

**ASSESSMENT OF THE CHALLENGES IN IMPLEMENTATION OF
PARTNERSHIPS AMONG CONTRACTORS IN UGANDA**

BY

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DECLARATION

I, BINGI FRANCIS, hereby declare that this dissertation is my original composition and has never been published anywhere or submitted in any other institution for the award of any qualification.

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APPROVAL

We, the undersigned, hereby acknowledge that we have read and approve for submission to Kyambogo a dissertation titled: **“Assessment of the challenges in implementation of partnerships among contractors in Uganda”** in partial fulfilment of the requirements for the award of Master of Science in Construction Technology and Management Degree of Kyambogo University.

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DEDICATION

This work is dedicated to my lovely wife Mrs. Namatovu Donanta and children who gave me courage for my education upon which I continue to build. I also dedicate this dissertation to my father Mr.Kushaba Emmanuel and my Uncle Mugasha Zedekia, brothers Nuwamanya David and Butungi Isaac.

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LIST OF ACRONYMS/ABBREVIATIONS

AGC	Associated General Contractors
C.V.I	Content Validity Index
GDP	Gross Domestic Product
IPD	Integrated Project Delivery
NDP	National development Plan
OECD	Organization for Economic Co-operation and Development
GCO	Geospatial Consortium
PPDA	Public Procurement and Disposal of Public Assets Authority.
PPPs	Public-Private Partnerships
SMEs	Small and Medium Enterprises
UNABCEC	Uganda National Association of Building and Civil Engineering Contractors
UNESCO	United Nations Educational Scientific and Cultural Organization
UNRA	Uganda National Roads Authority
USA	United States of America

ABSTRACT

The challenge of implementing partnerships among contractors is a global concern. Many contractors do not possess expertise to handle major construction activities and are mainly characterised by low capacity and capability as a result of weak resource base, inadequate experience, low technological base, lack of effective corporate management. This study assessed the challenges in implementing partnerships among contractors in Uganda. The study adopted a cross sectional research design employing the mixed method approach involving both quantitative and qualitative methods. Data were collected using questionnaires from a study sample of 40 respondents who were purposively and randomly selected mainly staff from firms of Consultants, Architects, Quantity surveyors, Engineers and Contractors. The data were analysed using quantitative data analysis tool-Statistical Package for Social Sciences SPSS software version 16.0. Findings show that majority of respondents (mean =3.80) based on Likert scale ranging from 1-5 indicated that in partnership the environment of trust must be maintained. It was revealed that partnerships rarely involve equal power relationships in many organizations. Furthermore issues to do with contractual agreements, trustees, power relationships and spectrum of institutional arrangements are still lacking. Additional finding was that failure to adopt best practices (mean=3.37) was the major factor hindering implementation of partnership among contractors. A partnership model was developed to address barriers to partnership implementation among contractors. The study generated three main conclusions; firstly, there is reasonable level of knowledge about partnerships among contractors, there are some limitations on the knowledge on equal power relations and contractual arrangements that exist among partners for success of projects. The second conclusion was that there is wide adoption of operational and strategic partnerships among contractors in Uganda. Lastly, failure to adopt best practices plays a significant role in hindering implementation of partnerships as supported by reluctance of most contractors in adoption of modern contracting practices. The study recommended that the body dealing with contractors and construction industry in general Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) to conduct seminars on strategic partnership and its benefits to contractors. Secondly, the statutory

act which enforces foreign firms to partner with local firm during tendering and execution of any work in Uganda should be established through line ministries.

Keywords: Partnerships, implementation, contractors, challenges.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In Africa, the element of partnership among contractors can be traced to the colonial times when imperialists imposed on the modern contracting practices to the African colonies by adopting service delivery models using outsourcing in developed countries for example USA, Ireland, Portugal, and France. The Organization of Economic Cooperation and Development OECD (2008) further acknowledge that most developing countries as a result of structural adjustments programs imposed by World Bank and International Monetary Fund (IMF) have continuously undertaken an expanded approach of outsourcing most of the functions in the delivery of social services through development of partnerships among contractors.

In East Africa, the emergency of partnerships among contractors which arose during the colonial times was a preserve of the crown agents acting on behalf of the British colonial masters until the 1960 and early 70s when the colonial masters started handing over political powers including those of public construction to the natives. However, the sustainability and chances of success has arisen because the contractors, stakeholders and beneficiaries are directly included in the planning and implementation processes as clients and users alike require quality products or services delivered within budget and on time. However, in some countries considering the nature of the industry's needs and problems, the resource constraints, partnership of contractors does not guarantee the success of construction

industry development. An important point worth stressing is that construction industry development is a continuous process.

In Uganda, construction industry contributes over 12% of her Gross Domestic Product (GDP) and has witnessed steady growth for the last 20 years and despite the recent upsurge in inflation, the sector has remained on a steady path of growth and development United Nations Educational, Scientific and Cultural Organization (UNESCO, 2013). The industry comprises a number of participants: Contractors, Consultants, material and component producers, plant and equipment suppliers, skilled and unskilled labour. The growth of contractors is related to improvement in their capacity and effectiveness to meet the demands for building and civil engineering infrastructure and to support sustained national and social development objectives.

According to classification of contractors in Uganda by the Uganda National Association of Building and Civil Engineering Contractors UNABCEC), majority about 60% are registered in class A4 & A5 (UNABCEC, 2017). This category of contractors have potential for growth but they are awarded small contracts because of lack of capacity to handle bigger ones which would bring them bigger returns and hence advancement to higher classes. Some have been deleted due to non-payment of annual subscription fees.

According to the Ministry of Works and Transport Annual report (2016), it was revealed that many contractors are faced with challenges of integrating technology,

low capacity-weak resource base, inadequate experience, lack of plant and equipment as well as ineffective corporate governance and generally poor construction management. The MoWT recommended that advancement of contractors could be achieved through partnerships (Byabagambi, 2013). The study, therefore, established the different types of partnerships that are being used by contractors in Uganda, the factors hindering implementation of partnerships among contractors in Uganda and developed a model for implementation of successful partnerships among contractors in Uganda.

1.2 Problem Statement

The challenge of implementing partnership among contractors is a global concern. Many contractors do not possess expertise to take hands on in the construction activities, they are characterised by low capacity and capability as a result of weak resource base, inadequate experience, low technological base, lack of effective corporate management and generally poor construction management which lead to poor service delivery to end users and disputes. Partnerships initiated by contractors themselves elsewhere have proven to improve the capacity of contractors. However, in Uganda such partnerships among contractors is still scanty and this possibly could be an explanation why many building projects have remained incomplete at different stages including others being finished as a blueprint or whiteprint and never implemented, or abandoned during construction. The Government of Uganda has mandated Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) to register companies as a way of getting to know each other, thus improving on partnership among themselves. However, efforts to build

internal capacity have been minimal and are not self-sustaining. There are few or less contractors that form strategic partnerships and critical factors that hinder successful partnerships among themselves haven't been identified.

1.3 Research Objectives

1.3.1 Main Objective of the study

The main objective of the study was to assess the challenges in implementation of partnerships among contractors in Uganda.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

- i. To establish the different types of partnerships that are being used by contractors in Uganda;
- ii. To assess the factors hindering implementation of partnerships among contractors in Uganda;
- iii. To develop a model for successful implementation of partnerships among contractors in Uganda.

1.4 Research questions

- i. What are the different types of partnerships that are being used by contractors in Uganda?
- ii. What are the factors hindering implementation of partnerships among contractors in Uganda?
- iii. What can be done to foster successful partnerships among contractors in Uganda?

1.5 Scope of the Study

1.5.1 Content scope

The study assessed the different types of partnerships that are being used by contractors in Uganda, the factors hindering implementation of partnerships among contractors in Uganda and to suggest the possible model for the factors hindering implementation of partnerships among contractors in Uganda. It focused on completed and on-going projects adopting partnership approach in the last 8 years (2010-2018) based on information from Public Procurement and Disposal of Public Assets Authority (PPDA). Client organisations, Consultants and Construction (and sub-contractors) firms involved in partnering projects with the research respondents.

1.5.2 Time scope

The study was carried out from September, 2018 to September, 2020.

1.5.3 Geographical scope

The study was conducted in Kampala where there is concentration of construction activities due to the high demand for accommodation, office space, industries and other infrastructure.

1.6 Justification of the study

The growth of contractors in Uganda is a process to improve their capacity and effectiveness in order to meet the demand for building and civil engineering infrastructure to support sustainable national economic and social development. According to a report by UNABCEC (2015), one of the main reasons for the underperformance of building and construction projects which hamper the entire

country's economic development is the poor performance of contractors in delivering government projects on time. One of the ways to achieve sustainable growth in the construction industry is for contractors to embrace the concept of partnerships, because they reduce costs through savings resulting from proper utilization of resources from the partner organizations.

1.7 Significance of the study

The findings of this study generated recommendations to alleviate hindrances to successful partnering among contractors; the study may identify success factors for partnering in construction projects; and the findings of this study may be useful to other researchers conducting similar research in similar construction environment as in Uganda.

The architects, engineers, quantity surveyors, construction project managers and site agents will benefit from this study by applying the results of its findings while executing their works on construction projects.

Project developers/clients may also benefit from the findings of this study and therefore achieve greater success in their construction projects. This is because they may apply the findings of this study in ensuring the proper construction project planning is done that may lead to successful delivery of projects.

The study may add to the existing literature and may help the academicians by getting more reference in future if research is to be carried out on similar or related

topic. The research has enabled the researcher to acquire more skills of research and also how to do data analysis and present his findings to other people.

1.8 Conceptual framework

Independent variables

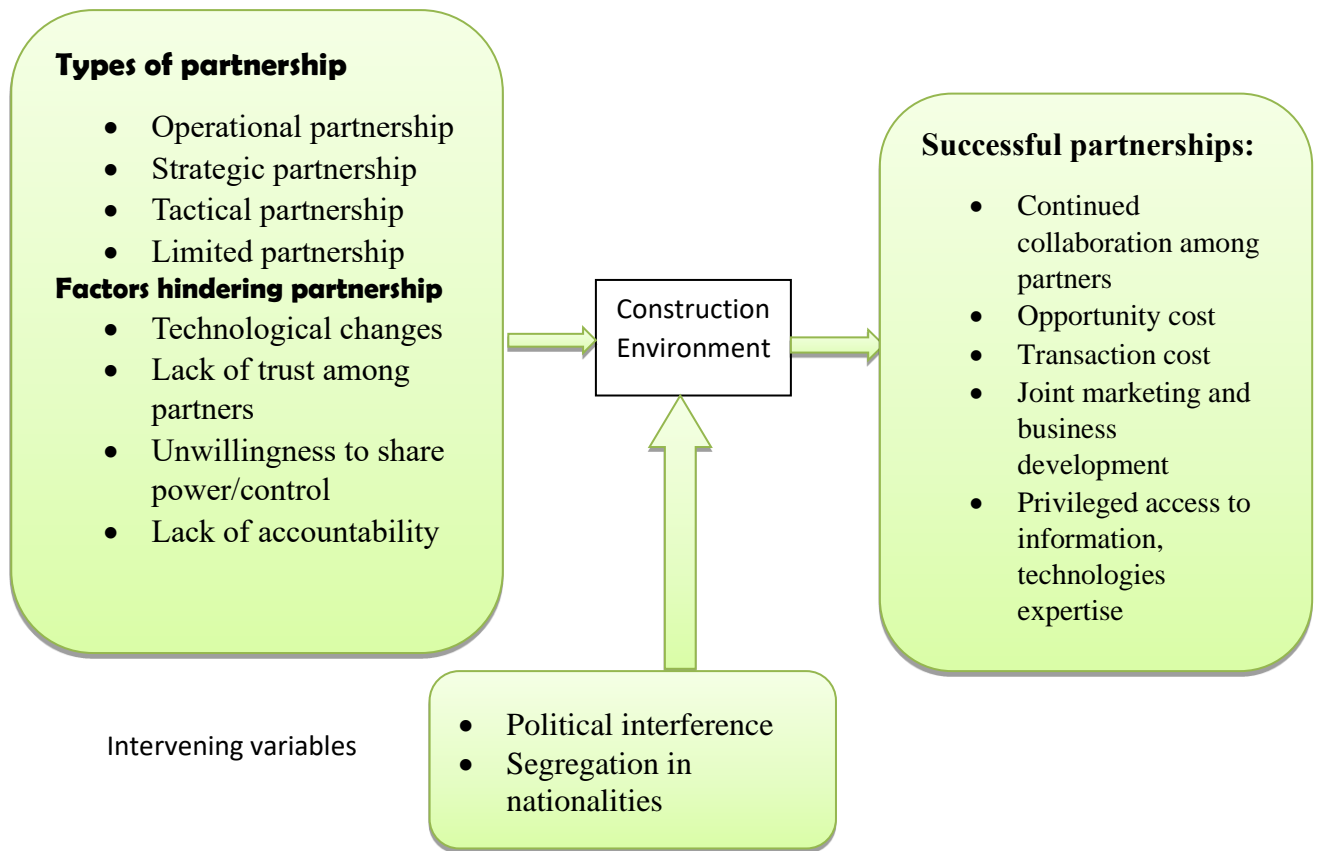


Figure 1.1: Conceptual framework

Source Researcher, 2019

The conceptual framework attempted to explain the relationship between dependent variables, the independent and intervening variables. Independent variables include factors hindering implementation of partnerships among contractors and in the framework, the independent variables are:

- Technological changes

- Lack of trust among partners
- Unwillingness to share power/control and;
- Lack of accountability, were used in an attempt to explain the successful partnerships among the contractors in Uganda. The dependent variable (successful partnership) was indicated by continued collaboration among partners, joint marketing and business development and privileged access to information, technologies expertise. The objective of this study was to assess the challenges in implementation of partnerships among contractors in Uganda.

1.8 Chapter summary

This Chapter has discussed the background of the study, problem statement, scope of study, objective of the study, time scope, justification of the study, significance of study and the conceptual framework that shows the relationship between the dependent and independent variables. The next chapter presents the pertinent literature that gives insight with the concepts of partnerships in construction companies

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discussed the literature related to the study. The review of the literature is mainly on the research objectives as outlined and as researched by other scholars. It also provided a focused summary that highlights the existing research gap.

2.2 Partnerships of contractors

Stern and Green define a partnership as ‘a programme that has a high level of commitment, mutual trust, equal ownership and the achievement of a common goal’ (2005: 270). Bennett and Anderson (2002) suggest that partnerships include the following elements: collaboration; mutual accountability; voluntary entry; and an assumption of equality, although McQuaid (2000) contends that partnership might not necessarily involve equal power relationships, for instance if one partner has access to resources or expertise that give it a legitimate claim to dictate the direction of a project. Harman (2000) notes that partnership working can involve a spectrum of institutional arrangements, from an agreement to cooperate through to a fully-fledged institutional merger.

2.3 Interventions by Government to facilitate growth of contractors

Construction is an important sector to Uganda’s national economy and contributes greatly to GDP. It has picked up since 1987 after years of stagnation and it was estimated to be one of the biggest employers of skilled and unskilled labor

after agriculture (Zaribwende, 1998). Contractor development leads to increased employment opportunities and infrastructure provision thus contributing to reduction of poverty and overall development. Since 1991 construction work has increased by 38% while Gross Domestic Product in general has increased by 25%. Donor support account for more than 20% of Uganda's Gross domestic Product per capita. A considerable amount up to 50% of this funding goes to the construction industry (Zaribwende 1998).

UNABCEC is an organization established to identify, promote and safeguard the interests of building and civil engineering contractors in the Uganda construction industry and related material suppliers. It is also the mouthpiece of the member contractors and suppliers. UNABCEC has been involved in the challenges of the contractor development and this report shares the experiences of the organization. It is hoped that it shall expose participants to the experienced problems, successes, failures and challenges faced to enable discussion in contributing to the overall contractor development in developing countries.

There is no clear definition as to just what the construction industry is. Certainly it must include the general and specialist contractors. But really to understand the industry, one must extend its scope to include consultants, material suppliers and equipment manufacturers, labor organizations and professional bodies, developers add still another dimension as do public and private consumers of construction services. Government regulatory agencies in such areas as safety, health, planning,

employment practices and fair trade also play an increasingly important role (Minnie, 2011).

It should be noted that Uganda lacks a clear national policy for the contractor development and sustainability of construction industry. Defined operationally as part of the overall development planning and implementation process, the problem is both of decision making and of society wide approach. At governmental level, as general public level, construction industry is viewed in a non-coherent manner and as something apart from the crucial national and development needs. And yet construction often takes colossal amount in terms of development budget annually (Ndandiko, 2014). Construction is considered a sector of the economy that transforms various resources into economic and social infrastructure and facilities. There is hardly any sector that does not have a construction component. It is the engine for growth and its development is an indicator of overall economic development. Therefore, it is one of the crucial sectors that developing countries should focus on (Ndandiko, 2014).

UNABCEC, through her members have greatly contributed to the construction works in Uganda. UNABCEC as an institution has been involved in the activities of contractor development and this paper shares the experiences of the organization. It is hoped that it shall expose participants to the experienced problems, successes, failures and challenges faced to enable discussion in contribution to the overall contractor development in developing countries (OECD, 2010).

The NDP recognizes the private sector as the prime mover of the economy. The sector is dominated by micro, small and medium enterprises (SMEs) which cut across sectors of the economy and contribute about 20% of the GDP. SMEs form 90% of Uganda's private sector; and employ approximately 1.5 million people equivalent to 90% of total non-farm private sector workers. Annual growth in the sector is about 20%. The private sector faces several challenges with respect to starting and sustaining a business, cross-border trading, including, and limited financial literacy among the entrepreneurs compounded by poor quality and standard of local products to compete favorably; inadequate supply of local commodities to the international market and poor or non-enforcement of contracts e.g. failure to respect supply contracts, delayed payments to suppliers, the slow disposal of commercial court cases.

In addition, the sector is affected by limited access to financial resources due to high cost of borrowing, insufficient collateral, limited financing for long term ventures as well as inadequate policy framework and strategy for public-private partnerships (PPPs); and high transport costs for products and inputs (Olander, 2013). It should be pointed out that inadequate investment in research and development limits the ability of the sector to learn new technologies and methods of production as well as markets and prices for their products. These constraints negatively affect the productive potential and competitiveness of the economy.

The above notwithstanding, the Government is committed to promoting the private sector to play its role as the engine of economic growth and development in Uganda.

Government is also committed to providing the supportive policy, regulatory and institutional framework, to actively promote and encourage Public-Private Partnerships in a rational manner at national and local government levels.

2.4 Types of partnerships

Basically, there are two types of partnerships - Project Partnering “involves the integrated supply team and the client organization working together on a single project, usually following a competitive procurement”, while Strategic Partnering “involves the integrated supply team and the client organization working together on a series of projects to promote continuous improvement”. Although the two approaches offer same basic benefits and are premised on the same fundamental principles, it can be argued that Strategic Partnering has the potential to bring to bare the full condiments particularly as it offers opportunity for continuous improvements and an incentive for sacrifice required to truly trust and cooperate with other parties.

Socially Oriented Trust therefore is sacrificial in nature (Smith, 1996). In this sense parties would reside in a state of self-interested trust and will only transit to a state of socially oriented trust if there are incentives to remain trustworthy and mature the relationship. In fact Smyth H. argues that “Project Partnering is largely tactical and short-term, hence is still largely based on self-interested trust whereas Strategic Partnering across projects offers opportunity to develop socially oriented trust (Smith, 1996). Partnerships can also be viewed from the perspective of cohesion between the different parties and the level of maturity in the partnership. A

partnership can be said to be fully matured when all boundaries of differentiation have been eliminated between the partnering parties, such that one cannot tell one party from the other and thus all are seen as truly one team.

2.4.1 Operational Partnership

An operational partnership streamlines and rationalizes the construction process with an emphasis on improving competitiveness – this contract would be ideal between two small trade companies offering similar services for a large project. For example, this contract would work well between an excavation company like ours and a structural steel contractor or between two small excavation contractors (Mowery and Silverman, 1996). The purpose is to provide clients with a full scope of services that improve either price or schedule, with each contractor adding value to its partner. An operational partnership demands an effective, clear agreement between the partners on responsibilities and work distribution and process systematization, information management, and communication are essential to its success.

2.4.2 Tactical Partnership

A tactical partnership integrates different services under one partnership. For example, a collaborative partnership between an excavation and Earthworks Company, a geotechnical engineer, a construction manager, an architect, and a structural steel company can offer a full set of services in a design-build or project. Together under this partnership, the contractors and companies become a cohesive team (Lavie, 2006). The competitive advantages of a tactical partnership include

learning together and creating a common culture utilizing real dialogue and complete collaboration – improving process quality and each partner's profitability.

2.4.3 Strategic Partnership

A strategic partnership is the most demanding contract, but also the most rewarding. Based on a shared strategy, this partnership creates a competitive advantage via an innovative business model (Echavarria, 2015). Together, they create an innovative product or service offering that wouldn't be possible outside of the collaboration, redefining or creating new markets. These partnerships thrive in a networked business environment where ideas can be shared and tested openly. A strategic partnership is basically the creation of a new company, and requires members to work toward the same goal and vision. As always, communication is essential, as these parties need to openly share their knowledge and experience in a trusting environment.

2.4.4: General partnership

In a general partnership, all of the partners share equal rights and responsibilities in the management of the business. Each partner in a general partnership assumes full personal liability of the debts and obligations of the business. In GP one partner can enter into a contract on behalf of the partnership making the other partner(s) legally bound to the terms of the contract (Petersen, 2011). The profit passes through to its owners, making it taxable at each partner's individual income tax rate. Partnership losses are

also "pass-through" giving each partner the ability to offset taxable income from other sources.

2.4.5 Limited partnership

It involves at least one general partner and one or more limited partners. As in general partner, the general partner is in full responsibility for the debts and obligations of the business. Also the management and control of the business is done by the general partner. The limited partner takes passive role in the business and he/she does not participate in the management of the business at all (Rahman, 2008). The limited partner's risk is only to his or her investment in the business. The limited partner and general partner share only all the profits or losses of the business and nothing more. Limited partnerships like general partnerships, offer pass through taxation.

2.4.6: Limited Liability Partnership (LLP) or Limited Liability Limited partnership (LLL)

The availability of this partnership structure depends on individual state laws. Generally speaking an LLP is the same as a general partnership and an LLLP is the same as a limited partnership in most respects except that partner cannot be held liable for the wrongful acts of the other partner and in some states the general partners cannot be held responsible for the debts and obligations of the business (Rahman, 2008).

2.4.7 Joint venture

According to Rahman, (2008). A joint venture functions like in general partnership but is usually structured for one common objective and for a specified period of time. It is not unusual for two companies to enter into a joint venture to provide services for a specific project (e.g. telecommunication company and a cable TV company might enter into a joint venture agreement to deploy broadband telephone services to a regional market)

2.4.8 Private Public Partnership

PPP is essentially partnership between public sector organizations and private sector businesses for the purposes built on the expertise of each partner that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards (Regan, 2010) An example of PPP is the container terminal this is due to the fact that its arrangement is a partnership between public sector and private sector and the private sector provides the services which the public sector would have done.

2.5 Challenges that hinder implementation of partnerships among contractors

It is becoming increasingly clear that partnering is not a low-cost, quick fix or risk-free option. Indeed the costs of partnering can be high, not least because of the time needed to explore, establish and manage the partner relationships. Potential partners need to consider the opportunity costs and, preferably, establish some benchmarks against which they will measure whether the hoped-for outcomes of partnering are really worth the investment they are making. All too often, partnering in its early

stages can be a 'catch 22'; partners invest time, energy and ideas (often over months and sometimes years) and then continue to stick with the endeavour even when the transaction costs are becoming unacceptable. This is often because they feel pressure from their colleagues for some kind of return on investment.

In the broadest sense, partnerships among contractors covers any arrangement between the public sector and the private sector to provide public services. The involvement of the private sector in providing public goods and services is not new. With the introduction of the Malaysian Incorporated Policy in 1983; cooperation or partnership between the public and private sectors has been encouraged to foster Malaysia's economic growth.

2.5.1 Communication problems within the team

According to Ndandiko, (2014), in each organization, bad communication sows the seeds for a number of other problems. Even if it's more likely to happen in larger organizations, issues can begin at smaller sizes, and warrant attention from management as early as possible. Challenging responsibilities, misunderstanding project scoping or delivery deadlines are some examples of the types of risks that can be aggravated by your communication problem, and could even lead to the failure of your projects. Without accumulating needless processes that would cause overhead, communication must nevertheless be based on rigorous procedures. That includes clear policies around information sharing, stakeholder involvement, and management style.

2.5.2 Misperception of the specifications

Here is an example of a risk with a high potential impact. An error or a misunderstanding on the specifications can have many devastating consequences on a given project. It can jeopardize the output quality of a project which will not live up to your customer's expectations (Repp, 2012). Since competition makes customer loyalty paramount, you can't afford to repeat such mistakes, and all must be done to prevent them, even if the error's impact on your resource utilization and deadlines is kept minimal. To overcome this challenge, there is a need for consistency in the tools used to plan your projects. The best practice will be to set up verification processes, for all important aspects of your projects, using features such as custom fields. In that regard, creating thorough project templates can facilitate the implementation of best practices.

2.5.3 Lack of adaptability to change

In project management, especially for engineering projects, reacting to external events is essential as a survival factor: regulations and business processes can evolve quickly, and minimizing the risk will impact your activity requires close monitoring. However, that in itself won't be enough if you're unable to adapt to those changes as quickly as they happen. That's why it is essential to have an adaptive mindset, especially when it comes to areas that can put your business at risk (Sharma, 2014). When it comes to project management that will probably mean adding at least a touch of agility to your usual processes: with quicker iteration cycles, you will be

able to better meet customer expectations, and considerably reduce the risk of project failure.

2.5.4 Lousy time and resource management

When working on several projects in parallel, issues of resource planning arise quickly, and managing time in a more efficient way becomes a necessity. That's why engineering firms that reach even a moderate size will need the right tools to manage their teams capacity, monitor who's available, who's busy, what resources are required and who the company might need to hire based on skill gaps (Thorn hill, 2010). Being unable to answer such questions will always cause delays in production, make employees and customers unhappy, and in the long run impact your company's performance and profitability. One indicator that can be used to measure the effectiveness of time management was the ratio between planned time versus actual time spent on project. It will give you a clear analysis of the effectiveness of your planning, and reflect your propensity to anticipate risks on your projects.

2.5.5 Lack of overall visibility your project portfolio

Having efficient project management practices also means taking into account the overall state of your project portfolio. Increased visibility makes macro analysis easier, which allows you to make better strategic decisions by taking all the information into account — a particularly important point when it comes to dealing with changing priorities (which will always arise at some point (Tian, 2014). To

improve visibility, your teams will need the right tools. A work management solution comprising all your project information and offering customizable reports and dashboards could be the right tool to give you the information you need at all times in an easy to consume way.

Too often, companies have all the data needed to make the right calls, but it's so hard to extract that they just give up and rely on their gut feeling. You cannot let this happen if you want to consistently improve your firm's performance.

2.5.6 Skilled labor shortages

The construction industry is bracing for a dramatic reduction in workforce. The Associated General Contractors of America (AGC) found that 74 percent of the total respondents believe there is a crunch in skill trades, and 53 percent said they were unable to hire construction professionals such as supervisors, estimators, and engineers.

2.6 Partnership models

There are a number of models ranging from very loose partnerships to those where agencies work very closely together. The four headings below are quite flexible as organisations will agree the exact nature of their partnerships depending on their needs and those of their clients (Tindiwensi, 2011).

2.6.1 Networking

This is the simplest model of partnership. Organisations come together, usually on a regular basis, to share their practice and discuss areas of commonality. There is no commitment to go further unless two or more organisations decide to do so (Tindiwensi, 2011). The purpose is for organizations to be able to take up opportunities that may arise, such as funding or delivering specific services to clients, without having to repeat niceties of getting to know each other.

2.6.2 Referral systems

This is a model of partnership for a specific purpose. Organisations agree processes to share information and refer on clients to the other agency. There may be a written agreement although it would be more usual to just agree a procedure and forms to use (Blanchard, 1990). The purpose is for the referral of clients to be as smooth as possible and save extra time in repeating the gathering of information.

2.6.3 Consortium

This is a model of partnership for a specific purpose. Organisations agree to come together to bid for resources, act as a pressure group or other mutually beneficial purpose. There may be a written agreement, such as a financial contract if a funding bid is successful or terms of reference for a pressure group (Boehm, 2012). Organisations may undertake their work totally separately or may choose to work alongside others. The purpose is to act together, believing that the whole is greater than the sum of its parts and will garner more success.

2.6.4 Multi-agency working

This is a model of partnership that needs to be clearly planned to ensure success. Two, or more, organisations will share resources, human and other, to deliver work jointly. A level of trust needs to be built between individuals in the partner organisations for this to work. Organisations would normally draw up a partnership agreement of some description to clarify the relationship. The purpose is to work together believing that this will achieve more effective results than working separately (Cyplik,2009). Other partnerships could involve sharing information, to a greater or lesser extent, organising joint training or a joint, local fundraising, sports or other events.

2.7 Partnership success factors

The success of any partnership very much depends on how effective the capabilities of the involved enterprises are matched and whether the full commitment of each partner to the alliance is achieved. There is no partnership without trade-offs, but the benefits of it must preponderate the disadvantages, because alliances are made to fill gaps in each other's capabilities and capacities (Cyplik, 2009). Poor alignment of objectives, performance metrics, and a clash of corporate cultures can weaken and constrain the effectiveness of the partnership effectiveness. Some key factors that have to be considered to be able to manage a successful partnership include;

2.7.1 Leadership

Partnerships imply a shared leadership among respected individuals who are recognized and empowered by their own organizations to build consensus and

resolve conflicts. However, one organization will generally take the lead on managing the process. Partners must have trust in each other's ability to lead effectively and honestly (Delmon, 2015).

2.7.2 Common Understanding

Partners need to understand each other's organizational framework, culture, values, and approach. Partners also need a clear understanding of individual members' roles, responsibilities, and what the partnership's division of labour will be.

2.7.3 Purpose

Partnerships must be guided by a shared vision and purpose that builds trust and recognizes the value and contribution of all members. Each partner must understand and accept the importance of the agreed-upon goals. This leads to improved coordination of policies, programs, and service delivery (Hans, 2009). Shared and transparent decision-making processes are also essential as partners work towards their common purpose.

2.7.4 Culture and Values

Shared "can-do" values, mutual understanding, and an acceptance of differences (e.g., norms, ways of working) are essential to successful partnerships. Partners need to discuss their organizational cultures to identify how to work with their strengths and weaknesses. When partners respect each other's contributions and regard each other as equals, they can gain active involvement from organization representatives who will play a valued role in the partnership (Harris, 2014).

2.7.5 Learning and Development

A healthy partnership promotes an atmosphere of learning. This may involve monitoring and evaluation aimed at improving members' performance. An open mindset and the desire to invest in partners' skills and knowledge will create opportunities to shape each other's work and learn together. In this environment, members can reflect honestly on both successes and failures (Katsamunska, 2012).

2.7.6 Communication

If a partnership is going to succeed, there must be effective communication at all levels within the partnership and inside each partner organization. In addition, strong feedback loops should be outlined from the beginning of the relationship so that all stakeholders receive timely information (Katsamunska, (2012).

2.7.7 Performance Management

According to Meidute, (2011), the appropriate partnership structure, management practices, and resources must be in place to achieve the intended purpose of the partnership. Members must demonstrate both accountability for their actions and ownership for delivering on the objectives and targets for which they are responsible.

2.8 Chapter summary

This summary briefly explains the types of partnerships, factors that hinder successful partnerships and factors for the successful partnerships in Uganda.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter mainly dealt with the description of the methods and procedures that were followed while carrying out the study. It consists of research design, target population, sample size and sample selection, how the specific objectives were answered, research instruments, instruments validity and reliability, data collection procedures and data analysis techniques, ethical consideration and the anticipated problems.

3.2 Research Design and Approach

The study adopted the cross sectional research design. The study employed the mixed method approach involving both quantitative and qualitative methods. This approach solicited both quantitative and qualitative information about the study phenomenon i.e. the challenges in implementation of partnerships among contractors in Uganda. The quantitative methods were administered by the use of questionnaire while the qualitative methods used interviews. Qualitative approach focused on hindrances in implementation of partnerships among contractors, factors for successful partnerships; collecting views and opinions of contractors.

3.3 Target population

The population of the study consisted of contractors registered with UNABCEC; Contractors who have participated in partnering projects were the major targets; Keystaff of clients' organizations, consulting practitioners and registered engineers

involved in partnering projects was also consulted to seek their views and perceptions with regard to the study objectives.

3.4 Sample size and Sample selection procedure

Sampling is the process of selecting a number of individuals or objects for a study in such a way that the individuals or elements represent the larger group, or the population from which they are selected (Langat, 2015). The study comprised of 40 respondents who were purposively and randomly selected from a list of 50 contractors registered with UNABCEC. Purposive/random sampling was preferred because the selected respondents were directly involved in implementation of partnerships among contractors in Uganda. The sample size was determined using equation (3.1).

$$n = \frac{N}{1+N(e^2)} \dots \dots \dots \text{(Equation 3.1)}$$

Where n = sample size, N = population, e = standard error 5% (Yamane, 1967).

3.5 Sampling techniques

Purposive sampling was employed to select contractors from list of 50 contractors registered contractors with UNABCEC. Only 40 contractors in class A4 & A5 were randomly selected. This is because this category of contractors has low resource base, less skills and experience compared to higher categories of contractors and therefore the ones that require most partnerships to improve their performance.

Table 3.1 Sample of respondents

Category of respondents	No. of respondents	Criteria for selection
Contractors	10	10 contractors were selected by Purposive sampling from registered contractors
Consultants	5	5 consultants were selected by Random sampling from registered consultants
Architects	5	5 architects were selected by Random sampling from registered architects
Quantity surveyors	10	10 Quantity surveyors were selected by Random sampling from registered quantity surveyors
Engineers	10	10 Engineers were selected by Random sampling from registered engineers with ERB
Total	40	

3.6 Sources of data

Both primary and secondary sources of data were used. Primary data generally involved opinions of selected respondents on the factors that hinder implementation of partnerships among contractors; what they considered to be factors for successful partnerships. Secondary data were obtained from review of existing literature related to issues of partnerships in construction. This included books, journals articles, magazines and reports, published and unpublished research reports, conference articles.

3.7 Achievement of specific objectives

The researcher engaged all the sampled respondents for the study in answering all the three specific objectives using the data collection tools that the researcher issued.

3.7.1 Specific Objective One: To establish the different types of partnerships that is being used by contractors in Uganda

In order to achieve this specific objective on the different types of partnerships that are being used by contractors in Uganda, the following procedure was adopted:

i) Data collection Instruments

The researcher used both qualitative and quantitative methodologies of collecting data. Hence, semi-structured questionnaires and interview guides were used to collect data.

- **Questionnaire**

The researcher designed questions basing on the above specific objective. The questions were both open and close ended that the researcher issued to contractors to answer. This tool was used to enable the respondents express their views freely since they were given ample time to answer the questions. The questionnaire was designed as per specific objectives and research questions. Questionnaire consisted of a section about the different types of partnerships that are being used by contractors in Uganda. The questionnaires were assessed on a 5-point Likert scale of 1=Strongly Disagree (SD), 2=Disagree (D) 3=Not Sure (NS), 4=Agree (A) and 5=Strongly Agree (SA), consisting of mainly closed items to facilitate quick data collection and analysis. The questionnaires were self-administered and were administered to respondents from UNABCEC.

- **Interview guide**

Interview guides were used by the researcher to get detailed information from the consultants (Architects, Quantity Surveyors and Engineers). The researcher wrote side notes as the respondents responded.

3.7.2 Specific objective two: To establish the factors hindering implementation of partnerships among contractors in Uganda

The researcher used both qualitative and quantitative methodologies of collecting data. Hence, semi-structured questionnaires, interview guides were used to collect data.

- **Questionnaire**

The researcher designed questions basing on the above specific objective. The questions were both open and close ended that the researcher issued to contractors to fill in. This tool was used to enable the respondents express their views freely since they are given ample time to answer the questions. The questionnaire was designed as per specific objectives and research questions. Questionnaires consisted of a section seeking information about the factors hindering implementation of partnerships among contractors. These factors were obtained from literature review. The questionnaires were arranged on a 5- point Likert scale of 1=Strongly Disagree (SD), 2=Disagree (D) 3=Not Sure (NS), 4=Agree (A) and 5=Strongly Agree (SA), consisting of mainly closed items to facilitate quick data collection and analysis. The questionnaires were self - administered and were given to respondents of UNABCEC. Mean values of each factor were computed and mean of means (MoM) for all factors was obtained. Any factor above the mean of means was considered a

significant factor hindering implementation of partnerships among contractors. The findings are presented in Chapter Four (Table 4.4).

- **Interview guide**

Interview guides were used by the researcher to get detailed information from the consultants (Architects, Quantity Surveyors and Engineers). This tool was used because the researcher had enough time for a direct interaction with the respondents. The researcher wrote side notes as respondents responded.

3.7.3 Specific objective three: **To develop a framework for implementation of successful partnerships among contractors in Uganda**

Based on the results from specific objectives one and two, the factors which were considered significant in hindering implementation of partnerships were used to develop a framework for successful implementation of partnerships among contractors.

3.8 Validity and Reliability of Study Instrument

3.8.1 Validity of the study instrument

The validity of the instrument was tested using the Content Validity Index (CVI) using expert judgment taking only variable scoring above 0.70 accepted for Social Sciences (Amin, 2005). The CVI was then determined using equation (3.2).

$$CVI = \frac{\text{Number of valid items}}{\text{Total no.items}} \dots\dots\dots(\text{Equation 3.2})$$

Table 3.2 Content Validity Index

Variable	Total No. items	No. of items declared valid	CVI
Knowledge of partnerships	8	7	0.875
Types of partnerships	4	3	0.750
Factors for successful partnership	12	10	0.833
Factors hindering implementation of partnership	14	12	0.857
Average CVI			0.829

Table 3.2 shows that knowledge of partnerships was measured using 7 items and yielded CVI of 0.875 while types of partnerships was measured using 3 items and yielded CVI of 0.75. Factors for successful partnership was measured using 10 items and yielded CVI of 0.83 while factors hindering implementation of partnership was measured using 12 items and yielded CVI of 0.857. The overall CVI for the questionnaire was obtained as 0.829 which was above 0.70 (Amin, 2005), it was concluded that the instrument had a high validity hence relevant in measuring challenges in implementing partnership among contractors in Uganda.

3.8.2 Reliability of the study instrument

The study questionnaire was pilot tested on a sample of 10 selected staff from UNABEC and adjustments made to enhance its reliability. The reliability of the instrument or internal consistency was established using Cronbach's alpha coefficient taking only variables with an alpha coefficient value more than 0.70

accepted for social research (Amin, 2005) generated from SPSS and taking only variable scoring above 0.70 and the results are presented in Table 3.3.

Table 3. 3: Reliability Results

Variable	No of items	Cronbach's alpha
Knowledge of partnerships	7	0.80
Types of partnerships	3	0.75
Factors for successful partnership	10	0.83
Factors hindering implementation of partnership	12	0.85
Average Cronbach's alpha		0.81

Table 3.3 shows that Knowledge of partnerships yielded Cronbach's alpha value of 0.80, types of partnerships yielded Cronbach's alpha value of 0.75. Factors for successful partnership yielded Cronbach's alpha value of 0.83 while factors hindering implementation of partnership yielded Cronbach's alpha value of 0.85. The overall value of Chronbach's alpha obtained was 0.81. Since the obtained Cronbach's alpha value was above 0.70 which is the accepted value in social sciences, it was concluded that the instrument was reliable thus consistently measured what it was supposed to measure.

3.9 Research procedure

Trochim (2005) defined research procedure as the brief description of the overall sequence of steps to be followed during the study. Any procedures followed to assure that participants are protected and informed of how their confidentiality is protected. The researcher obtained an introductory letter from Kyambogo

University to permit him conduct the study. The letter was presented to the authorities of the areas where data was collected for authorization and acceptance to undertake the research. After getting the authorization, then the researcher piloted the instruments with the help of trained research assistants. The results from the pilot study were compiled and analyzed to update the data collection tools to assure clarity of questions asked and probe into areas where responses were not consistent with the study objectives. Once the instruments were updated, the research team then proceeded to the respondents to collect data.

3.10 Data Analysis Techniques

The results of the questionnaires were analyzed using quantitative data analysis tool- Statistical Package for Social Sciences SPSS software version 16.0. Mean score method as used by Chan and Kumaraswamy (1996b) was used to analyse data from the questionnaire. A 5-point scale of 1=Strongly Disagree (SD), 2=Disagree (D) 3=Not Sure (NS), 4=Agree (A) and 5=Strongly Agree (SA) was used to calculate the mean score of each factor hindering partnerships and then determine the relative ranking of different factors in descending order of importance. Frequency tables and descriptive statistics were constructed to display results with respect to each of the questions of the data obtained. The highly ranked factors were used to develop the required framework to be adopted for successful partnerships among contractors.

3.11 Ethical consideration

Before the interviews and administering of the questionnaires to the respondents, ethical permission or consent of the respondents was granted to the researcher. This

is so in order to have free and friendly relationship with the respondents and also to make them confident in answering questions without hiding any information.

3.12 Chapter summary

This chapter briefly explained the sources of data, targeted population and size that were sampled, the sampling techniques, questionnaire, validity of the instrument and its reliability as well as the research procedures. The next chapter presents the results obtained using the methodology and procedures stated in this chapter.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This chapter presents analysis and interpretation of the study findings of challenges in implementation of partnerships among contractors in Uganda based on the information obtained from the study questionnaire and interviews. The presentation of these findings is divided into the following sub-sections based on the research objectives: to identify different types of partnerships that are being used by contractors, factors leading to success in partnership and the factors hindering implementation of partnerships among contractors in Uganda.

4.2 Background information of the respondents

4.2.1 Gender

In order to find the gender, the respondents were asked, to indicate in the questionnaires their gender as a view of the fact that the researcher wanted to assess the percentage of male and female respondents who participated in the study. Their responses are summarized as shown in Figure 4.1.

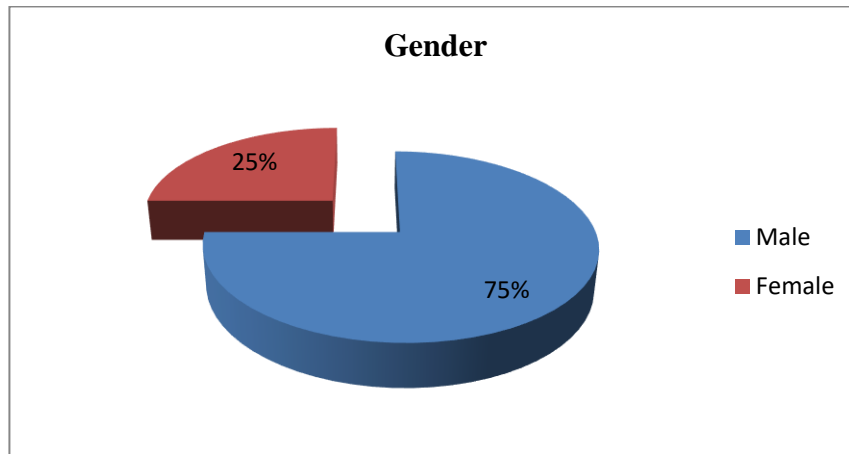


Figure 4.1: Distribution of respondents who participated in the study by gender

Source: Primary Data

According to the results in figure 4.1, it was revealed that majority of the respondents who participated in the study were male (75%) compared to female respondents (25%).

4.2.2 Age

The respondents were also requested to fill in the questionnaires their age bracket to show their ages and the results were summarized as given in Figure 4.2. It shows that a cross section of respondents with different age brackets was involved in the study. Majority of respondents were in the age brackets of 41-50 years (57.5%), followed by respondents who were at the age bracket of 31-40 years (40%). Respondents between 20-30years were represented by 2.5%. This implies that data provided was reliable since it was generated from different respondents with different age brackets, mature and therefore expected to provide reliable information.

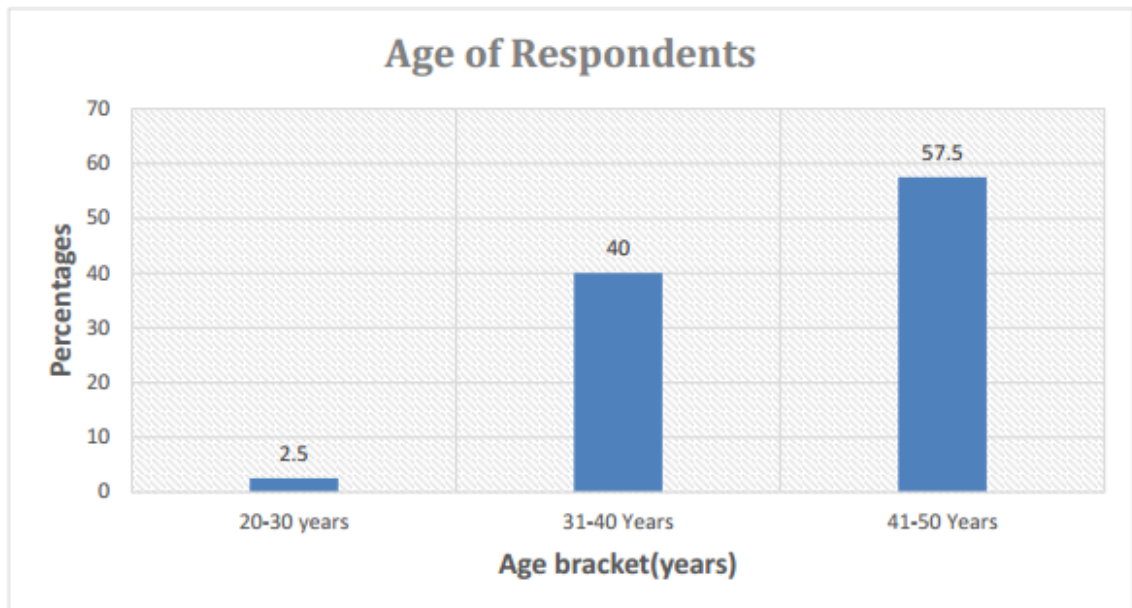


Figure 4.2: Distribution of respondents by Age Bracket

Source: Primary Data

4.2.3 Education level

In order to know the education level of the respondents, respondents were requested to fill in the questionnaires their education level and the results were summarized as in Figure 4.3. It indicates that majority of 37.5% of the respondents had attained a post graduate as their highest level of education followed by 35% who had attained a degree, 17.5% of the respondents had a diploma while the least 10% had certificates. This finding suggested that most of respondents were holding postgraduate diplomas and bachelor's degrees. The respondents were therefore presumed to be literate enough to understand issues of challenges in implementation of partnerships among contractors in Uganda and the information given above would therefore be reliable to lead to reliable results.

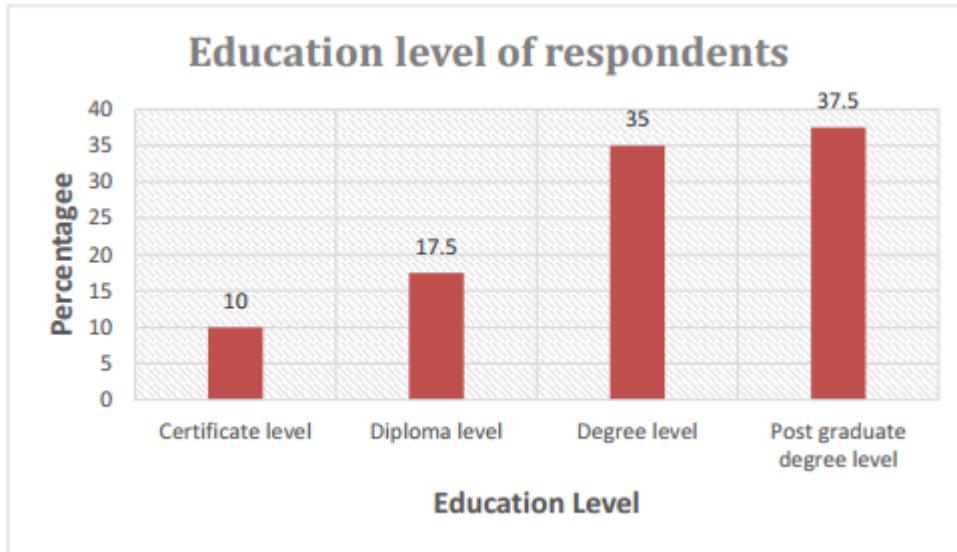


Figure 4.3: Distribution of respondents who participated in the study by Education level

Source: Primary Data

4.2.4 Experience of respondents

Respondents were also interviewed about the experience as far as partnership is concerned. The responses on experiences of respondents are presented in Figure 4.4.

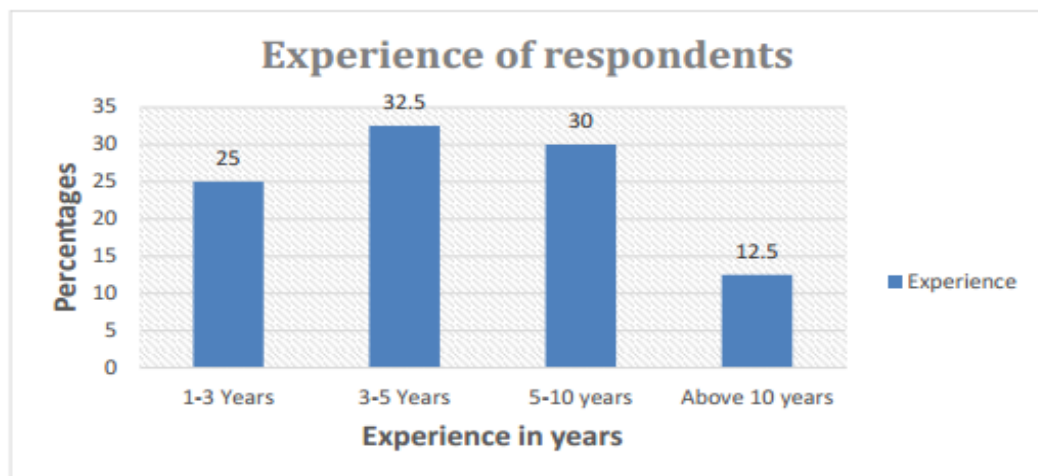


Figure 4.4: Experience of respondents

Source: Primary Data

The results in Figure 4.4 indicate that majority (32.5%) had been in service for a period ranging from 3-5 years while 30% had worked for a period of 5-10 years yet 25% had been in service for a period ranging from 1-3 years while the least percentage had been in service for more than 10 years. This implied that the respondents had attained adequate experience on partnerships among contractors by virtue of their long experience and therefore their views in this study would provide reliable data.

4.3 The different types of partnerships that are being used by contractors

The first objective of this study was to identify the different types of partnerships that are being used by contractors. To come up with realistic conclusions on this objective, knowledge on partnership among contractors was first established and this was assessed basing on Likert scale ranging from 1 representing Strongly Disagree(SD), 2= Disagree(D), 3= Not Sure(NS), 4=Agree(A) and 5=Strongly Agree(SA). The responses are summarized in Table 4.1.

Table 4.1 above shows that majority of 75% of the respondents exhibited their knowledge as being fair on partnership and the environment of trust. In most cases the environment is not maintained (mean = 3.80) while another majority of 62.5% also exhibited their knowledge as being fair when it comes to equal power relations (mean=3.63).

Table 4.1 Descriptive results for knowledge of partnership among contractors

Description of partnerships	Scale					SD	Mean	Ranking
	5	4	3	2	1			
In partnership, the environment of trust must be maintained	10.0	10.0	5.0	40.0	35.0	1.304	3.80	1
Partnership involves equal power relationships	12.5	12.5	12.5	25.0	37.5	1.426	3.63	2
It involves spectrum of institutional arrangements	10.0	15.0	15.0	27.5	32.5	1.356	3.57	3
It has a contractual arrangement which is for specific terms and the ownership will remain with the public sector	15.0	15.0	7.5	32.5	30.0	1.449	3.47	4
One partner can enter into a contract on behalf of the partnership	10.0	35.0	10.0	35.0	10.0	1.240	3.00	5
It is a team of trustees	25.0	25.0	17.5	17.5	15.0	1.414	2.73	6
The partnership is in full responsibility for the debts and obligations of the business	22.5	37.5	15.0	17.5	7.5	1.240	2.50	7
Mean of means(MoM)							3.24	

Source: Primary Data

Key: 1.00-2.99= Disagreed; 3.00=Not sure; 3.02-5.00= Agreed

It was revealed that partnerships rarely involve equal power relationships in many organizations yet another 62.5% also exhibited their knowledge on contractual arrangement among partnership as being fair (Mean=3.47). However, 60% of the respondents exhibited their knowledge that partnerships are responsible for debts and obligations of the business (Mean=2.50). This implied that most of the partnerships among contractors always pull up resources when it comes to debts and obligations of businesses. Other issues to do with contractual agreements, trustees, power relationships and spectrum of institutional arrangements are still lacking.

The study found out that most of the partnerships among contractors have exhibited their knowledge as being fair. The environment of trust was discovered not to be maintained by contractors. Secondly, respondents also had limited knowledge on equal power relations, contractual arrangement. However, the study reveals that contractors exhibit high level of knowledge on issues to do with responsibility for debts and obligations.

Table 4.2 Descriptive results for types of partnerships

Responses on types of partnerships	Disagree (%)		Not Sure	Agree (%)		SD	Mean
	SD	DA	NS	A	SA		
Operational partnership	10.0	12.5	20.0	30.0	27.5	1.300	3.52
Strategic partnership	5.0	22.5	15.0	32.5	25.0	1.240	3.50
Tactical partnership	15.0	27.5	20.0	27.5	10.0	1.256	2.90

Source: Primary data

Table 4.2: shows that majority of the respondents agreed that operational partnerships (Mean=3.52) was one of the types of partnerships mostly adopted by contractors in organizations followed by Strategic partnership (Mean=3.50) and lastly tactical partnership which is infrequently used by contractors in organizations (Mean =2.90).

This implies that operational partnerships and strategic partnerships have been widely adopted by contractors in Uganda. Echavarria, (2015) asserts that under the strategic partnership, strategic partners share resources to help each other develop their employees, and to assist each other in developing an edge in the marketplace.

They often team up to create more efficient ways of doing work. Both companies share information on the technology needed to do the job, and they help to train each others' employees to develop and sell the technology. Both partners benefit from the new technology that advances their position in the marketplace.

4. 4 Factors hindering implementation of partnership among contractors

The second specific objective sought to establish the factors hindering implementation of partnerships among contractors. Respondents were requested to do self-rating on selected possible factors basing on Likert scale ranging from 1 representing Strongly Disagree(SD), 2= Disagree(D), 3= Not Sure(NS), 4=Agree(A) and 5=Strongly Agree(SA). The results are presented in Table 4.3. The data were analyzed using the mean formula for ungrouped data type where the weighted arithmetic mean (or weighted average) is was used to combine average values from samples of the same population with different sample sizes:

$$x = \sum_{i=1}^n \frac{w_i x_i}{w_i} \dots \dots \dots \text{(Equation 4.1)}$$

The weights present the sizes of the different samples. Results in Table 4.3 indicate that majority of the respondents (87.5%) disagreed with the statement that there is poor construction management due to inadequate experience of contractors (Mean= 0.882) where as 60% of the respondents also disagreed with the statement that there is lack of plants and equipment due to low levels of technology (Mean=2.47) yet another category of respondents who were represented by 52% also disagreed with the statement that there are many contractors who do not possess expertise to take hand on in the construction activities (Mean=2.77).

Table 4.3: Descriptive Results for factors hindering implementation of partnership among contractors

	Disagree (%)		Not Sure	Agree (%)		Mean	S.D	Ranking
	SD	DA	NS	A	SA			
Failure to adopt best practices	10.0	10.0	32.5	47.5	20.0	3.37	1.213	1
Low capacity and capability as a result of weak resource base	25.0	20.0	10.0	10.0	35.0	3.10	1.661	2
Lack of trust and willingness to share power and control	10.0	35.0	17.5	20.0	17.5	3.00	1.300	3
Lack of written agreement	-	42.5	32.5	17.5	7.5	2.90	0.955	4
Lack of commitment and vision	10.0	47.5	22.5	17.5	12.5	2.85	1.210	5
Failure to make effective communication	10.0	37.5	25.0	22.5	5.0	2.85	1.272	6
Inadequate planning, monitoring evaluation and training	10.0	47.5	22.5	17.5	12.5	2.85	1.210	7
Lack of effective corporate management	15.0	50.0	15.0	22.5	12.5	2.82	1.298	8
Many contractors do not possess expertise to take hand in the construction activities	20.0	52.0	10.0	25.0	12.5	2.77	1.367	9
Not aiming at good performance	17.5	20.0	37.5	10.0	15.0	2.75	1.080	10
Lack of plants and equipment due to low levels of technology	27.5	60.0	17.5	10.0	12.5	2.47	1.339	11
Poor construction management due to inadequate experience	35.0	87.5	2.5	10.0	0	1.87	0.882	12
Mean of means(MoM)						2.80		

Source: Primary data, 2019

Table 4.3 reveals that 50% of the respondents disagreed that there is lack of effective corporate management (Mean=2.82) yet another 47.5% of the respondents also disagreed that there is lack of commitment and vision among contractors

(Mean=2.85) and another category of the respondents who constituted of 47.5% also disagreed that contractors lack inadequate planning (Mean=2.85).

However, few respondents who were constituted by 47.5% of the respondents agreed that failure to adopt best practices is one of the factors hindering implementation of partnership among contractors (Mean=3.37) yet low capacity and capability as a result of weak resource base is also one of the factors hindering implementation of partnership among contractors (Mean=3.10) while other respondents also revealed that lack of trust and willingness to share power and control also hinders implementation of partnership among contractors (Mean=3.00). This therefore implied that other factors such as lack of written agreement, not aiming at good performance and failure to make effective communication among the contractors also hinders implementation of partnership among contractors but to minimal level and their level of disagreement were rated at 42.5%, 37.5% and 47.5% respectively .

Study findings indicated that one of the factors hindering implementation of partnerships among contractors in Uganda was the failure to adopt best practices. This is in line with Halpin (2006) who asserts that many contractors have been very reluctant with the use of modern contracting practices, they have hardly rejected to use the modern technology and most of their work is done manually. This has come along with a number of problems such as inefficiencies which leads to production of shoddy works. Often have companies have raised issues on failure of the

contractors to adopt best practices hence a hindrance towards the implementation of partnerships among contractors.

Study findings also indicated that there is poor construction management due to inadequate experience of contractors. This is in line with Gonzalez (2015) who asserts there are many contractors who have signed contracts for construction but without relevant experience. Lack of experience has resulted into failure of contractors to work as a team and also has resulted into loss of clients. Incomplete or unclear design documents of the contractors can lead to mistakes in execution and inevitably cause delays while people try to figure out what the design documents do or do not show. The teams should therefore gather enough data, use competent designers with knowledge and experience to ensure designs are complete. This is in agreement with Harris and McCaffer, (2012) who contend that partnership failures is due to lack of experience, inadequate project analysis, time and cost overruns results from; poor field investigation, under-estimates, and poor investment decisions. Poor planning for implementation entails inadequacies in time plan, resource plan, equipment plan, coordination, organization, cost planning and improper pre/post contract actions. These result into inefficient and ineffective working delays, low resources productivity, change in scope, and illegal construction (Chitkara 2015). Unclear objectives, unworkable schedules, failure to identify critical items, lack of understanding of operating procedures, and ignorance of appropriate planning techniques are all a manifestation of poor planning and poor management. Poor communication can also turn a corporate strategy into a modern day. The study findings are in line with Tower of Babel. Benjamin (2006) carried

out a research in Indonesia, monitoring corruption in road construction, which provided a real-world example on how corruption constituted one of the causes of project failures in the form of missing quantities and stealing of construction materials.

The study findings further indicated that there is low capacity and capability as a result of weak resource base. Amongst the registered partners, there are contractors without the ability to execute contracting works as far as construction management is concerned. Low human resource capability has been attributed to hiring unskilled workers who are cheaper than trained builders. This is one of the reasons put forward by civil and building engineers why partnerships collapse.

4.4 Factors leading to success in partnerships

Another objective of the study was to establish the factors leading to successful partnership. To come up with realistic conclusions on this objective, the researcher requested respondents to do their self-rating on seven items on success factors basing on Likert scale ranging from 1 representing Strongly Disagree, 2 for Disagree, 3 for not sure, 4 for Agree and 5 for Strongly Agree. The responses are summarized in Table 4.4.

Table 4.4: Descriptive Results for factors leading to success in partnership

Successful factors	Disagree (%)		Not Sure	Agree (%)		S.D	Mean	Ranking
	SD	DA	NS	A	SA			
Partners need to be truly understood and embraced by the entire staff of the partner organizations	0	0	37.5	10.0	52.5	0.948	4.15	1
Focus on important needs that can be fulfilled by partnership	15.0	20.0	17.5	47.5	12.5	1.296	3.10	2
In partnership, there should be willingness or ability of a partner to share power and control	22.5	10.0	22.5	45.0	20.0	1.446	3.10	2
Benchmarking and continuous improvement	0	42.5	32.5	17.5	7.5	0.955	2.90	4
Seek and adopt the best practice	17.5	20.0	37.5	10.0	15.0	1.272	2.85	5
Development and continuing refinement of a shared vision of the work to be accomplished	20.0	45.0	22.5	7.5	5.0	1.047	2.33	6
In partnership the environment of trust must be maintained	40.0	72.5	22.5	5.0	0	0.916	1.92	7
Commitment and accountability from individual partner	35.0	87.5	2.5	10.0	0	0.883	1.87	8
Network and build relationship	25.0	12.5	27.5	32.5	2.5	1.235	1.75	9
Understand each partner's mission and organization culture	62.5	82.5	5.0	7.5	5.0	1.176	1.73	10
Mean of means(MoM)							2.67	

Source: Primary Data

Basing on the results from Table 4.4 majority of the respondents (87.5%) disagreed that Commitment and accountability from individual partner is one of the factors leading to success in partnership among contractors (Mean=1.87) while 82.5% of the respondents also disagreed that understanding each partner's mission and organization culture is one of the factors leading to success in partnership among contractors (Mean=1.73) yet another 72.5% of the respondents also disagreed that

in partnership the environment of trust must be maintained (Mean=1.92) while 65% of the respondents also disagreed that there is development and continuing refinement of a shared vision of the work to be accomplished among partners (Mean=2.33).

A total of 62.5% of the respondent agreed that partners need to be truly understood and embraced by the entire staff of the partner organizations(Mean=4.15)while another category of respondents which constituted of 47.5% agreed that there is focus on important needs that can be fulfilled by partnership among contractors (Mean=3.10). These were, however, followed by 45% of the respondents who revealed that in partnership, there should be willingness or ability of a partner to share power and control (Mean=3.10).

This, therefore, implies that factors leading to the success of partnership among contractors in organizations are willingness or ability of a partner to share power as well as control, focus of partners on important needs, recognition of partners and to be understood and embraced by the entire staff of the partner organizations. Other factors such as benchmarking and improvement, seeking and adopting of best partnership practices as well as networking and building of relationships were rated moderately.

According to the study findings, the truly identified factors that lead to success of partnerships among contractors were recognition or embracement of staff/contractors in their organization, focusing on important needs that can be

fulfilled by partnership among contractors as well as willingness or ability of a partner to share power and control.

The study results are in line with Coispeau (2015) who asserts that recognition or embracing of the staff is often not considered among the contractors in Uganda. When partners fall out, the ownership, control, and even survival of their company are threatened. These results into far deeper disagreements when partners grow to dislike, distrust, and even hate one another. Initially, concern about a partner's performance may be paramount, but in deep disagreements it is overshadowed by bad personal relationships. The partners have truly fallen out.

Study findings also indicated that there is no commitment and accountability from individual partner among contractors. The study results were in agreement with Serrill (2010) who argues that besides, hardships were as well identified when it comes to understanding each partner's mission and organization culture. Serrill (2010) further argues that accountability is not only the means through which partners and organizations are held responsible for their decisions and actions, but also the means by which they take internal responsibility for shaping their organizational mission and values, for opening themselves to external scrutiny and for assessing performance in relation to goals. Results showed that contractors have missed accountability beneficial effects for both organizations and the partners because accountability promotes a culture and practice of compliance with organizational policies; it advances learning and innovation, and enables the organization to maximize its potential in relation to internal and external actors.

4.5. Partnership model

The partnership model adopted is the one developed by this researcher. The model was built by using the success factors and addressing the barriers to success factors in partnership among contractors. Also, the model was developed in consultation with the other models developed by Harvard (2004) and that of Warr and Tumushabe (2003) showed the way forward in developing the model in Figure 4.5.

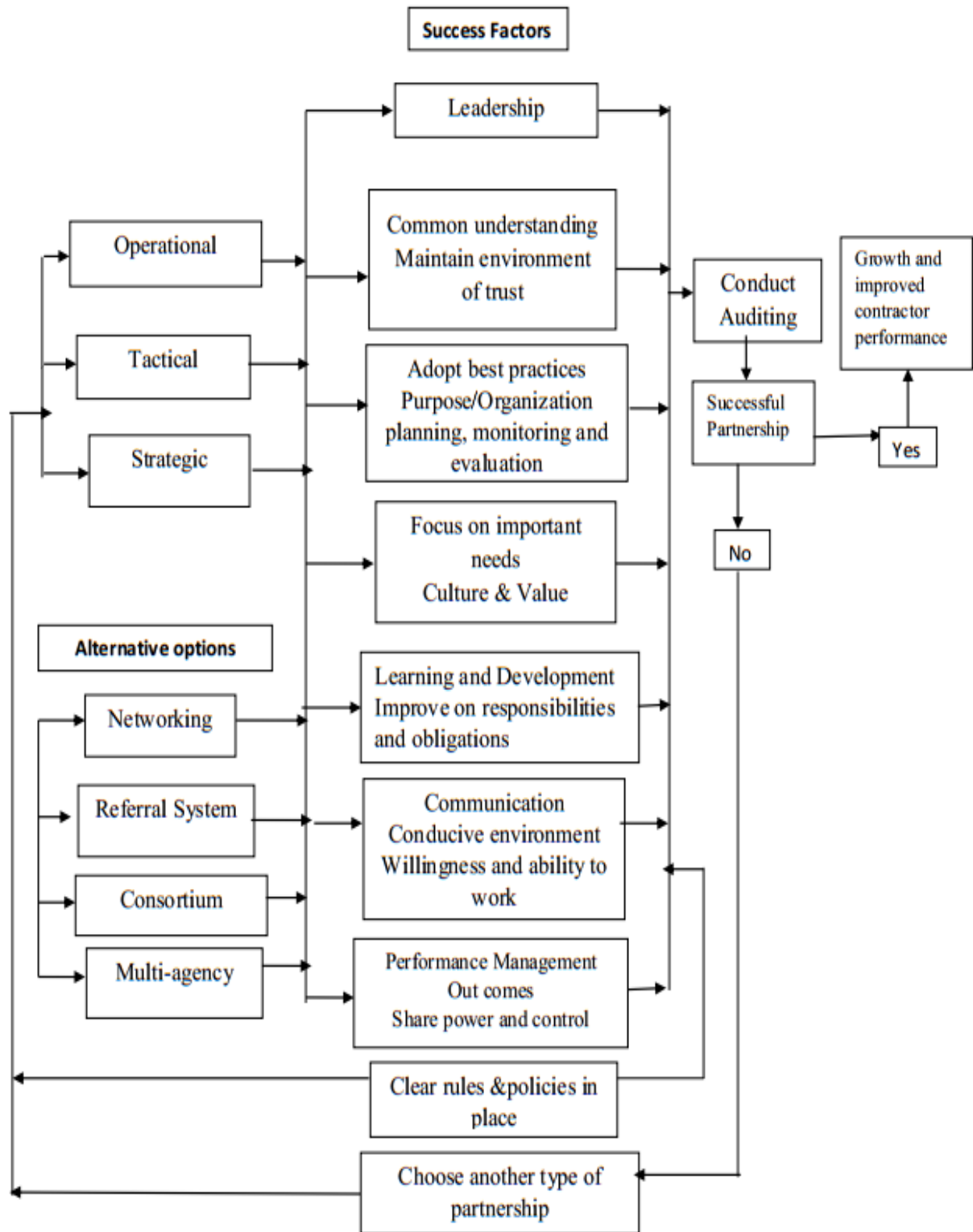


Figure 4.5: Partnership Model Developed

The respondents were requested to give their views on the model suggested by the researcher and add their comments or improve it to suite the environment of Uganda.

Their responses are presented in Table 4.5.

Table 4.5: Partnership Model results from respondents

	Yes		No	
	No of respondent	%	No of respondent	%
The Drivers				
1. Resources (Capital, equipment, skills)	38	95	0	0
2. Technological base	38	95	0	0
3. Profit growth/stability	34	85	4	10
4. Customer service	36	90	2	5
The process				
Discover the partner to choose				
1. Strength and weakness	32	80	4	10
2. The skill and experience	36	90	3	7.5
3. The culture	30	75	8	20
4. The management style	27	67.5	11	27.5
Planning				
1. The alliance planning	35	87.5	3	7.5
2. How power and control are shared	36	90	4	10
3. How risk and profit are shared	38	95	2	5
4. The degree of joint investment	38	95	1	2.5
5. Define the responsibility of each firm	36	90	3	7.5
Created or adjusted partnership; -				
1. Forming of articles of agreement	38	95	0	0
2. Establish the structure of partnership	38	95	0	0
3. Benchmarking and continuous improvement	36	90	2	5
The environment which is conducive				

1. The level of trust and commitment	38	95	1	2.5
2. The type of channel of communication between the firms	39	97.5	0	0
3. The rules and police to govern partnership	32	80	4	10
4. Accountability measure	38	95	1	2.5
The outcome of partnership				
1. Reduce cost	37	92.5	2	5
2. Improve service	38	95	2	5
3. Gain competitive advantage and profit	36	90	2	5

4. 6 Operation of the model

Drivers

The drivers are the challenges faced by contractors which needed another partner to fill the gap. Among the challenges are the resource base, technology and customer satisfaction. Table 4.5 shows that resources are one of the reasons which can make a contractor to entire partnership, and this was 95% agreed by the respondent, 95% agreed that technology is also a challenge leading to partnership, 85% agreed on profit growth or stability, 90% agreed to satisfy customer needs is also a challenge which needs attention and leads to partnership.

The process

The process includes the selection the partner to work with, The respondent agreed that 80% goes to the strength and weakness of the partner, agreed by 90% on the skills and experience, agreed by 67.5% on the management style, and the culture of

the firm was by 75%. It shows that skill and experience is the first element to be discovered followed by the strength, the management style and the culture is the last element.

Planning

Planning for alliance was given 87.5% as true by the respondent; defining responsibility of each firm was agreed by 90%; sharing of power and control was agreed by 90%; how to share profit and risks was given 95% and the degree of Joint investment was given by 95%.

Create and adjust partnership

After choosing the partner, partnership is created. Regarding forming the article of agreement the respondent said yes by 95%, the structure the respondent agreed by 95% and Networking, benchmarking and continuous improvement was also given 90%. The respondent showed that it is very important to have the article of agreement, the structure in place when starting the partnership.

Conducive environment in partnership

The environment should allow the partnership to be practiced, these include the environment of Trust and commitment which was agreed by 95%; the accountability measures by 95%, the rules and policies established will govern the activities between the firms was agreed by 80%; and communication channel was given 97.5%.

The outcomes

The aim of partnership may be to reduce cost which was agreed upon by 92.5% of the respondents, improve service or performance 95% and lastly the respondent viewed that competitive advantage is one of the outcomes of partnership and was agreed by 90%. As shown in 4.9 the respondents agreed with the drivers to partnership which are the resource base, technological, profit growth/stability and satisfaction of customer needs. There are the challenges facing the local contractor (UNABEC, 2009).

The process

The results from the respondents revealed that in order to have a good partner you need to know his/her strength and weakness; the skill and experience he has; the style of his management and the culture of the firm. Create and adjust partnership is also a process in partnership. The respondent agreed that after getting the partner it is good practice to plan for the partnership set goals/vision, define the responsibilities of each partner, establish the degree of joint investment and show the risks and reward are shared. Lastly enter into the contract whereby the article of agreement is signed between the parties. For adjusting it was agreed upon by the respondents that networking, benchmarking and continuous improvement must be adapted.

Conducive environment in partnership

The environment should allow the partnership to be practiced, these include the environment of trust and commitment, the accountability measures, establish the

rules and policies established will govern the activities between the firm, the management culture and communication channel.

4.6: Chapter Summary

The chapter summarizes the interpretation of study findings in implementation of the challenges, partnership models and the general outcomes.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, discussions, conclusions and recommendations of the study. It is sub divided into three sections. The first section is the discussion of the study findings on challenges in implementation of partnerships among contractors in Uganda.

5.2 Conclusions of the Study

The main conclusions of this dissertation fall into three subheadings namely; the different types of partnerships that are being used by contractors in Uganda were established, the factors hindering implementation of partnerships among contractors in Uganda were assessed, a model for successful implementation of partnerships among contractors in Uganda was developed.

5.2.1 Knowledge and types of partnerships used by contractors

The study concluded that while there is reasonable level of knowledge about partnerships among contractors, there are some limitations on the knowledge on equal power relations and contractual arrangements that exist among partners for success of projects. The study further concluded that there is wide adoption of operational and strategic partnerships among contractors in Uganda.

5.2.2 Factors hindering implementation of partnerships among contractors in Uganda

The study concluded that failure to adopt best practices plays a significant role in hindering implementation of partnerships as supported by reluctance of most contractors in adoption of modern contracting practices.

5.2.3 Factors leading to success in partnership

Factors leading to success in partnerships were recognition or embracement of staff/contractors in their organization as well as commitment and accountability from individual partner among contractors. Other factors included; benchmarking and improvement, seeking and adopting of best partnership practices as well as networking and building of relationships.

5.2.4 Partnership model

As shown in the findings, the model developed by the researcher, some elements were added according to the results of the findings which are establishment of strong rules to enable smooth interaction; accountability of the partners and the structure of the partnership. The study can conclude the following model to be adopted in Uganda.

The drivers

From the findings, the drivers to partnership are the resources base; technological, profit growth/stability, satisfaction of customer needs and advancement. These are the challenges facing the local contractors (UNABEC, 2009).

The process

From the finding it is concluded that partnership process should include;

Discover the partner to choose; - the strength and weakness; the skill and experience, the style of his management and the culture of the firm.

Plan for the partnership, set goals/vision, define the responsibilities of each partner, establish the degree of joint investment and show how the risks and reward is to be shared, create and adjust partnership is also a process in partnership, lastly enter into the contract whereby the article of agreement is signed between the parties. For adjusting partnership, networking, benchmarking and continuous improvement must be adopted.

Conducive environment in partnership

These are environment of Trust and commitment the accountability measures, establish the rules and policies which will govern the activities between the firm, the management culture and communication channel.

The outcomes of partnership

The following are the outcomes of partnership reduce cost, improve performance, gaining profit, competitive advantage to the local and international market, and customer's satisfaction.

5.3 Recommendations

5.3.1 Factors leading to success in partnership

The success factors should be used by the contractors in implementing partnership so that the partnership becomes successful. Most of these factors have been adapted in the model developed.

5.3.2 Factors hindering implementation of partnerships among contractors in Uganda

Most of the factors found by this research indicate that there is need for training of partners. It is therefore recommended that the boards dealing with the contractors and construction industry in general (UNABCEC) to either conduct seminars on strategic partnership or include the topic in their annual consultative meetings.

It is recommended that the Act which enforces foreign firms to partner with local firm during tendering and execution of any work in Uganda should be established through the Ministry of works and transport, Urban Planning and Development and Kampala Capital City Authority.

5.3.3 Partnership Model

The model developed by this study may be put into trials by the contractors for success of their partnership.

5.4. Further Research

A partnership model was an important tool developed as it enhances success in the alliance. The developed model was not tested because of the lockdown and the Standard Operating Procedures by His Excellency the President of the Republic of Uganda and Ministry of Health due to the pandemic Covid-19 outbreak in the year 2020. I propose that further study be conducted to test the model developed and establish it's effectiveness in implementation of partnerships among the contractors.

5.5 Chapter summary

This chapter briefly summarizes the general conclusions and recommendations of the factors of successful partnerships, factors hindering the implementation of successful partnerships and further research.

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APPENDICES

Appendix I: Questionnaire for contractors

Dear Sir/ Madam,

I am BINGI FRANCIS, a student of Kyambogo University pursuing a Master's of Science in Construction Technology and Management. I am carrying out a study **“Assessment the challenges in implementation of partnerships among contractors in Uganda”**. You are kindly requested to participate in the study and feel free because your information will be kept confidential.

Instructions:

Please tick an option you consider the most appropriate to you.

Section A: Bio Data

1) Sex of respondent

a) Male

b) Female

2) Age group

a) 20-30 years

b) 31-40 years

c) 41– 50 years

d) 50 years and above

3) Your marital status

- a) Married
- b) Single
- c) Divorced
- d) Widowed

4) Profession

.....

5) Level of Education

- a) Degree
- b) Diploma
- c) Secondary level
- d) Others specify

5) Position:

6) Name of firm or company you're working with: _____

7) Years of experience in the field:

- a) 1-3yrs
- b) 3-5yrs
- c) 5-10yrs

d) >10yrs

SECTION B: The partnerships that are being used by contractors.

Partnership refers to programs that have a high level of commitment, mutual trust, equal ownership and the achievement of a common goal.

a) Yes

b) No

Knowledge of partnership among contractors

Please select the responses that most closely represent your point of view

regarding the following statements: Where 1=Excellent, 2=very Good, 3=Good,

4=Fair Good and 5=Fair

Items	1	2	3	4	5
	Excellent	Very Good	Good	Fair Good	Fair
Partnerships involve equal power relationships					
It involves spectrum of institutional arrangements					
It is a team of trustees					
In partnership the environment of trust must be maintained					
It has a contractual arrangement which is for specific terms and the ownership will remain with the public sector.					
One partner can enter into a contract on behalf of the partnership.					
The partnership is in full responsibility for the debts and obligations of the business.					

7. What are the different types of partnerships that are being used by contractors in Uganda?

Please select the responses that most closely represent your point of view regarding the following statements:

i. Strategic Partnership

Strongly Disagree Disagree No opinion Agree Strongly Agree

ii. Tactical Partnership

Strongly Disagree Disagree No opinion Agree Strongly Agree

iii. Operational Partnership

Strongly Disagree Disagree No opinion Agree Strongly Agree

Others specify

a.

...

b.

...

c.

....

SECTION C: FACTORS LEADING TO SUCCESS IN PARTNERSHIP

Qn. Please tick the table below the level of agreement to these factors on a Scale of 1-5 where, 1= strongly agree, 2= Agree, 3= Undecided, 4= Disagree and 5= strongly disagree

S/N	Factors of success in partnership	1	2	3	4	5
1	Seek and adopt the best practice					
2	Benchmarking and continuous improvement					
3	Commitment and accountability from individual partner					
4	In partnership the environment of trust must be maintained					
5	Development and continuing refinement of a shared vision of the work to be accomplished					
6	Partners need to be truly understood and embraced by the entire staff of the partner organizations					
7	Understand each partner's mission and organization culture					
8	Network and build relationship					

9	Focus on important needs that can be fulfilled by partnership					
10	In partnership, there should be willingness or ability of a partner to share power and control					

SECTION D: FACTORS HINDERING IMPLEMENTATION OF PARTNERSHIPS AMONG CONTRACTORS IN UGANDA;

Please select the responses that most closely represent your point of view regarding the following statements:

6. What are the factors hindering implementation of partnerships among contractors in Uganda;

Scale 1-5 where, 1= strongly agree

2= Agree

3= Undecided

4= Disagree

5= strongly disagree

S/N	Factors which hinder success in partnerships	1	2	3	4	5
1	Low capacity and capability as a result of weak resource base					
2	Many contractors do not possess expertise to take hand on in the construction activities					
3	Lack of effective corporate management					
4	Lack of plants and equipment due to low levels of technology					
5	Lack of commitment and vision					
6	Lack of trust and willingness to share power and control					
7	Failure to adopt best practices					
8	Failure to make effective communication					
9	Not aiming at good performance					
10	Lack of written agreement					
11	Poor construction management due to inadequate experience					
12	Inadequate planning					

Others specify

a.

...

b.

...

THANKS FOR YOUR COOPERATION

INTERVIEW GUIDE FOR CONSULTANTS

This interview is designed together information on the ongoing research to seek your opinions on the challenges in implementation of partnerships among contractors in Uganda. Your opinion will be treated with a lot of confidentiality.

This information is purely for academic purposes.

1. How long have you served in the construction industry?
2. Have you worked on construction projects that have not fully achieved their targets?
3. What were the objectives of the project?
4. In your opinion, what were the reasons for their failure?
5. Was there partnership among the contractors?
6. Do you partnership is a good system to be adopted by contractors?
7. What are the factors hindering implementation of partnerships among contractors in Uganda;
8. What are the factors towards successful partnerships among contractors in Uganda;
9. What are the available models that are known to you?
10. Among those, which ones were commonly used on implementation of successful partnerships among contractors?
11. Please give reasons why those models are favored by you and not any other.
12. Are these models vital in influencing partnership among contractors?

If yes, please elaborate.

13. What are the weaknesses of these commonly used models?
14. Are there any new models that have not been adopted in the construction industry?
15. Are these new models applicable to projects you're currently doing?
16. Comparing the available models of enhancing partnership among contractors and the new models, what are the most efficient models(s) that should be adopted in the construction industry?

UNABCEC MEMBERS DIRECTORY 2019



N O	MEMBER	PHYSICAL ADDRESS	OFFICE CONTACT	EMAIL ADDRESS	CONTACT PERSON
1	ABUBAKER TECHNICAL SERVICES MLTD	KigombyaMukono P.O Box 29087, Kampala	0772-577781 0392-949990	abutech2002 @yahoo.co m	JumaKutaku imuuki
2	AMBITIOUS CONSTRUCT ION LIMITED	Plot 1, Swaminarayan Close, Wankulukuku Road, Nalukolongo P.O Box 12452, Kampala	0414 273453/4	ambitious@ prayoshagro up.net	ParsantRamji Patel
3	ARMPASS TECHNICAL SERVICES	Plot 1243/4 Block 228 Kyadondo, Mbalwa- Namugongo P.O.Box 786, Kampala	0772 436 595 0753 436595 0752 736 595 03929 44975	fkaruhanga @armpass.c o.ug info@armpa ss.co.ug	Francis Karuhanga
4	BABCON UGANDA LIMITED	Plot 30 kome Crescent Luzira P.O Box 2100, Kampala	0414 220327 0772744011	babsav@info com.co.ug gzaribwende @babco.co.u g	Godfrey Zaribwende
5	KASESE NAIL & WOOD INDUSTRY LIMITED	Plot 936/970 Block16 NdeebaMasaka road & Plot 26/28 - 2nd Street Ind. Area P.O.Box 103, Kasese	0752 244116 0772 244111	markn@knw i.co.ug info@knwi.c o.ug	Mr.Nsubuga Mark

6	ROKO CONSTRUCTION LTD	Plot 160 A & B Bombo road Kawempe. PO.Box172 Kampala	0772-767472 0414-567331 0414-567305	roko@roko.co.ug	Diana Nyakato
7	VAMBECO ENTERPRISES LIMITED	Plot 43 Kanjokya Street, Kamwokya PO BOX 16220 KAMPALA	772748351/ 772716220/ 414543510	Vambeco @vambeco.com	BANTEYEH UN HAILE
8	VEKSONS LIMITED	Plot 30, Regency Plaza, 1st Floor P.o Box 20199, Kampala Lugogo Bypass	0414 258662	vul@vekson sulld.com	Hitesh Hirani
9	EXCEL CONSTRUCTION LIMITED	Plot 43/45 EngZikusooka Way P.O Box 1202, Jinja	0434122068 0414505959 0752229955	excel@excel construction .org vik@excel construction.org	Satvinder Saini
10	PEARL ENGINEERING COMPANY LIMITED	Plot 816, Nsambya Road-Kabalagala behind shell petrol station P.O. Box 7553, Kampala	0414 266144 0772 799 250 0772 772809	bgumisiriza @pearl- engineering. com	Mr. Gumisiriza Barrantana
11	MULTIPLEX LTD	Plot 25 Nakasero Road, P.O Box 3874 Kampala, Uganda	0701 424315/ 0772 424315	mnbosa@gmail.com	Moses NdegeBbosa
12	PIONEER CONSTRUCTION LTD	plot 37/39 5th street industrial area. P.O Box 21160 kampala.	0772 774086 0414 345573	pioneerconst ruction@inf ocom.co.ug	Charles Kyenkya
13	NATIONAL HOUSING &	plot 3/5 7th street, industrial area	031 2119300	sales@nhcc. co.ug	Kenneth Kaijuka

	CONSTRUCT ION Co.				
14	Community Engineering co. Ltd	p.o Box 1492, Mbarara	0759193547	Comm..engineer ing@ymail.com	Edwin Mukama
15	TINDC UGANDA LTD	P.o Box 285, Ibanda	0773830796	-	Evans Amperiize
16	ADRIC SOLUTIONS LTD	P.O BOX Kampala	0771366640	-	AtuhaireAid ah
17	ZESCO 'U' LTD	P.O BOX 794, MBARARA	0784055630	-	MugashaZed ekia
18	M.F Friends and interlocking tiles co. ltd	p.o box Mbarara	0776291856	-	Mbagaya Francis
19	ETA Construction co. Ltd	P.o Box Mbarara	-	-	-
20	Bwebo Interior designs and building contractors Ltd	P.O Box 412, Entebbe	0781430350	-	BigamboTop heal
21	By-Express construction company Ltd	P.o Box kampala	0759968444	-	Mirembe Ruth
22	Spiff consults Uganda Ltd	P.O Box 11953, Kampala	0750609219	-	-
23	The engineering Marksmen Ltd	P.o Box 8495, Kampala	0755470581	-	Andrew M
24	EREKT construction company	P.o Box Kampala	0776167731	-	Tumwebaze Godfrey
25	Kastur construction Ltd	P.o Box Kampala	0752786108	-	Mr.Mavji Kara

26	Starlite Engineers Ltd	Plot 19, Kampala	0772433704	-	Ssessanga Richard
27	Tripple K General Investment Ltd	P.o Box Kampala	0772515812	-	Kayemba Kalema
28	Right Build Uganda Limited	Plot 18, Kampala	0755168030	-	Tom
29	Culix Engineers Uganda	P.o Box Kampala	0777775595	-	Katende Jimmy
30	S C Engineering (U) Ltd	P.o Box 1096, Entebbe	0772786666	-	Mr.SalimLalani
31	Buildcom projects Ltd	P.o Box 12826, Kampala	0414571466	-	-
32	Kontra Holdings (U) Ltd	P.o Box Kampala	0784727801	-	Mugowa David
33	SMW Uganda	P.o Box 30880, Kampala	0772456150	-	-
34	Virtual Group Limited	P.o Box Wakiso	0702786699	-	Keith Sekamatte
35	Matilda Uganda Limited	P.o Box Wakiso	0782650646	-	Luswata Paul
36	Orlandoh General Engineering and supplies Ltd	P.o Box Kampala	0777517330	-	Oloya Julius
37	Wap-Tech Constructions Ltd	P.o Box 2105, Kampala	0774400557	-	Opio Felix
38	Makuru Engineering Company Ltd	P.o Box 547, Masindi	0774217369	-	Makuru Patrick

39	Atcon International (U) Limited	P.o Box Kampala	0794004040	-	-
40	Wadia Construction Co.(U) Ltd	P.o Box 70533, Kampala	0752557300	-	Suresh Patel
41	Kabreen Construction (U) Ltd	P.o Box 6232, Kampala	0772075195	-	Tusiime Evelyn
42	Solcon EA Ltd	Plot 86/90, Kampala	0757107330	-	Nabil Alam
43	BVS Construction Ltd	P.o Box 22186, Kampala	0772790075	-	JayaramRed dty
44	Civomech Engineering Contractors	P.o Box 7062, Kampala	0775212028	-	Edmond Otim
45	Design Engineering Services Ltd	P.o Box 25990, Kampala	0752699744	-	Mwesigwa Ricky
46	Newbold Company Uganda Ltd	P.o Box 37659, Kampala	0757587281	-	SospeterNya mbok
47	Nexus (U) Ltd	P.o Box 8678, Kampala	0392944492	-	-
48	Seyani Brothers &Co (U) Ltd	P.o Box 21745, Kampala	0414266212	-	-
49	BayonEnterprises Ltd	P.o Box 16223, Kampala	0414543510	-	-
50	Ebcon Construction Ltd	P.o Box 1839, Kampala	0772657661	-	-

INTRODUCTION LETTER FOR MR. BINGI FRANCIS TO CONDUCT RESEARCH



17th June 2019

UNABCEC
KAMPALA.


Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MR. BINGI FRANCIS 17/U/14611/GMET/PE

This is to introduce the above-named final year student who is undertaking a Master of Science in Construction Technology and Management at the Faculty of Engineering, Department of Civil and Building Engineering, Kyambogo University. Mr. Bingi Francis is undertaking a research study. It is one of the requirements for graduation at Kyambogo University to conduct research and submit a dissertation/thesis by graduate students before awarding them a degree.

The purpose of this communication is to humbly request your office and the relevant staff to assist him access the necessary information and guidance to help him successfully conduct his research at your organisation. The information will only be used for academic purposes and shall be kept confidential. We thank you in advance for your cooperation and we hope the findings of this research will also benefit the organisation.

Yours faithfully,


Dr. Jacob Nyende
Head of Department

**THE HEAD OF DEPARTMENT
CIVIL AND BUILDING ENGINEERING
KYAMBOGO UNIVERSITY**