

**MAKERERE**



**UNIVERSITY**

**A COMPARATIVE ASSESSMENT OF THE EFFICIENCY AND  
EFFECTIVENESS OF LOCAL AND FOREIGN ROAD CONTRACTORS  
IN PROJECT MANAGEMENT IN UGANDA**

**BY**

**BANGA VICTOR JOSEPH**

**Reg. No. 2013/HD06/272 U**

**BSc. (CIV ENG) (Mak)**

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

**JUNE 2016**

## **ABSTRACT**

Over the last 15 years, the Uganda Government has prioritized infrastructure development in the Roads, Railways and Energy sectors. With the increased level of prioritization and investment in Uganda`s road construction industry, there has been an influx of foreign road contractors in the country. As a result, there is an apparent competition that exists between the local and foreign road contractors for the available road contracts.

The aim of this study was to assess and compare the level of efficiency and effectiveness of the local and foreign road contractors in project management and to determine the critical factors that would foster a symbiotic relationship between these two categories of road contractors in Uganda.

The study involved a comprehensive questionnaire survey that was administered to 101 road construction professionals composed of Uganda National Roads Authority project engineers, consultants and the local and foreign road contractors. The results showed that the foreign road contractors were 49.3% more efficient than their local counterparts with respect to the average mean value of the respondents` assessment of both contractors` efficiency in project cost, quality and time management in Uganda. The results showed also that the foreign road contractors were 58.2% more effective than their local counterparts with respect to the average mean value of the respondents` assessment of both contractors` effectiveness in project scope, human resource and risk management in Uganda.

This study also revealed an 89% majority preference of the local and foreign road contractor joint working arrangement and the critical factors that would help foster a mutually beneficial relationship between these two categories of contractors were highlighted in this study as; the technical capacity of both contractors, clear definition of responsibilities, top management support, time management practices, commitment to a win- win attitude and government policy emphasizing joint venturing.

Hence, this study reveals a need for a similar study to be conducted in the other East African countries and for further study to be carried out into the impact of specified demographics on the management of different project parameters.