CONTRACT ADMINISTRATION AND PERFORMANCE OF KAMPALA CAPITAL CITY AUTHORITY'S ROAD WORKS: A CASE OF MUD AND DUST PROGRAM

By

LABAN FRANK WAISWA

REG NO. 14/MMSPSCM/35/037

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER'S OF MANAGEMENT STUDIES (PROCUREMENT AND SUPPLY CHAIN MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE

FEBRUARY, 2018

DECLARATION

I, **Laban Frank Waiswa** Registration No: 14/MMSPSCM/35/037 declares that this Dissertation entitled **"C*ontract Administration and Performance of Kampala Capital City Authority's Mud and Dust Program,*** is my original work and has never been submitted to any institution of higher learning for any award. I have acknowledged any work cited in this dissertation.

Signature: …….. Date……..

Laban Frank Waiswa

APPROVAL

This dissertation has been submitted with our approval as the Institute Supervisors

Signature……

Date…….…….

Dr. Sylvester Kugonza

Signature……

Date…….……

Mr. John Paul Ssetumba

DEDICATION

I dedicate this dissertation to my late parents, Ms. Logose Milly, Mrs. Violet Kisense, Mr. Alex Isabirye, may their souls Rest in Peace. Beatrice and Tabitha, you were always there to encourage me to strive on and my daughter Mwende Leah, you inspired me to complete this course and the Kisense family, Badebye Family and friends,

Finally, to my Supervisors, Dr. Sylvester Kugonza and Mr. John Paul Ssetumba for the guidance all through this research

ACKNOWLEDGEMENT

The journey that seemed so far has finally come to an end and I wholeheartedly thank the Almighty God for the gift of life bestowed upon me and for making me come this far with this research project. I am greatly indebted to several people whose great support in the entire research process was valuable to me.

The successful completion of this work was because of the professional support and parental guidance of my supervisors, Dr. Sylvester Kugonza and Mr. John Paul Ssetumba, who encouraged and gave me all the guidance every time I needed it.

I can't thank my brother Dr Mugurusi Godfrey enough, because when I felt like giving up at times, you always encouraged me not to, you are amazing, God Bless You.

Finally, I would like to thank the staff at Kampala Capital City Authority and Stirling Civil Engineering Ltd who participated in this study for their valuable information. Without it, I would not have been able to write this dissertation.

I thank you all and may God bless you abundantly.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The objective of the study was to examine Contract Administration and Performance of Road Works Projects, a case of Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda by Stirling Civil Engineering Ltd. The study was guided by the following objectives: 1) To examine the effect of contract implementation procedures on the performance of Road Works Projects, 2) To establish the effects of contract monitoring and control on the performance of Road Works Projects. A cross sectional research design was used where by data on the study variables was collected at the same point in time. The quantitative approach allowed the researcher to solicit information that was quantified while the qualitative approach allowed the researcher to solicit information that was not quantified. This study's population included 60 KCCA Staff (Contract and procurement department), 30 KCCA Political Heads and 40 Road contractors Staff of the Stirling Civil Engineering Ltd. The study results showed a positive relationship (with p=0.001) between contract implementation procedures and the performance of Road Works Projects. Contract monitoring and control positively related (p=0.002) with the performance of Road Works Projects. The study also established that KCCA was not adequately undertaking contract management therefore leading poor performance in Road Works. The study therefore recommends that KCCA has to aim at total quality, enhance collaboration, in order to enhance efficiency and effectiveness in implementation of contracts. This should be coupled with appropriate monitoring and control in order to improve on road works projects in Kampala City Council.

CHAPTER ONE

1.1Introduction

This study investigates contract administration and the performance of Road Works Projects, a case of Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda. Contract Administration is the independent variable while performance of Road Works Projects, a case of Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda is the dependent variable. This chapter presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, research hypotheses, significance of the study and conceptual framework.

1.2Background to the Study

1.2.1Historical background

A contract involves an arrangement between parties which are to enforce an agreement voluntarily (Fergus, 2006). The arrangement between parties concerns rights, obligations and duties as a result of a voluntary agreement between the parties (DiMatteo, 1997). Barter trade and trade has been existence from the emergence of earlier societies but contracts and management of contracts can be traced modern law of contracts in Europe during the industrial revolution. Contract management emerged strongly with significant growth of British economy under the guidance and support of the English common law (Fergus, 2006). Whereas the different parts of Europe lagging behind but the economy of Britain increased with introduction of contracts and contract management (Willmott et

al., 2009). The lessons from the growth of British economy inspired neighbors in Europe to follow contract and contract management. Countries like Germany established their own approach to contracts and contract management. The 20th century witnessed the unprecedented growth of export trade therefore warranting countries to adopt international convention like the UN convention contracts for international sale of goods (DiMatteo, 1997) as a means of promoting uniform regulations.

In procurement new emergence of new public management enhanced the concept of contract management in the road works. New public management (NPM) emergent approach of management of the public sector was introduced by scholars in UK and Australia (Hood, 1991), describing new approach of management of public service like the private sector in 1980s. The purpose of new public management was enhancing efficiency, effectiveness; promote accountability (Hood & Jackson, 1991). The concept of contract management was one of the reforms which were advanced for improved performance in the public sector. Management definition of the content of the discipline can be depicted from the evolutionary analysis of the related literature (DiMatteo, 1997). Management of contract involves formal and informal mechanisms, used for ensuring that agreement between different parties has been appropriately settled to the satisfaction of the parties involved (Ferreira and Otley 2009: 264). Contract management undertakes putting in place systems, processes, and networks achievement of objectives for the different parties involved in contract. Organizations convey key objectives and goals for the different parties involved in the agreement. However, the common approach is by systematically planning, implementation and control of the activities of the contractor.

Emergence of new public management in resulted in procurement of contractors to undertake civil works by government. Road contract management became predominant in the construction of roads across the world. Some countries road works was undertaken using force on account or contracts being awarded to state agencies (Shiwa, 2014). Most countries have also registered poor contract management as a result of a few companies having monopoly in the industry, resulting in poor quality works and inefficiencies (World Bank, 2012). There has been a significant increase in the use of private contract in countries like USA and China and India. However, in less developed countries in Sub Sahara Africa the foreign companies dominate road work contracts by foreign companies (Queiroz, 2012). Contract management greatly appreciated in developed countries (Rendon, 2009 b; Minahan, 2007; and Wright (2004; Charles and Oludele, 2003; and Abi-Karam, 2002); with mixed results.

Bogere (2013) in his study of management of road works by contractors established that road contractors in Uganda still undertake poor and substandard work leading to loss of government revenue.

Tax payers are increasingly putting to task public agencies as custodians of public resources to provide sufficient accountability as well as adequate spend control in order to attain Value for Money (VfM) (Basheka, Oluka and Mugurusi, 2015; Schapper, Malta and Gilbert, 2006). As a result, the role of procurement in the public sector appears to stand out in order to support public agencies on issues of public sector expenditure control and services delivery (Thai, 2001: McCrudden, 2004). In fact, a recent study by Husted and Reinecke, (2009) found that like the private sector, public procurement spend also accounted for a substantial percentage of public expenditure with almost 30% likely

to be spent on public goods and services. (see figure 1 below). Therefore, the importance of leveraging public procurement practices, such as planning, contracts management etc. will lead to better performance, and ultimately better budget utilization.

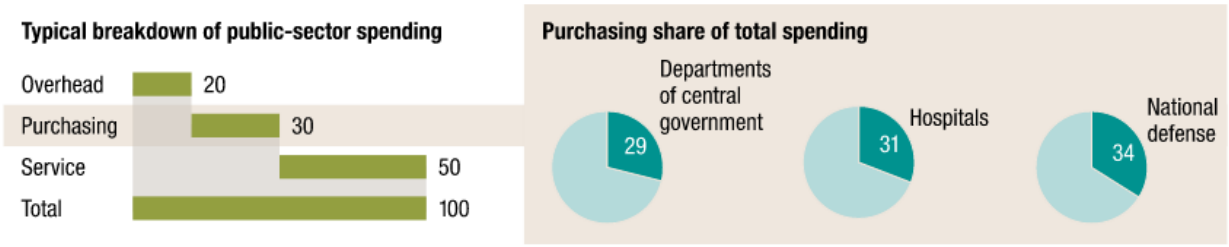

Figure 1. 1: Public sector spending
Source: *Husted and Reinecke, (2009)/Mckinsey*

In general, procurement in the public sector has been described as that process of "acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any other contractual means, of any type of works, services or supplies or any combination (PPDA Act 2003). The definition emphasizes that procurement is indeed a process (Walker, and Brammer, 2009), with defined purpose and outcomes (Schapper et al., 2006; McCrudden, 2004).

According to Weimer and Aiden (2001), contract administration covers the formal governance of the contract and any permitted changes to documentation during the life of the contract. This area of contract Administration ensures that the everyday aspects of making the contract run effectively and efficiently are taken care of. Good contract administration is important for the successful management of any contract. Contract administration also requires appropriate resourcing, and as part of the contract Administration planning both the agency and the supplier need to consider the level of resourcing required for the particular contract. Procedures should be in place for the management of the main contract Administration activities. These may include: contract

variations, including change control, cost monitoring, ordering procedures, e.g. ordering of hardware, payment procedures management reporting Angeles and Nath, (2007). In contract planning, straightforward procurements, transition arrangements may be covered in the contract Administration plan (Angeles and Nath, 2007).

In a developing country like Uganda, having an effective procurement planning system will continue to be a challenge to many public entities (Oluka, 2013:16). Planning must become a priority for public entities. However, the Public Procurement and Disposal Authority (PPDA) must play a central role in providing training, technical guidance and ensuring compliance to all set rules (Muhwezi, 2013). Conceptually, this study will reveal the critical components of contract selection ranging from the process, through the expected practices, the actors to be involved, to its importance (Muhwezi, 2013). Planning is one area that needs careful attention from all stakeholders in public entities because it has a huge budget and if this budget can be managed in an accountable manner, then there will be improved service delivery and this is one way of accounting to the tax payers.

In Sabiti, Basheka and Muhumuza (2011)'s study conducted in Uganda on developing public procurement performance measurement systems in developing countries: The Uganda experience, the authors' note how proper planning may influence procurement performance. The key to accountability is the capacity to select the best contractors within the public sector. The internal contractor selection process of government, procurement and personnel have long received sustained attention as the center piece of reforms to promote accountability (World Bank, 2000). Accountability of public officials is critical in deterring corrupt practices and it creates an enabling environment for vibrant

private sector activity (Kabaj, 2003). The researcher notes that the problems of accountability arise when government ignore or transgress social ethics and constitutional and legal provisions in conducting public affairs, administrative systems are fragmented, tasks to be performed are so many.

In Oluka's study on the challenges of procurement (Oluka, 2013), she posits that restricted tendering is a procurement method that limits the request for tenders to a selected number of contractors (Oluka, 2013). According to the PPDA Regulation 2014, the restricted procurement method is a two-stage process. The first stage the employer advertises his project and invites contractors to express interest to be placed on a selected list of contractors who will be invited to bid for the project (Oluka, 2013). In creating a nexus between the earlier study and the proposed study, it is imperative that when contractors applying should be given a list of information, and information got about them in order to „pre-qualify. Stage two the shortlisted contractors who meet the selection criteria should be invited to submit a more detailed tender submission.

1.2.2 Theoretical background

The study was underpinned by institutional theory which advanced by early scholars (Parsons, 1934; Selznick, 1949; & Zucker, 1977). The theory argues that management has to pay attention to formal and informal institutions in the process enhancing organization performance. Different academicians and scholars argued about the influence of institutions on organization performance (Moe, 1984; North, 1990; Parsons, 1990; DiMaggio & Powel, 1991; DiMaggio, 1998; Kraft & Furlong, 2007; Scott, 2008).

Institutional theory deals with deeper and more resilient aspects of the social structure (Bjork, 2004). The theory provides insight as to the extent to which contract management

regulatory mechanisms enhance performance. The theory undertakes an assessment of how structures, rules, norms and routines during the process of contract management becoming established authoritative mechanisms for social behaviour in contract administration. Institutional theory argues that formal and informal institutions are responsible for regulation of behaviour of contract managers.

Formal institutions provide insight on the mechanism used using formal mechanisms laws, organization structure, policies and rules to provide actors in the contract to administer a contract. Formal institutions emphasize use of regulatory mechanisms available for improvement of performance of actors (DiMaggio, 1998). Informal institutions provide social mechanisms for regulation of behaviour during contract management in order to improve performance. DiMaggio, (1998) highlights that informal institutions use socially constructed interests of actors and stakeholder to enforce acceptable behaviour. The theory guided the research study using social constructs such as roles, schemata, and scripts for enforcement of acceptable behaviour. Tolbert & Zucker, (1996:179) opines that informal institutions rely on cultural-cognition for establishment of authoritative behaviour. Informal institutions have highly resilient in the process of contract administration and management. The broader cultural-cognitive, normative and regulatory aspects of institutions shape the nature of competition and of markets, as well as the meanings of effective performance and efficient operation.

According to Gudel (1998), relational contracts could also be informal agreements sustained by the value of future relationships and are very prevalent within and between firms. The dominant thesis of this theory is that relations are governed by a set of common characteristics (also called norms) that play an important role, regarding the

content of the relation, the formation of parties' obligations and the actual operation of the contracts. These norms according to Macneil, (2001) and Mertz (1999) are based on a set of internal values and the broad context social and economic factors, related to the relation. The point of this theory, is the effect of constant (re)negotiation, the resolution of conflicts between the parties, the interaction between agents in modern business contracts, the importance of the concept of the "exchange" as the boundary for modern contracts and of course the contractual norms (Macneil, 1985: 2001). So drawing from these two theories, It's the general view of this research that the success or failure in performance of a public sector project undertakings likely depends on how well governments can manage the entire contract process, from assessing the feasibility of contracting through implementation to monitoring and evaluation (Hernona & Nitecki, 2001). Effective contract Administration requires mitigating specific problems that can plague the contract process. Successful contract Administration is defined as existing when the arrangements for service delivery continue to be satisfactory to both customer and provider and expected business benefits and value for money are being realized (Prier & McCue, 2007). The aim of contract administration is to ensure that services are provided to the required standard, within the agreed timeframe whilst achieving value for money. It is important that contracts are actively managed throughout their life to help ensure that performance is satisfactory in terms of road works performance.

1.2.3 Conceptual background

Contract administration involves those activities performed by organizational officials after a contract has been awarded to determine how well the organization and the contractor performed to meet the requirements of the contract (Hewitt, Money & Sharma,

2002; Jap, 1999; Lyons, Krachenberg & Henke, 1990). Contract theory is not merely the study of legally binding contracts. Broadly defined, it studies the design of formal and informal agreements that motivate people with conflicting interests to take mutually beneficial actions. Contract theory guides us in structuring arrangements between employers and employees, shareholders and chief executives, and companies and their suppliers. It encompasses all dealings between the organization and the contractor from the time the contract is awarded until the work has been completed and accepted or the contract terminated, payment has been made, and disputes have been resolved (Vickery in Nucharee, 2009). As such, contract administration constitutes that primary part of the contract process that assures the organization gets what it paid for.

In contract administration, the focus is on obtaining supplies and services, of requisite quality, on time, and within budget (Jin, 2004). While the legal requirements of the contract are determinative of the proper course of action of organizational officials in administering a contract, the exercise of skill and judgment is often required in order to protect effectively the service beneficiaries' interest (Monczka et al., 2005).

Manthosi and Thawala (2012:86) and Ganderton (2012:14) report various methods besides planning such as negotiation, competitive, open-selective, design and build tendering approaches that have been used in construction projects. The Open tendering procedure allows practically any contractor to submit a tender for the work. This procedure involves either the client or consultant (on behalf of the client) placing a public advertisement giving a brief description of the work. Normally the client will require a cash deposit when contract documents are requested (Manthosi and Thawala, 2012). The study by Manthosi and Thawala (2012:86) mainly relied on secondary data that most

times a reader may not be in position to tell how data control of the study was ensured. However, different from Manthosi and Thawala (2012) ‟s study, the proposed study will rely on both primary and secondary data collection methods.

Planning must be done so that the chain of procurement is complete (Dawood, 2014). This method is most favored by construction clients as observed (Murdoch and Hughes, 2015:33; Dawood, 2014:21). In the studies conducted by Merna and Smith (2010:34), Trickey (2012:45) and Smith (2014:67) competitive tendering was seen as the best way to select a bidder with the lowest price (Pasquire and Collins, 2014:41). It was argued in the above studies that using lowest price as yardstick for selecting contractors ensures that the client gets value for money through free and fair competition. However, this argument was challenged by Pearson (2013), Dawood (2014:15), Pasquire and Collins (2014:69) who argued that the lowest contemporaneous price is not a guarantee for yielding the overall lowest project cost after execution and on this note the researcher buys the idea. It is on the basis of this idea that the researcher will base his argument. According to Lynch (2014:44) any decision to procure goods must be backed by planning (Lynch, 2014:56). And the basic characteristic of this method is that competition is confined to a certain number of firms either because only a few firms are qualified to fulfill the specific type of requirement, or certain conditions warrant the use of a limited number of firms in order to reduce the time and cost of the selection process (Arrows, 2010:34). Although considered a competitive procurement method, competition is limited to only firms shortlisted and the method involves two processes and it typically takes longer than the open competitive process which may result in contractor submitting speculative bids.

Performance of projects is being explained as a network of relationships that need managing to achieve project success (Pryke, 2006). Cleland and Bidanda (2009) have stated that in a highly connected and competitive world, most projects must function in an environment that interacts with joint ventures, alliances, multinational sourcing, sub-contractors, and intricate vendor relations. Relationships with external organizations are managed through contracts. In general, companies provide services or products based on the results of direct contract negotiations with the client. One of the most important factors in preparing a proposal and estimating the cost and profit of a project is the type of contract expected. The confidence by which a bid is prepared is usually dependent on how much risk the contractor will incur through the contract. Certain types of contracts provide relief for the contractor since onerous risks exist (Kerzner, 2009). He further states that the size and experience of staff, urgency of completion, availability of qualified contractors, and other factors must be evaluated carefully during contract negotiations. The advantages and disadvantages of all basic contractual arrangements must be recognized to select the optimum arrangement for a particular project.

According to the Project Management Institute (2013), all legal contractual relationships generally fall into one of two broad families: either fixed-price or cost reimbursable. There is a third hybrid type commonly in use called time and materials contract. The fixed-price contract type is recommended, although some projects also prepare team contracts to define ground rules for the project. However, in practice it is not unusual to combine one or more types into a single contract document. Once the contract has been signed, both parties must meet their obligations under the contract. The contract administrator is responsible for compliance by the contractor to the buyer's contractual

terms and conditions and to make sure that the final product of the project meets requirements. Project Management Institute (2013) further states that under fixed-price arrangement, buyers need to precisely specify the product or service being procured since changes in scope may only be accepted with an increase in contract price. Kerzner (2009) argues that although a contract administrator is a member of the project team for reporting purposes, the contractor administrator could report to a line function such as legal department and may even be an attorney. In later stages of the project, a contract administrator is responsible for verification that all the work performed and deliverables produced are acceptable to the buyer. Contractual closure is then followed up with administrative project closure of the project or phase.

In the construction sector, a number of studies have identified the importance of managing the interrelationships between parties within a project. Studies focusing on organizing projects as temporary multiparty organizations in the 1980s came from Bresnen (1988) in the United Kingdom, and from Packendorff (1995) in Europe. Brensen and Marshall (2000) further looked at partnering within the construction industry. A key issue remained of how to embed partnering relationship into the contract. The use of the contract form to govern the relationship and resolve conflicts among the contracting parties has been explored by various parties such as Lazar (2000), and Cicmil and Marshall (2005) but with no specific contractual devices developed.

1.2.4 Contextual background

In Uganda, public institutions have also realized the importance of contracting. Among these public institutions is Kampala Capital City Authority (KCCA) in Central Uganda.

In recognition of the above, Government of Uganda, through KCCA, is implementing several intervention strategies to upgrade the City's infrastructure to reduce the deficit. One such intervention is the Second Kampala Institutional and Infrastructure Development (KIIDP2) funded by a credit from the World Bank. Under the above project, is the Mud and Dust programme whose focus is on roads, junctions and drains and no other basic urban services? This is mainly because of: (i) Kampala's specific needs (high motorization growth rates and topography) for improved connectivity and mobility, (ii) the health hazards associated with dust and mud from the unpaved roads and the existing poor drainage network, (iii) other urban services such as water is being provided by autonomous public corporations such as National Water and Sewerage Corporation (NWSC) and (iii) the need to have limited and focused interventions which would have much impact and transformative, rather than spreading thin.

This operation therefore intends to support the World Bank Group's twin objective of inclusive growth and transformative investments. The focus of this research under Mud and Dust Program was to Repair and Maintain Roads in Kololo and Industrial Area which was contracted out to Stirling Civil Engineering Ltd in package 3 lot 3at a contract sum of Ugx 4,616,107,243

However, despite KCCA's mission, a lot of concerns had been raised about KCCA's performance on road works projects. Poor contract Administration in terms of supervisory function resulted in loss of funds, lack of a system of accountability that is manifested in inflated claims, forgery of documents and outright fraud that included payments for undelivered services, this results into sub-standard roads, delayed/ non

delivery of services to the expectations within Kampala Capital City Authority (KCCA) stakeholders for example Jinja road. –Access

Ben Kiwanuka Street – Nakivubo Mews – Channel Street, Entebbe rd. – Ben Kiwanuka Street- Sikh Street. (Contract awarded to Omega Construction Ltd) Cost (UGX) 4,181,073,515. And also Buganda rd-Kyagwe Rd, Kintu rd-Coryndon rd. – Yusuf Lule rd., Masaka Rd –Kabusu rd., Wankulukuku Road junction, Luzira drain, Kayemba rd. – Jjuko rd. (Contract Awarded to Prime Contractors Ltd) Cost (UGX)1,139,079,413 and supervision of the above works Cost (UGX)259,100,000. Totaling to Cost (UGX) 5,579,252,928 (Office of the Auditor General, 2013/4). Basing on the above, this study therefore seeks to examine the effect of contract implementation procedures and contract monitoring and control on the performance of Road Works Projects in Kampala Capital City Authority's (KCCA'S)

1.3 Statement of the Problem

Effective contract administration has strong implication for business performance (Cleland and Bidanda (2009). The processes and activities involved in contract administration vary depending on the complexity of the good or service that is being procured. It includes contract monitoring, which is observing, reporting on the contractor's performance, managing changes to contracts, maintaining contract-related documents, addressing claims and disputes, and closeout activities. For a service based government organisation, like Kampala City Council Authority contract management is one key measures of their performance.

Kampala City Council Authority is mandated by the Constitution of the Republic of Uganda (1995) and Kampala Capital City Authority (2010a) to construct and maintain road within its area.

The City Council Authority has tried to improve road network in Kampala city Council by development city council development plans and procurement of private contractors. KCCA in a bid to improve road works signed contracts with M/s AAW Consulting Engineers, M/s MBW Consulting Ltd, M/s Professional Engineering Consultants Ltd (KCCA, 2013) for effective contract management. However, road works have remained poor with diverse challenges of efficiency, effectiveness and exaggerated costs as the road network in the city have persistently continued to be poor (Aciro, 2015).

Despite increased procurement of works to the private sector road network has remained a challenge and it's not clear to the extent contract management influence the performance of the road network in Kampala City Council Authority. KCCA has not been able to deliver the quality of roads, on time, and efficiently as expected by the various stakeholders (URN, 2017).

Whereas as several studies have been carried out on contract management in urban areas such as Kampala City Council (Kwinkiriza, 2016); transport and congestion in Kampala City Council; Oluka, Basheka & Mugurusi (2013): determinants and constraints to effective procurement and contract management in Uganda; Oluka (2013): Basheka, Oluka & Kryeija (2013): the nature and forms of public procurement corruption in Uganda. The studies have attempted to discuss procurement and contract management but it appears that, no study has been devoted to assess the influence of contract administration on performance of Kampala City Council. Previous studies dealt with the

topic generally, but not on the contract management programmes in Kampala City Council.This study therefore examined the impact of contract management on performance of Kampala City Council Authority.

1.4 General Objective

The study examined the effect of contract administration and performance of Road Works Projects in Kampala Capital City Authority. (Case of the Mud and Dust Program in Kololo and Industrial Area)

1.5 Specific Objectives

a. To examine the effect of contract implementation on the performance of Road Works Projects in Kampala Capital City Authority.
b. To establish the effect of contract monitoring and control on the performance of Road Works Projects in Kampala Capital City Authority.

1.6 Research Questions

a. What is the effect of contract implementation on the performance of Road Works Projects in Kampala Capital City Authority?
b. What is the effect of control on the performance of Road Works Projects in Kampala Capital City Authority?

1.7 Hypotheses of the Study

a. Contract implementation significantly affects performance of Road Works Projects in Kampala Capital City Authority.

b. Contract control affects the performance of Road Works Projects at Kampala Capital City Authority.

1.8 Conceptual Framework

The conceptual framework shows the relationship between contract Administration and the performance of Road Works Projects, a case of Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda.

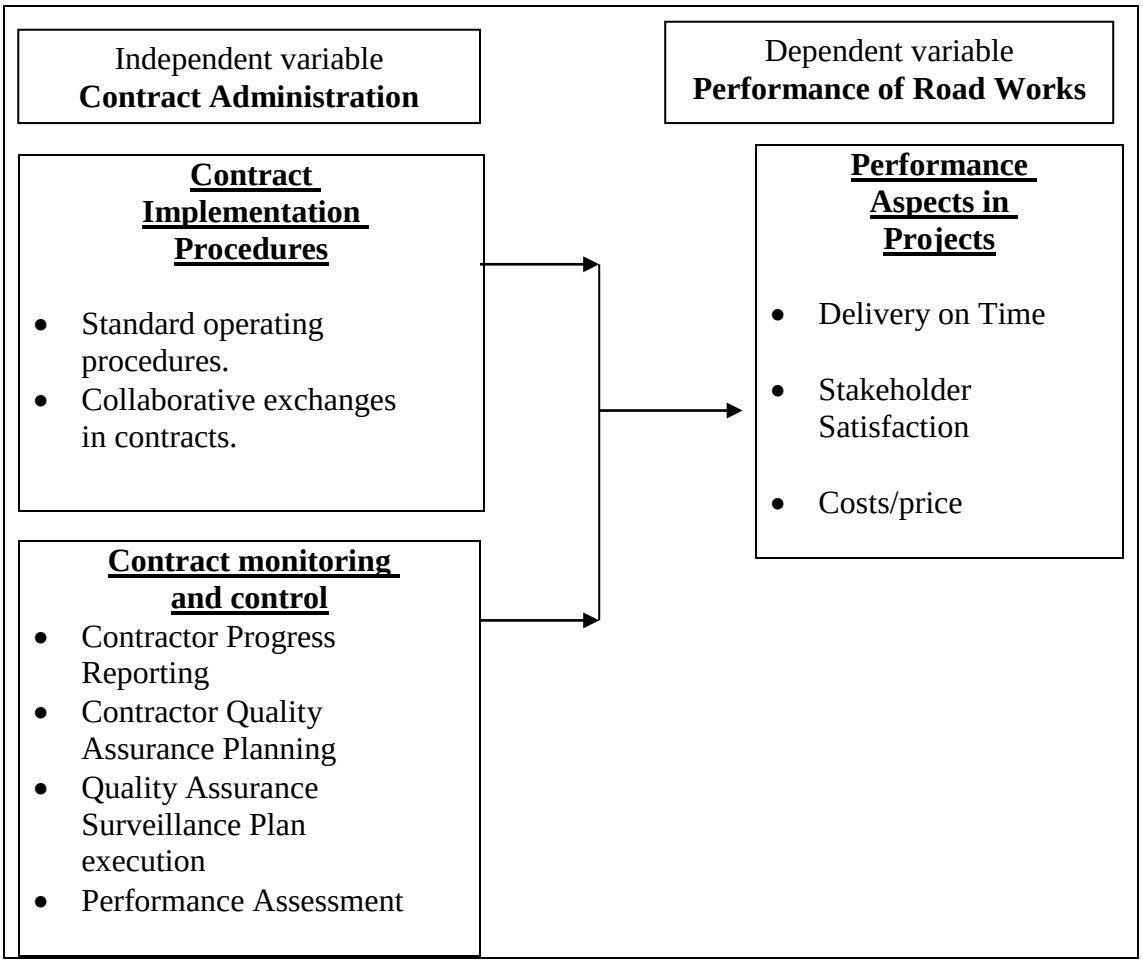

Figure 1. 2: Conceptual framework showing the relationship between the study variables
Source: Urquhart (2002), Cooper and Schindler (2008), Project Management Institute (2013), Cleland and Bidanda (2009) Aberdeen et al., (2006).

The conceptual framework shows contract administration as the independent variable whose indicators include contract Implementation procedures and contracts relationship management while the performance of Road Works Projects is shown as the dependent variable measured in terms of time, Stakeholder satisfaction, cost/price. The assumption is that a good contract administration will result into better performance of projects, while poor contract administration will result into poor performance of the same.

1.9 Justification of the study

Whereas as several studies have been carried out on contract management and performance such as Kampala City Council (Kwinkiriza, 2016; Oluka, Basheka & Mugurusi, 2013; Oluka, 2013; Basheka, Oluka & Karyeija, 2013). The studies mainly focused on transport and congestion, constraints, and ethics in procurement. The study examined impact of contract administration and performance of Road Works Projects in Kampala Capital City Authority focusing on Mud and Dust Program in Kololo and Industrial Areas in Central Uganda. The study provides insight in relation to the impact of contract administration, and control on project performance. This is critical for policy makers, administrators and private sector involved in road projects.

1.10 Significance of the study

This study was to provide helpful information to various stake holders as follows;

The government of Uganda (GOU): Through the ministries including that of Kampala, Works and Transport and that of the presidency, more so, the study findings would provide vital knowledge to all state corporations regarding the effective contract Administration practices. It would also guide the government, policy makers and other

stakeholders on sound and informed decision making on contract Administration issues; hence the achievement of value for money.

The Public Procurement and Disposal of Public Assets Authority (PPDA): The study will provide lessons that will help PPDA come up with appropriate measures that address problems resulting from poor procurement management of construction projects in government funded construction projects.

Current Researchers and Procurement scholarship: It's hoped that other researchers will use the findings as a reference for further research in procurement management and performance of construction projects in especially the government funded construction projects.

To the future researchers: To the future researchers, the study would form a basis upon which future studies would be done by establishing knowledge gap on the concept. As well, current and future students would use the research findings and conclusions to enrich their knowledge on the topic, create their literature review and establish new research areas. The findings from the study would also identify other crucial relationships that need further research, especially on contract Administration and operational performance.

Procurement professionals: Additionally, the study would be useful to the procurement and supply chain professionals on the importance of practicing good contract Administration; determinants of best practice; as well as its challenges and solutions. To the supply chain organizations, the study would enable them to practice appropriate contract Administration by identifying key activities involved in the process.

1.11 Scope of the study

1.11.1 Geographical scope

The study was carried out in KCCA in Kampala District in Central Uganda. It was selected as a case study of contract administration and performance of road works projects because of the Mud and Dust Program with funding from the World Bank to repair and maintain roads in public institutions in Uganda.

1.11.2 Content scope

The study concentrated on contract administration and the performance of Road Works Projects, a case of Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda. Contract administration was restricted to aspects of contract Implementation procedures and contract monitoring and control. Performance of Mud and Dust Program was restricted to time, scope, quality and schedule.

1.11.3 Time scope

The research focused on a period of five years for obtaining information about contract administration and performance road works Project. This is because it was recommended that any research should obtain information of not less than five years to be authentic (Amin, 2005).

1.12 Operational Definitions

Contract administration covers the formal governance of the contract and any permitted changes to documentation during the life of the contract. This area of contract

Administration ensures that the everyday aspects of making the contract run effectively and efficiently are taken care of

Performance of Road works projects is being explained as a network of relationships that need managing to achieve project success (Pryke, 2006).

Contract Implementation is the process and activity associated with implementing a new contract which ensures supplier(s) have all the information they require to plan the migration of users to the contract, Organizations have all the information they require to use the contract e.g. suppliers' contact details, information on the goods/services available from the contract and continuity of supply.

Relationship management seeks to keep the relationship between the economic operator and the contracting authority open and constructive, with the aim of resolving or easing tensions and identifying potential problems at an early stage, while also identifying opportunities for improvement. Relationships must be wholly professional throughout and must include a professional approach to managing issues and dispute resolution.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter captured the review of literature related to the study. The chapter identified and analyzed information related to the problem. The sources for this literature included journals, reports, books and periodicals. Some of these sources were primary and others were secondary. It presented theoretical review, actual literature review and summary of the literature review. In theoretical review, key theories guiding the study were identified and analyzed. In the actual literature review, related information was reviewed objective by objective. The lessons and gaps identified from the literature review were captured in the summary, at the end of this chapter.

2.2.0 Theoretical Review

The research study on the impact of contract management on performance of road Projects in KCCA was underpinned by Institutional theory. Institutional theory provides insight on how formal and informal institutions influence contract management and performance. The theory of institutions is a subject of debate by different management researchers (Parsons, 1934; Selznick, 1949; North, 1990; DiMaggio & Powel, 1991; Scott, 2005; Selznick, 1984; Scott, 1987; DiMaggio, 1998; Kraft & Furlong, 2007; Scott, 2008). Institutional theory emphasizes mechanisms of influence of formal and informal institutions on management of different undertakings. Institutionalism is critical in contract management, monitoring and control for enhanced performance.

Institutional theory attends to deeper aspects of performance in management attending to more resilient aspects; rules, norms, and routines with mechanisms enabling them to become established as authoritative regulations for the social behaviour (Bjork, 2004). The theory assumes that organizations encounter formal and informal institutions in the process of achievement of organizational goals. Management undertakes to ensure achievement performance by establishment of rules, procedures, policies, and regulations for enhanced performance using formal institutions. Scott, (1995:33, 2001:48) asserts that "Institutions" are social structures that have attained a high degree of resilience. He further explains that institutions are composed of cultural cognitive, normative, and regulative elements that together with associated activities and resources, provide stability and meaning to social life.

The institutional theory emphasizes formal and informal institutions in the process of attainment of effective performance (Kraft & Furlong, 2007). The theory explains how the elements of formal and informal structures are developed, internalised, copted and adapted over space and time. This is critical in the process of enhancing performance of project management. Organizations have to conform to rules and regulations with socio-cultural environment in order to survive (Scott, 1995). Institutional theory provides insight on the mechanisms which management can use for effective and efficient performance. The regulatory environment in which Kampala City Council Authority executing the project forms a platform under which performance is enhanced or undermined.

The informal institutions advocated by the theory explain the mechanisms under which socio-cultural elements in organization environment influence performance (Scott, 2001:

2005: Selznick, 1996). The traditional sociological perspective explains mechanisms as to how organizational structures and behavior determine success of implementation. Institutional theory draws attention to the social and cultural factors that influence organizational decision-making and in particular how rationalized activities are adopted by organizations (Dunn, 2010; Scott, 2001), which is critical in implementation and control in contract management. Obanda (2010) argues that the institutional theory has traditionally been the approach used to examine elements of public procurement. Scott (2004) identifies three pillars of institutions as regulatory, normative and cultural cognitive. The proponents of the theory mainly argue that the critical elements for success in performance are mainly formal and informal drawing from rules, laws and sanctions as enforcement mechanism, with expedience as basis for compliance.

Despite success of the theory in explaining dynamics in organization management but it has come under criticism. Institutional theory has been criticized for the apparent theoretical inconsistency within which the concept of institutionalism is presented at least in the context of public procurement . While the academic process thrives on the differences between points of view, the extent of those differences calls into question whether scholars are, indeed, talking about the same thing (Dacin, Goodstein, & Scott, 2002). Institutional theory has been criticized in relation to the use of the term institution means so many things to different scholars, and that some of the alternative approaches are not only different but even contradictory (Greenwood, Oliver, Sahlin, & Suddaby, 2008). If one adopts some versions of the institutional approach he or she may have very different empirical evidence, and make very different predictions about behavior, then if one were doing research using another version (Holm, 1995). This is true even though

this research is conducted using what is nominally the same theoretical approach. A central question then is just how much of an impediment these internal differences are and what if anything can be done to generate a more unified approach for institutional theory. This study does not go further in this direction to explore this, rather the focus is on the appearance and maintenance of institutional arrangements which can be used to explain projects performance.

Institutional theory despite its weaknesses provided the researcher with insight on the impact of contract management and performance of Roads Projects in Kampala City Council. Knowledge and understanding of institutional theory provides management of the influence of formal and informal institutions critical management of contracts. Formal institutions emphasized by institutional theory in the form of rules and regulations provide an appropriate environment for implementation, control and oversight during contract management. Institutional theory provides insight on the underlying environment critical for project success. Informal institutions highlighted by the institutional theory provided the researcher with an appreciation of the socio-cultural dynamics towards performance of contract management.

2.3.0 Conceptual review

The conceptual review undertook review of the concepts under the study that is contract management and performance.

2.3.1 Contract Management

Contract management regarded also contract administration involves appropriate execution of the contract from inception to the end (Minahan, 2007; and Wright 2004;

Shiwa, 2004). This is efficiently and systematic management of contract initiation and execution in order to maximize financial and operational performance with limited risk (Vitasek, et al., 2011).

Contract management undertakes putting in place systems, processes, and networks achievement of objectives for the different parties involved in contract. Organizations convey key objectives and goals for the different parties involved in the agreement (World Bank, 2012). However, the common approach is by systematically planning, implementation and control of the activities of the contractor (Rendon, 2009). Most countries have also registered poor contract management as a result of a few companies having monopoly in the industry, resulting in poor quality works and inefficiencies (World Bank, 2012). There has been a significant increase in the use of private contract in countries like USA and China and India.

However, in less developed countries in Sub Sahara Africa the foreign companies dominate road work contracts by foreign companies (Queiroz, 2012). Contract management greatly appreciated in developed countries (Rendon, 2009; Charles and Oludele, 2003; and Abi-Karam, 2002); with mixed results. The study in relation to examination of contract administration and performance of Road Works in Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda. It was established that there was poor contract management in KCCA and requirement for improvement in implementation procedures required to improvement in performance.

2.3.2 Performance

Organizational performance has been defined using different perspectives in relation to achievement of organizational goals. Adair (2005) argues that performance is ability of the employees to execute organizational activities effectively and efficiently in order to meet organizational goals and objectives. Performance highlights an ability of an organization implementing, meeting deadlines, team work, and achievement of organizational goals. Armstrong (2005) on the other hand highlights that organizations through employees should be in position enhances efficiency and effectiveness in the process of attainment of organizational goals. Robbins (2001) opines that organization performance is improved by interaction between employees through motivation. This implies that performance requires an appropriate organization of effort through planning and teamwork by the members of the organization. This is in agreement with Gibson and Donnelly (2006), who argued that, organization performance, involves effective management of resources in order to produce goods and services.

According to Robbins (2001), employees' performance is a function of the interaction between the ability and the motivation. In management, employees' performance is a matter which needs careful deliberation; this is because employee's individual performance takes part in the overall organization's performance and can determine the organizational performance. Performance involved assessment of efficiency, effectiveness, quality and value for money.

2.4 Actual Review

The actual review undertakes review of the literature based on the objectives of the study undertaken.

2.4.1 Contract Implementation procedures and performance of road projects

Good government/business relationships can serve the role of facilitator in the contract implementation process (Kamarck, 2002). Collaborating with private sector organizations is posited to be more efficient than traditional governance structures. In fact, both governmental agencies and suppliers are now advocating partnerships between governmental buyers and business sellers to facilitate the implementation of contracts (Kelman, 1990). With the increasing procurement of high-tech systems and services, collaborative and relational exchanges were required to realize the strategic goals for both government agencies and private business (Laurent, 2000). Furthermore, facing downsizing and declining budgets, federal agencies are strongly motivated to find new ways of doing business focused on "faster, better, cheaper" (Linscott, 1999).

Showing growing interests in the facilitator role of government/business relationships, agencies are reforming their pure transaction-based purchasing and attempting to explore the benefits of partnering with commercial entities (Murray, 2000). Public organizations try to streamline their Act (and a significant number of regulatory changes to dramatically decreased rigidity and bureaucracy (Kelman, 1990) and encouraged performance-based contracting, sharing-in-savings, and long-term contracting (Burman, 1998; Laurent, 1998). Purchasers may regard the implementation of contracts as the sole responsibility of suppliers, and may be inflexible to changing conditions and difficulties facing the suppliers. However, if public purchasers understand the need to cooperate with suppliers in order to realize the desirable objectives of the contract, then commitment is enhanced in the exchange process, and more likely to be responsive to suppliers' requests.

Sollish and John, (2003) stated that it is in the very nature of some widely used standard contracts, particularly for works, that they should have clear and comprehensive provisions allowing the contracting authority to change the nature, quantity, quality and completion of the subject of the contract. From a contract management point of view it is advantageous to be able to address changing circumstances in a transparent, timely, efficiently, effectively and professionally manner coping the way the challenges of contract management are arise during

Contract execution. Since the contracting period in government procurement differs greatly (from ten years long to a few days), the corresponding length of buyer-seller interactions differs greatly. It is reasonable to conclude that the contracting period will influence the facilitator roles of the relationships between government buyers and business sellers. When the buyers and sellers are involved in repeated exchange episodes, their relationships can experience awareness, exploration and expansion stages (Frazier, 1983) in an evolutionary style. The marketing literature has long recognized the importance of length of interaction in developing such relationship attributes as trust (Doney & Connon, 1997). In contrast, when the contract is short term, both parties will either develop interimistic relationships (Lambe, et al., 2000), or involve little relational interactions.

When public managers choose not to enforce contract terms, and consequently, fail to obtain desired outcomes, public value can be compromised and tensions can be created between administrators and political principals. As such, contracting has raised key questions about discretion—especially the potential for corruption and abuse in discretionary actions and the lack of accountability to citizens Behn 200, Cohen and

Eimicke 2008). Discretion can open up the implementation process to manipulation and exploitation, particularly when resources are being allocated (Goodin 1988, as cited in Forsyth 1999), as in government contracting. Interviewed managers reported that discretion can also lead to confusion and inconsistency. Essentially, when discretion is used and the "rules of the game" are in constant flux, it can make management even more difficult, especially when operating in a severely resource-constrained environment

Discretion also allows for greater flexibility and, as a result, increases efficiencies. New Public Management, with its emphasis on discretion and results-based management, is a direct response to the failures of rules and processes created by the political system (Morgan 1990). Turning implementation over to public servants allows decisions to be based on information and competence instead of political goals, ultimately increasing efficiency in implementation (Forsyth 1999; Morgan 1990). Managers often need to balance the rigidity of rules with the flexibility of context, and discretion allows for subjectivity in decision making based on the unique requirements of the situation (Lipsky 1980).

2.4.2 Contract monitoring and control and Performance of road projects

Agere (2009:69) in his study on the effectiveness of contract monitoring and control in Austria notes that contract monitoring requires the systematic management of contract creation, execution, compliance and analysis to maximize performance and minimize risk (Agere, 2009:71). With the increase in the complexity of doing business in public entities coupled with the increase in transaction volumes and value in an ever tightening regulatory framework has resulted in businesses taking note of the importance of proper

monitoring of contractors (Bagaka & Kobia, 2010). The missing link on the earlier study is on the sampling techniques used. Non probability sampling techniques specifically convenient sampling was adopted to select the sample, in creating a nexus between the two studies, the proposed study will rely on both probability and non-probability sampling techniques to select the sample.

Relationship management seeks to keep the relationship between the economic operator and the contracting authority open and constructive, with the aim of resolving or easing tensions and identifying potential problems at an early stage, while also identifying opportunities for improvement. Relationships must be wholly professional throughout and must include a professional approach to managing issues and dispute resolution (Muhairwe et al., 2002). Relationship contract Administration is concerned with keeping the relationship between the two parties' open and constructive, resolving or easing tensions and identifying problems early Literature indicates that the relationship model tends to lie somewhere on a continuum between a traditional arm's-length arrangement and a full partnership arrangement.

According to Niwagaba, Godfrey, Gisagara and Howard (2010), relationship management is arguably the key component of contract Administration. It has the aim of attempting to guarantee that the association between the two parties is open and constructive, with the aim to identify and resolve any problematic issues. The approach was dependent on the nature of the contract; the greater the importance and/or monetary value, the more attention, time, and resources were allocated. It is important that the specific roles are not neglected, even if some are not the direct responsibility of the designated contract manager. Management structures of a contract need to be designed to

facilitate a good relationship. The main aims should be to ensure, a strategic approach to managing the contract, to achieve maximum value for money, guarantee budget efficiency & effectiveness for all parties and good working practices adopted and added value achieved.

According to Hinton (2003) in his study on the "Best practices in government: Components of an effective contract monitoring system", contracting involves collecting and analyzing information to provide assurance on the performance of the contractor on the agreed timeframes and towards providing the contract deliverables (Arrows, 2010). Key Performance Indicators (KPIs) should be clearly set within the contract and then measured, reported and monitored on a regular basis. Arrows (ibid), further observes that while significant contract monitoring occurs when the vendor is actually performing the service (contract period), preparation during the pre-contract period is essential to effective contract monitoring. In the proposed study, contract monitoring involves those activities performed by government officials after a contract has been awarded to determine how well the government and the contractor performed to meet the requirements of the contract. It encompasses all dealings between the government and the contractor from the time the contract is awarded until the work has been completed.

According to Mbalangu (2013) in his study on compliance monitoring and procurement performance carried out in Uganda notes that supplier contractor monitoring has slowly become an important component for effective supplier relationship management that is directly linked to securing the supply of key commodities needed for sustaining business. According to Kansiime (2014) in his study on the impact of public procurement reforms on service delivery in Uganda, he notes that monitoring of this formalized relationship

allows an organization a degree of control over the deliverables and performance requirements. The use of contracts in business relationships has long been the lifeblood of a business, as the contracts provide the terms, pricing, and service levels of customer, partner and/or supplier relationships (Mbalangu, 2013). Contracts provide a framework by which an organization manages and mitigates risk in its supplier relationships (Mbalangu, 2013). As a result, contracts have become the living breathing documents that control the dynamics of everyday business in an ever increasing fashion. The above study adopted qualitative techniques of data analysis compared to the proposed study that will adopt mixed methodological approaches of data analysis.

Schmitz and Platts (2004) in their study conducted in Ghana did investigate the procurement reforms in Ghana. They assert that the main aim of contracting is to ensure that goods or services are delivered on time, at the agreed cost and at the specified requirements. It means developing effective working relationships with your suppliers, ensuring effective service delivery, maximizing value for money and providing consistent quality for stakeholders and end users (Schmitz and Platts, 2004). The primary goal for contractor monitoring within any company is to ensure that commitments and obligations to customers and suppliers are clearly visible to the relevant people in the organization and that they are executed upon (Schmitz and Platts, 2004). Contracts are used to control virtually every part of the trading relationship between buyers, sellers, and intermediaries, and have an impact on various functions within the enterprise. For example, the sell-side involves sales, marketing, finance, legal, sales operations and customer service. The earlier study pretested the results based on qualitative approaches, in bridging the gap,

this study will pretest the results using both quantitative and qualitative methodological approaches.

Hinton (2003) further in his study carried out in England he identifies capacity of employees; written policies and procedures; contingency plans; clearly communication of expectations to vendors, performance measures, and post-award meetings; administration plan; organized contract files as effective components for contract monitoring (Arrows, 2010). The other components Hinton mentions are timely payment; regular reports; access to records and right to audit; and, dispute resolution procedures (Hinton, 2003:46). While these are crucial components not all contracts are monitored using the same components to measure success (Rendon, 2010).

2.5 Summary of the Literature Review

Whereas the previous studies have always looked at contract Implementation procedures and performance, not all factors have been dealt with within the context of KCCA contract administration. The public sector scorecard suggested by Moullin (2012) measures project performance on five perspectives: (1) The achievement of its strategic objectives, (2) Service user/stakeholder satisfaction, (3) Organizational excellence; (4) Financial targets and (5) Innovation and learning.

While regulating public procurement contract Administration is perceived by many as one way to usher in transparency, accountability, economy, and integrity in the use of public funds, there appears to be limited literature on the other side regarding the possible or desirable outcomes of public procurement compliance on regulations to procurement

performance (Dorothy, 2010). In particular, how these outcomes impact project success is now a well discussed phenomenon in the literature. These deserve more attention.

Further, some studies indicate that use of good contract administration is important for the successful management of any contract and also requires appropriate resourcing, and as part of the contract Administration planning both the agency and the supplier need to consider the level of resourcing required for the particular contract. Most of previous studies have always looked at factors influencing performance of works and services in public sector but does not wholly bring out the effect of contract administration to the performance of road works in public sector. This study filled this gap through establishing the effect of the various contract monitoring and control on performance of road work projects.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the approaches the researcher used to gain information on the research problem. It includes the research design, study population, sample size, sampling techniques, procedure, data collection methods and instruments, procedure of data collection, data analysis and measurement of variables.

3.2 Research design

A research design is a general plan for the research project and includes the conceptual structure, measurement of variables, collection and analysis of data (Sekaran, 2003). The study used a combination of a case study and a cross sectional survey research design. The cross section survey supported collection and analysis of the quantitative data for examination of the impact of contract management on performance of road works in KCCA. A cross sectional survey is conducted at a single point in time (Vogt 1993); used both quantitative research study. A cross sectional design was adopted because the study was carried out at a particular period of time. Qualitative part of the study facilitated collection and analysis of qualitative data. The study also employed both qualitative and quantitative approaches. This triangulation assisted the researcher in obtaining detailed description of the study variables by use of quantitative approach and the measurement of the relationship between the variables through quantitative techniques as suggested by (Amin. 2005; Punch, 2005).

3.3 Study Population

This study's population included KCCA Staff (Contract and procurement department, road contractors Staff of the Stirling Civil Engineering Ltd (including the casual and non-casual workers) and political Leaders (KCCA Human Resource Department, 2014).

3.4 Determination of the Sample Size

Using Krejcie & Morgan sample size table, the following sample size below was used.

Table 3. 1: Sample size and techniques for collection

Category	Population	Sample size	Sample Technique
KCCA Staff (Contract and procurement department)	70	60	Simple random sampling
Road contractors Staff of Stirling Civil Engineering Ltd)	50	40	Simple random sampling
KCCA Political Heads	42	30	Simple random sampling
Total population & sample size	**162**	**130**	

Source: *Primary data obtained from KCCA Human Resource Department (2014)*

3.5 Sampling Techniques and Procedure

A combination of sampling techniques was used. That was both probability and non-probability sampling techniques was used. Probability sampling techniques involved selecting respondents from the population by chance and non-probability sampling techniques involved selecting respondents with intention that they participated without fail (Amin, 2005). The probability sampling technique that was used was simple random sampling and the non-probability sampling technique that was used included convenient and census sampling (Amin, 2005).

3.5.1 Simple random sampling

Simple random sampling technique used to select the KCCA Staff. It was used to give every user department staff a chance to participate in the study when drawing a sample from a large population of the users and helped to avoid bias in selecting user department staff (Mugenda & Mugenda, 1999). It also minimized the time and cost involved while selecting users from a large population of the user department staff (Amin, 2005).

3.5.2 Purposive sampling

Purposive sampling technique was used to select the different contract managers who directly deal with contract Administration. Purposive sampling was used for this category of respondents given that they hold high positions of responsibility and was believed to have more knowledge about the issues the study sought (Mugenda & Mugenda, 1999).

3.5.3 Convenient sampling

Convenient sampling technique was used to selecting road contractor staff of Stirling Civil Engineering Ltd. Convenient sampling in cases the sample is uniform and the findings cannot affect the information (Mugenda & Mugenda, 1999).

3.6 Data Collection Methods

3.6.1 Questionnaire survey

A questionnaire survey is a research method for collecting information from a selected group using standardized questionnaires (Amin, 2005). The questionnaire survey was a research method that was used for collecting information from KCCA staff, contractors of Stirling Civil Engineering Ltd and KCCA Political Heads. This method involved

collecting information from the sampled individuals in a systematic way. Questionnaire survey was used for these category of respondents to save on time because their number was big to interview.

3.6.2 Interview Method

A face-to-face interview was used to collect data from user department heads because they enabled the researcher to establish rapport with these categories of respondents and therefore gain their cooperation. They also allowed the researcher to clarify ambiguous answers and obtain in-depth information through probing. Semi structured-interview was designed to collect data for this study. Open-ended questions also used so that other valuable information was solicited from the dialogue between interviewer and interviewee. Semi-structured interviews are the most widely used interviewing formats for qualitative research (DiCicco-Bloom & Crabtree, 2006). In this study, the probing interviewing tactic used extensively to obtain a deeper explanation of the issue at hand from the respondents. This is largely due to the fact that the respondents often needs stimuli to expand or clarify their own answers and ideas more broadly, so that a broader understanding is easily reached later on in the findings of this study.

3.6.3 Documentary Review

Secondary data obtained from UMI documentation Centre, UMI resource Centre and KCCA records. Sources like journals, articles, reports and books were used in gathering and compiling the information. These documents and reports helped to supplement and substantiate data that obtained from other instruments.

3.7 Data Collection Instruments

Three types of data collection instruments used in the study. These includes questionnaires, interview guides and documentary checklist, which was briefly explained in the following subsection.

3.7.1 Questionnaires

Self-administered questionnaires (SAQs) were used. A self-administered questionnaire (SAQ) refers to an instrument that has been designed specifically to be completed by a respondent without intervention of the researchers (e.g. an interviewer) collecting the data (Mugenda & Mugenda, 1999). SAQs were used to collect quantitative data from the users and from service providers. SAQs was used for this category of respondents to save on time because their number was prospected to be too big to interview and because they cannot read and write in English and thus cannot fill in the questionnaires by themselves without any assistance.

3.7.2 Interview guides

An interview guide referred to an instrument that was designed specifically to be used during an oral face-to-face data collection session where the interviewer presented questions to the interviewee to respond to and answers were written down by interviewer (Mugenda & Mugenda, 1999). Interview guides was used to collect qualitative data from contract managers who are in position to provide in-depth information through probing during the face-to-face interview. The researcher presented questions to the contract mangers and their views were written down by the researcher.

3.7.3 Documentary analysis checklist

This involved a list of expected articles, annual reports, journals publications, services brochures and magazines with information pertaining to this study. This list was presented to officials at the organizations that were visited to help search for the documents.

3.8 Data quality control

3.8.1 Reliability

Galasso (2001) defined reliability as the degree of consistency that the instrument demonstrates. After pilot testing in the field, reliability of the instrument, on multi – item variables were tested via the Cranach Alpha Method provided by Statistical Package for the Social Scientists (Frei, 1996). The researcher used this method because it was expected that some items or questions would have several possible answers. The researcher established reliability of the questionnaires by computing the alpha coefficient of the items (questions) that constituted the dependent variable and that of the items that constituted the independent variable. The results are as in table below.

Table 3. 2: Content Reliability Indices for the Questionnaire

Variable	**Description**	**No. of items**	**Content reliability index (CRI)**
Independent	Contract Implementation Procedures	2	0.844
	Contract monitoring and control	4	0.775
Dependent	Performance of Road Works Projects	3	0.810

Source: *Primary data*

According to Cronbach Alpha Coefficient Test (Cronbach, 1971), the questionnaire will be considered reliable since all the coefficients in table are above (table 3.2) were greater than 0.7 which was the least recommended CRI **(Content reliability index)** in survey studies (Amin, 2004; Galasso, 2001).

3.8.2 Validity

Galasso (2001) defined validity as how well a test measures what it is meant to measure. The validity of the questionnaires has been established using the content validity test. Using the ratings, the content validity indices have been computed. The Cronbach Alpha method of internal consistency has been used to compute the validity of the measures of the variables under study using various questionnaire items administered to respondents (Kathauri, 1993).

Table 3. 3: **Content Validity Indices for the Questionnaire**

Variable	**Description**	**No. of items**	**Content validity index**
Independent	Contract Implementation Procedures	2	0.788
	Contract monitoring and control	4	0.761
Dependent	Performance of Road Works Projects	3	0.74

***Source**: Primary data*

According to Content Validity Index, the questionnaire will be considered valid since all the coefficients in table are above (table 3.3) are greater than 0.7 which is the least recommended CVI **(Content Validity index)** in survey studies (Amin, 2004; Gay, 1996).

3.9 Procedure of data Collection

A letter of authorization from the UMI was provided to authorities at KCCA and service providers/ contractors as a request for permission to conduct the study. A covering letter was accompanied the data collection instruments explaining the purpose of the study. Once permission to conduct the study is given, the questionnaires was distributed directly KCCA staff and service providers/ contractors for filling and was collected once they are completed. The cover letter was used to provide access to the interview processes, which was done on appointment with user department heads. The data that was collected using the questionnaires and interview guides was analyzed.

3.10 Data Analysis

3.10.1 Quantitative data analysis

Quantitative data analysis was mainly consisted of descriptive statistics (frequencies and percentages) and inferential statistics (Pearson correlation, coefficient of determination and regression). The frequencies and percentages were used to determine the respondents' views on contracts administration, Service delivery management, Contract monitoring and control and Performance of road projects. Pearson correlation, coefficient of determination and regression were used to test the hypotheses. The correlation coefficient (r) was used to determine the strength of the relationship between the variables. The sign of the correlation coefficient (+ or -) was used to determine the nature of relationship. The coefficient of determination was used to determine the percentage variance in performance of road projects arising from contracts administration, contract Implementation procedures and contract monitoring and control. The significance of the

correlation coefficient (p) was used to determine the confidence in the findings. The regression coefficient (R) was determined, which of the indicators of contracts administration, contract Implementation procedures and contract monitoring and control significantly affected performance of road projects.

3.10.2 Qualitative data analysis

This involved content analysis, which was used to edit qualitative data and reorganize it into meaningful shorter sentences. In other word, a thematic approach was used to analyze qualitative data where themes, categories and patterns are identified. The recurrent themes, which emerged in relation to each guiding question from the interviews, were presented in the results, with selected direct quotations from participants presented as illustrations.

3.11 Measurement of variables

The questionnaire was accompanied with a nominal scale and an ordinal measurement, which categorizes and ranks the variables. The nominal scale was accompanied questions 1 and 2 in the background section while the ordinal scale accompanied questions 2 and 4 in the background section including all questions the rest of the sections about the study variables. In particular, the ordinal scale which is a Liker type was used to collect opinion data on the study variables using the five response format coded as follows: 5 = strongly agree; 4 = agree; 3 = undecided; 2 = disagree; 1 = strongly disagree.

3.12 Ethical Consideration

The following ethical considerations took into account during the study.

The need for approval of the research project by the Uganda Management Institute (UMI) was essential to give validity to the project and to show that the study was done according to approved research standards and practices.

Secondly, information obtained from other sources or from other authors to support the relevance of this research was adequately acknowledged in the form of citations and references.

Thirdly, the researcher adequately and clearly explained the purpose of the study to the respondents during data collection process so as to gain their trust and confidence.

Fourthly, before administering the questionnaires, the researcher sought permission from the respondents to participate voluntarily in the study.

Fifth, information provided by the respondents shall be treated with high confidentiality and for the research purpose only.

Lastly, in conducting this study due consideration was made to avoid plagiarism by ensuring other people's work are duly acknowledged and proper citations documented.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS:

4.0 Introduction:

This chapter presents the findings of the study based on the pre-defined objectives presented in chapter one of this report. A summary of empirical results, which includes the background characteristics of the respondents, is made in the following sections:

4.1 Response rate:

Out of the 130 sample size, 116 respondents returned the questionnaire. Such a high response rate was made possible by the deliberate distribution of a higher number of questionnaires compared to the sample size designed as indicated in the table 1 below.

Table 4. 1: **Table showing the response rate of the study**

Respondents	**Sample**	**Frequency**	**Percentage**
KCCA Staff (Contract and procurement department)	60	52	86
Road contractors Staff of Stirling Civil Engineering Ltd)	40	36	90
KCCA Political Heads (including the councilors)	30	28	93
Total population & sample size	**130**	**116**	89.2

Source: *Primary source*

According to the table above (Table 4.1) indicates 89.2% of respondents that were set for the study for investigation were able to respond to the study. This is because the researcher hard enough time to carry out his research and make back to back visits to the field, this is in line with Amin (2005), who concluded that 70% of the response rate is enough to represent the sample size set for the study.

4.2 Back ground characteristics

This section presents the distributions of respondents by characteristics of gender, highest level of education, work experience and age brackets. A summary of the results is thus presented as follows:

4.2.1 Gender

Table 4.2 represents the distribution of respondents by gender of the considered KCCA Staff and Road Contractors Staff of Stirling Civil Engineering Ltd.

Table 4. 2: Distribution of respondents by gender:

		Frequency	Percent **(%)**
Valid	Male	72	62.07
	Female	44	37.93
	Total	116	100.0

Source: *Data from field*

According to the table above, though there is a difference in representation of respondents based on gender, this margin is not big. Slightly more than a half of the respondents considered in the study, that is 72(62.07%) were males, while 44 (37.93%) were females, hence no big gender disparity concerning the views presented in terms of gender involvement.

4.2.2 Level of education:

		Frequency	Percent
Valid	Diploma	24	28.6
	Bachelors	36	42.9
	Masters	18	21.4
	Professional	6	7.1
	Total	84	100.0

Table 4. 3: Distribution of respondents according to the level of education:

Source: *Data from field*

Majority of the respondents; 36(42.9%) are Bachelor's degree holders followed by 24(28.6%) Diploma holders who are mainly fresh graduates from the various institutions, followed by Master's Degree holders and Professional qualification 18(21.4%) and 6(7.1%) respectively. Thus, most of the respondents at KCCA were educated enough to understand what the study is about and also give valid information relating to service delivery management, contract monitoring and control and hence the provided information was treated as dependable.

4.2.3 Age bracket

Table 4.4 represents the distribution of respondents about age bracket from KCCA Staff and Road Contractors Staff of Stirling Civil Engineering Ltd.

Table 4. 4: Distribution of respondents age brackets:

		Percent
Valid	(20-30Yrs)	11.9
	(31 -39 Yrs.)	21.4
	(40 -49Yrs)	51.2
	(Above 50Yrs)	15.5
	Total	100.0

Source: *Data from field*

The results in table 4 above show that KCCA respondents had the age bracket of 40 -49 years 43(51.2%), then 31 -39 years 18(21.4%) etc., this means that most of the KCCA Staff and Road Contractors Staff of Stirling Civil Engineering Ltd were mature enough and in good position to perform and deliver quality services since they were understanding and responsible people.

4.2.4 Work experience

Table 4.5 represents the distribution of respondents about the the work experience from KCCA Staff and Road Contractors Staff of Stirling Civil Engineering Ltd.

Table 4. 5:Distribution of respondents work experince:

		Percent
Valid	Less than 5 years	13.1
	5-10 years	25.0
	10-15 years	45.2
	More than 20 years	16.7
	Total	100.0

Source: *Data from field*

As shown in Table 4.5, majority of respondents worked for KCCA for period 10-15 years, followed by 5-10 years etc. This means that most of the KCCA Staff and Road Contractors Staff of Stirling Civil Engineering Ltd had enough experience for better performance in terms of contract administration.

4.3 Contract administration

Investigations were done mainly in two key areas: Contract implementation procedures and Contract monitoring and control.

4.3.1 Contract implementation of procedures

The respondents were asked to impact of contract administration on program performance on in KCCA. The researcher asked the respondents to fill questionnaires using 9 questions based on good practices in contract management for improved project management. Respondents' involvement in Contract implementation of procedures was evaluated using a five point likert scale containing 9 items related to the subject matter.

The items were put together to create the summation and average scale and later adopted as an index of Contract implementation of procedures.

The summary of the responses for the descriptive presented in Table ***4.6*** below where **SA =strongly; A= Agree; NS =Not sure; DA=Disagree and SDA =strongly disagree:**

Table4. 6: Responses on the aspects of Contract Implementation Procedures:

Contract implementation procedures	**Response (%)**					
	N	**SD**	**D**	**U**	**A**	**SA**
1. KCCA ensures that service is being fully delivered as agreed, to the required level of performance and quality.	116	2.4%	53.6 %	14.3 %	22.6 %	7.1%
2. KCCA aims at quality of workmanship, materials and Services performed.	116	11.9 %	7.1%	4.8%	53.6 %	22.6 %
3. KCCA's contract process aims at efficiency and effectiveness.	116	8.3%	26.2 %	16.7 %	44.0 %	4.8%
4. KCCA and service providers develop a better understanding of the expectations of both parties relating to that contract.	116	11.9 %	38.1 %	11.9 %	34.5 %	3.6%
5. Efforts are undertaken to encourage performance-based contracting at KCCA.	116	10.7 %	23.8 %	19.0 %	36.9 %	9.5%
6. KCCA's contract administration is a continuum planned from the start of the procurement process.	116	14.3 %	19.0 %	19.0 %	41.7 %	6.0%
7. KCCA's contracting is a process with value-added outputs.	116	3.6%	28.6 %	22.6 %	41.7 %	3.6%
8. KCCA always clarifies its expectations for its service providers.	116	4.8%	13.1 %	4.8%	61.9 %	15.5 %
9. KCCA's contract formal agreements clearly specify expectations in the contracting process.	116	16.7 %	46.4 %	15.5 %	11.9 %	9.5%

Source: Data from field

Key: 1-SD=strongly disagree, 2-D= disagree, 3-U= undecided, 4-A =Agree, 5-SA= strongly disagree.

In regards to whether KCCA ensures that service is being fully delivered as agreed, to the required level of performance and quality the findings were 7.1% strongly agreed, 22.6%

agreed, 14.3% were not sure, 53.6% disagreed, 2.4% strongly disagreed. The findings highlight that 56% of the respondents disagreed that KCCA doesn't ensure that service is being executed as agreed. The majority of the respondents generally agreed that use KCCA doesn't follow the agreed standards during execution of contracts. This implies that Kampala Capital City Authority doesn't perform services to the required level of performance and quality.

The study established that 22.6% of the respondents strongly agreed, 53.6% agreed, 4.8% were not sure, 7.1% disagreed and 11.9% strongly disagreed that KCCA aims at quality of workmanship, materials and service. The findings provide that 76.2% of the respondents agreed that KCCA aims at quality workmanship, materials and services performed. The findings therefore opine that Kampala Capital City Authority doesn't enhance quality workmanship in materials and services. In order to improve services KCCA has to improve the workmanship.

The findings in relation whether the KCCA contracts committee aims at efficiency and effectiveness the findings of the study were 4.8% strongly agreed, 44.0% agreed, 16.7% were not sure, 26.2% disagreed, and 8.3% strongly disagreed. The findings provide that 48.8% of the respondents agreed that KCCA aims at efficiency and effectiveness. The findings therefore highlight that Kampala City Council in most occasions doesn't work towards efficiency and effectiveness. Descriptive statistics highlight that KCCA doesn't aim at efficiency and effectiveness in the process of undertaking road works.

The study also established that 3.6% of the respondents strongly agreed, 34.5% agreed, 11.9% were not sure, 38.1% disagreed and 11.9% disagreed that KCCA and service providers develop a better understanding of the expectations of both parties relating to

that contract. Quantitative findings generally established that 38.1% agreed that KCCA and service providers develop a better understanding of the expectations of both parties relating to that contract. The findings therefore highlight that poor execution of contracts in KCCA is because of inadequate understanding by the service provides on the expectations of both parties in relation to the contract.

The findings in relation whether efforts are undertaken to encourage performance based contracting at KCCA were 9.5% strongly agreed, 36.9% agreed, 19.0% were not sure, 23.8% disagreed, and 10.7% strongly disagreed. The findings provide that 46.4% of the respondents agreed that KCCA undertake to encourage performance based contracting. The descriptive statistics generally opine that poor performance in contracting is as a result of lack of efforts to encourage performance contracting.

The study also established that 6% of the respondents strongly agreed, 41.7% agreed, 19.0% were not sure, 19.0% disagreed and 14.3% disagreed that KCCA's contract administration is a continuum planned from the start of the procurement process. Quantitative findings generally established that 47.7% agreed that KCCA's contract administration is a continuum planned from the start of the procurement process. The findings therefore highlight that poor execution of contracts in KCCA is because of contract administration is not undertaken as a continuum of planning.

In regards to whether KCCA's contracting is a process with value-added outputs the findings were 3.6% strongly agreed, 41.7% agreed, 22.6% were not sure, 28.6% disagreed, 3.6% strongly disagreed. The findings highlight that 45.3% of the respondents disagreed that KCCA's contracting is a process with value-added outputs. The findings

highlight that KCCA's contracting is a process with value-added outputs. This implies that poor performance of road contracts in KCCA is because the contract processing is undertaken without value added outputs.

In relation to whether KCCA always clarifies its expectations for its service providers the findings were 15.5% strongly agreed, 61.9% agreed, 4.8% were not sure, 13.1% disagreed and 4.8% strongly disagreed. The study generally established 77.4% of the respondents agreed that KCCA clarifies its expectations to the service providers before project commencement. This implies that Kampala Capital City Authority clarifies expectations to the service providers before the start of the procurement process.

The study also established that 9.5% of the respondents strongly agreed, 11.9% agreed, 15.5% were not sure, 46.4% disagreed and 16.7% disagreed that KCCA's contract formal agreements clearly specify expectations in the contracting process. Quantitative findings generally established that 21.4% agreed that KCCA's contract formal agreements clearly specify expectations in the contracting process. The findings therefore highlight that poor performance in road projects is a result KCCA's not clearly specifying expectations in the contracting process.

As shown in ***Table 4.6*** above, a majority of the respondents (77.4%) agreed that there were standard operating procedures for KCCA's contract implementation, while (76.2%) agreed that there were relational exchanges in contracts to realize the strategic goals for both KCCA and contractors.

The quantitative findings were in agreement with qualitative as highlighted in the interviews one of the lord councilors said that

"KCCA had put in place appropriate standard operating procedures to enhance relationships between the contractors and KCCA. He further argued that incase of misunderstandings meetings were held between the parties to harmonize positions."

The findings highlight that efforts are undertaken to minimize rigidity in KCCA's contracts, KCCA officials are inflexible to changing conditions and difficulties facing the suppliers and KCCA's procedures for contract implementation are always adhered to.

However, some of the respondents disagreed that contractors always comply with the service quality level which has been specified in the bidding document (63.1%). Also respondents disagreed that there are collaborative exchanges in contracts to realize the strategic goals for both KCCA and contractors (56%).

This supported by qualitative findings as explained by one of the KCCA contracts manager who said that

"Despite desire by KCCA to undertake the effective contract administration but Kampala Capital Authority was limited by funding. He argued that Kampala City Council Authority receives little funding from central government".

The findings imply that there KCCA undertakes basically provision of procedures and exchange of vital information with service providers. However, KCCA undertakes limited collaboration and poor quality service in the execution of contracts. This implies that in order to improve contract management using contract implementation procedures the authority has to put efforts to enhance implementation procedure as a means of ensuring better contract administration, the more it is likely to improve on the performance of Mud and Dust Program of KCCA.

4.3.2 Contract monitoring and control

The respondents were asked to impact of monitoring and control on program performance on in KCCA. The researcher asked the respondents to fill questionnaires using 9 questions based on good practices in contract management for improved project management. Respondents' involvement in monitoring was evaluated using a five point likert scale containing 9 items related to the subject matter. The items were put together to create the summation and average scale and later adopted as an index of Contract implementation of procedures.

The summary of the responses for the descriptive presented in Table ***4.6*** below where **SA =strongly; A= Agree; NS =Not sure; DA=Disagree and SDA =strongly disagree:**

Table 4.7: **Participants responses on the different aspects about Contract monitoring and control**

Contract monitoring and control	**Response (%)**					
	N	**SD**	**D**	**U**	**A**	**SA**
1. Overall, KCCA has a good relationship with its service providers.	116	3.6%	16.7%	14.3 %	63.1 %	2.4%
2. KCCA's relationship with its service provider is positive and beneficial for both sides.	116	6.0%	7.1%	2.4%	58.3 %	26.2 %
3. KCCA officials are inflexible to changing conditions and difficulties facing the suppliers.	116	8.3%	13.1%	10.7 %	64.3 %	3.6%
4. There are standard operating procedures for KCCA's contract implementation.	116	29.8 %	8.3%	2.4%	34.5 %	25.0 %
5. KCCA's procedures for contract implementation are always adhered to.	116	25.0 %	16.7%	17.9 %	38.1 %	2.4%
6. The administration of KCCA's contracts is satisfactory.	116	20.2 %	34.5%	20.2 %	21.4 %	3.6%
7. KCCA consults its stakeholders to make informed contract decisions.	116	15.5 %	51.2%	4.8%	17.9 %	10.7 %
8. KCCA suppliers have been reliable.	116	11.9 %	10.7%	15.5 %	27.4 %	34.5 %

Source: *Data from field*

In regards to whether KCCA has a good relationship with its service providers the findings were 2.4% strongly agreed, 63.1% agreed, 14.3% were not sure, 16.7% disagreed, 3.6% strongly disagreed. The findings highlight that 65.5% of the respondents disagreed that KCCA has a good relationship with its service providers. The majority of the respondents generally agreed that KCCA has a good relationship with its service providers. This implies that Kampala Capital City Authority maintains a good relationship with service providers in the process of contract management.

The study established that 26.2% of the respondents strongly agreed, 58.3% agreed, 2.4% were not sure, 7.1% disagreed and 6.0% strongly disagreed that KCCA's relationship with its service provider is positive and beneficial for both sides. The findings provide that 84.5% of the respondents agreed that KCCA's relationship with its service provider is positive and beneficial for both sides. The findings highlight that Kampala Capital City Authority has a positive and beneficial relationship with the service providers.

The findings in relation whether KCCA officials are inflexible to changing conditions and difficulties facing the suppliers, the findings of the study were 3.6% strongly agreed, 64.3% agreed, 10.7% were not sure, 13.1% disagreed, and 8.3% strongly disagreed. The findings provide that 48.8% of the respondents agreed that KCCA officials are inflexible to changing conditions and difficulties facing the suppliers. The findings generally established that Kampala Capital City Authority doesn't exercise flexibility in the process of execution of contracts.

The study also established that 25% of the respondents strongly agreed, 34.5% agreed, 2.4% were not sure, 8.3% disagreed and 29.8% disagreed that there are standard

operating procedures for KCCA's contract implementation. Quantitative findings generally established that 38.1% agreed that there are standard operating procedures for KCCA's contract implementation. The findings therefore highlight that there are standard operating procedures for KCCA contract implementation. This implies that mechanisms for execution and control are available for KCCA.

The findings in relation whether KCCA's procedures for contract implementation are always adhered to; were 2.4% strongly agreed, 38.1% agreed, 17.9% were not sure, 16.7% disagreed, and 25.0% strongly disagreed. The findings provide that 46.4% of the respondents agreed that KCCA's procedures for contract implementation are always adhered to generally highlighting procedures for implementation are not adhered to leading to poor contract management and performance. The findings highlight that Kampala Capital City Authority doesn't effectively adhere to the guidelines in the contract.

The study also established that 3.6% of the respondents strongly agreed, 21.4% agreed, 20.2% were not sure, 34.5% disagreed and 20.2% disagreed that the administration of KCCA's contracts is satisfactory. Quantitative findings generally established that 54.7% disagreed that the administration of KCCA's contracts is satisfactory. The findings therefore highlight that poor execution of contracts in KCCA was contributing to poor performance in contract management.

In regards to whether KCCA's consults stakeholders to make informed contract decisions findings were 10.7% strongly agreed, 17.9% agreed, 4.8% were not sure, 51.2% disagreed, 15.5% strongly disagreed. The findings highlight that 66.7% of the

respondents disagreed that KCCA consults stakeholders to make informed contract decisions. The findings highlight that poor performance in road programs is contributed by lack of consultation by KCCA. In order to improve road programmes Kampala Capitals Authority has to improve mechanisms for consultations with service providers in the process of undertaking works.

In relation to whether KCCA has suppliers which are reliable the findings were 34.5% strongly agreed, 27.4% agreed, 15.5% were not sure, 10.7% disagreed and 11.9% strongly disagreed. The study generally established 61.9% of the respondents agreed that KCCA has reliable suppliers. The findings highlight in the process of contract management Kampala Capital City Authority has reliable suppliers to provide for them services.

As shown in ***table 4.7*** above, highlights that effective monitoring and control enhances program performance in KCCA. In order to enhance program performance KCCA has to keep good relationship with its service providers, being flexible to changing conditions, provide standard operating procedures, adhere to contract implementation, consult when making decisions, and ensure existence of reliable suppliers is critical for project monitoring and control; systematically improving project performance.

A strong willingness of the respondents from KCCA Staff and Road Contractors Staff (Stirling Civil Engineering Ltd), towards contribution to Contract monitoring and control was noticed, with (84.5%) of the respondents' positive response especially KCCA's relationship with its service provider was positive and beneficial for both sides. Also KCCA officials are inflexible to changing conditions and difficulties facing the suppliers

(67.9%). Overall, KCCA has a good relationship with its service providers (65.5%). This was supported by interview of a lord councilor who argued that

> *"the KCCA has good relationship with service provider through provision different services. He said that KCCA has contracted maintenance works such as road maintenance, street lighting maintenance, garbage collection and revenue collection. These were outsourced with a motive of reducing operational costs, access to specialized expertise to deliver quality services, gaining stakeholder confidence/satisfaction and giving KCCA time to concentrate on other core activities."*
>
> The findings generally established that Kampala City Council Authority maintains a good relationship with service providers.

4.4 Performance of Road works projects

Performance of Road works projects was evaluated using a five point likert scale, containing items relating to the subject matter. These were carefully constructed into 3 categories (Time, Stakeholder satisfaction and cost/price), hence 3 tables, with table 4.9 Showing participants' responses based on the aspects of Time, Table 4.9, shows the frequency distribution of responses generated out of the aspects of stakeholder Satisfaction. Table 11, shows the frequency distribution of responses generated out of the aspects of Costs/price as it is well explained below;

4.4.1 Time

The respondents were asked to evaluate the performance of road works 60.7projects in relation to time. The researcher asked the respondents to fill questionnaires using 8 questions based on major attributes of time in project management.

The summary of the responses for the descriptive presented in Table ***4.8*** below where **SA =strongly; A= Agree; NS =Not sure; DA=Disagree and SDA =strongly disagree:**

Table 4.8: **Showing participants' responses based on the aspects of Time:**

ITEM	Response (%)					
	N	**SD**	**D**	**U**	**A**	**SA**
1. KCCA has a well-structured service level schedule or service level agreement.	116	4.8%	15.5%	7.1%	39.3%	33.3%
2. KCCA's service delivery is efficient.	116	14.8%	46.7%	9.5%	20.5%	8.6%
3. KCCA's Services are usually delivered on time.	116	39.3%	26.2%	11.9%	16.7%	6.0%
4. KCCA's service delivery is effective.	116	16.8%	44.3%	11.4%	23.6%	6.0%
5. Services are delivered to the right places.	116	6.0%	23.8%	25.0%	32.1%	13.1%
6. There is value for money in KCCA's service delivery.	116	22.1%	60.7%	4.8%	11.2%	1.2%
7. KCCA's services are easily accessed.	116	31.0%	22.6%	17.9%	23.8%	4.8%
8. KCCA service coverage is satisfactory.	116	15.2%	42.2%	6.0%	26.0%	10.7%

Source: *Data from field*

In regards to whether KCCA has a well-structured service level schedule or service level agreement the findings were 4.8% strongly agreed, 39.3% agreed, 7.1% were not sure, 15.5% disagreed, 4.8% strongly disagreed. The findings highlight that 72.6% of the respondents agreed that KCCA has a well-structured service level schedule or service

level agreement. The majority of the respondents generally agreed that KCCA has a well-structured service schedule or service level of agreement. This implies that KCCA has a good and appropriate well-structured service level schedule or service agreement.

The study established that 8.6% of the respondents strongly agreed, 20.5% agreed, 9.5% were not sure, 46.7% disagreed and 14.8% strongly disagreed that service delivery in KCCA is efficient. The findings provide that 61.5% of the respondents disagreed that KCCA's service delivery is efficient. The study therefore established that KCCA doesn't provide efficient services.

The findings in relation whether KCCA's Services are usually delivered on time, the findings of the study were 6.0% strongly agreed, 16.7% agreed, 11.9% were not sure, 26.2% disagreed, and 39.3% strongly disagreed. The findings provide that 65.5% of the respondents disagreed that KCCA usually delivered services on time. The research study established that Kampala Capital City Authority doesn't provide timely services and requires for the City Authority to improve on the timeliness of service delivery.

The study also established that 6% of the respondents strongly agreed, 53.6% agreed, 21.4% were not sure, 14.3% disagreed and 4.8% disagreed that KCCA's service delivery is effective. Quantitative findings generally established that 59.6% agreed that KCCA's service delivery is effective. The findings therefore highlight that KCCA's service delivery is effective.

The findings in relation whether services are delivered to the right places; were 13.1% strongly agreed, 32.1% agreed, 25% were not sure, 23.8% disagreed, and 6% strongly disagreed. The findings provide that 45.2% of the respondents agreed that services are

delivered to the right places. This implies that Kampala Capital City Authority doesn't provide services in the right places.

The study also established that 1.2% of the respondents strongly agreed, 11.2% agreed, 4.8% were not sure, 60.7% disagreed and 22.1% disagreed that there is value for money in KCCA service delivery. Quantitative findings generally established that 82.8% disagreed that there is value for money in KCCA's service delivery. This implies that the services offered by Kampala Capital City Authority services don't represent value for money.

The findings in relation whether KCCA's services are easily accessed; were 4.8% strongly agreed, 23.8% agreed, 17.9% were not sure, 22.6% disagreed, and 31% strongly disagreed. The findings provide that 53.6% of the respondents disagreed that KCCA's services are easily accessed. The research findings therefore highlight that services offered by KCCA are not easily accessible. In order to improve service delivery KCCA has to improve accessibility to all the residents of City.

The study also established that 10.7% of the respondents strongly agreed, 26% agreed, 6% were not sure, 42.2% disagreed and 15.2% disagreed that KCCA service coverage is satisfactory. Quantitative findings generally established that 67.4% disagreed that KCCAs service delivery is satisfactory. The study therefore established that service delivery by Kampala Capital City Authority offer unsatisfactory services.

As shown in ***Table 4.8*** above, highlights that a majority of the respondents don't agree with reliability of the timeliness of the services offered by KCCA. Quantitative findings generally highlight that apart from well-structured contracts capturing the timelines other

dimensions don't adequately enhance timeliness in contract management. The majority of the respondents argue that KCCA doesn't offer efficient service delivery, services delivered late, ineffective delivery, and wrong place, services not easily accessed and unsatisfactory coverage.

The findings are in agreement with one of the respondents interviewed during the qualitative phase of the study who argued

"the delivery of services at times couldn't be delivered on timely basis because of delayed releases of funding from the central government".

The findings therefore highlight that KCCA needs to improve timeliness of road contracts with the support of the central government.

4.4.2 Stakeholder satisfaction

The respondents were asked to evaluate the performance of road works projects in relation to stakeholder satisfaction. The researcher asked the respondents to fill questionnaires using 5 questions based on major attributes of time in project management.

The summary of the responses for the descriptive presented in Table ***4.9*** below where **SA =strongly; A= Agree; NS =Not sure; DA=Disagree and SDA =strongly disagree:**

Table 4.9: Shows the frequency distribution of responses generated out of the aspects of Stakeholder satisfaction.

ITEM	Response (%)					
	N	**SD**	**D**	**U**	**A**	**SA**
1. KCCA specifies the desired quality levels of products from service providers.	116	11.9%	63.1%	2.4%	21.4%	1.2%
2. KCCA offers relevant service to the community.	116	21.4%	39.3%	10.7%	20.2%	8.3%

3. KCCA offers reliable service to the community.	116	13.1%	49.5%	11.9%	18.8%	6.7%
4. KCCA delivers quality services to its people.	116	23.8%	36.9%	11.9%	21.4%	6.0%
5. KCCA ensures quality performance in terms of providing good roads to the community.	116	18.3%	44.6%	9.5%	19.3%	8.3%

Source: *Data from field*

In regards to whether KCCA specifies the desired quality levels of products from service providers the findings were 1.2% strongly agreed, 21.4% agreed, 2.4% were not sure, 63.1% disagreed, 11.9% strongly disagreed. The findings highlight that 75% of the respondents disagreed that KCCA specifies the desired quality levels of products from service providers. The majority of the respondents generally disagreed that KCCA specifies the desired quality levels of products from service providers.

The study established that 8.3% of the respondents strongly agreed, 20.2% agreed, 10.7% were not sure, 39.3% disagreed and 21.4% strongly disagreed that KCCA offers relevant service to the community. The findings provide that 60.7% of the respondents disagreed that KCCA offers relevant service to the community. This therefore highlight that KCCA offers irrelevant services to the community.

The study established that 6.7% of the respondents strongly agreed, 18.8% agreed, 11.9% were not sure, 49.5% disagreed and 13.1% strongly disagreed that KCCA offers reliable service to the community. The findings provide that 61.6% of the respondents disagreed that KCCA offers relevant service to the community. This therefore highlight that KCCA offers irrelevant services to the community.

The findings in relation whether KCCA delivers quality services to its people, the findings of the study were 6.0% strongly agreed, 21.4% agreed, 11.9% were not sure, 36.9% disagreed,

and 23.8% strongly disagreed. The findings provide that 60.7% of the respondents disagreed that KCCA delivers quality services to its people.

The study also established that 8.3% of the respondents strongly agreed, 19.3% agreed, 9.5% were not sure, 44.6% disagreed and 18.3% disagreed that KCCA ensures quality performance in terms of providing good roads to the community. Quantitative findings generally established that 62.9% disagreed that KCCA ensures quality performance in terms of providing good roads to the community.

As shown in ***Table 4.9*** above, a majority of the respondents generally disagreed with the level of service provision in Kampala City Council Authority is poor in terms of quality specification, relevance, reliability and mechanisms for insurance of quality were not adhered.

This was in agreement with qualitative findings. One of the respondents interviewed argued that

> *"the quality of service delivery in Kampala City Council has dropped so low and appropriate mechanisms for contract implementation; monitoring and evaluation need to be executed"*.

Quantitative and qualitative findings generally opine that stakeholders are not satisfied with the quality of services offered by KCCA in terms of adherence to specification, relevance, reliability and mechanisms for ensuring quality. In order to enhance good performance KCCA has to streamline mechanisms for specifying quality, provision of relevant and reliable service.

4.4.3 Costs

The respondents were asked to evaluate the performance of road works projects in relation to cost. The researcher asked the respondents to fill questionnaires using 8 questions based on major attributes of time in project management.

The summary of the responses for the descriptive presented in Table ***4.10*** below where **SA =strongly; A= Agree; NS =Not sure; DA=Disagree and SDA =strongly disagree:**

Table 4.10: shows the frequency distribution of responses generated out of the aspects of Costs/price

ITEM	Response (%)					
	N	**SD**	**D**	**U**	**A**	**SA**
1. KCCA specifies the desired cost of products and services from service providers.	116	6.0%	8.3%	14.3%	57.1%	14.3%
2. KCCA takes into consideration prices rises in its contracts.	116	1.2%	7.1%	20.2%	53.6%	17.9%
3. KCCA has clauses in its contracts to protect it from price unpredictability.	116	4.8%	3.6%	10.7%	61.9%	17.9%
4. KCCA contracts products/services that are more price predictable.	116	4.8%	8.3%	26.2%	44.0%	16.7%
5. KCCA carries out market research before contracting	116	7.1%	6.0%	9.5%	60.7%	16.7%

Source: *Data from field*

In regards to whether KCCA specifies the desired cost of products and services from service providers the findings were 14.3% strongly agreed, 57.1% agreed, 14.3% were not sure, 8.3% disagreed, 6% strongly disagreed. The findings highlight that 71.4% of the respondents disagreed that KCCA specifies the desired cost of products and services from service providers. The majority of the respondents generally disagreed that KCCA specifies the desired cost of products and services from service providers.

The study established that 17.9% of the respondents strongly agreed, 53.6% agreed, 20.2% were not sure, 7.1% disagreed and 1.2% strongly disagreed that KCCA takes into consideration prices rises in its contracts. The findings provide that 71.5% of the respondents agreed that KCCA takes into consideration prices rises in its contracts. The findings therefore opine that KCCA undertakes due care in the process of management of contracts in relation to changing prices in the market.

The findings in relation whether KCCA has clauses in its contracts to protect it from price unpredictability, the findings of the study were 17.9% strongly agreed, 61.9% agreed, 10.7% were not sure, 3.6% disagreed, and 4.8% strongly disagreed. The findings provide that 79.8% of the respondents agreed that KCCA has clauses in its contracts to protect it from price unpredictability. The research findings therefore highlight that Kampala Capital City Authority puts in place clauses to protect the Authority in case of fluctuating prices in the market.

The study also established that 16.7% of the respondents strongly agreed, 44% agreed, 26.2% were not sure, 8.3% disagreed and 4.8% disagreed that KCCA contracts products/services that are more price predictable. Quantitative findings generally established that 60.7% agreed that KCCA contracts products/services that are more price predictable. The research findings therefore imply that contracts executed by KCCA have price predictable in the process of management of contracts.

The study also established that 16.7% of the respondents strongly agreed, 60.7% agreed, 9.5% were not sure, 6.0% disagreed and 7.1% disagreed that KCCA carries out market research before contracting. Quantitative findings generally established that 77.4% agreed that KCCA carries out market research before contracting. The findings highlight

that KCCA undertakes market surveys in the process of determination of prices and management of contracts.

As shown in ***Table 4.10*** above, a majority of the respondents agreed that KCCA undertakes strategies for effective contract cost management. The respondents generally highlighted that Kampala City Council Authority specifies contract costs; considers prices rises, puts clauses to protect against unreliability of prices, price unpredictability and market research in order manage project costs.

One of the contractors' staff observed

> *"As much as information is gathered on services, sometimes we have found that wrong decisions were being taken. This is because information is sometimes manipulated for self-interest where functions/services that would not have been contracted out, have ended up in the hands of selfish individuals disguised as contractors for selfish interests. These so called contractors deny the public services they deserve."*

This was supported by contract manager of the mud and dust programme who also argued that

> *"The Services to be contracted out are determined on the basis of cost, whether it is economical for KCCA to execute them in house or by contracting them out. The cost is sometimes in terms of expenses incurred or minimized by KCCA. If the expenses of contracting out are less but with more benefits, then KCCA decides on contracting out such Services."*

The findings imply that Kampala City Authority has put in place appropriate mechanisms for effective cost management but are abused as result of corruption. In order to improve

effectiveness and efficiency KCCA has to adequately utilize mechanisms for effective cost management.

4.5. Findings on contract implementation procedures and performance on road work project.

4.5.1 Relationship between contract implementation procedures and performance on road work project.

In examining the relationship that occurs between the dependent and independent variable the following hypothesis was used and the researcher used the regression and Pearson correlation methods of analysis to analyses and the result of the finding are summarized in the tables below.

H_1: Contract implementation procedures significantly affect performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda.

H_o: Contract implementation procedures have no significant on performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda.

4.5.2 Correlation results for contract implementation procedures and performance on road work project.

To test if there is a significant relationship between contract implementation procedures and performance on road work project. A Pearson's correlation co-efficient was run and

the results are shown in table 4.6 below. To verify this hypothesis, a null hypothesis was derived that Contract implementation procedures significantly affect performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda

Table 4.11: Correlation results for contract implementation procedures and performance on road work project.

		Performance on road work project	Contract implementation procedures
Performance on road work project	Pearson Correlation	1	.624*
	Sig. (2-tailed)		.000
	N	123	123
Contract implementation procedures	Pearson Correlation	.624*	1
	Sig. (1-tailed)	.000	
	N	123	123

*Correlation is significant at the 0.05 level (1-tailed).

Source: *Primary Data*

From the above table, (table 4.11.) shows that a Pearson Correlation Coefficient value (r= 0.624), according to Critical Values of the Pearson Product-Moment Correlation Coefficient, when using the critical value table. The absolute value of .624 indicates a positive moderate relationship between contract implementation procedures and performance of road work project which is statistically significant at 5% level of significance since the P-value is less than 0.05(0.000<0.05). Therefore, it can be established that the null hypothesis was accepted and the alternative hypothesis was rejected. This thus means that contract implementation procedures significantly affect

performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda

The findings imply that there is a positive relationship between contract implementation procedures and the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda. In order to improve contract performance in the road projects in KCCA there has to be efforts to enhance implementation procedure as a means of ensuring better contract administration, the more it is likely to improve on the performance of Mud and Dust Program of KCCA.

4.6.1 Relationship between contract monitoring and control and the performance of Road Works Projects at KCCA'S Mud and Dust Program

In examining the relationship that occurs between the dependent and independent variable the following hypothesis was used and the researcher used the regression and Pearson correlation methods of analysis to analyses and the result of the finding are summarized in the tables below.

H_1: There is no significant relationship between contract monitoring and control and the performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda.

H_o: There is significant relationship between contract monitoring and control and the performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda.

4.6.2 Correlation results for contract monitoring and control and the performance of Road Works Projects.

To test the hypothesis that if there is a relationship between contract monitoring and performance of Road Works Projects, the Pearson's correlation co-efficient was run and the results are shown in table 4.12. To verify this hypothesis, a null hypothesis was derived that there is no significant relationship between contract monitoring and the performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda

Table 4. 12: Correlation results for contract monitoring and control, and the performance of Road Works Projects.

		Performance of Road Works Projects.	Contract monitoring and control
Performance of Road Works Projects.	Pearson Correlation	1	.655*
	Sig. (1-tailed)		.000
	N	123	123
Contract monitoring and control	Pearson Correlation	.655*	1
	Sig. (1-tailed)	.000	
	N	123	123

*. Correlation is significant at the 0.05 level (1-tailed).

***Source**: Primary Data*

From the above (table 4.12**)** above shows that a Pearson Correlation Coefficient value is (r = .655), according to Critical Values of the Pearson Product – Moment Correlation Coefficient, when using the critical value table. The absolute value of .655 indicates a moderate positive relationship which is statistically significant at the 5% level of

significance since the p-value 0.000 is less than 0.05 (0.000 < 0.05) our level of significance. Therefore, it can be established that the null hypothesis was rejected and the alternative ae ccepted. This thus means that there is significant relationship between contract monitoring and control and the performance of Road Works Projects at Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda.

The findings imply that there is a positive relationship between monitoring and control with the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda. In order to improve contract performance in the road projects in KCCA there has to be efforts to enhance monitoring and control as a means of ensuring better contract administration, the more it is likely to improve on the performance of Mud and Dust Program of KCCA.

4.6 A regression model for the relationship between contract management and contract performance of KCCA'S Mud and Dust Program

The regression model to predict the significance of effect of implementation procedure, monitoring and evaluation on project performance for contract administration and the performance of Road Works Projects, for KCCA'S Mud and Dust Program in Kololo and Industrial Areas in Central Uganda. The process for development of the regression model involved Chi-square (F-value) and yielded the R2 value.

First, the model Chi-square (F-value) and the respective p-value were generated to test for goodness of fit of the model. Secondly, the model summary also yielded the R2 value which indicated the magnitude of variation in project performance explained by the contract management approaches fitted in the model. The model coefficients generated

alongside with p-values for each strategy which indicated the significance of each approach and the magnitude of effect on project performance. The summary of the regression analysis model is presented in ***Table 4.13*** below.

Table 4.13: Regression results for the effect of contract procedures, monitoring and control on project performance

Variable	B	Std.Error	T	Sig
(Constant)	2.059	.440	4.677	.000
Contract implementation	.248	.091	2.731	.008
Monitoring and control	.366	.097	3.779	.000
R2=0.30 F-value =13.9; P-value=0.000				

The framework Chi-square was 13.9 and statistically significant ($p<0.05$). The finding implies that the model had a good test of fit. The coefficient of determination (R2) was 0.30 which indicated that overall, the regression model explained 30% of the variation in project performance.

The p-value for the regression coefficient for the monitoring and control was less than 5% significance level indicating that monitoring and control had a significant positive influence on project performance. The regression coefficient suggests that adoption of the monitoring and control would improve project performance by 36.6%.

A similar finding was observed for the effect of contract implementation though its influence was less significant compared to the effect of monitoring and control. The coefficient indicates that adoption of the contract implementation improves project performance by 24.8%. Implementation procedure, monitoring and control had a positive and significant effect on project performance.

The regression model therefore highlights that in order for project performance to be enhanced Kampala Capital City Authority's (KCCA'S) Mud and Dust Program has streamline effective contract procedures, monitoring and control.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION & RECOMMENDATIONS OF FINDINGS

5.0 Introduction:

This chapter discusses the findings of the study, conclusion, and recommendations got from the research findings guided by the research objectives; it also suggests areas for further research. The objective of the study was to examine contract administration and performance of Road Works Projects, a case of Kampala Capital City Authority's (KCCA'S) Mud and Dust Program in Kololo and Industrial Areas in Central Uganda. Basing on literature review and study findings the discussion will therefore address findings as reflected in the results with special emphasis to and geared towards answering the research question.

5.1 Summary.

5.1.1 Contract implementation procedures and the performance of Road works Projects.

The study sought to investigate the relationship between Contract implementation procedures and the performance of Mud and Dust Program of Kampala Capital City Authority a case of Roads in Kololo and Industrial Area in Central Uganda. It was hypothesized that there is a positive relationship between contract implementation procedures and the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda.

The general study results showed a positive relationship between contract implementation procedures and the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda. Majority of respondents consented that KCCA ensures that service is being fully delivered as agreed, to the required level of performance and quality.

Majority of the respondents (77.4%) agreed that there were standard operating procedures for KCCA's contract implementation, while (76.2%) agreed that there were relational exchanges in contracts to realize the strategic goals for both KCCA and contractors. This implies that efforts are undertaken to minimize rigidity in KCCA's contracts, KCCA officials are inflexible to changing conditions and difficulties facing the suppliers and KCCA's procedures for contract implementation are always adhered to.

5.1.2 Contract monitoring and control and the performance of Road works Projects

The investigation results revealed that Contract monitoring and control positively related to the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda. According to the results, a strong willingness of the respondents from KCCA Staff and Road Contractors Staff (Stirling Civil Engineering Ltd), towards contribution to Contract monitoring and control was noticed, with (84.5%) of the respondents' positive response especially KCCA's relationship with its service provider was positive and beneficial for both sides.

Also KCCA officials are flexible to changing conditions and difficulties facing the suppliers (67.9%) and overall, KCCA has a good relationship with its service providers (65.5%). A big number of the respondents (77.4%) agreed on timely delivery schedule that; there is value for money in KCCA's service delivery. KCCA also has a well-

structured service level schedule or service level agreement (72.6%) and KCCA's service delivery is efficient (69.1%).

5.2 Discussions of findings.

5.2.1 Contract implementation procedures and the performance of Road works Projects.

The study results showed a positive relationship between contract implementation of procedures and the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda. This implies that if quality of the service is ensured by service providers, KCCA's expectations in terms of quality service management can be achieved and KCCA's contract process will be efficient and effective. And have clear and comprehensive provisions allowing the contracting authority to change the nature, quantity, quality and completion of the subject of the contract.

This is also in line with the views of other researcher like Sollish and John, (2003) stated that it is in the very nature of some widely used standard contracts, particularly for works, that they should have clear and comprehensive provisions allowing the contracting authority to change the nature, quantity, quality and completion of the subject of the contract. From a contract management point of view, it is advantageous to be able to address changing circumstances in a transparent, timely, efficiently, effectively and professionally manner coping the way the challenges of contract management are arise during contract execution. Since the contracting period in government procurement differs greatly (from ten years long to a few days), the corresponding length of buyer-seller interactions differs greatly. It is reasonable to conclude that the contracting period

will influence the facilitator roles of the relationships between government buyers and business sellers.

5.2.2 Contract monitoring and control and the performance of Road works Projects.

Contract monitoring and control had a positive relationship with the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda. This implies that the KCCA had a good relationship with its service providers/contractors, KCCA's relationship with its service provider was positive and beneficial for both sides and KCCA officials are flexible to changing conditions and difficulties facing the suppliers.

This is also consistent with the works of Niwagaba, Godfrey, Gisagara and Howard (2010) that relationship management is arguably the key component of contract management. It has the aim of attempting to guarantee that the association between the two parties is open and constructive, with the aim to identify and resolve any problematic issues. The approach will be dependent on the nature of the contract; the greater the importance and/or monetary value, the more attention, time, and resources will be allocated. It is important that the specific roles are not neglected, even if some are not the direct responsibility of the designated contract manager. Management structures of a contract need to be designed to facilitate a good relationship. The main aim should be to ensure a strategic approach to managing the contract, to achieve maximum value for money, guarantee budget efficiency & effectiveness for all parties and good working practices adopted and added value achieved.

Relationship management seeks to keep the relationship between the economic operator and the contracting authority open and constructive, with the aim of resolving or easing

tensions and identifying potential problems at an early stage, while also identifying opportunities for improvement. Relationships must be wholly professional throughout and must include a professional approach to managing issues and dispute resolution (Muhairwe et al., 2002). Relationship contract management is concerned with keeping the relationship between the two parties' open and constructive, resolving or easing tensions and identifying problems early Literature indicates that the relationship model tends to lie somewhere on a continuum between a traditional arm's-length arrangement and a full partnership arrangement (Lubega, 2010).

5.3 Conclusions

5.3.1 Contract implementation procedures and the performance of Road works Projects

There is a positive relationship between contract implementation procedures and the performance of Mud and Dust Program of Kampala Capital City Authority in Central Uganda. The more Kampala Capital City Authority aims at contract implementation of procedures as a means of ensuring better contract administration, the more it is likely to improve on the performance of Mud and Dust Program of KCCA.

5.3.2 Contract monitoring and control and the performance of Road works Projects

The Researcher concluded that performance of Mud and Dust Program of KCCA in Central Uganda is positively affected by contract monitoring and control. This implies that the more KCCA aims at contract monitoring and control as the means of ensuring better contract administration, the more it is likely to improve on the performance of Mud and Dust Program of KCCA.

5.4 Recommendations

5.4.1 Contract implementation procedures and the performance of Road works Projects, a case of KCCA's Mud and Dust Program in Kololo and Industrial Area in Ccentral Uganda:

Kampala Capital City Authority should aim at total quality by ensuring that service is being fully delivered as agreed, to the required level of performance and quality of workmanship, materials and Services performed.

There should be collaborative exchanges in contracts to realize the strategic goals for both KCCA and contractors

KCCA's contract process aims at efficiency and effectiveness where service providers develop a better understanding of the expectations of both parties relating to that contract.

KCCA's contracting should be a process with value-added outputs and efforts should be undertaken to encourage performance-based contracting at KCCA.

5.4.2 Contract monitoring and control and the performance of Road works Projects.

KCCA should develop and maintain a good relationship with its service providers to beneficial both sides. Contract monitoring requires the systematic management of contract creation, execution, compliance and analysis to maximize performance and minimize risk.

KCCA's procedures for contract implementation should always adhered to

KCCA suppliers should be reliable in terms of quality supply and also supplying in time to avoid the delays.

5.5 Limitations

Access to accurate information on the area of study was a challenge. For example, accessing KCCA and Road Contractors Staff of Stirling Civil Engineering Ltd documents, limited time and among other changes faced was the limited literature on the area of study and also the funds to carry out the research was also a big challenge faced

5.6 Contributions of the study

There is hope that the study results will provide information to guide KCCA, including the government concerning contract implementation and contract monitoring and control to improve on the Entities performance in terms of contract administration practices.

The study will also add on the existing body of knowledge on contract administration practices and performance of road works projects. This is likely to improve on Contract implementation and contract monitoring and control aimed at improving quality performance.

5.7 Areas recommended for further research

According to the study results, there is need to consider other contract administration like contract planning (goal setting should involve establishing specific, measurable, achievable, realistic and time-targeted (SMART) goals) and contract risk management to improve on service delivery by any organization.

REFERENCES

Anbari, F., Bredillet, C., & Turner, J. (2008). Perspectives on Research in Project Management: The Nine Schools. New York: Springer.

Brensen, M., & Marshall, N. (2002). “Partnering in Construction: A critical Review of Issues, Problems and Dilemmas.” Construction Management and Economics, 18, 229-237.

Bresnen, M. (1988). Insights on Site: Research into Construction Project Organisations. London: Routledge.

Cicmil, S., & Marshall, D. (2005). “Insights into Collaboration at Project Level: Complexity, Social Interaction and Procurement Mechanisms.” Building Research and Information, 33(6), 523-535.

Cleland, D., & Bidanda, B. (2009). "The Future of Team Leadership in Complex Project Environments". Project Management circa 2025. Pennsylvania: Project Management Institute, Inc.

Conceptual framework. Construction Management and Economics, 19 pp. 85-95

Cooper, D., & Schindler, P. (2008). Business Research Methods, 10th Edition. Boston: Irwin/McGraw-Hill Inc.

Dacin, M.T., Goodstein, J., & Scott, W.R. (2002). Institutional theory and institutional change. Academy of Management Journal, 45, 45-57.

Delarue, A., Van Hootegem, G., Proctor, S., & Burridge, M. (2004). “Teamwork Effectiveness Research Revisted”, paper presented at the 8th International Workshop on Team Performance, Trier, and September.

DiMaggio, P.J. (1998) “The New Institutionalisms: avenues of Collaboration”, Journal of Institutional and Theoretical Economics, 154, 4, 696-705.

DiMaggio, P. J. and W. Powell (1983). "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." American Sociological Review, 48: 147-160.

Eisenberg, M.A. (2002). “Relational Contracts”, in Beatson, J. and Friedmann, D. (Eds.), Good Faith and Fault in Contract law, Clarendon Press: Oxford, pp. 291-304.

GoK (2007). Ministry of Trade and Industry Private Sector Development Strategy 2006-2010. Nairobi: Government Printer.

Green, S.E., Babb, M., & Alpaslan, M. (2008). Institutional field dynamics and the competition between institutional logics: The role of rhetoric in the evolving control of the modern corporation. Management Communication Quarterly, 22, 40-73.

Greenwood, R., Oliver, C., Sahlin, K., & Suddaby, R. (Eds.). (2008). Introduction. In The Sage handbook of organizational institutionalism (pp. 1-46). London: Sage.

Gudel, P. J. (1998). Relational contract theory and the concept of exchange. Buff. L. Rev., 46, 763.

Hackman, J. (1987). “The Design of Work Teams” in Lorsch, J. (Ed.), Handbook of Organizational Behavior. Englewood Cliffs, NJ: Prentice-Hall.

Harrison, D. (2004) Is a Long-term Relationship an Implied Contract? Two Views of Relationship Disengagement, Journal of Management Studies, Vol 41 No 1, 107- 125

Hill, C., & Jones, T. (1992). "Stakeholder-Agency Theory". Journal of Management Studies, 29(2), 131-152.

Hirsch, P. M. (1972). "Processing Fads and Fashions." American Journal of Sociology, 77: 639-659.

Holm, P. (1995). The dynamics of institutionalization: Transformation processes in Norwegian Fisheries. Administrative Science Quarterly, 40, 398-422.

Jensen, M., & Meckling, W. (1976). "Theory of the Firm: Managerial Behavior, Agency Costs, and Ownership Structure". Journal of Financial Economics, 3, 305-60.

Kagioglou, M., Cooper, R., and Aouad, G. (2001). Performance management in construction: a

Kampala Capital City Authority, (2012). Kampala Capital City Authority STRATEGIC FRAMEWORK FOR REFORM II (2005-2010) and the Kampala Vision 2015, 5th Draft. ug/downloads/Kampala_City_Council_strategic_framework_for_reform_II_2005_2010_and_the_Kamapal_vision_2015.pdf

Kampala Capital City Authority, (2012). Situation Analysis of Informal Settlements in Kampala. Cities without Slum**,** Sub-Regional Programme for Eastern and Southern Africa. Nairobi: United Nations Human Settlements Programme

Keiser, G. (2003). "Gartner Says Half of Outsourcing Projects Fail", http://www.crn.com/news, March 26, 2003, retrieved June 01, 2013.

Kerzner, H. (2009). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (10th Edition). Chi Chester: John Wiley & Sons.

Kombo, D., & Tromp, D. (2006). Proposal and Thesis Writing: An Introduction. Nairobi: Paulines Publications Africa.

Kothari, C. (2004). Research Methodology: Methods and Techniques (Second Revised Edition). New Delhi: New Age International Publishers Limited.

Kraft, M. E., and Furlong, S. R. (2007). Public Policy: politics, analysis, and alternatives (2nd Ed). CQ; London: Eurospan, Washington, D.C, 2007. OECD (2008), Guidelines for Multinational Enterprises," Paris OECD.

Lazar, F. (2000). Project Partnering: Improving the Likelihood of Win/Win Outcomes. Journal of Management in Engineering, 16(2), 71-83.

Lindenberg, S., & De Vos, H. (1985). The limits of solidarity: relational contracting in perspective and some criticism of traditional sociology. Zeitschrift für die gesamte Staatswissenschaft/Journal of Institutional and Theoretical Economics, (H. 4), 558-569.

Love, P.E.D., and Holt, G.D (2000). Construction business performance measurement: the SPM alternative. Business Project Management Journal, 6 (5) pp. 408-416

Macneil, I. R. (1985) "Relational Contract: What we do and do not know", Wisconsin Law Review, pp.483-525.

Macneil, I. R. (1999). Relational contract theory: challenges and queries. Nw. UL Rev., 94, 877.

Macneil, I.R. (1975) "A Primer of Contract Planning", Southern California Law Review Vol 48, pp.627-704.

Macneil, I.R. (1987) "Barriers to the Idea of Relational Contracts", in Nicklisch, F. (Ed.), the Complex Long-term Contract, CF Mueller Juristisher Verlag: Heidelberg, pp. 31-46.

Macneil, I.R. (2000). 'Relational Contract Theory: Challenges and Queries'. Northwestern University Law Review, 94, .877-907.

Mbugua, L.M., Harris, P., Holt, G.D., and Olomolaiye, P.O (1999). A framework for determining critical success factors influencing construction business performance. In: Hughes, W. (Ed)

Mertz, E. (1999). Afterword: Tapping the Promise of Relational Contract Theory--Real Legal Language and a New Legal Realism. Nw. UL Rev., 94, 909.

Meyer, J. W. and B. Rowan (1977). "Institutional organizationa1: formal structure as myth and ceremony." American Journal of Sociology, 83: 340-363.

Orodho, A. (2003). Essentials of Educational and Social Sciences Research Methods. Nairobi: Masola Publishers.

Packendorff, J. (1995). “Inquiring into the Temporary Organization: New Directions for Project Management Research”, Scandinavian Journal of Management, 11, 319-333.

Palmer, D. A. & Biggart, N. W. (2002) Organizational institutions. IN BAUM, J. A. C. (Ed.) the Blackwell Companion to Organizations. Blackwell.

Pellegrinelli, S., & Murray-Webster, R. (2011). “Multi-paradigmatic Perspectives on a Business Transformation Program”, Project Management Journal, 42(6), 4-19.

Procs. 15Th Annual ARCOM Conference. September 5-7, Reading: ARCOM. 1 pp. 255-264

Project Management Institute (2013). A Guide to the Project Management Body of Knowledge (PMBOK Guide), Fifth Edition. Pennsylvania: Project Management Institute, Inc.

Pryke, S. (2006). Projects as Networks of Relationships. In S. Pryke, and S. Smyth (Eds.), The Management of Complex Projects: A relationship Approach, 213-235. Oxford: Blackwell.

Ross, S. (1973). "The Economic Theory of Agency: The Principal's Problem". American Economic Review, 63, 134-9.

Rowan, B. (1982). "Organizational Structure and the institutional environment: the case of public schools." Administrative Science Quarterly, 27: 259-279.

Scott, W. R. (1987). The adolescence of institutional theory. Administrative science quarterly, 493-511.

Scott, W. R. (2005). Institutional theory: Contributing to a theoretical research program. Great minds in management: The process of theory development, 460-485.

Scott, W.R. (1996): Institutions and Organizations. London: Sage.

Scott, W. R. (2004). "Institutional Theory" Pg. 408-14 in encyclopaedia of Social Theory, George Ritzier, ed. Thousand Oaks, CA: Sage.

Scott, W. R. (2008) Institutions and Organizations: Ideas and Interests. ***Sage Publications.*** Los Angeles, CA.

Scott, W. R. (1995). Institutions and Organizations. Thousand Oaks, CA: Sage.

Scott, W. R. (2005). Institutional theory: Contributing to a theoretical research program. *Great minds in management: The process of theory development*, 460-485.

Selznick, P. (1984). "Guiding Principles and Interpretation: A Summary" in. TVA and the Grass Roots. Berkeley, UC Berkeley Press: 249-266.

Teston, Jim (1998). Evaluating the Benefits of Lean Construction on Productivity. A Thesis Presented to the Graduate School of Clemson University. 97 p.

Tolbert, P. S. & Zucker, L. G. (1996). The institutionalization of institutional theory [Electronic version]. In S. Clegg, C. Hardy and W. Nord (Eds.), Handbook of organization studies (pp. 175-190). London: SAGE.

Wanjau, K., Gakure, R., & Kahiri, J. (2010). “The Role of Quality in Growth of Small and Medium Enterprises and Economic Development in Kenya”. Nairobi: Scientific Conference Proceedings.

Appendix II: QUESTIONNAIRE

Dear Respondent,

Kindly spare some few minutes to respond to the following questions. Information received from you is for academic purposes and will be kept confidential. You will not be victimized for whatever answer you have given and to ensure this; you are not required to identify yourself anywhere on the questionnaire.

Section A: BACKGROUND INFORMATION

1. **Gender:**

□ Male □ Female (Please tick)

2. Education level (indicate highest)

□ Diploma □ Bachelors □ Masters □ Professional Other (specify) …….

3. Years you been working with the organization

□ Less than 5 years □ 5-10 years □ 10-15 years □ More than 20 years

4. Age bracket

□ (20-30Yrs) □ (31 -39 Yrs.) □ (40 -49Yrs) □ (Above 50Yrs)

Section B: Contract administration

To what extent are the following statements true about your organization? Please indicate the extent to which you agree to each of the following statements about your organization by ticking the most response category. 1-SD=strongly disagree, 2-D= disagree, 3-U= undecided, 4-A =Agree, 5-SA= strongly disagree.

	Contract implementation of procedures.	**SD**	**D**	**u**	**A**	**SA**
SDM1	There are collaborative exchanges in contracts to realize the strategic goals for both KCCA and contractors.	(1)	(2)	(3)	(4)	(5)
SDM 2	There are relational exchanges in contracts to realize the strategic goals for both KCCA and contractors.	(1)	(2)	(3)	(4)	(5)

SDM 3	Efforts are undertaken to minimize rigidity in KCCA's contracts.	(1)	(2)	(3)	(4)	(5)
SDM 4	Efforts are undertaken to minimize bureaucracy in KCCA's contracts.	(1)	(2)	(3)	(4)	(5)
SDM 5	Efforts are undertaken to encourage performance-based contracting at KCCA.	(1)	(2)	(3)	(4)	(5)
SDM 6	KCCA officials are inflexible to changing conditions and difficulties facing the suppliers.	(1)	(2)	(3)	(4)	(5)
SDM 7	KCCA's procedures for contract implementation are always adhered to.	(1)	(2)	(3)	(4)	(5)
SDM 8	There are standard operating procedures for KCCA's contract implementation.	(1)	(2)	(3)	(4)	(5)
SDM 9	The contractors always comply with the service quality level which has been specified in the bidding document.	(1)	(2)	(3)	(4)	(5)
Contract monitoring and control.						
RM1	Overall, KCCA has a good relationship with its service providers.	(1)	(2)	(3)	(4)	(5)
RM2	KCCA's relationship with its service provider is positive and beneficial for both sides.	(1)	(2)	(3)	(4)	(5)
RM3	KCCA officials are inflexible to changing conditions and difficulties facing the suppliers.	(1)	(2)	(3)	(4)	(5)
RM4	There are standard operating procedures for KCCA's contract implementation.	(1)	(2)	(3)	(4)	(5)
RM5	KCCA's procedures for contract implementation are always adhered to.	(1)	(2)	(3)	(4)	(5)
RM6	The administration of KCCA's contracts is satisfactory.	(1)	(2)	(3)	(4)	(5)
RM7	KCCA consults its stakeholders to make informed contract decisions.	(1)	(2)	(3)	(4)	(5)
RM8	KCCA suppliers have been reliable.	(1)	(2)	(3)	(4)	(5)

Section C: Performance of Mud and Dust Program

2. **Evaluate each statement to reflect to what degree you agree or disagree with them (**1-SD=strongly disagree, 2-D= disagree, 3-U= undecided, 4-A =Agree, 5-SA= strongly disagree**)**

	Time	**SD**	**D**	**U**	**A**	**SA**
TDS1	KCCA has a well-structured service level schedule or service level agreement.	(1)	(2)	(3)	(4)	(5)
TDS2	KCCA's service delivery is efficient.	(1)	(2)	(3)	(4)	(5)
TDS3	KCCA's Services are usually delivered on time.	(1)	(2)	(3)	(4)	(5)
TDS4	KCCA's service delivery is effective.	(1)	(2)	(3)	(4)	(5)
TDS5	Services are delivered to the right places.	(1)	(2)	(3)	(4)	(5)
TDS6	There is value for money in KCCA's service delivery.	(1)	(2)	(3)	(4)	(5)

TDS7	KCCA's services are easily accessed.	(1)	(2)	(3)	(4)	(5)
TDS8	KCCA service coverage is satisfactory.	(1)	(2)	(3)	(4)	(5)
	Stakeholder satisfaction					
SQ_1	KCCA specifies the desired quality levels of products from service providers.	(1)	(2)	(3)	(4)	(5)
SQ2	KCCA offers relevant service to the community.	(1)	(2)	(3)	(4)	(5)
SQ3	KCCA offers reliable service to the community.	(1)	(2)	(3)	(4)	(5)
SQ4	KCCA delivers quality services to its people.	(1)	(2)	(3)	(4)	(5)
SQ5	KCCA ensures quality performance in terms of providing good roads to the community.	(1)	(2)	(3)	(4)	(5)
	Costs/price					
BCP1	KCCA specifies the desired cost of products and services from service providers.	(1)	(2)	(3)	(4)	(5)
BCP2	KCCA takes into consideration prices rises in its contracts.	(1)	(2)	(3)	(4)	(5)
BCP3	KCCA has clauses in its contracts to protect it from price unpredictability.	(1)	(2)	(3)	(4)	(5)
BCP4	KCCA contracts products/services that more price predictable.	(1)	(2)	(3)	(4)	(5)
BCP5	KCCA carries out market research before contracting	(1)	(2)	(3)	(4)	(5)

END

THANKS FOR YOUR TIME

INTERVIEW GUIDE FOR MANAGEMENT

Dear Respondent,

Please kindly spare some few minutes to respond to the following questions. Information received from you is for academic purposes and will be kept confidential. You will not be victimized for whatever answer you have given and to ensure this, you are not required to identify yourself anywhere on the questionnaire.

1. Is there contract implementation procedure at KCCA? If no, why? If yes, what is involved in KCCA's implementation procedure?
2. What is your opinion on KCCA's service delivery in terms of it being efficient, effective and reliable?
3. How has KCCA's contract implementation procedure affected contract administration?
4. Is there contract administration at KCCA? If no, why? If yes, what is involved in KCCA's contract administration?
5. Are you satisfied with KCCA's contract administration? If no, why? If yes, why?
6. How has KCCA's contract administration affected performance of the selected roads projects?
7. Is there contract administration relationship at KCCA? If no, why? If yes, what is involved in KCCA's contract administration relationship?
8. Are you satisfied with KCCA's service quality? If no, why? If yes, why?
9. How has KCCA's poor contract administration affected service quality?

Thank you for your cooperation

Appendix III: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	**320**	**175**	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size "n" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970