



International Journal of Research Publication and Reviews

Journal Homepage: www.ijrpr.com ISSN 2582-7421

Assessment of the Effectiveness of Procurement Contract Management on Public Procurement Performance: A Case of Geological Survey Dodoma Office

Hussein N. Mwilwa

Department of Business Studies, University of Iringa, Tanzania

Email: ntumami.hm@gmail.com

ABSTRACT

This study assessed the effectiveness of contract planning and preparation on public procurement performance at the Geological Survey of Tanzania, Dodoma Office. The study adopted a mixed-methods approach using a descriptive research design. Data were collected from 130 questionnaire respondents and 24 key informants through questionnaires, interviews, and document review. Quantitative data were analyzed using frequencies and percentages, while qualitative data were analyzed thematically. The findings indicate that contract planning and preparation were generally effective. Most respondents agreed that procurement contracts were based on approved and sufficient budget allocations, budget estimates were realistic, procurement schedules were achievable, timelines were clearly defined before contract award, potential risks were identified, and adequate human and technical resources were considered during planning. The findings further show that risk mitigation strategies were generally prepared during contract planning. However, challenges including delayed budget disbursement, price fluctuations, supplier-related constraints, and changes in project requirements occasionally affected planned procurement activities. The study concludes that effective contract planning and preparation provide an important foundation for improving public procurement performance through accurate budgeting, realistic scheduling, early risk identification, and appropriate resource allocation. The study recommends strengthening budget forecasting, procurement scheduling, risk assessment, and resource planning to improve procurement performance at the Geological Survey of Tanzania, Dodoma Office.

Keywords: Procurement contract management; contract planning; contract preparation; public procurement performance; risk management; Geological Survey of Tanzania.

1. Introduction

Globally, public procurement represents a significant share of government expenditure and is important for achieving value for money. Effective contract planning and preparation help organizations establish appropriate costs, timelines, resources, and risk measures before contract implementation. The Asian Development Bank (ADB, 2021) emphasizes the importance of proper planning and preparation in ensuring effective procurement outcomes, while the OECD (2021) highlights the need for adequate resources and expertise to support procurement performance.

In Europe, public procurement operates within established legal and institutional frameworks that promote efficiency, accountability, and value for money. Proper contract planning and preparation help contracting authorities establish clear requirements, realistic timelines, and appropriate resources before contracts are implemented (European Commission, 2021).

In Asia, increased investment in infrastructure and public services has increased the importance of effective procurement planning. The Asian Development Bank (2021) emphasizes that proper preparation before contract award helps ensure that procurement requirements, resources, risks, and implementation arrangements are clearly established, thereby supporting effective contract implementation.

In East Africa, studies have shown that effective procurement contract management contributes to procurement performance. In Kenya, Bett and Achuora (2021) found that contract management was positively associated with procurement performance, while Batetah and Wabala (2021) found that effective contract cycle management was significantly related to procurement performance. These findings indicate the importance of proper planning and preparation in supporting successful procurement outcomes.

In Tanzania, public procurement is governed by the Public Procurement Act, 2023, which provides the legal framework for procurement activities. Proper procurement planning and preparation are important for ensuring that contracts are based on approved requirements, realistic budgets, and appropriate implementation arrangements. Masuruli and Nditi (2021) also found a positive relationship between contract management practices and procurement performance in Tanzanian public procuring entities.

At the Geological Survey of Tanzania, Dodoma Office, procurement supports geological research, mineral exploration, and technical services. Effective contract planning and preparation are therefore important for ensuring realistic budgets, appropriate timelines, adequate resources, and identification of potential risks before implementation. Weak planning may contribute to delays, cost variations, and difficulties during contract implementation.

However, limited empirical evidence exists on the effectiveness of contract planning and preparation at the Geological Survey of Tanzania, Dodoma Office. Previous studies have largely focused on ministries, local governments, and other public procuring entities. This study therefore focuses specifically on determining the level of effectiveness of contract planning and preparation on procurement performance at the Geological Survey Dodoma Office.

2. Literature Review

2.1 Theoretical Review

Principal-Agent Theory explains the relationship between a principal and an agent and the conflicts that may arise when their interests differ. Jensen and Meckling (1976) argue that agency relationships may create costs when agents do not fully act in the principal's interests. In this study, the Geological Survey Dodoma Office represents the principal, while suppliers and contractors represent agents. The theory is relevant because effective contract planning and preparation can clarify responsibilities, reduce information gaps, and support compliance with contractual requirements.

Transaction Cost Theory, developed from Coase (1937) and Williamson (1979), explains the costs associated with planning, negotiating, and enforcing transactions. In this study, the theory is relevant to contract planning and preparation because effective planning can reduce unnecessary costs, delays, disputes, and resource wastage. It therefore provides a basis for understanding how proper contract preparation can contribute to improved procurement performance.

Agency Theory focuses on information asymmetry, divergent interests, uncertainty, and the need for control mechanisms. Eisenhardt (1989) explains its relevance to relationships between principals and agents, particularly regarding information, incentives, outcomes, and risk. In this study, the theory supports the importance of clear contractual arrangements and risk considerations during contract planning and preparation. Together, these theories provide a basis for understanding how effective contract planning and preparation can contribute to public procurement performance.

2.2 Empirical Literature Review

Masuruli and Nditi (2021) examined the effect of contract management practices on procurement performance in Tanzania's Ministry of Finance and Planning. Using 81 respondents and questionnaires and interviews, the study found that contract administration was positively and significantly related to procurement performance. The study highlights the importance of proper contract arrangements and effective management practices in improving procurement outcomes.

Mchopa (2015) investigated contract management practices and value for money in selected procuring entities in Moshi Municipality, Tanzania. Using questionnaires and interviews, the study found that time management, quality management, and cost control practices contributed to achieving value for money. The findings demonstrate the importance of proper planning of cost and time in supporting effective procurement performance.

Changalima et al. (2022) examined supplier monitoring and procurement performance in the Tanzanian public sector using data from 179 public procuring organizations. The findings showed a positive relationship between supplier monitoring and procurement performance in terms of cost reduction, lead time, and buyer satisfaction. The study demonstrates the importance of proper preparation and management of procurement arrangements for achieving performance outcomes.

Bett and Achuora (2021) investigated contract management and procurement performance in 47 Kenyan county governments. The study found that contract management positively influenced procurement performance. The findings indicate that effective planning and organization of contract management activities can contribute to improved procurement outcomes.

Batetah and Wabala (2021) examined procurement contract management and performance in selected Kenyan county governments using a sample of 234 employees. The findings showed significant positive relationships between contract cycle management and procurement performance. The study suggests that proper planning and organization throughout the contract cycle are important for improving procurement performance.

2.3 Knowledge Gap

The empirical literature shows that procurement contract management practices such as contract administration, supplier monitoring, contract execution, contract relationships, and contract monitoring are associated with improved procurement performance (Masuruli&Nditi, 2021; Mchopa, 2015; Changalima et al., 2022; Bett&Achuora, 2021; Batetah&Wabala, 2021). However, most existing studies have focused on ministries, county governments, and general public procuring entities, with limited attention to specialized technical institutions such as the Geological Survey Dodoma Office. In particular, limited empirical evidence exists on how contract planning and preparation, contract monitoring and supervision, and contract evaluation and reporting influence cost efficiency, timely service delivery, and compliance rates within geological institutions. Therefore, this study addresses the

contextual and variable-specific knowledge gap by assessing the effectiveness of these procurement contract management practices on public procurement performance at the Geological Survey Dodoma Office.

2.4 Conceptual Framework

The conceptual framework for this study illustrates the relationship between procurement contract management practices and procurement performance at the Geological Survey Dodoma Office

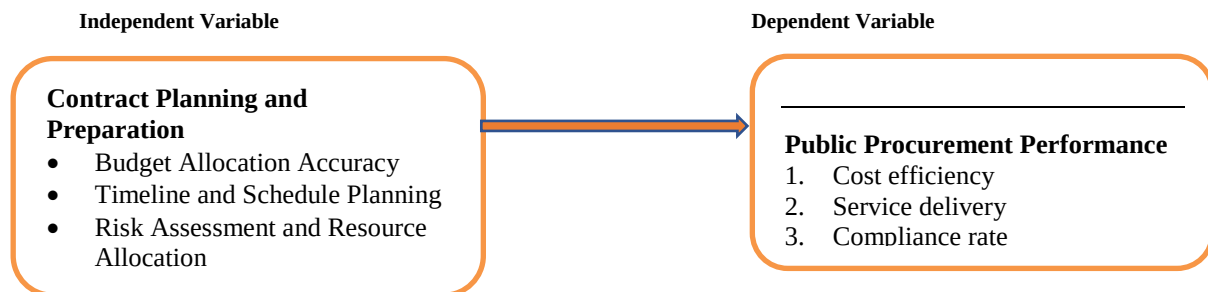


Figure 1: Conceptual Framework on Public Procurement Performance

Source: Researcher (2026)

3. Methodology

The study was conducted at the Geological Survey Dodoma Office in Dodoma City, Tanzania. The office was selected because it is a specialized public institution involved in geological research, mineral exploration, and technical services that require the procurement of specialized goods, works, and services. The study adopted a mixed-methods approach, combining quantitative and qualitative methods. Questionnaires were used to collect quantitative data, while interviews and document review provided qualitative and supporting information for triangulation (Creswell & Creswell, 2022).

A descriptive research design was employed to examine the effectiveness of contract planning and preparation in relation to procurement performance without manipulating the study variables. The target population comprised 250 employees of the Geological Survey of Tanzania Dodoma Office who were directly involved in procurement-related activities, including procurement officers, contract management staff, finance officers, and other relevant employees. Purposive sampling was used to select key informants with relevant knowledge, while simple random sampling was used to select other eligible respondents.

The study involved 154 respondents, comprising 130 questionnaire respondents and 24 key informants. The sample size was determined using Yamane's formula, $n = N/[1+N(e^2)]$, where N was 250 and the margin of error was 0.05, giving approximately 154 respondents. Primary data were collected through structured questionnaires and semi-structured interviews, while secondary data were obtained from procurement reports, contract files, audit reports, evaluation reports, and other relevant institutional documents related to contract planning and preparation.

Quantitative data were coded and analyzed using SPSS Version 29. Frequencies and percentages were used to summarize respondents' characteristics and responses concerning contract planning and preparation. Qualitative data obtained from interviews and documents were analyzed thematically through identification, coding, categorization, and interpretation of major themes. Findings from questionnaires, interviews, and documents were compared to facilitate triangulation and strengthen the credibility of the results.

The reliability of the questionnaire was assessed using Cronbach's Alpha. The instrument consisted of 33 items and produced a Cronbach's Alpha coefficient of 0.82, exceeding the recommended threshold of 0.70 and indicating satisfactory internal consistency. Content validity was established through expert review and alignment of the instrument with the study objective and conceptual framework. Construct validity was assessed using the Kaiser-Meyer-Olkin measure and Bartlett's Test of Sphericity. The reported KMO value was 0.850. However, the reported Bartlett's statistics should be verified against the original SPSS output because the combination of $\chi^2 = 324.560$, $df = 528$, and $p < .001$ is statistically inconsistent.

Ethical principles were observed throughout the study. Participation was voluntary, and informed consent was obtained from all participants. Respondents were informed of their right to participate, decline participation, or withdraw from the study. Confidentiality and anonymity were maintained, and the information collected was used strictly for academic purposes. Permission to conduct the study was obtained from the relevant authorities, while institutional documents and research information were handled responsibly.

4. Results and Discussion

4.1 Demographic Data of the Respondents

This section presents the demographic characteristics of the 130 respondents who participated in the study. The characteristics considered were gender, age, highest level of education, department/unit, position or designation, and work experience in the organization. The information provides a profile of the respondents and indicates the extent to which participants from different backgrounds and functional areas were represented in the study. Frequencies and percentages were used to summarize the demographic characteristics, as presented in Table 2.

Table 4.2: Demographic Characteristics of Respondents

Demographic Characteristic	Category	Frequency (F)	Percentage (%)
Gender	Male	72	55.4
	Female	58	44.6
	Total	130	100.0
Age Group	20–29 years	28	21.5
	30–39 years	46	35.4
	40–49 years	38	29.2
	50 years and above	18	13.9
	Total	130	100.0
Highest Level of Education	Diploma	34	26.2
	Bachelor's Degree	62	47.7
	Master's Degree	28	21.5
	PhD	6	4.6
	Total	130	100.0
Department/Unit	Procurement Unit	36	27.7
	Finance/Accounts	32	24.6
	Technical Department	40	30.8
	Administration	22	16.9
	Total	130	100.0
Position/Designation	Procurement Officer	44	33.8
	Head of Unit/Department	26	20.0
	Accountant	30	23.1
	Technical Officer	30	23.1
	Total	130	100.0
Work Experience	Less than 1 year	18	13.8
	1–5 years	42	32.3
	6–10 years	38	29.2
	11–15 years	22	16.9
	Above 15 years	10	7.7
	Total	130	100.0

Source: Researchers' Data (2026)

The findings in Table 2 show that 55.4% of respondents were male and 44.6% were female. The largest age group was 30–39 years (35.4%), followed by 40–49 years (29.2%). Regarding education, 47.7% held Bachelor's Degrees, while 26.2% had Diplomas and 21.5% had Master's Degrees. The Technical Department provided the largest proportion of respondents (30.8%), followed by Procurement (27.7%) and Finance/Accounts (24.6%). Procurement Officers formed the largest designation group (33.8%), while respondents with 1–5 years of experience constituted the largest experience group (32.3%). Overall, the respondents represented diverse educational, departmental, professional, and experience backgrounds relevant to examining contract planning and preparation and procurement performance.

4.2 The level of effectiveness of contract planning and preparation on procurement performance at the Geological Survey Dodoma Office

This section presents and discusses the findings on the level of effectiveness of contract planning and preparation in enhancing procurement performance at the Geological Survey of Tanzania, Dodoma Office. Contract planning and preparation is examined through three key dimensions, namely: budget allocation accuracy, timeline and schedule planning, and risk assessment and resource allocation. The analysis is based on data collected from 130 questionnaire respondents and 24 key informants who were purposely selected due to their direct involvement in procurement and contract management processes. The key informants provided qualitative insights that complemented the quantitative findings by explaining practical experiences, challenges, and institutional practices in contract planning and preparation. The quantitative data were analyzed using descriptive statistics, mainly frequencies and percentages, and are presented in Tables 2, 3, and 4. The qualitative data from key informant interviews were analyzed thematically to enrich interpretation and provide deeper understanding of the findings. The discussion integrates both quantitative results and qualitative perspectives with relevant empirical literature to explain how effective contract planning and preparation contributes to improved procurement performance, including efficiency, accountability, and timely contract execution.

4.2.1 Budget Allocation Accuracy

This section presents and discusses the findings on budget allocation accuracy as one of the key indicators of contract planning and preparation in procurement performance at the Geological Survey of Tanzania, Dodoma Office. Budget allocation accuracy is assessed through three key aspects, namely whether procurement contracts are awarded based on approved and sufficient budgets, whether budget estimates are realistic and well-prepared, and whether budget control mechanisms help prevent cost overruns during contract implementation. The analysis is based on responses from 130 respondents using a five-point Likert scale ranging from strongly disagree to strongly agree. The findings are presented in Table 2 and interpreted using descriptive statistics (frequencies and percentages). The discussion integrates the statistical results with relevant literature to explain how budget allocation practices influence the effectiveness of procurement contract management and overall procurement performance.

Table 2: Budget Allocation Accuracy

Statement	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F (%)
Budget Allocation Accuracy					
Procurement contracts are awarded based on approved and sufficient budget allocations.	8 (6.2%)	14 (10.8%)	22 (16.9%)	52 (40.0%)	34 (26.2%)
Budget estimates for procurement contracts are realistic and well-prepared.	6 (4.6%)	18 (13.8%)	25 (19.2%)	48 (36.9%)	33 (25.4%)
Budget control mechanisms help prevent cost overruns during contract implementation.	7 (5.4%)	16 (12.3%)	20 (15.4%)	50 (38.5%)	37 (28.5%)

Source: Researchers' Data (2026)

4.2.1.1 Procurement contracts are awarded based on approved and sufficient budget allocations

The findings indicate that most respondents agreed that procurement contracts are awarded based on approved and sufficient budgets, with 52 respondents (40.0%) agreeing and 34 (26.2%) strongly agreeing, while 22 (16.9%) were neutral. This suggests that budget availability is generally considered during contract planning and award at the Geological Survey of Tanzania, Dodoma Office. The finding is supported by Changelima et al. (2021), who linked adequate budgeting with procurement effectiveness, and Masoud et al. (2022), who found a positive relationship between allocated contract budgets and procurement performance. Thus, proper budget allocation before contract award contributes to financial discipline and improved procurement performance.

4.2.1.2 Budget estimates for procurement contracts are realistic and well-prepared

The findings indicate that most respondents agreed that procurement contract budget estimates are realistic and well prepared, with 48 respondents (36.9%) agreeing and 33 (25.4%) strongly agreeing, while 25 (19.2%) were neutral. This suggests that procurement planning at the Geological Survey of Tanzania, Dodoma Office generally uses realistic cost estimates, which can reduce funding gaps and support effective procurement performance. However, some neutral and negative responses may reflect challenges such as price fluctuations and limitations in cost estimation. During an interview with a key informant at the Geological Survey Dodoma Office, the respondent stated that:

The contract planning process is fairly effective because we always ensure procurement plans are aligned with approved budgets before any contract is initiated. This helps us avoid unnecessary expenditures and ensures cost control from the beginning. (Key Informant No.1, 16 May 2026)

This statement shows that contract planning in the organization is mainly guided by strict adherence to approved budgets, where no procurement is initiated unless it has been confirmed that funds are available and authorized. This practice ensures that procurement activities remain within financial limits and are consistent with planned expenditure frameworks, which helps the institution avoid unnecessary spending and maintain financial discipline. By aligning procurement plans with approved budgets at the planning stage, the organization is able to prioritize essential needs, reduce impulsive procurement decisions, and prevent commitments that could lead to budget overruns or funding shortages during implementation. It also demonstrates that cost control is applied early in the procurement cycle rather than waiting until contract execution, which strengthens efficiency and improves accountability in the use of public resources. However, the use of the term “fairly effective” suggests that although the system works well in general, there are still occasional challenges such as price changes, urgent procurement needs, or adjustments in project requirements that may affect strict budget alignment. Furthermore, during interview with 24 respondents, the Key Informant at Geological Survey Dodoma Office, stated that;

We normally verify budget availability before contract award, and this reduces cases of over-commitment. But sometimes variations during implementation affect the initial budget estimates. In most cases, the planning stage is well controlled because we ensure that every procurement request is checked against the approved budget before approval. This process helps us maintain financial discipline and avoid situations where contracts are signed without secured funding. However, during implementation, we sometimes face challenges such as changes in project scope, unexpected technical requirements, or price fluctuations in the market, which make the original budget less accurate. Despite these challenges, we try to manage them through internal approvals and adjustments to ensure the contract is completed successfully. (Key Informant No.2, 19 May 2026)

The response indicates that budget verification before contract award strengthens financial discipline by ensuring that procurement activities are supported by approved funds. However, changes in scope and market prices may affect initial budget estimates. The finding is supported by Changelima et al. (2021), who linked adequate budgeting with procurement effectiveness, and Mchopa (2015), who found that budget control contributed to value for money. These findings suggest that realistic budget estimates during contract planning provide a strong foundation for controlling procurement costs and improving procurement performance.

4.2.1.3 Budget control mechanisms help prevent cost overruns during contract implementation

The findings from Table 2 indicate that most respondents agreed that budget control mechanisms help prevent cost overruns. Specifically, 50 respondents (38.5%) agreed and 37 respondents (28.5%) strongly agreed, while 20 respondents (15.4%) were neutral and a smaller proportion disagreed. The findings indicate that effective budget planning and control contribute to keeping procurement activities within approved financial limits. This suggests that proper estimation of costs and allocation of adequate funds during contract planning and preparation can reduce the likelihood of cost deviations and support procurement performance.

The finding is supported by Mchopa (2015), who found that cost-control practices, including budget control and cost monitoring, contributed to value for money in Tanzanian public procurement. Similarly, Matto et al. (2021) recognized cost control as an important component of contract management and linked effective contract management with value for money. These findings support the importance of accurate budget allocation and cost consideration during contract planning and preparation in promoting effective procurement performance.

4.2.2 Timeline and Schedule Planning

This section presents and discusses findings on timeline and schedule planning as a key component of contract planning and preparation in procurement performance at the Geological Survey of Tanzania, Dodoma Office. The analysis focuses on three main aspects, namely: clarity of contract implementation timelines before award, realism and achievability of procurement schedules, and the extent to which proper scheduling helps to minimize delays in contract execution. The findings are based on responses from 130 respondents using a five-point Likert scale ranging from strongly disagree to strongly agree. The results are presented in Table 10 and interpreted using descriptive statistics (frequencies and percentages). The discussion integrates empirical evidence to explain how effective time planning influences procurement contract management and overall procurement performance.

Table 3: Timeline and Schedule Planning

Statement	Strongly Disagree				Strongly Agree	
	F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	F (%)	
Timeline and Schedule Planning						
Contract implementation timelines are clearly defined before award.	5 (3.8%)	12 (9.2%)	18 (13.8%)	55 (42.3%)	40 (30.8%)	
Procurement schedules are realistic and achievable.	6 (4.6%)	15 (11.5%)	24 (18.5%)	50 (38.5%)	35 (26.9%)	
Delays are minimized due to proper planning of contract schedules.	7 (5.4%)	17 (13.1%)	22 (16.9%)	49 (37.7%)	35 (26.9%)	

Source: Researchers' Data (2026)

4.2.2.1 Contract implementation timelines are clearly defined before award

The findings presented in Table 3 indicate that most respondents agreed that contract implementation timelines are clearly defined prior to contract award. Specifically, 55 respondents (42.3%) agreed and 40 respondents (30.8%) strongly agreed, while 18 respondents (13.8%) were neutral and a smaller proportion disagreed. The findings indicate that timeline and schedule planning is an important part of contract preparation at the Geological Survey of Tanzania, Dodoma Office. Clearly establishing expected delivery periods and completion deadlines before contract award provides a basis for coordinating procurement activities and promoting timely procurement performance.

The finding is supported by Masuruli and Nditi (2021), who found that contract administration was positively and significantly related to procurement performance in public procuring entities in Tanzania. Their findings highlighted the importance of adherence to contractual terms and timely implementation, which demonstrates the relevance of proper time planning in achieving procurement performance. Similarly, Mgabo (2020) found that delays in procurement processes, including delays between tender announcement and contract award, affected project performance in Tanzania's road sector. This evidence highlights the importance of establishing realistic and clear procurement timelines before contract award.

The present finding is therefore consistent with previous studies, as clearly defined timelines provide a structured basis for planning procurement activities and establishing expected completion periods. Proper timeline and schedule planning can help reduce avoidable delays and contribute to improved procurement performance at the Geological Survey of Tanzania, Dodoma Office.

4.2.2.2 Procurement schedules are realistic and achievable

The findings presented in Table 3 indicate that most respondents agreed that procurement schedules are realistic and achievable. Specifically, 50 respondents (38.5%) agreed and 35 (26.9%) strongly agreed, while 24 (18.5%) were neutral. This indicates that procurement schedules at the Geological Survey of Tanzania, Dodoma Office are generally based on realistic time estimates, supporting effective planning and timely procurement performance.

The finding is supported by Kazimzuri (2023), who found that effective time management and proper procurement planning contributed to project performance. Similarly, Mushumbusi and Mwalukasa (2024) found that procurement contract management significantly influenced project lead-time management in Dodoma Region. These findings suggest that realistic schedule planning is important for reducing delays and improving procurement performance.

4.2.2.3 Delays are minimized due to proper planning of contract schedules

The findings presented in Table 3 indicate that most respondents agreed that proper planning of contract schedules minimizes delays. Specifically, 49 respondents (37.7%) agreed and 35 (26.9%) strongly agreed, while 22 (16.9%) were neutral. This suggests that effective schedule planning, including clear sequencing of activities and realistic timeframes, contributes to reducing delays and improving procurement performance at the Geological Survey of Tanzania, Dodoma Office. However, the neutral and negative responses indicate that some delays may still occur despite proper planning.

During an interview, one key informant from the Geological Survey Dodoma Office stated that:

To a great extent, timeline and schedule planning contributes to timely completion of procurement contracts. Before contract award, we prepare detailed schedules showing key activities and timeframes, which helps stakeholders understand their responsibilities and expected timelines. This structured planning improves coordination and reduces delays. However, some delays still occur due to budget release, procurement approvals, and supplier-related challenges.” (Key Informant No. 3, 16 May 2026)

The response indicates that timeline and schedule planning is highly influential in ensuring timely completion of procurement contracts, as it provides a structured roadmap that guides all procurement activities from initiation to completion. It shows that scheduling enhances coordination, monitoring, and accountability, thereby reducing delays and improving efficiency in contract execution. However, it also reveals that external and administrative

constraints may still affect timely completion despite the existence of well-prepared schedules. During interview with 24 respondents, Key Informant at Geological Survey Dodoma Office, stated that;

Timeline and schedule planning is very important because it helps us control the pace of contract implementation. Before awarding any contract, we agree with the supplier on clear delivery timelines and milestones, which are included in the contract document. This ensures that the contractor is legally bound to follow the agreed schedule. During implementation, we track progress through site visits and progress reports to ensure that activities are on track. When delays occur, we intervene early to understand the cause and take corrective measures. However, in some cases, delays happen due to factors beyond our control such as late delivery of materials, changes in project scope, or administrative approval delays, which can affect the original schedule. (Key Informant No.4, 19 May 2026)

The response shows that proper timeline and schedule planning supports timely procurement completion by establishing clear activities and deadlines. This finding is supported by Masuruli and Nditi (2021), who found a significant relationship between contract administration and procurement performance, and Mushumbusi and Mwalukasa (2024), who found a significant relationship between procurement contract management and project lead-time management. These findings suggest that realistic and well-planned schedules improve coordination, reduce delays, and contribute to better procurement performance.

4.2.3 Risk Assessment and Resource Allocation

This section presents and discusses the findings on risk assessment and resource allocation as key components of contract planning and preparation in procurement performance at the Geological Survey of Tanzania, Dodoma Office. The analysis focuses on three main aspects, namely: identification of potential risks before contract implementation, adequacy of human and technical resources allocated for contract management, and preparation of risk mitigation strategies during the procurement planning process. The findings are based on responses from 130 respondents using a five-point Likert scale ranging from strongly disagree to strongly agree. The results are presented in Table 4 and analyzed using descriptive statistics (frequencies and percentages).

Table 4: Risk Assessment and Resource Allocation

Statement	Strongly Disagree F (%)	Disagree (%)	F	Neutral (%)	F	Agree F (%)	Strongly Agree F (%)
Risk Assessment and Resource Allocation							
Potential risks are identified before contract implementation begins.	6 (4.6%)	14 (10.8%)		23 (17.7%)		50 (38.5%)	37 (28.5%)
Adequate human and technical resources are allocated to manage contracts.	5 (3.8%)	16 (12.3%)		21 (16.2%)		52 (40.0%)	36 (27.7%)
Risk mitigation strategies are prepared during contract planning.	7 (5.4%)	15 (11.5%)		22 (16.9%)		48 (36.9%)	38 (29.2%)

Source: Researchers' Data (2026)

4.2.3.1 Potential risks are identified before contract implementation begins

The findings presented in Table 4 indicate that most respondents agreed that potential risks are identified before contract implementation begins. Specifically, 50 respondents (38.5%) agreed and 37 (28.5%) strongly agreed, while 23 (17.7%) were neutral. This indicates that risk identification is generally incorporated into contract planning at the Geological Survey of Tanzania, Dodoma Office. Early identification of financial, supplier, delay, and technical risks can improve preparedness, support appropriate resource allocation, and contribute to better procurement performance. However, the neutral and negative responses suggest that risk identification may not be consistently applied to all procurement activities.

During an interview, a key informant from the Geological Survey Dodoma Office stated that:

“Risk assessment and resource allocation are fairly effective in improving procurement performance because potential risks such as delays, budget constraints, and supplier performance issues are identified before contracts are awarded. Necessary financial, human, and technical resources are also considered during planning, helping to reduce implementation challenges. However, some external risks, such as price fluctuations and supplier capacity, may not be fully predicted.” (Key Informant No. 5, 16 May 2026).

The response indicates that risk assessment and resource allocation practices contribute positively to improving contract implementation and procurement performance by enabling the early identification of potential risks and ensuring that the necessary resources are planned in advance. It shows that these practices enhance preparedness, reduce implementation disruptions, and support smoother contract execution. However, it also reveals that some risks remain unpredictable due to external factors, which limits the full effectiveness of risk management processes. Moreover, during an interview with 24 respondents, the Key Informant at the Geological Survey Dodoma Office, stated that;

In practice, risk assessment and resource allocation are important because they help us prepare for possible challenges before the contract starts. We normally assess risks related to delays, funding shortages, and supplier performance, and we try to allocate sufficient resources to manage the contract effectively. This improves implementation because it reduces cases where contracts stop midway due to lack of resources or poor planning. We also use supervision and monitoring to manage risks during implementation. However, despite these efforts, some risks still occur unexpectedly, especially when there are changes in project scope or delays from suppliers, which can affect overall performance. (Key Informant No.6, 19 May 2026)

The response indicates that risk assessment and resource allocation practices enhance contract implementation by improving preparedness and ensuring that adequate resources are available to support execution. It shows that these practices reduce operational interruptions and strengthen procurement performance through better planning and supervision. However, it also highlights that unforeseen risks, such as scope changes and supplier delays, can still affect contract outcomes despite existing mitigation efforts. Moreover, during an interview with 24 respondents the Key Informant at the Geological Survey Dodoma Office, stated that;

Risk assessment and resource allocation practices are important in ensuring effective contract implementation and overall procurement performance because, from a financial perspective, we are involved in reviewing budget risks before contracts are committed. We ensure that financial resources are not only available but also sustainably allocated across different procurement activities to avoid cash flow pressure during implementation. In many cases, this helps improve procurement performance because it reduces the likelihood of stalled projects due to a lack of funds or poor financial planning. We also advise on the prioritization of expenditures so that high-risk or high-value contracts are properly supported. However, challenges still exist, especially when there are unexpected budget cuts, delayed fund disbursement, or urgent financial obligations that were not initially planned, which may affect smooth contract execution despite good risk assessment practices. (Key Informant No.7, 23 May 2026)

The response indicates that risk assessment and resource allocation improve procurement performance by identifying potential risks and ensuring necessary financial, human, and technical resources are considered during planning. Ntangeki (2020) identified contractor failure, contract variations, insufficient budgets, and inadequate training as procurement risks affecting contract management performance. Similarly, Mwaiseje et al. (2024) found that procurement risk management and internal control systems influenced project performance. These findings support the present study by showing that early risk identification and appropriate resource allocation strengthen preparedness and help reduce disruptions to procurement performance.

4.2.3.2 Adequate human and technical resources are allocated to manage contracts

The findings indicate that most respondents agreed that adequate human and technical resources are allocated to manage contracts, with 52 respondents (40.0%) agreeing and 36 (27.7%) strongly agreeing. This suggests that resource allocation at the Geological Survey of Tanzania, Dodoma Office generally supports procurement performance by providing the necessary personnel and technical capacity. Masuruli and Nditi (2021) found that limited capacity affected contract management, while Julius (2025) reported a significant relationship between staff technical skills and public procurement performance. These findings support the present study by showing that adequate human and technical resources during planning contribute to effective procurement performance.

4.2.3.3 Risk mitigation strategies are prepared during contract planning

The findings indicate that most respondents agreed that risk mitigation strategies are prepared during contract planning, with 48 respondents (36.9%) agreeing and 38 (29.2%) strongly agreeing. This suggests that the Geological Survey of Tanzania, Dodoma Office considers risk mitigation during procurement planning, helping to reduce potential delays, cost increases, and other disruptions. Ntangeki (2020) found that appropriate risk mitigation strategies, including compliance, capacity building, qualified contractors, and adequate financing, support contract management performance. Similarly, Mwalukasa and Sallwa (2024) emphasized procurement planning and risk-management strategies in improving the performance of public procuring entities. These findings support the present study by demonstrating that preparing risk mitigation measures during contract planning strengthens preparedness and contributes to procurement performance.

5 Conclusions and Recommendations

5.1 Conclusion of the Study

The study concludes that contract planning and preparation practices at the Geological Survey Dodoma Office are largely effective and form a strong foundation for procurement performance. The effectiveness is mainly demonstrated through the consistent alignment of procurement plans with approved budgets, which ensures that procurement activities are financially authorized and implemented within available resources. This alignment significantly enhances fiscal discipline, reduces cases of over-commitment, and strengthens accountability in the use of public funds. The conclusion further indicates

that budget allocation accuracy contributes to more realistic cost estimation, which minimizes variances between planned and actual expenditures during contract execution.

In addition, the study concludes that timeline and schedule planning plays a critical role in improving procurement efficiency by clearly defining implementation stages, responsibilities, and deadlines, thereby enhancing coordination and reducing unnecessary delays. Similarly, risk assessment and resource allocation practices improve preparedness by identifying potential risks and ensuring the availability of adequate financial, human, and technical resources before contract implementation begins. However, despite these strengths, the conclusion acknowledges that the effectiveness of contract planning is not absolute, as it is occasionally influenced by external and operational challenges, such as delays in budget disbursement, inflationary pressures, supplier-related constraints, and changes in project scope, which may affect the accuracy and stability of the initial procurement plans.

5.2 Recommendations

Based on the findings, the Geological Survey Dodoma Office should strengthen contract planning, monitoring, evaluation, and reporting by improving budget forecasting, realistic scheduling, risk management, resource allocation, and contractor supervision. The Office should provide adequate financial, human, and technical resources, strengthen coordination among procurement, finance, technical, and user departments, and conduct regular contract performance reviews. Procurement practitioners and management should receive continuous training on contract management and compliance, while clear responsibilities and performance indicators should be established. PPRA and other regulatory authorities should strengthen practical guidelines, capacity building, monitoring, and digital contract management systems to improve transparency, accountability, timely implementation, and value for money.

Further studies should examine procurement contract management in other public institutions and regions of Tanzania to enable comparative analysis and improve generalization of findings. Future researchers should use larger samples, advanced statistical techniques, and longitudinal designs to examine the relationship between contract management practices and procurement performance over time. Studies should also investigate emerging areas such as digital contract management, e-procurement, procurement risk management, supplier relationship management, sustainable procurement, and the effects of external factors such as inflation, market conditions, and changes in procurement policies on contract management and procurement performance.

References

- Anyango, H., Mugerwa, B., & Nduhura, A. (2021). Contract management and performance of road construction projects at local government entity in Uganda. *Hong Kong Journal of Social Sciences*, 57.
- Asian Development Bank. (2021). *Contract management: Guidance note on procurement*. Asian Development Bank.
- Batetah, R. K., & Wabala, S. (2021). Effect of procurement contract management on performance of select county governments in Kenya. *The Strategic Journal of Business & Change Management*, 8(2), 208–227.
- Bett, C. V., & Achiura, J. (2021). Contract management and procurement performance of county governments in Kenya. *The Strategic Journal of Business & Change Management*, 8(2), 222–231.
- Changalima, I. A., Mchopa, A. D., & Ismail, I. J. (2022). Supplier monitoring and procurement performance in the public sector in Tanzania: The moderating role of contract management difficulty. *Cogent Business & Management*, 9(1). <https://doi.org/10.1080/23311975.2022.2108224>
- Changalima, I. A., Mushi, G. O., & Mwaieseje, S. S. (2021). Procurement planning as a strategic tool for public procurement effectiveness: Experience from selected public procuring entities in Dodoma city, Tanzania. *Journal of Public Procurement*, 21(1), 37–52. <https://doi.org/10.1108/JOPP-05-2020-0047>
- Chindengwike, J. (2024). Effect of budget control on annual procurement plan implementation from Local Government Authorities, Tanzania. *Journal of Production, Operations Management and Economics*, 5(51), 27–36. <https://doi.org/10.55529/jpome.51.27.36>
- Coase, R. H. (1937). The nature of the firm. *Economica*, 4(16), 386–405. <https://doi.org/10.1111/j.1468-0335.1937.tb00002.x>
- Creswell, J. W., & Creswell, J. D. (2022). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications.
- Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *Academy of Management Review*, 14(1), 57–74. <https://doi.org/10.5465/amr.1989.4279003>
- European Commission. (2021). *Managing your project under a procurement contract*. European Commission.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305–360. [https://doi.org/10.1016/0304-405X\(76\)90026-X](https://doi.org/10.1016/0304-405X(76)90026-X)
- Julius, L. M. (2025). The influence of staff technical skills on public procurement performance in Tanzania: A case of Chamwino District Council. *Journal of International Trade, Logistics and Law*, 11(1).
- Kamuli, P. S., & Nsimbila, P. M. (2026). Influence of procurement contractual risk management on performance of building construction project at Tanzania Building Agency. *Journal of International Trade, Logistics and Law*, 12(1).

- Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.
- Masoud, Y., Emmanuel, T., & Salum, M. (2022). Procurement contract management and procurement performance in parastatal organisations in Tanzania. *African Journal of Accounting and Social Science Studies*, 4(2), 272–285. <https://doi.org/10.4314/ajasss.v4i2.15>
- Masuruli, F. M., & Nditi, C. (2021). The effect of contract management practices on the procurement performance in public procuring entities in Tanzania: A case of Ministry of Finance and Planning. *CBE Proceedings*.
- Matto, M. C., Ame, A. M., & Nsimbila, P. M. (2021). Influence of contract management on value for money procurement in Tanzania. *International Journal of Procurement Management*, 14(6), 724–741. <https://doi.org/10.1504/IJPM.2021.117889>
- Mchomvu, A. R. (2022). *Effects of procurement procedures on project performance in Tanzania: A case of Tanzania Building Agency regions of Dar es Salaam, Morogoro and Dodoma* [Master's thesis, The Open University of Tanzania]. The Open University of Tanzania Institutional Repository.
- Mchopa, A. D. (2015). Integrating contract management practices into the achievement of value for money in Tanzania public procurement: Evidence from selected procuring entities in Moshi Municipality. *Journal of Public Procurement*, 15(2), 129–149. <https://doi.org/10.1108/JOPP-15-02-2015-B001>
- Mgabo, B. N. (2020). *Effect of procurement contract management on project performance in the road sector* [Master's thesis, The Open University of Tanzania]. The Open University of Tanzania Institutional Repository.
- Mushumbusi, D. K., & Mwalukasa, B. E. (2024). The effect of procurement contract management on water project lead time management at RUWASA-Dodoma Region Tanzania. *Journal of International Trade, Logistics and Law*, 10(2), 236–250.
- Mwaiseje, S. S., Panga, F. P., Mchopa, A. D., & Nkuhi, M. (2024). Procurement contract risks management and the performance of force account construction projects in Tanzania: Does the regulatory framework matter? *SAM Advanced Management Journal*, 89(3), 272–294. <https://doi.org/10.1108/SAMAMJ-07-2024-0036>
- Mwalukasa, B. E., & Sallwa, A. A. (2024). Effects of procurement risk management strategies on public procuring entities' performance. *CBE Proceedings*.
- Ntangeki, G. G. (2020). *Impact of procurement risks on procurement contract management performance in Tanzania: A case of Dodoma City Council*, 2020. CBE Proceedings.
- Organisation for Economic Co-operation and Development. (2021). *Government at a glance 2021*. OECD Publishing.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson.
- United Republic of Tanzania. (2023). *The Public Procurement Act, 2023 (Act No. 10 of 2023)*. Government Printer.
- Williamson, O. E. (1979). Transaction-cost economics: The governance of contractual relations. *Journal of Law and Economics*, 22(2), 233–261. <https://doi.org/10.1086/466942>