

**MITIGATING DELAYS IN LAND ACQUISITION FOR ROAD CONSTRUCTION
PROJECTS IN UGANDA: A CASE STUDY OF KAMPALA GREATER
METROPOLIS AREA**

ELIZABETH NIMUSIIMA

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Abstract

This study set out to examine the factors contributing to delays in land acquisition for road construction projects within Uganda, specifically concentrating on the Greater Kampala Metropolitan Area. Three main objectives guided the study namely: To identify and analyse the factors contributing to delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area; To evaluate the repercussions of delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area; and to devise sustainable strategies for ameliorating delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area. Qualitative methodology guided the study, involving the use of primary data and secondary data selected purposively. The results were coded , analysed and recorded thematically. The study further identifies incomplete funding and land price issues as critical factors contributing to delays in road construction projects and land acquisition challenges in the Kampala Greater Metropolis Area, reflecting broader financial and management problems. Five additional contributors to delays were noted: budget constraints, unforeseen site conditions, poor contractor management, lack of tools, and weak stakeholder coordination. It was recommended that the Ministry of Finance, Planning and Economic Development (MFPED) /MWT should prioritise the expeditious finalisation of payments to PAPs within the initial six months of the project's timeline.

Declaration

I, Nimusima Elizabeth, hereby declare that this is my original work and is not plagiarised and has not been submitted to any other institution for any award. Where other people's work has been used, appropriate references have been made.

Student's name,
Elizabeth Nimusiima

Signature and Date

A handwritten signature in dark ink, appearing to be 'Elizabeth Nimusiima', written in a cursive style.

APPROVAL

This is to certify that the research titled: “Mitigating Delays in Land Acquisition For Road Construction Projects In Uganda: A Case Study of Kampala Greater Metropolis Area”, has been done under my supervision and is now ready for submission.

A handwritten signature in dark ink, appearing to read 'Magolo', with a stylized, cursive script.

Dr. Kisaka Annet Magolo

Date: March 30,2026

Dedication

This research is lovingly dedicated to my husband and my daughter, whose unwavering support, patience, and encouragement sustained me throughout this academic journey. Your love and belief in me made this achievement possible.

Acknowledgements

I would like to express my sincere gratitude to all those who contributed to the successful completion of this research on mitigating delays in land acquisition for road construction projects in Uganda, undertaken in fulfilment of the requirements for the award of a Master of Arts in Organisational Leadership and Management.

I am deeply grateful to my former organisation, the Uganda National Roads Authority, for granting me the opportunity to serve in the land acquisition department. This experience inspired the focus of this research and provided invaluable practical insight into the challenges addressed in this study.

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Above all, I give thanks to God Almighty for granting me strength, wisdom, and perseverance to accomplish this work.

List acronyms and abbreviations

GKMA	:	Greater Kampala Metropolitan Area
UNRA	:	Uganda National Authority
AHP	:	Analytical Hierarchy Process
UNCST	:	Uganda National Council for Science and Technology
UCU	:	Uganda Christian University
MWT	:	Ministry of Works and Transport
GKMA	:	Greater Kampala Metropolitan Area
ACLAP	:	African Countries Land Acquisition Protocol
UNCST	:	Uganda National Council for Science and Technology
FPIC	:	Free Prior Informed Consent
PPP	:	Public-Private Partnership
BIM	:	Building Information Modelling
RAP	:	Resettlement Action Plan
GIS	:	Geographic Information Systems

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Chapter One

Introduction

1.0 Introduction

Uganda has four legally recognised land tenure systems: Mailo, Freehold, Leasehold, and Customary. These land tenure regimes cater to private persons (citizens), in accordance with constitutional rules. According to Article 237 (1) of Uganda's Constitution, land in Uganda belongs to Ugandan citizens and is vested in them in line with land tenure laws. It should be emphasised that this clause is based on the Bill of Rights (Chapter 4), which exists only to defend the Ugandan people's rights. Article 26 protects the right to own property and prevents the government from depriving any person of this right without giving fair, appropriate, and prompt notice. Land tenure regimes cater to private persons (citizens), in accordance with constitutional rules. According to Article 237 (1) of Uganda's Constitution, land in Uganda belongs to Ugandan citizens and is vested in them in line with land tenure laws. These constitutional principles were implemented by the Land Act, Cap. 227b, and the Land Acquisition Act, Cap. 226, whose only goal is to guarantee that people's right to own land is adequately preserved.

The enactment of these legal regimes was well-intentioned, but they have been grossly abused as a tool of unscrupulous people for unjust enrichment by claiming exorbitant sums of money from the government, or as a motivator for unnecessary speculation, resulting in artificial and unrealistic price increases. In order to comply with existing legal provisions, the procedure requires the government to engage several stakeholders of the projected affected area before beginning any road construction project, including local leaders, landowners, sitting tenants, legally recognised squatters, and/or any project-affected persons. Following these engagements, the process of determining the value of the estimated affected land and/or properties begins. However, the purchase of the project. In order to comply with existing legal provisions, the procedure requires the government to engage several stakeholders of the projected

affected area before beginning any road construction project, including local leaders, landowners, sitting tenants, legally recognised squatters, and/or any project-affected persons. Following these engagements, the process of determining the value of the estimated affected land and/or properties begins.

The process of solving the above claims must follow the established legal procedures. This process sometimes is lengthy and protracted because it is not easy to tell who is the rightful claimant of the piece of land that is subject to the dispute. A case in point was the government's attempt to upgrade the Najjanankumbi-Busabala road from gravel to bituminous standard (Ggoobi,2020). Even though the project followed the normal procedure of land acquisition to enable construction works to start, during project implementation, the government faced challenges of disputes arising from the landlord and legally recognised squatters (Bibanja Holders). The landlords did not recognise the squatters (Bibanja) Holders, and the squatters, in the same vein, claimed they were the rightful occupants to be compensated. As a result of this dispute, the work stalled because this particular piece of land would not be handed over to the contractor under conflict. This concept opines that speculators and land compensation claimants have continued to hold the Government Road construction projects hostage with their unrealistic claims, leading to loss of colossal sums of money. It's against this backdrop that this study aims to explore how to mitigate this challenge to reduce delays in the land acquisition process during road construction, which continues to be a source of financial loss for taxpayers' money.

1.2 Background

Globally, the accessibility of land as a fundamental natural resource constitutes the paramount factor within the construction sector. The development of public infrastructure necessitates the clearance of the right-of-way from any impediments to enable the commencement of construction activities. Nations such as China, Ghana, and Kenya are engaging in compulsory land acquisition as a strategy to furnish construction sites for infrastructural enhancement within the parameters of their respective legal frameworks (Quaiku,2023). Compulsory acquisition refers to the authority of the government to procure private land rights without the voluntary

agreement of the proprietor or occupant, with the intention of promoting societal welfare (Mulvaney,2022). In Uganda, the process of compulsory land acquisition, primarily governed by the Land Acquisition Act of 1965, has been driven by the Government's imperative to furnish adequate infrastructure, including roads and railways, while also ensuring the protection of the nation's natural resources, such as water bodies, forest reserves, and game reserves. Bhaduri (2025) underscored the necessity for governmental land acquisition and its ramifications on the social and economic conditions of impoverished communities, which are occasionally marginalised and thus require critical examination. In Uganda, land ownership is delineated in the 1995 Constitution and the Land Act of 1998, Cap 227. It stipulates that land is owned by the citizens of Uganda under various tenure systems, namely Leasehold, Mailo, Freehold, and Customary. In a similar vein, the government and local governments are empowered under Article 237 (2) to acquire and maintain land in public trust for the benefit of the public, which must align with the stipulations under Article 26 of the Constitution (Protection from deprivation of property). The Land Acquisition Act, Cap 226, delineates guidelines pertinent to the compulsory acquisition of land by the government and local authorities. The authority to compulsorily procure land for public interest holds considerable significance, as it is impractical for the government to initiate negotiations for land purchases with each landowner; such an approach would lead to increased delays and frustration in governmental initiatives. Notwithstanding Uganda's constitutional provisions for equitable and adequate compensation before the appropriation of land for governmental projects, a substantial gap persists in the comprehension of what is deemed fair and adequate compensation. A comparable gap is observable in developed nations; for instance, a study conducted by Alias and Nasir (2006) indicated that adequate compensation, which is a constitutional mandate in Malaysia, remains inadequately defined. At present, after merging Uganda National Roads Authority, the Ministry of Works and Transport is tasked with the acquisition of land for the establishment of national road networks throughout the country; however, this process has been met with ambivalence, consequently causing delays in the overall timeline for securing the right of way and providing sites to contractors for the execution of civil engineering works. Hence, this study aims to evaluate the various

challenges and repercussions of delays in compulsory land acquisition on the efficacy of road construction projects, and to propose viable strategies for expediting land acquisition.

1.3 Statement of the Problem

To effectively address delays in land acquisition for road construction projects within Uganda's Greater Kampala Metropolitan Area, a comprehensive strategy is imperative. This strategy should encompass the enhancement of the precision of land surveys and title verifications, the streamlining of the valuation and compensation procedures, the assurance of prompt and transparent communication with impacted communities, and the incorporation of alternative dispute resolution mechanisms such as arbitration boards. The constitutional provision for compulsory acquisition is enshrined in Article 26 of the Constitution; however, its execution is obstructed by various impediments. Uganda incurs substantial financial losses amounting to billions of shillings, exacerbated by a burgeoning debt of approximately UGX 3.491 trillion owed for land acquisition compensation, as reported by the Parliament of Uganda in 2025 (Lema, 2025). This debt precipitates project delays, escalates costs, and has culminated in a funding deficit of UGX 2.472 trillion in the financial year 2025/2026, which has consequently stalled externally funded projects (Joanitta, 2025). Furthermore, there are documented instances of specific projects adversely affected by questionable compensation practices, exemplified by a UGX 35 billion loss associated with the Kampala-Entebbe Expressway project. In light of this context, this study employed a qualitative methodology to review both primary and secondary data, aimed at ascertaining whether the delays in land acquisition for road construction projects in Uganda are attributable to inadequate policy formulation or execution, with a particular emphasis on the Kampala Greater Metropolis area. The outcomes and sustainable recommendations of this study aimed at furnishing a framework for other countries globally confronting similar issues.

1.4 Significance of the Study

The results derived from this study serve to enlighten policymakers, funding stakeholders, and private sector participants regarding the most effective and practical

methodologies for alleviating delays in road construction initiatives, which incur substantial financial burdens on taxpayers within the nation. Furthermore, the findings offer a comprehensive framework for other nations within the Global South to confront analogous challenges.

1.5 Objectives of the Study

The study was structured around the subsequent objectives:

1.5.1 Main objective

The primary aim of this study was to examine the factors contributing to delays in land acquisition for road construction projects within Uganda, specifically concentrating on the Greater Kampala Metropolitan Area.

1.5.2 Specific Objectives

1. To analyse the factors contributing to delays in land acquisition for road construction projects within the Kampala Greater Metropolitan Area.
2. To evaluate the repercussions of delays in land acquisition for road construction projects within the Kampala Greater Metropolitan Area.
3. To devise sustainable strategies for ameliorating delays in land acquisition for road construction projects within the Kampala Greater Metropolitan Area.

1.6 Research Questions

- i. What are the factors contributing to delays in land acquisition for road construction projects within the Kampala Greater Metropolitan Area?
- ii. What are the consequences of delays in land acquisition for road construction projects within the Kampala Greater Metropolitan Area?
- iii. What are the sustainable strategies for ameliorating delays in land acquisition for road construction projects within the Kampala Greater Metropolitan Area?

1.7 Scope of the Study

1.7.1 Area scope

The Greater Kampala Metropolitan Area (GKMA) includes the Kampala Capital City Authority and the bordering districts of Wakiso, Mukono, and Mpigi. It encompasses the core city, its suburbs, and the surrounding peri-urban areas and is regarded as the country's primary economic, industrial, and educational centre.

1.7.2 Content scope

The content scope examined the factors contributing to delays in land acquisition for road construction projects within Uganda, specifically concentrating on the Greater Kampala Metropolitan Area. Secondary data included a review of Uganda National Authority (UNRA) reports, Uganda Road Fund Reports, Ministry of Works and Transport (MWT) reports, such as Annual joint sector review publications, World Bank reports, among others.

1.7.3 Time scope

This research only covered the years 2025 and 2026. Considering the nature of the research issue under investigation, this period was specifically chosen as being ideal for providing the necessary data.

1.8 Significance of the Study

The results derived from this study serve to enlighten policymakers, funding stakeholders, and private sector participants regarding the most effective and practical methodologies for alleviating delays in road construction initiatives, which incur substantial financial burdens on taxpayers within the nation. Furthermore, the findings offer a comprehensive framework for other nations within the Global South to confront analogous challenges.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is a literature review on mitigating delays in land acquisition for road construction projects. The literature covers the theoretical review and a review of related literature. The theoretical review is on the Analytical Hierarchy Process theory.

2.1 Theoretical Review

To meet the intended objectives of the study in the context of the thesis statement, this study will be guided by the Analytical Hierarchy Process theory.

2.2 Analytical Hierarchy Process Theory

The framework for minimising land acquisition delays in road building will be guided by the Analytical Hierarchy Process theory to prioritise delay sources, as well as a stage-gate management framework to structure project execution. Developed by Thomas Saaty in the 1970s, it combines mathematics and psychology to allow decision-makers to evaluate both tangible and intangible factors through pairwise comparisons (Bernasconi,2010). .This combination enables the systematic identification and prioritising of issues causing delays, such as inadequate planning, funding, or legal complexity, and offers a structured procedure for efficiently managing them throughout the project lifetime. The Analytical Hierarchy Process (AHP) is a structured theory for making complex decisions by breaking them down into a hierarchy of criteria and alternatives. The technique entails organising the problem into a hierarchy, creating judgments about the relative importance of each element, and synthesising these judgments to find the most logical choice. This combination enables the systematic identification and prioritising of issues causing delays, such as inadequate planning, funding, or legal complexity, and offers a structured procedure for efficiently managing them throughout the project lifetime. The Analytical Hierarchy Process (AHP) is a structured theory for making complex decisions by breaking them down into a hierarchy of criteria and alternatives. The framework for minimising land acquisition delays in road building will be led by the Analytical Hierarchy Process theory to

prioritise delay sources, as well as a stage-gate management framework to structure project execution. This combination enables the systematic identification and prioritising of issues causing delays, such as inadequate planning, funding, or legal complexity, and offers a structured procedure for efficiently managing them throughout the project lifetime.

2.3 Review of Related Literature

This part is about a discussion on a relevant literature review to identify the research gap for the research to contribute new knowledge to the existing body of knowledge. The review is exclusively on secondary data.

2.3.1 The global mitigating delays in land acquisition for road construction projects.

Road construction on a global scale constitutes a substantial market primarily oriented towards both the initiation of new projects and the enhancement of existing infrastructures, wherein regions such as the Asia-Pacific and various developing locales, including Africa, are experiencing notable advancements in construction activities, while North America and Europe predominantly focus on maintenance and infrastructural expansion. Prominent trends within this sector encompass an increasing prioritisation of technological integration, automation, and advancements in material science aimed at augmenting operational efficiency, safety, and structural resilience, alongside initiatives designed to facilitate connectivity in remote regions, alleviate traffic congestion, and enhance the overall economic and social welfare. Notwithstanding these advancements, the industry remains susceptible to protracted delays associated with land acquisition on a global scale. In response, various nations have formulated financial mechanisms to address this challenge. A pivotal strategy in this regard is the approach of Public-Private Partnerships (PPPs). The establishment of strategic alliances can mitigate financial strains and accelerate project delivery timelines. This methodology has demonstrated particular efficacy in large-scale endeavours, as exemplified in Sudan, where the proposal of PPPs serves to address financing delays (Khair et al., 2018). Khair's investigation disclosed that considerable delays in road construction undertakings in Sudan incite significant economic

repercussions attributable to the complexities involved in identifying and alleviating the factors contributing to such delays. This phenomenon is critical as it underscores the notion that delays associated with land acquisition for road construction impede development in nations where robust infrastructure is imperative for economic advancement and stability.

Moreover, Bank Financing Schemes are essential for reversing the aforementioned remedy. For projects of medium scale, the introduction of bank financing schemes can furnish the requisite capital to avert delays stemming from financial limitations (Khair et al., 2018). This initiative can be further bolstered by improvements in regulatory and contractual frameworks. Streamlining regulatory processes and diminishing bureaucratic impediments can effectively curtail delays. In the context of India, permitting and regulatory obstacles are significant determinants of project postponements (Bhangale & Minde, 2025). However, the research conducted by Bhangale & Minde (2025) did not adequately account for the absence of a comprehensive understanding of the underlying causes of these delays and the efficacious strategies required to mitigate them, recognising the existence of additional intricate issues that this study intends to elucidate. Similarly, the assurance of thorough and unambiguous contractual documentation can preempt delays during the tendering phase, as evidenced in Sri Lanka, where procurement processes were hindered by inadequacies in contracts (Jeyakanthan & Jayawardane, 2012). This necessitates the prompt initiation of the land acquisition and resettlement procedures immediately following the approval of feasibility studies.

The incorporation of constructability reviews during the design phase can substantially diminish errors and omissions, which are principal contributors to delays in Sri Lanka (Jeyakanthan & Jayawardane, 2012). The implementation of real-time project monitoring systems and contemporary construction methodologies, such as Building Information Modelling (BIM), has the potential to enhance project efficiency and mitigate delays (Bhangale & Minde, 2025). While these strategic interventions present promising avenues for addressing the challenges associated with land acquisition delays

for road projects globally, it is imperative to take into account the distinctive socio-economic and political contexts prevalent in each region. For instance, the effectiveness of PPPs may differ contingent upon the capacity of local governments to engage constructively with private sector entities. Furthermore, the integration of advanced technologies such as BIM?? necessitates investment in both training and infrastructural development, which may not be feasible for all developing nations. Consequently, an approach tailored to the specific conditions and resources of each locale is vital for the successful mitigation of delays in road construction projects.

2.3.2 Mitigating delays in land acquisition for road construction projects in Africa.

Major infrastructural initiatives in Africa encompass the regional Trans-African Highway Network, alongside national endeavours such as the expansion of highways in Egypt and the Autoroute Transmaghrébine situated in North Africa. Additionally, noteworthy projects are present in East Africa, exemplified by the Arusha-Namanga-Athi River route, the Nairobi-Mombasa Expressway, and the Kampala-Entebbe Express Highway, alongside various initiatives in West Africa aimed at enhancing inter-country trade connectivity. The absence of a reliable protocol for land acquisition emerges as a principal factor contributing to the delays experienced in Africa's roadway initiatives. The implementation of a standardised protocol, such as the African Countries Land Acquisition Protocol (ACLAP), has the potential to optimise procedural efficiencies and curtail instances of fraud. This protocol encompasses a centralised information system designed to document land transactions and integrate all relevant stakeholders, which is essential for fostering transparency and operational efficiency (Claude & Traoré, 2024).

Moreover, financial challenges, characterised by inadequate cash flow and delayed disbursements, significantly exacerbate delays within these projects. The assurance of prompt financial audits and timely payments can serve to alleviate these financial impediments (Tola, 2024, & Kamanga & Steyn, 2013). Legal conflicts regarding land ownership within Africa may be diminished through the establishment of clear and recognised land titles. This process necessitates the procurement of appropriate attribution letters from local authorities and the prompt resolution of any legal

ambiguities encountered during the initial stages (Claude & Traoré, 2024). Delays frequently arise from inadequate coordination among involved stakeholders, which include clients, contractors, and consultants. The establishment of regular communication channels and the explicit delineation of responsibilities may enhance decision-making processes and mitigate delays (Tola, 2024, & Mejía et al., 2020). The provision of training and education for stakeholders concerning land acquisition processes and protocols may further bolster coordination efforts and diminish instances of misunderstanding (Claude & Traoré, 2024).

Predictive models, exemplified by the Right-of-Way Acquisition Duration Prediction Model, can assist African nations in identifying potential factors contributing to delays, thus facilitating proactive management strategies. These models employ statistical analysis to quantify the elements that precipitate acquisition delays, thereby enabling enhanced planning and allocation of resources (Aleithawe et al., 2012). While these strategies present viable solutions for road construction projects in Africa, it is imperative to acknowledge the broader socio-economic and political frameworks that impact land acquisition across the continent. Issues such as corruption, infrastructural deficiencies, and disparate levels of development among regions pose additional challenges. Effectively addressing these systemic obstacles necessitates comprehensive policy reforms and international collaboration aimed at cultivating an environment conducive to efficient land acquisition and the successful execution of road construction initiatives.

2.3.3 Uganda's mitigating delays in land acquisition for road construction projects.

Addressing delays in land acquisition for road construction projects in Uganda, especially within the Kampala Greater Metropolis, requires addressing several critical challenges, as delineated in the literature. Delays in land acquisition predominantly arise from sluggish processes, disputes over compensation, and the prevalence of squatters, all of which substantially affect project timelines and financial expenditures (Danial & Misnan, 2022). This issue is significant due to the imperative nature of time in road construction, as delays may lead to financial overruns and adversely affect the construction sector. Another study by Alineitwe and Apoloti (2013) assert that successful

techniques to alleviate these delays encompass enhancing project management procedures, utilising alternative contract formats, and guaranteeing prompt payments (Alinaitwe & Apolot, 2013). The problem context involves significant delays and cost overruns in Uganda's public sector construction projects, which are funded by taxpayers' money. This issue matters because it affects the efficient use of public resources and the timely completion of essential infrastructure projects. This underscores a deficiency in research explicitly examining the reasons for delays and cost overruns in Uganda, especially when juxtaposed with studies undertaken in industrialised nations, which this study aims to address.

Furthermore, Namakula et al. (2022) posited that the enhancement of contract administration and the resolution of site-related challenges are of paramount importance for the augmentation of project performance. The investigation underscored that the contextual issues pertaining to the challenges within Uganda's road construction sector, which encompass cost overruns, time overruns, and insufficient resources, significantly impact project performance. This concern is salient as, despite the escalation in budget allocations, the efficacy of road construction initiatives remains less than optimal, thereby affecting infrastructure development. The identified literature gap aligns with the prior research conducted by Alinaitwe & Apolot (2013), which corroborated the existence of a deficiency in comprehensive studies that concentrate on contract administration and its repercussions on the performance of road construction projects in Uganda, a gap that this present study endeavours to fill. In a study conducted by Nabawanda (2024), it was determined that the contextual issues impeding road construction projects in Uganda are intrinsically linked to contentious land matters stemming from population growth and governmental land acquisition for socio-economic advancement, which are further complicated by a convoluted land tenure system. This issue is of great significance as it impacts both public and private developmental interests, leading to complications such as compensation disputes, land encroachments, and insufficient implementation of legal frameworks. The identified gap encompasses the necessity for a more efficacious legal and policy framework aimed at addressing the challenges associated with land

acquisition and its subsequent effects on socio-economic development, which this study aspires to address.

Furthermore, research conducted in other contexts regarding land acquisition delays, such as that by Kotalewala et al. (2020), has revealed that such delays frequently stem from bureaucratic inefficiencies and disputes over compensation, which may result in extended negotiations and legal conflicts. An additional complication pertains to the presence of squatters. The existence of unauthorised occupants on land designated for construction can further exacerbate and prolong the acquisition process (Danial & Misnan, 2022). This situation necessitates the implementation of targeted mitigation strategies. The adoption of robust project management methodologies can facilitate the streamlining of processes and the reduction of delays. This encompasses improved monitoring and control mechanisms (Alinaitwe & Apolot, 2013). In a complementary fashion, the transition from traditional contracts to design-build contracts can mitigate delays by integrating the design and construction phases, thereby decreasing the time required for project completion (Alinaitwe & Apolot, 2013). There exists an urgent imperative to formulate a comprehensive contract administration strategy capable of addressing issues related to resource allocation, staff proficiency, and site management, thus enhancing project performance (Namakula et al., 2022). Moreover, engaging in consultations and employing non-litigation dispute resolution techniques can facilitate the amicable and efficient resolution of land acquisition disputes, thereby diminishing the necessity for protracted court proceedings (Kotalewala et al., 2020). While these strategies proffer potential solutions, it is imperative to consider the broader context of financial and managerial challenges that also contribute to delays. A holistic approach to addressing these issues, in conjunction with land acquisition challenges, can lead to more effective mitigation of delays in road construction projects (Ghaleh et al., 2021).

2.3.4 Conclusion

Mitigating delays in land acquisition for road construction projects in Uganda, particularly in the Kampala Greater Metropolis Area, involves understanding various factors contributing to these delays. Such situations reveals a complex interplay of

issues, including land ownership disputes, inadequate planning, and poor communication among stakeholders. It was established that delays often stem from disputes over land ownership and inadequate compensation for displaced individuals, leading to community unrest. The study above revealed that inefficient project management and a lack of thorough surveys contribute significantly to delays. Also, the above review showed that poor communication between contractors and stakeholders exacerbates misunderstandings and project delays. However, the review establishing clear communication channels among all parties can facilitate better coordination and reduce conflicts. Strengthening legal protections for land rights and ensuring fair compensation can help mitigate disputes. Additionally, implementing comprehensive risk management strategies can address potential delays proactively. While these strategies offer pathways to mitigate delays, the effectiveness of these measures may vary based on local contexts and stakeholder engagement. Further research was needed to explore the unique socio-economic dynamics in Uganda that influence land acquisition processes.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that guided the investigations of this study. The chapter includes the research approach, design, population, sample and sample size, sampling procedures, measurement of variables, data collection instruments, data quality control, management, and ethical considerations.

3.2 Research Approach

The study was guided by a qualitative research methodology. The qualitative approach followed a descriptive interpretive paradigm, which analysed a phenomenon from the subjective point of view based on data collected qualitatively involving the study participants' opinions, actualities, contexts, viewpoints and inspirations that underlie the study problem (Basias & Pollalis, 2018). The qualitative approach provided insights into the problem and provides in-depth information and understanding (Basias & Pollalis, 2018). Therefore, the results produced by the proposed study sought to provide data for generalisation and explanations to provide an in-depth understanding of the research problem.

3.3 Research Design

The research design was guided by a case study design. A case study research design is a qualitative (and occasionally quantitative) approach for a comprehensive analysis of a particular people, group, event, organisation, or phenomenon within its real-world environment (Guetterman, 2018). It was used to gain contextual, in-depth knowledge to answer "how" or "why" questions. The process involved defining a research question, selecting a case, building a theoretical framework, collecting data from multiple sources, analysing the data, and writing a comprehensive report.

3.4 Study population

The research population consisted of individuals impacted by land acquisition for road development in the Greater Kampala Metropolitan Area. The study population helped

the researcher define the specific group to which findings can be generalised, ensuring the research question is relevant and the study is feasible. This is because defining the correct study population is essential for creating a representative sample, allocating resources efficiently, and determining the necessary sample size to produce valid and reliable results.

3.5 Sample Size

This involved 15 land owners affected by land construction projects selected purposively, 5 top level administrators from the Ministry of Works and Transport were purposively selected, 5 respondents from courts of arbitration were purposively selected, and 10 Local Council Chairpersons in the affected area were purposively selected. The total sample size was 30 respondents due to the qualitative nature of the research approach.

3.6 Sampling methods

The sampling technique that guided the study was purposive sampling. The researcher intentionally selected participants based on specific criteria relevant to their study. This method helped the researcher to find "information-rich" cases to gain a detailed understanding of a particular phenomenon (Campbell et al,2020).

3.7 Data collection instruments

The study employed a semi-structured interview guide for conducting oral interviews. The design of the interview items was a standardised open-ended interview that allowed the participants to provide detailed information because of the probing questions it had as a means of follow-up. The guide included an introduction, primary inquiries, and a conclusion, using open-ended questions organised logically from basic to complicated. It also included prompts for probing, but was made flexible to allow for the natural flow of conversation and exploration of new topics.

3.8 Quality Control

3.8.1 Validity of Research Instruments

The researcher established the content validity of the instrument, conforming to the thesis of the study. Validity for the interview guide was attained using face validity, with the supervisors reading through the question items and advising on the modifications to be made. A peer-to-peer review was administered on data collection instruments.

3.8.2 Reliability of Research Instruments

Reliability was achieved through administering the interview guide. The researcher used the methods of credibility, transferability, dependability, confirmability, and reflexivity. Credibility involved ensuring that the research findings represent plausible information drawn from the participants' original data and are a correct interpretation of the participants' original views. Transferability involved capturing the experiences of the respondents in their contexts such that they can be meaningful in other contexts. Dependability was ensured by making sure that the findings, interpretation, and recommendations of the study are supported by the data received from participants (Nudzor & Ansah, 2020).

Confirmability was ensured by establishing that data and interpretations of the findings are derived from the data collected from the respondents. Reflexivity will involve critical self-reflection by the researcher, such that their own biases, preferences, and preconceptions are not included in the report (Ahamed,2024). Reliability was assessed through methods such as intercoder reliability, wherein multiple researchers independently code data to verify consistency; the establishment of a comprehensive audit trail to chronicle the entire research process; and member checking, in which researchers present their findings to participants for feedback. These methods ensured that if the study were to be repeated, similar results would be produced, though qualitative research focuses more on consistency and trustworthiness than exact replication.

3.9 Research Procedure

After the proposal had been approved, the researcher obtained an introductory letter from the Post Graduate School, introducing the researcher to the Uganda National Council for Science and Technology (UNCST) for ethical clearance. Contacts were made with all respondents, and research protocols such as informed consent will be followed. Each administered interview guide was accompanied by a letter explaining the purpose of the study.

3.10 Data Management and Analysis

The researcher employed a methodical approach to transcribe, code, and evaluate the data to identify patterns, themes, and interpretations. This involved preparing and organising the data, then repeatedly reading and exploring it to develop a coding system, assigning codes to specific parts of the data, and finally identifying overarching themes and drawing conclusions. Thematic analysis ensured that clusters of texts with similar meanings were presented together. Content analysis involved the interpretation of the underlying contexts.

3.11 Ethical Considerations

The researcher upheld research ethics throughout the whole study. This was done by obtaining informed consent, ensuring confidentiality, and ensuring integrity in data reporting. Informed consent involved ensuring that the purpose of the study was explained to them clearly to make them choose to participate in it at their own will. Confidentiality was ensured by protecting the real names of respondents. The findings were associated with the respondents, but using codes that do not reveal the respondents. Integrity in the research was maintained by strictly reporting the findings based on the data collected

3.12 Structure of the dissertation.

The main body of the research document is arranged as follows:

1. General Introduction
2. Literature Review
3. Research Methodology

4. Data Analysis, Presentation and Interpretation of Results
 5. Discussion of Results
 6. Conclusions and Recommendations
- Appendices
 - List of References/Bibliography

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This study was guided by the following objectives: To identify and analyse the factors contributing to delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area; To evaluate the repercussions of delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area; and to devise sustainable strategies for ameliorating delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area. The response rate of the respondents was largely positive due to the nature of research being qualitative, twelve respondents responded to the research questions which helped to make the standard of research to be excellent and in terms of demographic representation normally covers a number of aspects such as age, gender, ethnicity, levels of income, education and marital status, and in the context of this research, the average years of respondents was 50years and in terms of gender dimension, eleven men participated in the study and two women, in terms of ethnic representation, six respondents were Banyankole and Six were Baganda, and in terms of education representation, more than 70% of the respondents were graduates and in terms of marital status ten respondents were married and the remaining respondents were single. The following were responses to research questions that guided the study.

4.2 What are the factors contributing to delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

The execution and restoration of the national road infrastructure fell under the jurisdiction of the Uganda National Roads Authority (UNRA) from 2008 until the previous year, at which point it was reassigned to the Ministry of Works and Transport (MWT). The activities associated with the paving (asphalting) of roads receive financial backing from both the Government of Uganda (GoU) and various external development partners (donors). Nevertheless, it is noteworthy that over 90% of the road projects within Uganda are not finalized within the stipulated timeframes. Certain projects experience

delays extending up to 150%, exemplified by the Kampala-Northern Bypass, which achieved substantial completion with a time overrun exceeding double its initially projected completion date (249%) and a cost overrun of 93%. The project commenced on 14th July 2014, with an anticipated completion date of 14th July 2017; however, by 30th June 2022, the physical progress was recorded at 98.9%. The acquisition of land emerged as the predominant challenge.

From the study, it was established that Budgetary restrictions, complicated and contentious valuation procedures, and legal battles over land ownership frequently cause land acquisition for road development in the Kampala Greater Metropolitan Area (KGMA) to be delayed, leading to projects that frequently take much longer than expected. Rapid urbanisation exacerbates these problems by making land acquisition more expensive and challenging. One of the respondents observed that:

Many factors can be attributed to this, including land disputes, lack of fundraising to compensate affected people, and dual ownership of land by landlords and Kibanja owners who sometimes are not in agreement.

Another respondent opined that the lack of capable staff, bureaucratic process and a lack of ready funds to acquire land greatly affect the compensation processes. This implies that a combination of factors interplays in affecting the processes.

Another respondent opined that:

Unclear land titles that result in land disputes. Lengthy court processes, as well as delays in the valuation of land properties. Lack of transparency on how compensation rates are determined. Reluctance of land owners to surrender land due to environmental value.

The above indicates that the process leads to a lack of access to sites. Delayed land acquisition on upgrading projects frustrates the progress of planned works on upgrading

(new) road projects. This arises from budget shortfalls and the contestation of valuation.

Additionally, another respondent opined that:

Verification of land ownership, disputes among claimants, unending property reviews and slow coordination between the government and other related institutions.

This further shows an interplay of several factors that delay project commencement, which in turn affects budgets that cost taxpayers a lot of money.

4.3 Does the process follow long bureaucratic processes?

The respondents mentioned that land acquisition for road construction projects in the Kampala Greater Metropolitan Area (GKMA) in Uganda is widely recognised to follow long, complex, and highly bureaucratic processes. These processes often cause significant delays in the commencement and completion of critical infrastructure projects. One of the respondents opined that:

It is a long process with many stakeholders all the way from PAPs to different government ministries, such as the Ministry of Lands, Housing and Urban.

This means that where compensation files move through several administrative offices, requesting multiple approvals before payments, it delays the process of project implementation. According to a recent study, the average delay in road construction projects in Uganda is approximately 18 months. This has resulted in increased costs for contractors, with estimates suggesting that these delays have cost the country's construction industry over \$100 million in the past decade (Muhwezi,2020). This obstruction of road projects beyond the set completion period has been cited to have led to adverse inference on their success in terms of time, cost, and quality. In several other cases, delay in road construction projects has resulted in litigation, total project abandonment, and financial loss; instigated by impediments in land acquisition, obstinate contractors, errors in design and bad weather. In this regard, the FIDIC (Red Book) conditions of construction

contracts recognise and guide liability for delays in construction projects. The FIDIC red book is founded on the principle that, rather than wait until the works are complete, disputes should be resolved during the course of the project to prevent those contracts from being frustrated by an act(s) of prevention by the employer. The FIDIC contract rules also provide that, in the circumstance that the contractor is relieved of the obligation to perform the works within the stipulated period, there should be a mechanism that allows the contractor to recover the time lost for delays that are beyond their control. In Uganda, the Public Procurement and Disposal of Public Assets Act 1 of 2003 provides for the contracts committee to determine a contractor licensed by a competent authority to undertake a project in respect of public procurement, and it is also mandated to play an oversight role to avoid project delays.

One of the respondents emphasised the issue of longer periods of years before compensation is paid. He had this to say:

The process is very long. From the Ministry of Works and Transport, the process takes over 3 years before project-affected persons are told their compensation amounts.

This reveals the complexity of the matter that results in delays in project implementation.

4.4 Do government valuers involve affected persons in negotiations?

The respondents acknowledged that, somehow, government valuers involve affected persons in negotiations. One of the respondents said that sometimes the involvement is done, but not usually all the time. Other respondents confirmed that valuers conduct consultations during property inspections. This means that government valuers involve affected persons in negotiations during project implementation primarily to ensure fair and adequate compensation, minimise social conflict, and expedite project timelines. This participatory approach ensures that local knowledge of property values, labour costs, and material prices is included in the valuation process, aiming to restore or improve the living standards of those displaced.

4.5 Are local committees involved in negotiations, and if yes, at what stage?

Local committees (often called Project Management Committees, Local Community Development Committees, or Parish Development Committees) are involved in project planning and management to ensure that development initiatives are context-sensitive, sustainable, and transparent. Their involvement shifts projects from a "top-down" approach to a "bottom-up" approach, ensuring the outcomes meet the actual needs of the residents. When asked whether local committees were involved in negotiations, the respondents agreed that they were involved at the sensitisation stage. One respondent observed that:

Local leaders and community committees called GMCs assist mainly during the identification of affected properties and the dispute resolution stages.

This was significant because Committee involvement makes project managers accountable to the local community, not just to donor agencies. This enhances accountability and transparency in project planning and implementation.

4.6 Is land accessed by the project implementers before compensation?

Most respondents agreed with the question. One of the respondents observed that:

Partly true. Sometimes, project implementers do access land before fully compensating the PAPs.

Another respondent complemented the above that:

“In some areas, contractors occasionally access land before compensation due to project pressure and tight timelines”

Yet, another emphasised the role of compensation that:

“The law is very clear in the Land Acquisition Act that compensation should be fair, adequate and prompt and since land belongs to the people under Article 26 of the Constitution, compensation payments take precedence. In other

circumstances, negotiations do happen, and implementation takes place first through written procedures”

The above indicates that project land is sometimes acquired before full compensation is paid due to a combination of legal, administrative, and urgent public interest factors that allow governments to prioritise project timelines over immediate final payments. Although many jurisdictions require fair compensation to precede possession, practical realities often lead to premature acquisition, causing significant challenges for the affected landowners

4.7 What is the payment process?

Property payment processes in project compensations involve a structured, often legal, procedure designed to ensure fair compensation for land and assets acquired for public or private projects. These processes generally entail valuation, negotiation, payment, and resettlement activities, often managed through a Resettlement Action Plan (RAP). One of the respondents observed that:

“The payment process usually involves disclosing compensation awards from approved valuation reports to PAPs, who sign if they agree, and forwarding the signed files to accounts for payment”

Another respondent opined that:

“Identification, valuation and documentation. Once the valuation roll is approved by the commissioner valuation a process known as Identification verification and disclosure takes place, where the PAPs are disclosed to the compensation accounts. The request documents are verified and signed if they accept the awards. These are forwarded for payment in a batch form”

It was further noted that the payment process begins with valuation approval by CGV, verification and then eventually bank transfers. This was normally done by E-cash through bank accounts.

Another respondent opined that:

“After a report approval, the PAPs are disclosed to their rewards and payment forms are signed, including their documents such as Identity cards, photos, letter from LC1, which are submitted to accounts for payments”

Property compensation processes are designed to follow a logical sequence but frequently occur in parallel with, or even during, construction activities, making efficient management crucial.

4.8 How is community land compensated?

Land compensation for projects in Uganda involves a legally mandated process of identification, valuation, and payment of fair, prompt, and adequate compensation to Project Affected Persons (PAPs) before project implementation. The process is governed by the Constitution (Article 26), which requires fair compensation based on open market value, with assessments approved by the Chief Government Valuer (CGV) based on District Land Board rates. When the question of land compensation was raised with the respondents, they gave different responses. One of the respondents mentioned that:

“Compensation is normally done according to ownership. If the land is communal, alternative land is acquired for the community”

Another respondent mentioned that:

“Through a structured process that ensures fair valuation, prompt payments and transparency, followed by resettlement support”

Yet another respondent opined that:

“Land is compensation based on the valuation rates approved by CGV, considering the developments thereon”

However, the anticipation of infrastructure projects often drives speculators to build or plant crops on projected sites, which can complicate the valuation process. For large infrastructure, the Government usually pays before taking the land, and in cases of

dispute, compensation can be deposited in court to allow projects to proceed while cases are handled.

4.9 What are the consequences of delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

Delays in land acquisition for road construction projects primarily cause significant cost overruns and extended completion times, often resulting in contractor claims for idle machinery and labour. These delays, caused by compensation disputes and bureaucracy, hinder economic growth, reduce public confidence, and result in stalled projects. When a question on the consequences of delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area was asked to respondents, the answers were both positive and negative. One of the respondents observed that:

“A longer time is included to implement and execute projects, increased project costs, and litigation issues as contract sums are violated”

Others mentioned increased project costs, increased travel time, and poor road conditions. One respondent specifically stated that:

“Increase in project costs, creation of uncertainty among the PAPs, and slow infrastructure development are common consequences”

This means that failure to secure a "right of way" means contractors cannot access the site, leading to significant delays in starting or continuing construction work. Delayed road projects hamper development, increase logistics costs, and limit the efficiency of industrial parks, which can hinder the overall economy.

4.10 Have you experienced any corruption tendencies as a result of delays in land acquisition for road construction projects?

Delays in land acquisition for road construction projects create significant opportunities for corruption, often transforming essential public infrastructure projects into sources of illicit personal or political gain. These delays frequently lead to inflated

compensation claims, bribery, and the diversion of public funds. When projects are delayed, land speculators and corrupt officials often act to inflate the value of land and properties along the proposed route, sharing the illicit profits. Corrupt officials may register "ghost" claimants (non-existent people) to receive compensation payments, or they may collude with property owners to attach high compensation values to land in swamps, wetlands, or forest reserves. The respondents opined that prolonged delays created opportunities for unofficial payments and favouritism. Public officials with prior knowledge of road projects may use this information to purchase land cheaply before acquisition, and later sell it back to the government at a massive markup

.

4.11 Are you satisfied with the time the compensation process takes?

In order to recruit talent and promote project success, compensation processes in project implementation entail methodically developing, implementing, and administering awards. Analysing project requirements, benchmarking salaries, establishing budget-aligned compensation structures (base pay, bonuses, equity), and open communication are important elements. To maintain fairness, competition, and alignment with company goals, implementation must be continuously monitored and adjusted. The respondents expressed concern that the process is usually extremely long, which wastes time and one's energy. They also noted that they were very dissatisfied with the duration between valuation and payments. This calls for analysing existing compensation policies, identify gaps, and define a philosophy that aligns with business objectives. It also requires regularly reviewing the program to make necessary adjustments based on feedback or performance (Disch, 2024). The respondents also noted that the value of land does not remain constant from the time it is valued to the time of payment. One of the respondents opined that:

“Delays sometimes reduce the real value of compensation because of inflation and rising land prices”

This often results in a win-lose situation that discourages communities from fully realising the impact of the project on their social and economic benefits. This is also sometimes undermined by the consequences of limited appeal mechanisms on land compensation as a result of a lack of transparency and delayed payments. This, in the long run, causes family disunity over delayed compensation payments due to the prolonged duration for mitigating cases related to compensation.

4.12 What are the sustainable strategies for ameliorating delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

Proactive planning, improved stakeholder participation, digital technology, and equitable, transparent compensation schemes are all part of sustainable measures to reduce land acquisition delays in road building. Early stakeholder participation, the use of Geographic Information Systems (GIS) for mapping, and the establishment of Grievance Redress Mechanisms for effective dispute resolution are important tactics.

In view of the study, a respondent observed that:

Early acquisition of land for road construction, availability of funds, stakeholder engagement, and institutional collaboration would suffice.

Complementarily, another respondent opined that:

“Payments should be made on time. Proper sensitisation should be done in time among stakeholders in the project. People should be compensated to get alternative land”

Yet, another respondent opined that:

“Reduced bureaucracies in government processes, adequate evaluation of affected persons and sensitisation of project-affected persons”

The above responses demonstrate that to address delays in land acquisition for road construction projects, several sustainable strategies can be implemented. These strategies focus on improving processes, utilising technology, and fostering

collaboration among stakeholders, which can significantly enhance the efficiency of land acquisition. Understanding the specific factors contributing to delays, such as the number of revisions and condemnation ratios, can help streamline the acquisition process. It also shows that developing improved, integrated real property procedures can reduce inefficiencies and enhance project delivery. It also reveals that implementing electronic systems for document management can eliminate the need for physical travel and reduce processing times, as demonstrated in pilot tests. Engaging all stakeholders, including local communities and legal entities, systematically can address social, political, and legal aspects, leading to more acceptable solutions (Adrian et al., 2023). Community sensitisation is viewed as important for improving understanding and reducing resistance. Continuous dialogue is identified as essential for building trust and allowing the smooth implementation of the project. While these strategies can significantly improve the land acquisition process, challenges such as varying state laws and resistance to change may still hinder progress. Addressing these issues requires ongoing dialogue and adaptation of practices to local contexts.

4.13 Suggest any other recommendations to effectively address the challenge.

When asked about recommendations to effectively address the challenge, one of the

Respondents observed that:

“Institutional Collaboration. Should encourage the principle of Free Prior Informed Consent (FPIC)”

Another respondent complemented, suggesting that:

“Establishing digital land records, decentralised approvals per region, and strengthening grievance mechanisms to improve efficiency”

The above responses show that mitigating delays in land acquisition for road construction projects in Uganda requires a multi-layered approach that addresses the complexities of the acquisition process. Developing detailed and transparent planning documents can streamline the acquisition process, reducing misunderstandings and delays. Furthermore, establishing comprehensive assessment indicators for compensation that consider social and customary costs can facilitate fair negotiations (Dewi et al., 2020). This should be backed by community engagement through engaging affected communities through public consultations, which ensures that their concerns are addressed, fostering trust and cooperation. Involving communities in the compensation assessment process can enhance transparency and reduce conflicts (Widyasari & Iskandar, 2025). While these solutions can significantly improve the land acquisition process, challenges such as bureaucratic inefficiencies and resistance from landowners may still persist, necessitating ongoing efforts to refine these strategies.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

This dissertation's discussion chapter interprets and contextualises the research findings and their importance. The chapter goes beyond just reporting data by analysing what the findings mean, how they relate to current literature, and their broader implications, as well as addressing limitations and making recommendations for future research.

5.2 What are the factors contributing to delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

Delays in land acquisition for road construction projects in the Kampala Greater Metropolis Area can be attributed to several interrelated factors. These delays not only hinder project timelines but also lead to increased costs and operational inefficiencies. Land acquisition for road construction projects in the Greater Kampala Metropolitan Area (GKMA) is generally hampered by insufficient compensation financing, complex land tenure rules that cause disputes, and bureaucratic inefficiency. According to the survey, these variables frequently cause more than 90% of road projects to be completed late. This concurs with a study by Adhityas, who opined that delays often stem from bureaucratic inefficiencies and inadequate planning, which can lead to a mismatch between scheduled and actual land acquisition timelines (Adhityas et al., 2023). The number of parcels involved and the complexity of negotiations can significantly prolong the acquisition process. Studies indicate that as the number of parcels increases, so does the duration of acquisition (Berbeglia, 2022)

The study also noted the issue of financial constraints. A similar study by Oscar and Ngayakamo noted that untimely fund disbursement and budget constraints are critical factors that can stall the acquisition process, as they affect the ability to compensate

landowners promptly (Alkaissy, 2022). This can be further undermined by poor stakeholder coordination. Poor coordination among stakeholders, including government agencies and contractors, can exacerbate delays, leading to miscommunication and inefficiencies (Alkaissy, 2022). These obstacles are essential in projects like the Kampala-Jinja Road and the Greater Kampala Metropolitan Area Urban Development Programme (GKMA-UDP), where they have resulted in reduced project scope and severe delays. While these factors highlight significant challenges, it is also important to consider that some projects may experience fewer delays due to effective management practices and proactive stakeholder engagement. This suggests that improvements in these areas could mitigate the impact of the identified delays.

5.3 What are the consequences of delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

The study noted that delays in land acquisition for road construction projects in the Kampala Greater Metropolis Area can have significant repercussions, affecting timelines, costs, and overall project viability. These delays often stem from various factors, including compensation disputes, bureaucratic inefficiencies, and land ownership issues. The study revealed that delays lead to economic impacts such as cost overruns. This raises salient issues similar to the study done by Danial and Misman which concluded that delays in land acquisition led to increased project costs due to extended timelines and inflation in material prices (Danial & Misnan, 2022). Furthermore, Prolonged delays can destabilise the construction industry, contributing to broader economic challenges resulting in economic slowdown (Danial & Misnan, 2022).

Project management challenges were highlighted among the current consequences of delays in land acquisition for road construction projects within the Kampala greater metropolis area, resulting in contractual disputes. A similar study by Mejía et al (2020) showed that indeed delays often result in disputes between stakeholders, leading to arbitration and further complications. This calls for deliberate efforts to have contractual processes expedited for quality assurance. Extended timelines can compromise the quality of construction, as rushed work may be necessary to meet deadlines (Mejía et al., 2020).

Various risk factors were highlighted among the current consequences of delays in land acquisition for road construction projects within the Kampala greater metropolis area. These included funding issues that delay project implementation. Incomplete funding and financial mismanagement are critical risks that exacerbate delays in land acquisition (Ghaleh et al., 2021). Complex legal frameworks and bureaucratic processes significantly slow down land acquisition efforts (Nugraha et al., 2022). Equally, some argue that delays can provide opportunities for better planning and stakeholder engagement, potentially leading to improved project outcomes in the long run. However, this perspective often overlooks the immediate negative impacts on project timelines and costs. The consequences of such delays are multifaceted and can severely hinder infrastructure development.

5.4 What are the sustainable strategies for ameliorating delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

To address delays in land acquisition for road construction projects in the Kampala Greater Metropolis Area, several sustainable strategies can be implemented. These strategies focus on improving the efficiency of the land acquisition process, enhancing stakeholder engagement, and ensuring compliance with legal frameworks. One of the strategies identified was streamlining land acquisition processes. This can be achieved through legal framework improvement. Simplifying the legal and policy frameworks governing land acquisition can reduce bureaucratic delays. This includes addressing compensation disputes and clarifying land tenure issues (Nabawanda, 2024). Furthermore, pre-emptive planning is key to achieving set goals. Conducting thorough preliminary assessments to identify potential land acquisition challenges can help mitigate delays caused by unforeseen site conditions and disputes (Orya, 2025).

The study also noted that delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area can be addressed through enhancing stakeholder engagement. This can be effectively achieved through making deliberate efforts for community involvement. Engaging local communities early in the planning process can help address concerns related to land use and compensation, thereby

reducing resistance and delays(Danial & Misnan, 2022). There is also a need for the establishment of transparent communication. Establishing clear communication channels between government agencies, contractors, and affected communities can facilitate smoother negotiations and quicker resolutions to disputes(Ghaleh et al., 2021).

The study further observed that in order to address delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area, Financial and Risk Management should be prioritised. This may include timely fund disbursement. Ensuring that funds for land acquisition are disbursed promptly can prevent delays associated with financial constraints(Orya, 2025). Also, Risk Assessment should be taken into account. Implementing a structured risk management approach to identify and mitigate potential delays related to land acquisition can enhance project timelines(Ghaleh et al., 2021). While these strategies can significantly improve the land acquisition process, challenges such as entrenched bureaucratic practices and competing land interests may still hinder progress. Addressing these systemic issues will be crucial for achieving sustainable outcomes in road construction projects to mitigate delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area in Uganda.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter serves as the final synthesis of the research, bridging the gap between the findings and the broader implications for theory and practice. It provides a clear, concise answer to the research questions and, for the final time, demonstrates the study's contribution to the field. In summary, it includes a description of the results concerning the study's goals, a conclusion based on the issue statement, and recommendations based on the conclusion.

6.2 Summary of the Findings

The study found that slow land acquisition processes, the presence of squatters, and compensation disputes are key factors contributing to delays in site possession for road construction projects, which ultimately affect project timelines and overall infrastructure development. The study further identifies incomplete funding and land price issues as critical factors contributing to delays in road construction projects and land acquisition challenges in the Kampala Greater Metropolis Area, reflecting broader financial and management problems. The study observed that delays in land acquisition for road construction projects in the Kampala Greater Metropolis Area have led to prolonged project timelines, increased costs, and potential economic slowdown, as identified in the study's findings on the causes of delayed site possession.

The study further identified three primary factors causing delays in road maintenance projects: untimely fund disbursement, delays in preliminary design, and equipment breakdowns. Five additional contributors to delays were noted: budget constraints, unforeseen site conditions, poor contractor management, lack of tools, and weak stakeholder coordination. The less influential factors included bureaucratic processes, labour shortages, and material price fluctuations.

6.3 Recommendations

It is advised that among the sustainable methodologies for alleviating delays associated with land acquisition within the Kampala Greater Metropolitan area encompass the enhancement of compensation mechanisms, the fortification of legal frameworks, the resolution of land appropriation challenges, and the incorporation of land conservation principles to ensure socio-economic advancement whilst safeguarding environmental sustainability. This study posits that land acquisition ought to be conducted through the lens of land conservation in order to alleviate environmental degradation.

The Ministry of Works and Transport ought to refine the processes related to land acquisition. The Chief Government Valuer must ascertain that the initiation of land valuation and disclosure to Project Affected Persons (PAPs) occurs no less than six months prior to the onset of construction activities. This time frame is essential to facilitate the resolution of any disputes that may arise. The Ministry of Finance, Planning and Economic Development (MFPED) /MWT should prioritise the expeditious finalisation of payments to PAPs within the initial six months of the project's timeline. The MWT should augment consistent communication with the affected individuals to facilitate the progression of civil works, particularly concerning undeveloped parcels of land. Another dimension that warrants examination pertains to the project works. The MWT should reorganize the contract timeline into two distinct phases: the pre-construction and construction stages. The pre-construction phase should be allocated a duration of six months. The MWT ought to engage the consultant earlier or concurrently with the contractor to ensure that the first six months are dedicated to design evaluations and mobilization efforts. Prior to the disbursement of advance payments to the contractor, a detailed expenditure schedule should be presented and meticulously monitored for adherence.

Furthermore, advance payments should be contingent upon specific milestones of mobilization rather than being issued in totality to mitigate the risks of misappropriation. The construction phase should commence only following the endorsement of the final designs. All stakeholders involved must collaboratively

strategize and program the construction activities to establish a viable timeline to adhere to. Funding should be prioritized to enhance operational efficiency. The MFPED/MWT should emphasize the prompt payment of outstanding debts to contractors to minimize the accumulation of interest resulting from delayed payments in subsequent fiscal years. The UNRA should guarantee the timely processing of payments owed to service providers to avert last-minute delays and systemic failures at the conclusion of the fiscal year.

6.4 Conclusion

This research endeavor aimed to investigate the determinants influencing delays in land acquisition pertinent to road construction initiatives within the context of Uganda, with a particular emphasis on the Greater Kampala Metropolitan Area. The study was informed by qualitative research methodology. The investigation was structured around three primary objectives: to identify and critically analyze the elements contributing to delays in land acquisition for road construction projects within the Greater Kampala Metropolitan Area; to assess the implications of such delays on road construction projects within said metropolitan area; and to formulate sustainable strategies aimed at mitigating delays in land acquisition for road construction endeavors within the Greater Kampala Metropolitan Area. Furthermore, the study elucidates that inadequate funding and issues related to land pricing are pivotal factors that exacerbate delays in road construction projects and land acquisition difficulties in the Greater Kampala Metropolitan Area, indicative of overarching financial and managerial challenges. Additionally, five supplementary factors contributing to delays were identified: fiscal constraints, unanticipated site conditions, ineffective contractor management, insufficient tools, and inadequate stakeholder collaboration. It is advised that the Ministry of Finance, Planning and Economic Development (MFPED) / MWT should accord priority to the prompt resolution of payments to Project Affected Persons (PAPs) within the initial six-month period of the project's timeline.

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APPENDICES

The appendices were in three categories, namely: documents and tables.

a) Documents

Appendices

Appendix A: Validated Interview guide research questions for oral interviews

Dear respondent, I am a student of Uganda Christian University, Mukono, carrying out a study titled “Mitigating Delays in Land Acquisition for Road Construction Projects in Uganda, A Case Study of Kampala Greater Metropolis Area” You have been chosen as a respondent in the study. Your voluntary participation in this study will be highly appreciated. Thank you in advance.

Yours sincerely

Nimusima Elizabeth.

Name Participant

Date.....

Profession:.....

Time:.....

Format: Face-to-Face Interviews/ Phone Interview. (Tick the most appropriate)

Research Guiding Questions

- 4 What are the factors contributing to delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

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- 5 Does the process follow long bureaucratic processes?

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- 6 Do government values involve affected persons in negotiations?

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- 7 Are local committees involved in negotiations, and if yes, at what stage?

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8 Is land accessed by the project implementers before compensation?

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9 What is the payment process?

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10 How is community land compensated?

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11 Are there some middlemen involved in land acquisition negotiations between the government and affected communities?

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12 What are the consequences of delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

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14 Have you experienced any corruption tendencies as a result of delays in land acquisition for road construction projects?

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15 Are you satisfied with the time the compensation process takes?

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16 Does the value of land remain the same from the time it is valued to the payment time?

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17 Have you faced displacement challenges?

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18 What are the consequences of limited appeal mechanisms on land compensation?

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19 Has there been any Family disunity over delayed compensation payments?

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20 What are the sustainable strategies for ameliorating delays in land acquisition for road construction projects within the Kampala Greater Metropolis Area?

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-Should the government provide alternative land to the affected person?

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-In your view, would massive sensitisation on the need for compulsory land acquisition solve the land acquisition problem?

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-Would Dialogue with affected persons to allow construction progress solve the problem?

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-Would prompt payment of compensation awards by tagging the timeline solve the problem

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-Suggest any other recommendations to effectively address the challenge.

Appendix B: Respondent Informed Consent Form Oral Interviews Consent and Release Agreement

School of Business, Uganda Christian University

The purpose of this Oral Consent and Release Agreement is to ensure that your contribution to the Master's research project, 'Mitigating Delays In Land Acquisition For Road Construction Projects In Uganda, A Case Study Of Kampala Greater Metropolis Area, ' is included within the work of Nimusima Elizabeth.

This agreement is made between Nimusima Elizabeth of the School of Business, Uganda Christian University and you:

Your

name:.....

Your residential and postal
address:.....

Your email address and phone
number:.....

Regarding the interview(s) which will take place on:

Date(s):.....

Declaration

- I, the interviewee, am aware that the record taken of the interview, whether recorded as audio, video, or written form, will become part of the Master's Dissertation titled, 'Mitigating Delays In Land Acquisition For Road Construction Projects In Uganda, A Case Study Of Kampala Greater Metropolis Area'
- I understand that this project is part of the work conducted by a Master's student in the School of Business at the Uganda Christian University and that my interview will be used for an examination.
- I have been informed that the interview will take 1-2 hours and that I may withdraw at any time. Subsequent interviews may be scheduled by mutual agreement

- I have the right to complete anonymity if I find that the questions deal with sensitive subjects
- If I request a copy of the record taken of the interview, this will be provided by a student
- In signing this agreement, I grant my copyright to the interviewer for the award of a Master's Degree and further related studies

By or on behalf of the Respondents:
Degree

By the Student undertaking a Master's

Signed..... Signed.....

Name in BLOCK capitals:

Name in BLOCK capitals:

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Date:.....

Date:.....

Appendix C: Table of Respondents

Name of Respondent	Profession/Responsibility/level of education	Date of interview
Kalyango Faisal	Carpenter	28 th January,2026
Ononomous	Valuation Surveyor	20th April,2026
Kimera Allan Tonny	Valuation surveyor	2nd February,2026
Stege	Valuation surveyor	29th January,2026
Patricia	House wife	22nd January,2025
Namanya Tumwebaze	Teacher	3rd February,2026
Niwahereza Patricia	Technician	21st January,2026
Barigeya Sammuel	Farmer	3rd March,2026
Emmanuel Duca	Student	5th March,2026
Kyakuha Mwebaze	House wife	9th February,2026
Namutebi Hilda	House wife	9th February,2026

Source: Nimusiima Elizabeth,2026

