

**STAKEHOLDER PARTICIPATION AND SERVICE QUALITY OF ROAD
CONSTRUCTION PROJECTS IN LOCAL GOVERNMENTS:**

**A CASE OF ADJUMANI DISTRICT URBAN AND
COMMUNITY ROADS DIVISION**

BY

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DECLARATION

I, Okumu Richard do hereby declare that this dissertation is my original work with exception of sources of information which are duly acknowledged, referenced and I declare that it has never been presented to any other institution for academic award.

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APPROVAL

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DEDICATION

This dissertation is dedicated to all the people who had a hand in my education; my wife Ms. Adong Sanday Rhodest Okumu, my children (Wiwor Proscovia and Loki Victor Mukica), and my brothers and sisters. Thank you all for your love and support.

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May the Lord Bless you all. Amen.

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LIST OF ABBREVIATION AND SYMBOL

CAO	Chief Administrative Officer
DDP	District Development Plan.
DE	District Engineer
DLG	District Local Government.
DP	District Planner
KM	Kilometer.
LC	Local Council
NRM	National Resistance Movement.
TC	Town Clerk
UNRA	Uganda National Road Authority.
UNRAA	Uganda National Road Authority Act.

ABSTRACT

The study investigated the effect of Stakeholder Participation on Service Quality in Local Governments in Uganda. The objectives of the study were; to examine the effect of information sharing on service quality of road construction projects in Adjumani district; to examine the level of stakeholder's consultation in road construction projects in Adjumani district local government; to examine the effect of decision making of stakeholders on service quality of road construction projects in Adjumani district. The study adopted a descriptive research design. The target population of the study was 42,589 and a sample of 396 respondents was drawn from the population. The study purposive and census sampling techniques was used to select respondents into the sampling frame. The study used both self-administered questionnaires and interview guide to collect primary data for the study. The study used both qualitative and quantitative analysis techniques where descriptive statistics were used to analyze sample characteristics, Regressions were used to analyze the study objectives and content analysis was used to analyse interview responses. The study findings revealed that there stakeholders' participation has a significant effect on service quality of road construction projects. It was established that information sharing, stakeholders' consultation and decision making all have significant effect on service quality of road construction projects. The study concluded that when stakeholders share information among themselves, it enables the identification of weakness and strengths thus improving on the service quality of road construction projects. An improvement in the service quality of road construction projects in Adjumani district is attained when multiple stakeholders get engaged in information sharing. Further when more stakeholders are involved in decision making during the construction of a given road project, it helps in the identification of gaps during the implementation process thus enhancing on the quality of a given road construction project. The study recommended that the district authority should openly share information with different contractors who undertake the road construction projects in Adjumani district. This enables the stakeholders to have an assessment of the contractors and in turn leads to acquiring of an efficient firm in executing the road construction projects in Adjumani district. There should be sharing of responsibilities amongst the different stakeholders during the implementation of the road projects as this helps in improving transparency and accountabilities during the construction of the roads in line with value for money. Sharing of responsibilities by others also enhances on the service quality of road construction projects since there is specialization of tasks and duties. Different stakeholders should be engaged in the road project feasibilities in Adjumani district. This helps in coming up with the required design of a given road and thus providing the desired road needed by the community

Key terms: Stakeholders' participation, information sharing, consultation, decision making and service quality

CHAPTER ONE

INTRODUCTION

1.0. Background to the Study

The study assessed the effect of stakeholders' participation and service quality of road construction project in local governments: A case of Adjumani urban and community roads division. This first chapter presents covered background to the study, statement of the problem, study purpose, objectives, research questions, conceptual framework, significance, justification, scope and operational definition of terms.

According to Gibson, Lucy, & Dougherty, (2005) the major issue faced by public officials in Local Governments is loss of trust from the public. This revolves around issues of poor individual performance and accountability of decision makers. Thus, it is no longer enough for public officials and Local Governments to demonstrate efficiency and sound business principles when conducting service delivery to the citizens in their district without stakeholder's participation. There is need for stakeholder's participation in an environment where the stakeholders have a diminished trust in Government and are demanding more accountability from public officials.

This study is precursored on the fact that stakeholder participation and service quality is quite broad and to conceptualize and contextualize, the background has been structured under four perspectives - the historical, theoretical, conceptual and contextual perspectives.

1.1. Historical background

Globally, more governments are placing greater emphasis on the development of infrastructure projects (Orr & Kennedy, 2008). Howes and Robinson (2005), augmented that infrastructure is central to the social-economic development of all countries and the well-being and prosperity of society. With increased globalization level and quality of infrastructure has become critical

for all national economies than ever before (Arrows, 2010). Demand for global infrastructure spending has been projected to total somewhere between \$40 trillion and \$50 trillion over the next two decades (Visse, 2012). The European Union estimates that up to \$2.7 trillion in new infrastructure spending will be required through 2020 to meet the current goals (Deutsche Bank AG, 2014). Visse (2012) argued that while many developed countries face the need for substantial infrastructure improvements, the United States infrastructure is crumbling. Outside the United States, studies in countries spanning the entire range of economic development have also revealed positive improvements in infrastructure development (KPMG, 2013). Kahura (2013) reported that there was need to improve on roads as it was the main type of transport in developing countries. This has happened as a result of realization that roads are significant to socio-economic development of any nation.

In Africa, although use of roads dominates the transport sector, carrying 80 to 90 percent of passengers and freight traffic in most countries; the condition of these roads remains very poor by international standards (World Bank, 2011). In order to respond to this challenge, the World Bank report (2011) indicates that the African road sector has passed through a wide ranging and consistent set of policy reforms, with most countries embarking on creation of independent source of funding for road maintenance based on road-user charges. Banaitiene, (2006) however, asserts that the reforms have also not fully improved the performance of roads in Africa. According to the World Bank report (2011), on average about 43 percent of the main road's networks are in good condition, a further 31 percent are in fair condition, and the remaining 27 percent are in poor condition. In Africa, out of every 1,000 km² of land area there is only 204 km of roads and only one-quarter paved, while the world average is 944 km/1,000 km², with over half paved (Bagaka & Kobia, 2010). The spatial density of Sub-Saharan Africa's roads is less than 30%. The report further indicate that Africa has the lowest density of roads compared to another region of the world.

The Uganda Annual Works and Transport Sector Performance Report (2011), notes that availability of good-quality and reliable transport infrastructure and services is a pre-requisite for effective functioning of the service sectors, consuming about 16% of the national budget (Basheka, 2008). In recent years, Uganda has made significant efforts to improve infrastructure provision particularly in the roads sector (World Bank, 2007). Institutional reforms have been initiated to enhance infrastructure performance through creation of more institutions such as the Uganda National Roads Authority and Uganda Road Funds (for funding road maintenance). In spite of the efforts made, the reasons for poor quality roads, delayed service delivery and cost overruns on road infrastructure projects in Uganda continue to elude the project implementers (Barasa, 2014).

According to the National Resistance Movement (NRM) Manifesto, (2006), in 1986 the total national road network was 7,900Km. Of the 1,900Km that had been tarmacked, only 114 (6 per cent) was in fair condition. The remaining 1,786, the manifesto notes, was in poor motorable state. The 6,000km of gravel roads were in dire need of repair and so were the 22,000km of district feeder roads and 15,000km of urban roads and about 30,000km of community roads had become foot paths.

The Government of Uganda has overtime spearheaded road construction efforts and allocation of the cost budget in respect to road projects has increased in the recent times according to the (Adjumani District Development Plan (DDPII) 2015/2016-2019/2020, 2015).

The Uganda road network is currently comprising of 20,544km of national roads, 35,566km of district roads, 10,108km of urban roads and 78,567km of community access roads, connecting communities, districts as well as linking Uganda to neighbouring countries. The road transport is so far the most dominant mode of transport in Uganda, carrying over 95% of passengers and

freights traffic. The national roads currently make up 25% of the road network but carry over 80% of the total road traffic (Ministry of Works and Transport, 2017).

In 2006, the Government of Uganda created Uganda National Road Authority (UNRA) Act. An Act to provide for the establishment and operations of the Uganda National Roads Authority for the purpose of managing the provision and maintenance of the national roads network in a more efficient and effective manner; to render advisory services to Government; and for related matters regarding roads (Uganda National Authority Act, 2006). UNRA work on the national roads (highways) for example the Kampala-Gulu road, and it does not ordinarily work on all district roads for example the feeder roads in Adjumani district.

1.1.1. Theoretical Background

In this study, the following theories were reflected upon as a basis for explaining stakeholders participation and service quality in road construction projects in Uganda: The Freeman (2004) stakeholders theory and the Wilcox (2003) theory on stakeholders. The Freeman theory articulates that those organizations that manage their stakeholders' needs effectively are able to stay longer in business than those that do not because stakeholder loyalty and trust is gained through good and effective top management that ensures maximization of shareholders' wealth. The Wilcox theory of stakeholders on the other hand articulates that the levels of participation and stakeholders participation is effective when key elements (stakeholders) are satisfied with each level of participation.

According to the Stakeholders' theory by Freeman (2004) he reflects and directs how managers operate rather than primarily addressing management theories and economists. The focus of stakeholders' theory was articulated in two core questions. First, it asks what the purpose of the firm is. This encourages managers to articulate the shared sense of the values they create and what brings its core stakeholders together. This propels the firm forward and allows it to

generate understanding performance determined both in terms of the purpose and marketplace financial metrics. Secondly, stakeholders' theory asks what responsibilities management has to stakeholders. This pushes managers to articulate how they want to do business specifically, what kind of relationships they want and need to create with their stakeholders to deliver on their purpose. That manager must develop relationships, inspire the stakeholders and create communities where everyone strives to give their best to deliver the values to the firm premises.

The study adopted the stakeholders theory by Wilcox (2003). Wilcox (2003) identified five interconnected levels of community participation as a further development of the ladder concept of participation by Arnstein. The theoretical framework of Wilcox shows that the individuals who control decision-making process was pivotal element for consideration during the initiation of participation. He indicated that different levels of participations are deemed appropriate in different circumstances. As such, Wilcox altered the rungs of Arnstein to provide organisations and other practitioners with an alternative way to look at the degree to which they are prepared to as a matter of fact involve community members in their processes. He proposed a five-rung ladder of participation including: Information – this has to do with the organisation merely telling the people about what is planned (Wilcox, 2003). According to him consultation involves offering some options, listening to feedback. Deciding together – this is when the organisation encourages others to provide some additional ideas and options and join in deciding the best way forward. Deciding together can also mean accepting other people's views and then choosing from options you have developed together (Wilcox, 2003). Acting together – This is the stage at which different interests decide together on what is best and form a partnership to execute the decisions (Wilcox, 2003). Supporting independent community interests – this means helping the people to develop and carry out their own plans. Resource holders or organizations who promote this stance may, of course, offer local groups or organisations with funds, advice or other support to develop their own agendas within

guidelines. The basics of this stance is that it is the most ‘empowering’ level of participation provided to people who want to do things for themselves (Wilcox, 2003). He further said, participation can be effective when each of the key interests (stakeholders) are satisfied with the level of participation. That is, those who do not have much at stake may be happy to be informed or consulted while others will want to be involved in decisions and possibly act. The difficult task for the practitioner or the organisation managing the process will be to identify these interests, try to help them work out what they want, and negotiate a route for them to achieve their interests. The participation theory by Wilcox also formed the basis for relating stakeholders' participation and service quality of the road construction projects in Local Governments.

Wilcox’s theory of stakeholder participation gives a better understanding and it formed the basis for explaining the stakeholder’s participation in road construction in Uganda. This assessed the level of stakeholders participation in information sharing, consultation, and deciding together (decision making) and service quality of road constructions in Adjumani District Local Government in the West Nile Region.

1.1.2. Contextual background

One of the important tasks in the new millennium was to find successful ways to engage the stakeholders in shaping the future. Over the years, road construction performance in Adjumani District Local Government has been significantly increasing as compared to other districts of Uganda. According to Adjumani district budget performance report FY 2017/18, (2018), the district was performing fairly in road construction project. However, since the Government has been largely responsible for directing road construction efforts from national to district level, members of the recipient districts have largely not actively involved stakeholders to participate in road construction projects. In cases where the stakeholders participated, their concerns are

mainly focused on value for money, compensation for any property to be destroyed, supply of locally available raw materials, getting casual jobs on site, and other such related activities.

Adjumani District has over the period ensured that its locals had the best road for service deliveries every financial year, but this has been hindered by the continuous reduction in budgets or insufficient funds that the central government extends to its coffers, and the growing trend in Uganda today is for people to sit back and wait for government to deliver all the services they require including the construction and maintenance of national and community roads. In view of the limited resource envelope, such expectations by the communities can hardly be met by government, leaving a trail of poorly maintained roads especially in the rural areas, which in turn impedes rural economic development (Adjumani District Development Plan (DDPII) 2015/2016-2019/2020., 2015).

District local governments are the lowest service delivery points in Uganda and are heavily dependent on the central government for their funding, nevertheless; Uganda is a growing economy and for the first time in its history, in the financial year 2017/18, Uganda

funded about 80% of its national budget. This indicates that previously, Uganda had been greatly dependent on Development Partners who normally channeled their aid to projects of their choice which might not necessarily be in line with rural access roads, hence necessitating the stakeholders to contribute towards information sharing, consultation, and deciding together (decision making) in construction and maintaining their roads.

It is further noted that Local Governments in Uganda are heavily dependent on the Central Government for funding and these funds are supposed to be used specifically for their development projects including road construction. Unfortunately, the funds remitted to the districts are insufficient to meet all the road construction and maintenance requirements making

it imperative for stakeholders to support their districts to undertake road construction works cheaply and maintain them in good condition. Despite bringing on board stakeholders in Local Governments to enhance performance, poor performance is still a big challenge in Adjumani District Local Governments just like other districts in Uganda.

Adjumani district has 6 sub counties, 36 parishes and 154 villages. It is bordered by Moyo district to the West and South Sudan to the North, Arua and Yumbe to the West with River Nile in between, and Amuru district in the South and East (Adjumani district budget performance report FY 2017/18, 2018). This leads to the unanswered empirical question as to whether stakeholder's participation enhance road construction service quality in Local Governments in Uganda.

1.1.3. Conceptual background

"Stakeholder participation" refers to engagement of interest groups (i.e. representatives of locally affected Communities, National or Local Government authorities, Politicians, Civil Society Organisations and Businesses) in a planning or decision-making process (Hauck, Saarikoski, Tuvkelboom & Keune, 2014). In this study, it was operationalized to refer to stakeholder participation in information sharing, consultation, and deciding together (decision making).

In the views of Johnston (1982), stakeholders 'participation is the process through which stakeholder's (community members, religious leaders, opinion leaders, politicians, technocrats) influence and share control over priority setting, policymaking, resource allocations and access to public goods and services. Participation offers new opportunities for creative thinking and innovative planning and development. According to Johnston, it is understood as giving a few influential people a voice in local decision making and planning whereas the most needy and deprived, who may be the majority of the community members

are not even consulted, let alone given a part in the process. The process according to Johnston requires direct, face-to-face participation of citizens in social development and ultimate control over decisions that affect their own welfare. Since stakeholder participation must involve the whole community members, the disadvantaged must be empowered to take an active part in the political process. Participation must take place on a direct interpersonal basis, the unit for participation and the primary forum for the expression of views, must be the small local community. It is only rational to give control of affairs and decisions to people most affected by them. Besides, since no government or authority has the means to solve all the public problems adequately, it is necessary to involve people in matters that affect them.

Breuer (1999), concurs with Johnston (1982) that Stakeholders participation is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the organization or within the community in which it operates, hold relevant official positions or be affected in the long term. With proper employment of stakeholder participation actions, road construction projects are delivered within the budgeted costs and time schedules and also realize excellent quality results.

On the other hand, (Mauri, Minazzi, & Muccio, 2013), define service quality as “a multidimensional concept, assessed and perceived by consumers, according to a set of essential parts, grouped in five categories, namely: tangibility, reliability, responsiveness, assurance and empathy”. Therefore, service quality was operationalized to refer to tangible, reliability, responsiveness, assurance and empathy (Mauri, Minazzi, & Muccio, 2013).

Parasuraman et al. (1988), argued and proposed 10 dimensions for service quality and this include: tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer.

However, service quality in the SERVQUAL model is mainly used as a multi-dimensional research instrument for customer satisfaction, and consists of the following dimensions: reliability, empathy, responsiveness, assurance, and tangibility (Agbor, 2011). Therefore, customer satisfaction has a connection with service quality, hence the need for stakeholder participation in projects within the areas of their jurisdiction for effective services delivery to the public.

This described that stakeholder participation has progressively become a part of mainstream in business practice. This is because it is being used in gaining a wider support, common agreement and ownership. The stakeholder's interest and power are essential in an organization's decision making since they may have an effect that is either negative or positive. Stakeholders also, have the responsibility and right to participate in activities that directly affect their lives. So, their involvement in the projects is essential since they helped in making decision regarding improving service quality of road construction projects.

1.2 Problem statement

Regardless of the type of project, decisions regarding the degree of participation from various stakeholders are a significant issue that project management should consider (Usadolo & Caldwe, 2016, Nalweyiso, 2015; Arca & Prado, 2008). Within the road construction projects in Uganda, there is a shared assumption that participation of the users improves the sustainability of these projects. Although many benefits have been claimed for stakeholders' participation in project, service quality in road transport infrastructure is still a challenge due to conventional approaches which has always been sectoral, top-down and non-participatory in road construction sectors in Adjumani district. This results into road projects that are poorly implemented and characterized by high costs and lack tangibility, no value for money, unreliable and in rainy season the road conditions from Atyak to Adjumani town changed

dramatically and blocked any vehicles from passing leaving the travelers stranded on the way. Poor responsiveness with time overruns, poor quality and no assurance with many broken bridges, no empathy and lack of stakeholder's ownership (Adjumani Road maintenance report, 2016). For example, there was advance of large sums of money to staff for road works totaling to UGX 15,154,500 for routine maintenance at Adjumani district local government for the financial year 2015/2016, but there was evidence of rapid road deterioration (Adjumani Road maintenance report, 2016). Adjumani district local government road maintenance was the worst amongst the districts in west Nile, the district obtained 57.6% of the finances meant for road maintenance and only 42.3% of the required works on roads were maintained in the financial year 2015/2016 (Adjumani Road maintenance report, 2016).

Therefore, a lot has been done to emphasis stakeholder participation, through community empowerment in terms of information sharing, involvement in implementation process, decision making and also the decentralization policy but still road infrastructure service delivery remains haphazard in Adjumani. It is therefore worth investigating the effect of stakeholders' participation and service quality in road construction projects in Adjumani district local government Uganda.

1.3 Purpose of the study

To investigate the effect of stakeholder participation on service quality in road construction projects at Adjumani District Local Government Uganda

1.4. Specific Objectives

- To examine the effect of information sharing on service quality in road construction projects in Adjumani district Local Government.
- To investigate the effect of stakeholders' consultation on service quality in road construction projects in Adjumani district.

- To establish the extent to which stakeholders' decision-making affects service quality in road construction in Adjumani district local government.

1.5. Research questions

- What is the effect of information sharing on service quality in road construction projects in Adjumani district Local Government?
- What is the effect of stakeholders' consultation on service quality in road construction projects in Adjumani district?
- Does stakeholders' decision making affect service quality in road construction in Adjumani local government?

1.6 Conceptual framework

The framework in Figure 1 below has been conceptualized for the analysis of variables showing that the district local government system plays a key role in the Uganda economy in adopting stakeholder's participation in a project. Therefore, the conceptual framework clearly demonstrated the problem that the researcher investigated. In the framework, stakeholder's participation is the independent variable and service quality is the dependent variable.

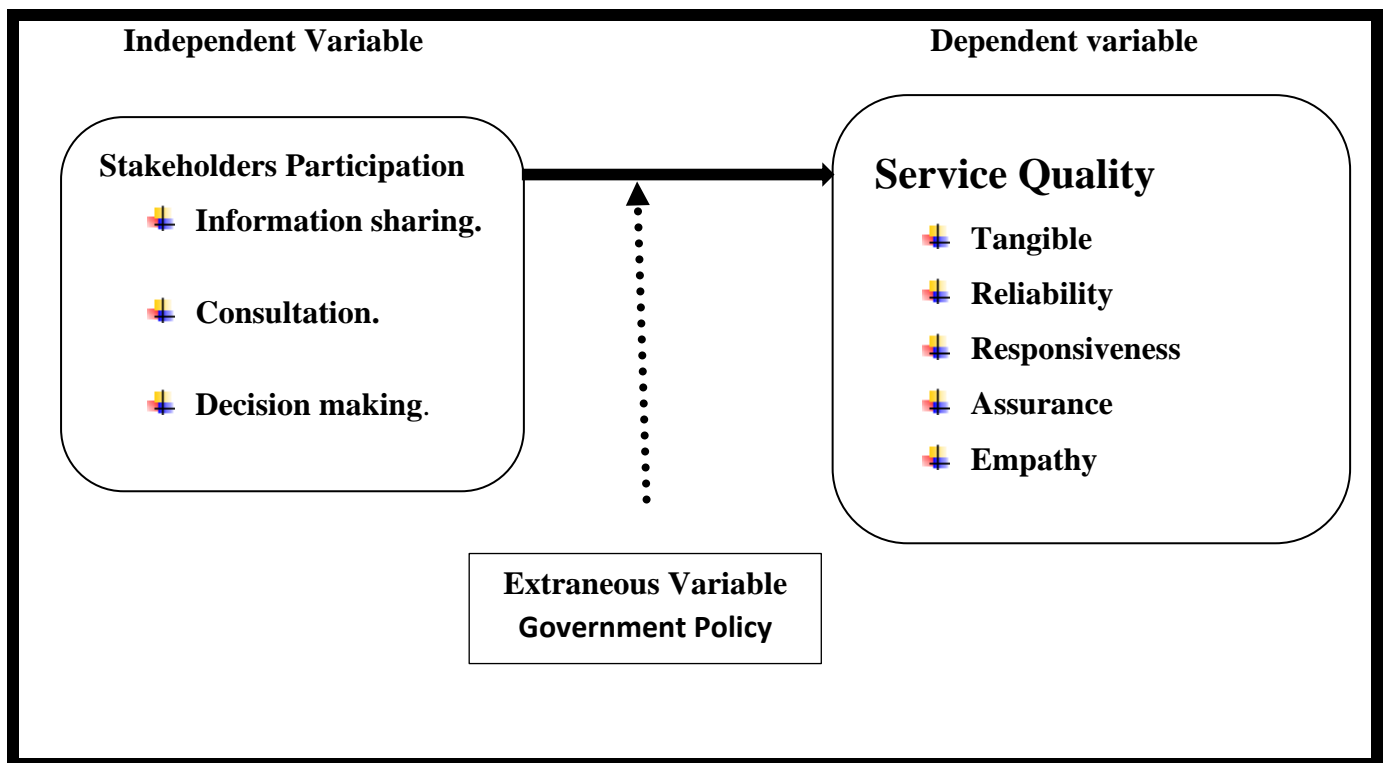


Figure 1.1 Illustration of the Conceptual Framework

Source: Developed from (Wilcox, 2003) and Mauri, Minazzi Muccio (2013), Parasuraman (1988) and adopted by researcher, 2020.

The conceptual framework above shows the independent variable, which is stakeholder participation including information sharing, consultation, and deciding together (decision making) by the local service users while the dependent variable reflect service quality as tangible, reliability, responsiveness, assurance and empathy. The extraneous variable is Government Policy that has been controlled but omitted from the study, it joined to both variables by a dotted line however it affects the service quality positively or negatively. Mauri and Midgley (1986) argue that participation is advocated for not only because it facilitates social service delivery by lowering costs and smoothing implementation, but also fosters a sense of belonging and the integration of stakeholders which in turn helps to contribute positively to national development. For the stakeholder's participation to have effect on the service quality, it should go through underlying policy that is implemented by the central government.

On the other hand, Organizations have realized that service quality brings a sustainable and competitive advantage. Service quality and customer satisfaction are critical success factors for companies that are thinking about competitiveness, development and growth in the market. Service Quality as a comprehensive customer evaluation of a particular service and the extent to which it meets their expectations and provides satisfaction (Al-Jazzazi & Sultan, 2017).

Parasuraman (1988), proposed 10 dimensions for service quality: tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer. (Mauri, et al., 2013), define service quality as “a multidimensional concept, assessed and perceived by consumers, according to a set of essential parts, grouped in five categories, namely: tangibility, reliability, responsiveness, assurance and empathy”. Therefore, service quality is operationalized to refer to tangible, reliability, responsiveness, assurance and empathy.

1.7 Significance of the study

This study provides benchmarks for stakeholder’s participation in Local Government’s road construction work from the Ugandan perspective. Therefore, the study will help concerned Government agencies such as the Ministry of Work and Transport, Ministry of Local Government, Public Service, and donors on how they can enhance stakeholder participation in order to fight poverty in the country and inform policies formulation to warrant participations of stakeholders and therefore lower projects failure rates. The study informs policy makers about the influence of stakeholder’s participation in the road construction and the benefits that can accrue if the stakeholders are involved.

The study findings inform the people of Uganda of the benefits of stakeholder’s participation in road construction work to spur them to support government with manpower, resources

including money, so that roads can be kept in good condition for sustainable growth and maintenance.

The study highlights the various issues that hinder community participation for the district local and central government to take note and rectify if there is to be sustainable development of the road sector in Uganda.

The study benchmarks the progress that has been made by some District Local governments in Uganda as far as road construction and management is concerned so that policy makers pick out lessons from such districts for application by Uganda's Road Management Agencies for better maintenance of the Country's road network.

This study also contributes to the body of knowledge on stakeholder participation in roads construction under the performance of Local Governments. This may help researchers and academicians interested in further research in this area.

1.8 Justification for the Study

The stakeholder participation ensures active management of the business environment, relationships and the promotion of shared interests in order to develop business strategies. This assists organizations such as Local Governments to fit into the larger environment, analyze how standard operating procedures affect stakeholders within the organization that is employees, managers and immediately beyond the organization, namely customers, suppliers, financiers, workers (Ahamed, 2013). In attempt to achieve the above endeavor, the Government of Uganda implemented the decentralization strategy to involve stakeholders up to the lower levels of communities to participate in decision making of the country (Basheka, 2008).

Gaps still remain in the road construction system, especially the implementation of stakeholders' participation. There is a slow and inadequate process of decision making, low involvement of stakeholders, and lack of plan and costing of the stakeholder's participation including general gaps in the road construction in term of implementation and coverage. In spite of the reforms and increased funding for the road sector from Uganda shillings 4,786.6 billion in 2018/19 to Uganda shillings 5,316.9 billion in 2019/20, there has been inadequate improvement of service indicators for the sector. Reports on performance of the road sector continue to indicate that the government is still losing billions of shillings in shoddy works and services (Acode, 2019)

This therefore poses a question as to whether everything possible is being done as required to exploit the available opportunities to deliver improved service quality of road constructions that are managed by Adjumani District Local Government. There is therefore needs to conduct this study to assess whether stakeholder participation effect service quality of road constructions.

1.9. Scope of the study

The scope of the study was at three levels, namely; geographical, content and periodic scope.

1.9.1 Geographical Scope

This study was conducted in Adjumani DLG which lies 436 km north of the capital of Kampala and consists of 2 counties of Adjumani East County and Adjumani West County. The 2014 census put the population of Adjumani at about 234,300 (Uganda Bureau of Statistics, 2014). This study was conducted in one Sub-County; that is to say, Adjumani Town Council which has 3 parishes and 16 villages, as the researcher was interested in establishing stakeholder participations and service quality in the district road construction project because despite this project there is still poor road network.

1.9.2 Content Scope

The study was focus on Stakeholders Participation and Service Quality in Local Government: A case Study of Adjumani District Local Government (DLG) taking only one Sub County (Adjumani Town Council). The content of the study for stakeholder participation was limited to key variables namely; information sharing, consultation, and deciding together (Decision Making). While service quality was measured in term of tangible, reliability, responsiveness, assurance and empathy.

1.9.3 Time Scope

The study covered a period of four years, from financial year 2015/16 to 2018/19. This was the period when road construction projects had declined at Adjumani district Local Government. For instance, during the FY 2015/16, the performance of Adjumani district in road construction projects had not reached 50%, and road's infrastructure experienced numerous road service delivery challenges (Adjumani District Financial Performance Report FY 2015/16, 2016). In addition, it was the period when information for the study was readily available. Therefore, senior district officials, lower staff and service providers was interviewed to provide information limited to the stated period.

1.10 Operational Definitions of Terms

Service Quality

Philip Kotler and Gary Armstrong defined the term 'service quality' as it is the ability of a service firm to hang on to its customer. That is, in their opinion customer retention is the best measure of service quality. Parasuraman, Zeithaml, & Berry (1988), defined service quality as "the delivery of excellent or superior service relative to customer expectation."

Reliability

Reliability is defined as the ability to perform the promised service dependably and accurately.

In broad sense reliability means, service firms' promises about delivery, service provisions, problem resolutions and pricing.

Responsiveness

Responsiveness is the willingness to help customers and to provide prompt service. This dimension focuses in the attitude and promptness in dealing with customer requests, questions, complaints and problems.

Assurance

Assurance can be defined as employee's knowledge, courtesy and the ability of the firm and its employees to inspire trust and confidence in their customers.

Empathy

It is defined as the caring; individualized attention provided to the customers by their banks or service firms.

Tangibility

Tangibility is defined as the appearance of physical facilities, equipment, communication materials and technology.

Stakeholders

The term stakeholders in this study refers to the community members whose interests relate to the project objectives at hand and outcomes affect them.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study reviewed literatures on the stakeholder participation and service quality on road construction projects.

2.2 Overview of the main concepts

The literature review was focused on the significance of stakeholder participation in information sharing, consultation, and deciding together (decision making) in relation to service quality in term of tangible, reliability, responsiveness, assurance and empathy of road construction projects in Adjumani District Local Government, Uganda. The chapter also focused on a theoretical review for a logical and comprehensive review of the variables and close with the summary of the literatures reviewed.

2.2.1 Stakeholder participation

In the views of Johnston (1982), stakeholders ‘participation is the process through which stakeholder’s influence and share control over priority setting, policymaking, resource allocations and access to public goods and services. Participation offers new opportunities for creative thinking and innovative planning and development. Johnston argued that it is understood as giving a few influential people a voice in local decision making and planning whereas the most needy and deprived, who may be the majority of the community, are not even consulted, let alone given a part in the process. The process according to Johnston requires direct, face-to-face involvement of citizens in social development and ultimate control over decisions that affect their own welfare. Since participation must involve the whole community, the disadvantaged must be empowered to take an active part in the political process. Participation must take place on a direct interpersonal basis, the unit for participation and the

primary forum for the expression of views, must be the small local community. It is only rational to give control of affairs and decisions to people most affected by them. Besides, since no government or authority has the means to solve all the public problems adequately, it is necessary to involve people in matters that affect them.

Furthermore, Breuer (1999) asserts that stakeholders' participation is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the organization or within the community in which it operates, hold relevant official positions or be affected in the long term. Stakeholder participation is a key part of corporate social responsibility (CSR) and achieving the triple bottom line. In stakeholder's participation, members of the community have the main role in the process of development and doing things for themselves. In the process of stakeholder's participation, members of community as actors are active. Participation is a process by which people are enabled to become actively and genuinely involved in defining the issues of concern to them, in making decisions about factors that affect their lives, in formulating and implementing policies, in planning, developing and delivering services and in taking action to achieve change.

2.2.2 Service Quality

Bolton and Drew (1991); and Oliver (1980) defined customers' service quality as the difference between the actual service performance and their expectations. Similar to Bolton and Drew (1991); and Oliver (1980), Parasuraman (1988) characterized perceived service quality as "the degree and direction of discrepancy between customers' perceptions and expectations"

Parasuraman et al. (1985), based on exploratory research to understand the construct of service quality and its determinants, defined service quality as the degree of discrepancy between customers' normative expectations for the service and their perceptions of the service

performance. The researchers also uncovered a comprehensive set of service attributes that customers might use as criteria in assessing service performance. Subsequent empirical research based on the exploratory work produced SENVQUAL, a 22-item scale for measuring service quality along five dimensions: *reliability*, *responsiveness*, *assurance*, *empathy*, and *tangibles* (for details about SENVQUAL's structure and definitions of its dimensions, see Parasuraman et al. 1988). SERVQUAL operationalizes service quality by subtracting customers' expectation scores from their perception scores on the 22 items. While the original SERVQUAL instrument has been revised and refined, its basic content structure, and length have remained intact (Parasuraman, Berry, and Zeithaml 1991)

The SERVQUAL instrument has been productively used for measuring service quality in many proprietary studies. It has also served as the basis for measurement approaches used in published studies examining service quality in a variety of contexts-e.g., real estate brokers (Johnson, Dotson, and Dunlop 1988); physicians in private practice (Brown and Swartz 1989); public recreation programs (Cmmpton and Mackay 1989); a dental school patient clinic, a business school placement center, and a tire store (Carman 1990); motor carrier companies (Brensinger and Lambert 1990); an accounting firm (Bojanic 1991); discount and department stores (Finn and Lamb 1991; Teas 1993); a gas and electric utility company (Babakus and Boller 1992); hospitals (Babakus and Mangold 1992; Carman 1990); banking, pest control, dry cleaning, and fast food (Cronin and Taylor 1992); higher education (Boulding, Kalra, Staelin and Zeithaml 1993; Ford, Joseph and Joseph 1993).

While the SERVQUAL instrument has generated considerable interest in service quality measurement, it has also raised questions about the need to measure expectations (e.g. Babakus and Mangold 1992; Cronin and Taylor 1992, 1994), the interpretation and operationalization of expectations (e.g., Teas 1993, 1994), the reliability and validity of SERVQUAL's

difference-score formulation (e.g. Babakus and Boiler 1992; Brown et al. 1993). and SERVQUAL's dimensionality (e.g., Carman 1990; Finn and Lamb 1991). In response to these questions, SERVQUAL's developers have presented counterarguments, clarifications, and additional evidence to reaffirm the instrument's psychometric soundness and practical value (Parasuraman et al. 1991, 1993; Parasuraman, Zeithaml and Berry 1994a). Major unresolved issues emerging from this ongoing debate include the empirical vs. diagnostic value of expectations in service quality measurement, the relative merits and demerits of SEIWQUAL (i.e., difference score) vs. direct (i.e., non-difference score) formulations of the perception-expectation gap, and the dimensionality of the instrument's items.

The services marketing literature reveals that "service quality has been variously defined as focusing on meeting needs and requirements, and how well the service delivered matches customers' expectations" (Lewis 1993). They also proposed that "service quality is a global consumer judgement or attitude, relating to service and results from comparisons by consumers' expectations of service with their perception of actual service performance" (Lewis, 1991). Service quality is the distinction between consumers' expectations for service performance and their perceptions of the service received. Zeithaml and Bitner (1996) defined perceived service quality as the judgement of a customer about the overall excellence or superiority of a product or service. They also defined service quality as, "the delivery of excellent or superior service relative to customer expectations".

The study in banking sector by Parasuraman (1985) states that "customers' perceptions of quality are influenced by various gaps which lead to service quality shortfalls and, in particular, that the quality perceived in a service is a function of the gap between customers' desires/expectations and their perceptions of the service that is actually received". Supporting

this definition, Lewis (1991) proposed that service quality is a measure of how well the service delivered meets customers' expectations of a product and service.

2.2. Theoretical Review

The study reviewed two theories in relation to stakeholder's participation on service delivery that is to say Wilcox (2003) theory of participation and stakeholder's theory by Freeman (1984).

Wilcox (2003) theory of participation

Wilcox (2003), identified five interconnected levels of community participation as a further development of the ladder concept of participation by Arnstein. The theoretical framework of Wilcox shows that the individuals who control decision-making process is a pivotal element for consideration during the initiation of participation. He indicated that different levels of participation are deemed appropriate in different circumstances. As such, Wilcox altered the rungs of Arnstein to provide organisations and other practitioners with an alternative way to look at the degree to which they are prepared to as a matter of fact involve community members in their processes. He proposed a five-rung ladder of participation including: Information – this has to do with the organisation merely telling the people about what is planned (Wilcox, 2003). According to him consultation involves offering some options, listening to feedback. Deciding together – this is when the organisation encourages others to provide some additional ideas and options and join in deciding the best way forward. Deciding together can also mean accepting other people's views and then choosing from options you have developed together (Wilcox, 2003). Acting together – This is the stage at which different interests decide together on what is best and form a partnership to execute the decisions (Wilcox, 2003). Supporting independent community interests – this means helping the people to develop and carry out their own plans. Resource holders or organizations who promote this stance may, of course, offer local groups

or organisations with funds, advice or other support to develop their own agendas within guidelines. The basics of this stance is that it is the most ‘empowering’ level of participation provided to people who want to do things for themselves (Wilcox, 2003). He further said, participation can be effective when each of the key interests (stakeholders) are satisfied with the level of participation. That is, those who do not have much at stake may be happy to be informed or consulted whilst others will want to be involved in decisions and possibly act. The difficult task for the practitioner or the organisation managing the process will be to identify these interests, try to help them work out what they want, and negotiate a route for them to achieve their interests. The participation theory by Wilcox formed the basis for relating stakeholders' participation and service quality of the road construction projects in Local Governments.

The theory was appropriate because it engaged different groups of people in decision making by sharing the required information to the public, obtaining feedback and executing the project together. While such linear conceptual models have tended to frame more interactive types of participation as better, critics have pointed out that different methods may be appropriate in different settings and during different project. It is common for project initiators to identify and rank stakeholders in relation to their power and interest, which can help to determine who, when, and how to engage.

Literature on stakeholder analysis notes that the practice of characterizing and classifying stakeholders can result in cognitive and institutional blind spots that lead to recurrent inclusion (and possible professionalization) of ‘usual suspects’ and under-representation of marginalized or less visible group. Another criticism of theory is that each of the steps represents a very broad category, within which there are likely to be a wide range of experiences. For example, at the level of ‘informing’ there could be significant differences in the type and quality of the

information being conveyed. Realistically therefore, levels of participation are likely to reflex a more complex continuum than a simple series of steps.

The stakeholder's theory.

The stakeholder's theory was propounded by Freeman (1984) and improved by Friedman in 2006. According to Freeman (1984), a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives". The general idea of the Stakeholder concept is a redefinition of the organization. In general, the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of firm. The managers should on one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stakeholder's agent to ensure the survival of the firm and to safeguard the long term stakes of each group. The Multi-Stakeholder Governance Model is a governance structure which seeks to bring stakeholders together to participate in the dialogue, decision-making, and implementation of solutions to common problems or goals. According to Strickling (2001), "the multi-stakeholder process, involves the full involvement of all stakeholders, consensus-based decision-making and operating in an open, transparent and accountable manner." Multi-stakeholderism is a framework and means of engagement; it is not a means of legitimization. Legitimization comes from people, from work with and among people. Multi-stakeholder processes could and should enhance democracy by increasing opportunities for effective participation by those most directly impacted by decisions and particularly those at the grassroots who so often are voiceless in these processes. It should enhance democracy by ensuring that decisions that were made are reflective of and responsive to local concerns and

to the broadest range of those who must bear the consequences. It should enhance democracy by making democratic processes more flexible and responsiveness, able to adjust to changing contexts circumstances, technologies and impacted populations. Critics of multi-stakeholderism have it that multi-stakeholder situations may take scandal to a whole new level: those who would be lobbyists in a democracy (corporations, experts, civil society) become the legislators themselves, and dispense with all public elections and not only write the laws, but pass them, enforce them, and in some cases even set up courts of arbitration that are usually conditioned on waiving the right to go to the court system set up by democracies. Multi-stakeholderism is a coup d'état against democracy by those who would merely be lobbyists in a democratic system.

2.3 Empirical Literature review

2.3.1 Stakeholder participation in information sharing and service quality

Stakeholder participation in information sharing includes situation analysis, information exchange and stake holders' approvals (Yee, 2010). Situation analysis concerns 'where are we now' that is the means by which an organization can identify its own strengths and weaknesses as they relate to external opportunities and threats (Vrontis & Thrassou, 2006). In relation to the above, Veronesi and Keasey (2009) investigated policy implementation and stakeholder participation with staff of the National Health Service in the UK as units of analysis. Data collected through focus groups/workshops, semi-structured interviews and documents analysis was analyzed through content analysis. Their study established that stakeholder voice provided ample flexibility and room for interpretation given to local bodies in terms of the implementation of the principles contained in the policy-umbrella.

Accordingly, the stakeholder approach led to contextual conditions dominating implementation processes especially when the emphasis was placed on decentralized decision-

making power. Widespread participation embodied a fundamental source of context-specific knowledge against the shortcomings of a system otherwise deemed ineffective in supporting the strategic activity of local bodies.

In regard to information exchange for organizations to perform better, they require open communications and knowledge sharing among parties (Yam, Tang & Chan, 2012). Riege and Lindsay (2006) studied knowledge management in the public sector and stakeholder partnerships in the public policy development. Basing on public sector experiences in several countries in the Western World such as the USA, Australia and European Union, they established that successful public policy depended on effective coordination of many stakeholders, necessitating a chain of processes that involved analysis, evaluation and reconsideration. This only occurred when Governments committed to policy objectives that were stated and communicated clearly, honestly and openly. Accordingly, through information exchange, policies reflected shared values of society consequently, this knowledge exchange improved the quality and legitimacy of decisions.

In regard to stakeholder's approval, Sinclair (2011) indicates that the pace of growth, multiple stakeholder and multiple internal and external approval requirements, have dictated a fluent and vigorous approach to community stakeholder participation. In relation to stakeholder approval, Sinclair (2011) carried out a qualitative study, developing a model for effective stakeholder participation management on a large Western Australian Government Trading Enterprise. The results of the study revealed that the benefits of stakeholder participation included enhanced trust and credibility through improved relationships at various levels of the organization and the faster approval of the projects with stakeholder managers fostering organizational interaction and playing an important role in issues resolution and through dedicated resources and early and open exchange of information.

A study by Sozansky (2002) noted that Information sharing among development partners takes different forms and can include networking, communication, knowledge sharing and collaboration. Networking is also another important avenue to further development in poor countries, disseminate information and knowledge, influence decision makers and development agencies and bring about empowerment. In this regard, in a development project context, information sharing, and transfer of knowledge is nearly as important as physically transferring assets. Plucknett (1993) noted that sharing information about opportunities and constraints with likeminded agencies is an essential part of social development.

Furthermore, Peter (2012) asserted that vertical and horizontal communication among project teams and stakeholders is an important information sharing opportunity that is bound to determine the ultimate success of projects of any nature.) He opines that the success or failure of externally funded development projects rests on effective communication between stakeholders. Mariete (2012) noted that communication brings on board attitudes, perceived needs and capacities of the intended beneficiaries. Furthermore, communication also serves multiple functions such as being a platform for information exchange, helping achieve compromise, knowledge sharing, decision making among cooperating stakeholders in government, NGOs and Individuals. According to IFC (2007) the spectrum of information sharing includes recognizing the role of communication in giving a voice to stakeholders. Communication is continuous which is best achieved through various communication mediums and regular events that provide opportunities for further engagements.

In furtherance, Holmen and Jirström (1996) noted that emphasis must be made on vertical networking that is characterized either by coordination between NGOs and CBOs or establishing local and CBOs that NGOs initiate or support on existing social networks. Conversely little attention is given to horizontal coordination or linking NGOs with each other.

According to Jessica and Leslie (2009), complex decision tasks require superior solutions, which can be achieved when partners integrate unique, relevant, and diverse information sets. Diversity brings new knowledge, skills formation, and unique perspective to bear on problem solving and decision-making process. The combination of factors improves group performance through information exchange and analysis of varied perspective and alternative solutions, which result in higher quality decisions and solutions, creativity and innovations.

Another study by Khwaja (2004) uses primary data on development projects in Northern Pakistan to provide empirical support to illustrate the effects of community participation on project performance. His findings do provide evidence supporting the theoretical claim, that greater community participation in non-technical decisions is associated with higher project outcomes. Katz and Sara (1997) analyses the performance of water systems in a variety of countries. They found that the performance of water systems was markedly better in communities where households were able to make informed choices about the type of system and the level of service they required, and where decision making was genuinely democratic and inclusive. In contrast, projects which were constructed without community supervision and where project management was not accountable to the community, tended to be poorly constructed by private contractors.

A study by Hilhorst and Guijt (2006), pointed out that access to complete project information provides people with a sound basis to voice their concerns and needs, which can be incorporated into project activities. Moreover, wide public dissemination helps to place control in the hands of communities and mitigates risks of manipulation by other actors and that once the project begun it is important to ensure that the communities stay informed, receive feedback on progress at different stages. Oreyo, Munyua and Olubandwa (2016) stated that PM&E enhanced good governance with increased accountability, responsiveness to the needs of the

citizens and level of transparency. Devas and Grant (2003) argued that there are still problems of lack of transparency, with publicly displayed information often being out of date and inaccessible to the majority because of the location of display or the language used and there continue to be major problems over corruption, rent seeking, abuse of tender procedures and poor relationships between paid officials and elected representative.

The studies above made sufficient attempt to relate stakeholder participation in information sharing and service quality as this can clearly be applicable in Ugandan context especially at Adjumani District Local Government. However, still a few gaps emerge at contextual and methodological levels. At the contextual level, all the above studies were carried out in the Western World. At methodological level, the study by Riege and Lindsay (2006) was a literature review and all the other studies were carried out using an interpretive approach. These gaps call for this study in the context of countries of the developing world such as Uganda and using a mixed approach for both generalizability and in-depth analysis.

2.3.2 Stakeholders' consultation and service quality

Blackman (2005) defines consultation as determining the course of action to achieve desired results or objectives while Dawson & Barwell (1993), argue that historically, the pattern of development of modern transport facilities in developing countries was stimulated and conditioned by a number of factors. Foremost among these was the need to facilitate and speed the journey of primary products to markets in Europe and North America.

The above argument implied that Governments had only been interested in developing roads networks to areas where they could benefit economically in terms of mineral resources and other benefits including collecting food and other supplies for facilitating urban centers. This further implied that the communities in the areas where such roads were built only benefited by proxy and therefore, they were not really involved in information sharing, consultation, and

decision making of such projects (Dawson & Barwell, 1993). In addition, because they were commissioned by government for the fulfillment of its own needs since roads are built for specific targeted areas, a large part of rural areas has overtime remained without proper roads resulting into poor access of rural communities to their nearest supply depots, credit, markets and extension services.

Similarly, because of constraints on availability of funds and the priority attached to road improvements, governments always lack the resources to invest significantly in footpath improvements. In such circumstances, Dawson & Barwell (1993) suggest the adoption of self-help approaches which have been implemented in areas like Makete District in Tanzania, where footpath conditions have been upgraded by the self-help efforts of villagers using local materials, supported by technical advice and assistance with the supply of non-local materials from the local government authority.

Another study undertaken by Mekong Economics Limited (2005) points out that local people would like to see their roles in road projects increased since they are the primary road beneficiaries and are the ones that are most committed to the quality and sustainability of these roads. They want to be particularly involved in the design and supervision stages of these roads. The above study findings are in line with the hypotheses that communities are willing to participate in the implementation and maintenance of rural road infrastructure if they are given the right information and a field where they can freely make their contribution whether in kind or in monetary terms.

The district, sub county or Local Governments can base on this to make efforts to partner with communities to undertake cheaper options in order to improve the rural communities' road network through consultation, outlining what each of the parties can do and then making deliberate efforts by each party to meet their end of the bargain for construction of cheaper

roads. This can make people easily reach service delivery points without taking so much time doing so. This would perhaps improve on the rural road network at minimal cost (Lebo, 2001). However, as Lebo & Dieter (2001) argue, the ability to provide basic access is limited by resources because resources are typically scarce, with very limited support from central government or other external sources. Affordability will therefore be determined by a populations' capacity to maintain their basic access infrastructure over the long term. In cases where motorized basic access is not affordable, improvements to the existing path network and the provision of footbridges may be the only affordable alternative.

Therefore, to maximize the utilization of scarce resources, there is need to encourage stakeholder participation by contributing both in kind and if possible, through the contribution of financial services. However, it is not enough to just involve people in the consultation process only; they should know the amount of resources that are to be used to implement a certain project. Basing on this, they should be given the option of selecting what they think they can do so that the limited resources are able to do much more than they would have done if the stakeholder was not involved.

Hickey & Mohan (2004), point out that in order to win the confidence of the stakeholders, the problems of accountability must be resolved. The agencies working in the community, including Government and Non-Government organizations must ensure transparency in resource availability and allocation if they are to gain the confidence of the people. Based on this, it can be argued that participatory development entails that the planners or leaders from the district to the sub-county level should be able to engage the community right from the time of project identification so that they discuss what each party can do in order for a certain project to succeed. This is where the leaders should enlighten locals that resources are available with

their efforts required to identify what is needed to be done, at what cost so that the project is implemented.

In addition, Hickey & Mohan (2004) further argue that by organizing local people and making them aware of their situation, stakeholder participation provides a mechanism for the mobilization of the masses and a collective means of redress. Therefore, for participation to be effective, most locals within a particular community including women, youths and vulnerable groups must be mobilized and empowered to participate in community improvement projects, including road construction and maintenance. This calls for further empirical analysis by this study in the Ugandan context and using a pragmatist approach for both generalization and in-depth analysis.

According Mnarana (2010) in her study on the Importance of community participation in an ongoing construction of schools in Tanzania, and the study conducted at Mlali and Mzumbe ward at Morogoro, the study was both qualitative and quantitative with the help of triangulation methods of data collection. The study concluded with the following findings: for a project or intervention to be sustainable, collaborative participation play an important role as it was and still considered the active one as the study found that, participation by material giving was an important leading to community ownership hence sustainability of the intervention, the study also emphasize on importance and usefulness of expertise knowledge if only the community people were also capacitated in taking over the intervention even if in minor activities. In this study the author emphasis was on the sustainability of a project and this study takes into account the service quality offered by organization. Therefore, this study is to close this knowledge gap.

A study by Paris (2003) concluded that involving stakeholders at the initial stages of strategy formulation leads to better service delivery. DFID (1995) outlines the importance of

considering the quantitative, qualitative and time dimensions of participation. The qualitative dimensions of involvement should also be evaluated as performance is dependent on empowering participants to take on greater responsibility and control.

A study by Lapenu and Pierret (2005) presented that the benefits of effectively engaging dialogue with the stakeholder during early stages include mutual understanding of expected outcomes and interests in launched project, timely identification and resolving of issues that are likely to arise thus preventing costly occurrences in time and cost. The author did not have the aspect of service quality in his or her study, but this study will capture the variable

2.3.3. Stakeholders' decision making and service quality.

Decision making consists of optimizing or maximizing, the outcome by choosing the single best alternative from among all possible one (Osorio, 2009). The main motives of involving stakeholders in interactive decision making include improving the quality of decision (Edelenbos & Klijn, 2005). In their study, Veronesi and Keasey (2009) investigated policy implementation and stakeholder participation on staff of the National Health Service in the UK. Veronesi and Keasey (2009), content analysis found out that participation led to a greater understanding of the needs of the local population as well as an enhanced awareness on the areas in need of improvement. Essentially, it triggered a process of learning and knowledge shared by all those actors at some point engaged in decision making. Besides, increase in stakeholder voice was a fundamental means through which to formulate and implement successful strategies because engaging stakeholders in board discussions improved the overall commitment levels and fostered team working atmosphere, providing renewed unity and a sense of belonging to the local community. On their part, Edelenbos and Klijn (2005) studied the Management of Stakeholder Participation in Decision Making in municipal councils in the

Netherlands. The findings of their study revealed that greater input in decision making from a variety of parties generated a variety of ideas and potentially enriched process substance.

As proposed by Chopyak (2002), the project should encourage a maximum number of people in the participation in decision making. Such involvement gives stakeholders full inclusion in designing, organizing, and implementing activities to create consensus, ownership, and action in support of environmental change in specific areas. It should include people and groups rather than exclude any individuals. Martinusen (1999), argued that participation for effective decision-making needs to be facilitated by suitable capabilities so as to determine who should participate, how, what will be the scope of participation and also how much weight should be given to wishes and demands expressed as compared to priorities already set by official authorities. David, K (2001) also had the view that, participation does not mean that all views from people should be taken into account when setting project activities.

Furthermore, a study by (Robert, 2004) noted that improvement in community welfare demands the participation and engagement of local citizens in pinpointing the strategies they desire to employ. Involvement is viewed as a guard for freedom, integrative, educative, as well as means of growth. One major assumption of involvement is that local citizens will greatly support programs that involve them in all decision-making processes. Furthermore, it is assumed that residents have a clear understanding of their needs as well as resources at their disposal. Community based organizations offer numerous benefits by initiating demand-based programs since they possess massive information and contacts about the community (Green and Haines, 2008). In these studies, the authors did not look at how decision making among the community members affected the quality of service delivery, therefore the study will close the knowledge gap.

In furtherance Edelenbos and Klijn (2006) pointed out that involvement of stakeholders provides quality input leads in terms of creativity thereby leading to quality decision-making. It also gives stakeholders greater satisfaction and the chances of successful implementation increases as the stakeholders become more committed to the plan since they feel what is implemented reflects their true aspirations.

A study by Jeffrey (2009) noted that stakeholders should have a say in decisions about actions that could affect their lives or essential environment for life, participation includes the promise that stakeholder's contribution will influence the decision and seeks input from participants in designing how they participate. The author did not put into corporation on how the stakeholder's decisions affected the quality of service delivery, therefore this study is to solve the knowledge gap.

In the literature above, scholars expended some effort on relating stakeholders' decision making and service quality. However, a few gaps still arise. At the contextual level, the studies by Ordenes, et al. (2014), Veronesi, and Keasey (2009) were carried out in the Western World, particularly the UK. At empirical level, the studies by Cengiz (2010) and Mackie (2008) were literature reviews. This therefore calls for this study to carry out an empirical study and particularly in the context of Uganda in Adjumani District Local Government.

2.4. Summary of Literature Review

The above literature reviews revealed that stakeholder participation affect service quality. The literatures showed that stakeholder participation involves stakeholder participation in information sharing. Information sharing involves stakeholders' situation analysis and information exchange. Stakeholder consultation includes stakeholder inspection, monitoring learns, measuring progress toward targets and continuous monitoring. Stakeholder decision making involves maximizing, the outcome by choosing the single best alternative among all

possible one. However, some gaps were identified which included previous studies not done in Uganda and not in the road construction projects, some studies were critical reviews and not based on primary data and lastly some of them had controversial results indicating that Stakeholder participation was related to service quality while others say it was not. What is now left is to come up with a plan on how the information is to be collected. The methodology to be utilized in the gathering of data is discussed in the proceeding chapter.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology used in the study. It comprises of the research design, study population, sample size, sampling techniques, data collection methods and instruments, procedure of data collection, data analysis and management, data quality control and measurement of variables.

3.2 Research Design

A research design is regarded as the conceptual structure within which research is conducted (Kothari, 2002). The study used a cross-sectional research design. It adopted both qualitative and quantitative approaches, in addition, the quantitative approach was used to quantify and analyze the data gathered from the study sample, while the qualitative approach was used to collect in-depth data using interviews and focus group discussion. Mukiibi (2001) points out that although a particular research study may be mostly of one research design, a mixture of the two designs (triangulation) is ideal. This design was used to ensure credibility and validity of the study.

The cross-sectional survey research design was preferred for this study because it was quick to conduct, data is only collected once and it takes a snapshot of on-going situation (Collis & Hussey, 2003) and because it allows analysis or mapping out of the relationship between two or more educational variables (Kombo, 2006) Both quantitative and qualitative data was used in the study. Quantitative method was selected because most phenomena were described in numbers and measures while qualitative method was chosen to accommodate narrative information in the open-ended questions (Ochol-Onono, 2008 & Tromp, 2006).

3.3 Study population

This study was conducted in Adjumani DLG. The target population for the study was 42,589 respondents according to Uganda bureau of statistics census (2014). The population entailed the executive members of the leadership of Adjumani district, the technocrats, politicians and the local community of Adjumani district.

3.4 Determination of the Sample Size

Sample size referred to a maximum number of respondents that were representative of an entire population. In other words, it was the subset of a population. From the above identified accessible population of 42,589 respondents, a sample size of 396 respondents were determined basing on the Krejcie & Morgan formula as calculated below;

$$n = \frac{N}{1 + N(e)^2}$$

Where **n** was the sample size, **N** was the population and at the same time **e** was the error term which was 0.05 therefore the sample size was;

$$n = \frac{42,589}{1 + 42,589(0.05)^2} = 396$$

The sample of the study consisted of 396 respondents; 05 District and Town Council Executives, 05 District and Town Council top Administrative leadership, 02 District Local Road Contractors, 05 Town Councils LC I & II Chairpersons, Road User Committees and 379 local community members as shown in the table below.

Table 3. 1: Accessible population, Sample size and Sampling Techniques

Category	Accessible Population	Sample Size	Sampling Techniques
District and Town Council Executives.	18	05	Purposive Sampling
District and Town Council Administrative leadership	16	05	Purposive Sampling
District Local Road Contractors	10	02	Census
Town Councils LC I & II Chairpersons and Road User Committees	42	05	Simple Random Sampling
Town Council community members and town council counsellors	42,503	379	Simple Random Sampling
TOTAL	42,589	396	

Source: Adjumani District Five Year Development Plan (2010/11 – 2014/15) and determined based on the Krejcie & Morgan Mathematical Table (1970).

3.4.1 Sampling Techniques and procedure

According to John et al (2006), sampling is used to get information about a population. That was because it was often too expensive, time consuming, practically impossible or simply unnecessary to canvass the whole population. The study used a combination of both random and non-random sampling techniques. Simple random sampling was used because of its simplicity and the ability to allow all respondents an equal chance of being included in a sample. This technique was applied on identification of the LC I chairpersons together with Road User Committees, and the community in the Town Council area to whom the questionnaires were administered. On the other hand, non-random sampling or judgmental sampling method was used to select key informants for interviews, the participants were sampled on the basis of their typicality or because they were satisfactory to the research needs (Cohen & Manion, 1994). These included the district and Sub-county/Town Council top leadership. The purposive method was considered appropriate because it enabled the researcher to select the exact people who were involved in road construction projects in the area under study.

3.5 Data Collection Methods

Data collection was a process of collecting information from all the relevant sources in order to find answers to the research problem, test the hypothesis and evaluate the outcomes. They were divided into two Primary and Secondary data collection.

3.5.1 Questionnaire

A questionnaire could be referred to as a predetermined written list of questions which may be answered by a respondent without supervision or explanation, (Mbaaga 2000). It was developed in line with the objectives of the study, pretested for consistency as it allowed the respondents to give free and independent opinion. The questionnaire involved a series of direct

closed and open ended questions designed properly to get answers from the respondents with responses of yes or no. Questionnaires were distributed to collect quantitative data from the determined sample of, 02 members of District Local Road Contractors, 05 members of Town Councils LC I & II Chairpersons and Road User Committees, 379 members of Town Council community members and town council counsellors. The method enabled the researcher gained firsthand information and more experience over a short period of time, (Sekaran, 2003). However, if not well thought out a questionnaire may leave out important information required in the study, (Mugenda & Mugenda, 2003). In case of non-response, the study made a call up on respondents on whether they filled the questionnaire. A call up enabled respondents to prioritize the study.

3.5.2 Interview

This is a method of data collection where the investigator gathers data through direct verbal interaction with the participant (Amin 2005). It was adjusted by the researcher to meet many diverse situations. The researcher played a critical role in probing to acquire an in-depth information about the key research questions of the study. Interview guide was used to collect data from key informants who included 05 members of the district and town council executive, 05 members of the district and town council administrative leadership. The interviews involved face to face discussions on issues pertaining to stakeholder participation and service quality in road construction projects in Adjumani district local government. The choice of the method was to enable the researcher gain relationship with the respondents, in addition to aiding the researcher to probe for in-depth information and obtain clarity on any unclear issue

3.6 Data Collection Instruments

Four main research instruments were used in the study including the key information interview checklist, questionnaire and documentary review checklist as detailed below.

3.6.1 Interview guide/ Key informant Interview Checklist

The key information interview checklist or interview guide were used to collect data from key informants that included 05 members of the district and town council executive, 05 members of the district and town council administrative leadership. The interviews involved face to face discussions on issues pertaining to stakeholder participation and service quality in road construction projects in Adjumani district local government. The choice of the method was to enable the researcher gain relationship with the respondents, in addition to aiding the researcher to probe for in-depth information and obtain clarity on any unclear issues.

3.6.2 Questionnaire survey

A composite of questionnaires was designed to capture information about stakeholder's participation and service quality on road constructions. The questionnaire was structured, with items which could be easily interpreted by the respondents. Some items contained a list of alternatives from which respondents chose answers of their choice. In addition, the study used a five (5) likert scale ranging from one (1) for strongly disagree to five (5) for strongly agree to mean that the higher the number, the greater the influence of stakeholder participation and service quality in road construction projects in local government. This was useful in the study as it helped in determining the relationship among the variables under investigation. The questionnaires were administered to two (02) members of district local road Contractors, five (05) members of the town Councils LC I & II Chairpersons and Road User Committees, three hundred and nine (379) members of town council community members and town council counsellors.

The choice of this instrument was made because it would help collect opinions, views and beliefs from a large number of respondents in a relatively short time because the generally literate respondents will answer the questions in private without being affected by the

researcher's presence (Ochol-Onono, 2009). The advantage of a questionnaire was that it looked at as a single most suitable tool for collecting independent opinions, feelings, attitudes, perceptions and views from a large number of different categories of relatively literate respondents within a short time (Touliatos & Crompton, 1988, cited in Ochol-Onono, 2009).

3.6.4 Documentary Review Checklist

This instrument contained the use of a list of the documents that were reviewed by the researcher to acquire more secondary data required for the study. Some of the documents that were included on the review list were: Adjumani District Budget performance Report (2015/2016), Uganda National Budget (2016/2017), Adjumani District Financial Report, (2018/19) and the DDP of Adjumani District for the FY (2017/18).

3.7 Validity and Reliability

To ensure quality instruments, a validity and reliability checks were conducted as explained below;

3.7.1 Validity of the Instrument

Validity, according to Mugenda & Mugenda (2003) referred to the degree to which results obtained from the analysis of the data represented the phenomenon under study. Content validity index (CVI) was computed to ensure that the measure included were adequate and representative set of items that tap into the stakeholder participation and service quality in road construction projects in local government, Uganda.

In the study, content validity of the questionnaire was obtained by identifying three people who were well versed with measurement of the study attributes to rate the items for relevance to the study variables. Each of them was asked to rate each question as relevant, quite relevant, irrelevant or quite irrelevant. The CVI for the whole instrument was then obtained by

calculating the number of items declared relevant by all the three judges divided by total number of items in the questionnaire.

CVI = No. of items declared relevant divided by total number of items in the questionnaire

If the $CVI \geq 0.70$, then the item was accepted as valid for the research purpose (Odiya, 2009; Burns, 1997, cited in Ochol-Onono, 2009).

3.7.2 Reliability of the Instrument

Reliability is the degree to which an assessment tool produces stable and consistent results (Amin, 2005). The closer Cronbach's alpha to 1 (one), the higher the internal consistency reliability. To ensure reliability, the research instruments were pre-tested, and data was collected and analyzed. A micro field research exercise was carried out to enable the researcher to select the key questions that would enable him to obtain the relevant data to the topic under study.

In addition, the reliability measure was established by testing for both consistency and reliability. Consistency indicated how well the items measuring a concept hanged together as a set, (Sekaran, 2003). Qualitative responses obtained from the group of 10 respondents and pretested using the Cronbach's alpha reliability coefficient a feature embedded in SPSS revealed that the items were positively correlated to one another or not.

3.8 Data Management and Analysis

Data was managed and analyzed by using both quantitative and qualitative as detailed below;

3.8.1 Quantitative Data Analysis

According to Sekaran (2003), there are three objectives of data analysis which include; getting a feel for the data, testing the goodness of the data and testing the hypotheses developed for the research. Statistical Package for Social Sciences (SPSS) version was used to enter and analyze

the numerical data collected from the questionnaires. After data collection, the researcher organized the data by counting the responses from the questionnaires, coding and tabulating them, after which the results were presented in groups according to the three research questions. Inferentially, data was presented using the simple linear regression - specifically model summary to determine effect and variation in the dependent variable and independent variables under the study

Data was summarized descriptively in terms of frequencies, means, standard deviation and percentages. In addition, the data was presented in tabular and graphical formats for discussion and interpretation.

3.8.2 Qualitative Data Analysis

For qualitative data analysis, content analysis technique was applied. This exercise involved analysis and arrangement of the content based on themes or narrative statements and the qualitative data was used to supplement on the quantitative information (Amin, 2005).

3.9 Measurement of Variables

The study variables were categorized into the core independent variable and dependent variables. In this case, stakeholder participation formed the independent variable while service quality represented the dependent variable. The variable measurement was based on a five point likert scale of: 5 = Strongly Agree (SA); 4 = agree (A); 3 = Undecided (UD); 2 = disagree (D); 1 = strongly disagree (SD) and was measured basing on the ordinal measure since the items were ranked or numerical data. On the other hand, nominal measurement was used on background variables, such as age, gender and experience, among others. The independent variable was measured under three dimensions; Stakeholder's participation in information sharing, level of participation of stakeholders and stakeholder's participation in decision making. The dependent variable service quality took on the SERQUAL model which measured

service quality of a given organization. It took 5 dimensions; reliability, tangibility, responsiveness, assurance and empathy.

3.10 Limitations of the study

First, the researcher used sampling technique to choose the sample of the study which in most cases was subjected to some sampling errors. This had minor effects on the final findings however the study tried as much as possible to avoid the sampling error by using appropriate and recommended procedures of sample selection such as Krejcie and Morgan (1970) statistical table.

Secondly, the researcher faced some challenges during data collections where some employees were not willing to cooperate and provide data on time. However, the researcher minimized this by ensuring timely collection of data and also explained clearly to the respondents the reasons as to why the research was being conducted and how beneficial the study would be towards improvement of their service quality in term of tangible, reliability, responsiveness, assurance and empathy of road construction projects. Furthermore, the study based on only one variable for the study which was stakeholders' participation in term of information sharing, consultation, deciding together, acting together and management support. This meant that other variables that measured employee motivations and relations management would be left out for future studies to be focused on.

The researcher incurred costs such as transport, printing and photocopying of relevant materials. However, the researcher managed to overcome this by borrowing some money from relatives and friends.

The researcher experienced time constraint in data collection, analysis and in final presentation of the report. However, the researcher managed to overcome this problem by ensuring that time

element was put into consideration and all appointments agreed with the supervisors and respondents are fully meet.

The researcher also experienced problems of people's feelings, cultural backgrounds, environmental issues and political unrest since some parts has political demonstrations.

3.11 Ethical considerations

The ethical issues for considerations in this study included confidentiality, anonymity, privacy and informed consent which were required in all studies and research using human participants. In seeking consent from the respondents, the researcher explained the purpose of the study, expected duration and procedures of the study and what the information gathered would be used for ensuring informed consent. The researcher ensured that privacy matters were addressed from the inception of the research to the publication of the results.

There were safety nets put in place to guarantee confidentiality. The instruments for collecting data was guarantee anonymity for all the respondents. The only amount of personal data that was collected for the research had the minimal amount needed to insure a proper sampling of the population. Personal identifiable information was not collected nor maintained unless necessary and consented to by the respondents. The participants remained anonymous throughout the study even to the researcher himself.

All the instruments, questionnaire and interview schedules clearly explained the intention of the study to respondents. Respondents received full disclosure of the nature of the research, the benefits and risks involved with an opportunity to ask questions. The researcher also explained to respondents the major objective of research as being purely for academic purpose. The researcher thereafter requested respondents to give their opinions as per the problem under study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter presents data analysis, interpretation and presentation of the research findings on the effect of stakeholders' participation on service quality of road construction in Adjumani district. The specific objectives of the study were; to examine the effect of information sharing on service quality of road construction projects in Adjumani; to determine the level of stakeholder's participation in roads construction projects in Adjumani district; to establish the extent to which decision-making affects service quality of road construction projects in Adjumani district.

4.1 Sample characteristics

The study collected background data for the sample in order to understand the composition of sample characteristics in the study.

Table 4. 1: The gender of respondents

Gender	Frequency	Proportion (%)
Male	224	56.6%
Female	172	43.4%
Total	396	100%

Source: field data (2020)

The study revealed that 56.6% of the respondents were male, 43.4% of the respondents were female. This means that there were more men that participated in the study compared to the women in Adjumani district.

Table 4. 2: The age bracket of the respondents

Age bracket	Frequency	Proportion (%)
20 to 30 years	133	33.6%
31 to 40 years	167	42.2%
41 years and above	96	24.2%
Total	396	100%

Source: field data (2020)

The study revealed that 42.2% of the respondents were in the age bracket of 31 to 40 years, furthermore 33.6% of the respondents were in the age bracket of 20 to 30 years, 24.2% of the respondents were 41 years and above.

Table 4. 3: The marital status of the respondents

Marital status	Frequency	Proportion (%)
Single	264	66.7%
Married	99	25%
Divorced	33	8.3
Total	396	100%

Source: field data (2020)

The study revealed that 66.7% of the respondents were single, 25% of the respondents were married and 8.3% of the respondents were divorced. This implies that most of the respondents in the study were single.

Table 4. 4: The education level of the respondents

Education level	Frequency	Proportion (%)
Postgraduate	35	8.8%
Degree	119	30.1%
Diploma	79	19.9 %
Certificate	163	41.2%
Total	396	100%

Source: field data (2020)

The study revealed that 41.2% of the respondents were Certificate holders, 30.1% of the respondents were Degree holders. 19.9% of the respondents were Diploma holders and 8.8% of the respondents were Postgraduate Degree holders. The findings from the study imply that most of the respondents were literate thus quality information on service quality of road construction projects in Adjumani District Local Government was obtained.

Table 4. 5: The nature of the respondents

Nature of respondent	Frequency	Proportion (%)
Councilors	80	20.2%
Road contractors	5	1.3%
Community members	305	77%
Civil servant	6	1.5%
Total	396	100%

Source: field data (2020)

The study revealed that 77% of the respondents were Community members, 20.2% of the respondents were Councilors, 1.5% of the respondents were Civil servants, and 1.3% of the respondents were road Contractors. The findings from the study imply that most of the

respondents were Community members who are the ideal people that consume services rendered by Adjumani District Local Government.

4.2: Descriptive findings on respondents' perception of study variables

The study sought respondents' opinions on how they perceived the extent of information sharing, stakeholders' participation, decision making among stakeholders and service quality of road construction projects in Adjumani District Local Government.

4.2.1 The level of information sharing in road construction projects

The study sought the independent opinions of respondents to ascertain the effect of information sharing on the service quality of road construction projects in Adjumani district. The findings from the study is presented in the subsequent table below;

Table 4. 6: Descriptive statistics on information sharing road construction projects

Statement	Min	Max	Mean	Std. dev.
I receive news on a new road to be constructed in Adjumani district.	1	5	3.03	0.580
I get information on the different contractors who are outsourced to construct roads in Adjumani district.	1	5	2.68	0.411
I get information on the values of the different stakeholders on the quality of roads in Adjumani district.	1	5	3.18	0.194
I always have mutual information exchange with other stakeholders in the construction of roads in Adjumani district.	1	5	3.28	0.378
I listen to opinions of other stakeholders on the construction of roads in Adjumani district.	1	5	2.77	0.369
I get information on the road project progress.	1	5	3.04	0.292

Source: field data (2020)

The study revealed that the respondents agreed that they received news on a new road to be constructed in Adjumani district shown by the mean of (3.03) and standard deviation of (0.580). This implies that most of the stakeholders receive news on new road opening and this helps inputting needs in the road construction project plan thus enhancing on the service quality of road construction projects in Adjumani district.

Furthermore, the study revealed that the respondents disagreed that they get information on the different contractors who are outsourced to construct roads in Adjumani district shown by the mean of (2.68) and standard deviation of (0.411) the findings from the study imply that

most of the stakeholders do not get information on the different contractors who are outsourced to construct the roads in Adjumani district and this hinders accountability on the side of contractors thus lowering service quality of road construction projects in Adjumani district.

The study also revealed that the respondents agreed that they get information on the values of the different stakeholders on the quality of roads in Adjumani district shown by the mean of (3.18) and standard deviation of (0.918). The findings from the study imply that the values from the different stakeholders enhances on the service quality of road construction projects in Adjumani district.

Furthermore, the study revealed that the respondents agreed that they always have mutual information exchange with other stakeholders in the construction of roads in Adjumani district, shown by the mean of (3.28) and standard deviation of (0.378). This implies that having mutual information exchange among stakeholders enhances peacefulness in implementation of the road project thus instigating improved service delivery.

The study also revealed that the respondents disagreed that they listen to opinions of other stakeholders on the construction of roads in Adjumani district shown by the mean of (2.77) and standard deviation of (0.369). The findings from the study imply that lack of listening of opinions breeds bad decisions which jeopardizes the service quality of road construction projects in Adjumani district.

The study also revealed that the respondents agreed that they get information on the road project progress shown by the mean of (3.04) and standard deviation of (0.292), the findings from the study imply that obtaining information on the progress of the road projects enhances on accountability on the side of the contractors thus improving on the service quality of road construction projects in Adjumani district.

4.2.2 The level of stakeholder's consultation in road construction projects

The study ascertained the level of stakeholder's participation in road construction projects in Adjumani district. The findings from the study are presented in the subsequent table 4.7 below:

Table 4. 7: Descriptive statistics on the level of stakeholder's consultation in road construction projects

Statement	SD	D	N	A	SA	Mean	St. De
I always attend meetings called by Adjumani district local government regarding roads construction	24.5%	13.9%	22.5%	31%	8.1%	3.84	0.416
I am called when there is a design of a road for approval	19.2%	18.2%	25.0%	25.5%	12.1%	3.93	1.300
I am involved in the supervision of road works	5.3%	18.9%	24.2%	28.3%	23.2%	3.73	0.34
I am given responsibilities during meetings with other stakeholders on the construction of a road	32.3%	11.6%	15.2%	24.7%	16.2%	2.12	1.507
I am called for the launching of a road in Adjumani district	31.1%	14.4%	23.25	24.7%	6.6%	2.61	1.323

Source: Field data

The study revealed that 39.1% of the respondents agreed that they always attend meetings called by Adjumani district local government regarding roads construction, 38.4% of the

respondents disagreed with the statement, this implies that most of stakeholders attend meetings regarding road construction projects in Adjumani district which enhances on decision making regarding road construction thus improving on the service quality of road construction projects in Adjumani district.

Furthermore, the study revealed that 37.6% of the respondents agreed that they are called when there is a design of a road for approval, 37.4% of the respondents disagreed with the statement, this implies that stakeholders approving a road design enhances on tranquility in the implementation of the project which in turn improves on the service quality of road construction projects in Adjumani district.

In furtherance, the study revealed that 51.5% of the respondents agreed that they are involved in the supervision of road works, while 24.2% of the respondents disagreed with the statement, the findings from the study imply that most of the stakeholders in Adjumani district are involved in supervision of road works which instigates the contractors to construct the right quality of the road. Thus, involvement of stakeholders in the supervision of roads works improves on the service quality of road construction projects in Adjumani district.

The study also revealed that 43.9% of the respondents disagreed that they are given responsibilities during meetings with other stakeholders on the construction of a road, 40.9% of the respondents agreed with the statement, the findings from the study imply that most of the stakeholders are not given responsibilities during meetings and this may hinder sound decision making in regard to road construction which in turn affects the quality of road construction projects in Adjumani district.

The study also revealed that 45.5% of the respondents disagreed that they are called for the launching of a road in Adjumani district, 31.3% of the respondents agreed with the statement, the findings implies that most of the stakeholders are not called for launching of roads and this

sometimes creates distrust among the stakeholders in the implementation of the road project thus hindering the right quality of road construction project in Adjumani district.

One of the Key Informant who was the District Engineer (DE) said;

“When carrying out maintenance of roads in the town council, we always give feedback to politicians and also through mobilization of the community when there is need of a new road opening in an area.” (DE)

Another Key Informant who was the Town Clerk (TC) said;

“Once a quarter, information is shared among the stakeholders and this is designated in the Local Government Act. The chairman of the roads committee (District Engineer) often interacts with the stakeholders in the roads sector.” (TC)

Furthermore, another Key Informant who was the Chief Administrative Officer (CAO) said;

“Yes, most of the politicians are engaged in the construction of road projects in Adjumani district. For example, some community members work as road gangs during the road construction.” (CAO)

4.2.3 The level of decision-making in road construction projects

The study ascertained the extent to which decision-making affects service quality of road construction projects in Adjumani district. The findings from the study are presented in the subsequent table 4.8 below:

Table 4. 8: Descriptive statistics on decision-making among stakeholders in Adjumani district local government

Statement	Min	Max	Mean	St Dev
We hold meetings to discuss the gaps involved in road construction in Adjumani district.	1	5	2.98	1.271
We are dedicated to given road specifications to be implemented by a contractor.	1	5	3.03	1.307
We are engaged in the conducting of project feasibility on roads in Adjumani district.	1	5	2.84	1.278
We are engaged in community sensitization when a road is being launched.	1	5	3.36	1.301
We are engaged in the forecasting the consequences of a given road project to be implemented in Adjumani district	1	5	3.31	1.299

Source: field data (2020)

The study revealed that the respondents disagreed that they hold meetings to discuss the gaps involved in road construction in Adjumani district shown by mean (2.98) and standard deviation (1.271), the findings from the study imply that stakeholders in Adjumani district do not hold meetings to discuss gaps in the road sector and this in turn leads to poor decision making regarding quality of road service delivery.

Furthermore, the study revealed that the respondents agreed that they are dedicated to given road specifications to be implemented by a contractor shown by a mean of (3.03) and standard deviation of (1.307). The findings from the study imply that specifications of stakeholders in a road construction leads to the desired quality of the road by the community.

The study also revealed that the respondents disagreed that they are engaged in the conducting of project feasibility on roads in Adjumani district shown by a mean of (2.84) and a standard deviation of (1.278), the findings from the study imply that stakeholders do not conduct project feasibility and this may lead to wrong implementation of a road design thus affecting the service quality of road construction projects in Adjumani district.

Furthermore, the study revealed that the respondents agreed that they are engaged in community sensitization when a road is being launched shown by a mean of (3.36) and standard deviation of (1.301), the findings from the study imply that engagement of stakeholders in sensitization of the community in road launching enhances on tranquility while constructing the road thus enhancing on the service quality of road construction projects in Adjumani district.

The study also revealed that the respondents agreed that they are engaged in the forecasting the consequences of a given road project to be implemented in Adjumani district shown by the mean of (3.31) and standard deviation of (1.299), the findings from the study imply that most of the stakeholders forecast the consequences of a given project and this enables the contractors to eliminate any errors involved in construction of the road and this leads to improved service quality of road construction projects in Adjumani district.

4.2.4 The level of service quality of road construct projects

The study ascertained the service quality of road construction projects in Adjumani district.

The findings are presented in the sub dimensions below:

Table 4. 9: Descriptive statistics on the level of service quality of road construction projects

Statement	SD	D	N	A	SA	Mean	St De
Reliability							
Adjumani district local government provides roads as promised	26.5%	15.4%	5.6%	39.4%	13.1%	2.97	1.462
Adjumani district local government handles the road needs of the community in an appropriate manner to meet their expectations	9.6%	24.2%	20.5%	38.1%	7.6%	3.10	0.142
The roads provided by Adjumani district local government meet the expectation of the community	8.6%	23.5%	12.1%	44.7%	11.1%	3.26	0.185
Adjumani district local government maintains and constructs the roads in the scheduled time	23.7%	16.9%	18.9%	32.8	7.6%	3.23	1.114
Responsiveness							
Adjumani district local government keeps informing the public on when the roads are going to be completed	15.2%	11.9%	16.2%	40.2%	16.7%	3.31	0.304
Adjumani district local is eager to execute the complements raised by the community in relation to roads	10.9%	14.9%	22%	40.9%	11.4%	3.27	0.174

Adjumani district local government routinely maintains the roads	14.9%	13.4%	14.9%	42.4%	14.4%	3.28	0.287
Assurance							
Adjumani district public servants instills confidence in the community members on when the roads are being completed	16.2%	16.9%	18.4%	39.4%	9.1%	3.08	1.253
The employees in the works department are quite knowledgeable in meeting the needs of the community in the roads sector	10.6%	12.4%	26.8%	38.6%	11.6%	3.28	1.150
Public servants are courteous about any road project being implemented in Adjumani district	10.1%	9.8%	23.2%	39.9%	16.9%	3.44	1.179
Empathy							
The community is given attention in relation to roads needs in Adjumani district	29.3%	19.2%	6.6%	34.6%	10.4%	2.78	1.442
Adjumani district local government has the interests of the public on roads at heart	10.9%	17.9%	25.5%	32.8%	12.9%	3.19	1.194
Adjumani district local government understands the needs of the community in relation to roads	14.9%	24.2%	12.1%	42.9%	5.8%	3.01	1.226
Adjumani district local government authorities can be	5.1%	23%	13.4%	48.5%	10.1%	3.36	0.456

approached at any time in
relation to the roads sector

Tangibles

Adjumani district local government has modern equipment for maintaining and construction of new roads	14.9%	19.2%	20.5%	38.6%	6.8%	3.03	1.204
Adjumani district local government uses the required materials in the construction of roads	18.7%	13.9%	19.2%	41.4%	6.8%	3.04	1.255
The employees in line with road construction at Adjumani district local government are well equipped with the right gear in the construction of roads	13.6%	16.2%	17.9%	41.2%	11.1%	3.20	1.236

Source: field data (2020)

The study revealed that 52.5% of the respondents agreed that Adjumani district local government provides roads as promised, 41.9% of the respondents disagreed with the statement, the findings from the study imply that Adjumani district local governments provides needs of the roads as promised.

Furthermore, the study revealed that 45.7% of the respondents agreed that Adjumani district local government handles the road needs of the community in appropriate manner to meet their expectations, 33.8% of the respondents disagreed with the statement, the findings from the study imply that Adjumani district local government handles the roads needs of the community in appropriate manner.

The study also revealed that 55.8% of the respondents agreed that the roads provided by Adjumani district local government meet the expectation of the community, 31.1% of the respondents disagreed with the statement, the findings from the study imply that Adjumani district local government provides roads that meet the expectation of the community.

In furtherance, the study revealed that 40.6% of the respondents disagreed that Adjumani district local government maintains and constructs the roads in the scheduled time, 40.4% of the respondents agreed with the statement, the findings imply that Adjumani district local government does not construct roads on time and this affects the scheduled usage of roads by the community members.

The study also revealed that 56.9% of the respondents agreed that Adjumani district local government keeps informing the public on when the roads are going to be completed, 27.1% of the respondents disagreed with the statement, therefore Adjumani district local governments informs the community on when the progress of road construction projects which enhances trust and accountability.

Furthermore, the study revealed that 52.3% of the respondents agreed that Adjumani district local government is eager to execute the complements raised by the community in relation to roads, 25.8% of the respondents disagreed with the statement, this implies that Adjumani district local governments inputs the needs of the community in the development plan of the roads sector.

The study also revealed that 56.8% of the respondents agreed that Adjumani district local government routinely maintains the roads, 28.3% of the respondents disagreed with the statement, this implies that Adjumani local government routinely maintains the roads.

The study revealed that 48.5% of the respondents agreed that Adjumani district public servants instill confidence in the community members on when the roads are being completed, 33.1% of the respondents disagreed with the statement, the findings from the study imply that public servants of Adjumani district local government instill confidence among the community members on the progress of road construction project.

Furthermore, the study revealed that 50.2% of the respondents agreed that the employees in the works department are quite knowledgeable in meeting the needs of the community in the roads sector, 23% of the respondents disagreed with the statement, the findings from the study imply that most of the technocrats of Adjumani district local government are knowledgeable about the roads needs in Adjumani district.

The study also revealed that 56.8% of the respondents agreed that public servants are courteous about any road project being implemented in Adjumani district, 19.9% of the respondents disagreed with the statement, this implies that public servants in Adjumani district are courteous about any road project in the district.

In furtherance, the study revealed that 48.5% of the respondents disagreed that the community is given attention in relation to roads needs in Adjumani district, 45% of the respondents agreed with the statement, the findings imply that most of the communities in Adjumani district are not given attention while constructing the roads in Adjumani district.

The study also revealed that 45.7% of the respondents agreed that Adjumani district local government has the interests of the public on roads at heart, 28.8% of the respondents disagreed with the statement, the findings from the study imply that road needs of the community in Adjumani district is at heart of technocrats in the district.

Furthermore, the study revealed that 48.7% of the respondents agreed that Adjumani district local government understands the needs of the community in relation to roads, while 39.1% of the respondents disagreed to the statement, the findings from the study imply that Adjumani district local government understands the needs of the community and incorporate them in to the district development pant of the district when planning.

The study also revealed that 58.6% of the respondents agreed that Adjumani district local government authorities can be approached at any time in relation to the roads sector, 28.1% of the respondents disagreed with the statement, this implies that government authorities in Adjumani district can be approached at any time in relation to road needs in the communities of Adjumani district.

The study revealed that 45.4% of the respondents agreed that Adjumani district local government has modern equipment for maintaining and construction of new roads, 34.1% of the respondents disagreed with the statement, this implies that Adjumani district has equipment for maintain the roads.

The study furthermore revealed that 48.2% of the respondents agreed that Adjumani district local government uses the required materials in the construction of roads, 32.6% of the respondents disagreed with the statement, the findings from the study implies that Adjumani district local government uses the required materials in the construction of roads in the district. The study also revealed that 52.3% of the respondents agreed that the employees in line with road construction at Adjumani district local government are well equipped with the right gear in the construction of roads, 29.8% of the respondents disagreed with the statement, the findings imply that most of the workers on the road projects have right gears thus enabling them to execute their required tasks and responsibilities well.

4.3 The relationship between study variables.

The study conducted a Pearson's correlation to establish the nature of relationships that existed between study variables and the results are presented in Table 4.10 below.

Table 4. 10: Correlation results between study variables

		Correlations			
Variables		1	2	3	4
Information sharing (1)	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	396			
Stakeholders consultation (2)	Pearson Correlation	.532**	1		
	Sig. (2-tailed)	.000			
	N	396	396		
Decision making (3)	Pearson Correlation	.616**	.574**	1	
	Sig. (2-tailed)	.000	.000		
	N	396	396	396	
Service quality (4)	Pearson Correlation	.241**	.438**	.276**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	396	396	396	396

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data

According to the findings in Table above, the study revealed that there is a positive correlation between information sharing and service quality of road construction projects in Adjumani district ($r = 0.241$ and $P \text{ value} < 0.01$) which gives us evidence that there is a significant positive relationship between information sharing and service quality of road construction projects in Adjumani district. In addition, the study also revealed that there is a positive correlation between stakeholders' consultation and service quality of road construction projects in Adjumani district with results showing $r = 0.241$ and significant at 1% significance level (0.000

< 0.01). Furthermore, the study revealed that there is a positive correlation between decision making among different stakeholders in the roads sector and service quality of road construction projects in Adjumani district ($r=0.276$ and P value < 0.01). This gives us evidence that there is a significant positive relationship between decision making among different stakeholders in the roads sector and service quality of road construction projects in Adjumani district.

The findings are supported by interview responses from the CAO who said;

“Decision-making creates harmony during the implementation of the road project, creates ownership of the project being implemented, improves on teamwork and tranquility when implementing a road project, and allows top management to be accountable to the community.” (CAO)

It was further supported by Town Clerk who said;

“Decision-making brings out the discussed items accepted in the work plan in the roads sector. it has a bearing on the quality of roads. There is also ensuring value for money through accountability by the different stakeholders” (TC).

In a twist of events LC 5 Chairperson said;

“Decisions can be negative or positive. It does not generally affect the quality of road service delivery in Adjumani town council.” (LC5).

4.4 Regression analysis on the effect of stakeholders’ participation on service quality

The study conducted regression analysis to address the study objectives that sought to establish the effect of information sharing, stakeholders’ consultation and decision making among stakeholders on service quality of road construction projects in Adjumani.

4.4.1 The effect of information sharing on the service quality of road construction projects

The study conducted a linear regression analysis to address the study objective that sought to establish the effect of information sharing on service quality of road construction projects in Adjumani district and the findings are presented in Table 4.11 below.

Table 4. 11: A regression analysis on the effect of information sharing on service quality of road construction projects

Model	Unstandardized		Standardized	T	Sig
	coefficients		coefficient		
	B	Std. Error		value	
Constant	.626			5.989	.000
Information sharing	0.195		.214	4.721	.000
Dependent variable service quality of road construction projects					
R squared	.476				
Adjusted R squared	.446			Sig	0.000

Source: field data (2020)

From the findings, it can be explained that 44.6% of changes in the service quality of road construction projects in Adjumani district can be explained by information sharing, the 55.4% changes are explained by other factors.

Furthermore, an increment in information sharing among stakeholders in Adjumani district local government leads to an increase in the service quality of road construction projects in Adjumani district by .214. The coefficient is significant at 5% significance level since the P value ($0.00 < 0.05$). Therefore, it can be concluded that information sharing affects the quality of service quality of road construction projects in Adjumani district.

The finding was also supported by the interview response of the District Planner (DP) who when asked how information sharing affects service quality of road construction projects positively had this to say;

“Inputs from the different stakeholders are incorporated in the work plan and lobbying of funds may be done by the different stakeholders engaged in the roads sector were sensitization of the community can be done by the politicians when there is need of opening up a new road.” (DP)

The Chief Administrative Officer (CAO) also added that;

“Information sharing creates positive attitudes among the different stakeholders in the roads sector and instigates the construction of good quality roads in the district” (CAO)

4.4.2 The effect of stakeholders’ consultation on the service quality of road construction projects

The study conducted a linear regression analysis to address the study objective that sought to establish the effect of stakeholders’ consultation on service quality of road construction projects in Adjumani district and the findings are presented in Table 4.12 below.

Table 4. 12: A regression analysis on the effect of stakeholders' consultation on service quality of road construction projects

Model	Coefficients				
	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.172	.241		8.993	.000
Stakeholders participation	.339	.083	.438	4.082	.000

Dependent Variable: Service quality of road construction projects

R squared	.192
Adjusted R square	.181

Source: Primary data

According to the results in Table 4.12 above, it was established that 18.1% changes in the service quality of road construction projects in Adjumani district can be explained by stakeholders' consultation. The 81.9% changes in explained by other factors.

Furthermore, an increment in sound stakeholders' consultation leads to an increment in the service quality of road construction projects in Adjumani district by .438 units. The coefficient is significant at 5% significance level since the P value ($0.00 < 0.05$). This gives evidence that there is significant effect of stakeholders' consultation on service quality of road construction projects. Therefore, it can be concluded that stakeholders' consultation affects the service quality of road construction projects in Adjumani district.

4.4.3 The effect of decision making among stakeholders on the service quality of road construction projects

The study conducted a linear regression analysis to address the study objective that sought to establish the effect of decision making among stakeholders on service quality of road construction projects in Adjumani district. Table below therefore shows the findings from the analysis.

Table 4. 13: A regression analysis on the effect of decision making among stakeholders on the service quality of road construction projects

	Unstandardized		Standardized	T	Sig
	coefficients		coefficient	value	
	B	Std. Error	Beta		
Constant	.626			3.128	.000
Decision making	.395		.414	4.721	.000
Dependent variable service quality of road construction projects					
R squared	.366				
Adjusted R squared	.354			Sig	0.000

Source: field data (2020)

According to the results in Table 4.13 above, it was established that 35.4% changes in the service quality of road construction projects in Adjumani district can be explained by decision making among stakeholders. The 64.6% changes in explained by other factors.

Furthermore, a unit increment in sound decision making by stakeholders leads to an increment in the service quality of road construction projects in Adjumani district by .414 units. The coefficient is significant at 5% significance level since the P value ($0.00 < 0.05$). This gives

evidence that decision making among stakeholders significantly affects service quality of road construction projects.

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION OF THE STUDY

5.0 Introduction

This chapter presents the summary of the findings, discussion, conclusion and recommendation of the findings on the objectives of the study that is to say the effect of information sharing on service quality of road construction projects in Adjumani district, level of stakeholders consultation in the roads sector and the effect of decision making among stakeholders on the service quality of road construction projects in Adjumani district.

5.1 Summary of the findings

5.1.1 Effect of Information sharing on service quality of road construction projects in Adjumani district.

The study revealed that 57.1% of the respondents agreed that they receive news on a new road to be constructed in Adjumani district, 45.5% of the respondents disagreed that they get information on the different contractors who are outsourced to construct roads in Adjumani district, 50% of the respondents agreed that they get information on the values of the different stakeholders on the quality of roads in Adjumani district, 54.3% of the respondents agreed that they always have mutual information exchange with other stakeholders in the construction of roads in Adjumani district, 50.2% of the respondents disagreed that they listen to opinions of other stakeholders on the construction of roads in Adjumani district, 47% of the respondents agreed that they get information on the road project progress. Furthermore, the study revealed that there is a significant positive relationship between information sharing and service quality of road construction projects in Adjumani district. The Pearson correlation coefficient (0.241) was significant at 1% significance level ($0.000 < 0.01$) which gave us evidence that there is a

significant positive relationship between information sharing and service quality of road construction projects in Adjumani district.

5.1.2 The level of stakeholder consultation in the road sector in Adjumani district.

The study revealed that 39.2% of the respondents agreed that they always attend meetings called by Adjumani district local government regarding roads construction, 37.6% of the respondents agreed that they are called when there is a design of a road for approval, 51.5% of the respondents agreed that they are involved in the supervision of road works, 43.9% of the respondents disagreed that they are given responsibilities during meetings with other stakeholders on the construction of a road, 45.5% of the respondents disagreed that they are called for the launching of a road in Adjumani district.

5.1.3 Effect of decision making on the service quality of road construction projects in Adjumani district.

The study revealed that 41.2% of the respondents agreed that they hold meetings to discuss the gaps involved in road construction in Adjumani district, 46.5% of the respondents agreed that they are dedicated to given road specifications to be implemented by a contractor, 42.1% of the respondents disagreed that they are engaged in the conducting of project feasibility on roads in Adjumani district, 54.8% of the respondents agreed that they are engaged in community sensitization when a road is being launched, 52.2% of the respondents agreed that they are engaged in the forecasting the consequences of a given road project to be implemented in Adjumani district.

In furtherance, the study revealed that there was a significant positive relationship between decision making among different stakeholders in the roads sector and service quality of road construction projects in Adjumani district. The Pearson correlation coefficient (0.276) was significant at 1% significance level since the P value ($0.000 < 0.01$). This gave us evidence

that there is a significant positive relationship between decision making among different stakeholders in the roads sector and service quality of road construction projects in Adjumani district.

5.2 Discussion of the findings

5.2.1 Effect of information sharing on service quality of road construction projects in Adjumani district.

The findings revealed that stakeholders in the roads sector in Adjumani district get news or information on the roads sector and have mutual information exchange. The findings are in line with the literature by Riege and Lindsay (2006) who studied knowledge management in the public sector and stakeholder partnerships in the public policy development. Basing on public sector experiences in several countries in the Western World such as the USA, Australia and European Union, they established that successful public policy depended on effective coordination of many stakeholders, necessitating a chain of processes that involved analysis, evaluation and reconsideration. This only occurred when Governments committed to policy objectives that were stated and communicated clearly, honestly and openly. Therefore, when stakeholders share information among themselves, it enables the identification of weakness and strengths thus improving on the service quality of road construction projects.

The findings from the study also reveal that stakeholders in roads sector in Adjumani district do not get information on the contractors and technocrats sometime do not listen to the opinion of different stakeholders in the roads sector. The findings are contrary with the literature asserted earlier by Sinclair (2011) who indicated that the pace of growth, multiple stakeholder and multiple internal and external approval requirements, have dictated a fluent and vigorous approach to community stakeholder consultation. Therefore, multiple stakeholders should

involve in the roads sector in order to improve the service quality of road construction projects in Adjumani district.

5.2.2 The effect of stakeholder's consultation on service quality of road construction projects in Adjumani district.

The study revealed that stakeholders' consultation has a significant effect on service quality of road construction projects. It was also established that in Adjumani district, stakeholders are called for meetings to approve road design before the launching of the road and monitor the road projects in Adjumani. The findings from the study are in line with the study by Mekong Economics Limited (2005) who pointed out that local people would like to see their roles in road projects increased since they are the primary road beneficiaries and are the ones that are most committed to the quality and sustainability of these roads. They want to be particularly involved in the design and supervision stages of these roads. Therefore, the more the stakeholders participate in road construction projects, the better the quality of roads constructed in a given community.

The study further revealed that stakeholders are not given responsibilities during road construction and are not called for road launching. The findings are not in line with the literature by Mekong Economics Limited (2005) who pointed out that for sustainability of any road project, local communities have to be given roles. Therefore, for any sustainability of a road construction project, different stakeholders have to be given responsibilities during the construction of the road project.

5.2.3 Effect of decision making on service quality of road construction projects in Adjumani district

The study revealed that stakeholders in Adjumani district hold meetings to discuss the gaps involved in road construction, they are dedicated to given road specifications to be

implemented by a contractor, they are also engaged in community sensitization when a road is being launched and forecast the consequences of a given road project to be implemented in Adjumani district. The findings of the study are similar with the literature by Edelenbos and Klijn (2005) who studied the Management of Stakeholder Participation in Decision Making in municipal councils in the Netherlands. The findings of their study revealed that greater input in decision making from a variety of parties generated a variety of ideas and potentially enriched process substance. Therefore, the more the stakeholders involve in decision making, it helps in the identification of gaps in the roads sector and which in turn leads to an improvement in service quality of road construction projects.

5.3 Conclusion

5.3.1 Effect of information sharing on service quality of road construction projects in Adjumani district

From the study, it is concluded that when stakeholders share information among themselves, it enables the identification of weakness and strengths thus improving on the service quality of road construction projects. An improvement in the service quality of road construction projects in Adjumani district is attained when multiple stakeholders get engaged in information sharing.

5.3.2 Effect of stakeholder's consultation on service quality of road construction projects in Adjumani district

From the study, it is concluded that stakeholders' consultation has a significant effect on service quality of road construction projects. For any Local governments that wants to ensure an improvement in the service quality of road construction projects, different stakeholders must be given responsibilities and this makes them to own the project. For example, community members can work as road gangs when constructing a given road.

5.3.3 Effect of decision making on service quality of road construction project in Adjumani district

From the study, it can be concluded that when more stakeholders are involved in decision making during the construction of a given road project, it helps in the identification of gaps during the implementation process thus enhancing on the quality of a given road construction project.

5.4 Recommendations

5.4.1 Effect of information sharing on service quality of road construction projects in Adjumani district

The district authority should openly share information on the different contractors who undertake the road construction projects in Adjumani. This will enable the stakeholders to have an assessment of the contractors and in turn leads to acquiring of an efficient firm in executing the road construction projects in Adjumani.

The technocrats at the district should always pay attention to opinions raised by other stakeholders in the road sectors. This helps enables tranquility in the implementation of the work plan by the works committee.

5.4.2 The effect of stakeholder consultation on service quality of road construction projects in Adjumani district.

There should be consultations done by technocrats of the district before implementation of the road construction projects to ensure sharing of responsibilities amongst the different stakeholders during the implementation as this will help in improving transparency during the construction of the roads in line with value for money. Sharing of responsibilities by other also enhances on the service quality of road construction projects since there is specialization of tasks and duties.

5.4.3 Effect of decision making on the service quality of road construction projects in Adjumani district.

Different stakeholders should be engaged in the road project feasibilities in Adjumani district. This will help in coming up with the required design of a given road and thus providing the desired road needed by the community.

5.5 Areas of further studies

The findings of this research point to the need for further research in the following areas:

- A comparative analysis of the variation of the influence of stakeholder consultation on road service delivery across district local governments in Uganda should be investigated to establish salient issues regarding stakeholder participation in local government.
- The researcher recommend further research should be carried out on appropriate strategies to develop effective stakeholder participation in road service delivery management at district local government levels.
- A study should also be done on how to effectively empower the community to participate in service quality management.
- A model of stakeholder participation relevant to Uganda should be investigated.

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APPENDIX I: KREJCIE & MORGAN MATHEMATICAL TABLE (1970)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: Krejcie & Morgan (1970), Determining sample size for research activities, educational and psychological measurement, 30, 608, Sage publications. “N” is Population size and “S” is sample size.

APPENDIX II: QUESTIONNAIRE

KYAMBOGO UNIVERSITY

RESEACH PROJECT:

DEAR RESPONDENT.

REF: REQUEST TO COMPLETE RESEARCH QUESTIONNAIRE

I am **Okumu Richard** a master's student of Kyambogo University conducting a study on "*Stakeholder Participation and Service Quality in Local Governments*" in Adjumani district.

You have been selected as potential respondent in the study this therefore is to kindly request you to complete this questionnaire as honestly as possible.

Your opinion will be respected and treated with utmost anonymity and confidentiality.

The responses you will give will be strictly used for academic purposes only.

SECTION A

DEMOGRAPIC INFORMATION

Please tick in the boxes

1. Sex of respondents

Male ☐ Female ☐

2. Age of respondents in years

20-30 ☐ 31-40 ☐ 41 and above ☐

3. Marital status of the respondents

Married ☐ Single ☐ divorced ☐

4. Educational level of respondents

Post graduate ☐ degree ☐ diploma ☐ certificate ☐

5. Nature of the respondent

Councilor ☐ road contractor ☐ community member ☐

SECTION B: RESEARCH QUESTIONS

Stakeholder participation

Below is a Likert scale which shows the different statements on the dimensions of the study in relation to stakeholders' participation. Select the response (1= Strongly disagree, 2= Disagree, 3= Neither agree nor disagree, 4= Agree, 5=Strongly agree) if you are satisfied that the response falls in that category

Stakeholder participation	1	2	3	4	5
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Information sharing

- 6 I receive news on a new road to be constructed in Adjumani district
- 7 I get information on the different contractors who are outsourced to construct roads in Adjumani district
- 8 I get information on the values of the different stakeholders on the quality of roads in Adjumani district
- 9 I always have mutual information exchange with other stakeholders in the construction of roads in Adjumani district
- 10 I listen to opinions of other stakeholders on the construction of roads in Adjumani district
- 11 I get information on the road project progress

Consultation

-
- 12 I always attend meetings called by Adjumani district local government regarding roads construction
 - 13 I am called when there is a design of a road for approval
 - 14 I am involved in the supervision of road works

- 15 I am given responsibilities during meetings with other stakeholders on the construction of a road
- 16 I am called for the launching of a road in Adjumani district

Stakeholders decision making

- 17 We hold meetings to discuss the gaps involved in road construction in Adjumani district
- 18 We are dedicated to given road specifications to be implemented by a contractor
- 19 We are engaged in the conducting of project feasibility on roads in Adjumani district
- 20 We are engaged in community sensitization when a road is being launched.
- 21 We are engaged in the forecasting the consequences of a given road project to be implemented in Adjumani district

Service Quality

The following statements deal with the satisfactions of service experienced in road construction projects. Please, show the extent to which these statements reflect your satisfactions of service quality in road construction projects in Adjumani District Local Government. You should rank each statement as follows:

(1=Very dissatisfied, 2=Dissatisfied, 3=Undecided, 4=Satisfied, 5=Very satisfied)

	Statement	1	2	3	4	5
	Reliability					
25	Adjumani district local government provides roads as promised					
26	Adjumani district local government handles the road needs of the community in appropriate manner to meet their expectations.					
27	The roads provided by Adjumani district local government meet the expectation of the community					
28	Adjumani district local government maintains and constructs the roads in the scheduled time					
	Responsiveness					
29	Adjumani district local government keeps informing the public on when the roads are going to be completed					
30	Adjumani district local is eager to execute the complements raised by the community in relation to roads					
31	Adjumani district local government routinely maintains the roads					
	Assurance					
31	Adjumani district public servants instills confidence in the community members on when the roads are being completed					
32	The employees in the works department are quite knowledgeable in meeting the needs of the community in the roads sector					
33	Public servants are courteous about any road project being implemented in Adjumani district					
	Empathy					
34	The community is given attention in relation to roads needs in Adjumani district					
35	Adjumani district local government has the interests of the public on roads at heart					
36	Adjumani district local government understands the needs of the community in relation to roads					
37	Adjumani district local government authorities can be approached at any time in relation to the roads sector					

Tangibles

- 38** Adjumani district local government has modern equipment for maintaining and construction of new roads
- 39** Adjumani district local government uses the required materials in the construction of roads
- 49** The employees in line with road construction at Adjumani district local government are well equipped with the right gear in the construction of roads

Thank you for your corporation

APPENDIX III: KEY INFORMANT INFORMATION GUIDE

KEY INFORMANT INFORMATION GUIDE

1. Please briefly state what your roles are as members of the road user committee?
2. How would you describe the current status of roads in your sub-county/Town Council?
3. Does information sharing among stakeholders have an effect on the service quality of road construction in Adjumani district?
4. If Yes/No in question 3, please explain your answer further?
5. What is the level of stakeholders' participation in road construction projects in Adjumani district?
6. Do stakeholders participate in decision making in construction of road projects in Adjumani district?
7. If Yes/No in question 6 above, how has this affected the service quality of the roads in the district?
8. What are your recommendations towards improving the quality of roads in Adjumani district?

Thank you for your corporation