

**CONTRACT MANAGEMENT AND SERVICE DELIVERY IN THE ROADS SECTOR  
IN MBALE CITY, UGANDA**

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## DECLARATION

I **Nekesa Sylvia K, B** declare that this research report entitled “*Contract Management and Service delivery in the Roads Sector in Mbale City*”, is my original work and has never been presented anywhere in any institution of higher education by any individual for any academic award.

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Signature: 

**Date: 10 / 08 / 2023**

## APPROVAL

I hereby certify that this dissertation, has been compiled under my close guidance and supervision and ready for submission with my approval.

Supervisor:

Signature:



.....

Name: Dr. Bekoreire Mary Baremirwe

Date: 10 / 08 / 2023

## **DEDICATION**

This research report is dedicated to my family

## **ACKNOWLEDGEMENT**

My first and foremost acknowledgement goes to God the Almighty who provided me with the power, wisdom, guidance and Grace to enable me complete this report. May the Almighty God bless you all so abundantly while reading through this piece of work.

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## LIST OF ABBREVIATIONS

ACODE	: Citizens Coalition for Development
AG	: Auditor General
CVI	: Content Validity Index
GDP	: Gross Domestic Product
GPA	: Government Procurement Agreement
ITC-ILO	:International Training Centre-International Labour Organization
KM	: Kilometers
LG	: Local Government
MC	: Mbale City
MMC	: Mbale Municipal Council
OECD	: Organization of Economic Cooperation and Development
PDU	: Procurement and Disposal Unit
PPDA	: Public Procurement and Disposal of Public Assets
RM	: Relationship Management
SAQ	: Self-Administered Questionnaire
UNCITRAL	: United Nations Commission for International Trade Law
VFM	: Value for Money
WTO	: World Trade Organization

## ABSTRACT

Although the Local Government procurement regulation 120 of 2006 stipulates the need to ensure smooth implementation of the contract, the road sector in Mbale Municipality reflects poor performance and general ineffective road service delivery. The study therefore set out to establish the role of contract management in influencing service delivery in the Roads sector in Mbale City. The study was guided by three specific objectives: (1) To assess the effect of contract administration on service delivery in the roads sector in (2) to examine the effect of relationship management on service delivery in the roads sector and (3) to analyze the effect of contract monitoring on service delivery in the roads sector in Mbale City. The study adopted descriptive study design and a sample of 108 respondents who included the contract and evaluation committees, the politicians, technical Local government staff and contractor from Industrial and Northern division was determined using Krejcie and Morgan's table. Simple random and census sampling techniques were used to select the study respondents. Questionnaires and interviews were used to collect data. Quantitative data from questionnaires was analyzed using SPSS version 20 and interpretation of data was done using descriptive and inferential statistics. Qualitative data from interviews was analyzed using thematic analysis. The findings show that for contract administration and service delivery  $R^2 = .040$  and the Sig =  $.015 < .05$ ; for relationship management and service delivery  $R^2 = .152$  and the Sig =  $.000 < .05$ ; and for contract monitoring,  $R^2 = .121$  and the Sig =  $.000 < .05$ . The study concluded that there was a weak significant effect of contract administration of service delivery in the road sector; a strong significant effect of relationship management on service delivery in the road sector and a strong significant effect of contract monitoring on service delivery in the road sector in Mbale city. This study recommends review of the road contract management policy where strategies of public engagement should be emphasized in the procurement and contract management process. In addition, the Ministry of Local government and Mbale City in particular should sensitize the public about their roles in the contract management process in addition to putting in place mechanisms of ensuring feedback from the public and its utilization about the performance of roads. Further research is also recommended on the role of community engagement in enhancing the performance of the road sector.



# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

Roads and road service delivery has evolved over time and is given special treatment in countries around the world. Due to the importance of roads, procurement of roads is currently executed in accordance with the PPDA (2003). Accordingly, procurement is vested in the hands of the contracts committees in government and in local governments of Uganda (Disposal Act, 2012). This study set out to examine the effect of contract Management on service delivery in the road sector in Mbale city. This chapter presents the background to the study, the statement of the problem, the objectives of the study, the research questions, justification, significance of the study, and the scope, the conceptual framework and the definition of key terms.

### 1.1 Background to the Study

The background to the study is presented under historical, theoretical, conceptual and contextual perspectives.

#### 1.1.1 Historical Perspective

The first roads were paths made by animals and later adapted by humans. The earliest records of such paths have been found around some springs near Jericho and date from about 6000 BC (Kakwezi, 2012). The first indications of constructed roads date from about 4000 BC and consist of stone-paved streets at Ur in modern-day Iraq and timber roads preserved in a swamp in Glastonbury, England (Owen, 2015). During the Bronze Age the availability of metal tools made the construction of stone paving more feasible. At the same time, demand for paved roads rose with the use of wheeled vehicles, which were well established by 2000 BC (Owen, 2015).

The earliest long-distance road was a 1,500-mile route between the Persian Gulf and the Mediterranean Sea (Ogul, 2018). It came into some use about 3500 BC, but it was operated in an organized way only from about 1200 BC by the Assyrians, who used it to join Susa, near the Persian Gulf, to the Mediterranean ports of Smyrna (Izmir) and Ephesus (Owen, 2015). In Babylon about 615 BC the Chaldeans connected the city's temples to the royal palaces with the Processional Way, a major road in which burned bricks and carefully shaped stones were laid in bituminous mortar (Ogul, 2018).

The greatest systematic road builders of the ancient world were the Romans, who were very conscious of the military, economic, and administrative advantages of a good road system (UNDP, 2019). The Romans began their road-making task in 334 BC and by the peak of the empire had built nearly 53,000 miles of road connecting their capital with the frontiers of their far-flung empire (Owen, 2015).

Across the Atlantic, the period witnessed the rise of another notable road-building empire, that of the Incas. The Inca road system extended from Quito, Ecuador, through Cuzco, Peru, and as far south as Santiago, Chile. It included two parallel roadways, one along the coast about 2,250 miles in length, the other following the Andes about 3,400 miles in length with a number of cross connections (UNDP, 2019). At its zenith, when the Spaniards arrived early in the 16th century, a network of some 14,000 miles of road served an area of about 750,000 square miles (1,940,000 square km) in which lived nearly 10 million people (Owen, 2018). The network was praised by 16th century explorers as superior to that in contemporary Europe.

In Europe, gradual technological improvements in the 17th and 18th centuries saw increased commercial travel, improved vehicles, and the breeding of better horses (UNDP, 2019). These factors created an incessant demand for better roads, and supply and invention both rose to meet that demand. In 1585 the Italian engineer Guido Toglietta wrote a thoughtful treatise on a pavement system using broken stone that represented a marked advance on the heavy Roman style (Toglietta, 2015). In 1607 Thomas Procter published the first English-language book on roads. The first highway engineering school in Europe, the School of Bridges and Highways, was founded in Paris in 1747 (Toglietta, 2015). Late in the 18th century road building spread to France and Britain. Up to 18th century, roads had been built, with minor modifications, to the heavy Roman cross section, but in the last half of the 18th century the fathers of modern road building and maintenance appeared in France and Britain (Owen, 2015).

Over the years, road building and construction has spread to all countries of the world (UNRA, 2019). During the colonial era, Uganda had approximately just 844 kms of tarmac roads. By the time President Milton Obote was toppled by Idi Amin in 1971, Uganda had about 1200 km of tarmac roads, after the coming of NRM, alongside ensuring security, emphasis was

also put on infrastructure development including roads and the total road network in 2007 was estimated to be 68,800km and was classified in different ways; that was the national road network of 10,800km of which 3,000km was paved and 7,800km gravel surfaced, the district road network of 25,000km (mainly unpaved), Urban road network of approximately 3,000km (mostly paved). Between 2010/11- 2014/15, the stock of paved road network increased by 19.7% from 4,364 to 5,224 Km, National paved roads increased by 21.7 % in the last 5 financial years (from 3264.1 to 3981.1Km), 80% of the paved national road network was rated to be in fair to good during FY 2014/15, Uganda's total road network in is currently estimated to be 129,469 Km long, of this, the community access roads constitute 50%, District roads 26%, urban roads 7% and national roads (UNRA, 2019).

In 2013, government of Uganda embarked on the Uganda Support to Municipal Infrastructure Development (USMID) Program which was a World Bank funded Program that was being implemented with a World Bank/IDA credit estimated at US\$ 150 million (UNRA, 2019). The executing agency was the Ministry of Lands, Housing and Urban Development. The Program Development Objective for USMID was to enhance the institutional performance of 14 Municipalities to improve urban road service delivery. The program Municipalities included Arua, Gulu, Lira, Soroti, Moroto, Mbale, Tororo, Jinja, Entebbe, Masaka, Mbarara, Kabale, Fort Portal and Hoima (UNRA, 2019). All of which are now cities, Mbale city inclusive.

USMID was implemented using the Program for Results (P for R) lending instrument which required disbursement of funds from IDA to only be done upon attainment of set annual performance results ((UNRA, 2019). The level of funding depended on the assessed performance score. The higher the annual performance, the higher the disbursements made. Allocation of resources to the Municipalities was done using the government of Uganda allocation formula that put into consideration the population, poverty levels and area of the local government but also included a factor for the performance of each Municipality relative to the others (UNRA, 2019).

### **1.1.2 Conceptual Perspective**

The dependent variable in the study is service delivery in the road sector while the independent variable is contract management. Ebert (2015) defines service delivery in the road sector as the provision of such services as paved roads, covered drains, cross-drains, pedestrian walkways, cycle lanes, parking lanes, street lights and trash cans to the public in an efficient, effective, predictable, reliable and friendly manner. According to GoU (2013), Service delivery is a mechanism used by an organization to meet the needs and aspirations of the people it is meant to serve.

Assaf and Al-Hejji (2016) defined contract management as the process of managing contract creation, execution, and analysis to maximize operational and financial performance at an organization, all while reducing financial risk. According to the International Development Enhancement Agency (2013), organizations encounter an ever-increasing amount of pressure to reduce costs and improve company performance. According to Gosh (2015), contract management increases the ability of both the public and private sectors to reduce costs and improve financial and operational performance. Contract management can be summed up as engagement in contract administration where focus is directed towards procedural issues, relationship management between all those involved in execution of the contract; and contract monitoring which is basically tracking progress from the start to the end (Sambasivan and Soon, 2017).

### **1.1.3 Theoretical Perspective**

There are several theories that have been developed to provide explanation to studies relating to quality of service delivery in organizations. Some of these theories are; the Dynamic theory of service delivery; and the theory of human service delivery. The dynamic theory of service delivery states that service quality cannot be measured and tested in as straightforward a manner as quality can be measured and tested in manufacturing (Rogelio, 1996). This implies that often times, it has been difficult to actually measure quality of services delivered. However, in the road sector, service delivery may be measured on the quantity of the deliverables earlier stated in the contract agreement.

Another plausible theory that underpins service delivery is the theory of human service delivery which entails an understanding of how people work within systems to deliver services (Greene, 2011). One cannot talk about service delivery and leave out the human resources that

are engaged in the execution of projects and activities. Therefore, people are a resource like any other in that their value and availability can be difficult to quantify. Services are judged partly by subjective criteria, so understanding the quality that is provided by any service system can be tricky (Greene, 2011). Theorists attempt to understand how to build the best system for the best services. Similarly, in contract management human beings should be considered if we need to deliver services in an effective, efficient, predictable, reliable and friendly manner. Therefore, the Dynamic Theory of Service Delivery and the theory of human service delivery were considered appropriate in the study of contract management and service delivery in the road sector in Mbale city.

#### **1.1.4 Contextual Perspective**

Governments have a mandate of providing public services to improve the general welfare of the society (Makanyeza, Kwandayi, &Ikobe, 2013). Effective service delivery is measured by aspects such as timelines in service delivery, efficiency and effectiveness (World Bank 2018) . Nevertheless, in developing countries, there are wide spread spots of inefficient service delivery. In urban contexts, the causes of ineffective public service delivery are relate to limited manpower and resources (Aminuzzaman, 2010).Other factors include political interference in administration, limited public participation limitations in aligning budget with the requirements of the central government; lack of or poor political and administrative leadership; poor infrastructure and shortages of skills (Makanyeza, Kwandayi, &Ikobe, 2013).

According to the National Development Plan1 (NDP1 of 2014/15), transport is among the complementary sectors that have to support the primary growth sectors in Uganda. The Government of the Uganda is therefore investing substantially in the infrastructural development, including the roads sub-sector, as a prerequisite for structural transformation in the economy. According to UBO (2022/2023), Uganda has a total of 28 road construction companies. It is estimated that 45 per cent of the roads in Uganda are in poor condition. Districts are worse off with 56 per cent of the roads in poor condition, yet roads are the major mode of transport in Uganda linking areas of production to markets as well as facilitating mobility of people.

Government of Uganda, through the Uganda Support to Municipal Infrastructure Development (USMID) program has been trying to improve on infrastructural development in the country. The USMID program was designed as a Program-for-Results (PforR) building on the Local

Government Management and Service Delivery (LGMSD) program- a performance base grant (PBG) program which was piloted by the Bank under the first LG Development Program (LGDP I) in selected districts and later scaled nationally to cover the entire LGs system in Uganda with funding from the Bank and other development partners.

It is worth noting that the evils in public service delivery are grossly linked to ineffective contract management (Daily monitor, 15, November, 2013). The study conducted in Arua Municipality and Wakiso District Local Governments by Ntayi et al., (2010) indicated delays and inefficiencies by contractors and poor contract management was reported emanating from gaps in monitoring, evaluation, and risk management.

In Mbale city, a number of road construction projects have been undertaken especially under the USMID programme. The programme was expected to deliver the following outputs in Mbale city: 53km of paved 2-lane roads, 59km of covered lined drains, 70.5km of open lined drains with several cross drains; 67.2km of pedestrian walkways, 25.42km of cycle lanes, 43.5km of parking lanes, 1,725 solar street lights and 737 trash cans to manage litter (GoU, 2013). However, there have been reported delays in completion and opening up of the road infrastructures to the communities to use (Byandala, 2013) and it was revealed that 70% of the contractors did not deliver the said outputs on time and the quality of road services did not meet the expected standard (UNRA, 2019). This implies that the service delivery in the road sector has not been efficient, effective, timely, reliable nor in a friendly manner as expected. While several studies (Byandala, 2013; Ntayi et al., 2010), have expeditied the challenges of inadequate service delivery in the road sector, they all did not consider the effect of contract management on service delivery. Therefore, the present study sought to examine the effect of contract management on service delivery in the road sector in Mbale city.

## **1.2 Statement of the Problem**

An effective, efficient, timely, reliable and credible service delivery in the road sector serves as the engine for development. According to UNRA (2019), such service delivery can be achieved through effective contract management which should involve effective contract administration, relationship management and contract monitoring. One of the main objectives of the Uganda National Road Sector Development programme (RSDP-1) was to provide a national road network capable of meeting the present and future traffic demands while harmoniously integrating road safety and environmental protection requirements. The programme was funded through the USMID project and was expected to deliver several kilometers of paved 2-lane roads, covered lined drains, open lined drains with several cross drains; pedestrian walkways, cycle lanes, parking lanes and a number of solar street lights and trash cans to manage litter in the cities (GoU, 2013). However, according to UNRA (2021) despite local governments' engagement in contract management through contract administration, relationship management and contract monitoring, 70% of the contractors did not deliver the said outputs on time and the quality of road services did not meet the expected standard. Further, only 51% of the expected road sector deliverables were delivered on schedule (OAG, 2019). Although several studies (Byandala, 2013; Ntayi et al., 2010) have been done in regard to service delivery in the road sector, they did not consider the effect of contract management on service delivery. Therefore, this study sought to examine the effect of contract management on service delivery in the road sector in Mbale city.

## **1.3 Purpose of the study**

To examine the effect of contract management on service delivery in the Roads sector in Mbale City.

## **1.4 Objectives of the study**

- i. To assess the effect of contract administration on service delivery in the roads sector in Mbale City
- ii. To establish the effect of contract relationship management on service delivery in the roads sector in Mbale City.
- iii. To find out the effect of contract monitoring on service delivery in the roads sector in Mbale City.

## **1.5 Research Questions**

- i. What is the effect of contract administration on service delivery in the roads sector in Mbale City?
- ii. What is the effect of relationship management on service delivery in the roads sector in Mbale City?
- iii. What is the effect of contract monitoring on service delivery in the roads sector in Mbale City?

## **1.6 Scope of the study**

The scope of the study describes the geographical scope, the content scope and time scope.

### **1.6.1 Content Scope**

The study was limited to the effect of contract management on Service delivery in the roads sector in Mbale City. Contract management specially, this study focused on investigating the effect of contract administration, relationship management and contract management on service delivery in the road sector in Mbale city.

### **1.6.2 Geographical scope**

Geographically the study took place in Mbale City. Mbale City is located 230 KMs by Road, Northeast of Kampala, the capital city of Uganda. Mbale City was chosen because according to the Audit report (2017), Mbale City reflects deterioration in the road section.

### **1.6.3 Time scope**

The covered a period of 5 years, i.e 2017-2021. This was the period in which there were poor road networks and there were also major developments in the road sector (UNRA, 2021).

## **1.7 Justification of the study**

Government of Uganda put in place provisions to ensure the realization of her long term objective of improving the roads sector. For instance, the PPDA Contract Regulations (2014) provides for procedure of contract management for effective service delivery. Further, substantial resources have been committed towards improving the road networks with support from World Bank through the USMID program. This is because government believes that citizens required adequate and quality services in terms of better roads for easy movement (UNRA, 2021). failure to deliver the expected services by contractors as reported by UNRA and OAG, implies that there was no real value for money. The situation cannot be left unabated but rather corrected and improved so as to ensure that citizens benefit from the resources provided. This study was therefore relevant in providing stakeholders with

information about existing gaps in contract management and how they can be addressed in order to save taxpayers' money.

## **1.8 Significance of the study**

This research study will be helpful to the following stakeholders:

It is hoped that City managers and administrators in Uganda will use the findings of this research to strengthen the acquisition, implementation and integration of contract monitoring practices in local government.

In addition, the study findings will inform government policy makers on how to formulate or modify government policies with regard to contracts, in particular policies relating to the performance of road construction projects. Specifically, the results of this study will help the concerned bodies such as Uganda National Roads Authority, Ministry of Works and Transport, Local Government road construction committees at the district, and private organizations such as CAIIP to address on the root causes of incomplete road projects.

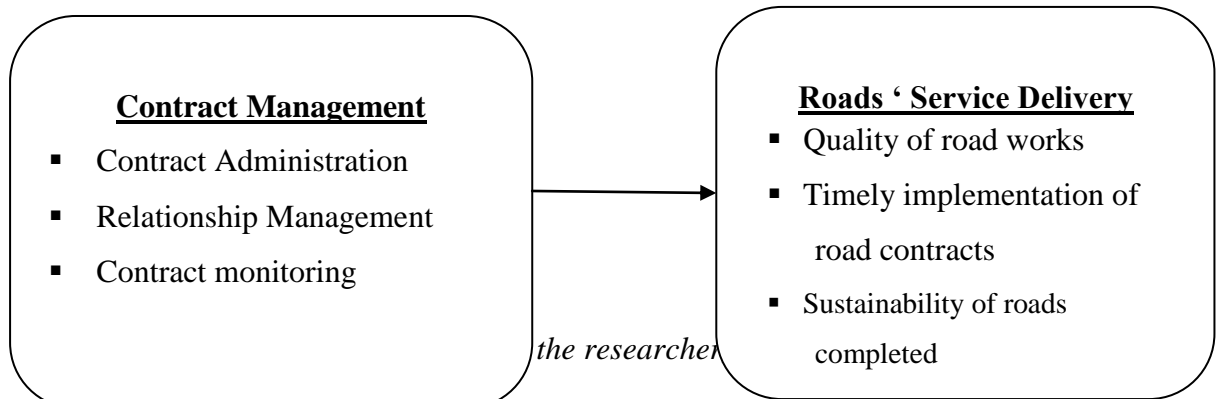
Also this study will inform the basis on which academic researchers in contract management. And in so doing build on the existing body of knowledge to pave way for further research in the field of contract management and performance in academia.

Finally, the study findings will also be useful to the procurement and supply chain professionals by providing recommendations on good contract management and in addressing practices; solutions towards the challenges.

## 1.9 Conceptual Framework

### Independent Variable

### Dependent Variable



**Figure 1.1: Conceptual Framework**

This sub section illustrated the conceptual framework of the study and provided a discussion of the main areas of focus in the conceptual review. It thought to delineate the palpable and crucial link between the issues and as a final point it thought to summarize the conceptual framework for the study. The independent variable comprised contract management affecting service delivery of the road sector and the dependent was service delivery. Contract Management was premised on dimensions of contract administration, relationship management and contract monitoring. Effective Contract management was expected to result in effective service delivery through implementation of contracts, quantity and quality of road works and sustainability of roads completed.

## 1.10 Definition of operational terms

Contract management is the practice of making sure the parameters of a contract are followed in accordance with the guidelines outlined within the contract itself (UNRA, 2019). Therefore, continual management of the contract life cycle needs to be adhered to in order to ensure the contract is fulfilled in the proper context.

Service delivery is the implementation of those services and making sure they reach those people, places they're intended to and meet the expectations of the clients (Nassazi, 2013).

Contract Administration: Contract administration involves maintaining an updated form of the contract; controlling and managing contract variations; paying the contractor; managing assets; drafting reports; and terminating the contract (UNRA, 2019).

Contract Monitoring: Refers to follow up on the terms of the road construction agreement to ensure compliance of the contract terms (UNRA, 2019).

Relationship Management: is the process of engaging in activities of setting up, developing, stabilizing and dissolving relationships with in-suppliers as well as the observation of out-suppliers to create and enhance value within relationships (UNRA, 2019).

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presented the literature related to contract management and service delivery in the roads sector in Mbale City. The review has been presented fewer than four subthemes: theoretical review, contracts administrations, relationship management and contract monitoring

#### 2.1 Theoretical Review

This study was guided by common service delivery theories.

##### 2.1.1 Dynamic Theory of Service Delivery

The study was guided by the Dynamic Theory of Service Delivery by Rogelio OlivaPue (1996). The theory states that states that service quality cannot be measured and tested in as straightforward a manner as quality can be measured and tested in manufacturing. It is important to note that basic service delivery and road service delivery in particular, is fundamental to economic development and citizen well-being (Bold et al., 2010). However, research on the expectations of citizens with regard to public service delivery and their satisfaction or dissatisfaction with poverty intervention services in sub-Saharan Africa is rare and much needed (Fiszbein, 2005). Governments in sub-Saharan countries are working with donor agencies at the forefront of combating poverty through a number of interventions to improve public service delivery, but few results have been achieved so far, especially considering the massive investment made in attempts to reduce poverty in these regions (Wessal, Treuth and Wescott, 2014).

In Uganda, the USMID programme for improving the road sector in the cities is donor funded as indicated by Wessal et al (2014). It might be argued that the challenges and the potential solutions of service delivery in developing countries are similar to service delivery issues in developed countries and that theories on citizen satisfaction which explain customer satisfaction and quality of private/public service delivery in more developed countries should apply equally to public service delivery in developing countries. After all, it is still service delivery, no matter who provides it or where it is provided.

Such an argument is appealing because it allows researchers to use the proxy of citizen satisfaction with service delivery as indicative of the quality of actual public service delivery. However, a rather different argument assumes significant differences between the challenges in

public and private service delivery. This argument contends that these differences vary between developed and developing countries because in the latter, specific socioeconomic, demographic and political factors impede service Delivery. This seems to be true in the developing countries like Uganda and thus explains the relevance of the dynamic service delivery theory. Since service quality cannot be measured in the same manner as in manufacturing, researchers cannot be in position to appropriately measure service delivery in the road sector in developing countries and cities such as Mbale city.

The effectiveness of government bureaucracy especially in contract management matters: From a macro perspective, high-quality bureaucracy and effective public service delivery have been shown to be effective drivers of growth and overall patterns of economic development (Besley and Persson, 2010). Government expenditures moreover represent a large share of GDP in low-income countries making their effectiveness crucial to fiscal balance, as well as levels of inequality. Similarly, from a micro perspective, the presumption behind many program evaluations is that successful ones will be scaled up by governments, who have the capacity to do so. Economists have long been interested in public services. Most of the existing applied work has focused on short-term aspects of delivery like procurement (Bandiera *et al.* 2009) or front-line service provision, especially that of teachers or health workers (Muralidharan and Sundararaman, 2011).

Recent literature (Rasul and Rogger, 2016; Williams, 2016) has started examining the effectiveness of infrastructure provision by bureaucracies, but has so far focused on the completion rates of small-sized construction projects planned to be completed within a year. Yet, the majority of government projects span multiple years, and are subjected to political and economic uncertainty. As a result, time delays are frequently observed, as are deviations from planned costs (whether under or over budget), and effective delivery is often incomplete. Further literature (Denizer *et al.* 2013) on this issue of project completion originates from the World Bank, where the completion of each funded project is assessed. This study however focused on the service delivery in the road sector in the receiving city but not on the totality of what happens in the entire government projects.

### **2.1.2 Theory of Human Service Delivery**

The other theory adopted by this study was the Theory of Human Service Delivery by Greene (2011). The road sector is full of human resources expected to deliver to contract expectations. The theory of human service delivery which entails an understanding of how

people work within systems to deliver services (Greene, 2011). one cannot talk about service delivery and leave out the human resources that are engaged in the execution of projects and activities. Therefore, people are a resource like any other in that their value and availability can be difficult to quantify. Services are judged partly by subjective criteria, so understanding the quality that is provided by any service system can be tricky (Greene, 2011). Theorists attempt to understand how to build the best system for the best services. Similarly, in contract management human beings should be considered if we need to deliver services in an effective, efficient, predictable, reliable and friendly manner. Therefore, it was also considered appropriate in this study of contract management and service delivery in the road sector in Mbale city.

## **2.2 Contract administration and service delivery in the road sector.**

Effective contract management relies on three main factors ie managing service delivery, managing relationships and contract administration management (Newzealand Government, 2011). Contract administration entails a wide range of activities undertaken by government officials to ensure that the contract terms have been fulfilled by the contractor (Kelman, 1994). This includes learning from the processes through which the contract is being implemented (Aluonzi, Oluka and Nduhura , 2014). The contract administration involves the cooperation between the client and contractor that brings on board other line management. To achieve long-term success of contract, effectively contract administration process is important. However, approved shoddy work, changes in design during implementation, inadequate and untimely release of funds, poor or improper communication of stakeholders has affected the delivery of services in the road sector (Reader, 2019).

According Laurean and Salda (2017) contract administration as a component of service delivery, entails a number of limitations that include poor workmanship by contractors, withdraw of contractors , selection of the best contractor , among others. This study assesses the extent to which these limitations are managed in Mbale District Local government.

In consonance to the above limitations, scholars contend that inadequate contract administration causes significant financial loses to the government. Gupta, Karayil and Rajendran (2008) reported that that poor contract administration led to substantial loss of savings to the tune of 30 to 70% of each dollar of through spend-leakage and the subsequent non-compliance and that poorly managed contracts affect the purchasing firm's credibility through a snowball effect. Relatedly Sieke (2008) argues that to overcome this sound contract management process demands adequate time, cost, and management effort. The extent to

which Ugandan City managers have invested such efforts in administering road construction contracts has not been deeply investigated, thus part of the focus of this study,

Literature reveals that their effective contract administration is linked to resource allocation. Alinaitwe (2007) found out that poor performance of construction projects in Uganda was linked to absence of regular payments and meetings between client and contractor. In the same vein Aluonzi, Oluka and Nduhura (2014) found out that in Arua, Uganda, Contract administration affected the performance of construction projects. To address this void, Ballard & Warner (2000) recommend that a significant part of contract administration should prioritize meetings between the purchasing organisation and the supplier. This study builds on the existing literature and establishes the extent to which resource factors determine the quality of road service delivery in Mbale city.

Literature generally reveals that weaknesses in contract administration are generally responsible for poor service outcomes in the road sector. These include delays in contract implementation (Basheka et al, 2013), lack of meetings between the contractor and clients, irregular payments (Alinaitwe, 2013) and absence of efficient policies, structures and procedures (Ntayi, Byabashaija, Eyaa, Ngoma and Muliira, 2009) among others. However, there is insufficient information about the factors that affect contract administration in Mbale city and partially formed the foundation of study.

### **2.3 Relationship management and service delivery in the road sector.**

Relationship management is an important aspect of contract management (The Office of Government Commerce, 2017). The process involves activities constituting the managing the commitment of the procuring entity and contractor and suppliers to ensure compliance and as much as possible ensure better interactions between them (Chartered Institute of Procurement and Supply, 2013). Fostering compliance between stakeholders has benefits of enhancing compliance and adherence to integrity and standards in addition to safeguarding public interests (OECD, 2016). Relationship management among other aspect ensures open and regular dialogue with stakeholders. The key factors to collaborations include commitment, mutual trust, and problem solving (Newzealand government, 2011). Studies on relationship management in Uganda have concentrated on other procurement contract in other sectors other than the road sector, thus there was need to examine the role of relationship management in influencing service delivery in the road sector.

In consonance to the above, the process of relationship management starts when the principal and the agency enter into a contract (Ogwot, 2020). However, there are bilateral relationships between stakeholders that include suppliers, employees, shareholders and customers (Donaldson and Preston, 1995). Effective relationship management is therefore key in influencing the outcomes of any procurement contract (Ogwot, 2020). The key factors for effective collaboration include effective communication, mutual trust and joint problem solving (New Zealand Government, 2011). Although there is need for effective management of all the stakeholders in the procurement process, more emphasis should be put on managing the relationship between the supplier (contractee) and the urgency (contractor) in the road service delivery.

Furthermore, several scholars have pointed out factors that impede relationship management in service delivery. These include clash of working cultures, through which business goals and objectives could differ (Robinson, 2013), excessive detailed and rushed manual work (Nduhura, Nakalanzi, Baguma and Nakajogo, 2022) and inadequate support towards contract information to support collaborations (Laedre et al, 2016) among others. However the extent to which similar factors affect service delivery in the road sector in Mbale Municipality have not been investigated, hence they form part of this basis of this study .

In addition, scholars contend that relational management in a procurement contact has a significant impact on service delivery. The findings of the study by Moffat and Mwangangi (2019) revealed that relationship management had a positive significant relationship on performance. They recommended effective relationship management to ensure all parties meet their obligations. In the same vein, Xu and Wu (2019) did their study in the tourism industry. They opined that the customer is the foundation of the relationship management and the violation of the terms of contract aggravates the customer and therefore relational management include the psychological contract with the customer. This observation concurs with Clemer (2013) and Walton (1986) who observes that relational management enhances the firm's productivity, and fosters the performance towards service delivery. This study intended to establish the extent to which contract relationship management affected road service delivery in Mbale city.

Also there is agreement among scholars that communication is an effective tool in relationship management. According to Walton (1986), improved communication between staff of an organization accelerates better performance of contractors. Effective communication entails

transparency, accountability, timeliness, reliability and flexibility (Carnochan, McBeath, Chuang and Austine, 2018; Moffat and Mwangangi, 2019). However, Moffat and Mwangangi (2018) opined that realization of effective communication in contract management warrants possession of required skills and training. Ojok and Basheka (2016) also pointed out that relationship communication and dispute management improve contract performance. Nevertheless, there is insufficient data to explain whether Mbale is short of technical communication to manage the contract relationship or disputes or if other factors affect the service delivery in the road sector.

#### **2.4 Contract monitoring and service delivery**

Contract monitoring plays an oversight and control role in the procurement cycle (OECD, 2016). Contract management hinges on three important aspects ie managing service delivery, managing relationship and contract administration management (New Zealand government, 2011). Nevertheless, these can only be achieved with effective monitoring of the contract process. However, the monitoring of the contract should be carried out in the context of the relationship with stakeholders and organizational actors (Carnochan, et al., 2018).

Thus, contract monitoring is one of the key elements for successive service delivery in the road sector. However, developing countries have more than often recorded gaps in contract monitoring, resulting into poor road service delivery. For instance, Sambasivan and Soon (2017) reported that Malaysian construction industry recorded poor service delivery in the road construction sector as characterized by delays due to poor monitoring of contract. In addition, the findings by Byaruhanga and Basheka (2017) reveal that in Uganda, monitoring of road contract management was inadequate as characterized by incompetent and inexperienced staff and lack of project Monitoring and evaluation staff at Uganda National Road Agency (UNRA). Thus, this study builds on the existing literature and establishes the M&E aspects that influences road service delivery in Mbale city.

Nevertheless, there is consensus among scholars that effective contract monitoring has the potential to promote effective service delivery in the road sector. Livingstone and Charlton (2014) argue that effective engagement of the community in monitoring procurement contracts such as road construction has benefit of prioritizing community needs, which is an indicator of good governance and effective service delivery. Besides Battaineh (2012) also observes that proper and effective management and monitoring of contracts helps to promote effective service delivery.

Despite the importance attached to effective contract monitoring of the road service delivery, a large volume of literature highlights gaps in the monitoring stems. These include lack of contractors and contract appraisal systems (Byaruhnaga and Bsheka, 2017), inadequate skills and expertise (Carnochan *et al.*, 2018; Tineo, 2007) and weak supervision (Mutebi 2011). This study builds on the existing literature and establishes the specific contract monitoring challenges affecting road construction and maintenance in Mbale city .

## **2.5 Conclusion of literature Review**

Regarding the administration of contracts, most authors have concentrated on factors that affect effective administration of contracts such as changes in design during implementation, inadequate and untimely release of funds, poor or improper communication of stakeholders. This study builds on the existing literature and establishes the specific factors that affect road services delivery in Mbale city.

In addition, most scholars contend that relationship management also affects service delivery. However, there is inadequate literature that explains the specific factors that affect relationship management and their role of in influencing service delivery in Uganda, Mbale particular. In addition, most of the literature y has concentrated on service sectors such as health and education. Thus there is inadequate literature regarding roads.

Finally, literature on contract monitoring emphasize that successful delivery of projects within cost, time and quality is hinged on proper monitoring and supervision of works. Thus, this makes project supervision imperative to construction activities. However, literature reveals that several variables militate against the successful contract monitoring such as inadequate skills, limited supervision, inadequate resources and lack of top management support. Nevertheless, none of the studies was conducted in Eastern Uganda. This study establishes the specific factors that militate against contract monitoring in Mbale city.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter presented the methodology used in conducting the study. It included the research design, study population, sample size, sampling techniques, data collection instruments, data processing and analysis and instrument reliability and validity.

#### 3.1 Research Design

This study used descriptive design. Descriptive design is relevant because it applies both qualitative and quantitative methods. It also involves capturing events that have already taken place and are related to present conditions (Kothari, 2004).

#### 3.2 Area and Population of the Study

The target population of the study constituted stakeholders in the contract management process and the public (consumers of road services). These included Mayors, chief administrative officer, senior engineering officer, assistant engineering officer, head of procurement, assistant finance officer, contracts committee and evaluations committee, road contractors, principal auditor, assistant auditor, councilors from Industrial, and northern division (LC II & LC III), CSP representatives and RDC. The councilors represented the consumers of road services. According to Mbale city records (2022), the total target population was 148.

#### 3.3 Sample size determination

Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements (Sekaran, 2004). The sample size of 108 respondents was determined using Krejcie and Morgan's table (1970) table (Refer to Appendix 1). The breakdown for each category of respondents is contained in table 3.1 below;

**Table 3.1: showing the composition of the sampling frame and sample size**

Categories	Population	Sample size	Sampling technique
Mayor	02	02	census sampling
Town clerk	02	02	Census sampling
RDC	02	02	Census sampling
Secretary for works	01	01	Census sampling
City engineering officer	01	01	Census sampling

Civil road section	01	01	Census sampling
Head of Procurement	01	01	Census sampling
Contracts Committee and Evaluations Committee	05	05	Census sampling
Road contractors	01	01	Census sampling
Principal Auditor	01	01	Census sampling
Principle finance officer	01	01	Census sampling
Road Committee	06	6	census sampling
Councilors from Industrial division	54	39	Simple random sampling
Councilors from Northern division	72	45	Simple random sampling
<b>Total</b>	<b>148</b>	<b>108</b>	

**Source: Human resource, (2021) and modified basing on Morgan and Krejcie, (1970) sample size determination table.**

### **3.4 Sampling Techniques**

The study employed both probability and non-probability sampling techniques as explained below:

#### **3.4.1 Simple Random Sampling:**

One of the most common probability sampling techniques used in this study was the Simple random sampling (SRS). The researcher used simple random sampling technique (randomization) as it gave the same probability and equal chances to all members in the population. Therefore, the researcher made a random sampling to select councilors.

Simple random sampling gave a potential participant an equal opportunity in selecting councilors. A list of names for councilors was generated and names of individuals were written on a small piece of paper and dropped in one box. The box was then shaken vigorously before picking out a paper at random. Thereafter, researcher noted down the name on that paper on a separate sheet of paper and notebook. The same criterion was repeated from the part of picking out a paper until the required sample was obtained.

#### **3.4.2 Census**

The non-probability technique used was Census which involves incorporation of all units or

members of the target population under investigation. This includes the entire set of observations under investigation. This sampling method was used to select City engineer, secretary for works, Head of procurement, contract Committee members, principal auditor principal finance officer and road contractor.

### **3.5 Data Collection Methods**

#### **3.5.1 Questionnaires**

Structured questionnaires were used to collect information from councilors. This method was most appropriate because the sample size was large and it was quick to collect information in a short period and it's easy to analyses this set of data (Kothari, 2003).

#### **3.5.2 Interview**

Interview is a flexible method of data collection; it was used to supplement the data collected using the questionnaires. The researcher considered it to be suitable for the study as it permits on spot editing which enhanced the accuracy of the data collected. The researcher administered the interview guide on road contractors, Town clerks, RDCs, Mayors Head of procurement, contract evaluation committee, principal Auditor and Principal finance officer.

### **3.6 Research instruments**

#### **3.6.1 Questionnaire**

Sanga (1991) defined questionnaire as a self-administered schedule of questions and statements.. The questionnaires used structured questions with a 5-level Likert scale where SD = strongly disagree, D = Disagree, N = Neutral, A = Agree and SA = strongly agree. This tool was used because it makes it possible to know the agreements of individuals' behaviors and perceptions and how they agree on a diversity of items or services.

#### **3.6.2 Interview guide**

This comprised of open ended questions to allow deep interrogation of phenomena (Kothari,2003) information from the responses. In addition, interview guide allows generation of in-depth information about a given study over a period of time.

### **3.7 Validity and Reliability**

In order to ensure quality data for the study, the researcher tested the data collection tools for validity and reliability as guided by Saunders et al (2003).

#### **3.7.1 Validity**

Validity refers to how well a test measures what is purported to measure (Cozby, 2001; George &Mallery, 2003). According to John Brennan (2002) validity is the extent to which instrument measures what it is supposed to measure. In this study, validity of the instrument was assessed

through consultation and rating the items as very relevant (VR), relevant (R), somewhat relevant (SWR) and not relevant (NR); and then computing the Content Validity Index (CVI) which is a measure of validity of the instrument. CVI was computed from a formula;

$$CVI = \frac{VR + R}{K}$$

K; Where VR is for Very Relevant, R for Relevant and K is for total number of items in the instrument.

The results from the ratings of the two experts are presented in Table 3.2.

**Table 3.2: Statistics from the Experts**

Raters	VR	R	Total
Expert One	10	13	23
Expert Two	11	14	25
<b>Average Rating</b>			<b>24</b>

*Source: Primary data (2022)*

By substitution, the value of  $CVI = 24/30$  which is equal to 0.8 and this value interpreted in accordance with George & Mallery (2003) scale (1 - 0.9 = Excellent; 0.8 – 0.89 = Good; 0.70 – 0.79 = Acceptable; 0.60 – 0.69 = Questionable; 0.50 – 0.59 = Poor; and 0.0 – 0.5 = Unacceptable). Therefore, since the CVI of the instrument was 0.8, it implied that the instrument was of good validity for use in data collection.

### 3.7.2 Reliability

Reliability refers to the consistency of the survey results (Brennan, 2002). On the other hand, Mugenda and Mugenda state that reliability of the instruments of data collection is a measure of the level of consistency in terms of results provided by the instruments (Mugenda and Mugenda, 2003). The instruments of data collection in this study were piloted and tested for reliability to ensure consistency of the results of the study. The reliability of the instrument was determined using the Chronbach Alpha correlation coefficient formula to determine the reliability. The data collected during the pilot trial were entered into the Statistical Package for Social Scientists (SPSS) computer package to run the reliability of the instrument, using Chronbach Alpha method. The reliability results from the SPSS are presented in Table 3.3 below.

**Table 3.3: Reliability Results**

Constructs	Alpha values
------------	--------------

Contract Administration	0.873
Relationship Management	0.847
Contract Monitoring	0.823
Road Service Delivery	0.784
<b>Average Alpha Value</b>	<b>0.831</b>

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*Source: Primary data (2022)*

From the results in Table 3.3, it was evident the reliability coefficient was 0.831 which indicated reliable reliability according to George et al (2003).

### **3.8 Research procedure**

The researcher ensured that data collected procedures were fruitful by securing a cover letter from Uganda Christian University, which was presented to Mbale city Authority to give the researcher permission to carry out the study.

The questionnaire was photocopied, and then distributed to respondents whose consent was secured for administration. Respondents were approached in groups and as individuals to participate in face to face interview sessions, where an explanation was given to them that the study

### **3.9 Data Analysis and Presentation**

#### **3.9.1 Quantitative Data**

Data from questionnaires was cleaned and checked for consistence. The pre-coded data was thereafter entered into a computer and analyzed using SPSS version 20. The findings were thereafter presented using descriptive statistics that include percentages, frequencies and standard deviation.

#### **3.9.2 Qualitative Data analysis**

Field notes from individual interview were edited and thereafter transcribed for individual interviews. The researcher read through the individual interviews to understand the common themes and patterns in the data. The qualitative data was then coded and codes were used to identify themes. Thematic analysis was used to analysis the data after which conclusions were made on individual questions.

### **3.10 Ethical consideration.**

To ensure utmost confidentiality for the respondents and the data that was provided by them as well as reflecting on the ethics practiced in this study, the research was guided by the principles of respect for people, beneficence, and justice.

The researcher adhered to the principle of respect by allowing the participants to express their views and treating the views of individual respondents as important.

The researcher also adhered to the principle of informed consent by explain the objectives of the research to the respondents and assuring them of participants' rights, including the right to be informed about the study, the right to freely decide whether to participate in the study, and the right to withdraw at any time without penalty considered. The participants were requested to sign an informed consent form assuring them that all data collected would be coded to protect their identity and privacy.

### **3.11 Limitations and Delimitation of the study**

The limitations to the study are:

1. Unwillingness of some respondents to give necessary information affected the study exercise due to fear of exposing the procurement flaws .To mitigate this limitation respondents were guaranteed confidentiality of the information they would provide.
2. Some respondents also demanded for money before they could participate in the study. This challenge was overcome by building good rapport with the senior managers and they were in turn able to request the other departments to volunteer and give information.



## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

#### 4.0 Introduction

This chapter presents the data analysis, interpretation and discussions of the findings while answering the research question outlined in Chapter One. The presentation was organized according to the demographic characteristics (background information), the role of contract administration, the role of relationship management and the role of contract monitoring in influencing service delivery in Mbale City.

#### 4.1 Response rate

The study targeted 84 respondents to complete the questionnaire but only 80 of them were able to have their completed questionnaires returned. This translated into 95% response rate. The response rate was therefore considered to be very good because Sekaran (2008), argues that any response above 75% is classified as good for data analysis.

#### 4.2 Background information

The respondents were asked to indicate their Age, sex, level of education, working experience of the respondents. The detailed results about each characteristic are presented as follow.

##### 4.2.1 Age of the respondents

The questionnaire had a provision for respondents to indicate their age bracket. Data collected from the completed questionnaires in regard to the age bracket is presented in table 4.1.

**Table 4.1, Age of the respondents**

Age	Frequency	Percent
20 years and below	5	6
21 – 30	12	15
31 – 40	37	46
41 – 50	18	18
51 Above	8	8
<b>Total</b>	<b>80</b>	<b>100</b>

**Source: (Primary data, 2022)**

Basing on the above table, majority 46% of the respondents were aged between 31 – 40 years, 41 – 50 years of age followed with 18%, 15% of the respondents were in the aged between 21 – 30 years while 8% of the respondents were aged above 51 years and lastly 6% were agreed between 20 years and below. From the above analysis, it can be concluded that majority of the respondents were mature hence the information obtained from them could be trusted and looked at as true and good representation of the information the researcher was looking for.

#### 4.2.2 Gender of respondents.

**Table 4.2, Gender of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	47	59
Female	33	41
<b>Total</b>	<b>80</b>	<b>100</b>

**Source: (Primary data, 2022)**

The study revealed that the majority of respondents were male that is (47) representing 59% of the total number of respondents, (33) respondents were female representing 41% of the respondents. This was an indication that gender sensitivity was taken care off so the findings therefore cannot be doubted on gender grounds; they can be relied upon for decision making. It also implied that Mbale engages both male and female in the governance process.

#### 4.2.3 Highest level of education

The study captured also the highest level of education of respondents given the technical nature of the topic, and type of data collection instruments used; it necessitated respondents who could grasp and understand the focus of the topic that makes the data collected reliable and trustworthy.

**Table 4.3, Highestlevel of education of the respondents**

<b>Educate background</b>	<b>Frequency</b>	<b>Percent</b>
Primary	03	4
Secondary	08	10
Tertiary	29	36
University	40	50
<b>Total</b>	<b>80</b>	<b>100</b>

**Source: (Primary data, 2022)**

Results in table 4.3, indicated that majority of the respondents has attained degrees representing 50% of the total respondents, followed by respondents who were attended tertiary of 29 respondents representing 36% of the total respondents while 10% of the respondents had attained secondary level of education and lastly 4% had attained primary level of education. The information presented above showed that majority of the respondents had attained University level of education an implication that they were having enough knowledge and could help in filling and interpreting the questionnaire .

#### 4.2.4 Time of service of the respondents

Time of service of the respondents was considered relevant in this study, given the technical nature of the topic, and type of data collection instruments used; it necessitated respondents who could grasp and understand the focus of the topic that makes the data collected reliable and trustworthy.

**Table 4.4 how long had the respondent served as councilors**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
Less than a year	02	03
1 – 2 years	05	06
3 – 4 years	26	33
5 – 6 years	19	24
Above 6 years	28	34
<b>Total</b>	<b>80</b>	<b>100</b>

**Source: (Primary data, 2022)**

Results revealed that 34% of the respondents had served as councilors for a period above 6 years, 33% of the respondents had worked for a period between 3 – 4 years, 24% of the respondents had served for a period of 5 – 6 years while 6% of the respondents had served as councilors for a period of 1 – 2 years and 3% of the respondents had served for a period less than a year. This implied that the respondents had enough information regarding the topic under study.

### **4.3 Contract Administration and Service Delivery**

The focus of this objective was on assessing the effect of contract administration on service delivery in the roads sector in Mbale City. In order to determine the effect, the descriptive statistics on contract administration and service delivery were generated by SPSS. Later, a regression was run using the overall means from the descriptive statistics. Table 4.5 presents descriptive statistics on contract administration.

**Table 4.5: Descriptive Statistics on Contract Administration**

Response	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
There is a well-established policy framework to ensure effective utilization of funds allocated to road work contracts in Mbale City	8	10	13	16	5	6	35	44	19	24	3.5500	1.29165
The quality of roads provided by the contractors are in most cases compliant to the terms previously agreed upon by the road contractors and Mbale city authorities	12	15	15	19	2	3	33	41	18	22	3.3750	1.40861
All road sector service providers comply to quality assurance guidelines provided by Mbale City for guidance during contract execution	0	0	20	25	0	0	35	44	25	31	3.8125	1.13733
There is effective monitoring by councilors that ensures availability of quality road services in Mbale city	9	11	17	21	4	5	30	38	20	25	3.4375	1.36728
The terms of road contractors are always very clearly stipulated	0	0	14	18	3	4	40	50	28	28	4.1125	1.11371

The composition of contract committee 10 13 13 16 1 1 30 38 26 32 3.6125 1.40967  
ensures effective competences required to  
ensure compliance to quality service  
standards by the road contractors

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**Total Average mean**

**3.650**

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**Source: (Primary data, 2022)**

The interpretation of the scale used is as follows.

<b>Likert Scale</b>			<b>For Mean Values</b>	
5. Strongly agree	=	Very High	0-1.0	Very low
4. Agree	=	High	1.1-2.0	Low
3. Not Sure	=	Moderate	2.1-3.0	Moderate
2. Disagree	=	Low	3.1-4.0	High
1. Strongly disagree	=	Very Low	4.1-5.0	Very High

The results in Table 4.5 revealed that 68% of the respondents were in agreement that there is a well-established policy framework to ensure effective utilization of funds allocated to road work contracts in Mbale City while 6% were neutral and 26% of the respondents disagreed respectively with an average  $\bar{X} = 3.650$  meaning that it's satisfactory. This implied that Mbale City has framework that is supposed to be followed during administration of contracts facilitate effective utilization of funds better road service delivery.

As to whether the quality of roads provided by the contractors are in most cases compliant to the terms previously agreed upon by the road contractors and Mbale city authorities 63% of the respondents disagreed that contract terms are always adhered to by both the road contractors and Mbale city authorities with average  $\bar{X} = 3.650$  and stddev, of 1.40861. This implied that Mbale City Authorities and road contracts both don't adhere to contract terms. These statistical findings were in agreement with interview data. It was found out that although the contractors are in most compliant to the terms previously agreed upon by the road contractors and Mbale city authorities sometimes the terms of contract are breached. For instance it was revealed that by the contractor that there is always delay in release funds necessary to enhance the smooth operation of the road sector.

As to whether sector service providers comply to quality assurance guidelines provided by Mbale City for guidance during contract execution Majority (75%) of the respondents were in agreement though 25% of the respondents disagreed with the statement with average  $\bar{X} = 3.650$  and std dev. of 1.13733 meaning that it was satisfactory.

The findings also revealed that 63% of the respondents agreed that councilors monitor the performance of road contracts while 5% were neutral and 32% of the respondents disagreed respectively with an average  $\bar{X}$  of 3.650 meaning that councilors satisfactorily monitor the performance of road contracts.

The findings showed that 78% of the respondents were in agreement with the opinion that the terms of road contractors are always very clearly stipulated though 4% were neutral and 18% disagreed respectively with an average  $\bar{X}$  of 3.650 and std dev. of 1.11371 meaning its satisfactory.

In particular, all members of the contracts committee and evaluation committee revealed that Mbale City authorities always offer its contractors contract terms which are clearly stipulated and easy to understand by both parties.

Respondents were also required to express their opinion about whether the composition of contract committee ensures effective competences required to ensure compliance to quality service standards by the road contractors.

Lastly, 70% of the respondents agreed that the composition of contract committee ensures effective competences required to monitor the work of road contractors while 1% were neutral and 29% of the respondents disagreed with an average  $\bar{X}$  of 3.650 meaning it's satisfactory. This implied that contract committee competences is considered while monitoring the road contractors so as to enhance quality and standard roads are constructed so as to reflect value for money. It was revealed by the majority of the interview participants that the contract committee had good representation to ensure effective contract administration. However, the 29% of the respondents in the category of councilors that disagreed that the contract committee should not be taken likely. It reveals inadequate skills and competences among some of the contract committee members. Moreover, the composition includes politicians who may not necessarily have the technical skills.

In summary, contract administration of road contracts plays an important role as reflected by service of road service delivery as reflected by a high average mean of 3.65 which is considered to be high. This implies that effective contract of road procurement has a high likelihood of promoting effective road service delivery in Mbale City.

Having presented the descriptive statistics on contract administration, Table 4.6 now presents descriptive statistics on service delivery in the road sector in Mbale city.



**Table 4. 6: Descriptive Statistics on service Delivery in the Road Sector in Mbale City**

Items	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
The contractor delivered the agreed length of paved roads as stated in the contract agreement	20	25	28	35	3	4	18	23	11	13	2.6500	1.42403
The contractor delivered the agreed length of covered lined drains as stated in the contract agreement	0	0	18	23	4	5	31	39	27	33	3.8500	1.12621
The length of open lined drains/cross drains delivered was as stated in the contract agreement	0	0	10	13	7	9	33	41	30	37	4.0375	0.98654
The length of pedestrian walkways made was as indicated in the agreement	21	26	30	38	0	0	17	21	12	15	3.3875	1.45388
The contractor delivered the agreed length of cycle lanes as indicated in the agreement	20	25	28	35	3	4	18	23	11	13	2.6500	1.42403
Length of parking lanes made was as indicated in the contract agreement	14	18	20	25	1	1	27	34	18	23	2.8125	1.47634
Number of solar street lights installed was in tandem with what was indicated in the contract agreement	12	15	19	24	0	0	29	36	20	25	2.6750	1.45633
The contractor supplied the number of trash cans to manage litter as stated in the contract agreement	21	26	30	38	0	0	17	21	12	15	3.3875	1.45388
<b>Total Average mean</b>											<b>3.490</b>	

**Source: (Primary data, 2022)**

The interpretation of the scale used is as follows.

**Likert Scale**

6. Strongly agree	=	Very High
5. Agree	=	High
4. Not Sure	=	Moderate
3. Disagree	=	Low
2. Strongly disagree	=	Very Low

**For Mean Values**

0-1.0	Very low
1.1-2.0	Low
2.1-3.0	Moderate
3.1-4.0	High
4.1-5.0	Very High

The data in Table 4.6 revealed that 60% of the respondents disagreed that the contractor delivered the agreed length of paved roads as stated in the contract agreement. However, at least 40% of them agreed in this regard implying that the contractor did not deliver the agreed length of paved roads in Mbale city. The results further indicated that majority of the respondents acknowledged that the contractor delivered the agreed length of covered lined drains as stated in the contract agreement; and also agreed that the length of open lined drains/cross drains delivered was as stated in the contract agreement. However, 64% of the respondents disagreed that the length of pedestrian walkways made was as indicated in the agreement. Similarly, another 60% of the respondents agreed that the contractor delivered the agreed length of cycle lanes as indicated in the agreement. The overall mean for service delivery in the road sector in Mbale city was found to be 3.490 implying that on the whole most respondents agreed that a high level of service was delivered.

### Regression Analysis

In order to determine the effect of the contract administration on service delivery in the road sector in Mbale city, a regression analysis was run using the transformed overall means from Table 4.5 and Table 4.6 respectively. First, the relatedness had to be determined and so Table 4.7 presents the level of relatedness of contract administration and service delivery in the road sector in Mbale city.

**Table 4.7: Relatedness of contract administration and service delivery in the road sector in Mbale city (Coefficients)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.992	.272		14.673	.000
1 Contract administration	-.198	.081	-.199	-2.453	.015

a. Dependent Variable: Service delivery in road sector

The significance value (Sig value) in Table 4.7 was .015 which was less than .05 (standard value) implying that there was a strong correlation between contract administration and service delivery in the road sector in Mbale city. Table 4.8 now presents the model summary.

**Table 4.8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199 <sup>a</sup>	.040	.033	.464

a. Predictors: (Constant), Contract administration

For purposes of this study, the most important value in Table 4.8 is the R square value which shows the magnitude of the variance in the dependent variable (service delivery in the road sector) that relates with the unit change in the independent variable (contract administration). From Table 4.8, the R square value was found to be .040 which when changed to percentage (multiplied by 100) becomes 4.0% implying that for any unit change in the contract administration, there is a corresponding change of 4.0% change in service delivery in the road sector in Mbale city. In other words, contract administration accounted for 4.0% of service delivery in the road sector in Mbale city. The overall effect of contract administration on service delivery in the road sector in Mbale city is provided by the results in Table 4.9.

**Table 4.9: Effect of contract administration on service delivery in the road sector in Mbale City (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.297	1	1.297	6.017	.015 <sup>b</sup>
	Residual	31.480	146	.216		
	Total	32.777	147			

a. Dependent Variable: Service delivery in road sector

b. Predictors: (Constant), Contract administration

The results in Table 4.9 indicated that at  $R^2 = .040$  the  $Sig = .015 < .05$ , implying that there is a significant effect of contract administration on service delivery in the road sector in Mbale city.

The descriptive statistics on contract administration and service delivery in the road sector in Mbale city closely corroborated with the qualitative data obtained through face-to-face interviews with key informants. For instance, although the descriptive statistics indicated that there is a policy to guide contract administration, it was revealed that it was not always followed by administrators and that explains why the qualities of services are always compromised. One of the respondents said;

*“We have a contract policy that is supposed to be followed in awarding and administration of contracts. But as you know, these things remain on paper. Contracts are awarded on technical know –who. The person who attains a contract always has to appreciate “those who assisted him. What do you expect other than shadow work?”*

Further, the findings concur with the interview findings where the majority (15 out of 21) interview participants agreed that there is a well-established policy frame in which the administration of the road sector contracts was supposed to handle. In addition, conniving of the contract committee with the contractor was pointed out as one of the major causes of shadow work by five interview participants:

*“In some cases, some contract committee members get a share of the money paid to the contractor and this makes it hard to provide effective supervision” (Said interview participant C)*

The qualitative data however revealed majority (18/25) participants agreed that much as the contractors are given quality assurance guidelines but the problem revolves around compliance. In line with his, one of the interview participants said;

*“..... in Mbale city, all service providers for instance road contractors we provided them with quality assurance guidelines. This will help them to construct quality standard roads hence value for money. However, the problem is compliance. The truth is, our roads are lacking and not up to date.”*

This was in line with one of the respondents who was interviewed:

*“..... councilors monitor the performance of the road contracts since they are representatives of the people so they are answerable to them for the services they offer them.” Interview participant B*

Response by the RDCs further revealed that councilors have the right to monitor the performance of road contracts since they represent the tire Ugandans in the City. They also collect opinions from the citizens about the services offered hence leading to their improvement.

#### **4.4 Relationship management and service delivery in Mbale city**

According to this second objective, the researcher intended to find out the relationship management and service delivery. In order to determine the effect of relationship management on service delivery in the road sector in Mbale city, it was prudent to generate descriptive statistics first and then run a regression. Table 4.10 presents the descriptive statistics on relationship management.

**Table 4.10 : Descriptive Statistics on RrelationshipMmanagement**

Response	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
The city has procedures for resolving conflicts between stakeholders during the implementation of contracts.	0	0	18	23	4	5	31	39	27	33	3.8500	1.12621
Existing good relationship between road contractors and the authorities of the city has led to timely of roads.	0	0	10	13	7	9	33	41	30	37	4.0375	0.98654
The road contract committee has been effective in presenting public opinions about the quality of roads to the road contractors	21	26	30	38	0	0	17	21	12	15	3.3875	1.45388
I know the procedure followed by the public in expressing their dissatisfaction about quality of roads	20	25	28	35	3	4	18	23	11	13	2.6500	1.42403
Regular meetings are held for both city contracts committee and road contractors to review performance	14	18	20	25	1	1	27	34	18	23	2.8125	1.47634
I have attended a meeting to listen to the grievances between the road contractors and the city authorities.	12	15	19	24	0	0	29	36	20	25	2.6750	1.45633
<b>Total Average mean</b>											<b>3.235</b>	

**Source: Primary data (2022)**

The interpretation of the scale used is as below.

<b>Likert Scale</b>		<b>For Mean Values</b>		
6. Strongly agree	=	Very High	0-1.0	Very low
5. Agree	=	High	1.1-2.0	Low
4. Not Sure	=	Moderate	2.1-3.0	Moderate
3. Disagree	=	Low	3.1-4.0	High
1. Strongly disagree	=	Very Low	4.1-5.0	Very High

According to Table 4.10 above, majority 69% of the respondents were in agreement with the opinion that the city has procedures for resolving conflicts between stakeholders during the implementation of road contracts. Though 5% were neutral and 23% of the respondents disagreed with an average  $\bar{X}$  of 3.235 and std dev. of 1.12621. Responses from 16 out of 21 interview responses affirmed that Mbale city has established policy which the authorities use to resolve any conflicts that arise between the Municipality authorities and the road contractors.

In addition, the findings affirmed that the majority of the respondents (78%) agreed that there has been good relationship between road contractors and the authorities of the city with an average  $\bar{X}$  of 3.235 implying that there is strong positive relationship while 9% were neutral and 13% of the respondents disagreed respectively. The majority of the respondents interviewed (14/21) contended that it's important to establish a good working relationship always with road contractors so as to achieve the desired objective of quality roads.

Further, the findings revealed that 64% of the respondents disagreed that the road contract committee has been effective in presenting public opinions about the quality of roads to the road contractors while 36% of the respondents agreed respectively with an average  $\bar{X}$  of 3.235 and stddev. of 1.45388. This implied that the contracts committee does not seek public opinion. The qualitative data generally shows that that the public opinion on the type of the road is always not sought for. It was mentioned that the contracts committee does not consult the public about the quality of the roads and how the contractor is doing the work and the decisions are always taken by the responsible authorities. This has implication of inadequate

public consultation and prioritization of public needs in public service delivery. It also means that participation of the public in planning and monitoring and evaluation and provision of feedback by the civil society. This provides a strong reason for ineffective road service delivery in Mbale City

In addition, the data in Table 4.10 also reveals that 60% of the respondents disagreed that they know the procedure to be followed by the public in expressing their dissatisfaction about the quality of roads while 4% were neutral and 36% agreed with an average  $\bar{X}$  of 3.235 and std dev. of 1.42403. Since these respondents category are councilors that represent the general public, this implies that the public do not know the process for expressing their dissatisfaction about the quality of the roads. It also means that they cannot effectively monitor or challenge the quality of roads. This finding was in agreement with the qualitative data. Out of 21 interview respondents, 18 contended that there was no clear procedure to be followed by the public to table complaints about the quality of road

Also, findings in Table 4.10 show that 57% of the respondents were in agreement that regular meetings are held for both city contracts committee and road contractors to review performance with a  $\bar{X}$  of 2.8125 though 1% were neutral and 42% disagreed. This implied that a significant number of councilors are not updated on the progress of road works by the contract committee members which is a significant gap in representation. However, this finding contradicted with the qualitative data. Out of 21 interview respondents, 19 affirmed that they were aware Mbale City Authorities and road contractors always have meetings to review and discuss the performance of the road contractor. It was said that Meetings are always done after every stage of completion by the road contractor. Nevertheless, in general, it is revealed that the relationship management ignores the clients of road services (public) who are represented by the councilors.

Lastly, (61%) of the respondents agreed that they have attended a meeting to listen to the grievances between the road contractors and the city authorities with an average  $\bar{X}$  of 3.235 and std dev. of 1.45633 though 39% of the respondents disagreed respectively. The 39% of the respondents that disagreed that they have attended a meeting to listen to the grievance between city authorities and the contractor is a significant representation of the public. Moreover, even among those who said they attended the meetings, it showed that the meetings were always ceremonial instead of addressing the real issues that improve road service delivery in Mbale.

In general it can be concluded that the contract management plays a significant role in influencing the quality of road services in Mbale as reflected by a total average  $\bar{X}$  of 3.2 which is considered to be high. The findings reveal that there are procedures to ensure effective relationship management between the contractor and Mbale City authorities but there is less representation on the side of the public, implying that public interests are less considered.

### Regression Analysis

In order to determine the effect of the relationship management on service delivery in the road sector in Mbale city, a regression analysis was run using the transformed overall means from Table 4.10 and Table 4.11 respectively. First, the relatedness had to be determined and so Table 4.11 presents the level of relatedness of relationship management and service delivery in the road sector in Mbale city.

**Table 4.11: Relatedness of Relationship Management and Service Delivery in the Road Sector in Mbale City (Coefficients)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.761	.282		16.889	.000
Relationship management	-.390	.076	-.390	-5.115	.000

a. Dependent Variable: Service delivery in road sector

The significance value (Sig value) in Table 4.11 was .000 which was less than .05 (standard value) implying that there was a strong correlation between relationship management and service delivery in the road sector in Mbale city. Table 4.12 now presents the model summary.

**Table 4.12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390 <sup>a</sup>	.152	.146	.436

a. Predictors: (Constant), Relationship management

For purposes of this study, the most important value in Table 4.12 is the R square value which shows the magnitude of the variance in the dependent variable (service delivery in the road sector) that relates with the unit change in the independent variable (relationship Management). From Table 4.12, the R square value was found to be .152 which when changed to percentage (multiplied by 100) becomes 15.2% implying that for any unit change in the relationship management, there is a corresponding change of 15.2% change in service delivery in the road sector in Mbale city. In other words, relationship management accounted for 15.4% of service delivery in the road sector in Mbale city. The overall effect of relationship management on service delivery in the road sector in Mbale city is provided by the results in Table 4.12.

**Table 4.13: Effect of Relationship Management on Service Delivery in the Road Sector in Mbale City (ANOVA)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.981	1	4.981	26.161	.000 <sup>b</sup>
Residual	27.796	146	.190		
Total	32.777	147			

a. Dependent Variable: Service delivery in road sector

b. Predictors: (Constant), Relationship management

The results in Table 4.13 indicated that at  $R^2 = .152$  the  $Sig = .000 < .05$ , implying that there is a strong significant effect of relationship management on service delivery in the road sector in Mbale city.

Data collected through face-to-face interviews revealed that all the members of the contract committee emphasized that they value harmonious relationship with the contractor. One of the respondents said:

*“..... In business generally it’s important to have a good relationship between the buyer and seller. He continued and said that in Mbale city, the city makes sure a*

*good bond is established between them and the road contractors as this will create a atmosphere for work.”*

The qualitative findings further revealed that certain decisions were made outside the set procedures. For instance, one member from the contracts committee and evaluations committee said;

*“There are no procedure to be followed by the public in expressing their dissatisfaction because we believe the decisions make are always good for them because the decision made is always after consulting various heads and specialists”.*

This shows that relationship management is limited in bridging the gap between the agency, the contractor and the consumer (public) in terms of harmonizing their expectations.

Another respondent had this to note;

*“..... Mbale City authorities and road contractors always organize crisis meetings to discuss each party’s dissatisfactions. He continued and said I have ever attended a meeting where Mbale City authorities were not happy with the quality of the road that the road contractor had constructed.”*

Generally, it was observed that there were a number of weaknesses in the contract management processes and particularly in regard to relationship management.

#### **4.5 Contract Monitoring and service delivery**

The third objective of the study sought to find out the effect of contract monitoring on service delivery in the road sector in Mbale city. In order to determine that effect, the researcher had to generate descriptive statistics first and then run a regression. Table 4.14 presents the descriptive statistics on contract monitoring.

**Table 4.14: Descriptive Statistics on Contract Monitoring in Mbale City**

Response	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
The contracts committee has been effective in reporting on the work of road contractors	0	0	17	21	11	14	31	39	21	26	3.7000	1.08383
I have attended a meeting to receive feedback on the performance of Roads contracts in Mbale City	10	13	14	18	2	3	35	44	19	22	3.4875	1.35939
Information on road contract performance is collected and analyzed	0	0	18	23	8	10	31	39	23	28	3.7375	1.11086
Errors in contracts implementation are always addressed in a timely manner to ensure better road services	6	8	20	25	5	6	31	39	18	22	3.4250	1.28058
The community is involved in monitoring the road work of the contractors	17	21	24	30	7	9	20	25	12	15	2.8250	1.41220
The public has adequate information about the on-going road contract work	22	28	34	43	4	5	15	18	5	6	2.3375	1.24213
Recommendations made by the contract committee on the contractors performance in road service delivery are always implemented	12	15	20	25	7	9	24	30	17	21	3.4000	1.41063
<b>Average mean</b>											<b>3.273</b>	

**Source: (Primary data, 2022)**

The interpretation of the scale used is as below.

The interpretation of the scale used is as below.

<b>Likert Scale</b>		<b>For Mean Values</b>		
6. Strongly agree	=	Very High	0-1.0	Very low
5. Agree	=	High	1.1-2.0	Low
4. Not Sure	=	Moderate	2.1-3.0	Moderate
2. Disagree	=	Low	3.1-4.0	High
1. Strongly disagree	=	Very Low	4.1-5.0	Very High

Findings in Table 4.14 above, reveal that 65% of the respondents agreed that the contracts committee has been effective in reporting on the work of road contractors with a  $\bar{X}$  of 3.7000 and std dev. 1.08383 though 14% were neutral and 21% of the respondents disagreed respectively. This implied that contracts committee monitors the works of the contractors. It was equally revealed during the interviews that the contracts committee monitors the works of the road contractors and this has helped to improve on the quality of the roads and value for money. For instance, contracts committee use meetings and check-ins, met expectations, progress checks, contractor's capacity, on-site monitoring, contractor performance appraisal and communication of expectations to monitor the performance of the contractors

Also, the findings in Table 4.14 also showed that a significant number (66%) of the respondents were in agreement with the opinion that they have attended meetings to receive feedback on the performance of road contracts in Mbale City while 3% were neutral and 31% of the respondents disagreed. The 34% who have not attended a significant meeting to discuss issues relating to the road contract is also a significant number. This implies that there are feedback mechanisms on the progress of the road contracts from the contractors but feedback mechanisms tend to have more strength between the contractor and government authorities but less attention is given to the general public.

Also, majority (67%) of the respondents agreed that information on contractor performance is collected and analyzed while 10% were neutral and 23% of the respondents disagreed respectively with an average  $\bar{X}$  of 3.273 meaning the information got was satisfactory. The

33% of the counsellor respondents that are never involved in collection and analysis of data on contract performance is equally a significant number. This finding implies that councilors are not optimally engaged in monitoring the performance of roads. Nevertheless, the interview findings revealed that the road committee always collects information about the road works of the contractors. For example contractors use surveys, interviews, observation, focus groups and social media monitoring to collect information.

This helps the Authority to establish if the contractor is meeting the performance standards set. However, it is also implied that generally, public engagement is low in contract monitoring activities.

Further, the study also revealed that 61% of the respondents were in agreement that errors in contracts implementation are always addressed in a timely manner with an average  $\bar{X}$  of 3.273 and std dev. 1.28058 meaning that contract errors are satisfactory addressed in time. However, the 39% that disagreed/were not sure that errors in contract implementation are addressed in a timely manner is equally a significant number.

In an interview, one of the respondents (Z) said boldly said that always errors found in the contracts are addressed respectively by the relevant authorities as this helps to prevent slow and ineffective works. This implies that responsiveness in road service delivery is still inadequate.

Most 51% of the respondents agreed that the community is involved in monitoring the work of the contractors while 9% were neutral and 40% of the respondents disagreed with an average  $\bar{X}$  of 3.273. This finding show that there is very limited community engagement in monitoring road service delivery. However, majority of the qualitative data respondents (16 /18) appreciated the role of community engagement in monitoring of the road sector and attested to the fact that if the community is involved, better service delivery is expected due to the types of decisions that will be made.

In consonance to the above, 71% of the respondents were in disagreed that the public has adequate information about the on-going road contract work while 4% were neutral and 25% of the respondents agreed with an average  $\bar{X}$  of 3.273 and std dev. of 1.24213. This implied that the public has inadequate or no information about the on-going road contract works. This finding concurred with the qualitative where some respondents revealed that they are ignorant about the value of public engagement in monitoring and evaluating the road contract implementation process.

Lastly, only 41% of the respondents agreed that recommendations made by the contract committee are always implemented while 3% were neutral and 35% of the respondents disagreed respectively with a std dev. of 1.41063 and an average  $\bar{X}$  of 3.273. This implied that the recommendations are satisfactory implemented. However, the findings show that there is low utilization of monitoring and evaluation data, implying that less effort is taken to utilize feedback and improve performance of the road procuring contract. These findings were contrary to the qualitative data where majority (14/21) were of the view that road contractors consider recommendations that the committee suggests to them.

In conclusion, it can be deduced that contract monitoring to a large extent plays a big role in determining the effectiveness of road services in Mbale as reflected by the total average  $\bar{X}$  of 3.3. However, most of the monitoring is done by city authorities and there is less involvement of the councilors and the general public. The findings show that the monitoring information is less used to address gaps in contract implementation. This reflects lack of transparency, accountability efficiency and effectiveness

### Regression Analysis

In order to determine the effect of the contract monitoring on service delivery in the road sector in Mbale city, a regression analysis was run using the transformed overall means from Table 4.13 and Table 4.6 respectively. First, the relatedness had to be determined and so Table 4.15 presents the level of relatedness of contract monitoring and service delivery in the road sector in Mbale city.

**Table 4.15: Relatedness of Contract Monitoring and Service Delivery in the Road Sector in Mbale City (Coefficients)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.765	.352		5.014	.000
	Contract monitoring	.412	.092	.347	4.475	.000

a. Dependent Variable: Service delivery in road sector

The significance value (Sig value) in Table 4.15 was .000 which was less than .05 (standard value) implying that there was a strong correlation between contract monitoring and service delivery in the road sector in Mbale city. Table 4.16 now presents the model summary.

**Table 4.16: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347 <sup>a</sup>	.121	.115	.444

a. Predictors: (Constant), Contract monitoring

For purposes of this study, the most important value in Table 4.16 is the Rsquare value which shows the magnitude of the variance in the dependent variable (service delivery in the road sector) that relates with the unit change in the independent variable (contract monitoring). From Table 4.16, the R square value was found to be .121 which when changed to percentage (multiplied by 100) becomes 12.1% implying that for any unit change in the contract monitoring, there is a corresponding change of 12.1% change in service delivery in the road sector in Mbale city. In other words, contract monitoring accounted for 12.1% of service delivery in the road sector in Mbale city. The overall effect of contract monitoring on service delivery in the road sector in Mbale city is provided by the results in Table 4.17.

**Table 4.17: Effect of Contract Monitoring on Service Delivery in the Road Sector in Mbale City (ANOVA)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.953	1	3.953	20.026	.000 <sup>b</sup>
1 Residual	28.824	146	.197		
Total	32.777	147			

a. Dependent Variable: Service delivery in road sector

b. Predictors: (Constant), Contract monitoring

The results in Table 4.17 indicated that at  $R^2 = .121$  the  $Sig = .000 < .05$ , implying that there is a strong significant effect of contract monitoring on service delivery in the road sector in Mbale city.

Data collected through face-to-face interviews was closely in agreement with the descriptive statistics. For instance one of the respondent (K) said:

*“.....Mbale City Authorities always receives feedback from the road contractors about the progress of the road contracts. This helps the City authorities to plan adequately for other services. The feedback help the authorities to also monitor the works well.”*

Furthermore, another respondents said,

*“... when community is involved in the monitoring process, they will feel responsible and their will make sound decisions for the betterment of the service being offer”. The inadequate of community engagement in monitoring the performance therefore can be attributed to lack of technical skills stakeholder engagement.*

Another respondents said:

*“..... to talk the truth, I don't have any information about the on-going road contracts in Mbale City. That information cannot be accessed by the public as it's taken to be confidential use only”*

The above findings imply that the city authorities have put less input to ensure effective and efficient service delivery in contract implementation process. It also reflects lack of transparency and accountability which are characteristics of good governance.

### **Multiple Regressions**

In order to ascertain the overall effect of contract management on service delivery in the road sector in Mbale city, a multiple regression was run for the three constructs under contract management. The results are presented in the following tables.

First, Table 4.18 presents the relatedness of the three constructs (contract administration, relationship management and contract monitoring) to service delivery in the road sector in Mbale city.

**Table 4.18: Relatedness of contract administration, relationship management and contract monitoring to Service Delivery in the road sector in Mbale City**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.898	.363		10.753	.000
Contract administration	-.260	.059	-.261	-4.424	.000
Relationship management	-.637	.064	-.637	-9.995	.000
Contract monitoring	.694	.075	.585	9.228	.000

a. Dependent Variable: Service delivery in road sector

The significance values (Sig values) in Table 4.18 were .000 for all the three constructs of contract management. This implies that all the three constructs of contract management had a strong correlation with service delivery in the road sector in Mbale city. Table 4.19 now presents the model summary.

**Table 4.19: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 <sup>a</sup>	.504	.493	.336

a. Predictors: (Constant), Contract administration, Relationship management, Contract monitoring

From Table 4.19, the R square value was found to be .504 which when changed to percentage (multiplied by 100) becomes 50.4% implying that for any unit change in the three constructs of contract management, there would be a corresponding change of 50.4% change in performance in service delivery in the road sector in Mbale city. In other words, contract management accounted for 50.4% of the service delivery in the road sector in Mbale city. The overall effect

of contract management on service delivery in the road sector in Mbale city is provided by the results in Table 4.20.

**Table 4.20: Effect of Contract Management on Service Delivery in the Road Sector in Mbale City (ANOVA)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.506	3	5.502	48.696	.000 <sup>b</sup>
Residual	16.271	144	.113		
Total	32.777	147			

a. Dependent Variable: Service delivery in road sector

b. Predictors: (Constant), Contract administration, Relationship management, Contract monitoring

The results in Table 4.20 indicated that at  $R^2 = .504$  the  $Sig = .000 < .05$ , implying that there is a strong insignificant effect of contract management on service delivery in the road sector in Mbale city.

## CHAPTER FIVE

### DISCUSSION

#### 5.0 Introduction

This chapter provides the introduction and discussion of findings on the role of contract administration in influencing road service delivery, the role of contract relationship management in influencing road service delivery and the role of contract management in influencing service delivery in Mbale city.

#### 5.1 Contract Administration and road Service Delivery in Mbale City

According to the findings, Mbale City has a well-established policy framework to ensure effective utilization of funds allocated to road work contracts in Mbale City an average mean of  $\bar{X} = 3.650$  meaning that it's satisfactory. However, whereas there is a policy to guide contract administration, these policies are just on paper and this affect effective and efficient utilization of funds. In addition, this paves way for corruption in the contract process and lack of efficient and effective utilization of resources.

The results of the linear regression showed that there was a strong correlation between contract administration and service delivery in the road sector in Mbale city. The the R square value was found to be .040 which implied that contract administration accounted for 4.0% of service delivery in the road sector in Mbale city. The overall effect of contract administration on service delivery in the road sector in Mbale city. Therefore, at  $R^2 = .040$  the Sig = .015 < .05, implying that there is a significant effect of contract administration on service delivery in the road sector in Mbale city.

These findings concur with Laurean and Salda (2017) who asserted that contract administration as a component of service delivery entails a number of limitations that include poor workmanship by contractors, withdraw of contractors, selection of the best contractor, among others.

In addition, the findings also reveal that the quality of roads provided by the contractors are in most cases compliant to the terms previously agreed upon by the road contractors and Mbale authorities as revealed by the majority 63% of the respondents who disagreed. In addition, majority were in agreement that all road sector service providers comply to quality assurance guidelines provided by Mbale city for guidance during contract execution. These findings show that the compromise in the quality of work is largely blamed on the Mbale city authorities

through late release of funds and corruption by some contract committee members who deprive the contractor of the resources to do quality work. These findings communicate that policies are just on paper. As Reader (2019) observed, approved shoddy work, changes in design during implementation, inadequate and untimely release of funds, poor or improper communication of stakeholders has affected the delivery of services in the road sector. According to Lysons and Farrington (2006), success contract management is measured using the criteria of attainment of the final outcomes of product quality, timely and within previously set financial limits. However, given the fact these are missing, its imperative to conclude that road contract management in Mbale city is somewhat are failure.

The findings also point to the fact that councilors are either minimally or less involved in monitoring the performance of contracts and rarely receive feedback on the performance of roads. Since councilors represent the general public, it points to the fact that the clients of road services are less involved in the implementation process. These points to the fact that in promoting effectiveness of road services in Mbale City through provision of feedback on how road service delivery can be improved. Thus these findings are congruent with Alinaitwe (2007) who found out that poor performance of construction projects in Uganda was linked to absence of meetings between client and contractor.

Besides, whereas the findings show the terms of road contractors are always very clearly stipulated and the composition of contract committee ensures effective competences required to ensure compliance to quality service standards by the road contractors it was revealed that the contract committee members have inadequate skills and competences. Moreover, the composition includes politicians who may not necessarily have the technical skill to ensure effective implementation of road contracts. These findings are in consonance with Mwangi (2018) who opined that realization of effective communication in contract management warrants possession of required skills and training.

## **5.2 Contract relationship management and Service Delivery**

Whereas findings show that majority of the respondents affirm that there are conflict resolution procedure and there is a good working relationship between the road contractors and Mbale city authorities, it is clearly revealed that the clients of the road services are excluded in the relationship management process. This implies that the public lack a for a where they can express their grievances about the availability and quality of road services

Furthermore, the results showed that there was a strong correlation between relationship management and service delivery in the road sector in Mbale city. The R square value was .152 which implied that relationship management accounted for 15.4% of service delivery in the road sector in Mbale city. At  $R^2 = .152$  the  $Sig = .000 < .05$ , implying that there is a strong significant effect of relationship management on service delivery in the road sector in Mbale city. Generally, data collected through face-to-face interviews revealed that all the members of the contract committee emphasized that they value harmonious relationship with the contractor. The results closely corroborated with Aluonzi, Oluka and Nduhura (2014) who asserted that effective contract administration should include learning from the processes through which the contract is being implemented. According to the New Zealand Government (2011) effective stakeholder relationship management embodies effective communication, mutual trust and joint problem. This finding therefore contradict the observation by WU and XU(2019) that the customer is the foundation of the relationship management and the violation of the terms of contract aggravates the customer and therefore relational management include the psychological contract with the customer. Thus inadequate public consultation has implication of inadequate prioritization of public needs in public service delivery. It also means that participation of the public in planning and monitoring and evaluation and provision of feedback by the civil society. This provides a strong reason for ineffective road service delivery in Mbale City.

In addition, findings show that majority of the counsellors do not know the procedure to be followed by the public in expressing their dissatisfaction about the quality. Since these respondents category are counsellors that represent the general public, this implies that the public do not know the process for expressing their dissatisfaction about the quality of the roads. It also means that they cannot effectively monitor or challenge the quality of roads.

In consonance to the above, it was found out that a significant number of councilors are not updated on the progress of road works by the contract committee members which is a significant gap in representation. Thus, in general, it is revealed that the relationship management ignores the clients of road services (public) who are represented by the councilors. Moreover, even among those who said they attended the meetings; it feels like the meetings are always ceremonial instead of addressing the real issues that improve road service delivery in Mbale city.

### **5.3 Contract Monitoring and service delivery**

The findings show that contracts committee has been effective in reporting on the work of road contractors and this has helped to improve on the quality of the roads and value for money. However it was also found out that a significant number of councilors have not attended any meeting to receive feedback on the performance of roads contracts in Mbale city, an implication that there are weak feedback mechanisms on the progress of the road contracts on the side of the public. Further, the results indicated that there was a strong correlation between contract monitoring and service delivery in the road sector in Mbale city. The R square value was found to be .121 which implied that for any unit change in the contract monitoring, there is a corresponding change of 12.1% change in service delivery in the road sector in Mbale city. In other words, contract monitoring accounted for 12.1% of service delivery in the road sector in Mbale city.

On the whole, the significance values (Sig values) for all the three constructs of contract management was .000 which implied that all the three constructs of contract management had a strong correlation with service delivery in the road sector in Mbale city. The R square value was found to be .504 which implied that for any unit change in the three constructs of contract management, there would be a corresponding change of 50.4% change in performance in service delivery in the road sector in Mbale city. Therefore, at  $R^2 = .504$  the Sig = .000 < .05, implying that there is a strong significant effect of contract management on service delivery in the road sector in Mbale city.

The findings under this objective therefore were closely corroborated with those by Friedman and Miles (2002) that effective contract management should consider management of the relationship between multiple stakeholders. In this case, more focus has been put on the relationship between the contractor and the agency but the public (consumers of the road services) have been ignored. Lack of public engagement in monitoring the planning and implementation of road contracts in Mbale City contributes greatly to poor road services. This affirms what previous scholars have found out. For instance, according to Livingstone and Charlton (2014) effective engagement of the community in monitoring procurement contracts such as road construction has benefit of prioritizing community needs, which is an indicator of good governance and effective service delivery. Likewise, Battaineh (2012) mentions that proper and effective management and monitoring of contracts helps to promote effective service delivery.



## CHAPTER SIX

### CONCLUSIONS, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH

#### 6.0 Introduction

This chapter provides conclusions and recommendations of the study and areas for further research.

#### 6.1 Conclusions

From the results of the study and the corresponding discussions, the study concluded that;

- i. Contract administration accounted for a relatively small proportion of service delivery in the road sector with a weak but significant effect of contract administration on service delivery in the road sector in Mbale city.
- ii. Relationship management accounted for 15.4% of service delivery in the road sector with a strong significant effect of relationship management on service delivery in the road sector in Mbale city.
- iii. Contract monitoring accounted for 12.1% of service delivery in the road sector with a strong insignificant effect of contract management on service delivery in the road sector in Mbale city.
- iv. Overall, the study concluded that contract management accounted for 50.4% of service delivery in the road sector with a strong significant effect on service delivery in the road sector in Mbale city.

#### 6.2 Recommendations of the Study.

1. Mbale city should review the composition of the contract evaluation and evaluation committee and include members that represent the public. This will contribute towards address the exclusion of the public in the procurement and evaluation process.
2. The Mbale city authorities should sensitize the public about their roles in Monitoring and evaluation of road contracts. The sensitization should also include the presence of available road contracts, the performance standards expected and the available resources to facilitate the implementation of projects.
3. The government of Uganda should also review the procurement policy and procedure and include a clear and user friendly grievance and conflict management procedure that clearly stipulates how the public can provide feedback regarding their grievances and dissatisfactions in relation to road service delivery.

#### 6.3 Areas for Further Research

Owing to the existing gaps of public involvement in the contract management process, further research is required on the following aspects:

1. Role of stakeholder engagement in promoting contract outcomes in the road sector.
2. Role of Monitoring and evaluation in promoting effective road service delivery.

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**APPENDIX I:**

**QUESTIONNAIRE FOR MBALE CITY STAFF**

Dear participant,

My name is Nekesa Sylvia K.B, a postgraduate student of Uganda Christian University, pursuing a Masters’ Degree in Public Administration and Management. I am currently undertaking a research on **“Contract Management and Service Delivery in Mbale City Council”**: You have been selected to take part in this study because of the important position you occupy and believing that valuable information will be got from you that may be helpful to policy makers. The study is purely for academic purposes and all your responses will be treated with at most confidentiality.

Kindly, complete the questionnaire and return it to the researcher.

Thank you in advance

Yours faithfully

**NEKESA SYLVIA K.B**

Student

**SECTION A: BIO-DATA OF RESPONDENTS**

*Please, tick the right option or fill the right answer in the spaces provided*

A2. Age range?

i.20 years and below	ii. 21-30yrs	iii.31-40yrs	iv.41-50yrs	v.51-above

A3. Sex    i. Male        ii. Female   

A4. Highest level of Education

Primary	Secondary	Tertiary	University

A5. For how long have you worked with Mbale City?(Tick)

1. Less than a year        2. 1- 2 years        3. 3-4 years   

4. 5-6 years        5. Above six years   

**SECTION B: Contract Management (Independent Variable)**

Please, use the scale below to answer the questions that follows by ticking the number that corresponds to your opinion.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

### SECTION B1: Contract Administration

No	Statements	1	2	3	4	5
1	There is a well-established policy framework to ensure effective utilization of funds allocated to road work contracts in Mbale City					
2	The quality of roads provided by the contractors are in most cases compliant to the terms previously agreed upon by the road contractors with Mbale city authorities					
3	All road sector service providers comply to quality assurance guidelines provided by Mbale City for guidance during contract execution					
4	There is effective monitoring by councilors that ensures availability of quality road services in Mbale city					
5	The terms of road contractors are always very clearly stipulated					
6	The composition of contract committee ensures effective competences required to ensure compliance to quality service standards by the road contractors					

### SECTION B2: Contract Relationship management

No	Statements	1	2	3	4	5
1	The city has procedures for resolving conflicts between stakeholders during the implementation of road contracts.					
2	Existing good relationship between road contractors with the authorities of the city has led to timely of roads.					
3	The road contract committee has been effective in presenting public opinions about the quality of roads to the road contractors					
4	I know the procedure to be followed by the public in expressing their dissatisfaction about the quality of roads					
5	Regular meetings are held for both city contracts committee with road contractors to review performance					

<b>6</b>	I have attended a meeting to listen to the grievances between the road contractors and the city authorities.						
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**SECTION B3: Contract Monitoring**

<b>No</b>	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	The contracts committee has been effective in reporting on the work of road contractors					
<b>2</b>	I have attended a meeting to receive feedback on the performance of Roads contracts in Mbale City					
<b>3</b>	Information on road contract performance is correctly analyzed					
<b>4</b>	Errors in contracts implementation are always addressed in a timely manner to ensure better road services					
<b>5</b>	The community is involved in monitoring the road work of the contractors					
<b>6</b>	The public has adequate information about the on-going road contract work					
<b>7</b>	Recommendations made by the contract committee on the contractors performance in road service delivery are always implemented					

**SECTION C: Service Delivery in the Road Sector (Dependent Variable)**

<b>No</b>	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	The contractor delivered the agreed length of paved roads as stated in the contract agreement					
<b>2</b>	The contractor delivered the agreed length of covered lined drains as stated in the contract agreement					
<b>3</b>	The length of open lined drains/cross drains delivered was as stated in the contract agreement					
<b>4</b>	The length of pedestrian walkways made was as indicated in the agreement					
<b>5</b>	The contractor delivered the agreed length of cycle lanes as indicated in the agreement					

<b>6</b>	Length of parking lanes made was as indicated in the contract agreement				
<b>7</b>	Number of solar street lights installed was in tandem with what was indicated in the contract agreement				
<b>8</b>	The contractor supplied the number of trash cans to manage litter as stated in the contract agreement				

*The end*

*Thank you for your cooperation*

**APPENDIX II:  
INTERVIEW GUIDE  
FOR COUNCILORS AND COMMUNITY MEMBERS**

Dear participant,

My name is Nekesa Sylvia K.B, a postgraduate student of Uganda Christian University, pursuing a Masters' Degree in Public Administration and Management. I am currently undertaking a research on ***“Contract Management and Service Delivery in Mbale City”***: You have been selected to take part in this study because of the important position you occupy and believing that valuable information will be got from you that may be helpful to policy makers. The study is purely for academic purposes and all your responses will be treated with at most confidentiality.

**Questions**

- 1) What is contract administration?
- 2) Do you follow any contract administration process in Mbale city?  
If yes, how  
.....  
.....
- 3) How is the contract administration process handled at the city?
- 4) Is contract relationship management important?
- 5) How is contract relationship management handled in Mbale city?
- 6) Which kind of contract relationship management is used by Mbale city?
- 7) What parameters do you base on when monitoring road construction works?
- 8) What is contract monitoring?
- 9) How is contract monitoring done at the city?
- 10) How do you rate contract monitoring in your city?

***The end***

***Thank you for your cooperation***

**APPENDIX III:**

**SAMPLE SIZE DETERMINATION**

**Table 1: Table for Determining Sample Size for a Finite Population**

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	56	360	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381

200	132	1000	278	75000	382
<b>210</b>	<b>136</b>	<b>1100</b>	<b>285</b>	<b>100000</b>	<b>384</b>

**Note.– N is population size. S is sample size**

**Source: Krejcie& Morgan, 1970.**

**APPENDIX IV:**  
**INFORMED CONSENT FORM**

**Title of the study**

Role of contract management in influencing service delivery in the Roads sector in Mbale City.

**Investigator:**

Names: Nekesa Sylvia K.B

REG NO: RJ21/MUC/MPA/009

Institution: Uganda Christian University

Tel: 0772393925

**Purpose:**

To establish the role of contract management in influencing service delivery in the Roads sector in Mbale City. You have been chosen as respondent in this study because you are a knowledgeable and attached at Mbale City

**Procedures:**

The researcher ensured that data collected procedures were fruitful by securing a cover letter from Uganda Christian University, which was presented to Mbale city Authority to give the researcher permission to carry out the study.

The questionnaire were photocopied, and then distributed to respondents whose consent was secured for administration. Respondents were approached in groups and as individuals to participate in face to face interview sessions, where an explanation was given to them that the study was purely for academic purposes.

The researcher collected the questionnaires in the aftermath of getting filled for further analysis. And for the interviews the researcher thought permission from the respondents on whether they accepted to be recorded or take notes, convenient time for the interviews and how long it should take.

**Who will participate in the study?**

The target population of the study constituted of Mayors, chief administrative officer, senior engineering officer, assistant engineering officer, head of procurement, assistant finance officer, contracts committee and evaluations committee, road contractors, principal auditor, assistant auditor, councillors from industrial and northern division (LC II & LC III), CSP representatives and RDC.

**Risks/Discomforts:**

There are no risks, side effects or any discomfort involved in this study

**Benefits:**

This study would generate information relating to contract management and performance of road projects. With reference to Uganda, it's hoped that cities would use the findings of this research to strengthen the acquisition, implementation and integration of contract monitoring practices in local government, In addition, the study findings would influence government policies with regard to contracts, in particular formulation of policies relating to the performance of road construction projects and also this study would form the basis on which academic researchers would do further studies in contract management.

**Questions:**

Any questions related to the study can be forwarded to the researcher on telephone number +256-772-393-925

**Statement of voluntariness:**

Participation in this study is by voluntary basis, they can therefore join on their free will and the respondent can withdraw from this study at any time without any penalty

**Confidentiality:**

The results of this study will be kept strictly confidential, and used only for research purposes. My identity will be concealed in as far as the law allows. My name will not appear anywhere on the coded forms with the information. Paper and computer records will be kept under lock and key and with password protection respectively. The interviewer has discussed this information with me and offered to answer my questions.

**STATEMENT OF CONSENT/ASSENT**

..... Has described to me what is going to be done, the risks, the benefits involved and my rights regarding this study. I understand that my decision to participate in this study. In the use of this information, my identity will be concealed. I am aware that I may withdraw at any time. I understand that by signing this form, I do not waive any of my legal rights but merely indicate that I have been informed about the research study in which I am voluntarily agreeing to participate. A copy of this form will be provided to me

Name:.....

Signature of participant: .....

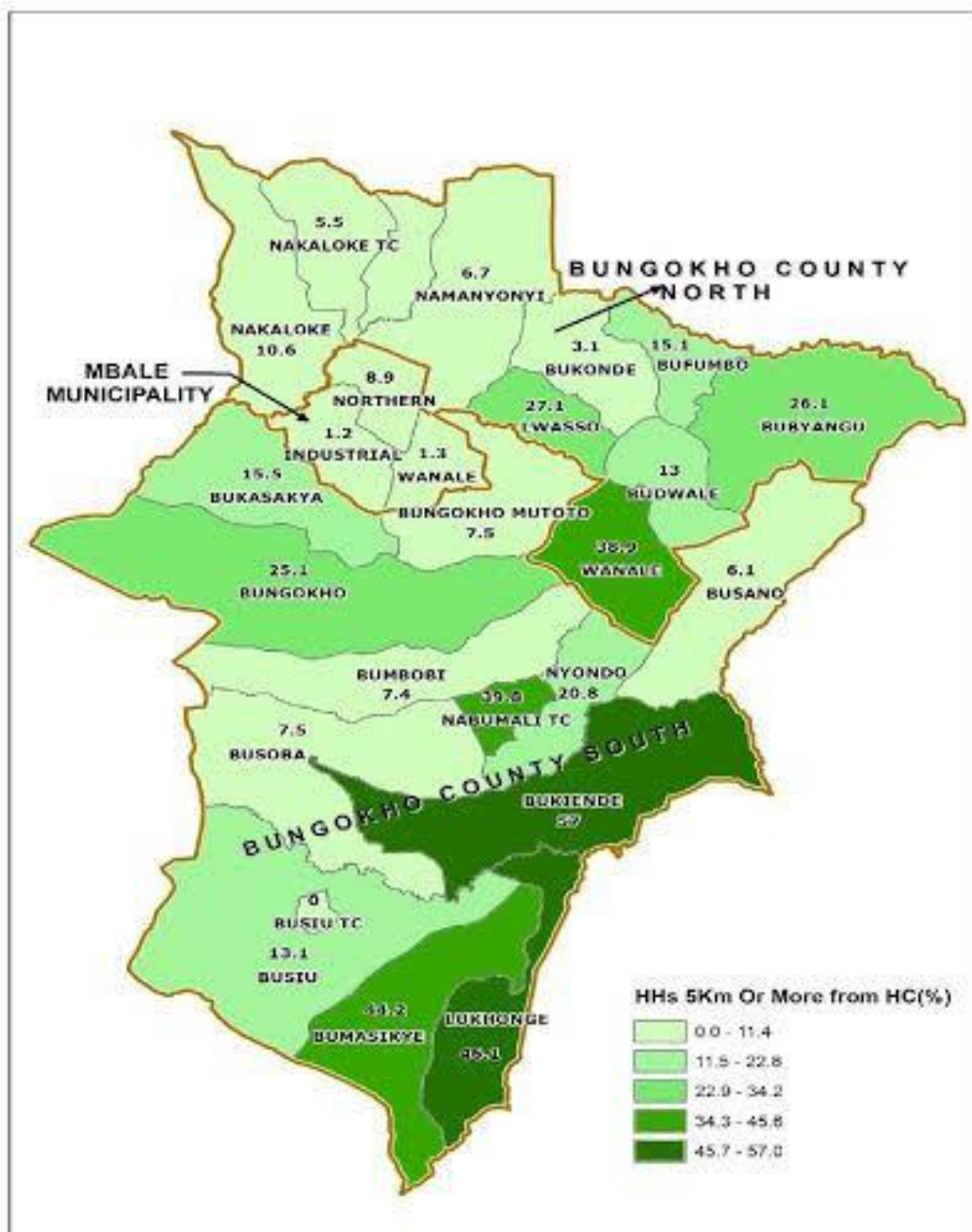
Date .....

Name.....

Signature of Interviewer .....

Date.....

**APPENDIX V:  
MAP OF MBALE CITY**





**UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.**

**A Centre of Excellence in the Heart of Africa**

**Office of the Academic Registrar**

To MBALE CITY

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss NEKESA SYLVIA K. B  
Of Registration Number; 2521/muc/impam/009 pursuing a  
Masters' Degree/Postgraduate Diploma / Bachelor's Degree  
MASTERS IN IMPAM'S PUBLIC ADMINISTRATION AND MANAGEMENT  
He/ she is required to carry out an academic research on the topic  
CONTRACT MANAGEMENT AND SERVICE DELIVERY IN THE  
ROADS SECTION IN MBALE CITY

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.  
Thank you.

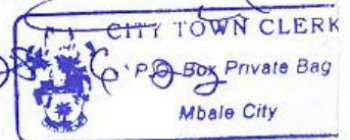
Yours faithfully,

*Janet*



Samari Janet Chesakit (Mrs)  
**Ag. Academic Registrar**

*Granted, please accord cooperation and assistance.*





# UGANDA CHRISTIAN UNIVERSITY

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UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY CANDIDATE (POST VIVA FORM)

DATE: 10/08/2023

Name of Candidate: NEKESA SYLVIA K.B

Reg.No: RJ21/MUC/MPA/009

Title of Dissertation: CONTRACT MANAGEMENT AND SERVICE DELIVERY IN THE ROADS  
SECTOR IN MBALE CITY, UGANDA

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Service delkivery theories do not have sources of references	Reference sources now provided	Page 6 corrected.
2	USMID road programme, which was the basis of study not highlighted in the background	USMID programme now highlighted in the background	Page 7 corrected.
3	Contract management in statement of the problem not presented in a researchable perspective	Contract management in the statement of the problem now presented in a researchable perspective	Page 9 corrected and improved.
4	Justification of the study not well done	Justification of study now improved upon	Pages11correc ted/improved.
5	Definition of key terms lacked reference sources	Definition of key terms now given reference sources	Page 14 corrected.
6	The candidate has presented two major theories: however, did not	The researcher used both theories presented and this	Pages 15-18 corrected.


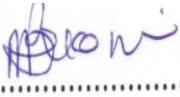
	state whether she used both or one of them.	is clearly indicated	
7	Literature review not critically done and lacks the empirical touch	Literature review now improved	Pagea 18-24 corrected
8	Methodology written in past tense	The tense of the methodology has been corrected	Pages 25-28 corrected
9	Target population of 148, how was this determined	Target population was determined from the Mbale City Records (2022)	Page 25 corrected and added.
10	Researcher uses simple random sampling on which category of respondents?	Researcher used simple random sampling in sampling councilors.	Page 26 corrected
11	Researcher used interview to interview key informants	The key informants included contractors, TCs, RDCs, Mayors Head of procurement, contract evaluation committee, Auditor and Principal finance officer.	Page 28 corrected
12	Table 3.2: Statistics from experts	The researcher was trying to calculate the Content Validity Index (CVI) as the measure of validity of the data collection tool.	Page 29 corrected
13	At 4.1. response rate. How scientifically was the sample of 84 determined.	The sample used was 108 scientifically determined using the Krecjie and Morgan (1970) sampling table. However, of the 108, 84 were the ones who completed the questionnaire.	Page 33 corrected
14	Actual roads worked on were not mentioned.	Actual roads worked on were not mentioned for ensurance of ethical conditions	Page 34 corrected

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1.	Chapter One: Background to the study needs improvement on the conceptual and contextual perspectives	The conceptual and contextual perspectives have been improved upon	Page 7-9 corrected.
2.	Problem statement not well written; some statements not supported with	Problem statement has been improved upon and	Page 9

	evidence (citation)	statements now have evidence (citations)	corrected.
3.	Objectives of the study not well stated (not SMART)	Objectives were re-stated and are now SMART	Page 10 corrected.
4.	Chapter Two: Literature review did not expose clear gaps and there was no explanation	Literature was revisited, gaps have been clearly identified and explained	Pagea 18-24 corrected
5.	Chapter Three: Methodology. Well written but the questionnaire has some double barreled items	The questionnaire was improved upon and double barreledness was removed	Pages 25-28 corrected
6.	Chapter Four: Well handled, analysis was well presented.	No action	Pages 29-41 corrected
7.	Chapter Five: Discussion not well handled. Literature only provides support. Improve on discussion.	Discussion of findings has been improved upon to mirror other studies	Pages 42-70 corrected
8.	Chapter Six: Conclusions and Recommendations well handled. However, percentages should be supported by general statements	Conclusions and recommendations improved upon and percentages are not supported by general statement	Pages 71-72 corrected

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1.	The objectives are not ranked appropriately, they should move from low order to high order	Objectives re-stated and ranked accordingly	Page 10 corrected.
2.	The conceptual framework lacked the intervening variables.	Intervening variables were left out on advice of supervisor	Page 13 corrected.
3.	Student should conclude and recommend in line with the objectives of the study	The conclusions and recommendations were made in line with the objectives of the study	Page 64 corrected.
4.	Objectives should be re-phrased	Objectives re-phrased as guided	Page 13 corrected
5.	Not all people affected in terms of road service delivery were included in the study	That's why there was need to sample only the vital people	Pages 56-60 corrected.
6.	CAO should be removed from the respondents.	CAO removed from the respondents - see Table 3.1	Page 26 corrected.

7.	Researcher should try to understand the inferential statistics	Researcher has tried to understand the statistics	Pages 35-55 corrected
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Nekesa Sylvia K. B.  ..... DR. Bekoreire Mary Baremirwe  .....  
 Candidate's Name                      Signature                      Supervisor's Name                      Signature