



ABSTRACT

Title: Contractor Selection, Monitoring and Performance of Road Construction Projects in Uganda

Uganda has been plagued by delays, cost overruns, and substandard road construction for more than a decade. This prompted the study to look into the factors that influence road construction performance. Contractor selection, monitoring, and the PPDA's oversight were the antecedents investigated. To collect data on the research phenomena, the study used a post-positivist research orientation. The data was gathered using a descriptive correlational research design that combined quantitative and qualitative methods. Quantitative data from 166 respondents was gathered using a questionnaire. To validate the quantitative data results, 15 individual interviews and a documentary review were conducted. Exploratory factor analysis with the maximum likelihood extraction method was used to extract the parameters influencing the study variables from the quantitative data. To test hypotheses, data was entered into SPSS version 21 and analysed with Structural Equation Modelling in AMOS version 21. To obtain key messages, qualitative data was transcribed, coded, and thematically analysed. According to the regression results, a unit change in contractor selection results in a 23% change in road construction project performance ($r = 0.231$, $p=0.006$). Furthermore, a unit change in contractor monitoring results in a 50% improvement in road construction project performance ($r = 0.50$, $p = 0.05$). The study also finds that the PPDA's oversight has a greater impact on the selection process (7.5%, $r=0.075$, $p=0.002$) than contractor monitoring (1.2%, $r=0.0117$, $p = 0.001$). The study concludes that inefficiencies in the contractor selection and monitoring processes result in cost and time overruns, as well as a decrease in road construction quality; and PPDA oversight is weak on monitoring but strong on contractor

selection. The study recommends that the lead agency prioritize contractor monitoring by strengthening internal capacity in collaboration with other key players in the road construction industry, and that the PPDA emphasize the contractor selection process more.

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