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EFFECT OF PROCUREMENT PRACTICES ON PERFORMANCE OF PUBLIC PROJECTS IN RWANDA

A CASE STUDY OF BUGESERA DISTRICT OFFICE CONSTRUCTION PROJECT

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Abstract

The purpose of this research was to examine the effect of Public Procurement planning on Performance public project in Rwanda, because despite the important role played by the Procurement Act, some government institutions in Rwanda still practice lengthy bureaucratic procurement processes in acquiring goods and services, corruption and discriminatory awards of tenders, hence has made some government projects to fail. The researcher used three specific objectives: To analyze the effect of procurement planning on performance of construction of Bugesera District Office; to examine the effect of tendering system on performance of construction of Bugesera District Office; to assess the effect contract administration on performance of construction of Bugesera District Office. For data collection, census was conducted. The relationship between the variables was established by use of Spearman's correlations. In the findings it was established that procurement planning of the Construction of Bugesera District Office show that financial resource was well planned. The finding on tendering system shows that the District used open tendering system, restricted

tendering system, direct procurement and request for quotation. The findings on contract administration show that different factors were considered while designing procurement contract, hence contract of the Construction of Bugesera District Office was well managed. There is a significant relationship between Public Procurement planning and performance of construction of Bugesera District Offices. The researcher concluded that Public Procurement planning highly contributed to positive Performance of construction of Bugesera District Office. The research recommends that the government should monitor and audit the tendering procedures for its projects in order to ensure accountability and transparency.

Keywords: Procurement Practices, public projects, project performance, procurement planning, tendering system

INTRODUCTION

Public procurement procedures provide a crucial function in the public sector, because the significant portion of public spending occurs through the public procurement process. Public procurement refers to the acquisition of goods, services and works by a procuring entity using public funds (World Bank, 1995a).For example, in stationery items, infrastructures construction works, cleaning works, transport services and consultancy services. Worldwide, public procurement has become an issue of public attention and debate, and has been subjected to reforms, restructuring, rules and regulations. According to Roodhooft and Abbeele (2006), public bodies have always been big purchasers, dealing with huge budgets. Mahmood, (2010) also reiterated that public procurement represents 18.42% of the world GDP.

Many countries both in developed and least developed countries have instituted procurement reforms involving laws and regulations. The major obstacle however, has been inadequate regulatory compliance. De Boer and Telgen (1998) confirm that non-compliance problem affects not only the third world countries but also countries in the European Union. This position is further supported by Gelderman, *et al*., (2006) who contend that compliance in public procurement is still a major issue. Hui, *et al.,* (2011) while analyzing procurement issues in Malaysia established that procurement officers were blamed for malpractice and non-compliance to the procurement policies and procedures. Citing Gelderman, *et al*., (2006) stipulate that compliance occurs when the target performs a requested action, but is apathetic about it, rather than enthusiastic, and puts in only a minimal or average effort. However, as an organizational outcome, compliance has traditionally been understood as conformity or obedience to regulations and legislation (Snell, 2004) cited in Lisa (2010).

In developing countries, public procurement is increasingly recognized as essential in service delivery (Basheka & Bisangabasaija, 2010), and it accounts for a high proportion of total expenditure. For instance, public procurement accounts for 60% in Kenya (Akech, 2005), 58% in Angola, 40% in Malawi and 70% of Uganda's public spending (Wittig, 1999; Gov. of Uganda, 2006) as cited in Basheka and Bisangabasaija. Moreover, in most developed countries, public procurement takes place within a framework of international obligations, such as World trade organization's Agreement on Government Procurement Directives made under regional agreements such as the European Union or the North Free Trade Agreement.

In Rwanda, use of the Public Procurement act, has been adapted in order to improve a national public procurement system with respects to international standards. As most developing countries prefer the flexibility that comes with receiving development aid through budget support, they have an incentive to reform their public procurement and financial management systems (Baily, 2005). This is the case for the government of Rwanda whose public procurement was recently decentralized to local governments in order to meet the above mentioned requirements. New ambitious undertaken by donors and developing countries to speed up the process of fulfilling the Paris Declaration's pledges. It is against this background that the Rwanda Procurement process had to undergo radical reforms in order to comply with these principles so as to make a profitable use of donor funds in a more effective and transparent manner (Alexis, 2013).

According to report made by Transparency International Rwanda on assessment of Public Procurement in 2006, public procurement accounted for 52 % of the total public funds expenditure. For example, in Rwanda, public procurement is estimated at 13% of GDP and 40% of public expenditure. In fact, when one does not consider salaries, public procurement accounts are for over 66% of public expenditure which could even be higher if one further does not consider public debt repayment (MINECOFIN, 2011). Inevitably, this has a certain effect on management of government expenditure and projects as well. The study report May 2010 of the Rwanda Association of Local Government Authorities (RALGA) on procurement practices in local governments, state that the RPPA and the ombudsman's reports of 2008 indicated failures in the procurement practices of public sector, and local governments in particular (RALGA, 2010) .

Statement of the Problem

Procurement is part of the fiscal policies and programmes directed toward achieving effective and efficient public financial management and national development. As an economic instrument for guaranteeing national development, when well planned and implemented

procurement has the potential of contributing to the realization effective project implementation and completion because it ensures the public get the value for their money because they ensure accountability and transparency hence cost effective, timely and quality service delivery. The main objectives of Rwandan Public Procurement law no 12/2007, is to harmonize public procurement processes in the public service, secure judicious, economic and efficient use of state resources, ensures fair public procurement, transparent and non-discriminatory and to reduce or eliminate corruption in the procurement process (Public Procurement law no.12/2007).

Despite the important role played by the Procurement system, some government institutions in Rwanda still practice lengthy bureaucratic procurement processes in acquiring goods and services, corruption and discriminatory awards of tenders hence has made some government projects to fail, for example Kalisimbi Project, methane Kivu and many other government projects believed to have failed due to poor procurement practices. Therefore, it is the above problem which prompted the researcher to analyze the effect of procurement practices on the performance of government projects in Rwanda by taking Construction of Bugesera District Office Project as a case study.

General Objective of the Study

The general objective of this research is to examine effect of procurement practices on the performance of Public Procurement Management in Rwanda.

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Specific Objectives of the Study

a) To analyze the effect of procurement planning on the performance of construction of Bugesera District Office.
b) To examine the effect of tendering system on the performance of construction of Bugesera District Office.
c) To assess the effect of contract administration effectiveness on the performance of construction of Bugesera District Office.

Research Questions

a) What is the effect of procurement planning on the performance of construction of Bugesera District Office?
b) What is the effect of tendering system on the performance of construction of Bugesera District Office?

c) What is the effect of contract administration effectiveness on the performance of construction of Bugesera District Office?

METHODOLOGY

Research Design

The study used a descriptive design basing on both qualitative and quantitative approaches. This is because quantitative research excels at summarizing large amounts of data and reaching generalizations based on statistical projections. Qualitative research on the other hand excels at story telling form the participants viewpoint, providing the rich descriptive details that sets qualitative results into their human context. For this study, the quantitative method was used to examine the effect of procurement practices on the performance of government projects in Rwanda. The qualitative data collection method on the other hand investigated the extent to which procurement practices affect Public projects in Rwanda.

Target Population

All the potential respondents under consideration in any field of inquiry constitute a 'universe' or 'population'. It can be presumed that in such an inquiry when all the respondents are covered no element of chance is left and highest accuracy is obtained (Kothari, 2004). For this case the total study population was 74 staff of Bugesera District (local government) who are active participants of the projects both users and developers.

Census Techniques

A census was conducted because the population size is affordable and the researcher can be able to contact all the respondents.

Data Collection

The researcher used a questionnaire as an instrument of data. This is an important method of data collection. Judd (1991) said that a questionnaire is justifiable in data collection mainly because; it enables the researcher to collect large amount of data within a short time period, it also provides opportunity for respondents to give frank, anonymous answers. The questionnaire included both open and closed ended set of questions that to be answered. The questionnaire was written in a simple and clear language for the respondents to feel free while answering. In addition to that the use of questionnaire was considered vital to the research since it provides accurate information regarding the study.

Also, the researcher reviewed sources of secondary data obtained from the case study organization. This literature included project plan and report. This method was chosen because; it is vital in providing background information about the project before primary data could be collected. Indeed, before field data is collected, a wide collection of data was collected and this was used to cross check with the primary data that is to be obtained by the field.

Data analysis

The data collected was processed by use of SPSS software; before data was processed it was coded, edited, processed by the software and later presented in table. The purpose of all these is to make the information clear and understandable for other people. Mean and standard deviation were used to give a clear understanding of the research interpretations for clear and easy understanding of the phenomenon studied. Relationship between the variables was established by use of Spearman's correlations.

RESEARCH FINDINGS AND DISCUSSION

Procurement planning and performance of construction of Bugesera District Office

This section analyses the Procurement planning of construction of Bugesera District Office, the effect of planning on project performance and relationship between planning and project performance.

Procurement planning of construction of Bugesera District Office

Table 1: Procurement planning of Bugesera District Office

Procurement planning	Mean	Std. Deviation	Comment
Financial Resource for Bugesera District Office was well planned for.	4.5000	.50341	Very Strong Heterogeneity
Competent constructor (Suppliers) for Bugesera District Office selected	4.4459	.50046	Strong Heterogeneity
Quality materials was considered while planning for Bugesera District Office construction	4.5270	.50268	Very Strong Heterogeneity
Deliveries of construction material was well planned for in form of time schedule	4.5000	.50341	Very Strong Heterogeneity
Bugesera District Office had a well planned architectural plan	4.4324	.49880	Strong Homogeneity
Enough time for the project completion was put into considerations	4.5135	.50323	Very Strong Heterogeneity
Valid N (list wise)	74		

Financial resource for Bugesera District Office was well planned for.: This was indicated by a very strong mean of 4.5000 and a Heterogeneity standard deviation of .50341. This implies that financial resource for Bugesera District Office was well planned for since it is one of the most important factors to be considered when initiating projects. Competent constructor (Suppliers) for Bugesera District Offices selected: This was indicated by a strong mean of 4.4459 and a Heterogeneity standard deviation of .50046. This implies that competent constructor (Suppliers) for Bugesera District Office selected because it is a very important aspect in successful completion of any construction project.

Quality materials were considered while planning for Bugesera District Office construction: This was indicated by a very strong mean of 4.5270 and a heterogeneity standard deviation of .50268. This implies that Quality materials was considered while planning for Bugesera District Office construction since quality of materials is one of the factors that determines value for money in construction project. Deliveries of construction material were well planned for in form of time schedule: This was indicated by a very strong mean of 4.5000 and a Heterogeneity standard deviation of .50341. This implies that Deliveries of construction material was well planned for in form of time schedule and project milestones.

Bugesera District Office had a well planned architectural plan: This was indicated by a strong mean of 4.4324 and a Homogeneity standard deviation of .49880. This implies that Bugesera District Office had a well planned architectural plan because in Rwanda without an approved plan no construction is allowed to take place. Enough time for the project completion was put into considerations: This was indicated by a very strong mean of 4.5135 and a Heterogeneity standard deviation of .50323. This implies that enough time for the project completion was put into considerations.

Effect of procurement planning on construction of Bugesera District Office

Table 2: Effect of planning on the construction of BugeseraDistrict Office

Effects of procurement planning	Mean	Std. Deviation	Std. Deviation
Construction of the district office finished within the specified budget	3.7973	.52289	Strong Heterogeneity
Construction of the district office finished within the required time	3.7027	.54219	Strong Heterogeneity
Bugesera District Office was constructed with quality materials	4.5270	.50268	Very Strong Heterogeneity
Construction of the district office was as per the plan architecture	4.6216	.48829	Strong Homogeneity
Valid N (list wise)	74		

Construction of the district offices finished within the specified budget: This was indicated by a strong mean of 3.7973 and a Heterogeneity standard deviation of .52289. This implies that construction of the district office never finished within the specified budget. Construction of the district office finished within the required time: This was indicated by a strong mean of 3.7027 and a heterogeneity standard deviation of .54219. This implies that Construction of the district offices never finished within the specified time.

Bugesera District Office was constructed with quality materials: This was indicated by a strong mean of 4.5270 and a heterogeneity standard deviation of .50268. This implies that Bugesera District Office used for the construction of the house was of the right quality to a large extent. Construction of the district offices was as per the plan architecture: This was indicated by a strong mean of 4.6216 and a Heterogeneity standard deviation of .48829. This implies that Construction of the district offices was as per the architectural plan.

Relationship between Procurement planning and construction of Bugesera District Office

Table 3: Relationship between Procurement planning and construction of District Office

Relationship		Procurement planning	Performance
Procurement planning	Spearman Correlation	1	.738**
	Sig. (2-tailed)		.000
	N	74	74
Performance	Spearman Correlation	.738**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

The above table is giving the relationship between Procurement planning and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .738** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Procurement planning and performance of construction of Bugesera District Office.

We can therefore conclude Procurement planning contribute positively to the Performance of construction of Bugesera District Office.

Procurement tendering system and performance of construction of Bugesera District Office

This section analyses the tendering system used in the procurement of construction of Bugesera District Offices, the effect of tendering system on project performance and relationship between tendering system and project performance.

Tendering System used in the procurement of construction of Bugesera District Offices

Table 4: Tendering system used in the procurement of the construction of District Office

Tendering system	Frequency	Percent	Valid Percent	Cumulative Percent
Open tendering System	41	55.4	55.4	55.4
Restricted Tendering system	10	13.5	13.5	68.9
Request for quotations	23	31.1	31.1	100.0
Total	74	100.0	100.0	

Table 4 describes the tendering system used in the procurement of construction of Bugesera District Office; 55.4%open tendering System, 31.1% request for quotations and 13.5% restricted Tendering system. This implies that the district used variety of tendering system in order to acquire materials for the procurement of construction of Bugesera District Office.4.3.2 Assessment of Procurement tendering system of construction of Bugesera District Office

The following table assesses Procurement tendering system of construction of Bugesera District Office:

Table 5: Procurement tendering system of construction of Bugesera District Office

Procurement Tendering System	Mean	Std. Deviation	Std. Deviation
The district advertised for the construction project in order to get the right supplier	4.6486	.48065	Very Strong Homogeneity
The district 120 days for the bid validity	4.6757	.47132	Very Strong Homogeneity
The district invited all suppliers when evaluating for bids	4.6622	.47620	Very Strong Homogeneity
Contracts committee all factors possible when evaluating the bids	4.6351	.48468	Very Strong Homogeneity
The district gave suppliers 7 days for complain for unsuccessful suppliers	4.6351	.48468	Very Strong Homogeneity
Tender was issued to the right supplier	4.6622	.47620	Very Strong Homogeneity
Valid N (list wise)	74		

The district advertised for the construction project in order to get the right supplier: This was indicated by a very strong mean of 4.6486 and a homogeneity standard deviation of .48065. This implies that the district advertised for the construction project in order to get the right

supplier. This practice is mandatory in public procurement in Rwanda. The district 120 days for the bid validity: This was indicated by a very strong mean of 4.6757 and a Homogeneity standard deviation of .47132. This implies that the district 120 days bid validity period was provided. The district invited all suppliers when evaluating for bids: This was indicated by a very strong mean of 4.6622 and a Homogeneity standard deviation of .47620. This implies that the district invited all suppliers when evaluating for bids in order to promote transparency in the procurement process.

Contracts committee of all factors possible when evaluating the bids: This was indicated by a very strong mean of 4.6351 and a Homogeneity standard deviation of .48468. This implies that Contracts committee considered all factors possible when evaluating the bids ranging from technical, administrative and financial. The district gave suppliers 7 days for complain for unsuccessful suppliers: This was indicated by a very strong mean of 4.6351 and a Homogeneity standard deviation of .48468. This implies that the district gave suppliers 7 days of complain for unsuccessful suppliers so that incase of issues it is addressed accordingly. Tender was issued to the right supplier: This was indicated by a very strong mean of 4.6622 and a Homogeneity standard deviation of .47620. This implies that Tender was issued to the right supplier who worn the tender.

Effect of Tendering System on performance of construction of Bugesera District Office

Table 6: Effect of Tendering System on construction of Bugesera District Office

Effects of Tendering System	Mean	Std. Deviation	Std. Deviation
The tendering system helped the project to buy quality materials	4.5811	.70238	Very Strong Heterogeneity
The tendering system helped the project to buy within the budget	4.5270	.79765	Very Strong Heterogeneity
The tendering system helped the project worked acquire the right quantity of the materials	4.5000	.83173	Very Strong Heterogeneity
The tendering system helped the project worked acquire materials in time	4.5270	.79765	Very Strong Heterogeneity
Tendering system helped to manage corruption practices	4.5000	.83173	Very Strong Heterogeneity
The tendering system helped the project worked within the required standards	4.5405	.77969	Very Strong Heterogeneity
Valid N (list wise)	74		

The tendering system helped the project to buy quality materials: This was indicated by a very strong mean of 4.5811 and a heterogeneity standard deviation of .70238. This implies that to a

large extent the tendering system helped the project to buy quality materials for the construction. The tendering system helped the project to buy requirements within the budget: This was indicated by a very strong mean of 4.5270 and a Heterogeneity standard deviation of .79765. This implies that the tendering system helped to buy materials within the planned budget. The tendering system helped the project to acquire the right quantity of the materials: This was indicated by a very strong mean of 4.5000 and a Heterogeneity standard deviation of .83173. This implies that the tendering system helped to acquire the right quantity of the materials for the construction in the project.

The tendering system helped the project to acquire materials in time: This was indicated by a very strong mean of 4.5270 and a Heterogeneity standard deviation of .49667. This implies that the tendering system helped to acquire materials for project works in time.Tendering system helped to manage corruption practices: This was indicated by a very strong mean of 4.5000 and a Heterogeneity standard deviation of .83173. This implies that tendering system helped to manage corruption practices though transparent advertisement and tender evaluations. The tendering system helped the project worked within the required standards: This was indicated by a very strong mean of 4.5405 and a Heterogeneity standard deviation of .77969. This implies that the tendering system helped the project worked within the required standards.

Relationship between tendering system and construction of Bugesera District Office

Table 7: Relationship between tendering system and construction of Bugesera District Office

Relationship		**Tendering System**	**Performance**
Tendering System	Spearman Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	74	74
Performance	Spearman Correlation	.747**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

Table 7 is giving the relationship between tendering system and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .747** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researcher conclude that the variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a

significant relationship between tendering system and performance of construction of Bugesera District Office. We can therefore conclude tendering system contributed to positive Performance of construction of Bugesera District Office.

Contract administration and performance of construction of Bugesera District Office

This section analyses the contract administration and management system used in the procurement of construction of Bugesera District Office, the effect of contract administration on project performance and relationship between Contract administration and project performance.

Assessing Contract administration in the construction of Bugesera District Office

Table 8: Assessing Contract administration in the construction of Bugesera District Office

Contract administration	Mean	Std. Deviation	Comments
Time factors was considered while designing procurement contract of the construction	4.6892	.54711	Very Strong Heterogeneity
Legal team were consulted before signing the contract	4.6757	.52625	Very Strong Heterogeneity
Finance factors was considered while designing procurement contract of the construction	4.6081	.59259	Very Strong Heterogeneity
Delivery date factors was considered while designing procurement contract of the construction	4.6757	.52625	Very Strong Heterogeneity
Quality of materials was considered while designing procurement contract of the construction	4.6351	.56312	Very Strong Heterogeneity
Guarantees for works was considered in the contract	4.6757	.52625	Very Strong Heterogeneity
Arbitration between the parties was considered while designing procurement contract of the construction	4.6486	.55966	Very Strong Heterogeneity
Communication of the terms of contract was consistent during project deliverables	4.6757	.52625	Very Strong Heterogeneity
Contract of the construction was well managed	4.6757	.55166	Very Strong Heterogeneity
Valid N (list wise)	74		

Time factor was considered while designing procurement contract: This was indicated by a very strong mean of 4.6892 and a heterogeneity standard deviation of .54711. This implies that time factor was considered while designing procurement contract of construction of Bugesera District Office.Legal teams were consulted before signing the contract: This was indicated by a very strong mean of 4.6757 and a Heterogeneity standard deviation of .52625. This implies that Legal teams were consulted before signing the contract. Finance factor was considered while designing procurement contract of construction of Bugesera District Office: This was indicated by a very strong mean of 4.6081 and a Heterogeneity standard deviation of .59259. This implies that Finance factor was considered while designing procurement contract of construction of

Bugesera District Office because finance is one of the most important component in project management.

Delivery date was considered while designing procurement contract of construction of Bugesera District Offices: This was indicated by a very strong mean of 4.6757 and a Heterogeneity standard deviation of .52625. This implies that a delivery date was considered while designing procurement contract of construction of Bugesera District Office. Quality of materials was considered while designing procurement contract of construction of Bugesera District Office: This was indicated by a very strong mean of 4.6351 and a Heterogeneity standard deviation of .56312. This implies that Quality of materials was considered while designing procurement contract of construction of Bugesera District Office. Guarantees for work were considered in the contract: This was indicated by a very strong mean of 4.6757 and a Homogeneity standard deviation of .52625. This implies that Guarantees for work was considered in the contract

Arbitration between the parties was considered while designing procurement contract of construction of Bugesera District Office: This was indicated by a very strong mean of 4.6486 and a Heterogeneity standard deviation of .55966. This implies that Arbitration between the parties was considered while designing procurement contract of construction of Bugesera District Office. Communication of the terms of contract was consistent during project deliverables: This was indicated by a very strong mean of 4.6757 and a Heterogeneity standard deviation of .52625. This implies that Communication of the terms of contract was consistent during project deliverables. Contract of the construction of Bugesera District Office was well managed: This was indicated by a very strong mean of 4.6757 and a Heterogeneity standard deviation of .55166. This implies that Contract of the of construction of Bugesera District Office was well managed

Effect of contract administration on construction of Bugesera District Office

Table 9: Effect of contract administration on construction of Bugesera District Office

Effect contract administration on construction of Bugesera District Office	Mean	Std. Deviation	Comments
Contract administration helped the project to buy quality materials	4.5270	.50268	Strong Heterogeneity
Contract administration helped the project to buy within the budget	4.3243	.47132	Strong Homogeneity
The tendering system helped the project worked acquire the right quantity of the materials	4.2027	.82727	Strong Heterogeneity
Contract administration helped the project worked acquire materials in time	4.2432	.84092	Strong Heterogeneity

Contract administration helped to manage corruption practices	4.2568	.77744	Strong Heterogeneity
Contract administration helped the project worked within the required standards	4.1486	.85500	Strong Heterogeneity
Contract administration helped the project to buy quality materials	4.1351	.76435	Strong Heterogeneity
Contract administration helped the project to buy within the budget	4.1351	.78206	Strong Heterogeneity
Contract administration helped the project worked acquire the right quantity of the materials	4.1351	.76435	Strong Heterogeneity

Contract administration helped the project to buy quality materials: This was indicated by a strong mean of 4.5270 and a Heterogeneity standard deviation of .50268. This implies that Contract administration helped the project to buy quality materials. Contract administration helped the project to buy within the budget: This was indicated by a strong mean of 4.3243 and a homogeneity standard deviation of .47132. This implies that Contract administration helped the project to buy within the budget.The tendering system helped the project worked acquire the right quantity of the materials: This was indicated by a strong mean of 4.2027 and a heterogeneity standard deviation of .82727. This implies that the tendering system helped the project worked acquire the right quantity of the materials.

Contract administration helped the project worked acquire materials in time: This was indicated by a strong mean of 4.2432 and a heterogeneity standard deviation of .84092. This implies that Contract administration helped the project worked acquire materials in time. Contract administration helped to manage corruption practices: This was indicated by a strong mean of 4.2568 and a Heterogeneity standard deviation of .77744. This implies that Contract administration helped to manage corruption practices. Contract administration helped the project worked within the required standards: This was indicated by a very strong mean of 4.1486 and a Heterogeneity standard deviation of .85500. This implies that Contract administration helped the project worked within the required standards. Contract administration helped the project to buy quality materials: This was indicated by a strong mean of 4.1351 and a Heterogeneity standard deviation of .76435. This implies that Contract administration helped the project to buy quality materials

Contract administration helped the project to buy within the budget: This was indicated by a strong mean of 4.1351 and a Heterogeneity standard deviation of .78206. This implies that Contract administration helped the project to buy within the budget. Contract administration helped the project worked acquire the right quantity of the materials: This was indicated by a strong mean of 4.1351 and a Heterogeneity standard deviation of .76435. This implies that Contract administration helped the project worked acquire the right quantity of the materials.

Relationship between contract administration and construction of District Office

Table 10: Relationship between contract administration and construction of Bugesera Office

Relationship		Contract administration	Performance
Contract administration	Spearman Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	74	74
Performance	Spearman Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

Table 10 is giving the relationship between contract administration and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .802** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between contract administration and performance of construction of Bugesera District Office. We can therefore conclude that contract administration contribute to positive Performance of construction of Bugesera District Office.

Relationship between Public Procurement Management and construction of District Office

Table 11: Relationship between Public Procurement Management and construction of Bugesera District Office

Relationship		Public Procurement Management	Performance of Bugesera District Office
Public Procurement Management	Pearson Correlation	1	.729**
	Sig. (2-tailed)		.000
	N	74	74
Performance	Pearson Correlation	.729**	1
	Sig. (2-tailed)	.000	
	N	74	74

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

Table 11 is presenting the relationship between Public Procurement planning and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to

dependent variable equal to .729** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Public Procurement planning and performance of construction of Bugesera District Offices. We can therefore conclude Public Procurement planning highly contributed to positive Performance of construction of Bugesera District Office

SUMMARY OF FINDINGS

Effect of Procurement Planning on Construction of Bugesera District Office

The findings on procurement planning of the construction of Bugesera District Office shows that financial resource was well planned for, competent constructor (Suppliers) were planned for, quality materials were planned for, deliveries of construction material was well planned for in form of time schedule, Bugesera District Office had a well planned architectural plan and enough time for the project completion was put into considerations. The respondents further stated that procurement planning greatly affected the performance of construction of Bugesera District Office because the district office was constructed with quality materials as per the plan, the district offices was as per the plan architecture but the construction was finished out the planned budget and past the required time. Table 4.7 gave the relationship between Procurement planning and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .738** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Procurement planning and performance of construction of Bugesera District Office. We can therefore conclude Procurement planning contribute positively to the Performance of construction of Bugesera District Office.

Effect of Tendering System on Construction of Bugesera District Office

Findings show that tendering system used to procure the construction of Bugesera District Office include the following; Open tendering system, restricted tendering system, direct procurement and request for quotation. The respondents further stated that the district advertised for the construction project in order to get the right supplier, they gave 120 days for the bid validity, the district invited all suppliers when evaluating for bids, contracts committee considered possible factors when evaluating the bids, they gave suppliers 7 days for complain

for unsuccessful suppliers and tender was issued to the right supplier. The tendering system greatly influences the performance of the project in that quality materials were bough, it tried to help the project manage its budget, it helped the project to acquire the right quantity of the materials, it helped the project to acquire materials in time, it helped to manage corruption practices though transparent advertisement and tender evaluations and tendering system helped the project worked within the required standards. Table 4.7 gave the relationship between tendering system and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .747** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researcher conclude that the variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between tendering system and performance of construction of Bugesera District Office. We can therefore conclude tendering system contributed highly to the performance of construction of Bugesera District Office.

Effect of Contract Administration on Construction of Bugesera District Office

Findings show on contract administration of Bugesera District Office shows that time factors was considered while designing procurement contract, legal team were consulted before signing the contract, finance factors was considered while designing procurement contract, delivery date factors was considered while designing procurement contract, quality of materials was considered while designing procurement contract of construction of Bugesera District Office, Guarantees for works was considered in the contract, Arbitration between the parties was considered while designing procurement and communication of the terms of contract was consistent during project deliverables hence contract of the construction of Bugesera District Office was well managed. The respondents further stated that contract administration highly influences the performance of construction of Bugesera District Office so that Contract administration helped the project to buy quality materials; contract administration helped the project to buy within the budget, acquire the right quantity of the materials, acquire materials in time and manage corruption practices. Contract administration also made the project worked within the required standards and to buy materials within the budget. Table 4.14 gave the relationship between contract administration and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .802** and the p-value is .000 which is less than 0.01. When p-value is less than significant level,

therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between contract administration and performance of construction of Bugesera District Offices. We can therefore conclude that contract administration highly contributed to positive Performance of construction of Bugesera District Office.

CONCLUSION

From the findings it was realized that procurement planning of the construction of Bugesera District Office shows that financial resource was well planned for, competent constructor (Suppliers) were planned for, quality materials were planned for, deliveries of construction material was well planned for in form of time schedule, Bugesera District Office had a well planned architectural plan and enough time for the project completion was put into considerations. The finding on tendering system shows that the District used open tendering system, restricted tendering system, direct procurement and request for quotation. They advertised for the construction project in order to get the right supplier, they gave 120 days for the bid validity, the district invited all suppliers when evaluating for bids, contracts committee considered possible factors when evaluating the bids, they gave suppliers 7 days for complain for unsuccessful suppliers and tender was issued to the right supplier. The findings on contract administration shows that time factors was considered while designing procurement contract, legal team were consulted before signing the contract, finance factors was considered while designing procurement contract, delivery date factors was considered while designing procurement contract, quality of materials was considered while designing procurement contract of construction of Bugesera District Office, guarantees for works was considered in the contract, Arbitration between the parties was considered while designing procurement and communication of the terms of contract was consistent during project deliverables hence contract of the construction of Bugesera District Office was well managed.

In general, the above factors of Public Procurement planning helped the project to buy quality materials, to buy materials within the budget, acquire the right quantity of the materials, acquire materials in time and manage corruption practices. Table 4.14 gave the relationship between Public Procurement planning and performance of construction of Bugesera District Office whereby the respondents N is 74 and the significant level is 0.01, the results indicate that independent variable has positive high correlation to dependent variable equal to .729** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a significant relationship between Public

Procurement planning and performance of construction of Bugesera District Office. We can therefore conclude Public Procurement planning highly contribute to positive Performance of construction of Bugesera District Office.

RECOMMENDATIONS

There should be effective procurement planning by consulting all the stakeholders in the project. The stakeholders comprise of the project financiers who give assurance on the source of funds, skilled, experienced and competent project designers and implementers, environmental factors, political factors and many others so that planning of the project is effectively done. The government should monitor and audit the tendering procedures in order to ensure transparency and accountability is realized hence valve for money. The government should involve competent legal team and experts to design the project contract for effective contract administration and management.

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