw (2010) viewed public contracts as an important tool for achieving economic, social and other objectives. On the other hand, Municipal Research and services centre (2013) defines service delivery as a component of business that defines the interaction between providers and clients where the provider offers a service whether that is information or a task and the client either finds value or loses as a result. Salim (2013) opined that it has a significant effect on service delivery in local authorities.
The Zimbabwean print media has been awash with reports of public contracts corruption and bribes. For instance Harare City Council was reported to have lost $80 million dollars in construction of a 20km road instead of incurring a cost $10 million dollars (Musanzikwa, 2013). He further reiterated that every government project has generated controversy and he mentioned such projects which included construction of airport road in Harare, Zimbabwe Electricity Supply Authority’s (ZESA) prepaid meter supply project and the expansion of Gokwe District Hospital. Linked is an assertion by Bogere (2013) who found that road construction projects are still associated with substandard work, loss of government funds and untimely completion of projects. This is in line with the findings by Dzvuke(2015) who found that in Zimbabwe public procurement suppliers were not appraised and rated and he observed suppliers who only provided the required documents and a $100 registration fee can register without proper evaluation in regard to their competence and ability to perform government contracts. The Auditor General Report (2016) showed that several cases of flawed procurement systems were rife in Municipalities, City councils and to mention the list is endless. This agrees with the observation by Uromo(2014) who argued that despite the conflict of interest being covered under law, the law is not enforced in practice. Correlated to this is a study by Musanzikwa (2013) who reported that the need to comply with Zimbabwe indigenization policy resulted in tenders being awarded to incompetent companies.

In response to this and other inefficiencies bedevilling the public procurement system in Zimbabwe municipalities included, the Government engaged in public procurement reforms which focused on reviving the economy and this was witnessed by momentous developments for the past four years. According to Thuo and Njeru (2014) asserted that the major aim for public procurement reform is to have an efficient and transparent procurement system. This is in line with the white paper (2005) which asserted that public procurement has tremendous impact on the economy social, political and legal environment. Tumutegeereize (2013) reiterated that these reforms have made procurement a strategic function that had a positive impact on the development of Uganda and created professionalism in public contracts.

Included in the developments was the abolishment of State Procurement Board (SPB) which was both a referee and a player in the public procurement regulatory environment to a new regulatory authority Public Regulatory Authority of Zimbabwe (PRAZ). The Public Procurement and
Disposal of Public Assets Act (Chapter 22:23) (PPDPA of 2018) was established and it repealed the Public procurement act Chapter 22:14. The PPDPA OF 2018 originated from the United Nations Commission on International Trade Law (UNICITRAL) model law Chizu (2018). Based on the findings of the World Bank which had carried out the assessment on the public procurement in Zimbabwe it was found that the public procurement system had immense weakness hence need to forestall it. The PPDPA and regulations of 2018 were then enacted to introduce procedures for efficient and effective public procurement with objectives of ensuring that the procurement is effected in a manner that is transparent, fair, honest, cost effective, competitive promoting competition among bidders, fostering integrity leading to value for money whilst balancing environmental, social- economic goals (PPDPA and regulations of 2018).

The PPDPA and regulations of 2018 enshrines critical contract management sections just to mention a few 78 -89 which empowered procurement professionals to have a management role in public procurement contracts.

Bindura Municipality is an administrative body tasked with providing services for residence of Bindura. The Municipality provides local government services such as education, health, recreation, housing, water and sanitation, fire and ambulance, road construction and maintenance, burial and cremation services among others through its five departments which are headed by directors. The organization procures its goods and services under PPDPA and regulations of 2018. It has the mandate to ensure that contractors or suppliers discharge their duties perfectly through contract management procedures, however cases of contractors being paid for work that they have not done was reported rife at the Municipality (Mutema,2016). This is in line with the Auditor General Report, 2014 as cited in Jonga(2015) revealed that 30% of the contracts in audited procurements at Bindura Municipality were not implemented as per terms of the contract. If this trend continues there will be continuous loss of funds to rectify the substandard work, thereby constraining the limited financial resources resulting in low value for money. It is against this background that the study was motivated to expound on the impact of contract management practices on service delivery at Bindura Municipality.

1.2 Statement of the problem
Mutema (2016) asserts that the Municipality of Bindura faced unprecedented challenges of failing to efficiently and effectively implement contract management in its various road
construction, sewer and water reticulation projects which resulted in loss of millions of dollars on projects funds in flawed contract deals. In addition he also revealed that the council lost 1.5 million dollars to contracted vendors that were meant for road maintenance. A total of 40km road resurfacing was supposed to be covered, but the contracted company only surfaced less than a kilometer and this could have been attributed to ineffective contract management practices on account of poor monitoring of contracts, poor risk management, lack of contractor relationship management and lack of evaluation practices. It was also discovered that two million dollars earmarked for sewer and water reticulation maintenance was paid, but the same contracted firms failed to deliver the contract. If this style goes unchecked, the municipality will face inefficiencies in the form of decreased value for money, demotivation of ratepayers and poor services revenue collections. Besides the country requires through the new procurement reforms to realize its value for money in the process serving its people hence achieve the national economic vision 2030. It is against this background that the study therefore seeks to explore the impact of contract management on service delivery at Bindura Municipality.

1.3 Aim of the study
The study seeks to explore the impact of contract management on service delivery at Bindura Municipality.

1.4 Objectives of the study

➢ To critically analyze the effect of managing contractor relationship on service delivery at Bindura Municipality
➢ To determine on the influence of monitoring intensity on service delivery at Bindura Municipality
➢ To examine the impact of risk management on service delivery at Bindura Municipality
➢ To critically analyze the nexus between evaluation practices on service delivery at Bindura Municipality

1.5 Research Questions

➢ Is there an existing relationship between managing contractor relationship and service delivery?
➢ Does the relationship between monitoring intensity and service delivery exist?
➢ What is the relationship between risk management and service delivery?
➢ Is there any existing relationship between evaluation practices and service delivery?

1.6 Assumptions

It is assumed that:

➢ Respondents were honest on their responses

➢ The respondents understand the concept of contract management and its dimensions

➢ There would be maximum cooperation from the respondents

➢ Respondents would be allowed unlimited access to valuable information

1.7 Significance of the study

To the researcher

The researcher broadened his understanding of the relationship between contract management and service delivery particularly in local authorities. It would also enable the researcher to gain research skills and experience to conduct research in the future and to combine academic theories with practical procedures.

To the Bindura Municipality

The study provided the government and the municipality with valuable information regarding to the relationship between contract management and service delivery in municipal context. The recommendations of the study would help policy makers in formulating legislatives that are in line with enhancing service delivery of projects undertaken by the municipality as well as implementing effective contract management practices.

To the University

The findings contribute to new body of knowledge and shall also pave way for future researches to other students. This research provided valuable and unique contribution to public procurement literature.
1.8 Delimitations
The research focused on the impact of contract management on service delivery at Bindura Municipality in Mashonaland Central. The study concentrated on only four aspects of contract management practices, namely managing contractor relationship, monitoring intensity, risk management and evaluation practices. The research was covered between the periods of 2018 to 2019

1.9 Limitations
There is limited time for carrying out the research and data collection from respondents. The researcher also encountered some difficulties in obtaining authority from management, thus the researcher had to adequately assure them that the data would be collected absolutely for academic purposes.

1.10 Definition of Terms
Contract management – are those activities related to contract handling including invitation to and evaluation of bids, awarding and implementation of contracts, measurement and payment calculation.

CIPS- chartered Institute of Procurement and Supply

Municipality- Elected local government body having corporate status and limited self-governance rights, and serving a specific political unit such as a town or city

Service delivery – intertwines with projects performance associated with timely delivery low costs, quality, and customer satisfaction and entails a component of business that defines the interaction between providers and clients where the provider offers a service whether that is information or a task and the client either finds value or loses as a result

Operational performance – firm’s factors such as human resource development, marketing strategy, customer service, image or reputation, corporate social responsibility, contract management, supplier relationship and communication

Public procurement-is the acquisition of goods and services and works by a procuring entity using public funds.
PPDPA – refers to Public Procurement and Disposal of Public Assets act of Zimbabwe chapter 22:23

Local authority- an administrative body in local government

1.11 Organisation of the study
This study is presented in five chapters. Chapter 1 introduces the research

Chapter 2 reviews the literature related to the impact contract management on service delivery.

The reviewed literature was used in the critical analysis of the study findings.

Chapter 3 presented the methodology on how the study was conducted.

Chapter 4 presented the study findings and discussion of the study findings.

Chapter 5 outlines the summary, conclusions and recommendations of the study derived directly from the research findings. Furthermore, the chapter presents the suggested area of further research.

1.12 Summary
The chapter looked at the background to the study, statement of the problem, research objectives, research questions, assumption of the research, significance of the study and definition of terms, delimitation and limitation of study were also discussed. The following chapter focused on literature review on the subject of contract management and service delivery.
CHAPTER II

LITERATURE REVIEW

2.0 Introduction
This chapter looked at literature review on the impact of contract management on service delivery. According to Saunders (2009) literature review endeavors to discuss and analyze existing literature that is relevant to the problem being studied. It helps one to find out what others have already researched and reported on (Saunders, 2012). Using theoretical insights, concepts and empirical evidence, the researcher will be able to identify gaps and weakness in prior studies so as to justify a new investigation.

2.1 Conceptual framework
The conceptual framework is the schematic diagram which shows the variables included in the study. According to Creswell (2003) conceptual framework represents the researcher’s synthesis of literature on how to explain a phenomenon. The conceptual framework was developed to provide clear links of dependent and independent variables as they relate to each other in this research. The framework therefore shows the relationship between contract management practices and service delivery at Municipality of Bindura.

The conceptual framework was derived from the contract management principles model of Bong (2008). The model discussed contract management variables, which include evaluation practices, risk management, monitoring intensity, and contractor relationship management. Incorporated in this model is the contract management between Bindura Municipality and private contractors and the likely outcome after awarding contracts. The dependent variable service delivery was analyzed in the in terms of quality works or services, customer satisfaction, timely delivery, efficiency and effectiveness.
THE CONCEPTUAL FRAMEWORK

**CONTRACT MANAGEMENT**

(INDEPENDENT VARIABLE)

- Contractor relationship management
- Mutual cooperation with contractors’ reciprocal trust with contractors
- Monitoring intensity
  - Quality, time cost, specifications inspections as per contract agreement
- Risk management
  - Timely response to project risks
  - Political does not influence contract
- Evaluation practices
  - Supplier eligibility evaluations
  - Project implementation evaluations

**SERVICE DELIVERY**

(DEPENDANT VARIABLE)

- TIMELY DELIVERIES
- EFFICIENCY
- EFFECTIVENESS
- LOW PROJECTS COSTS
- QUALITY OF WORKS
- CUSTOMER SATISFACTION

Figure 2.1 Conceptual framework

Source: Bong 2008
2.2 Theoretical Framework

The theoretical base for the performance outcomes of contract management and was premised on Agency Theory and kraljic matrix model.

2.2.1 The Agency Theory

The theory firmly explains the relationship between two parties in a contract management and the associated conflicts that may arise between the contractor and Bindura Municipality. According to Pheng and Quan (2006) agency theory matters when the agent is (contractor) make decisions on behalf of or which impacts the principal (Bindura Municipality). This dilemma arise in situations where the contractor is motivated to perform the contract in his own best interest to ensure timely delivery, quality of work, client satisfaction and is an example of moral hazard.

Barret (2000) indicated that the agency theory problem exist where the contractor and the principal have conflicting interests and asymmetric information resulting in the agent having more information such that the principal cannot directly ensure that the agent is acting in his interest particularly when activities that are useful to the principal and costly to agent (enough quantity and desired quality of project materials) and where elements of what the agent does are costly for the Municipality to observe (contract monitoring, evaluation and risk management). The deviations from Municipality’s interests efficiency, and effectiveness, timely delivery, customer satisfaction by the contractor are called agent costs. A number of mechanisms may be used to align the interests of both the agent and the principal. According Chiappori and Salanie (2003) as cited in Salim (2013); and Oluka and Basheka (2012) pointed that the underlying principle of the principal-agency theory should be a clear understanding of the needs of the principal and the ability to meet these needs competently. Thus contractor evaluation to assess the eligibility of contractors for Bindura Municipality is fundamental on it’s the service delivery. This is affirmed by Dzvuke (2015) who found that in Zimbabwe public procurement contractors were not appraised causing inefficiencies in performance of contract and he implicated that observed suppliers who only provided the required documents and a $100 registration fee can register without proper evaluation in regard to their competence and ability to perform government contracts. This indicates that Bindura Municipality as (the principal) must closely monitor contractor’s performance (the agent) so as to reinforce the achievement of
desired performance levels (Leonard, 2010). Oluka and Basheka (2012) affirmed that when contracts are well defined and planned the principal and agent find it easy to meet the needs of each in an efficient way resulting into timely execution of the contract.

Contract management is fundamental for a success of any procurement process. It is an issue of strategic importance to all parties involved (Pillai and Adavi, 2013). The management of contracts based on performance is complex involving the alignment of contractor relationships and its indicators (lazzarotto et al., 2014). A contract between an entity (Bindura Municipality) and its contractors (agent) reflects a principal –agent relationship as explained by the agency theory (Eisenhardt, 1989). This indicates that managing contractor relationships is critical as supported by agency theory to tightly suppress the divergence of interests which may be opportunistic and costly to the principal if not managed. This is in agreement with the assertions by Amirikihanyan et al. (2007); Kelman (2002) cited in Kim (2017) who affirmed that longer relationships in government contracting may increase the possibility that contractors may chance to learn about a government ‘s contracting out system and provide suggestions for improvement which can lead to higher levels of service delivery. However challenges arises where Bindura Municipality objectives differs with its contractors’ objectives. For instance the Municipality wants to achieve value for money while the contractors has business oriented objectives. This creates contractor opportunistic behavior which if the principal fails to observe will cost the principal.

According to agency theory the divergence of interests between principal and agent can be reduced by instituting proper contract management procedures (Mutua et al., 2014) and by monitoring activities to limit opportunistic actions which are aspects of inter-functional coordination. This was affirmed by Anderson (1988); Gottschalk and Solli-Seather (2005) cited in Ahimbisibwe (2014) who reiterated that failure to perform may be a consequence of opportunistic tendencies which characterize procurement contracts between principal –agents relationships. Once a contract is signed it has to be managed if the intended objectives are to be met. This includes ascertaining that contractual obligations are fulfilled and adhered to at the desired level of quality time, costs whilst maintaining the relationship with contractors openly and constructively (OECD, 2011). Given the risks associated with procurement contracts management like proposal risk, liability risk, schedule risk, contractual risk, performance risk price risk (Abi-karam, 2001; Davidson and Wright, 2004), contract reviews are expected.
The principal agent theory can proudly be applied to this study with Bindura Municipality as a principal and its contractors as agents. The theory becomes significant to the study as it highlights the need for rigorous monitoring of contractor’s performance. When contractor relationships, monitoring contracts, risk management and evaluation practices are well established the principal and contractors will find it easy to meet the contractual obligations effectively and efficiently resulting in a timely execution of the contract in predetermined service delivery standards. However the agency theory showed a one size fits all in terms of the relationship required between the contractor and Bindura Municipality as the principal, besides some contracts by their very nature need greater level of contract management and investment than others hence to fill this gap the Kraljic model is useful.

2.2.2KRALJIC MATRIX MODEL

Peter Kraljic (1983) developed a tool of analysis that seeks to map two factors namely the importance of item or contract and the complexity of the supply market (Shiwa, 2014). The Kraljic Matrix attributes significantly and is applicable to this study in the sense that Bindura Municipality has to put more effort, time and resources on its contract management to monitor contractor’s performance on contracts that have high value and highly complex. By their very nature some categories of procurements will need greater level of contract management for example road constructions projects, water reticulation projects demands substantive financial, human resources investment. The level of contractor relationship management, risk management and the intensity to monitor contracts will not be the same as if the contracts are of simple stationery purchase. So the type of contract can also be a factor in determining the appropriate level of management. For instance it may be costly for Bindura Municipality to invest much risk management, monitoring, evaluation practices and contractor relationships on low value contracts such stationery purchase orders hence the resources required to manage contract should be commensurate with cost effectiveness as a way to enhance service delivery. The Municipality should therefore focus and spare more effort on key contracts to monitor contractor’s performance (BG group, 2014).

The Matrix briefly explained four quadrants which include non critical items; bottle neck items critical items, strategic items. On strategic quadrant of the matrix Dabhilkar, Bengtsson and Lakemond (2016) contended that the procurement contract strategy for this category is to
develop long term close, collaborative relationships with contractors. On other hand Mushanyuri et al.,(2013) asserted that kraljic matrix model makes procurement to be more methodical and focused to effectively manage supply uncertainties and risks. Carr and Smettzer (1997) cited in Mushanyuri et al.(2013) found that the model does not only ensure effective procurement contracts but also foster professionalism. The author viewed the matrix as squarely useful to this study in shading more light on how Bindura Municipality priorities effective contract management in terms of contractor relationship management, risk management and the level of contractor performance monitoring with its various suppliers. Chen et al (2004) went on and asserted that kraljic matrix allows strategic purchasing to be fundamental at the highest level and to be considered in organizational level planning, minimizing the Municipality’s exposure to opportunistic behaviors by contractors. As eluded by Mushanyuri et al.(2013); Shiwa(2014) Carr and Smettzer(1997) the author inferred that kraljic Matrix plays a pivotal role in supporting effective contract management through risk management, contractor relationship management and monitoring contractors’ opportunistic behaviors. It is worth noting again that the model deduced effective contract management practices as the Municipality may not invest significantly on low value and low risk typical contracts likewise invest more in more risk more value contracts.

2.3EMPIRICAL LITERATURE

2.3.1CONTRACT MANAGEMENT CONTEXT OF MUNICIPALITIES

Following fiscal space policies and calls by tax payers to demand transparency and value for their money, municipalities across the globe adopted the provision of service delivery via contracts (Brown and Potoski, 2003).In today’s world ratepayers receive public goods and services barely from municipality’s in-house staff but from contracted vendors to perform services to the public on their behalf with promises of better service delivery.

According to Pheng and Quan (2006) referred contract management as activities linked to contract activities which involves competitive bidding, bid analysis, awarding, contract execution and supplier performance management.Oyegoke (2006) pointed out that it also involves inspecting contracts, and managing associated contract modifications. This is in agreement with the assertions by Narumbu (2013) affirmed that it meant to ensure that all contract parties exceed or meet each other’s expectations and interact with contractor to achieve
the objectives’ of the contract. CIPS (2013) refers contract management as activities by buyer before, during and after a contract is signed to ensure that all parties understand and fulfill contractual obligations. According to affirmed that the activities can be broken down into distinct two interdependent phases which are pre contract and post contract and was implicated that failure to in managing pre contract management resultantly cause in post contract management time and resources being wasted. Linarelli (2000) argued that it includes creating constructive bonds between agents and principal. Linked to this view is another study by CIPS (2013) which asserted that Contract management is most effective if upstream and downstream contract actions are appropriately performed. From the above contributions worth noting is that all authors regarded contracts management as not a matter of tossing up a coin, but a highly complex, time consuming, involving many resources. It is therefore squarely important that the Municipality should ensure that risk management, relationships with contractors, monitoring contracts and evaluations are critical factors for a successful contract management.

Wallace (2000) proposed that a well articulated regulatory framework contributes significantly to the success of contracts however he recommended rigid and tight public contracts rules to ensure effectiveness. In Zimbabwean public procurement reforms, procurement post award contracts are clearly defined from section 77-89 of PPDPA and regulations of 2018. The legal framework provides an array of prescriptive guidelines under which procurement processes are carried out in a professional manner to achieve the intended objectives.

Managers undoubtedly need to have the knowledge of governing legal frameworks and statutes Rosenbloom and Piotrowski (2005) cited in (Ahimbisibwe, 2014). Effective contract management cannot be realized if contract manager cannot run the show efficiently and effectively to achieve the desired service delivery goals. Therefore is essential to ensure that risk management, monitoring contracts evaluation practices, contractor relationship management are well mastered to achieve the intended contractual objectives hence service delivery.

Johnson, et al. (2009) found that the procurement function should justify and reinstate its strategic relevance by eroding the lingering perceptions that it is a clerical function divorced from strategic imperatives of an organization. Contrary to the above phenomena is as indicated in most tender scandals in public authorities that were perpetrated by unprofessional senior officers outside the procurement profession but with influence to procurement decisions for example ZESA tender
scandal (Musanzikwa, 2013). As alluded to by the above literature the author inferred that contract management may not be enough without having qualified people who are strategically supported and positioned to enforce best contract management practices.

2.3.2 SERVICE DELIVERY CONTEXT OF MUNICIPALITIES

Service delivery performance measures generally ensures corporate firms goals are met effectively and economically (Cherotich, 2012). According to Jusoh and Parnell (2008) asserted that, service delivery measures differ from one organization to another. In line with the above George (2005) noted that firms strive to create performance measurements metrics to compare and evaluate their targets against competitors. Cho and Pucick (2005) found that service delivery performance involves efficiency, elasticity, conformity, supply inferior product quality and purchasing cycle time. Service delivery in this study context is measured in context of timely delivery completion within budgets efficiency and effectiveness, quality of work and customer satisfaction. According to Mouzas (2006) as cited in kiprotich (2015) indicated that effectiveness and efficiency and quality have become central tenets in the assessment of public service delivery and both assess how well services meet the customer’s satisfaction. Vinning and Globerman (2000) opined that service delivery is tied to organizational performance.

On other hand Service delivery is measured in terms of quality. Juran (1991) defined quality as fitness for purpose linked to this definition is a definition from quality guru (Crosby, 1982) who defined quality as conformity to requirements not goodness. However Hoyle, (1995) asserted that Quality does not happen by chance-it has to be managed. Erridge and Mellroy (2001) regarded supplier defect rate as a key operational indicator to measure quality of services or contracts delivered. Chetorich (2012) defined Customer satisfaction as Stakeholder’s rating on their level of satisfaction by service provider and this agrees with Ray (2011) who also viewed that client satisfaction helps to determine how the organization falls short in meeting the requirements and expectations of its clients. Hence the aforementioned performance measures are fundamental to link the relationship between contract management and service delivery.
2.3.3 CONTRACTOR RELATIONSHIP MANAGEMENT AND SERVICE DELIVERY.

Soliman (2011) asserted that effective contractor relationship management involves creation and maintenance of a positive relationship with the contractor; ensuring mutual trust between the organization and the contractor; ensuring mutual understanding between the organization and the contractors; regular communication between the organization and the contractors and timely management of potential problems in the contract with the aim of enhancing service delivery or operational performance.

On the other hand Davison and Sebastian (2011) found that contractor relationship management influenced on performance of outsourced projects in medium manufacturing enterprises in Nairobi County, Kenya. This is in line with the findings by Lazzarotto et al. (2014) who revealed that managing contractor relationship and other factors accounted for 66% variation in project performance. Managing contractor relationship was found to have the strongest influence on performance of outsourced projects. A contractor relationship also builds trust between contractors and buying organization.

According to Muhwedzi and Ahimbisibwe (2015) asserted that Trust forms a strong link between partners that cannot be easily splitted and the partners will believe being indebted to work close and jointly. This agrees with assertions by Foerstl et al. (2013) who found that the integration of functional units in an entity with each other is a means to achieve strategic consensus. Montgomery (1998) cited in Muhwedzi and Ahimbisibwe (2015) affirmed that cross functional coordination leads to trust since it makes functions view the short run benefits from an opportunistic defection as being outweighed by the long run benefits from continued cooperation. On the other hand Oluka and Basheka (2013) found that effective contract relationship management involves creation and maintenance a positive relationship with the contractor; ensuring mutual trust between the organization and the contractor; ensuring mutual understanding between the organization and the contractors; regular communication between the organization and the contractors and timely management of potential problems in the contract.

Linked is an assertion by Muhwedzi and Ahimbisibwe (2015) who found that in contract management mutual trust and understanding, openness and excellent communications between key stakeholders in contract management and monitoring like contractor and procuring entity are important for the fulfillment of project terms and conditions. This concurs with William (2006)
that procurement has the critical role of establishing and sustaining good relationships with contractors. According to Amirikhanyan et al (2007);kelman(2002) cited in Kim(2017) affirmed that longer relationships in government contracting may increase the possibility that contractors may have a chance to learn about a government ‘s contracting out system that provide suggestions for improvement which can lead to higher levels of service delivery. A study by Coltman; Devinney and Midgley(2009) revealed that the impact of contractor relationship management positively and significantly influenced firm performance. Smyth (2014) also found that contractor relationships with vendors positively impacted service delivery and he implicated that a good relationship with suppliers is becoming more and more recognized as an imperative factor in maintaining to ensure a leading position in a competitive environment. Smyth (2014) noted that many companies adopted their contractors as partners mostly in circumstances where vendors can be relied upon in providing competitively high quality items or services. Linked is an assertion by Elsey(2007) that once the contractor acknowledge a deep ns better understanding of the firm’s requirements and style confidence and trust accrues. Contractor relationship establishes communication routes and systems so that a sustainable partnership of trust and respect is maintained Office of Government and Commerce (2007) as cited in (CIPS, 2013).

According to Oluka and Basheka (2013) asserted that potential disagreements may arise in during contracts execution leading compromises to performance delivery. This is in line with assertions by Davison & Sebastian (2011) who also found that challenges in contracts are obviously encountered due to lack of clearness between parties. Stefanie et al (2010) and Ntayi et al (2010) asserted that provided the conditions of the relationships are transparent, clearly establishing what is to be provided, the rights and obligations of both parties having been observed the potential of opportunistic behavior would be reduced. This links with assertions by Mentzer et al (2001) found that entities are dependent on each other and upon sharing tasks service delivery will boost.

2.3.4 MONITORING INTENSITY AND SERVICE DELIVERY

Monitoring contractor’s performance regularly is an important task in municipal projects. The Federation of Consulting Engineers FIDIC (2011) guidelines pointed that the absence of satisfactory quality in projects are as a result of inferior workmanship, delays and cost overruns. Hence this raised a major concern for contract managers to monitor contracts regularly and
ensure value, quality and cost is on track. Brown and Hyer (2010) established that monitoring involves any tracking system to identify variances to set standards. Meredith and Mantel (2012) linked this definition and revealed that critical variables to be inspected and controlled are time plan, costs and scope performance. Contrary to contributions by Meredith and Mantel (2012); Brown and Hyer (2010); Oluka and Basheka (2012) argued that sometimes contract variations looms regardless of tight controls in monitoring but may be as consequences to external factors coming up.

In line to the above the PPDPA and Regulations of (2018) section 81 accommodates any dissimilarity of a procurement contract conditionally not to exceed a 20% maximum limit. In addition, contracts regulations facilitate monitoring of contracts by prescriptive guidelines that the procuring entity must ensure progress payments based the actual work performed and in attaining set performance deliverables. Infering from the above contributions it implies that monitoring contracts is fundamental to service delivery.

Monitoring of contracts establishes mechanisms to fight corrosive tendencies in municipalities. This was confirmed by Ntayi et al. (2010) who affirmed that supplier opportunistic behavior is self –interest seeking with guile, theft, cheating and calculated efforts to mislead, distort, disguise obfuscate or otherwise confuse. Ntayiet al. (2010) affirmed that without monitoring, and assessment of contracts would cause consequential effects on contractor opportunism and loss of funds. Muhwedzi and Ahambisibwe (2015) posit that frequency in review meetings to check errors during contracts execution is essential and this would provide sufficient grounds to terminate contracts if the contractor is underperforming.

Agency theory alludes that challenges in divergence of interests can saved by instituting right contract management frameworks (Mutual et al., 2014). Accordingly the authors above had the same view that the consequences of supplier opportunistic behavior would be detrimental if monitoring contracts is overlooked during contracts execution. This is in agreement with Lazaretto et al. (2014) who affirmed that monitoring intensity has been one of the most commonly known measures to enhance performance, more especially in an environment that involves a master (the public institutions) and the agent (the contractor). On other hand a research by a Research Bureau (2012) found that contract monitoring tend to mitigate common causes of economic inefficiencies adverse selection risks and moral hazard risk.
2.3.5 RISK MANAGEMENT AND SERVICE DELIVERY

Managing risks has been recognized as a very important process to achieve project objectives in terms of time, cost, quality, safety, and environmental sustainability (Zoy et al., 2007). Rae et al. (2002) asserted that too many project risks are detrimental and may cause project delays, excessive spending, inferior project results, and poor service delivery. However, Hyman (2009) argued that risk management results in better outcomes at lower cost with less risk and more financial predictability. According to Watson (2012), effective risk management is a critical component of any winning management strategy. The benefits of the risk management process include identifying and analyzing risks, and improvement of construction project management processes and effective use of resources.

Banaitiene and Banaitis (2012) found that risk management is beneficial when executed in a methodical manner throughout the project life cycle. This was related to the assertions by Kiprotich (2015), who found that risks are inevitable in most municipal projects and managing them is fundamental. Thus uncertainties in projects affect contractual obligations to be fulfilled hence project service delivery (Nguyen, 2013). On the other hand, Mead and Gruenberg (2013) showed that allocating risks to suppliers would be advantageous only if the contractors are well positioned to successfully grasp and interpret contract language and sharing risks. The success of an organization is therefore hinged on the level with which it is best placed to integrate risk management practices in their operations so as to reduce their exposure to operational risk.

According to Banyekanzil (2016), the push to minimize costs is often an absolute goal regardless of market realities resulting in abnormally low prices being accepted. Nyagah (2014) contended that risk management has enabled new approaches on handling risks in various organizations, including policy makers whom are now focused on mechanisms to improve project and corporate risks. Risk Management encompasses aligning risk appetite and strategy, enhancing risk response decisions, reducing operational surprises and losses, identifying and managing multiple and cross-enterprise risks, seizing opportunities, and improving deployment of capital (Beasley et al., 2005). Detection of risk management as a managerial function entails several benefits and the insertion of risk management as a strategy in the general management role helps to augment a firm's value (Suranarayana, 2003). CIPS (2013) contended that the fostering of a nonstop what if mentality approach when evaluating risk is prudent when considering areas for possible scam. Boyne (2003) asserted that the low level of preparedness
due to a lack of adequate contingency planning and the slow response in risk managements exposes organizations to incur huge financial losses that are detrimental to its performance. Cruz and Marques (2013); Piga and Treumer (2013); Njenga (2017) also indicated in their researches that risk management results in better outcomes at lower cost with less risk and more financial inevitability for highway agencies

2.3.6 EVALUATION PRACTICES AND SERVICE DELIVERY.

Evaluation practices are critical for service delivery and many researchers interpreted contract evaluation practices with different views and perceptions but meaning the same thing. In this study context evaluation is divided into two, supplier evaluation and overall performance evaluation respectively.

The current literature on contractor evaluation similarly involves assessing and evaluating eligible contractors both objectively and subjectively to maintain the right supply base to enlist on an approved and preferred portfolio (Congressional Research Services, 2015). This is in line with PPDPA and Regulations of 2018 section 28 that spells out that procuring entity should evaluate their suppliers capability to ascertain their eligibility or the required competence to enter into government contracts, meet ethical standards, not insolvent however on the same note the section item 3 of section 28 cautioned the procuring entity not to enforce eligibility judgment that are excessively restraining to reduce competition.

On other hand field appraisal involves visits to potential suppliers and other sites and should follow desk research and supplement the information gained from that process. Hatush (1997) ascertained that one method of ensuring a contractor is able to execute the assigned project in accordance with all client and project objectives is to assess the contractor’s capabilities at a prequalification stage and tender evaluation stage. He further noted that Prequalification is a pre-tender process used to investigate and assess the capabilities of contractors to satisfactorily carry out a contract should it be awarded to them. CIPS Advisory body (2014) added that it is particularly important to carry out this form of appraisal when evaluating suppliers of high risk/high value products and when long-term, collaborative relationships are under consideration. The Congressional Research Services (2015) contended that the evaluation must generally address the quality of the product or service supplied by the contractor, its efforts to control costs, its timeliness and compliance with schedules. According to Mead and Gruenberg (2013),

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evaluation involves constant review of the project to ascertain whether it is achieving the expected quality standards and meeting the objectives of the respective stakeholders.

The establishments reviewed of performance evaluations procedures enhance the dependability of overall performance of (De la Garza et al., 2009). In line with this is an assertion by Ngosong (2015) who found that failure to carry out evaluation in the road construction projects impinges on timely response to the problems which negatively affects the quality of work in the road construction projects. According to Banyenzaki (2016) asserted that evaluation should be carried out to establish whether the projects achieved the intended goals and objectives. Daad (2010) cited in Ngosong (2015) advised that evaluation should be an ongoing practice that ought to be done on all project life cycle and the author implicated that critical self evaluation is important because there would be too much eager by project stakeholders to accept that everything went well.

2.4 RESEARCH GAP

Most of the literature reviewed is mostly from different countries whose strategic approach and footing is different from that of Zimbabwe. In African context very few studies were conducted partly on contracts management for example in Africa the following studies were conducted:

In Kenya, Mead and Gruenberg (2013) carried out a study to examine the effectiveness of contract management on contractor’s performance in fulfilling their contractual obligations at case company. The findings revealed that the contract management process is very effective on monitoring contractors’ performance. The research was concluded that, the case company CM activities were effective and there was a relationship between CM and Contractors’ performance. The researcher recommended more improvement to the following areas; scope of work and specification; risk management; and KPI to achieve much better contractor’s performance outcomes timely, safely and within budget.

In Uganda, Jean (2016) conducted a study at Bugiri Municipality which aimed at establishing the effect of contract management practice on procurement performance of the stated organization. His study findings indicated that effective contract management positively impacted on procurement performance. The researcher concluded that the practioners, managers, and civil
servants at the local district municipality should adopt a holistic approach to contract management if procurement service delivery was to be maximized.

In Tanzania, Shiwa (2014) conducted a similar study entitled the effectiveness of contract management on contractor’s performance and his findings revealed that effective contract management is very effective on monitoring contractors’ performance. The researcher’s conclusion concurred with Jean (2016); Mead and Gruenberg (2013) that contract management have a positive relationship with service delivery performance. Hence none of the above studies sort to examine on the impact of contract management on service delivery in Zimbabwean municipal context therefore my study fills this gap.

2.5 Chapter summary
This chapter examined the theoretical framework that support the current study and reviewed relevant empirical literature on contract management and service delivery using a case of Bindura Municipality. The empirical literature linked what other scholars have already found in relation to contract management and highlighted its research gap. The next chapter will cover the methodology.
CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction
The chapter covered the research methodology that was used by the researcher and involved the research design, the research population and sample size, the sampling procedures and the research instruments that was used to collect the data. It also examined the validity and reliability of the research instruments. Creswell (2009) defined research methodology as the overall research plan that summaries the technique in which the research was conducted and, among other things, established the approaches to be used in it. The study used quantitative research methodology.

3.2 Research Approach
A research approach is a strategy and technique that entails the procedures of comprehensive assumptions to detailed process of collecting data, its analysis and interpretation. Consequently it is, centered on the type of the research problem to be addressed. Research approach is basically grouped into two types namely approach of data collection and approach of data analysis or reasoning. The study used quantitative approach. There are three different types of research approaches according to Creswell (2013), which are qualitative, quantitative and mixed methods (pragmatic). The study used quantitative research approach. According to Saunders, Lewis, and Thornhill (2012), quantitative approach frequently utilizes analysis of statistical nature to establish the link between what is known and what can be learned by study. Therefore, examining data with quantitative techniques requires comprehension of the associations among variables through descriptive or inferential statistics. Descriptive statistics aided to conclude extrapolations about populations and to approximate the parameters (Yin, 2015). Neutrality is very vital in quantitative research. Accordingly, researchers take precautions to circumvent their own presence, behavior or attitude affecting the outcomes (e.g. by altering the circumstances being studied or affecting respondents to act contrarily). The main basis of quantitative research is deductive reasoning that move from the general to the specific. This is also referred to as a top
down approach. The validity of deductions is revealed to be dependent on one or more premises (prior statements, findings or conditions) being valid (Creswell, 2014).

3.3 Research Paradigm

A research paradigm is a method or an inquiry model of conducting a research that has been proved by the research community and practiced for a long period of time. Bryman (2012) categorized variable hypothetical paradigms as positivist (post-positivist), constructivist, interpretive, transformative, emancipatory, critical, pragmatism and de-constructivist, post-positivist. On the other hand Neuman (2011) defines a paradigm as an all-embracing perspective regarding suitable research practice, founded on ontological and epistemological supposition. According to Denzin (2011) there is an increasingly number of paradigms in research, however, the common related with social studies are the positivist and interpretive paradigm. The two paradigms are characterized by contrasting world views pertaining to which reality are understood (ontology) and the construction of knowledge epistemology. The study adopted positivism because it aimed at establishing the impact of contract management on service delivery at Bindura Municipality using quantitative data. Holloway and Wheeler (2013) claimed that a positivist study uses numerical and seeks generalization by way of applying scientific approach. The current study also gathered quantitative data using closed questions on a five point Likert scale questionnaire. Positivism viewpoint considers that social observations are related to physical phenomena, and can thus be researched in the similar fashion as pure scientific investigation, the investigation comprised an isolated entity, and the researcher was isolated from the entity. Positivism is associated with quantitative research and it involves hypothesis testing to obtain “objective” truth (Desai and Potter, 2011). Creswell (2014) claims in the positivism philosophy, a researcher starts with a theory as an outcome of earlier outcomes or personal observations. Data gathering within the pure positivist paradigm uses quantitative method relating the illustration of practical phenomena in quantifiable, observable reductive variables. Nevertheless while positivism has shown to be very popular with social science and management research, its purist narrative has been critiqued for yielding to obstacles in the study robustness as a result of a narrow definition of the idea of science. Bryman and Bell (2015) reveals that while positivism supports the philosophy of objectivity towards validation and falsification, this position do not consider the point that many human judgments are created during the conducting of the research, and that researchers constitutes a part of a social
perspective predisposed to subjectivism, for example in determining what to research, creating research tools and interpreting the outcomes. Together with the collection of quantitative data gathered with structured questionnaires that was administered, and comparing interpretivism and positivism, the latter one suited this research most.

3.4 Research Design
Kumar (2012) described a research design as a pattern of procedures, plan, structure and methods that can be used to attain information required for the research. In that same notion, Desai and Potter (2011) added that, a research design is a way that can be used to acquire solutions on questions and problems of the research. The researcher used causal research design which focused on generating a hypothesis with the research questions and dealt with at least four questions that is; what question to study, what data are relevant, what data to collect and how to analyse the results. Explanatory research was used to answer the ‘why’ questions and this feature leads to involve causal explanations.

The research adopted the explanatory research design also called causal research for all the objectives. Kumar (2012) asserted that a causal research design attempts to reveal cause and effect relationship between two variables under a study. Causal studies offer the advantages of replication if necessity arises and are associated with greater levels internal validity due to systematic selection of subjects. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables. Explanatory or causal research design thus allow the researcher to examine impact of contract management on service delivery by providing quantifiable data.

3.5 Target Population
According to Meslin (2012), a population comprises of specified aggregations of study objects from which the researcher expects and wants to collect data from. Kumar (2003) defined a population as the set of all objects that possess some common set of characteristics with respect to some research problem. In this research the targeted populations were Bindura Municipality employees and those from the procurement (8) finance (10) contractors (10) and administration (12) and Engineering (4) departments and Head of Departments (5). That was a total of 49 respondents.
The study was conducted using a census. A census is a survey conducted on the full set of observation objects belonging to a given population or universe (Bryman and Bell, 2011). A census is the complete enumeration of a population or groups at a point in time with respect to well defined characteristics. The researcher opted for the census because the universe was not vast as the total number of respondents was 49. The major advantage of census was that it provided a true measure of the population therefore, no sampling error.

Table 3.1 CENSUS

<table>
<thead>
<tr>
<th>POPULATION GROUP</th>
<th>Population size</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMINISTRATION</td>
<td>12</td>
</tr>
<tr>
<td>FINANCE</td>
<td>10</td>
</tr>
<tr>
<td>PROCUREMENT</td>
<td>8</td>
</tr>
<tr>
<td>ENGINEERING</td>
<td>4</td>
</tr>
<tr>
<td>H.O.Ds</td>
<td>5</td>
</tr>
<tr>
<td>CONTRACTORS</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td>49</td>
</tr>
</tbody>
</table>

3.6 Data collection procedure

The two sources of data are primary and secondary data. Primary data was obtained by administering questionnaires to the sampled respondents. Secondary source provided information and data from the published annual reports and organizational sources spanning five years. In this study, questionnaires were used to collect data.

3.7 Research instruments

The researcher used five point Likert scale questionnaires to collect primary data. This survey method provided a quantitative description of attitudes, experience and opinions of the sampled
population and it was appropriate for this study given that the survey method is quantitative in nature.

A questionnaire is an orderly accumulation of questions that are directed to a sample of population from which relevant information is anticipated (Griffin, 2013). This is in line with Kumar (2012) who viewed a questionnaire as a list of questions, the answers to which are recorded by respondents. Structured self-completed research questionnaires were distributed to the target population by hand delivery and collected after one week. In this study five point Likert scale questionnaires was used to gather data from respondents in the form of pre-constructed questions presented in a specific order as highlighted by (Griffin, 2013).

3.8 Likert scale

Likert scale is a system where respondents agree or disagree using a numerical score sheet (Kotler, 2000). Bassey (2005) advocated that Likert scale undertakes the form of a chain of speeches that are rated on a five-opinion measure and this includes includes no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5. Kerlinger (2006) states that, a Likert scale is good for best respondent results since it provides the total of respondents from a Likert given.

Table 3.2 showing Likert scale ratings

<table>
<thead>
<tr>
<th>Questions</th>
<th>no extent</th>
<th>little extent</th>
<th>uncertain</th>
<th>great extent</th>
<th>very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Points</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

(Source): Joslin, 2013
3.8.1 Justifications for using questionnaires
The researcher also used the questionnaires based on the following advantages according to Saunders (2009); the respondents can put thought and verification into the process as they are not under pressure to respond immediately, if the questions have been prepared and designed correctly, the questionnaires provide accurate and straightforward responses; hence relevant information for the project can be obtained, it is the cheapest method of gathering data relative to other data gathering methods. In addition, questionnaires allow for better comparability of responses because of the uniformity in the questions that all respondents are asked.

3.9 Pilot Study
Pilot testing (pre testing) refers to the testing of the research instrument on a small portion of the respondents with a view of identifying and correcting the flaws and limitations in the questionnaire (Taylor, 2013). According to Galloway (2007), it is difficult to give the exact number for the pilot group, but as a rule of thumb, it is recommended that researchers pilot 5-10% of the final sample. The research questionnaires were piloted on 2 respondents. According to Teijlingen and Hundley (2001), conducting a pilot study might give advance warning about where the main research project could fail, where the research protocols may not be followed, or whether proposed methods or instruments are appropriate or too complicated. Based on the pilot study the questionnaires were refined by removing any questions that provided unwanted or irrelevant information.

3.10 Scale of Measurement
The scale of measurement chosen is very important as it influenced the accuracy of data analysis. In this study, the nominal scale and ordinal scale was used. In the section of probing the responses about the study objectives, the study used nominal and ordinal scale and also in the demographic section the study used ordinal and nominal scale to ask about the information from respondents.

3.11 Validity and reliability of the instrument
Polit and Beck (2010), stated that validity is the quality criterion referring to the degree to which inferences made in a study are accurate and well founded in measurement, the degree to which an instrument measures what it is intended to measure. This study used content validity which is the type of validity that shows the extent to which elements of research questions and objectives
are represented in the study (Mugenda and Mugenda, 1999). The researcher requested the experts in the field of research to evaluate the relevance of items contained in these instruments in deriving the information sought by the study. Their input, suggestions and clarifications was incorporated to improve the instruments. The instrument was piloted with 2 respondents. Adjustments will be made to assess the questionnaires in relation to the objectives of the study.

Reliability refers to the extent the instrument would be consistent in measuring what they are expected to measure (Mugenda and Mugenda, 1999). Random errors arise from unclear instructions to the respondents and ambiguous questionnaires. The researcher minimized random errors by cross checking the questionnaires during piloting. This study used test-re-test technique to ascertain reliability of research instruments. In this study reliability of the questionnaire was examined through Crochbachs’ Alpha value generated by Statistical Package for Social Sciences (SPSS Version 21.0) program.

3.12 Data Analysis and Presentation

Kerlinger (2006) defines data analysis as categorizing, manipulating and summarizing of data in order to obtain answers to research questions. The researchers examined the completeness of questionnaires and perform editing, coding and cleaning of the data. Data collected was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0) program and Microsoft Excel for generation of reports. For descriptive analysis, the mean, mode, variance and standard deviation was used to determine the respondents’ agreement or otherwise with statements under each variable. Inferential statistics employed Binomial Logistic Regression to examine the relationship between independent (contract management) and dependent variable (service delivery).

Data to be presented using tables, pie charts and bar graphs that were generated by making use of SPSS version 21.0 .The choice of tables as data presentation tools was based from their ability to clearly classify different data. Gay (2011) asserts that descriptive survey data is commonly represented through use of frequency polygons graphs, pie-charts and frequency tables.

3.13 Operationalization of study variables

The study involved independent and dependent variables; contract management practice and service delivery at Bindura Municipality respectively. The independent variable was subdivided
into four independent variables namely; managing contractor relationship, monitoring intensity, and risk management and evaluation practices. These were operationalised as shown on table 3.3. The study also used a multiple correlation coefficient R to test the strength of the relationship between the research variables. R² was used to test the strength of the Model. Besides, the ANOVA model was used, at a suitable level of confidence, to test the model’s significance in establishing the relationship between the contract management and service delivery at Bindura Municipality. A multiple regression model was developed to describe the relationship between the dependent and independent variable. The regression equation was of the formula:

\[ SD = \beta_0 + \beta_1 \text{CMR} + \beta_2 \text{MI} + \beta_3 \text{RM} + \beta_4 \text{EP} + \epsilon \]

**CMR** = managing contractor relationship  
**MI** = monitoring intensity  
**RM** = risk management  
**EP** = Evaluation practices  
\( \epsilon \) = Standard errors

Table 3.3 Operationalization of study variables

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Measures (no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variables</td>
<td></td>
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<tr>
<td></td>
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<tr>
<td>---</td>
<td>-----</td>
</tr>
</tbody>
</table>
| 1 | managing contractor relationship | There is timely management of possible problems within the contracts  
                                           The organization makes and sustains a constructive relationship with its contractors  
                                           There is a mutual understanding between the organization and its contractors  
                                           There is reciprocal trust between the organization and its contractors  
                                           There is regular communication between the organization and its contractors |
| 2 | monitoring Intensity | The organization can ascertain any matters or problems in advance that could arise and offer timely solutions  
                                           The organization evaluates the quantity and quality of services, works, or products delivered  
                                           The organization monitors, controls and evaluates the contractor’s performance |
| 3 | risk management | The Municipality is able to identify projects risks.  
                                           The organization timely response to the risks to achieve its projects objectives  
                                           The organization ensures that adequate equipment is always on hand for its projects  
                                           The organization ensures that its contractors can successfully interpret contract language of its projects  
                                           The Municipality ensures that political influence did not affect its contracts negatively |
The contractors could easily identify the risks involved in projects.

<table>
<thead>
<tr>
<th>Evaluation Practices</th>
<th>Supplier evaluation are done to ascertain eligibility to Municipality contractors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Field and desk appraisals are conducted to enhance evaluation to obtain the right contractors.</td>
</tr>
<tr>
<td></td>
<td>The organization ensures that adequate relevant information is always provided to enhance the quality of the projects</td>
</tr>
<tr>
<td></td>
<td>The organization ensures that project contract managers always carried out assessment in relation to goals and objectives as stipulated in the agreements</td>
</tr>
<tr>
<td></td>
<td>The organization ensures that there is always appropriate documentation by the project contractors</td>
</tr>
<tr>
<td></td>
<td>The organization ensures that the contractors were in position to identify the problems in its projects</td>
</tr>
<tr>
<td></td>
<td>The organization ensures that during its projects, objectives are always adjusted were there are gaps</td>
</tr>
</tbody>
</table>

Dependent variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Measures (yes=1 or no=0)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.14 Ethical Considerations

According to Bethlehem and Silva (2012) defined ethics as systems of moral values that highlight on the level to which research techniques scrutinize professional, legal and social obligations. The ethical principle of informed consent was applied where by participants were permitted to choose whether to participate or not after they have considered all the relevant information about the risks involved if they partake in the research. Research permission was sought from respondents and from Bindura Municipality. In addition debriefing was conducted before data collection and the participants were oriented on the aim of the study, potential benefits and expected results. The researcher ensured clarifications to participants if whether to participate or withdraw from the research and respondents voluntarily expressed their freedom in participating and the respondents were treated with due respect, fairness and dignity

3.15 CONCLUSION

This chapter discussed the techniques and tools that were applied by the researcher in gathering data relevant to the study. In addition, the chapter looked at the research design, population and sample size, sampling procedure, data presentation and analysis procedures. The following chapter focused on data presentation, analysis and discussion of findings of the study.
CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction
This chapter covered data presentation of the study findings. Data was presented in the sequence of the researcher’s objectives for this research. As part of the presentation tables, pie charts and bar graphs were used present data analysed by the use of SPSS. Data was analyzed from the findings obtained through questionnaires. Data was analysed using both inferential and descriptive statistics.

4.1 The Response Rate of instruments
A sample size of 44 was used, thus questionnaires were distributed to 44 respondents.

Table 4.1 Response rate of Questionnaires

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires Administered</td>
<td>49</td>
<td>100%</td>
</tr>
<tr>
<td>Completed and returned</td>
<td>44</td>
<td>90%</td>
</tr>
<tr>
<td>Not returned</td>
<td>4</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: Primary Data 2019

Table 4.1 shows that 49 questionnaires were distributed to participants and only 44 were filled and returned and this attributed to 90% response rate. To obtain such a high response rate the researcher made a close follow up of respondents and some of the questionnaires were filled and returned on the spot. The study the response rate was 90%, therefore was deemed excellent. According to Punch (2008), ideal response rates are in the following order: 50% adequate, 60%
good, 70% very good and above 80% is excellent. This response rate was considered sufficient for the purpose of the study. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated very well.

4.2 Demographics characteristics of respondents

Demographic information sought from this exercise included information on the gender and age of the respondents, academic qualification and period of experience.

4.2.1 Gender of respondents

Source: Primary Data 2019

Figure 4.1 Gender of respondents

Fig 4.1 shows the demographic used to show the gender of the respondents and the findings shows that sixty per cent (60%) of the participants were male while 40% of the respondents were female.
4.2.2 Age of respondents

Source: Primary Data 2019

Figure 4.2 Age of respondents

Figure 4.2 depicts the majority of respondents 35% were aged between 29 to 44 years. The second highest 58% were within the age bracket of 40-50 years. 20% of the respondents were less than 29 the least 15% were more than 50 years of age.

4.2.3 Level of education

Education is amongst the most essential traits that may have an impact on one’s behavior and to how he perceives a certain phenomenon. How one responds can be determined by his level of education therefore having knowledge of respondent’s educational background is vital. Therefore, the respondents’ level of education was assessed and the outcome was as shown in Figures 4.3 below
Figure 4.3 Level of education

Fig 4.3 shows the level of education attained by the respondents in percentile accordingly. As shown above 53% had attained secondary school level of education, 27% had primary level of education, and 13% did not go to school, while the remaining 7% had managed to reach tertiary level as shown in Figure 4.3 above. This means that most of the participants were educated and hence are able to read and understand the contents of a questionnaire and they were also able to read and understand the questions that are in the questionnaire administered by the researcher and therefore express their views through filling the questionnaire appropriately.

4.2.4 Period of service
Figure 4.4 Period of service

Fig 4.4 shows the period of service of the respondents. The participants were asked to indicate the number of years they worked at the organization and 10% had less than 5 years of work experience since some of them were teaching assistants. However, table 4.4 showed that that majority of the respondents had at least five years of working. This is shown by 90% of the participants who indicated that they had been employed by Bindura Municipality for 5 years and above. This means that the respondents were knowledgeable of the topic under study as they have been engaged with the organization’s activities for a long time.

### 4.3 Reliability Statistics

Table 4.2 Reliability Statistics

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Reliability coefficients (Alphas)</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;5years</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>5-10years</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>&gt;10years</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Primary Data 2019
Table 4.2 depicts the reliability test for the questionnaire that was administered and shown are Cronbach alpha values of 0.75, 0.88, 0.81 and 0.84 for monitoring intensity, risk management, evaluation and contractor relationship respectively. Reliability assesses the goodness of a measure and indicates the stability and consistency with which the instrument developed measures the concept (Sekaran and Bougie, 2013). Cronbach’s alpha computed value range between 1 (perfect internal reliability) and 0 (no internal reliability) (Bryman and Bell, 2015). According to Hair et al. (2010), the minimum acceptable level of Cronbach’s alpha for considering a study’s instrument reliable should be 0.60. Based on the results, the researchers decided to keep all the questions to sustain the value of Cronbach’s alpha. The results was in agreement with Smith et al., (2011) who argued that a reliability coefficient in the order of 0.60 and above is acceptable, while De Vaus (2002) and Bryman and Bell (2011) suggested a minimum alpha value of 0.70.

4.4 Descriptive statistics on monitoring intensity at Bindura Municipality

The table 4.3 below shows descriptive statistics findings on monitoring intensity on service delivery.

Table 4.3 Monitoring intensity

<table>
<thead>
<tr>
<th>The organization monitors, controls and evaluates the contractor’s performance</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>44</td>
<td>4.7667</td>
<td>.07854</td>
</tr>
</tbody>
</table>
The organization ensures that adequate equipment is always available for its projects

Previous procurement contracts meet budgeted costs

The organization ensures that political influence did not affect its projects negatively

Contractors’ workingman ship in services or items supplied during contract execution is inspected regularly

The organization monitors contractors’ performance against contract specifications

The organization can ascertain any matters or problems in advance that could arise and offer timely solutions

The organization evaluates the quantity and quality of services, works, or products delivered

The contract manager facilitates contractor payments based on PPDPA guidelines

Valid N (listwise)

The research outcomes on table 4.3 revealed that to a very great extent Bindura Municipality monitors, controls and evaluates the contractor’s performance ($mean=4.8; SD=0.4$) this concurs with findings by Banyekanzi (2015) who find that monitoring at Wakiso Municipality projects was generally valued to greater extent. The organization ensures that adequate equipment is always available in agreed quality and quantities for its projects ($mean=4.6; SD=0.5$). This is in
agreement with Ngosong (2015) findings that failure to monitor contract results into contractors to opportunistically using substandard work or service use of materials that falls short of the required quality standards this will cause loss of funds hence service delivery. Previous procurement contracts meet budgeted costs (mean = 4.5; SD = 0.5). This supports effectiveness in achievement of value for money and other economic goals to Bindura Municipality this concurs with an assertion by Shrestha et al., (2013) that consistent cost and time overruns of works projects are not the best use of taxpayer money. The study further indicated that to a great extent the organization ensures that political influence did not affect its projects negatively (mean = 4.4; SD = 0.2). Political influence compromise compromises professionalism in contracts management. Contractors’ workingmanship in services or items supplied during contract execution is inspected regularly (mean = 4.4; SD = 0.1). This is fundamental in municipality construction projects where accidents can easily occur if roads spots are badly fixed. The organization monitors contractors’ performance against contract specifications (mean = 4.3; SD = 0.2) Monitoring contractors performance is the best way to assess if the contractor performance delivery conform to what had been agreed to under the contractual specifications. In addition to check if whether the contractor is conforming to quality standards this is in sync with quality definition by quality guru (Crosby, 1982) who defined quality as conformity to requirements not goodness. The organization can ascertain any matters or problems in advance that could arise and offer timely solutions (mean = 4.1; SD = 0.1). Bindura Municipality evaluates the quantity and quality of services, works, or products delivered (mean = 4.1; SD = 0.0) and the contract manager facilitates contractor payments based on PPDPA guidelines (mean = 4.0; SD = 0.2). Most of corruption emanates from the way in which contractors’ payment process is done. This is usually linked to falsification of invoices, double payments and payments of works never done at all. However the PPDPA and Regulations of 2018 prescriptively emphasized that the procuring entity should make payments based on progress in the fulfillment of the contract, and such payments may be calculated based on actual quantities delivered or completed, according to the achievement of performance milestones identified in the contract.
4.5 Descriptive statistics on Risk Management at Bindura Municipality

The study established the impact of risk management on service delivery at Bindura Municipality. Findings were presented using descriptive statistics as shown on table 4.4.

Table 4.4 Risk management

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization ensures timely response to the risks to achieve its projects objectives</td>
<td>44</td>
<td>4.7333</td>
<td>0.44978</td>
</tr>
<tr>
<td>The contract management team identifies, assess, and manage risks at every stage of contract life cycle</td>
<td>44</td>
<td>4.5333</td>
<td>0.50742</td>
</tr>
<tr>
<td>The contractors could easily identify the risks involved in the construction projects</td>
<td>44</td>
<td>4.4400</td>
<td>0.46609</td>
</tr>
<tr>
<td>The procurement entity effectively identify risks at every stage of the procurement contract life cycle</td>
<td>44</td>
<td>4.0333</td>
<td>0.55605</td>
</tr>
<tr>
<td>The contract manager uses a risk register to identify, assess and manage risks</td>
<td>44</td>
<td>3.6333</td>
<td>0.66868</td>
</tr>
<tr>
<td>The organization ensures that political influence did not affect its projects negatively</td>
<td>44</td>
<td>3.5423</td>
<td>0.65029</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>44</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.4 shows the descriptive statistical research results on risk management and depicted that to a very great extent the organization ensures timely response to the risks to achieve its projects objectives (mean=4.7; SD=0.4). The ability to identify the risks helps proactive planning and all
the unforeseen problems are managed. Findings show that averagely the organization could identify the risks involved in municipality projects road construction projects with mean (4.7; SD 0.4) this was evidenced by Bindura Municipality contractor management team in using risk management registers to identify and monitor risks. The contract management team identifies, assess, and manage risks at every stage of contract life cycle (mean=4.5; SD=0.5). This is in line with the findings by Banaitiene and Banaitis (2012) who found that risk management is a process that is beneficial when implemented in a systematic manner through the life cycle of the project from planning to completion stage this was further supported by Kiprotich(2015) who pointed out that risk is inherent in every economic activity and every organization has to manage it according to its size and nature of operation. It was indicated by the study that to a great extent the contractors could easily identify the risks involved in the construction projects (mean=4.3; SD=0.5), this was confirmed by Nguyen and Gruenberg(2013) who asserted that risk allocation to the contractors would be beneficial for the project authorities only when contractors are better to manage the risk and the contractors must be able to properly understand risk management to successfully interpret contract language and share the risk. The procurement entity effectively identify risks at every stage of the procurement contract life cycle (mean=4.0; SD=0.6) This in agreement with the findings by Suranarayana (2003) who found that recognition of risk management as a separate managerial function entails many advantages and the inclusion of risk management as a strategy in the general management function helps to enhance a firm’s value. The contract manager uses a risk register to identify, assess and manage risks (mean=3.6; SD=0.7). The organization ensures that political influence did not affect its projects negatively moderate extent as shown by a mean value of 3.5 and standard deviation of 0.7 (SE=±0.2) and also the organization ensures that political influence did not affect its projects negatively. However the above primary data shows that on average respondents are uncertain on how political influence affects service delivery.

4.6 Descriptive statistics on evaluation practices at Bindura Municipality.

Table 4.6 shows descriptive statistical findings on evaluation practices on service delivery at Bindura Municipality.
Table 4.5 Evaluation practices

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The procuring entity ensures that field appraisal was done prior to contract award to ensure that the contractor is capable would the contract is awarded to him</td>
<td>44</td>
<td>4.8333</td>
<td>.06920</td>
</tr>
<tr>
<td>The organization ensures that project contract managers always carried out assessment in relation to goals and objectives as stipulated in the agreements</td>
<td>44</td>
<td>4.7000</td>
<td>.08510</td>
</tr>
<tr>
<td>The organization ensures that there is always appropriate documentation by the project contractors</td>
<td>44</td>
<td>4.5244</td>
<td>.09285</td>
</tr>
<tr>
<td>The contract management team evaluates contractors prior to contract award, during contract implementation</td>
<td>44</td>
<td>4.5100</td>
<td>.09285</td>
</tr>
<tr>
<td>The organization ensures that during its projects, objectives are always adjusted were there are gaps</td>
<td>44</td>
<td>4.1000</td>
<td>.05571</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>44</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The study results on table 4.5 revealed descriptive statistical research results on evaluation practices and it showed that to a very great extent the procuring entity ensures that field appraisal is done prior to contract award to ensure that the contractor is capable would the contract is awarded to him \((mean=4.8;SD=0.4)\) This links with CIPS (2013 ) which revealed that field
appraisal involves visits to potential suppliers and should follow desk appraisal to supplement the information gained from that process. On the other hand, Hatush (1997) ascertained this view by pointing out that field appraisal assess the contractor’s capability at a prequalification and tender evaluation stage. The organization ensures that project contract managers always carried out assessment in relation to goals and objectives as stipulated in the agreements (\(mean=4.7; SD=0.5\)) This is related to the findings by Banyenzaki (2016) found that evaluation should be carried out to establish if whether the project have achieved the intended goals and objectives. Bindura Municipality ensures that there is always appropriate documentation by the project contractors (\(mean=4.5; SD=0.5\)). This is in sync with the findings by Banyekanzi (2016) that in greater extend respondents at Wakiso Municipality construction projects ensured proper appropriate documentation by its contractors and this implied that proper documentation was linked to successful projects. Contract management team evaluates contractors prior to contract award, during contract implementation (\(mean=4.5; SD=0.0\)). This is in line with an assertion by Dzvuke (2015) who found that the evaluation criteria used for evaluating tenders in Zimbabwe public procurement focused on meeting minimum qualifications, which resulted in tenders being awarded to non-performing tenderpreneurs who have mastered the art of responding to tender documents but little or no capacity to meet contract requirements. The study further revealed that to a great extent the organization ensures that during its projects, objectives are always adjusted were there are gaps (\(mean=4.1; SD=0.3\)).

4.7 Descriptive statistics on contractor relationship management at Bindura Municipality.

The research probed on the effect of managing contractor relationship on service delivery at Bindura Municipality using a 5 point likert scale (no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5) and the responses were computed using mean values as shown on table 4.6.

Table 4.6 Managing contractor relationship
From the findings presented on table 4.6 above, it was indicated that to a very great extent \((mean=4.8; \ SD=0.4)\), there is a mutual understanding between the organization and its contractors and this was ranked on first position. This is in agreement with the findings by Hansson and Longva (2014) who revealed that contract management involves managing contractor relationships depending on mutual trust, understanding regular communication and timely management of possible problems in the contract.

The study also revealed that to a very great extent there is reciprocal trust between the organization and its contractors \((mean=4.7; \ SD=0.5)\). This is in sync with the findings by (Muhwedzi and Ahimbisibwe, 2015) who confirmed that trust creates bonds that are hard to break and members feel more obliged to work together. There is systematic communication between the organization and its contractors \((mean=4.5; \ SD=0.5)\). This is in line with the
findings by Oluka and Basheka (2013) who found that effective contract relationship management involves creation and maintenance a positive relationship with the contractor; ensuring mutual trust between the organization and the contractor; ensuring mutual understanding between the organization and the contractors; regular communication between the organization and the contractors and timely management of potential problems in the contract. There is timely management of possible problems within the contracts (mean=4.5; SD=0.5) This concurs with the findings by Soliman (2011) who revealed that there are possibilities for disputes, arbitrations and other risks arising from time, cost and quality slippage are largely a result of deprived relationships between the client and the contractor. This is in line with assertions by Oluka & Basheka, (2013); Davison & Sebastian, (2011) who also found that contract management challenges are inevitable in any contractual relationship due to lack of clearness. The study further indicated that to great extent, the organization makes and sustains a constructive relationship with its contractors (mean=4.1; SD=0.3). This concurs with (William, 2006) that purchasing has the ultimate responsibility of establishing and maintaining good supplier relationships. This was also supported by Solliman (2011) who found that a good relationship with suppliers is becoming more and more recognized as an imperative factor in maintaining a competitive edge

4.8 Binomial Logistic Regression results (inferential statistics)
The study executed binomial logistic regression analysis to examine the interactions between contract management elements and service delivery.

Table 4.7 Classification of accuracy

<table>
<thead>
<tr>
<th>Observed</th>
<th>Predicted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Delivery</td>
<td>Percentage</td>
</tr>
</tbody>
</table>
a. Constant is included in the model.

b. The cut value is .500

Model’s goodness of fit test was examined by classification of accuracy as shown on table 4.7. Of the 44 respondents, 41 (93%) respondents reported that contract management improves service delivery while 3 (7%) respondents said it does not improve service delivery. With 93% correct classification the model is good. Generally a discriminant analysis is better in classifying data correctly. According to Gay (2011) a classification accuracy of greater that 25% is acceptable.

**Table 4.8 Model summary**

<table>
<thead>
<tr>
<th>Step</th>
<th>-2 Log likelihood</th>
<th>Cox &amp; Snell R Square</th>
<th>Nagelkerke R Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>78.223*</td>
<td>.163</td>
<td>.440</td>
</tr>
</tbody>
</table>

The two pseudo R-squared statistics of Cox and Snell revealed values of 0.163 and 0.440 this indicated that managing contractor relationship, monitoring intensity, risk management and evaluation practices cause 16.3% and 44% respectively variations on service delivery. The study also used -2 Log likelihood to assess the fitness of the model and likelihood ratio value of 78.223
was obtained which revealed a strong relationship between the elements of contract management and service delivery.

Table 4.9 Binomial Logistic Regression Results

<table>
<thead>
<tr>
<th>Step 1a</th>
<th>Variable</th>
<th>B</th>
<th>S.E.</th>
<th>Wald</th>
<th>df</th>
<th>Sig.</th>
<th>Exp(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Monitoring</td>
<td>2.542</td>
<td>.385</td>
<td>9.120</td>
<td>1</td>
<td>.003</td>
<td>3.067</td>
</tr>
<tr>
<td></td>
<td>Risk management</td>
<td>1.170</td>
<td>.008</td>
<td>2.167</td>
<td>1</td>
<td>.018</td>
<td>1.210</td>
</tr>
<tr>
<td></td>
<td>Evaluation</td>
<td>1.044</td>
<td>.358</td>
<td>3.575</td>
<td>1</td>
<td>.004</td>
<td>1.357</td>
</tr>
<tr>
<td></td>
<td>Contractor Relationship</td>
<td>2.765</td>
<td>.185</td>
<td>1.893</td>
<td>1</td>
<td>.011</td>
<td>2.126</td>
</tr>
<tr>
<td></td>
<td>Constant</td>
<td>1.809</td>
<td>.141</td>
<td>1.234</td>
<td>1</td>
<td>.008</td>
<td>8.085</td>
</tr>
</tbody>
</table>


The Wald test was used to determine statistical significance for each of the independent variables. The study revealed that monitoring intensity \((p=.003)\), risk management \((p=.018)\), evaluation practices \((p=.004)\) and managing contractor relationship \((p=.011)\) added significantly to the model/prediction. The odds ratios \([\text{Exp} (B)]\) revealed the predicted change in odds for a unit increase in the corresponding element of contract management. According to Gay (2011), odds less than 1 correspond to decrease and odds ratios more than 1.0 depict increases while odds equal to 1 show that unit changes in independent variable do not affect dependent variable.

4.9 Discussion of the results
4.9.1 The effect of managing contractor relationship on service delivery at Bindura Municipality
The study findings revealed that there was a positive and statistically significant relationship between managing contractor relationship ($p=0.011<0.05$) and service at Bindura Municipality. The research findings concurred with Coltman, Devinney and Midgley (2009) who found a positive and statistically significance between managing contractor relationship and operational performance at Nigerian Power Company. The results of the study collaborated with the postulation of Soliman (2011) that effective contract relationship management involves creation and maintenance a positive relationship with the contractor; ensuring mutual trust between the organization and the contractor; ensuring mutual understanding between the organization and the contractors; regular communication between the organization and the contractors and timely management of potential problems in the contract with the aim of enhancing service delivery or operational performance. The current study results were in line with the study by Davison and Sebastian (2011) set out to determine the influence of contract management on performance of outsourced projects in medium manufacturing enterprises in Nairobi County, Kenya. The current study outcomes are also in sync with the findings by Lazzarotto et al. (2014) that revealed that managing contractor relationship and other factors accounted for 66% variation in project performance. Managing contractor relationship was found to have the strongest influence on performance of outsourced projects. The current results are reinforced by Marko (2013) who has stated that certain types of contracts provide relief for the contractor since onerous risks exist as experience of staff, urgency of completion, availability of qualified contractors and other factors must be evaluated carefully during contract negotiations. These finding agrees with the findings of Mead and Gruenberg (2013) which argued that managing contractor relationship is an effective tool to manage compliance, risk and change. Moreover Piga and Treumer (2013) recommended that quality and delivery which are among the contract requirement compliance should be used as criteria to monitor contractor’s performance. Also, Devinney and Midgley (2009) examined the impact of contractor relationship management (CRM) on firm performance and reveals a positive and significant path between a superior CRM capability and firm performance.

4.9.2 The influence of monitoring intensity on service delivery at Bindura Municipality

The research findings indicated that there was a positive and statistically significant relationship between monitoring intensity ($p=0.003<0.05$) and service delivery at Bindura Municipality. The current study findings are similar to Kiprotich (2015) study that contends that proper and
effective management and monitoring of contracts helps improve the quality of goods and services and reduces procurement cost, thus achieving three broad goals: quality products and services, timely delivery of products and services, and cost effectiveness (within budget), thus improving the overall service delivery of an organization. Monitoring of projects such as road construction of the municipalities has been considered by many scholars, statutory agencies and the society at large as the major aspect to enhance performance on the construction projects in form of service quality, accountability plus ensuring the value for money through efficiency and effectiveness. Monitoring the performance of the contractor regularly is a very important part of municipality construction projects. Monitoring system at Bindura Municipality is necessary to maintain the quality of work and also to record the data for future Research and Development in projects. The current study results confirmed aversion by Lazzarotto et al. (2014) that monitoring intensity has been one of the most commonly known measures to enhance performance, more especially in an environment that involves a master (the public institutions) and the agent (the contractor). The master normally has objectives and must ensure the agent’s work finally meets his expectations. However, the agent too has objectives which he can achieve by exploiting the weaknesses of the master and among the weaknesses is failure to monitor the projects which give chance to the contractors to do substandard work or fail to complete projects within the budgeted time frame, resulting into cost overruns. Such cases have also been experienced at Bindura Municipality e.g. the Twalumba Contractors road deal. The traditional methods of contracting are more prone to corruption because of the nature of the decision-making processes. Monitoring has the potential to promote transparency and good governance in public entities such as Bindura Municipality thereby leading to improved service delivery. According to Mutua et al. (2014), the limited experience with output-based approach in developing countries has prevented a comprehensive examination of its effects on lowering corruption. However, monitoring intensity can reasonably be expected to reduce administrative discretion and increase efficiency the two factors associated with corruption. The results concur with Meredith and Mantel (2012) that effective contractor monitoring and acceptance management involves a contractor undertaking his duties and fulfilling his obligations in compliance with the contract; identification of any issues or problems in advance that could arise and offer timely solutions; monitoring, controlling and evaluating the contractor’s performance; identification and handling of risks as well as
evaluating the quantity and quality of services, works, or products delivered, hence improving operational performance.

4.9.3 Impact of evaluation practices on service delivery at Bindura Municipality

The research outcomes showed that there was a positive and statistically significant relationship between evaluation practices ($p=0.004<0.05$) and service delivery at Bindura Municipality. The current study results are in sync with Oluka and Basheka (2012) findings that concluded that the development of revised performance evaluation procedures in projects ensured the reliability of the overall operational performance of an organization thus improving service delivery. According to Mead and Gruenberg (2013), evaluation involves constant review of the project to ascertain whether it is achieving the expected quality standards and meeting the objectives of the respective stakeholders. Evaluation is meant to be a continuous exercise throughout all the stages of the project and if done in an effective manner it can also boost service delivery at Bindura Municipality. This helps to identify the problems and find solutions in a timely manner to ensure high quality of the goods and services delivered. The current study results also resonated with Marko (2013) that evaluation is an important component of refining programs and documenting impacts. Qualitative methods are commonly used in evaluations in order to explore specific facets of programs and to give voice to participants’ experiences. These methods provide in-depth information that can assist organizations in enhancing the quality of their programs. The current study findings are also similar to the findings by Mutua et al. (2014) who examined the use of evaluation practices on performance of the road construction projects in Wakiso district in Kenya using a cross-sectional design and concluded that there was a significant positive relationship between evaluation, monitoring intensity, risk management and performance of road construction projects. Again the study by Brown and Hyer (2010) to establish the effect of effective contract management practice on operational performance of state corporations in Ghana concluded that in corporations, evaluation practices has a positive effect on their operational performance. The implication of the study is that effective evaluation practices improve operational performance of state corporations.

4.9.4 The nexus between risk management and service delivery at Bindura Municipality

The study results showed that there was a positive and statistically significant relationship between risk management ($p=0.018<0.05$) and service delivery at Bindura Municipality. The
current study results are in agreement with Mead and Gruenberg (2013) study that sought to establish the effects of risk management on banking industry’s operational performance. The study reveals a positive relationship between the two variables. According to Watson (2012), effective risk management is a critical component of any winning management strategy. The benefits of the risk management process include identifying and analyzing risks, and improvement of construction project management processes and effective use of resources. Risk management helps the key project participants – clients, contractor or developers, consultants, and suppliers to meet their commitments and minimize negative impacts or construction project performance in relation to cost, time and quality objectives (Mutua et al., 2014). The current study outcome collaborated with Soliman (2011), who opined that there is evidence that risk management results in better outcomes at lower cost with less risk and more financial predictability for project agencies. Municipality of Bindura large road and sewer construction projects are exposed to uncertain environment because of such factors as planning, design and construction complexity, presence of various interest groups (owner, consultants, contractors, suppliers), resources (manpower, materials, equipment, and funds) availability, environmental factors, the economic and political environment, and statutory regulations. Managing risks in construction projects has been recognized as a very important process in order to achieve project objectives in terms of time, cost, quality, safety and environmental sustainability.

4.10 Chapter summary
The overall results revealed that contract management (contract management practices namely managing contractor relationship, monitoring intensity, risk management and evaluation practices) has a significant influence on service delivery at Municipality of Bindura. The next chapter is going to cover conclusion and recommendation to the study.
CHAPTER V

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.0 Introduction
This chapter provides a summary of the major findings, conclusion and recommendations in regard to the stated purpose. In addition it gives suggestions on areas for further researches. The study aimed at examining the impact of effective contract management practices on service delivery at Bindura Municipality. In line with research objectives of this study we conclude and suggest recommendations based on the findings presented and the literature review.

5.1 Summary of study
The research objectives of the study were to critically analyze the effect of managing contractor relationship, exploring on the influence of monitoring intensity, examining the impact of risk management and analyzing the nexus between evaluation practices on service delivery at Bindura Municipality. The research used a causal research design. Data collection was done through the use of questionnaires and a stratified and simple random sampling.

5.2 Summary of findings
The study reviewed that there was a positive and statistically significant relationship between managing contractor relationship \( p=0.011<0.05 \) and service at Bindura Municipality.

The research findings indicated that there was a positive and statistically significant relationship between monitoring intensity \( p=0.003<0.05 \) and service delivery at Bindura Municipality.

The research outcomes showed that there was a positive and statistically significant relationship between evaluation practices \( p=0.004<0.05 \) and service delivery at Bindura Municipality.

The study results showed that there was a positive and statistically significant relationship between risk management \( p=0.018<0.05 \) and service delivery at Bindura Municipality.
5.3 Conclusion
In light of the research findings the following conclusions can therefore be made:

- Trust and mutual understanding between agent and principal has been found fundamental for minimizing risks and opportunistic behaviors during contract execution. Agent opportunistic behaviors are reduced by enhancing cooperation and sharing information this result in teamwork team cohesion and improved service delivery.

- Project inspections in the form of monitoring frequency by contract managers play a very important role to enhance service delivery in any project besides municipality. Monitoring of contracts is positively related to service delivery this implies that if the Municipality does not take monitoring of contracts seriously service delivery will be compromised.

- When risk management goes well it often remains unnoticed however when it fails the consequences will be disastrous. Service delivery in municipal projects is enhanced when risk management is carried out at all stages. The risk tend to be low when the resources are in abundance and continuity of supplies are maintained on other hand risk tend to be high in inflation stricken environment like as it is in Zimbabwe 2019.

- Failure to carry out evaluation in municipal projects hinders timely response to the problems which negatively affect the quality of project works. Proper documentation speeds up justifications for payment process for the delivered works.

- Contractor relationship management, monitoring intensity, risk management and evaluation practices are critically essential in enhancing service delivery.

5.4 Recommendations
Based on the research findings and conclusions the following recommendations were observed:
➢ It is critical for the Bindura Municipality to strive in improving the adoption of effective contract managements practice to boost service delivery

➢ There is need for intensive monitoring of contracts through capacitating financial and human resources investments towards monitoring intensity.

➢ There is need for the Municipality to increase good working relationship with contractors through trust and mutual understanding to deter the opportunistic behaviors. However the Municipality should not tolerate on excessive relationships with contractors to avoid collusive practices.

➢ The Municipality should have the Risk Management Policy. This will enforce all stakeholders for Bindura Municipality projects to adhere to risk management best practices. In addition the policy will foster proactiveness, diligence and a sound understanding on why risk management is fundamental hence this will deter political influence on its projects.

➢ Risk management training to all key project stakeholders must be carried out periodically and evaluations on the effectiveness of such training must be ensured.

➢ Evaluation should be conducted by the Municipality to ensure value for money. This includes key projects stakeholders to establish whether the projects achieved the intended goals and objectives. However an evaluation requires both internal and external technical experts to influence any decision making towards goals and objectives.

➢ The Municipality should keep evaluation documents for future reviews and knowledge management.

5.5 DIRECTION FOR FURTHER RESEARCH

➢ Given the study was conducted only in one organization further studies on contract management practices on service delivery are further suggested to be conducted in context of local authorities at national level.
In addition there is need to conduct a study on contract management practice and service delivery in private and charity organizations.

Further studies should also be conducted to investigate challenges affecting the fostering of effective contract management practices in public, private and donor funded organizations.
REFERENCES


Kutosi Ayub Masaba, Eya Sarah and Muhwezi Moses (13 July, 2015), Contracting and Procurement Performance of State Owned Enterprises in Uganda. Department of Procurement and Logistics Management, Makerere University Business School


Mutema, (2016) governance and ethics architecture – a study of five urban local authorities in Zimbabwe


https://www.newsday.co.zw/page/1389/?cat=10&ModPagespeed=noscript
Appendix 1: REQUEST TO CONDUCT A RESEARCH STUDY

Bindura University of Science Education
The economics department
P.bag 1020
Bindura
23 February 2019
Bindura municipality
565 Thurlows Avenue
Bindura

Dear Sir/Madam

REF: DATACOLLECTION LETTER

This is to inform you that I am undertaking a research for the award of a Master’s Degree in Purchasing and Supply Chain Management. The research aims at collecting information regarding the impacts of effective contract management practices on organizational service delivery at Bindura Municipality. Being one of the stakeholders to the case organization your information from your practical experience is not underestimated in making this study a success. Kindly I request you to spend few minutes responding freely to the questions based on your knowledge.

Attached is a questionnaire which requires you to provide information by answering questions honestly and objectively please do not write your name anywhere on the questionnaire

Your assistance in this endeavor will be greatly appreciated

Yours truly

NatsikaiMuseruka

CELL 0777674779

Email:nmuseruka@buse.ac.zw
APPENDIX 2: QUESTIONNAIRE

INSTRUCTIONS:

- Please answer all the questions honestly
- On section A and section B indicate your answers by ticking where appropriate in the brackets provided.
- On section C to section I indicate by filling one of provided numbers 1-5 which are representing the extent to which you agree or disagree in the bracket at the end of each question
- PPDPA stands for Public Procurement and Disposal of Public Assets Act Chapter 22:23
- Your name or identity is not required

SECTION A

DEMOGRAPHICAL QUESTIONS

1.1 Gender

Male [ ]
Female [ ]

1.2. Age of respondent

< 29 [ ] 29 - 39 [ ] 40 - 50 [ ] over 50 [ ]

1.3 Period of service

< 5 years [ ] 5-10 years [ ] > 10 years [ ]

1.5 Level of education attained
SECTION B: SERVICE DELIVERY

Effective contract management practices leads to the achievement of organizational service delivery goals or targets

Yes [ ]

No [ ]

SECTION C THE NEXUS BETWEEN MANAGING CONTRACTOR RELATIONSHIP AND SERVICE DELIVERY

Indicate the extent to which you agree or disagree with the following about the impact of managing contractor relationship and service delivery at Bindura municipality

No extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5

1 2 3 4 5

a. The organization makes and sustains a constructive relationship with its contractors[ ]
b. There is a mutual understanding between the organization and its contractors[ ]
c. There is reciprocal trust between the organization and its contractors[ ]
d. There is systematic communication between the organization and its contractors[ ]
e. The procurement entity enters framework agreements with vendors[ ]
f. Disputes are inevitable in contractual relationships contractors and Municipality jointly solve projects disputes[ ]

g. Municipality handles and action contractors’ complaints in time[ ]

SECTION D: RELATIONSHIP BETWEEN MONITORING INTENSITY AND SERVICE DELIVERY

Indicate the extent to which you agree or disagree with the following about the impact of contract monitoring and service delivery

no extent=1; little extent =2; uncertain =3great extent =4; very great extent= 5

1 2 3 4 5

a. The procurement entity ensures that the contract is being managed in conformity to PPDPA section 78-89 guidelines[ ]

b. The Project manager monitors contractors’ performance against contract specifications[ ]

c. The organization can ascertain any matters or problems in advance that could arise and offer timely solutions[ ]

d. The procurement entity inspects the quantity and quality of services, works, or goods are delivered as per contractual agreement[ ]

e. The organization monitors, controls and evaluates the contractor’s performance[ ]

f. The contract manager ensures that contractor payments are based on PPDPA Act section 82 guidelines[ ]

g. Procurement contracts costs are within the budgeted costs [ ]

h. The organization ensures that political influence did not affect its projects negatively[ ]

i. Contractors’ workingman ship in services or items supplied during contract execution is inspected regularly [ ]
SECTION E: NEXUS BETWEEN RISK MANAGEMENT AND SERVICE DELIVERY

Indicate the extent to which you agree or disagree with the following about the impact of risk management on organizational service delivery at Bindura Municipality.

1. The organization ensures timely response to the risks to achieve its project objectives.
2. The contract management team identifies, assesses, and manages risks at every stage of the contract life cycle.
3. The contract manager uses a risk register to identify, assess, and manage risks.
4. The organization ensures that political influence did not affect projects negatively.
5. The contractors could easily identify the risks involved in the construction projects.
6. The procurement entity effectively identifies risks at every stage of the procurement contract life cycle.
7. The political influence does not affect projects negatively.
8. Contractors are promptly paid for the delivered services/works.

SECTION F: THE RELATIONSHIP BETWEEN EVALUATION PRACTICES AND SERVICE DELIVERY

Indicate the extent to which you agree or disagree with the following about the impact of evaluation practices on service delivery at Bindura Municipality.

1. The procurement entity fully evaluates supplier’s eligibility as prescriptively outlined in section 28 of PPDPA Act.
b. The procuring entity ensures that field appraisal was done prior to contract award to ensure that the contractor is capable would the contract is awarded to that bidder[  ]

c. The organization ensures that project contract managers always carried out assessment in relation to goals and objectives as stipulated in the agreements[  ]

d. The organization ensures that there is always appropriate documentation by the project contractors[  ]

e. The contract management team evaluates contractors prior to contract award, during contract implementation [  ]

F. The organization ensures that during its projects, objectives are always adjusted were there are gaps [  ]

H. Contract managers always carry out assessment in relation to goals and objectives as stipulated in the initial agreement [  ]

Section I: Service delivery

Indicate the extent to which you agree or disagree with the following about the impact of evaluation practices on service delivery at Bindura Municipality no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5

1 2 3 4 5

a. The contractors always complete projects within the budgets estimates [  ]

b. The costs of services/products provided are relatively low[  ]

c. Most of the works or services users are relatively satisfied with standards rendered by the contractor[  ]

d. Services/products projects are always completed within the scheduled timeframes[  ]

e. The services/products projects meet the expected quality specifications[  ]
31 October 2018

The chairperson
Department of Economics
BUSE
P.BAG 1020
BINDURA

REF: REQUEST FOR DATA

The request for data for academic purpose by Museruka Netsei has been granted. The information must be used for academic purposes only as per your letter. It is our hope that we will also get a copy of the findings so that we may use it to improve our processes.

Yours faithfully

Warurama Lovemore
Director of Finance
FOR: THE TOWN CLERK