EVALUATING THE IMPACT OF DEDICATED CONTRACT MANAGERS ON CONTRACT ADMINISTRATION AND PERFORMANCE IN LOCAL CONTRACTORS: A CASE STUDY OF THE TILENGA PROJECT

Leonard Reagan Irumba

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I, Leonard Reagan Irumba, hereby declare that this is my original work, is not plagiarised and has not been submitted any other institution for any award.

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Research Supervisor: Dr. Brian Kalenge

Signature:

Date: 18/ 07/2

Abstract

This research examined the critical role of dedicated contract managers in enhancing contract administration and overall project performance, specifically within the context of the Tilenga project in Uganda. Given the complexity of modern construction projects, effective contract management emerged as a vital component for success, influencing project outcomes, stakeholder satisfaction, and compliance with regulatory frameworks. Through a mixed-methods approach, including qualitative interviews and quantitative analysis, this study investigated the specific contributions of contract managers in mitigating risks, ensuring adherence to contractual obligations, and fostering collaboration among stakeholders. The findings revealed that dedicated contract managers significantly improved project performance by facilitating timely decision-making, enhancing communication, and implementing best practices in contract management. Moreover, the research highlighted the challenges faced by contract managers, including regulatory hurdles and the need for continuous professional development. By providing a comprehensive analysis of contract management in the Tilenga project, this study contributed valuable insights to the field of project management and offers practical recommendations for improving contract management practices in similar large-scale infrastructure projects.

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CHAPTER ONE

1.0 INTRODUCTION

Contract management is a vital component in the successful execution of large-scale projects, particularly in complex industries like oil and gas. The effectiveness of contract management is paramount for aligning project objectives with the diverse expectations of stakeholders, efficiently managing associated risks, and ensuring the judicious use of resources. In recent years, the global landscape has seen a significant increase in oil and gas projects, particularly within emerging markets. This trend underscores the growing importance of dedicated contract managers, whose roles have become essential in enhancing contract performance, controlling costs, and mitigating risks. This study aims to investigate the impact of dedicated contract managers on contract administration and overall performance, using Uganda's Tilenga Project as a focal case study. The chapter is organized to introduce the background of the study, outline the problem statement, articulate the research objectives, underscore the significance of the study, and provide an overview of the research methodology.

1.1 Background of the Study: Contract Management in Oil & Gas Projects

The oil and gas sector is characterized by its multifaceted nature, involving projects that typically entail substantial capital investment, lengthy timelines, and extensive regulatory oversight. Within this framework, contract management is defined as a structured process encompassing the drafting, review, execution, and continuous monitoring of contracts to optimize project outcomes. Given the complexity of oil and gas projects, various contract types—such as lump-sum, unit rate, and time-and-materials contracts—are employed, each tailored to meet specific project goals and complexities. This diversity necessitates robust management systems to ensure compliance, maintain cost control, and adhere to stringent deadlines.

In recent years, there has been an increasing recognition of the vital role played by dedicated contract managers—professionals who focus exclusively on overseeing the execution of contracts. Their responsibilities encompass ensuring that contracts align with technical specifications, financial parameters, and regulatory requirements inherent in oil and gas operations. Effective contract management can significantly contribute to a project's success by fostering improved communication among stakeholders, adeptly managing contract variations,

and enhancing performance monitoring mechanisms. The Tilenga Project in Uganda serves as a pertinent case study, exemplifying the substantial impact of effective contract management within oil and gas projects. Operated by TotalEnergies and situated in the resource-rich Lake Albert region, Tilenga represents one of the largest oil and gas initiatives in East Africa, positioning it as a pivotal contributor to Uganda's economic growth. This large-scale project is a collaboration between TotalEnergies, China National Offshore Oil Corporation (CNOOC), and the Uganda National Oil Company (UNOC). The project includes the construction of oil pipelines, processing facilities, and other vital infrastructure.

Dedicated contract managers are professionals who oversee the contract lifecycle, from negotiation and drafting to execution and closeout. Their role involves ensuring that all contractual terms are adhered to, facilitating communication between project stakeholders, and mitigating risks that could affect project delivery. In projects like Tilenga, the use of dedicated contract managers may significantly impact the performance of local contractors by helping them navigate complex contractual requirements and improving overall project outcomes in terms of cost, time, and quality. However, the success of these roles is heavily contingent upon the existing institutional frameworks, the regulatory landscape, and the available support structures. The focus of this study on the Tilenga Project aims to explore these critical elements and assess how contract management practices influence the overall performance of the project.

The involvement of local contractors in such a massive endeavor has created opportunities but also challenges. Many local contractors often face difficulties related to compliance with contractual terms, project timelines, cost management, and the technical demands of the oil and gas sector. These challenges are compounded by limited experience in handling large-scale contracts, making it essential to have robust contract administration mechanisms in place.

This research is particularly important in light of Uganda's efforts to maximize local content in its oil and gas industry. With the government emphasizing the inclusion of local contractors in large-scale projects, understanding the role of contract management will provide insights into how these contractors can enhance their capacity and performance. Furthermore, the findings of this study may offer valuable recommendations for improving contract management practices in future infrastructure and energy projects, both in Uganda and beyond.

1.1.1. Legal Background

The legal framework for incorporating dedicated contract managers in local contractors' management structures in Uganda is primarily guided by national and international regulations. The Petroleum Act[1], establishes the legal mandate for prioritizing local content in Uganda's oil and gas industry. It requires companies to integrate local workforce and ensure skills transfer to promote capacity building[2] . In addition, Uganda's Local Content Regulations are instrumental in enforcing the inclusion of local personnel in managerial roles. These regulations align with Uganda's National Oil and Gas Policy[3], which emphasizes building local capacity through the active involvement of Ugandan workers and contractors in all phases of oil and gas projects[4]

For the Tilenga Project, this legal framework obliges TotalEnergies and its partners to adhere to these national laws, thereby ensuring that local personnel, including contract managers and engineers, play a central role in project execution. The inclusion of dedicated contract managers is not only a legal requirement but also part of Uganda's broader strategy to maximize local content in the oil and gas sector[5]

1.1.2. Theoretical Background

The inclusion of dedicated contract managers within local contractors can be understood through several theoretical lenses:

Agency Theory explores the principal-agent relationship between project owners and contractors. Contract managers act as agents who ensure that the contractors (agents) fulfill the expectations of the project owners (principals), thus reducing the risks of non-compliance or poor performance [6].

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[1] *The Petroleum (Exploration, Development and Production) Act 2013* (Uganda Ministry of Energy and Mineral Development), 2013

[2] Uganda Ministry of Energy and Mineral Development, *The Petroleum (Exploration, Development and Production) Act 2013*, Act 3 of 2013

[3] Uganda Ministry of Energy and Mineral Development, *National Oil and Gas Policy for Uganda*,2008

[4] Sen (2018)

[5] Ibid (4)

[6] Eisenhardt KM, 'Agency Theory: An Assessment and Review' (1989) 14(1) *Academy of Management Review* 57.

Stakeholder Theory suggests that managing relationships between various stakeholders, including contractors and regulators, is essential for project success[7]. Contract managers play a critical role in ensuring these relationships are managed effectively.

The Resource-Based View (RBV) posits that a firm's internal resources, including human capital like skilled contract managers, are crucial for maintaining competitive advantage[8]. The addition of contract managers strengthens local contractors' capabilities to manage complex contracts in large-scale projects like Tilenga.

In this research, we will dive deep into Agency Theory, examining its resourcefulness in making connections between the various stakeholders of a large project like Tilenga. Specifically, Agency Theory helps explain how contract managers can reduce the risks associated with contractor performance and ensure that all parties involved are motivated to act in the best interests of the project, thereby enhancing overall project success.

1.1.3. Historical Background

Historically, large infrastructure projects in Uganda have encountered significant contract administration challenges, resulting in delays, cost overruns, and compliance issues. Several high-profile projects—such as the Bujagali Hydropower Project, Karuma Hydropower Project, Isimba Hydropower Project, and the Entebbe Expressway—have faced these issues, largely due to the lack of robust contract management systems and the limited experience of local contractors in handling complex, multi-stakeholder projects.

The Bujagali Hydropower Project, one of Uganda's most ambitious infrastructure initiatives aimed at addressing the country's energy shortages, faced significant delays and cost overruns. Contractual disputes were a recurring issue, with local contractors struggling to manage the complex contract terms and performance expectations set by international financiers and project owners, including the World Bank and African Development Bank. Poor contract administration,

[7] Freeman RE and McVea J, 'A Stakeholder Approach to Strategic Management' in M Hitt, RE Freeman and JS Harrison (eds), *The Blackwell Handbook of Strategic Management* (Blackwell 2001).
[8] Barney JB, 'Firm Resources and Sustained Competitive Advantage' (1991) 17(1) *Journal of Management* 99

combined with a lack of experienced contract managers, resulted in extended timelines and ballooning project costs, nearly doubling the original budget. Additionally, scope changes and payment disputes between contractors and subcontractors further complicated the execution of the project. These issues highlighted the need for better contract oversight and management within Uganda's infrastructure sector[9].

The Karuma Hydropower Project, aimed at boosting Uganda's electricity generation capacity, similarly encountered numerous challenges related to contract administration. Local contractors involved in the project struggled to meet the high technical and quality standards required by Sinohydro, the primary contractor. Contractual disputes over issues such as the interpretation of technical specifications, payment schedules, and quality control frequently arose, leading to delays and cost escalations. The lack of dedicated contract managers meant that local contractors were often unable to effectively monitor compliance or resolve disputes in a timely manner. The result was further delays in the project timeline and significant budget overruns[10].

Like Karuma, the Isimba Hydropower Project was also plagued by contract management challenges. One of the primary issues was the absence of dedicated contract engineers or managers to oversee contract execution and ensure that local contractors met project milestones. This led to frequent delays, with some contractors failing to adhere to agreed delivery schedules. Disputes over payment terms and scope of work were common, with contractors often citing unclear contract clauses as reasons for non-compliance. The absence of effective contract management structures within local firms resulted in project mismanagement, leading to cost escalations and an extension of the completion timeline[11]

The Entebbe Expressway, designed to improve connectivity between Kampala and Entebbe International Airport, also encountered substantial contract management issues. The project, largely funded by the Exim Bank of China and executed by a Chinese contractor, faced cost

[9] Kimbowa G and Mourad K, 'Assessing the Bujagali Hydropower Project in Uganda', 2019, 2 *Modern Approaches on Material Science* 157

[10] Karubanga A and Mugume R, 'Design and Construction of the Karuma Hydropower Project in Uganda, 2022. 175 *Proceedings of the Institution of Civil Engineers – Civil Engineering*

[11] Mukwanason DE and others, 'Assessment of Reservoir Response to Flood Conditions to Optimize Hydropower Operations – Isimba HPP Uganda, 2022. 346 *E3S Web of Conferences* 03016

overruns and delays, partly due to the limited capacity of local subcontractors to manage contracts effectively. Misalignment between the expectations of the international project owners and the capabilities of local contractors resulted in disputes over payment schedules and quality control. The lack of dedicated contract managers to oversee the work of local subcontractors contributed to these issues, as there was no clear structure for monitoring compliance with project terms[12]

These historical projects, despite their strategic importance, demonstrated a recurring pattern of contractual disputes, cost escalations, and delays. A key contributor to these challenges was the absence of specialized personnel, such as dedicated contract managers, within the local contractors' management structures. Without these roles, local contractors struggled to meet the complex demands of international contracts, particularly when it came to ensuring compliance with technical standards, timelines, and financial oversight.

1.1.4. Conceptual Background

The concept of integrating dedicated contract engineers and managers into the management structures of local contractors and suppliers is rooted in the need for improved contract administration and enhanced project performance. To understand the importance of this practice, it is essential to explore the key concepts of contract administration, project performance, and the specific roles of contract engineers and managers.

Contract Administration refers to the systematic process of managing contract execution, ensuring that all parties comply with contractual terms, managing risks, and resolving disputes in a timely manner[13]. This process is critical to the success of any project, as it provides oversight for financial management, scope control, and adherence to quality standards. Ineffective contract administration can lead to delays, cost overruns, and contractual disputes, which have

[12] Muzaale T and Byaruhanga A, 'Performance of Road Infrastructure Projects in Uganda: A Procurement Approach' (2018) 15(1) *Ugandan Journal of Management and Public Policy Studies*

[13] Turner JR and Simister SJ, 'Project Contract Management and a Theory of Organization' (2001) 19 *International Journal of Project Management* 457

historically plagued many infrastructure projects in Uganda, such as the Bujagali and Karuma Hydropower Projects [14].

Project Performance is measured by the ability to deliver projects on time, within budget, and at the desired quality[15]. In large-scale projects, particularly those with multiple stakeholders and complex regulatory requirements, such as the Tilenga Project, effective contract administration directly influences project performance. Poor contract management can lead to failures in meeting key project objectives, while well-structured contract oversight can significantly improve project outcomes, including timely delivery, budget compliance, and regulatory adherence[16]

The Roles of Contract Engineers/Managers are pivotal in ensuring effective contract administration. These professionals are responsible for monitoring contract execution, managing risks, overseeing compliance, and facilitating communication between contractors and project owners[17]. Their role helps ensure that all parties adhere to contractual obligations, thereby improving overall project performance. In the Tilenga Project, the inclusion of dedicated contract managers within local contractors' structures has been instrumental in addressing the inefficiencies seen in past projects. They provide specialized oversight, ensuring that local contractors meet international standards, comply with Uganda's local content regulations, and effectively manage project risks[18].

By incorporating dedicated contract engineers and managers, the Tilenga Project aims to mitigate the common risks associated with contract execution in Uganda's oil and gas sector. These professionals ensure effective oversight and help align the interests of various stakeholders, including international oil companies, local contractors, and regulatory authorities. Drawing from Agency Theory, contract managers act as intermediaries, reducing the risks of

[14] Ibid (10)
[15] Cox RF, Issa RRA and Ahrens D, 'Management's Perception of Key Performance Indicators for Construction' (2003) 129(2) *Journal of Construction Engineering and Management* 142
[16] Ibid (12)
[17] Cheung SO, Sai On, Suen HC and Lam PC, 'Fundamentals of Alternative Dispute Resolution Processes in Construction' (2002) 128(5) *Journal of Construction Engineering and Management* 409
[18] Ibid (12)

information asymmetry and ensuring that project owners' goals are achieved without unnecessary delays or cost escalations[19]. This approach is particularly relevant in the oil and gas industry, where complex contracts and stringent regulatory requirements necessitate specialized management roles.

In conclusion, the integration of contract engineers and managers within local contractors' structures in the Tilenga Project highlights the importance of contract administration as a key driver of project performance. This strategic move addresses historical contract management failures, providing a model for future large-scale projects in Uganda and the broader region.

1.2 Problem Statement

Despite the indispensable role that contract managers fulfill, many large-scale oil and gas projects continue to encounter significant challenges in contract administration, often resulting in cost overruns, project delays, and diminished performance outcomes. The Tilenga Project exemplifies these challenges, as contract managers must navigate Uganda's intricate regulatory environment, manage diverse stakeholder expectations, and meet the technical demands associated with oil and gas extraction. These complexities are further exacerbated by the limited empirical studies quantifying the impact of dedicated contract managers on project performance, particularly in the context of emerging markets.

The key challenges identified in the current contract management landscape include:

- **Resource Constraints:** Inadequate budgets and staffing limitations often hinder contract managers' capacity to implement industry best practices effectively, leading to inefficiencies and oversight.
- **Communication Challenges:** Coordinating interactions between international and local stakeholders can be fraught with difficulties, often resulting in delays and misunderstandings that affect project timelines.
- **Regulatory Compliance:** The necessity for strict adherence to legal requirements demands specialized knowledge, which adds layers of complexity to the contract management process and can impede progress if not managed correctly.

[19] Ibid (6)

This study aims to bridge the existing knowledge gap by investigating the contributions of dedicated contract managers to improved contract administration, effective cost management, and overall project performance within the Tilenga Project. By highlighting the importance of tailored strategies to address these identified challenges, the study seeks to offer actionable insights into enhancing contract management practices.

1.3 Research Objectives and Questions

1.3.1 General objective

The primary objective of this research was to evaluate the impact of dedicated contract managers on contract administration and performance of Uganda's Tilenga Project.

1.3.2 Specific Objectives

i. To examine the role of dedicated contract managers in contract drafting & negotiation on on contract administration and performance of Uganda's Tilenga Project.
ii. To analyze the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project.
iii. To assess the role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project.
iv. To delineate the role of dedicated contract managers in change management on contract administration and performance of Uganda's Tilenga Project.
v. To evaluate the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project.

1.3.3 Research Questions

This study sought to address the following research questions:

i. What is the role of dedicated contract managers in contract drafting & negotiation on contract administration and performance of Uganda's Tilenga Project?
ii. What is the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project?
iii. What is the role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project?

iv. What is the role of dedicated contract managers in change management on contract administration and performance of Uganda's Tilenga Project?

v. What is the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project?

1.4 Significance of the Study

The findings of this study will hold significant value for a range of stakeholders, including industry professionals, policymakers, and academic researchers:

- **For Industry Professionals:** This research will provide valuable insights into best practices in contract management, offering lessons on how to optimize the roles of contract managers to enhance project outcomes. Professionals within the oil and gas sector, as well as other capital-intensive industries, can leverage these insights to refine their contract administration processes, ultimately leading to improved project execution.
- **For Policymakers and Regulatory Bodies:** By identifying key regulatory and legal challenges faced by contract managers, the study will offer recommendations for creating supportive legal frameworks that facilitate smoother project execution. Policymakers can utilize this knowledge to align existing policies with the needs of contract management, thereby ensuring enhanced compliance and project performance.
- **For Academic Researchers:** This research contributes to the sparse literature on contract management within large-scale projects in emerging economies, specifically in the East African oil and gas sector. It establishes a foundation for future studies focused on the impact of contract management on project performance, expanding the academic discourse surrounding effective project management practices in the oil and gas industry.
- **For Uganda's Economic Development:** As Uganda positions itself as a significant player in the East African oil industry, the insights gleaned from this study can aid in bolstering local capabilities in managing large-scale projects. By ensuring that projects are completed within budget and on time, the findings will ultimately benefit the national economy and contribute to sustainable economic growth.

1.5 Research Methodology Overview

This section outlines the research methodology employed in this study, which is designed to investigate the impact of dedicated contract managers on contract administration and performance within Uganda's Tilenga Project. A systematic approach is crucial to ensure that the research objectives are met and that the findings are robust, reliable, and applicable to real-world scenarios. This overview includes an examination of the research design, population and sampling methods, data collection and analysis techniques, ethical considerations, and a brief summary of the chapter.

1.5.1 Research Design

The research design serves as the blueprint for the study, guiding the overall structure and methodology employed to address the research questions and objectives. In this study, a mixed-methods research design will be utilized, integrating both qualitative and quantitative approaches to provide a comprehensive understanding of the impact of dedicated contract managers on contract administration and project performance.

The qualitative aspect will involve in-depth interviews and focus group discussions with key stakeholders, including contract managers, project supervisors, and other relevant personnel involved in the Tilenga Project. This approach allows for the exploration of subjective experiences, perceptions, and insights regarding the roles and challenges faced by contract managers, as well as their contributions to project outcomes.

On the other hand, the quantitative component will involve the collection of numerical data through structured surveys/ questionnaire distributed to a broader audience, including project team members and stakeholders. This data will facilitate statistical analysis to identify trends, correlations, and relationships between the presence of dedicated contract managers and various performance metrics.

By employing a mixed-methods design, the research aims to capture the multifaceted nature of contract management and provide a richer, more nuanced understanding of its impact on the Tilenga Project.

1.5.2 Population and Sampling Method

Defining the population and sampling method is crucial to ensuring that the research findings are representative and relevant. The target population for this study includes individuals actively involved in the Tilenga Project, specifically focusing on those who directly engage with contract management processes. This includes dedicated contract managers, project managers, procurement officers, legal advisors, and key stakeholders from TotalEnergies and associated contractors.

1.5.3 Data Collection and Analysis

The data collection process is a critical component of the research methodology, as it directly influences the reliability and validity of the findings. In this study, data will be collected using a combination of qualitative and quantitative methods.

For the qualitative data collection, semi-structured interviews will be conducted with selected stakeholders involved in the Tilenga Project. This format allows for flexibility in questioning while ensuring that key topics related to contract management are covered. The interviews will be audio-recorded (with participants' consent) and subsequently transcribed for analysis. Additionally, focus group discussions may be organized to facilitate collaborative insights among participants, encouraging the sharing of diverse perspectives on contract management challenges and successes.

On the quantitative side, structured surveys will be developed and distributed to a broader audience of project stakeholders. These surveys will include closed-ended questions designed to quantify participants' perceptions and experiences related to the roles of contract managers, their impact on cost management, and overall project performance. The collected survey data will be subjected to statistical analysis using software tools such as SPSS or R to identify patterns, correlations, and significant relationships.

Once the data is collected, both qualitative and quantitative analyses will be conducted. Qualitative data will be analyzed thematically, allowing for the identification of key themes and patterns that emerge from participant responses. Quantitative data will be analyzed using descriptive and inferential statistics to derive meaningful insights and draw conclusions regarding the impact of dedicated contract managers on the Tilenga Project.

1.6 Ethical Considerations

Ethical considerations are paramount in any research endeavor, particularly when human subjects are involved. This study will adhere to established ethical guidelines to ensure the protection of participants' rights and welfare throughout the research process. Prior to data collection, ethical approval will be sought from the relevant institutional review board or ethics committee.

Informed consent will be obtained from all participants, ensuring that they fully understand the purpose of the research, their role in it, and their right to withdraw at any time without consequence. Confidentiality will be maintained by anonymizing participant responses and securely storing data. The research will also emphasize transparency in reporting findings, avoiding any form of misrepresentation or bias.

Additionally, participants will be informed of the potential risks and benefits associated with their involvement in the study. By upholding ethical standards, the research aims to foster trust and integrity in the data collection process, ultimately enhancing the credibility of the findings.

1.7 Chapter Summary

This chapter has provided an overview of the research methodology that underpins this study, detailing the research design, population and sampling methods, data collection and analysis strategies, and ethical considerations. By adopting a mixed-methods approach, the study seeks to comprehensively explore the impact of dedicated contract managers on contract administration and performance within Uganda’s Tilenga Project. The forthcoming chapters will delve deeper into the findings and discussions, offering insights that will contribute to a more profound understanding of effective contract management practices in the oil and gas sector.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The management of contracts in large-scale projects, particularly in the oil and gas sector, is a critical determinant of project success. Contract management encompasses a series of processes, including contract formation, execution, and performance monitoring, all aimed at ensuring that parties adhere to their obligations while maximizing value and minimizing risks[20]. As the industry faces increasing complexity and uncertainty, particularly in emerging markets like Uganda, the role of dedicated contract managers has become increasingly pivotal in navigating these challenges[21].

Effective contract management not only safeguards the interests of stakeholders but also contributes to the overall performance of projects. Studies indicate that projects managed with a robust contract management framework experience fewer disputes, enhanced compliance with regulatory standards, and improved financial outcomes[22] However, despite the recognition of its significance, there remains a notable gap in the literature concerning the specific impact of dedicated contract managers on contract administration and performance within the context of oil and gas projects, particularly in developing regions.

The need for specialized contract management is further underscored by the intricate legal and regulatory frameworks governing oil and gas operations. These frameworks often involve various stakeholders, including government entities, contractors, and local communities, each with distinct interests and requirements[23]. Dedicated contract managers play a crucial role in mediating these interests and ensuring that contractual agreements are fulfilled in compliance

[20] Hughes W and others, *Construction Contracts: Law and Management* (Routledge 2015).
[21] Mohammadi R, 'Smart Contracts in the Oil, Gas and Petrochemical Industry' (2023) 3 *International Journal of Innovation in Management, Economics and Social Sciences* 31
[22] Fleming QW and Koppelman JD, 'Earned Value Project Management: A Powerful Tool for Software Projects' (2005) 18(3) *Software Management* 17
[23] Nguyen TS and Mohamed S, 'Stakeholder Management in Complex Projects' (2018) *Proceedings of the 7th International Conference on Construction Project Management and Construction Engineering*.

with applicable laws. Figure 1 visually represents the role of Contract Managers at the center, surrounded by various stakeholders and the resulting project outcomes.

This literature review aims to synthesize existing research on contract management, focusing on the theoretical and conceptual frameworks, the roles and responsibilities of contract managers, and the challenges and opportunities within the oil and gas sector. It will also highlight gaps in the current literature, particularly regarding the effectiveness of dedicated contract managers in enhancing project outcomes.

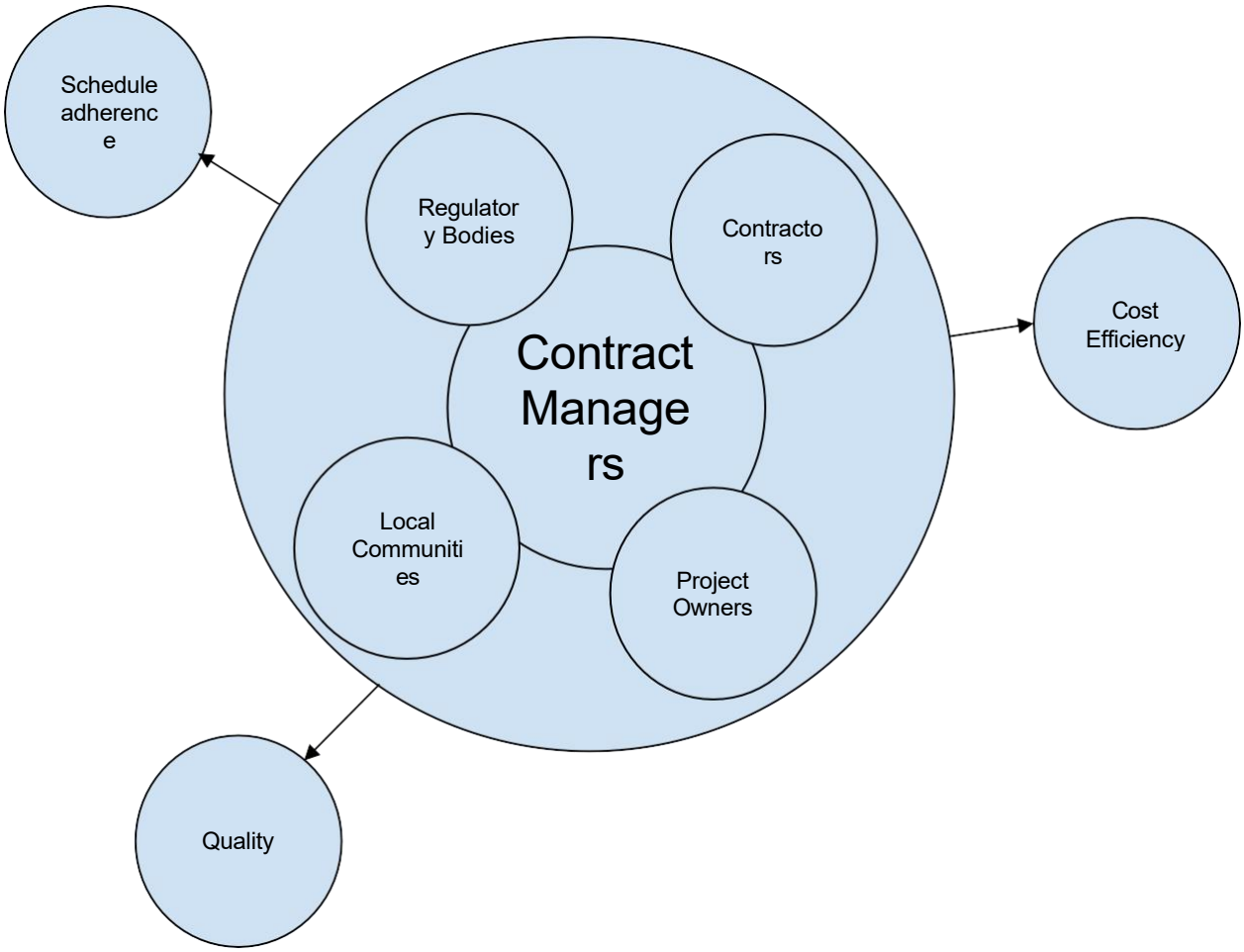

Figure 1: A conceptual diagram illustrating the relationship between contract management, project performance, and stakeholder interests. Source: illustration by self.

2.2 Theoretical Framework: Principal-Agent Theory in Contract Management

The research problem at hand is based described by the Principal-Agent Theory (PAT). PAT is essential for analyzing and managing the relationships between various stakeholders in contract management. Originating in economics and organizational theory, PAT is grounded in the study of delegations between a principal, who entrusts work to an agent, and the agent, who performs tasks on the principal's behalf[24]. This framework is especially applicable in contract management within the oil and gas industry, where complex and costly projects are often delegated to contract managers to ensure project success. In this setting, principals (e.g., project owners or investors) and agents (e.g., contract managers) must navigate potential conflicts of interest, differing goals, and informational asymmetries that could impact project performance[25].

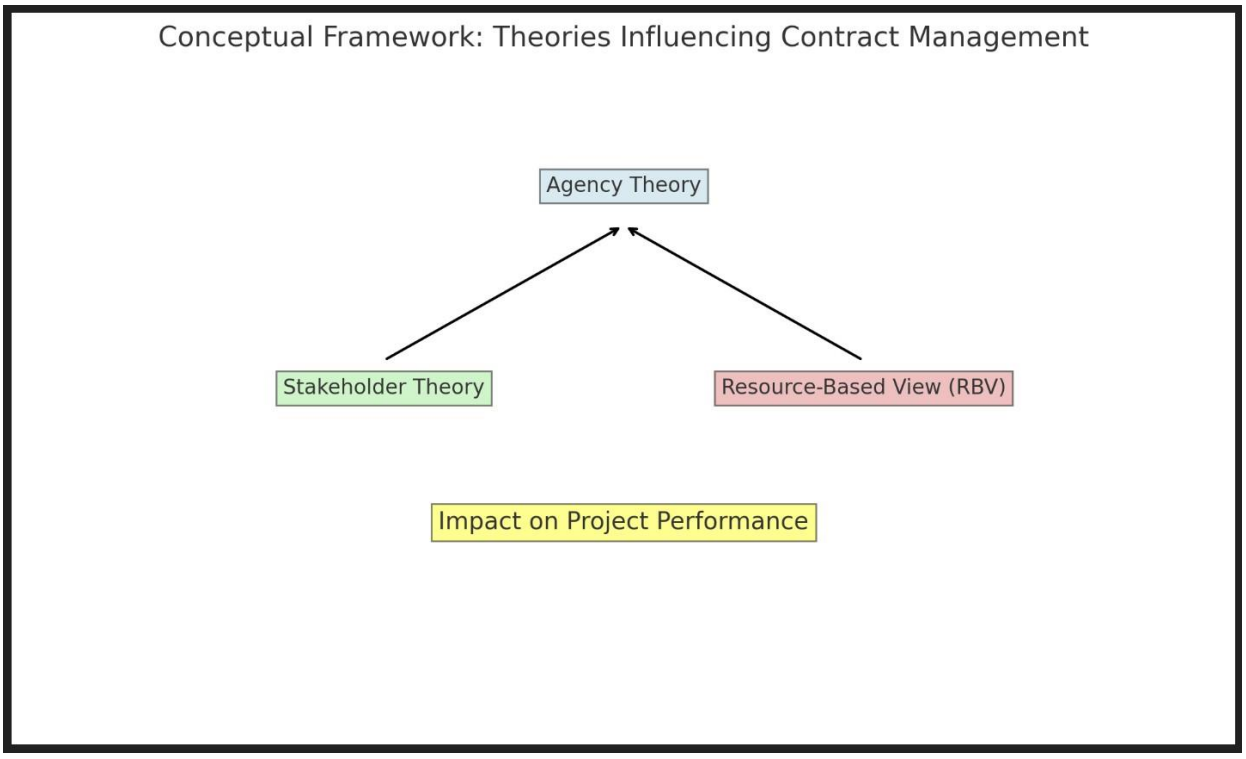

Figure 2: A conceptual framework illustrating the interplay of Agency Theory, Stakeholder Theory, and RBV in contract management. Source: illustration by self.

[24] Jensen MC and Meckling WH, 'Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure' (1976) 3(4) *Journal of Financial Economics* 305
[25] Ibid (6)

Other theories such as the Stakeholder Theory and the Resource-Based View (RBV) do compliment the PAT as shown in Figure 2. Stakeholder theory emphasizes the importance of managing relationships among various stakeholders involved in a project[26]. Contract managers facilitate communication and collaboration between project owners, contractors, and regulatory authorities. The RBV posits that organizations can achieve competitive advantage through valuable, rare, and inimitable resources[27]. The inclusion of skilled contract managers within local contractors' teams enhances their capacity to navigate complex contractual requirements and improve project outcomes. As resources, these professionals contribute to building the organizational capabilities necessary for successful contract execution.

Within PAT, agency problems arise from two main types of misalignment: moral hazard and adverse selection. Moral hazard occurs when agents have an incentive to take risks or actions that benefit themselves rather than the principal, given that principals cannot always observe all aspects of the agent's behavior[28]. Adverse selection involves the principal's limited ability to fully assess the agent's capabilities or intent before entering into the contract, leading to the possibility of selecting an unsuitable agent[29]. These agency problems are especially relevant in contract management for oil and gas projects, where the complexity, capital intensity, and regulatory requirements create numerous opportunities for misaligned incentives.

The Principal-Agent Theory (PAT) informs the conceptual framework by highlighting the critical role of contract administration practices in aligning the interests of principals and agents within project management. It underscores how contract drafting and negotiation establish clear roles and expectations, reducing informational asymmetries between project owners and contract managers. Contract monitoring compliance and risk management, as outlined in the framework, serve as mechanisms to mitigate moral hazard and adverse selection, ensuring agents act in the principals' best interests. Change management and stakeholder communication further support this alignment by addressing dynamic project needs and fostering transparency, directly

[26] Freeman RE and McVea J, 'A Stakeholder Approach to Strategic Management' in M Hitt, RE Freeman and JS Harrison (eds), *The Blackwell Handbook of Strategic Management* (Blackwell 2001

[27] Barney JB, 'Firm Resources and Sustained Competitive Advantage' (1991) 17(1) *Journal of Management* 99.

[28] Ibid (26)

[29] Bergen M, 'Agency Relationships in Marketing' (University of Minnesota Twin Cities, 1992)

influencing project performance metrics like schedule adherence and cost efficiency. In the context of the oil and gas industry, PAT provides a theoretical basis for the framework's emphasis on performance-based contracts and monitoring systems to enhance project outcomes.

Stakeholder Theory informs the conceptual framework by emphasizing the importance of effective stakeholder communication as a cornerstone of contract administration. This theory suggests that engaging diverse stakeholders such as project owners, contractors, and regulatory bodies—enhances collaboration and trust, which are vital for successful project performance. The framework's inclusion of stakeholder communication as an independent variable reflects its role in managing conflicting interests and ensuring all parties' needs are addressed during contract drafting and negotiation. By facilitating open dialogue, this practice supports risk management and change management efforts, contributing to improved schedule adherence and stakeholder satisfaction. In oil and gas projects, where stakeholder involvement is complex, this theory strengthens the framework's focus on relational dynamics impacting project success.

The Resource-Based View (RBV) informs the conceptual framework by highlighting the value of skilled contract managers as a strategic resource in driving project performance. This theory posits that unique, rare, and inimitable resources, such as expertise in contract drafting and negotiation or risk management, provide a competitive advantage. The framework's independent variables, including change management and monitoring compliance, rely on these human resources to optimize processes and outcomes like cost efficiency and quality. By integrating skilled professionals, organizations can enhance their capability to navigate complex contractual requirements, as depicted in the framework's link to project performance. In the oil and gas sector, RBV supports the framework's assertion that investing in capable agents strengthens overall project execution and success.

2.2.1 Application of Principal-Agent Theory in Contract Management

Applying PAT in contract management requires implementing strategies to reduce agency problems by aligning the interests of principals and agents. In the oil and gas industry, where contract misalignment can lead to costly delays, compliance risks, and quality issues, ensuring that contract managers fulfill their roles effectively is crucial. Effective contract management involves the establishment of performance-based contracts, incentive structures, and monitoring

systems that promote transparency and accountability[30]. These mechanisms enable principals to monitor agents' actions, reduce informational asymmetries, and enforce compliance with contractual obligations[31].

One application of PAT in contract management is the use of performance-based contracts. By linking compensation to specific project outcomes, these contracts motivate agents to meet project objectives and reduce the risk of moral hazard. For instance, contractors may be incentivized through milestone payments or bonuses tied to timely project completion and quality benchmarks[32]. Another strategy is the implementation of transparent reporting mechanisms that give principals access to critical project data, enabling them to monitor progress and intervene if misalignment occurs[33].

In addition, risk-sharing arrangements help address agency problems by distributing responsibilities and risks between principals and agents. These arrangements foster a collaborative environment where both parties are invested in project success and mitigate the tendency for agents to take unmonitored risks[34]. Such structures are valuable in oil and gas projects, where risks associated with environmental compliance, health and safety, and project delays are prevalent.

In large-scale oil and gas projects like Uganda's Tilenga Project, PAT helps illustrate why effective contract management is critical. Here, contract managers (agents) are entrusted with the responsibility of managing contracts, ensuring regulatory compliance, and aligning contract performance with the project's goals. However, without appropriate monitoring and incentivization structures, these agents may prioritize personal goals or fail to address risks effectively, potentially leading to project delays, cost overruns, or reputational damage to the principal[35]

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[30] Ibid (6)

[31] Müller R and Turner R, 'The Influence of Project Managers on Project Success Criteria and Project Success by Type of Project' (2007) 25 *European Management Journal* 298.

[32] Selviaridis K and Wynstra F, 'Performance-Based Contracting: A Literature Review and Future Research Directions' (2015) 53 *International Journal of Production Research* 3505

[33] Liu Y, Li L and Yang Z, 'Green Finance, Sustainability Disclosure, and Economic Implications' (2022) *Emerald Insight*

[34] Sappington DEM, 'Incentives in Principal-Agent Relationships' (1991) 5(2) *Journal of Economic Perspectives* 45

[35] Jackson S, 'Project Cost Overruns and Risk Management' (2002) *ResearchGate*

2.3 Conceptual Framework: Role of Contract Managers in Project Performance

The role of contract managers is multifaceted, encompassing various responsibilities that directly impact project performance. Contract managers act as crucial intermediaries between stakeholders, ensuring that contractual agreements are executed efficiently while adhering to legal and regulatory requirements[36]. Their involvement is vital throughout the project lifecycle, from the initial stages of contract formation to the final stages of contract closure, and their actions can significantly affect the overall success of a project.

2.3.1 Responsibilities of Contract Managers in Contract Administration

Contract managers perform several key functions that are essential to the success of project management. These responsibilities can be categorized into the following areas:

1. Contract Drafting and Negotiation

Contract drafting and negotiation involve creating legally binding agreements and discussing terms to ensure mutual understanding and benefit. Drafting requires clear, precise language to outline rights, obligations, and remedies, while negotiation focuses on reaching consensus through compromise and communication37Effective drafting minimizes ambiguities, and skilled negotiation aligns parties' interests while reducing potential conflicts. This process is critical in business, legal, and professional settings to establish enforceable agreements. Contract managers are responsible for developing clear and comprehensive contracts that reflect the interests of all parties involved. This process requires a deep understanding of both legal principles and the specific operational needs of the project. Effective contract drafting involves not only the inclusion of relevant terms and conditions but also the anticipation of potential disputes and ambiguities[38]. Skilled negotiation is equally crucial, as it sets the tone for collaboration and trust among stakeholders.

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[36] Willcocks LP, Lacity MC and Craig A, 'Robotic Process Automation: Strategic Transformation Lever for Global Business Services?' (2017) 7 *Journal of Information Technology Teaching Cases*

[37] American Bar Association. (2020). *Contract drafting: Practical tips for lawyers*. Retrieved from https://www.americanbar.org

[38] Abu Bakar N and Peszynski K, 'Factors Influencing Negotiation in the Sourcing Process between Partners in E-Procurement: A Focus on Actors' (2020) *14th Pacific Asia Conference on Information Systems (PACIS)* 115.

2. Monitoring Compliance

Monitoring compliance entails overseeing adherence to laws, regulations, contracts, or internal policies within an organization or project. It involves regular audits, reviews, and reporting to ensure obligations are met and to identify deviations[39]. This process mitigates legal and financial risks, ensuring operations align with established standards. Effective compliance monitoring fosters accountability and protects organizational integrity. Once contracts are in place, contract managers must ensure that all contractual obligations are met, including quality standards and timelines. This monitoring involves regular assessments of performance against contractual benchmarks, addressing deviations promptly, and maintaining accurate documentation to support compliance efforts[40]. Compliance monitoring helps in mitigating risks and enhancing accountability among parties involved in the contract.

3. Risk Management

Risk management is the process of identifying, assessing, and mitigating potential risks that could impact an organization's objectives. It involves analyzing uncertainties, prioritizing risks based on likelihood and impact, and implementing strategies to minimize negative outcomes[41]. Effective risk management enhances decision-making and safeguards assets, reputation, and operational continuity. It is essential across industries to ensure resilience and stability. Risk management is a critical responsibility of contract managers, who must identify potential risks associated with contract execution and implement effective mitigation strategies. This involves conducting thorough risk assessments to understand the likelihood and impact of various risks, such as financial instability, regulatory changes, or operational disruptions[42]. By proactively managing risks, contract managers can safeguard project performance and minimize adverse effects.

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[39] PMI. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.

[40] Gasemagha A and Tan K, 'Project Manager Role in Project Management Success' (2018) 11 *International Journal of Academic Research in Business and Social Sciences* 9230

[41] ISO 31000:2018. (2018). *Risk management – Guidelines*. International Organization for Standardization.

[42] Zsidisin GA and Ritchie B, *Supply Chain Risk: A Handbook of Assessment, Management, and Performance* (Springer 2009).

4. Stakeholder Communication

Stakeholder communication involves engaging with individuals or groups, such as employees, clients, or investors, who have an interest in an organization's activities. It requires clear, timely, and transparent information exchange to build trust and align expectations[43]. Effective communication addresses stakeholders' concerns, fosters collaboration, and supports decision-making. It is vital for maintaining relationships and achieving organizational goals. Facilitating communication among project stakeholders is a vital function of contract managers. They serve as the primary point of contact, ensuring that all parties are informed and aligned on project objectives. Effective communication is essential for addressing concerns, resolving conflicts, and fostering collaboration. As highlighted by Griffin and Hauser[44], the voice of the customer—understood through stakeholder communication—plays a significant role in shaping project outcomes.

The effectiveness of contract managers in fulfilling these roles can significantly influence project outcomes, including cost management, schedule adherence, and stakeholder satisfaction. Studies indicate that strong contract management practices correlate with improved project performance, highlighting the need for organizations to prioritize the training and development of contract management competencies[45]

[43] PMI. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.
[44] Griffin A and Hauser JR, 'The Voice of the Customer' (1993) 12(1) *Marketing Science*
[45] Fong P and Kwok C, 'Organizational Culture and Knowledge Management Success at Project and Organizational Levels in Contracting Firms' (2009) 135 *Journal of Construction Engineering and Management* 106

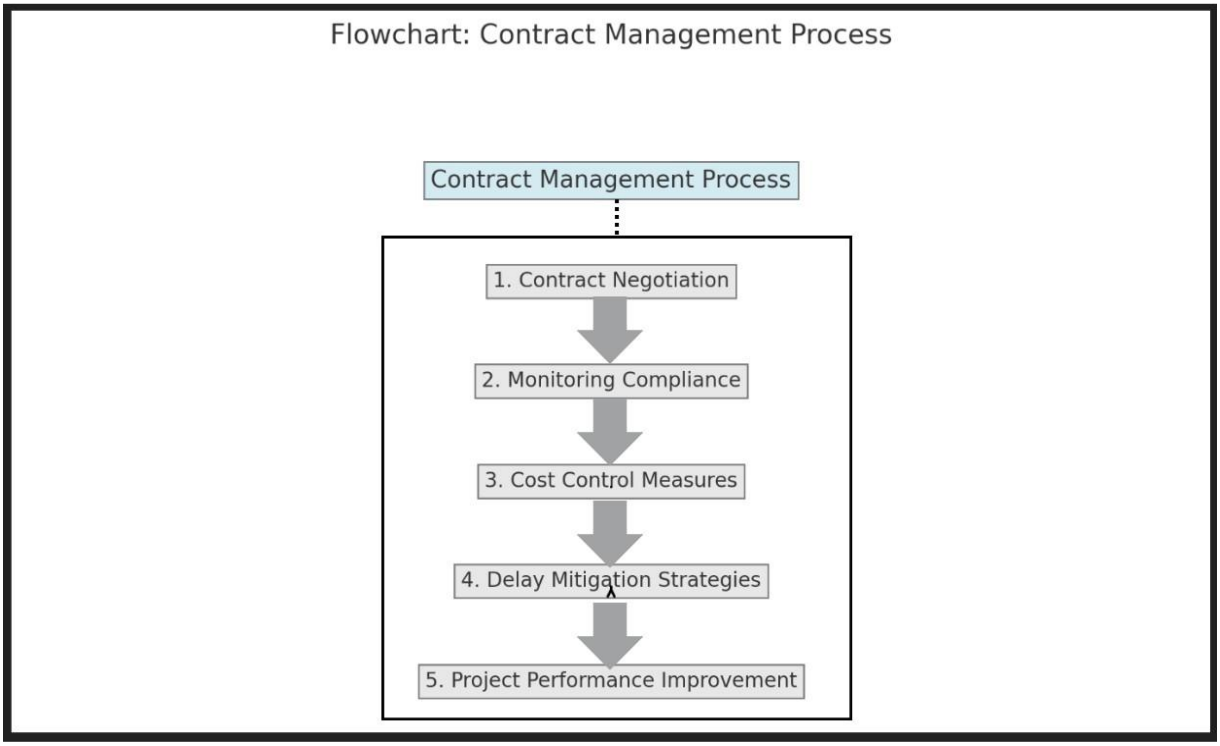

Figure 3: A flowchart illustrating the contract management process and its impact on cost control and delay mitigation. Source: illustrated by self.

Above (Figure 3) is a flowchart depicting the roles and responsibilities of contract managers and their impact on project performance metrics could illustrate the interconnectedness of these responsibilities. This diagram can visually represent how effective contract management contributes to key performance indicators such as cost control, schedule adherence, quality assurance, and stakeholder satisfaction.

2.4 Review of Key Aspects of Contract Management in Oil & Gas Projects

The oil and gas industry presents unique challenges in contract management due to its complexity, high capital investments, and stringent regulatory requirements. Understanding the specific aspects of contract management in this sector is essential for enhancing project performance.

2.4.1 Contract Administration Roles and Responsibilities

Effective contract administration is crucial for ensuring compliance with contractual obligations and achieving project objectives. Key aspects of contract administration in oil and gas projects include:

1. **Documentation Management**

   Documentation management involves the systematic creation, storage, organization, and retrieval of documents to ensure accessibility and compliance with organizational standards. It includes maintaining accurate records, version control, and secure storage to support operational efficiency and legal requirements[46]. Effective documentation management streamlines workflows, enhances transparency, and facilitates audits or reviews. It is critical for maintaining organizational knowledge and ensuring accountability. Maintaining accurate and comprehensive records of all contract-related documents, including amendments, correspondence, and performance evaluations, is fundamental to effective contract administration[47]. Research indicates that robust documentation management practices contribute to transparency and accountability, ultimately leading to improved project performance[48]. Effective documentation also includes the use of digital tools and platforms for contract management. A study by KPMG[49], found that organizations that leverage technology for documentation management report enhanced efficiency and reduced errors in contract execution.

2. **Change Management**

   Change management is the structured approach to transitioning individuals, teams, or organizations from a current state to a desired future state. It involves planning, implementing, and monitoring changes to minimize resistance and maximize adoption[50]. This process ensures that changes, such as new processes or systems, align with organizational goals while addressing stakeholder needs. Effective change management

[46] PMI. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.

[47] Narbaev T, De Marco A and Orazalin N, 'Construction Management and Economics' (2019) *Construction Management and Economics*.

[48] Gangane A, 'Impact of Construction Documents and Records on Sustainable Project Management: An Overview' (2017) 6 *International Journal of Engineering Sciences & Research Technology* 120

[49] KPMG, *Make it, or Break it: Reimagining Governance, People, and Technology in the Construction Industry – Global Construction Survey 2017* (KPMG International, 2017)

[50] Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.

drives successful transformation and sustained performance. Addressing contract variations promptly and effectively is vital for minimizing disruptions and ensuring project continuity. The dynamic nature of oil and gas projects often necessitates changes to contracts due to unforeseen circumstances, market fluctuations, or regulatory shifts. Research by Hao[51] underscores the importance of implementing structured change management processes that facilitate timely adjustments to contracts while maintaining stakeholder engagement. Additionally, effective change management involves the establishment of clear protocols for communication and decision-making among stakeholders. A study by Fortune & White[52], emphasizes that successful change management strategies contribute to better project outcomes and enhanced stakeholder relationships.

3. **Performance Monitoring**

   Performance monitoring involves tracking and evaluating the progress of projects, processes, or individuals against predefined goals or metrics. It uses tools like key performance indicators (KPIs) and regular reporting to assess efficiency and effectiveness[53]. This process identifies areas for improvement, ensures alignment with objectives, and supports data-driven decision-making. Consistent performance monitoring enhances accountability and optimizes outcomes across operations. Regularly assessing contractor performance against agreed-upon metrics is essential for ensuring compliance and facilitating continuous improvement. Contract managers must establish key performance indicators (KPIs) that align with project objectives and stakeholder expectations. Studies by Fong & Kwok[54], demonstrate that organizations that actively monitor performance through KPIs are better positioned to identify issues early and implement corrective actions, thereby enhancing project performance. Furthermore, performance monitoring includes fostering a culture of feedback and communication between contract managers and contractors. Research by Bond-Barnard

[51] Hao Q, Shen W, Neelamkavil J and Thomas J, 'Change Management in Construction Projects, 2018.
[52] Fortune J and White D, 'Framing of Project Critical Success Factors by Systems Model' (2006) 24 *International Journal of Project Management* 53
[53] PMI. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.
[54] Ibid (41)

& Fletcher[55], highlights the importance of open dialogue in performance assessment, which can lead to increased collaboration and trust among stakeholders.

The roles of dedicated contract managers in overseeing these aspects can significantly reduce risks associated with contract execution and enhance overall project performance. Research indicates that organizations with dedicated contract management functions experience fewer disputes and higher levels of stakeholder satisfaction[56]

2.4.2 Cost Management and Delay Mitigation

Cost overruns and project delays are prevalent challenges in the oil and gas sector, with substantial implications for project viability and financial sustainability. Effective cost management is not merely a desirable attribute but an essential competency that contract managers must possess to navigate the intricacies of project execution[57].

1. **Cost Control Strategies**

   Implementing robust cost control measures is critical for contract managers to identify potential cost escalations early in the project lifecycle. Strategies such as budgeting, forecasting, and variance analysis allow contract managers to track expenditures and ensure that projects remain within financial constraints[58]. A study by Alu[59] emphasizes that organizations with proactive cost control mechanisms tend to achieve better financial performance and project success. Additionally, leveraging technology and data analytics can enhance cost control efforts. Research by Aljohani[60] indicates that the use of

[55] Bond-Barnard T, Fletcher L and Steyn H, 'Linking Trust and Collaboration in Project Teams to Project Management Success' (2018) 11 *International Journal of Managing Projects in Business* 10.1108/IJMPB-06-2017-0068.
[56] Zhao Y, Xie H, Zhang S, & Xu X, 'Exploring the Role of Building Information Modeling in Construction Safety' (2018) 38 *Automation in Construction* 157
[57] Müller R and Jugdev K, 'Critical Success Factors in Projects: A Comparison of the Project Management and Operations Management Perspectives' (2012) 30(2) *International Journal of Project Management* 231
[58] Kerzner H, *Project Management Best Practices: Achieving Global Excellence* (Wiley 2017).
[59] Alu A, Taiwo M, Ogedengbe F, Gambo N and Nwoye M, 'Impact of Project Cost Control on the Financial Performance of the Nigerian Construction Industry: A Qualitative Approach' (2024) 12 *Open Journal of Business and Management* 2812
[60] Aljohani A, 'Predictive Analytics and Machine Learning for Real-Time Supply Chain Risk Mitigation and Agility' (2013) *Sustainability* 15(10) 1058

advanced data analytics tools enables contract managers to make more informed decisions regarding resource allocation and cost forecasting.

2. **Delay Mitigation Techniques**

   Proactive measures are essential in minimizing delays and ensuring timely project delivery. Techniques such as critical path analysis, resource leveling, and effective stakeholder communication are fundamental to successful project management[61]. A study by Williams[62] highlights that projects with a well-defined critical path and efficient resource allocation are less likely to encounter delays. Furthermore, fostering strong relationships with contractors and stakeholders is crucial for delay mitigation. Research by Assaad & El-adaway[63], demonstrates that effective collaboration and communication among project stakeholders can significantly reduce the likelihood of delays and enhance overall project performance.

Research indicates that dedicated contract managers contribute significantly to cost management and delay mitigation by providing oversight and facilitating collaboration among stakeholders. Their ability to navigate complex contractual landscapes and implement effective strategies can greatly influence project success[64]. For instance, a case study by Guo[65] illustrates how dedicated contract managers played a pivotal role in overcoming cost and schedule challenges in a major oil and gas project.

[61] Aziz N, Mohd-Rahim F and Aziz NM, 'Delay Mitigation Strategies and the Implication on the Construction Industry: A Systematic Literature Review' (2022) 20 *Planning Malaysia* 1199
[62] Ibbs C and Nguyen L, 'Schedule Analysis under the Effect of Resource Allocation' (2007) 133(2) *Journal of Construction Engineering and Management* 131
[63] *Assaad H and El-Adaway I, 'Enhancing the Knowledge of Construction Business Failure: A Social Network Analysis Approach' (2020) 146 Journal of Construction Engineering and Management 1831*
[64] Kafula B, Mwanza B and Mwanaumo E, 'Contract Management as a Tool for Successful Project Performance: A Pragmatic Study on Construction Projects in Zambia' (2023).
[65] Guo F, Chang-Richards A, Wilkinson S and Li T, 'Effects of Project Governance Structures on the Management of Risks in Major Infrastructure Projects: A Comparative Analysis' (2013) 32 *International Journal of Project Management* 25

2.5 Empirical Review

2.5.1 Contract drafting & negotiation on contract administration and performance of Projects.

Dedicated contract managers play a crucial role in ensuring effective contract drafting and negotiation, which directly influences project performance in terms of cost, timelines, and quality delivery. A number of previous studies indicated the role of contract managers in ensuring effective contract drafting and negotiation, which significantly improves project performance. for example, in their study, Aibinu and Odeyinka[66]found that contracts with clearly defined scope, performance indicators, and risk allocation reduce cost overruns by up to 20%. Dedicated managers bring expertise to include these critical components, minimizing ambiguity that could lead to disputes or delays.

Thabet[67], dedicated contract managers play a pivotal role in mitigating construction claims and improving project performance and administration by implementing sustainable management practices in contract drafting and negotiation. The study emphasizes that clear, precise, and well-negotiated contracts are critical tools for minimizing disputes and ensuring smooth project delivery, particularly in complex construction projects. Thabet[68] identifies that collaborative negotiation strategies, as opposed to adversarial approaches, significantly reduce the likelihood of disputes. By fostering stakeholder engagement during negotiations, contract managers establish trust and transparency, leading to smoother project execution.

In the study of Gamariel & Egide[69] about the effects of contract negotiations, contract monitoring, and relationship management on construction project Performance in the case of water treatment plants for WASAC. Study findings enlightened project engineers, procurement, and contractor staff on the need to critically monitor contracts during project execution. Therefore, it was concluded that the performance of construction projects in WASAC depends on how contracts

[66] Aibinu AA and Odeyinka HA, 'Construction Delays and Their Causative Factors in Nigeria' (2006) 132(7) *Journal of Construction Engineering and Management* 667

[67] Thabet Z, 'Effect of Implementing Sustainable Management Practices on Construction Claims Mitigation' (2022) (Doctoral dissertation, Lebanese American University).

[68] Ibid (60)

[69] Gamariel M and Egide R, 'Effects of Contract Negotiation, Contract Monitoring and Relationship Management on Construction Project Performance: A Case of Water Treatment Plants for WASAC' (2021) 6(12) *Social Science Learning Education Journal* 771-780.

are negotiated and monitored and how agency and contractors' relationship management is maintained. Gamariel and Egide[70] highlight that well-conducted contract negotiations significantly reduce conflicts and align stakeholder interests early in the project lifecycle. Dedicated contract managers act as mediators, ensuring that all parties, including contractors, clients, and regulatory bodies, reach agreements on critical project elements such as scope, cost, and timelines. By fostering integrative (win-win) negotiation strategies, they create a collaborative environment that enhances trust and commitment, which are vital for project success. Gamariel and Egide[71] note that projects with clearly defined contractual obligations experience fewer delays and disputes. For water treatment plants, where technical specifications and compliance with environmental standards are critical, contract managers ensure that all requirements are explicitly stated, reducing room for misinterpretations.

In the study of Mutua and Namusonge[72] about contract negotiation practices and performance of state corporations in Nairobi City County, Kenya. Findings indicated that there is a moderately significant relationship between payment terms and the performance of service state corporations and a strong positive relationship between procurement laws and regulations and the performance of service state corporations. The study recommends that state corporations should adopt e-payments such as Electronic Fund Transfers to enhance the level of accountability in procurement payments. The management of state corporations should ensure that all stakeholders in the supply chain adhere to procurement rules and regulations. Mutua and Namusonge[73] emphasize that effective contract negotiation practices are critical for aligning the interests of all stakeholders involved in a project. Dedicated contract managers act as intermediaries during negotiations, ensuring that the objectives, responsibilities, and expectations of parties are clearly defined and agreed upon. This fosters mutual understanding and minimizes conflicts, which can otherwise derail project performance. Mutua and Namusonge[74] found that well-negotiated contracts directly impact project timelines and budgets by preventing scope creep and unplanned

[70] Ibid (62)
[71] Ibid (62)
[72] Mutua N and Namusonge E, 'Contract Negotiation Practices and Performance of State Corporations in Nairobi City County, Kenya' (2023) *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)* 7(2).
[73] Ibid (65)
[74] Ibid (65)

expenses. Dedicated contract managers play a vital role in negotiating realistic cost structures and timelines, ensuring that projects are executed within agreed constraints. Their ability to anticipate and resolve issues during negotiation reduces delays and improves resource utilization.

2.5.2 Contract monitoring on contract administration and performance of Projects.

Dedicated contract managers play a crucial role in ensuring effective monitoring and compliance, particularly in addressing contractor competence gaps to enhance project performance and administration. Several previous scholars highlighted the relationship between contract monitoring and compliance and project performance. For example, In their study by Byaruhanga and Basheka[75] about Contractor monitoring and performance of road infrastructure projects in Uganda, it was emphasized that inadequate monitoring of contractors often leads to delays, cost overruns, and substandard work in infrastructure projects. Dedicated contract managers are pivotal in establishing clear performance benchmarks, regularly reviewing project milestones, and identifying non-compliance early. This proactive approach helps to keep road infrastructure projects on schedule and within budget. Byaruhanga and Basheka[76] found that strict enforcement of compliance mechanisms significantly improved project outcomes in Uganda's road infrastructure sector. Contract managers achieve this by conducting site inspections, verifying progress reports, and ensuring resources are used as stipulated in the contract, thereby reducing deviations and inefficiencies. In his study Thabet[77] underscored the importance of continuous contract monitoring to mitigate claims and improve project administration. Dedicated contract managers ensure compliance with agreed terms throughout the project lifecycle. Their involvement helps identify and address deviations early, preventing them from escalating into claims that could impact project performance.

In the study of Romero and Esenarro[78] about the factors Affecting Contract Compliance and Execution of Public Works in the Executing Unit: Special Project Huallaga Central and Bajo Mayo in Peru. It was concluded that the high overtime and the deficient quality of the work

[75] Byaruhanga A and Basheka BC, 'Contractor Monitoring and Performance of Road Infrastructure Projects in Uganda: A Management Model' (2017) 5(01) *Journal of Building Construction and Planning Research* 30.
[76] Ibid (68)
[77] Ibid (60)
[78] Romero A and Esenarro D, 'Factors Affecting Contract Compliance and Execution of Public Works in the Executing Unit: Special Project Huallaga Central and Bajo Mayo in Peru, 2022' (2024) *Buildings* 14(9) 2664.

carried out by the contracting modality generated economic damage to the State. Romero and Esenarro[79] highlight that high overtime was a key factor affecting contract compliance and causing economic damage. By tracking project milestones and ensuring adherence to timelines, contract managers minimize overtime and associated cost overruns, improving project efficiency and administration. In the study by Sidik[80] about Legal Obligations of Contractors in Construction Projects: Analyzing the Conflict of Legal Compliance, Contract Performance, and Quality Assurance in Construction Services in Indonesia, it was highlighted that conflicts often arise when contractors fail to meet legal obligations and regulatory requirements in construction projects. By monitoring compliance throughout the project lifecycle, contract managers ensure adherence to industry standards, and avoid costly penalties or project suspensions. According to Sidik[81], delays in construction projects often result from misalignment between contractual obligations and on-site execution. Also, Sidik[82] emphasized that clear documentation enhances transparency, strengthens accountability, and provides a reference for dispute resolution, improving project administration.

In their study of the factors affecting contract management in the public procurement sector in Kenya, Kibogo and Mwangangi[83] showed that contractor competence influences contract management in public procurement. Kibogo and Mwangangi[84] emphasize that contractor competence directly influences contract management outcomes. By ensuring that competent contractors are engaged, contract managers set the foundation for better performance and compliance with project terms. Continuous assessments throughout the project further allow for identifying competency gaps and implementing corrective actions, such as training or resourcing adjustments. Dedicated contract managers ensure contractors adhere to technical specifications and quality standards outlined in the contract. By closely monitoring deliverables and conducting

[79] Ibid (71)
[80] Sidik AI, 'Legal Obligations of Contractors in Construction Projects: Analyzing the Conflict of Legal Compliance, Contract Performance, and Quality Assurance in Construction Services in Indonesia' (2023) *Proceedings Series on Social Sciences & Humanities* 14 244-249.
[81] Ibid (73)
[82] Ibid (73)
[83] Kibogo AD and Mwangangi M, 'Factors Affecting Contract Management in the Public Procurement Sector in Kenya: A Case of Kenya Literature Bureau' (2014) 1(11) *European Journal of Business Management* 377-384.
[84] Ibid (76)

periodic quality audits, they address lapses in contractor performance early. According to Kibogo and Mwangangi[85], this reduces the risk of substandard work and ensures that public procurement projects meet the expected performance benchmarks.

The research by Salim[86] highlighted the impact of ineffective evaluation and monitoring of key performance indicators (KPIs) on poor project performance; the role of dedicated contract managers is crucial in ensuring contract monitoring and compliance. The study emphasizes the importance of contractor compliance with contract terms and conditions, the contractor's technical ability, and continuous monitoring to ensure effective project management. Dedicated contract managers are essential in addressing these factors to enhance project performance and administration. By closely monitoring performance indicators such as cost, quality, and timelines, contract managers can ensure that contractors adhere to the terms and conditions of the contract. Also, By maintaining a strong oversight function, contract managers ensure that deviations from the contract are identified and addressed promptly, ensuring that the project is delivered as agreed upon and preventing any legal or financial issues[87].

2.5.3 Risk management on contract administration and performance of Projects.

Risk is inherently associated with every business activity, and understandably so. Therefore, dedicated contract managers are responsible for formulating prudent measures to curb the surge in emerging risks in contract administration and performance. Risk management has recently evolved to become an integral aspect of a firm strategy and mission[88].A number of previous studies have indicated the relationship between risk management on contract administration and the performance of projects. For example, in the study of Khalef et al[89] on contract risk management, a comparative study of risk allocation in exculpatory clauses and their legal treatment was conducted. The outcomes of this paper include comparative tables that analyze

[85] Ibid (76)
[86] Salim N, 'Ineffective Evaluation and Monitoring of Key Performance Indicators Resulting in Poor Project Performance' (2013) *Doctoral Dissertation*, University of Nairobi.
[87] Ibid (79)
[88] Kerzner H and Kerzner H, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* (12th edn, Wiley 2017).
[89] Khalef R, El-Adaway IH, Assaad R and Kieta N, 'Contract Risk Management: A Comparative Study of Risk Allocation in Exculpatory Clauses and Their Legal Treatment' (2021) 13(1) *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction* 04520036

exculpatory clauses as they relate to risk description, risk taker, and the risk response strategy provided by each standard form of construction contract. In addition, the results show that each contract allocates the same risks to different project parties compared to the other contracts and that each contract possesses some specific risks not stipulated by the other forms. Ultimately, the findings of this paper protect the interests of contracting parties by helping them to assess and manage their contractual risks proactively. In line with Khalef et al[90], dedicated contract managers play a crucial role in contract risk management to improve project performance and administration. They ensure that risks are appropriately identified, allocated, and managed through effective communication, strategic risk response planning, and continuous monitoring. By actively managing exculpatory clauses, overseeing risk response strategies, and adapting to changing conditions, contract managers help mitigate potential issues, protect the interests of all parties, and ensure the project is completed successfully, within budget, and on time.

Another study by Kwamesa et al[91] examined contract Management Strategies (CMS) and Project Performance at the Kenya National Highways Authority. The findings revealed that CMS, like risk management, had been implemented extensively in KENHA. The study findings also revealed a positive and significant relationship between CMS and project performance. In line with Kwamesa et al[92], dedicated contract managers are integral to effective contract risk management, which is crucial for improving project performance and administration. By implementing and monitoring risk management strategies, ensuring proper risk allocation, proactively identifying and mitigating risks, and fostering collaboration among stakeholders, contract managers help prevent issues that could negatively impact the project. Their role in continuously adapting risk management strategies ensures that the project is completed on time, within budget, and to the expected quality standards, ultimately leading to improved project performance.

[90] Ibid (82)
[91] Kwamesa MM, Egide RU and Mwangangi M, 'Contract Management Strategies (CMS) and Project Performance at Kenya National Highways Authority' (2021) *International Journal of Project Management* 215-228.
[92] Ibid (84)

In the study of Gunduz and Elsherbeny[93] on operational framework for managing construction-contract administration practitioners' perspective through modified Delphi method. The study emphasizes the importance of addressing risks in construction contracts to prevent project delays, cost overruns, and quality issues. Gunduz and Elsherbeny[94] highlight the importance of early risk identification in the construction contract administration process. Dedicated contract managers are key to identifying potential risks before they become critical issues. They conduct thorough risk assessments at the outset of the project and continuously evaluate risks throughout its lifecycle. By assessing risks related to cost, scope changes, contractor performance, and external factors (e.g., weather, regulatory changes), contract managers can proactively plan for and mitigate these challenges, enhancing project performance.

Dedicated contract managers contribute to improved project performance by thoroughly identifying potential risks during the drafting phase. Thabet[95] highlights that sustainable management practices, such as risk allocation, are essential for preventing construction claims. By integrating these practices into contracts, managers ensure that responsibilities and liabilities are clearly defined, reducing ambiguities that often lead to delays or disputes. The study of Byaruhanga and Basheka[96] highlighted that many infrastructure projects face risks such as delays, corruption, and mismanagement due to poor contract oversight. Dedicated contract managers mitigate these risks by closely monitoring project execution and ensuring transparency. Their role involves identifying potential challenges, resolving issues promptly, and enforcing corrective actions to prevent disruptions that could impact project performance. Romero and Esenarro[97] emphasize that lack of oversight in public works execution often leads to resource misuse and poor outcomes. By closely monitoring resource utilization, contract managers ensure that labor, materials, and finances are optimized, thereby reducing wastage and economic damage.

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[93] Gunduz M and Elsherbeny HA, 'Operational Framework for Managing Construction-Contract Administration Practitioners' Perspective through Modified Delphi Method' (2020) 146(3) *Journal of Construction Engineering and Management* 04019110
[94] Ibid (85)
[95] Ibid (60)
[96] Ibid (68)
[97] Ibid (71)

In the study by Manishimwe[98] on the effect of contract management on the performance of feeder roads construction projects, it was found that contract management plays a crucial role in determining project performance. The study emphasizes that giving proper attention and focus to contract management can directly enhance the performance of feeder roads projects. One key area of contract management that influences project performance is risk management. Dedicated contract managers are instrumental in implementing effective risk management strategies, which in turn significantly improve both the performance and administration of construction projects.

In the study of Gunduz and Elsherbeny[99] about the relation between the performance of construction contract administration process groups (CCAPG) and the contract administration performance and establish a construction contract administration performance index (CCAPI).
The results show that the influence of CCAPG on CCAPI is positive and significant. Considering the findings, it is concluded that the performance of CCAPG almost importantly contributes equally to the contract administration performance. The positive relationship between CCAPG and contract administration performance, as highlighted by Gunduz and Elsherbeny[100], underscores the importance of managing risks through structured processes. Dedicated contract managers are essential in developing and implementing risk mitigation strategies to manage identified risks. Gunduz and Elsherbeny[101] highlight the importance of consistent performance across contract administration groups, which involves continuous monitoring of both the contract's progress and its associated risks. This adaptive approach to risk management is crucial for maintaining momentum and achieving successful project outcomes.

In the study by Papajohn et al[102], the authors explored the differences in contract administration functions across various project delivery methods, including Design-Bid-Build (DBB), Construction Manager/General Contractor (CM/GC), and Design-Build (DB) highway projects. The study revealed the complexities in managing risk across these different contracting methods,

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[98] Manishimwe J, *Effect of Contract Management on the Performance of Feeder Roads Construction Projects* (Doctoral dissertation, College of Science and Technology, 2020).
[99] Ibid (86)
[100] Ibid (86)
[101] Ibid (86)
[102] Papajohn D, El Asmar M, Molenaar KR and Alleman D, 'Comparing Contract Administration Functions for Alternative and Traditional Delivery of Highway Projects' (2020) 36(1) *Journal of Management in Engineering* 04019038

particularly in preconstruction services, managing work packages, and creating risk pools for additional scope. These differences underscore the importance of dedicated contract managers skilled in managing the risks inherent in each contracting method. The role of contract managers becomes crucial in ensuring effective risk management to improve project performance and administration, as highlighted in the study.

2.5.4 Change management on contract administration and performance of Projects.

Dedicated contract managers play a crucial role in the change management process, directly impacting project performance and administration. For example, in the study by Hwang & Low[103] on construction project change management in Singapore, the Status, importance and impact, the importance and impact of change management in terms of project performances, such as cost, time, and quality, were also examined. The analysis results establish that the implementation status in the Singapore construction industry is relatively low, while improvement in project cost, time, and quality performance achieved by the companies that implement change management tends to be greater than the companies that do not. Recognizing the implementation status, importance, and impacts of change management will be a starting point for reducing changes that negatively affect project performances, ultimately allowing the Singapore construction industry to increase opportunities for project success. As Hwang & Low[104] highlighted, change management is critical for improving project performance. Contract managers are responsible for assessing risks associated with potential changes in project scope, design, or external factors such as regulatory shifts. Hwang & Low[105] emphasized that companies that implement strong change management practices tend to achieve better project outcomes.

In the study by Kimani and Achuora[106], the researchers explored the relationship between contract management imperatives and the performance of state corporations in Nairobi City

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[103] Hwang B and Low S, 'Construction Project Change Management in Singapore: Status, Importance and Impact' (2012) 30 *International Journal of Project Management* 233

[104] Ibid (96)

[105] Ibid (96)

[106] Kimani SM and Achuora J, 'Contract Management Imperatives and Performance of State Corporations in Nairobi City County, Kenya' (2024) *International Journal of Social Sciences Management and Entrepreneurship* 8(1).

County, Kenya. The study highlighted that embracing contract management practices, particularly change management, can significantly improve the performance of public institutions. Based on the findings, dedicated contract managers play a critical role in implementing change management strategies, which directly impacts the overall project performance and administration. As Kimani and Achuora[107] emphasize, effective change management is essential for improving project performance. Contract managers ensure that any changes to the project are systematically analyzed for their potential impacts on cost, schedule, and quality. By establishing clear protocols for handling changes, contract managers help prevent scope creep and ensure that only necessary and approved changes are implemented, thereby improving project outcomes.

In the study by Msawil et al[108], the authors conducted a systematic review of blockchain-enabled contract administration (CCA) in construction projects, focusing on the application of blockchain in key CCA functions like financial management and document management. The study found that more complex contractual elements, such as claims and dispute resolution management, have been underexplored in this domain. Based on these findings, the role of dedicated contract managers in change management can be examined within the context of how blockchain and contract management systems can enhance project performance and administration. Blockchain's application in financial and document management, as highlighted by Msawil et al[109], can be extended to streamline the management of changes, ensuring that all stakeholders are aware of and aligned with changes made during the project. Msawil et al[110] indicate that blockchain's role in document and record management can be expanded to include change management documentation, offering greater transparency in the approval process.

In the study by Niayeshnia et al[111], the authors used the TOPSIS (Technique for Order of Preference by Similarity to Ideal Solution) method to classify, prioritize, and evaluate the

[107] Ibid (99)

[108] Msawil M, Greenwood D and Kassem M, 'A Systematic Evaluation of Blockchain-Enabled Contract Administration in Construction Projects' (2022) 143 *Automation in Construction* 104553

[109] Ibid (101)

[110] Ibid (101)

[111] Niayeshnia P, Damavandi MR and Gholampour S, 'Classification, Prioritization, Efficiency, and Change Management of EPC Projects in the Energy and Petroleum Industry Field Using the

efficiency of change management practices in Engineering, Procurement, and Construction (EPC) projects in the energy and petroleum industries. The study highlighted the importance of effective change management in improving such complex projects' overall performance and administration. Based on the study's findings, the role of dedicated contract managers in change management is crucial to ensuring that EPC projects remain efficient, on time, and within budget. Niayeshnia et al[112] highlighted that managing changes efficiently is essential for the success of EPC projects. Dedicated contract managers are responsible for ensuring that changes are implemented smoothly without disrupting the project's workflow. By maintaining detailed records of all change requests, approvals, and associated impacts, contract managers ensure that all changes are processed in a structured manner. This efficient change management ensures that the project can adapt to necessary modifications while adhering to the overall schedule and budget.

2.5.6 Stakeholder communication on contract administration and performance of Projects.

Dedicated contract managers are critical in stakeholder communication to improve project performance and administration. Communication has proved to be an important tool in the conveyance of information from one party to another in a reasonable manner. Proper coordination between actors is critical to ensure that the complex activities involved in contract management run smoothly. Contracting and providing parties should establish a clear-cut mode for information and knowledge sharing. A breakdown in this information and knowledge-sharing practice gives birth to a breakdown in network communication. Failure of communication in a complex system result in chaos and an increased cost due to the wastage of scarce resources[113].

Studies in the field of Information and technological communication project delivery have revealed that customers' privacy and security are the biggest hindrances to the delivery of valuable projects. Recent increases in the number of cyber-attacks have drawn customers' attention to adopting measures to protect their personal information. Data security and client

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TOPSIS Method as a Multi-Criteria Group Decision-Making Method' (2020) 8(5) *AIMS Energy* 918-934.

[112] Ibid (104)

[113] Dean J, *The Role of Contract Management in Project Success* (2004) 22 *Journal of Construction Management* 201-215.

privacy are on the top of every firm's list. Based on the findings of Subashimi and Kavitha[114] , which suggest that mechanisms involved in securing the identification and profile of customers hinder the delivery of valuable projects, the role of dedicated contract managers in stakeholder communication becomes particularly critical to improving project performance and administration. The study highlights that poor communication and identification of stakeholders can lead to project delays, misaligned expectations, and misunderstandings, ultimately hindering project success[115]. In response to these challenges, dedicated contract managers play several important roles in ensuring effective stakeholder communication and improving project outcomes.

In the study of Belyaeva et al[116], "Unpacking stakeholder relationship management in the public and private sectors: comparative insights," the findings indicated that Diverse and distinct sections concerning stakeholder relationship management, with specific regard to corporate governance and CSR, entrepreneurship, and open innovation/open social innovation, are discussed. The study emphasizes the importance of managing diverse and distinct stakeholder relationships, which is critical for public and private sector projects. Dedicated contract managers play a crucial role in identifying and engaging relevant stakeholders, including contractors, suppliers, regulatory bodies, and communities. By ensuring all stakeholders are engaged appropriately, contract managers help create an inclusive communication environment where each party's concerns are understood and addressed. This inclusive approach improves overall stakeholder satisfaction and project success.

In the study by Safapour et al[117], which analyzed practical project-based communication components among primary stakeholders in the construction industry, the findings emphasize several factors that impact the quality of communication, such as project targets, bureaucracy,

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[114] Subashimi K and Kavitha R, 'Mechanisms Involved in Securing the Identification and Profile of Customers Hinders the Delivery of Valuable Projects' (2011) 16(2) *International Journal of Project Management* 92-101.
[115] Ibid (107)
[116] Belyaeva Z, Shams SR, Santoro G and Grandhi B, 'Unpacking Stakeholder Relationship Management in the Public and Private Sectors: Comparative Insights' (2020) 15(3) *EuroMed Journal of Business* 269-281.
[117] Safapour E, Kermanshachi S and Kamalirad S, 'Analysis of Effective Project-Based Communication Components within Primary Stakeholders in the Construction Industry' (2021) 11(2) *Built Environment Project and Asset Management* 157-173.

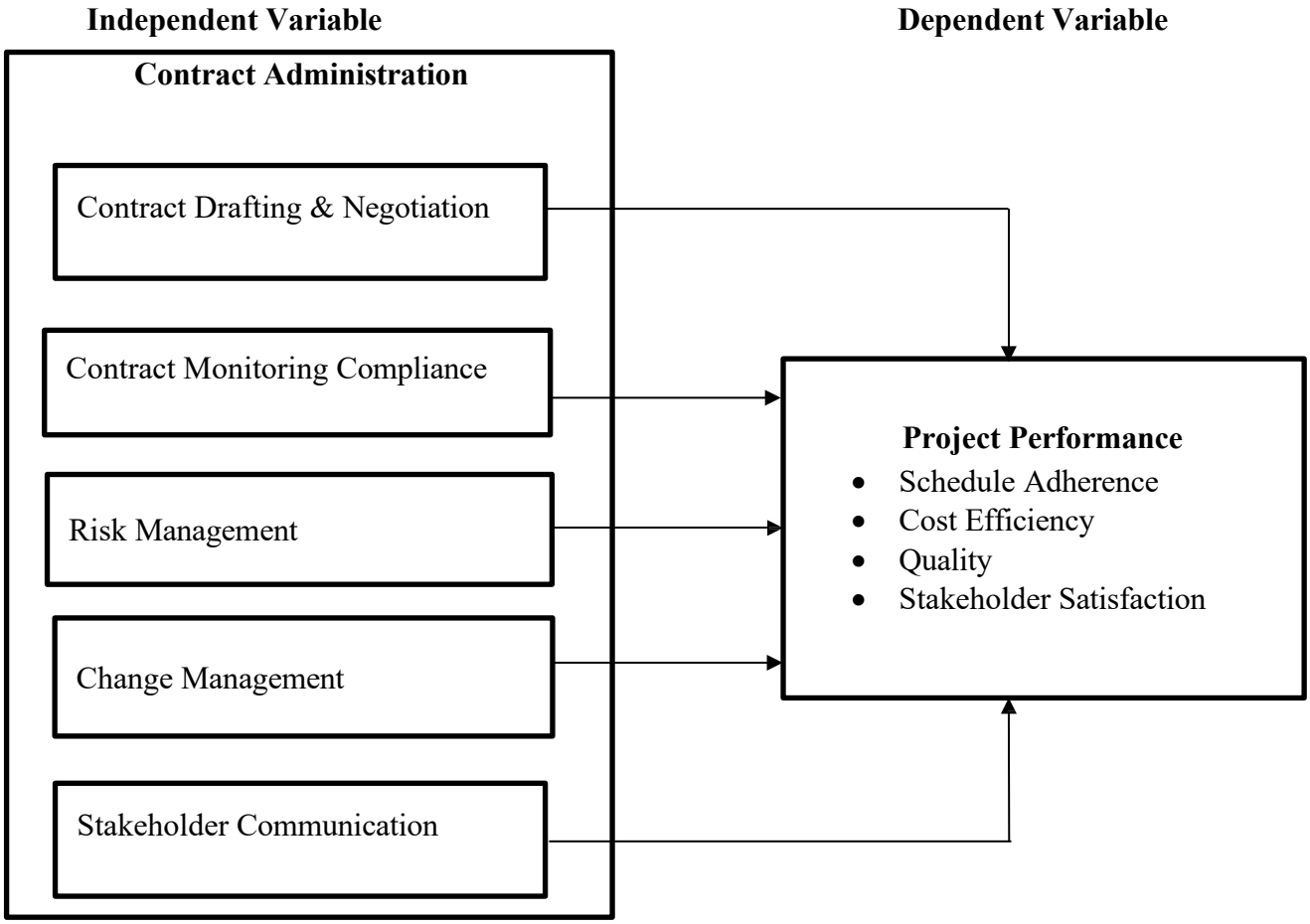
location, coordination, and the availability of qualified personnel and materials. Safapour et al[118] indicate that project targets and objectives are a significant factor affecting communication. A dedicated contract manager ensures that these targets are clearly defined and communicated to all relevant stakeholders, including contractors, owners, and suppliers. By continuously monitoring progress and ensuring alignment with the project's objectives, the contract manager can help prevent misunderstandings and delays, thus improving project performance and administration.

Dedicated contract managers act as the link between contractors, clients, and other stakeholders, ensuring effective communication and accountability throughout the project lifecycle. Byaruhanga and Basheka[119] underscore that effective contractor monitoring enhances coordination, reducing conflicts and misunderstandings. Contract managers provide regular updates to stakeholders, ensuring alignment with project goals and fostering administrative efficiency. A critical aspect of risk management is effective communication, as highlighted by Gunduz and Elsherbeny[120]. Dedicated contract managers serve as the main point of contact between all parties involved in the project, including contractors, clients, and regulatory authorities. They ensure that all stakeholders are kept informed about potential risks, changes, and issues that may arise. Regular updates and discussions foster transparency, build trust, and ensure that risks are addressed collaboratively, helping to maintain project performance and reduce uncertainties.

[118] Ibid (110)
[119] Ibid (68)
[120] Ibid (85)

2.5.7 Conceptual Framework

The following conceptual framework illustrates how contract administration practices (contract drafting & negotiation, contract monitoring compliance, risk management, change management, and stakeholder communication) are related to project performance, as seen below:



Source: literature review

The conceptual framework effectively speaks to the topic of evaluating the impact of dedicated contract managers on contract administration and performance in local contractors, particularly in the context of the Tilenga Project[121]. The framework identifies contract administration practices—such as contract drafting and negotiation, contract monitoring compliance, risk management, change management, and stakeholder communication—as independent variables that directly influence project performance, measured through metrics like schedule adherence,

[121] PMI. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.

cost efficiency, quality, and stakeholder satisfaction[122]. Dedicated contract managers serve as the linchpin in executing these practices, bringing specialized skills to local contractors that enhance the precision of contract drafting, the rigor of compliance monitoring, and the strategic handling of risks and changes[123].

In the Tilenga Project, a large-scale oil and gas initiative, the presence of dedicated contract managers is crucial for navigating the project's complexity, ensuring that local contractors align with the principal's goals, and mitigating agency problems as outlined by the Principal-Agent Theory[124]. The framework's emphasis on performance outcomes reflects the topic's focus on assessing how these managers improve efficiency and effectiveness, providing a structured lens to evaluate their contribution to project success. Furthermore, the inclusion of stakeholder communication highlights the managers' role in bridging relationships between local contractors and external parties, a key factor in the Tilenga context where regulatory and community expectations are high[125]. By linking these administration practices to tangible performance indicators, the framework offers a robust tool to measure the impact of dedicated contract managers, making it highly relevant to the case study's objectives and the unique challenges faced by local contractors in this setting.

2.5 Legal and Regulatory Challenges in Contract Management

The oil and gas sector operates in a highly regulated environment, with numerous legal frameworks governing various aspects of contract management. These regulations cover a wide range of issues, including environmental protection, health and safety standards, and labor laws, each of which can have a profound impact on contract administration. The complexity of these legal and regulatory requirements necessitates a robust system for managing contracts to avoid non-compliance, which could lead to substantial financial penalties, delays, or damage to an organization's reputation[126].

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[122] ISO 31000:2018. (2018). *Risk management – Guidelines*. International Organization for Standardization.
[123] Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.
[124] Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *Academy of Management Review, 14*(1), 57-74.
[125] Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge University Press.
[126] Dhali M, Hassan S and Subramaniam U, 'Comparative Analysis of Oil and Gas Legal Frameworks in Bangladesh and Nigeria: A Pathway towards Achieving Sustainable Energy through Policy' (2022) *Sustainability* 15 15228

2.5.1 Regulatory Compliance and Risk Mitigation

Contract managers are responsible for ensuring that contracts adhere to a wide range of legal standards, including national and international laws, industry-specific regulations, and contractual obligations. The complexity of navigating these legal frameworks increases in sectors like oil and gas, where regulatory compliance directly affects operational success. Effective risk mitigation requires contract managers to understand the implications of contract terms, liabilities, and the rights and obligations of all parties involved[127]

Non-compliance with regulatory requirements can trigger penalties, delays, and reputational harm, which underscores the importance of integrating compliance checks at every stage of the contract lifecycle[128]. Failure to ensure compliance with local regulations in the oil and gas industry could result in costly delays or halted operations. Aade[129] further states that legal risks are heightened in cross-border contracts due to differing legal systems and regulatory environments.

Research by Akang[130] supports this view, highlighting that companies with established systems for regulatory compliance within their contract management processes are better positioned to handle legal risks and achieve more successful project outcomes. Furthermore, Babirye et al[131] argue that integrating compliance verification mechanisms early in the contract lifecycle is crucial for minimizing risks associated with non-compliance. Effective regulatory management

[127] Barton B, Redgwell C, Ronne A and Zillman D, *Energy Security: Managing Risk in a Dynamic Legal and Regulatory Environment* (Oxford University Press 2004) ISBN 9780199271610.
[128] Ijaola I, Omolayo O, Akerele A, Osas E and Sonibare S, 'Perceived Implications of Non-Compliance with Safety Practices in Construction Projects: Construction Professionals' Awareness Level' (2021) *International Journal of Real Estate Studies* 15 16-26
[129] Aade L, 'Cross-Border Enforcement of Consumer Law: Looking to the Future' (2022) *UNCTAD*
[130] Akang A, 'Regulatory Compliance and Access to Finance: Implications for Business Growth in Developing Economies' (2014) *Sciental Journal of Education Humanities and Social Sciences* 1 8-23
[131] Babirye NS, Hamidah T and Nadine O, 'The Process of Contract Compliance: A Public Procurement Perspective' (2023) *Southern African Business Review* 26 10.25159/1998-8125/11565

requires proactive engagement with all stakeholders to ensure compliance throughout the duration of a project[132].

Contract managers also need to stay updated with evolving regulations to adapt to new legal standards, ensuring that their organizations remain compliant even in changing environments[133]. Continuous professional development and training in emerging legal trends and regulatory updates are essential for effective contract management.

2.5.2 Dispute Resolution Mechanisms

Given the inherent risks of disputes in the oil and gas sector, particularly in large-scale projects like the Tilenga Project, establishing efficient dispute resolution mechanisms is crucial. Contract managers are often tasked with overseeing and managing these mechanisms, which may include negotiation, mediation, arbitration, or litigation. Effective dispute resolution can minimize the negative impact of conflicts on project timelines and costs, preventing delays and ensuring the continuity of operations[134].

Research by Maiti & Choi[135] demonstrates that organizations with clear, pre-established dispute resolution procedures typically experience fewer conflicts and disruptions during the contract execution phase. A well-defined dispute resolution mechanism not only facilitates quicker resolution but also promotes trust among stakeholders by providing a transparent and structured approach to resolving conflicts. Organizations with proactive dispute resolution strategies are more likely to achieve better overall project performance and avoid costly litigation[136]. Furthermore, a case study by Hanak and Vítková[137] showcases how proactive dispute management by contract managers contributed to the timely and successful completion of a large

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[132] Kerzner H, *Project Management Best Practices: Achieving Global Excellence* (Wiley 2014).
[133] Kaehler L, *Contract-Management Duties as a New Regulatory Device* (SSRN 2013)
[134] Maiti S and Choi J-H, 'Investigation and Implementation of Conflict Management Strategies to Minimize Conflicts in the Construction Industry' (2018) *International Journal of Construction Management* 21(1) 1-16
[135] Ibid (122)
[136] Gonzalez A, Van Aken E, 'Systematic Literature Review of Critical Success Factors for Continuous Improvement Projects' (2016) *International Journal of Lean Six Sigma* 7(3) 214-232
[137] *Hanak T and Vítková E, 'Causes and Effects of Contract Management Problems: Case Study of Road Construction' (2022) Frontiers in Built Environment*

infrastructure project. These mechanisms help mitigate the risks associated with unresolved disputes, ensuring that stakeholders maintain alignment with the project goals.

2.5.3. Regulatory Bodies and Their Impact on Contract Administration

In large-scale oil and gas projects, such as those within the Tilenga Project, several regulatory bodies play a critical role in overseeing compliance and ensuring adherence to laws. These bodies may include national environmental agencies, health and safety regulators, and labor oversight authorities, each of which contributes to the regulatory framework governing contract execution.

Contract managers must work closely with these bodies to ensure that all requirements are met throughout the lifecycle of the project. Regulatory agencies often require specific documentation, inspections, and certifications at various project milestones, and contract managers need to ensure that these processes are efficiently handled. Collaboration with regulatory bodies can help mitigate the risks of non-compliance and promote transparency and accountability in project management[138].

2.5.4. Legal Challenges Specific to the Tilenga Project

The Tilenga Project, like other major oil and gas ventures, faces a unique set of legal and regulatory challenges. These challenges often arise from the complexity of the project's scope, the involvement of multiple stakeholders, and the need to comply with both national and international regulations. Issues such as environmental impact assessments, land use rights, and the protection of local communities must be carefully managed to avoid potential legal conflicts.

Additionally, the legal implications of local content laws—requiring companies to employ local workers and use local materials—pose challenges for contract managers in ensuring compliance while maintaining project efficiency. These legal challenges must be navigated by contract

[138] Schwierking J and Anantatmula V, *Project Management and Regulatory Compliance* (Journal of Business Compliance, 2015) 5.

managers who are well-versed in both the specific legal requirements of the project and the broader regulatory environment[139]

2.5.5. Compliance and Contract Performance: Insights and Trends

Research indicates that effective compliance management directly correlates with better contract performance. Companies that prioritize regulatory compliance within their contract management processes tend to experience fewer disruptions and risks. According to a study by Benta[140] a number of associations (e.g., International Project Management Association) work constantly to ensure projects that incorporate robust compliance management frameworks achieve higher success rates, as they mitigate the risks associated with legal issues, disputes, and reputational damage.

Moreover, emerging trends in contract management emphasize the growing role of digital tools in ensuring compliance. Technologies such as contract management software and digital platforms for real-time compliance tracking have been shown to improve efficiency, reduce human error, and enhance transparency in managing complex contracts[141]. By integrating these tools, contract managers can streamline the process of monitoring compliance and improve overall project performance.

By addressing these legal and regulatory challenges effectively, contract managers can enhance the viability of oil and gas projects, ensuring that they are completed on time, within budget, and in compliance with all applicable laws.

2.6 Gaps in the Literature

Despite the extensive body of research on contract management, significant gaps remain in understanding the specific impacts of dedicated contract managers on project outcomes within the oil and gas sector, particularly in emerging markets like Uganda. Existing literature often

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[139] ENR-CSO Network, *CSCO Review of the Tilenga ESMPs* (2020), WWF, 'Tilenga Oil Project: CSOs Raise Concerns at Public Hearing' (2018) *Panda.org*

[140] Benta D, PODEAN M and MIRCEAN C, 'On Best Practices for Risk Management in Complex Projects' (2011) 15 *Informatica Economica* 142-152.

[141] McKinsey & Company, *Reinventing Construction: A Route to Higher Productivity* (McKinsey & Company 2017)

focuses on theoretical frameworks or case studies from developed economies, which may not be directly applicable to the unique challenges faced by projects in developing countries.

2.6.1 Lack of Empirical Evidence

While many studies discuss the theoretical aspects of contract management, empirical evidence demonstrating the direct correlation between dedicated contract managers and project performance metrics is limited. A systematic review of literature reveals a lack of quantitative studies assessing the impact of contract managers on key performance indicators (KPIs) such as cost, schedule, and quality.

2.6.2 Contextual Challenges in Developing Markets

The unique socio-economic and regulatory environments of developing countries present distinct challenges for contract management that are not adequately addressed in existing literature. For instance, the interplay between local customs, governmental policies, and international standards can create a complex landscape for contract managers to navigate[142]. More research is needed to explore how these contextual factors influence contract management practices and project outcomes in emerging markets.

Section 2 Conclusion

In summary, the literature review highlights the critical role of dedicated contract managers in enhancing contract management practices within the oil and gas sector. By addressing key aspects such as contract administration, cost management, regulatory compliance, and dispute resolution, dedicated contract managers can significantly influence project performance and mitigate risks. However, existing literature reveals notable gaps, particularly in empirical evidence and context-specific studies in developing markets. Further research is essential to explore these areas and inform best practices in contract management.

[142] Komakech R, *Contract Management and Service Delivery in Local Governments in Uganda* (2020).

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the backbone of any empirical investigation, providing a structured approach to data collection and analysis. This chapter outlines the research design and methodologies employed to examine the impact of dedicated contract managers on contract administration and performance in the oil and gas sector, particularly focusing on Uganda's Tilenga Project. A clear understanding of the chosen research methods enhances the credibility of the findings, allowing for informed decisions based on robust data. The chapter encompasses research design, population and sampling methodology, data collection methods, data analysis strategy, and ethical considerations, culminating in a comprehensive summary.

3.2 Research Design and Approach

The research design serves as the blueprint for the entire study, influencing how research questions are addressed. This study employs a mixed-methods approach, integrating both qualitative and quantitative research methodologies to gain a comprehensive understanding of the research problem[143]

1. **Qualitative Approach:** Qualitative research allows for in-depth exploration of the subjective experiences of contract managers and stakeholders, providing rich contextual data[144]. This approach is particularly useful for understanding the complexities of contract management in the oil and gas sector.
2. **Quantitative Approach:** Quantitative research employs statistical methods to quantify the impact of dedicated contract managers on project performance. By utilizing surveys

[143] Hands A, 'Integrating Quantitative and Qualitative Data in Mixed Methods Research: An Illustration' (2022) *The Canadian Journal of Information and Library Science* 45 1-20
[144] Bluhm D, Cook W, Lee T and Mitchell T, 'Qualitative Research in Management: A Decade of Progress' (2011) 48 *Journal of Management Studies* 1866-1891

and performance metrics, the study aims to derive objective insights into the effectiveness of contract management practices[145]

3. **Justification for Mixed-Methods:** The combination of qualitative and quantitative methods allows for triangulation, enhancing the validity of the research findings[146]. This methodological pluralism is especially pertinent in complex industries like oil and gas, where both numerical data and personal insights are crucial for a holistic understanding.

3.3 Population and Sampling Methodology

The population for this study comprised various stakeholders involved in the Tilenga Project, including contract managers, project managers, regulatory officials, and contractor representatives. These will make a population of 130 respondents from different contractors such as McDermott International, Schlumberger, Chinese National Offshore Oil Corporation (CNOOC), and other Multiple Local Contractors and subcontractors are anticipated for different roles to ensure local content and participation such as civil works, logistics, and supply services. The sample size will be 97 employees from a total population of 130 respondents as determined by Krejcie & Morgan[147] table used to establish the sample size and the table is attached as an appendix.

1. **Defining the Population:** The target population is drawn from key organizations involved in the Tilenga Project, which includes government agencies, contracting firms, and local communities. This diverse sampling is crucial for capturing a comprehensive view of contract management practices.
2. **Sampling Technique:** Due to limited resources, stratified random sampling technique may not be possible although it would have helped ensure representation from various stakeholder groups. Stratification would have been based on roles and responsibilities

[145] Rasinski KA, 'Surveys' in *Encyclopedia of Social Measurement* (Vol. 3, Elsevier 2005) 709–722
[146] Fetters MD and Kelle U, 'Combining Quantitative and Qualitative Data in Research Practice: Purposes and Advantages' (2006) 3 *Qualitative Research in Psychology* 293-311
[147] Krejcie RV and Morgan DW, 'Determining Sample Size for Research Activities' (1970) *Educational and Psychological Measurement* 30 607-610.

within the project to ensure diverse perspectives are included[148]Instead, we shall be reaching out to those willing to participate in the limits of our timeframe.

3.4 Data Collection Methods

Data collection is critical in obtaining reliable and valid information to address the research objectives. This study employs multiple data collection methods to triangulate findings.

3.4.1 Document Analysis

Document analysis involves examining existing documentation relevant to contract management practices within the Tilenga Project. This method provides insights into historical contract performance, compliance records, and internal reports.

1. **Types of Documents:** Key documents to be analyzed include contract agreements, compliance reports, performance evaluations, and audit reports. Each document will be scrutinized for information pertaining to contract management processes and outcomes.
2. **Data Extraction Process:** A systematic data extraction process will be employed, where key themes and variables are identified prior to analysis. This thematic analysis will facilitate the identification of patterns and insights related to the research questions.
3. **Validity and Reliability:** The validity of document analysis will be enhanced through triangulation with qualitative and quantitative data. Ensuring a comprehensive understanding of the context will enhance the reliability of findings[149]

3.4.2 Interviews and Questionnaires for Project Stakeholders

Interviews and questionnaires are critical for gathering firsthand information from project stakeholders. This method captures qualitative insights and quantitative data on contract management effectiveness.

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[148] Petersen KS, Kris-Etherton PM, McCabe GP, Raman G, Miller JW, and Maki KC, 'Planning and Conducting Statistical Analyses for Human Nutrition Randomized Controlled Trials: Ensuring Data Quality and Integrity' (2021) 12(5) *Advances in Nutrition* 1610–1624

[149] Moon M, 'Triangulation: A Method to Increase Validity, Reliability, and Legitimation in Clinical Research' (2019) *Journal of Emergency Nursing* 45 103–105

1. **Structured vs. Semi-Structured Interviews:** Semi-structured interviews will be conducted to allow flexibility while ensuring that key topics are covered. This format encourages open dialogue and in-depth responses from participants[150]
2. **Questionnaire Design:** The questionnaire will include both closed-ended and open-ended questions to collect quantitative data and qualitative insights. Questions will focus on contract management practices, challenges faced, and perceived effectiveness.
3. **Pilot Testing:** A pilot test of the questionnaire will be conducted with a small sample of stakeholders to identify any issues in clarity or relevance. Feedback will be incorporated to refine the final version.
4. **Data Management:** Data collected from interviews and questionnaires will be managed using qualitative analysis software (e.g., NVivo) to facilitate coding and theme identification.

3.5 Data Analysis Strategy

Data analysis is crucial for interpreting the information collected and deriving meaningful conclusions. This study will employ both qualitative and quantitative analysis techniques.

1. **Qualitative Data Analysis:** Thematic analysis will be used to identify and analyze patterns within qualitative data gathered from interviews and document analysis. This process involves coding data into themes, allowing for a nuanced understanding of stakeholder perspectives[151]
2. **Quantitative Data Analysis:** Statistical analysis will be conducted on the quantitative data obtained from questionnaires. Descriptive statistics, inferential

[150] DiCicco-Bloom B and Crabtree B, 'The Qualitative Research Interview' (2006) 40 *Medical Education* 314–321

[151] Naeem M, Ozuem W, Howell K and Ranfagni S, 'A Step-by-Step Process of Thematic Analysis to Develop a Conceptual Model in Qualitative Research' (2013) 22 *International Journal of Qualitative Methods*

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

This section presents the findings from the questionnaires and interviews, focusing on the role of contract managers in contract administration, cost management, and overall project performance within the context of the Tilenga Project. The following research objectives guided the presentation of these results; to examine the role of dedicated contract managers in contract drafting & and negotiation on contract administration and performance of Uganda's Tilenga Project., To analyze the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project, To assess the role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project, To delineate the role of dedicated contract managers in change management on contract administration and performance of Uganda's Tilenga Project, and To evaluate the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project. In this chapter, characteristics of the respondents is provided and the descriptive statistics and inferential statistics of the study variables.

4.2 Response Rate

The analysis draws on quantitative data from a questionnaire completed by 76 respondents and qualitative insights from three interview participants, including contract managers and project stakeholders directly involved in the project, which gave a total response 79 respondents. The study targeted a sample of 97 stakeholders of the Tilenga Project. Out of 97 questionnaires distributed, 79 responded giving rise to a percentage of 81% which is suitable to draw valid and reliable conclusions. According to Mugenda and Mugenda[152], a 50% response rate is adequate, 60% good and above 70% rated very well. This also concurs with Kothari[153] assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on this assertion; the response rate in this case of 92.7% was very good.

[152] Mugenda O and Mugenda A, *Research Methods: Quantitative and Qualitative Approaches* (Acts Press 2003).

[153] Kothari C, *Research Methodology: Methods and Techniques* (2nd edn, New Age International 2004)

Table 4.1: Response Rate

Targeted respondents	Attained respondents	Response rate
97	79	81%

Source: Primary data

The 79 were comprised of stakeholders in Uganda's Tilenga Project, and therefore, the researcher obtained a response rate of 81 percent. The researcher considers this rate sufficient and good for the study.

4.2 Demographic Characteristics of respondents

This section presents information about the demographic characteristics of the respondents that took part in the study. The demographic characteristics analysed include; gender of the respondents, age group, level of education and years in service in the organisation.

Table 4.2: Showing Respondent Characteristics

Variable N=76	Description	Frequency	Percentage (%)
Gender	Male	64	84.2
	Female	12	15.8
	Total	76	100.0
Age group	20-30years	11	14.5
	31-40years	22	28.9
	41-50years	28	36.8
	Above 50 years	15	19.7
	Total	76	100.0
Level of Education	diploma	8	10.5
	degree	41	53.9
	masters	24	31.6
	PhD	3	3.9
	Total	76	100.0
Experience	0-2 years	23	30.3
	3-5 years	38	50.0
	6-10 years	6	7.9
	Above 10 years	9	11.8
	Total	76	100.0

Source: primary data

The above results showed that male respondents were the majority, constituting 84.2% of the sample, as compared to their female counterparts, who were 15.8% of the entire sample. This indicates that both females and males participate in activities of the Tilenga Project, but most of the contract management activities are run by men. Results in Table 4.2 indicated that the majority of the respondents were between 41– 50 years of age (36.8%), followed by those 31 - 0

years of age (28.9%), then those above 50 years (19.7%) and those of 20-30 years (14.5%). This shows imply that the workforce engaged in contract administration and performance for local contractors in the Tilenga Project predominantly consists of experienced middle-aged individuals, reflecting the importance of practical expertise, maturity, and industry experience in managing complex contractual processes. The age distribution aligns with expectations for large-scale infrastructure projects like Tilenga, where contract management demands skilled professionals with substantial experience in risk mitigation, stakeholder communication, and administrative oversight to ensure project success.

Furthermore, results observed that the majority of the respondents had attained degrees as their highest level of education (53.%), followed by those with masters (31.6%), then those with diplomas comprised of (10.5%) of the sample, and lastly those with PhDs comprised (3.9%) of the sample respectively. This would imply that the project predominantly engaged individuals with high levels of education, particularly at the undergraduate and postgraduate levels. Such an educational profile highlights the critical importance of formal education and specialized knowledge in contract administration and project performance.

Regarding the Years of experience in Oil and Gas Projects, the study indicated that majority of the respondents 50% have been in service for 3-5 years, 30.3% have been in service for 0-2 years, 11.8% have been in service for above10 years, while 7.9% have been in service for 6-10 years. The findings imply that a significant proportion of respondents (3–5 years) reflects a relatively young and moderately experienced workforce, indicating that the oil and gas sector in the region is likely attracting newer professionals. Also these findings imply that while the workforce is growing, there is still a need to nurture long-term expertise in contract administration, risk management, and project performance to meet the complex demands of oil and gas projects.

4.3 Findings on the Role of dedicated contract managers in contract drafting & and negotiation on contract administration and performance of Uganda's Tilenga Project.

The first objective was concerned with the role of dedicated contract managers in contract drafting & and negotiation on contract administration and performance of Uganda's Tilenga Project. Pursuant to this objective, descriptive statistics were run and these are shown in table 4.3

which is followed by interpretation and analysis. The findings are based on the Likert scale where 1-strongly disagree, 2-disagree, 3-not sure, 4-agree, and 5-storngly agree. The findings are indicated in table 4.3 below:

Table 4.3: Showing the role of dedicated contract managers in contract drafting & and negotiation on contract administration and performance (N=76)

	Min	Max	Mean	SD
The contract manager ensures the contract terms are clear and easily understood by all parties.	1.00	5.00	4.2237	1.06582
The contract manager negotiates fair and balanced outcomes for both parties.	1.00	5.00	4.1711	1.06318
The contract includes all critical clauses such as timelines, quality, and performance standards.	1.00	5.00	4.2500	.93986
The contract manager effectively communicates the implications of contract clauses to stakeholders.	1.00	5.00	4.2763	1.02760
The contract allows flexibility to adapt to unforeseen circumstances during the project.	1.00	5.00	4.6053	1.05929
Valid N (listwise)			**4.3053**	**1.03115**

Results in table 4.3 above show the Standard deviation (SD). SD is the extent by which the views obtained from the respondents vary from the mean scores. It implies that a higher SD had varying opinions towards the given response (SD above 1), and when the SD is below 1 closer to 0, it means uniformity in the opinions provided in the study. The findings in Table 4.3 illustrate the critical role of dedicated contract managers in contract drafting and negotiation, highlighting their contributions to the contract administration and performance of Uganda's Tilenga Project. The results in table 4.3 show the Grand mean of 4.3053 which indicates that from an overall perspective (average) the respondents agreed with the statements in the questionnaire regarding the role of dedicated contract managers in contract drafting & and negotiation on contract administration and performance given that their overall mean was above 3.00 and some standard deviations close to 1.00. The results reveal generally high agreement across the various roles of contract managers, as indicated by the mean scores, which range between 4.17 and 4.61.

Firstly, ensuring contract terms are clear and easily understood by all parties received a mean score of 4.22 (SD=1.07). This suggests that contract managers play a significant role in improving clarity and reducing ambiguity in contract terms, which is crucial for effective project

execution and stakeholder understanding. By drafting precise contracts, contract managers enhance cooperation and reduce conflicts during project implementation.

Secondly, the role of contract managers in negotiating fair and balanced outcomes for both parties was rated at a mean of 4.17 (SD=1.06). This reflects their ability to ensure mutual benefit and fairness in agreements, which fosters trust and strong working relationships among stakeholders. Balanced contracts minimize disputes and create a foundation for smooth project administration.

The inclusion of critical clauses such as timelines, quality, and performance standards received a slightly higher mean score of 4.25 (SD=0.94). This highlights the importance of well-structured contracts that align expectations, ensure quality deliverables, and set measurable performance benchmarks. This clarity is instrumental in improving overall project performance.

Additionally, the ability to effectively communicate the implications of contract clauses to stakeholders was rated at 4.28 (SD=1.03). This underscores the importance of contract managers in bridging communication gaps, ensuring all parties are aware of their obligations, and promoting alignment between stakeholders.

Finally, the highest mean score of 4.61 (SD=1.06) was for the flexibility of contracts to adapt to unforeseen circumstances. This reflects the critical role of contract managers in drafting adaptive contracts that allow project adjustments without significant disruptions. Flexibility ensures resilience in the face of risks, changes, or unexpected challenges.

The interview participants emphasized that dedicated contract managers play a crucial role in ensuring that contract terms are clear, detailed, and mutually agreeable. One participant noted, *"The contract manager ensures all critical aspects, such as timelines, performance expectations, and deliverables, are well-defined to avoid ambiguity later on."* Another stakeholder highlighted that contract managers actively negotiate terms to achieve fair outcomes, fostering balanced partnerships between stakeholders. This aligns with the quantitative findings where high scores were observed for ensuring clear contract terms and fair negotiations. Additionally, participants mentioned that contract managers are instrumental in ensuring flexibility to address unforeseen project changes, which contributes to smooth project execution.

Overall, the findings demonstrate that dedicated contract managers significantly influence contract drafting and negotiation processes, which positively impacts contract administration and project performance. Their ability to draft clear, balanced, and flexible contracts while ensuring stakeholder understanding is pivotal to the success of projects like the Tilenga Project.

4.4 Findings on the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project.

The second objective was concerned with the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project. Pursuant to this objective, descriptive statistics were run and these are shown in table 4.4 which is followed by interpretation and analysis. The findings are based on the Likert scale where 1-strongly disagree, 2-disagree, 3-not sure, 4-agree, and 5-storngly agree. The findings are indicated in table 4.4 below:

Table 4.4: Showing the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project (N=76)

	Min	Max	Mean	SD
The contract manager ensures compliance with contract terms and timely fulfillment of obligations.	1.00	5.00	3.9342	1.24724
The contract manager monitors project progress to ensure alignment with the schedule and specifications.	1.00	5.00	4.5526	.73747
The contract manager resolves compliance issues or breaches promptly to minimize delays.	1.00	5.00	4.4737	.93057
The contract manager ensures compliance with legal, regulatory, and contractual obligations.	1.00	5.00	4.5921	.89707
The contract manager reports non-compliance to stakeholders in a timely manner.	1.00	5.00	4.7500	.81854
Valid N (listwise)			**4.4605**	**0.92618**

The findings in Table 4.4 highlight the critical role of dedicated contract managers in managing contract monitoring and compliance, emphasizing their influence on contract administration and the performance of Uganda's Tilenga Project. The results in table 4.4 show the Grand mean of

4.605 which indicates that from an overall perspective (average) the respondents agreed with the statements in the questionnaire regarding the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project given that their overall mean was above 3.00 and some standard deviations bellow 1.00. The results reflect high levels of agreement for all the statements, with mean scores ranging between 3.93 and 4.75, showing the significant contribution of contract managers in ensuring project success.

Firstly, ensuring compliance with contract terms and timely fulfillment of obligations received a mean score of 3.93 (SD=1.25). While the score is relatively lower compared to other roles, it indicates that contract managers play an active role in monitoring adherence to contract terms, although some improvements may be needed to strengthen compliance enforcement.

Secondly, the role of contract managers in monitoring project progress to align with the schedule and specifications was highly rated with a mean score of 4.55 (SD=0.74). This underscores the importance of continuous oversight to ensure project milestones are met, which directly improves schedule adherence and overall project performance.

The prompt resolution of compliance issues or breaches was also highly acknowledged, with a mean score of 4.47 (SD=0.93). This demonstrates that dedicated contract managers act swiftly to address any issues that could otherwise cause project delays or disputes, highlighting their proactive role in risk mitigation.

Further, the contract managers' role in ensuring compliance with legal, regulatory, and contractual obligations had a mean score of 4.59 (SD=0.90). This indicates their critical role in upholding project governance and reducing legal or regulatory risks, which is particularly important in projects with strict compliance requirements, such as those in the oil and gas sector.

Finally, the highest-rated role was reporting non-compliance to stakeholders in a timely manner, with a mean score of 4.75 (SD=0.82). This shows the efficiency of contract managers in maintaining transparency and accountability, ensuring that any deviations are promptly addressed to minimize disruptions to project performance.

The interviewed Participants agreed that contract managers are central in ensuring compliance with contract terms and obligations. One contract manager explained, *"Regular monitoring of project milestones and deliverables allows us to identify non-compliance early and address it before it escalates."* A project stakeholder also highlighted that reporting compliance issues to relevant parties promptly helps minimize disruptions. The participants stressed the importance of timely monitoring and aligning project progress with schedules and quality standards. This supports the quantitative results, where contract managers were noted for their ability to monitor projects effectively and ensure compliance with legal and contractual requirements.

In conclusion, the findings demonstrate that dedicated contract managers are instrumental in monitoring compliance, resolving issues, and ensuring project alignment with schedules, legal frameworks, and stakeholder expectations. Their proactive oversight and reporting mechanisms contribute significantly to enhancing project administration and performance within Uganda's Tilenga Project.

4.5 Findings on the role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project.

The third objective was concerned with the role role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project. Pursuant to this objective, descriptive statistics were run and these are shown in table 4.5 which is followed by interpretation and analysis. The findings are based on the Likert scale where 1-strongly disagree, 2-disagree, 3-not sure, 4-agree, and 5-storngly agree. . The findings are indicated in table 4.5 below:

Table 4.5: Showing the role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project (N=76)

	Min	Max	Mean	SD
The contract manager proactively identifies potential project risks.	1.00	5.00	4.2632	1.13570
The contract manager implements strategies to mitigate risks and minimize their impact.	1.00	5.00	3.1053	1.33246
The contract manager clearly allocates risks between parties based on their ability to manage them.	1.00	5.00	2.9868	1.29093
The contract manager develops contingency plans to address unforeseen risks.	1.00	5.00	3.3947	1.40550

The contract manager ensures stakeholders are informed about risk management strategies.	1.00	5.00	2.6842	1.48064
Valid N (listwise)			3.2868	1.32905

The findings in Table 4.5 reveal the role of dedicated contract managers in risk management and their contribution to contract administration and performance in Uganda's Tilenga Project. The results in table 4.5 show the Grand mean of 3.2868 which indicates that from an overall perspective (average) the respondents agreed with the statements in the questionnaire regarding the role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project given that their overall mean was above 3.00 and some standard deviations close to 1.00. The results highlight mixed levels of agreement across the assessed roles, with mean scores ranging from 2.68 to 4.26. These findings suggest that while contract managers play a key role in risk management, there are areas requiring improvement.

Firstly, proactively identifying potential project risks received a relatively high mean score of 4.26 (SD=1.13), indicating that contract managers are effective in recognizing risks early in the project lifecycle. This proactive identification is critical for preventing delays and disruptions, which can significantly impact project performance.

However, the implementation of strategies to mitigate risks and minimize their impact showed a lower mean score of 3.10 (SD=1.33). This suggests that while some efforts are made to address risks, the strategies applied may not always be sufficient or consistently executed. This finding highlights the need for enhancing mitigation frameworks to improve the effectiveness of risk management.

The role of allocating risks between parties based on their ability to manage them also showed a lower mean score of 2.98 (SD=1.29). This indicates challenges in distributing risks equitably among stakeholders, which could create conflicts and inefficiencies during project execution. Effective risk allocation ensures that responsibilities are assigned to parties best equipped to handle them, reducing project vulnerabilities.

The development of contingency plans to address unforeseen risks scored slightly higher at 3.39 (SD=1.41). While some efforts are made to prepare for unexpected challenges, the relatively

moderate score suggests that contingency planning is not yet a standard practice or robust enough to mitigate risks effectively.

Lastly, ensuring stakeholders are informed about risk management strategies received the lowest mean score of 2.68 (SD=1.48). This indicates significant gaps in communication regarding risk management processes. Effective stakeholder engagement and clear communication about risks are essential to align expectations and foster collaborative risk mitigation.

In terms of risk management, the interviewed participants indicated that contract managers play a **limited but evolving role**. One respondent noted, *"While risks are identified, the mitigation strategies sometimes lag, leading to delays."* Another interviewee added, *"There is a gap in proactive risk management and developing contingency plans, particularly for unforeseen challenges."* This feedback mirrors the quantitative findings, where lower mean scores were observed for implementing effective risk strategies and contingency planning. However, participants acknowledged that risk allocation between parties is improving, with contract managers ensuring that risks are assigned to those best equipped to manage them.

In conclusion, while dedicated contract managers play a proactive role in identifying risks, the findings suggest a need for improvement in risk mitigation strategies, equitable risk allocation, contingency planning, and stakeholder communication. Addressing these gaps will enhance risk management processes, ultimately improving project administration and performance in Uganda's Tilenga Project.

4.6 Findings on the role of dedicated contract managers in change management on contract administration and performance of Uganda’s Tilenga Project

The fourth objective was concerned with the role the role of dedicated contract managers in change management on contract administration and performance of Uganda’s Tilenga Project. Pursuant to this objective, descriptive statistics were run and these are shown in table 4.6 which is followed by interpretation and analysis. The findings are based on the Likert scale where 1-strongly disagree, 2-disagree, 3-not sure, 4-agree, and 5-storngly agree. . The findings are indicated in table 4.6 below:

Table 4.6: Showing the role of dedicated contract managers in change management on contract administration and performance of Uganda's Tilenga Project(N=76)

	Min	Max	Mean	SD
The contract manager properly documents and manages changes to the contract scope, schedule, or budget.	1.00	5.00	2.7500	1.60104
The contract manager involves stakeholders in decision-making when changes are proposed.	1.00	5.00	2.7895	1.31976
The contract manager assesses and addresses the impact of changes on project performance.	1.00	5.00	1.7500	1.12101
The contract manager prevents delays or cost overruns by controlling changes effectively.	1.00	5.00	1.9605	1.36079
The contract manager follows procedures to implement changes while ensuring legal and regulatory compliance.	1.00	5.00	2.1184	1.30606
Valid N (listwise)			**2.2737**	**1.34173**

The findings presented in Table 4.6 highlight the role of dedicated contract managers in change management and its impact on contract administration and performance in Uganda's Tilenga Project. The results in table 4.6 show the Grand mean of 2.2737 which indicates that from an overall perspective (average) the respondents were not in agreement with the statements in the questionnaire regarding the role of dedicated contract managers in change management on contract administration and performance of Uganda's Tilenga Project given that their overall mean was above 3.00 and some standard deviations close to 1.00. The overall results reveal low mean scores, ranging between 1.75 and 2.79, with a general mean of 2.27 (SD=1.34). This indicates significant weaknesses in the ability of dedicated contract managers to manage changes effectively within the project.

The statement regarding the documentation and management of changes to the contract scope, schedule, or budget received a mean score of 2.75 (SD=1.60), showing limited effectiveness in maintaining control over contract changes. Proper documentation is essential to ensure transparency, accountability, and alignment among all project stakeholders. The low score implies that changes are not being adequately managed, potentially creating ambiguity and disruptions to project performance.

The role of involving stakeholders in decision-making when changes are proposed scored slightly higher at 2.79 (SD=1.32). This suggests minimal stakeholder engagement in change-

related decisions, which is critical for achieving consensus and minimizing resistance. Without proper stakeholder involvement, the project may experience delays or inefficiencies in implementing necessary adjustments.

The contract managers' effectiveness in assessing and addressing the impact of changes on project performance was notably the weakest, with a mean score of 1.75 (SD=1.12). This highlights a substantial gap in evaluating how changes influence project timelines, budgets, and quality outcomes. Failure to conduct thorough impact assessments can exacerbate risks such as delays, cost overruns, and quality compromises.

Similarly, the role of controlling changes to prevent delays or cost overruns scored a low mean of 1.96 (SD=1.36). This suggests that contract managers struggle to establish control mechanisms that minimize the adverse effects of project changes. Effective change control systems are critical to maintaining project performance by ensuring modifications are carefully assessed and implemented.

Lastly, the adherence to legal and regulatory compliance during the implementation of changes scored 2.12 (SD=1.30). While this reflects slightly better performance, it still indicates challenges in ensuring that changes comply with established legal and regulatory frameworks, which is crucial for avoiding legal disputes or penalties.

The interview Participants revealed that change management remains a challenge in contract administration. One stakeholder stated, *"Changes in scope or timelines often lack proper documentation and impact overall project performance."* Another participant added, *"While contract managers attempt to engage stakeholders during change processes, there is inconsistency in addressing the effects of changes on costs and schedules."* This observation aligns with the quantitative findings, where contract managers scored low on managing changes effectively and preventing delays. Participants recommended that contract managers strengthen their change control procedures to minimize negative impacts on project performance.

In summary, the findings reveal that dedicated contract managers face significant challenges in change management, particularly in documenting changes, engaging stakeholders, assessing impacts, and controlling delays or cost overruns. Addressing these gaps requires improved

training, stronger change control processes, and better communication with stakeholders to enhance project administration and performance in Uganda's Tilenga Project.

4.7 Findings on the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project

The fifth objective was concerned with the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project. Pursuant to this objective, descriptive statistics were run and these are shown in table 4.6 which is followed by interpretation and analysis. The findings are based on the Likert scale where 1-strongly disagree, 2-disagree, 3-not sure, 4-agree, and 5-storngly agree. The findings are indicated in table 4.7 below:

Table 4.7: Showing the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project (N=76)

	Min	Max	Mean	SD
The contract manager provides timely updates to stakeholders about project progress.	1.00	5.00	1.5526	1.03788
The contract manager clearly communicates roles and responsibilities to prevent misunderstandings.	1.00	5.00	4.1579	1.14371
The contract manager facilitates communication to address issues and resolve conflicts.	1.00	5.00	4.2895	.97729
The contract manager transparently communicates project changes to stakeholders.	1.00	5.00	4.2763	.96054
The contract manager builds trust through open and transparent communication with stakeholders.	1.00	5.00	4.3947	.93920
Valid N (listwise)			3.7342	1.011724

The findings in Table 4.7 highlight the role of dedicated contract managers in stakeholder communication and its impact on contract administration and performance of Uganda's Tilenga Project. The results in table 4.4 show the Grand mean of 3.732 which indicates that from an overall perspective (average) the respondents agreed with the statements in the questionnaire regarding the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project given that their overall mean was above 3.00 and some standard deviations bellow 1.00. The overall results, with a mean score of 3.73 (SD=1.01), demonstrate moderate to strong effectiveness in stakeholder communication, although certain areas exhibit considerable variation.

The statement regarding timely updates to stakeholders about project progress received the lowest mean score of 1.55 (SD=1.03). This indicates a significant shortfall in ensuring that stakeholders are consistently informed about project milestones and developments. Timely updates are critical for maintaining stakeholder confidence, preventing confusion, and ensuring accountability. The low score suggests an urgent need for improved reporting mechanisms and communication practices.

On the other hand, clear communication of roles and responsibilities to prevent misunderstandings scored a mean of 4.16 (SD=1.14). This indicates that contract managers are relatively effective at ensuring stakeholders understand their expectations and duties within the project. Clarity in roles reduces the risk of task overlaps, confusion, and operational inefficiencies, thus contributing to smoother project execution.

The facilitation of communication to address issues and resolve conflicts scored notably high, with a mean of 4.29 (SD=0.98). This reflects the contract managers' strong ability to mediate conflicts and maintain open dialogue among stakeholders. Effective conflict resolution is vital for ensuring project timelines and performance are not derailed by disputes or misunderstandings.

Transparent communication of project changes to stakeholders also scored positively, with a mean of 4.28 (SD=0.96). This demonstrates that contract managers ensure stakeholders are adequately informed when project changes occur, reducing resistance or confusion. Transparent communication is essential to align stakeholder expectations and maintain trust throughout the project's lifecycle.

Lastly, the statement regarding building trust through open and transparent communication received the highest mean score of 4.39 (SD=0.94). This highlights the contract managers' effectiveness in fostering trust among stakeholders, which is crucial for achieving long-term collaboration and project success. Trust-building through transparency ensures stakeholder buy-in and creates a cooperative environment conducive to performance.

Regarding stakeholder communication, interviewees highlighted that contract managers excel in fostering open dialogue and trust. One respondent shared, *"The contract manager ensures that*

stakeholders are informed about roles, responsibilities, and project changes, which builds confidence and minimizes misunderstandings." Another interviewee stated, *"By facilitating regular discussions and resolving conflicts promptly, contract managers maintain smooth stakeholder relationships."* This aligns with the high scores observed in the quantitative findings for clear communication, conflict resolution, and transparency. However, participants noted that timely updates about project progress remain an area for improvement to ensure stakeholders are consistently informed.

In conclusion, the findings suggest that dedicated contract managers in the Tilenga Project are effective in communicating roles, addressing conflicts, and fostering trust, but fall short in providing timely project updates. Improving real-time communication and reporting mechanisms can further strengthen stakeholder relationships and enhance contract administration and performance outcomes.

4.8 Correlation Results

The correlation results are presented in Table 4.8. Pearson's correlation coefficient analysis was conducted to establish the relationships between predictor variables (contract drafting & negotiation, contract monitoring and compliance, risk management, change management, stakeholder communication) and the outcome variable (contract administration and performance of Uganda's Tilenga Project). Bivariate-correlation analysis was performed and Pearson correlation coefficients were generated to measure the direction and size of the relationship between the study variables (Field 2009).

Table 4.8: Correlations

	1	2	3	4	5	6
Contract Drafting & Negotiation (1)	1					
Contract Monitoring and Compliance (22)	.828**	1				
Risk Management (3)	.297**	.328**	1			
Change Management (4)	-.332**	-.260*	.373**	1		
Stakeholder Communication (5)	.454**	.474**	.211	-.120	1	
Project contract admin & performance (6)	.502**	.491**	.161	-.226*	.828**	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: primary data.

4.8.1 The Role of Contract Drafting & Negotiation on contract administration and performance

The findings show a significant positive correlation between Contract Drafting & Negotiation and Contract Monitoring and Compliance ($r = 0.828$, $p < 0.01$). This indicates that well-crafted contracts, formed during the negotiation phase, directly contribute to better contract compliance and ongoing monitoring throughout the Tilenga Project. A strong contract foundation, where terms and responsibilities are clearly defined, facilitates effective monitoring of progress and adherence to contractual obligations. Additionally, the positive correlation between Contract Drafting & Negotiation and Project Contract Administration & Performance ($r = 0.502$, $p < 0.01$) highlights that a well-negotiated contract positively impacts overall project performance. Clear terms and conditions during contract drafting ensure smoother project execution, with fewer disputes or misunderstandings, contributing to better project outcomes. Thus, objective one of the study is achieved.

4.8.2 The Role of Contract Monitoring and Compliance on contract administration and performance

The analysis reveals a strong positive relationship between Contract Monitoring and Compliance and Project Contract Administration & Performance ($r = 0.491$, $p < 0.01$), suggesting that diligent monitoring and compliance efforts are directly linked to successful contract administration and enhanced project performance. When contract managers effectively monitor project progress, identify compliance issues early, and enforce contract terms, the project is more likely to stay on track in terms of timelines, quality, and cost. This relationship underscores the importance of continuous monitoring to ensure alignment with contractual expectations. Furthermore, the correlation between Contract Monitoring and Compliance and Stakeholder Communication ($r = 0.474$, $p < 0.01$) indicates that keeping stakeholders informed about project compliance and progress fosters transparency and improves coordination, leading to better project performance. Thus, objective two of the study is achieved.

4.8.3 The Role of Risk Management Compliance on contract administration and performance

The findings show a moderate positive correlation between Risk Management and Contract Drafting & Negotiation ($r = 0.297$, $p < 0.01$), suggesting that proactive risk identification and

mitigation strategies are established early in the contract negotiation and drafting phases. When risks are effectively addressed at the outset, they help minimize disruptions during the project. However, the lower correlation between Risk Management and Project Contract Administration & Performance ($r = 0.161$, $p > 0.05$) indicates that while risk management is essential, it may not have as strong a direct impact on overall project performance as other factors like monitoring and compliance. The relatively weaker correlation between Risk Management and Stakeholder Communication ($r = 0.211$, $p > 0.05$) further suggests that while risk management is important, its communication to stakeholders may need improvement to ensure timely interventions in case of unforeseen challenges. Thus, objective three of the study is achieved.

4.8.4 The Role of Change Management on contract administration and performance

The negative correlation between Change Management and Project Contract Administration & Performance ($r = -0.226$, $p < 0.05$) suggests that poor management of contract changes, such as scope adjustments or schedule revisions, may negatively affect the overall performance and administration of the project. When changes are not properly controlled or managed, they may lead to delays, budget overruns, and conflicts, thus undermining the project's success. Additionally, the negative correlation between Change Management and Contract Monitoring and Compliance ($r = -0.260$, $p < 0.05$) indicates that poorly managed changes can create compliance issues, making it difficult to adhere to contract terms and project timelines. This finding points to the need for more robust change management processes to prevent disruptions to the project's progress and ensure compliance. Thus, objective four of the study is achieved.

4.8.5 The Role of Stakeholder Communication on contract administration and performance

The findings reveal a strong positive correlation between Stakeholder Communication and Project Contract Administration & Performance ($r = 0.828$, $p < 0.01$), which highlights the crucial role of clear, timely, and transparent communication with stakeholders in ensuring effective project administration and performance. By maintaining open communication channels, contract managers can address issues proactively, foster collaboration, and ensure that stakeholders remain aligned with the project's objectives. Furthermore, Stakeholder Communication is positively correlated with Contract Monitoring and Compliance ($r = 0.474$, $p < 0.01$), suggesting that effective communication with stakeholders enhances the monitoring and

compliance process by ensuring that all parties are informed about the progress and any issues that arise. This relationship emphasizes the importance of communication in managing project expectations and achieving successful outcomes. Thus, objective five of the study is achieved.

4.9 Regression Results

Regression is the predictive potential of the independent variables on the dependent variable. The regression model was used to determine the extent to which predictor variables (contract drafting & negotiation, contract monitoring and compliance, risk management, change management, stakeholder communication) predict contract administration and performance of Uganda's Tilenga Project. The results are presented in the Table 4.9. *Adjusted* R^2gives the idea of how well the regression model generalizes the study variables and ideally every researcher would like its value to be the same or very close to the value of R2. Table 4.9 bellow shows the results from regression analysis.

Table 4.9: Shows the regression results of the study variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.239	.446		-.534	.595
	Contract Drafting & Negotiation	.132	.129	.122	1.020	.311
	Contract Monitoring & Compliance	.009	.128	.008	.069	.945
	Risk Management	-.004	.084	-.004	-.047	.963
	Change Management	-.077	.068	-.091	-1.144	.256
	Stakeholder Communication	1.075	.104	.759	10.351	.000
	R=.845[a], R^2=.714, Adjusted R^2=.693, F=34.920, Sig=.000, e=0.47193					

a. Dependent Variable: Project contract admin & performance
Source: Primary Data

The results in Table 4.9 show that contract drafting & negotiation, contract monitoring and compliance, risk management, change management and stakeholder communication predict 69.3% of the variance in contract administration and performance of Uganda's Tilenga Project (Adjusted R Square =.693). This means that, there are other factors which explain the remaining 30.7% of the variance in contract administration and performance of Uganda's Tilenga Project. It was also noted that stakeholder communication (Beta = .434, sig. <.000) is a better predictor of contract administration and performance of Uganda's Tilenga Project than other roles of contract

manager. This implies that management of food processing firms in Uganda should emphasize stakeholder communication in order to improve contract administration and performance of Uganda's Tilenga Project. The regression model in this case was statistically significant (sig. <.000). Thus, objective three of the study is achieved.

4.10 Chapter Summary

This chapter has analyzed the data gathered from the questionnaires and interviews, highlighting the significant role of dedicated contract managers in the Tilenga Project. The findings indicate that effective contract management is integral to successful project outcomes, providing valuable insights for future projects in the oil and gas industry. The combination of quantitative and qualitative data offers a comprehensive understanding of the impact of contract managers, paving the way for further exploration into optimizing contract management practices in complex projects.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This study set out to examine the role of dedicated contract managers in contract administration within the oil and gas sector, specifically the Tilenga Project in Uganda. The five specific research objectives guided the study:

i. To examine the role of dedicated contract managers in contract drafting & negotiation on on contract administration and performance of Uganda's Tilenga Project.
ii. To analyze the role of dedicated contract managers in managing contract monitoring and compliance on contract administration and performance of Uganda's Tilenga Project.
iii. To assess the role of dedicated contract managers in risk management on contract administration and performance of Uganda's Tilenga Project.
iv. To delineate the role of dedicated contract managers in change management on contract administration and performance of Uganda's Tilenga Project.
v. To evaluate the role of dedicated contract managers in stakeholder communication on contract administration and performance of Uganda's Tilenga Project.

The findings from both quantitative and qualitative data sources provided insight into these objectives, addressing each research question individually.

5.1.1 The Role of Dedicated Contract Managers in Contract Drafting and Negotiation

The study found a strong positive relationship between contract drafting and negotiation and contract monitoring and compliance, as well as project administration and performance. This highlights that well-structured contracts set a strong foundation for successful project execution. Respondents indicated that contract managers play a crucial role in defining clear terms and conditions during the drafting phase, ensuring that all parties are aligned on expectations from the outset. This is consistent with the findings of previous studies Baldwin & Haughton[154] which

[154] Baldwin P and Haughton M, *The Economics of Business and Management* (2nd edn, Palgrave Macmillan 2016).

emphasize the importance of clear, concise contracts in preventing disputes and improving project outcomes.

The quality of contract drafting and negotiation directly influences the efficiency of contract administration and overall project performance. Clear and well-negotiated contracts lead to better compliance and easier monitoring, ensuring that the project progresses according to schedule and within budget. Contract managers should prioritize thorough contract drafting and negotiation processes, ensuring that all project risks, deliverables, timelines, and compliance mechanisms are explicitly defined. This can be achieved by incorporating standard best practices, reviewing past contracts, and using professional legal counsel during the drafting phase.

5.1.2 The Role of Dedicated Contract Managers in Managing Contract Monitoring and Compliance

The Findings indicated as strong positive correlation was observed between contract monitoring and compliance and project administration and performance. Contract managers' ability to monitor project progress and enforce compliance with contract terms was found to significantly impact the project's ability to stay on track. Previous studies Smith and Bhattacharya[155] confirm that continuous monitoring of contract performance helps mitigate risks and ensures adherence to contractual obligations.

Contract managers play an essential role in ensuring compliance with contract terms throughout the project lifecycle. Effective monitoring is critical to identifying potential deviations early, reducing the risk of project delays or cost overruns, and enhancing project performance. It is recommended that contract managers employ systematic monitoring tools and techniques, such as regular progress reviews, reporting mechanisms, and audits, to ensure continuous compliance. They should also establish clear communication channels with all stakeholders to report non-compliance issues and promptly resolve them.

[155] Smith A and Bhattacharya S, *Corporate Social Responsibility in the Global Economy* (Cambridge University Press 2014).

5.1.3 The Role of Dedicated Contract Managers in Risk Management

From the study Findings there was a correlation between risk management and contract drafting and negotiation was positive, though the impact on project administration and performance was less significant. While contract managers actively identify and mitigate risks during the contract negotiation phase, their role in risk management was found to have a moderate impact on overall project success. This is consistent with literature suggesting that risk management, although essential, is just one of several factors affecting project performance[156]

Risk management is an important aspect of contract management but does not have as significant a direct impact on project performance as other factors, such as contract monitoring and stakeholder communication. Nonetheless, identifying and mitigating risks early helps reduce the potential for project disruptions. Contract managers should implement more robust risk assessment and mitigation strategies at the beginning of the project. Additionally, they should work closely with project teams to continuously identify new risks and update mitigation strategies accordingly.

5.1.4 The Role of Dedicated Contract Managers in Change Management

The study revealed a negative correlation between change management and project administration and performance, indicating that poorly managed contract changes negatively affect project outcomes. This was supported by a study by Turner & Keegan[157], which found that unanticipated changes, if not properly managed, often lead to delays, cost overruns, and disputes. Respondents highlighted challenges in handling changes to project scope, schedule, and budget, which impacted the overall project performance.

Change management is a critical area for improvement. When contract managers fail to control or manage changes effectively, the project faces delays, cost overruns, and sometimes conflict, ultimately affecting the project's success. Contract managers should develop and follow structured change management procedures, ensuring that all changes are well-documented, justified, and communicated to stakeholders. Furthermore, training in change management

[156] Kerzner H, *Project Management Best Practices: Achieving Global Excellence* (Wiley 2017).
[157] Turner JR and Keegan A, 'The Dimensions of Project Management' (2000) 18 *International Journal of Project Management* 100-107

should be prioritized to enable contract managers to handle scope, schedule, and budget changes efficiently.

5.1.5 The Role of Dedicated Contract Managers in Stakeholder Communication

The study found a strong positive correlation between stakeholder communication and project administration and performance, underscoring the importance of clear, transparent communication in enhancing project success. Effective communication ensures that all stakeholders are informed of project progress, compliance issues, and changes. This aligns with research by O'brien[158], which suggests that communication is key to fostering trust and collaboration among project stakeholders.

Stakeholder communication is vital to maintaining project alignment and resolving conflicts. Contract managers who maintain open lines of communication with stakeholders can improve project performance by preventing misunderstandings and ensuring that all parties are on the same page. It is recommended that contract managers invest in robust communication strategies, utilizing regular updates, meetings, and collaborative tools to keep stakeholders informed. Additionally, fostering a culture of transparency and trust will help improve relationships and project outcomes.

5.2 General Conclusions

The study highlights the critical role that contract managers play in the success of the Tilenga Project, particularly in contract drafting and negotiation, monitoring and compliance, and stakeholder communication. However, challenges remain in the areas of risk and change management, where improvements can significantly enhance overall project performance.

5.3 Overall Recommendations

- **Training and Capacity Building**: Contract managers should undergo continuous professional development to enhance their skills in risk and change management.

[158] O'Brien J, *Construction Change Order Claims* (Wiley 2005).

- **Standardized Procedures**: Developing and implementing standardized procedures for contract monitoring, compliance, and change management can reduce inefficiencies.
- **Stakeholder Engagement**: Strengthening stakeholder engagement and communication will improve collaboration and project outcomes.
- **Risk Management**: Incorporating more comprehensive risk management strategies from the outset will help identify and mitigate potential threats to the project's success.

By addressing these areas, contract managers can significantly improve the administration and performance of large-scale projects like the Tilenga Project, contributing to the overall success of infrastructure development in Uganda.

5.4 Legal and Policy Recommendations for Contract Management Improvement

To improve contract management practices in oil and gas projects, the study recommends several legal and policy changes to strengthen the role of contract managers.

5.4.1 Strengthening Regulatory Frameworks

A clear regulatory framework that outlines the responsibilities and authority of contract managers is essential for ensuring consistent contract management practices. Policymakers should establish minimum standards for compliance, performance reporting, and conflict resolution, especially in high-stakes industries like oil and gas.

5.4.2 Standardizing Contracting Practices

Industry-standard contracts that address common project risks can reduce ambiguities and enhance clarity. These standards should include detailed contingencies for common project challenges, reducing the need for frequent amendments and ensuring consistency across different project phases.

5.4.3 Enhancing Dispute Resolution Mechanisms

Effective and accessible dispute resolution methods, such as mandatory mediation or arbitration, should be integrated into contractual frameworks to minimize project interruptions. Establishing

these processes early in the contract can prevent prolonged legal disputes, fostering faster and more amicable resolutions.

5.4.4 Implementing Training and Certification Programs

Mandatory training programs that focus on compliance, negotiation, and industry-specific legal standards would enhance the skills of contract managers. Certification programs can formalize the qualifications of contract managers, ensuring a uniform standard of competency within the industry.

5.4.5 Encouraging Transparency and Accountability

Regular audits and performance assessments should be implemented to enhance accountability and provide benchmarks for evaluating contract management success. Policies that support transparency across contract management processes can contribute to more reliable project outcomes.

5.5 Recommendations for Enhancing Contract Management in Large Projects

To further strengthen contract management in large projects, this study proposes several strategies aimed at bolstering the role and efficiency of contract managers.

5.5.1 Capacity Building for Contract Management Teams

Capacity-building initiatives that focus on enhancing risk management, negotiation, and stakeholder engagement skills can empower contract managers to handle project complexities effectively. Such programs should be tailored to the unique requirements of large-scale projects, promoting adaptability among contract management teams.

5.5.2 Implementation of Advanced Contract Management Software

The adoption of contract management software can significantly improve the efficiency of contract tracking and compliance monitoring. Digital tools that facilitate automated tracking, risk assessments, and budgeting would allow contract managers to handle high volumes of data more effectively, optimizing resource allocation.

5.5.3 Strengthening Risk Assessment and Contingency Planning

Comprehensive risk assessment frameworks that include contingency measures for cost, quality, and timeline risks are essential in large projects. Establishing protocols for early risk detection can enable contract managers to pre-emptively address issues, minimizing disruptions and cost overruns.

5.5.4 Enhancing Stakeholder Collaboration

Structured collaboration protocols can improve the clarity and consistency of communication between stakeholders. Implementing collaborative tools and practices to ensure all project teams are aligned with contract requirements will contribute to minimizing misunderstandings and reducing delays.

5.5.5 Institutionalizing Periodic Contract Reviews

Regularly scheduled contract review meetings would allow contract managers to assess ongoing contract performance and address potential issues early. Preemptive review processes ensure contract terms remain aligned with project goals, allowing for timely adjustments when necessary.

5.6 Limitations of the Study

While this study provides valuable insights into the role of contract managers, certain limitations must be acknowledged.

5.6.1 Sampling Constraints

Due to logistical constraints, the study did not employ random sampling. The reliance on non-random samples may limit the generalizability of the findings. Future studies should explore random sampling methods to obtain more representative data.

5.6.2 Geographic and Sector-Specific Focus

The study focused specifically on the Tilenga Project within Uganda's oil and gas sector. Consequently, the findings may not be fully applicable to other industries or geographic regions. Expanding the scope of future studies could help validate the findings across different contexts.

5.6.3 Temporal Constraints

Data collection was limited to a specific phase of the Tilenga Project, potentially restricting insights into the long-term impact of contract managers. A longitudinal study covering different project phases would provide a more comprehensive view of contract management practices.

5.6.4 Dependence on Self-Reported Data

Since the study relied on self-reported data from interviews and questionnaires, the responses may be influenced by personal biases. Incorporating additional objective performance metrics could enhance the reliability of the findings.

5.6.5 Resource Limitations

Resource constraints restricted the sample size and geographic reach of data collection efforts. Increased funding and resources could allow for a more extensive study, potentially capturing a broader range of perspectives.

5.7 Suggestions for Future Research

The study’s findings reveal several areas for future investigation, offering insights that could further advance contract management practices.

5.7.1 Diverse Contract Types and Management Practices

Research across different contract types and industries would enable the validation of this study’s findings in other contexts. Such studies would help generalize best practices in contract management for broader applications.

5.7.2 Longitudinal Studies on Contract Management Impact

Conducting longitudinal studies would provide insights into how contract managers influence project outcomes across different phases. These studies could evaluate the long-term impact of contract management on cost, quality, and schedule adherence, providing a comprehensive view of the role of contract managers.

5.7.3 Expanding Geographic and Sectoral Scope

Further research should examine contract management practices across various industries and geographic locations to determine if similar benefits apply outside Uganda's oil and gas sector. A comparative approach could identify global best practices that enhance project performance universally.

5.7.4 Quantitative Assessments of Performance Metrics

Future research could incorporate quantitative data to objectively measure contract managers' impact on performance metrics, such as cost compliance and on-time delivery. This approach would provide concrete evidence of the value of contract management practices.

5.7.5 Role of Technology in Contract Management

Investigating how digital tools, such as AI and contract lifecycle management software, impact contract management outcomes would provide valuable insights into modernizing contract practices. As technology evolves, these tools may increasingly contribute to efficient contract tracking, risk assessment, and performance monitoring.

5.8 Chapter Summary

In summary, this chapter has outlined the key findings and implications of this study, including actionable recommendations to improve contract management practices. The conclusions highlight the pivotal role of contract managers in ensuring effective administration, cost control, and overall project success. While this study is subject to limitations, its findings provide a foundation for enhancing contract management practices in oil and gas projects, offering valuable insights for future research.

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APPENDICES

Appendix 1: Questionnaire for Local Contractors and Project Stakeholders

INSTITUTE PETROLEUM STUDIES KAMPALA

Evaluating the Impact of Dedicated Contract Managers on Contract Administration and Performance in Local Contractors: A Case Study of the Tilenga Project

Dear Respondent;

I am **Leonard Reagan Irumba**. You have been identified as a key informant. Please spare a few minutes of your busy schedule to fill out this questionnaire. Your opinions and views in this questionnaire are essential for generating the findings that will lead to an award of the Degree of Master of Laws (LLM) Oil & Gas of Institute Petroleum Studies Kampala (IPSK). The responses will be used for purely academic research. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

Section A: Background data

Please circle the appropriate response

1) Name (Optional): _____

2) Position/Role: _____

3) Gender: Male ☐ Female ☐

4) Age: 20 – 30 years ☐ 31- 40 years ☐ 41 - 50years ☐ Above 50 years ☐

5) Highest education attained:
Diploma ☐ Degree ☐ Masters ☐ PHD ☐

6) Years of experience in Oil and Gas Projects

☐ ☐

0-2Years ☐ 3-5 years ☐ 6-10 years More than 10 years

SECTIONS: B - D

The table below shows the alternative responses and the number assigned to each response. For In sections B – F, please evaluate the statement by ticking in the box with the number that best suits your response.

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

SECTION B: Dedicated Contract Manager Roles

Cdn	Contract Drafting & Negotiation	1	2	3	4	5
Cdn1	The contract manager ensures the contract terms are clear and easily understood by all parties.					
Cdn2	The contract manager negotiates fair and balanced outcomes for both parties.					
Cdn3	The contract includes all critical clauses such as timelines, quality, and performance standards.					
Cdn4	The contract manager effectively communicates the implications of contract clauses to stakeholders.					
Cdn5	The contract allows flexibility to adapt to unforeseen circumstances during the project.					
Cmc	**Contract Monitoring & Compliance**	**1**	**2**	**3**	**4**	**5**
Cmc1	The contract manager ensures compliance with contract terms and timely fulfillment of obligations.					
Cmc2	The contract manager monitors project progress to ensure alignment with the schedule and specifications.					
Cmc3	The contract manager resolves compliance issues or breaches promptly to minimize delays.					
Cmc4	The contract manager ensures compliance with legal, regulatory, and contractual obligations.					
Cmc5	The contract manager reports non-compliance to stakeholders in a timely manner.					
Rm	**Risk Management**	**1**	**2**	**3**	**4**	**5**
Rm1	The contract manager proactively identifies potential project risks.					
R2	The contract manager implements strategies to mitigate risks and minimize their impact.					
Rm3	The contract manager clearly allocates risks between parties based on their ability to manage them.					
Rm4	The contract manager develops contingency plans to address unforeseen risks.					
Rm5	The contract manager ensures stakeholders are informed about risk management strategies.					
Cm	**Change Management**	**1**	**2**	**3**	**4**	**5**
Cm1	The contract manager properly documents and manages changes to the contract scope, schedule, or budget.					

Cm2	The contract manager involves stakeholders in decision-making when changes are proposed.					
Cm3	The contract manager assesses and addresses the impact of changes on project performance.					
Cm4	The contract manager prevents delays or cost overruns by controlling changes effectively.					
Cm5	The contract manager follows procedures to implement changes while ensuring legal and regulatory compliance.					
Sc	**Stakeholder Communication**	**1**	**2**	**3**	**4**	**5**
Sc1	The contract manager provides timely updates to stakeholders about project progress.					
Sc2	The contract manager clearly communicates roles and responsibilities to prevent misunderstandings.					
Sc3	The contract manager facilitates communication to address issues and resolve conflicts.					
Sc4	The contract manager transparently communicates project changes to stakeholders.					
Sc5	The contract manager builds trust through open and transparent communication with stakeholders.					

SECTION C: Project Contract Administration & Performance

Pp	**Performance of the project**	**1**	**2**	**3**	**4**	**5**
Pp1	The project is completed on time, with all deadlines and milestones met as per the contract.					
Pp2	The project remains within the allocated budget, with no significant cost overruns during its execution.					
Pp3	The project meets or exceeds the agreed-upon quality standards as specified in the contract.					
Pp4	Stakeholders (clients, contractors, and other involved parties) are satisfied with the communication and outcomes of the project.					
Pp5	The contract administration ensures that all terms and conditions are followed, leading to effective project execution and positive outcomes.					

Thank you

Appendix 2: Interview Guide for Contract Managers and Project Stakeholders

Dear Respondent,
This is academic research on "***Evaluating the Impact of Dedicated Contract Managers on Contract Administration and Performance in Local Contractors: A Case Study of the Tilenga Project"***. This is in partial fulfillment of the requirements for the award of the Degree of Master of Laws (LLM) Oil & Gas of Institute Petroleum Studies Kampala (IPSK). Kindly provide a response to the following questions:

Section A: Background Information

How long have you been involved in the project?.....

What are your main responsibilities?

……

……

Section B: Role of Contract Managers in Contract Administration

What is the role of dedicated contract managers in contract drafting and negotiation on contract administration and performance?

……

……

in your opinion, how does dedicated contract managers manage contract monitoring and compliance on contract administration and performance?

……

……

What is the role of dedicated contract managers in managing risks during contract administration and performance?

……

……

What is the role of dedicated contract managers in change management on contract administration and performance?

……

……

What is the role of dedicated contract managers in stakeholder communication on contract administration and performance?

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……

……

Section D: Project Performance

What are the key indicators of effective contract administration and project performance?

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……

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……

……

Thank you

Signing Certificate

Signer Events	Signature	Details
Leonard Reagan lreaganirumba@mcdermott.com Signer Authentication Level: Email	Len Reg Ium Signature ID CMD8UUD05020SOWVOS3B21ZZY Device: Windows - Edge 138.0.0.0	Sent: 2025 07 18 08 28 44 AM CDT Viewed: 2025 07 18 08 28 49 AM CDT Signed: 2025 07 18 08 30 14 AM CDT Reason: I am the owner of this document

Signing certificate provided by: McDermott Signit