

MAKERERE



UNIVERSITY

**TIME OVERRUNS FOR ROAD INFRASTRUCTURE PROJECTS IN
UGANDA**

BY

HAMBA IBRAHIM

REG.NO. 2012/HDO6/4553U

BSC.CIV.HONS. (MUK)

**A RESEARCH REPORT SUBMITTED TO THE DIRECTORATE OF
RESEARCH AND GRADUATE TRAINING IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF
PUBLIC INFRASTRUCTURE MANAGEMENT DEGREE OF
MAKERERE UNIVERSITY**

AUGUST 2014

ABSTRACT

This research investigated the time overruns in road construction projects in Uganda. It studied the severity and frequency of occurrence of the causes, effects of delays and also sought for ways of mitigating the problem. Several causes and effects of delay were identified through literature review and consultations with professionals. Fifty two causes were identified and classified by responsibility into eight groups. A field survey was conducted through a questionnaire including 31 contractors, 13 consultants and 7 engineers working with Uganda National Roads Authority (UNRA). Data collected was analysed using statistical software SPSS.

The study established that the most significant causes of delay related to client were change orders, unrealistic contract periods set by the client and late payment of project bills. The major causes related to the consultants included; delay to issue instructions and take decision, poor communication of decision, incomplete designs poor working relations with other project teams, incomplete conceptualisation of client needs and delay to deliver complete designs. The main problems related to contractors were lack of adequate experience, lack of technical capacity, poor financial base and using incompetent workers. Other factor leading to delays in road construction included, quality of material, shortage of good quality material, low productivity level of local workers, unforeseen site conditions, delay in utility diversions and adverse weather conditions.

On the other hand, major delay effects recorded were extension of project time and cost overruns being ranked the most significant effects of delays in road works. The study also suggested that comprehensive planning, risk management plans, timely payments, proper selection of firms, preparation of comprehensive project designs and bills of quantities as well as securing critical project materials and construction equipment were very critical to minimising the problems and effects of delays in road construction projects.