

Assessing The Performance of Local Contractors On Government Projects In The Akuapem North Municipal Assembly Akropong-Akuapem Eastern Region – Ghana

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Abstract

This research work seeks to find out the performance of local contractors on government projects. Assessing the performance of local contractors was identified as the independent variable and the government projects were identified as the dependent variable. The persistent poor quality of on-going and finished projects and unmet deadlines of local contractors has contributed to the perception that the local contractor is inefficient. This research therefore sought to find out whether local contractors have the technical capacity to undertake project awarded to them. This research needed also to find out the mode of local contractor selection. Information was gathered, using questionnaires and interview guides. The non probability sampling technique was adopted in selecting the sample from the population. Data gathered was analyzed by using Statistical Package for Social Science. It was found out that most local contractors performed unsatisfactorily due to the use of inferior material even though they were monitored regularly. It was also found out that the Assembly delayed in making payment to the local contractors. It was recommended that prompt payment should be made to local contractors to enable them complete their projects on time.

Keywords: construction; performance assessment; quality control; project management.

1. 0 Background of the study

Performances of local contractors on projects are assessed to ensure that deliverables are in line with specification. Municipal Assemblies are charged to champion the development agenda of the central government in the municipality.

The business environment within which organizations operate continues to change rapidly and organizations failing to adapt and respond to the changing business environment tend to experience survival problems. The high competition in the construction business market place enjoins local contractors to adapt to continuous improvement of their performance.

Performance assessment is fundamental to organizational improvement. The importance of performance assessment has increased with the realization that to be successful in the long-term requires meeting and measuring performance against all stakeholders' needs including customers, consumers, employees, suppliers and local communities. While the importance of performance assessment is difficult to quantify, it is evident that virtually all in texts, research, and

case studies on organizational improvement, performance measurement plays a central role. It is worth noting that performance measurement is a requirement for benchmarking and business excellence.

Construction firms use performance measurement to judge their project performances, both in terms of the financial and non-financial aspects and compare and contrast the performance with others in order to improve programme efficiency and effectiveness in their organizations. Performance measurements are needed to track, forecast and ultimately control those variables that are important to the success of a project.

The subject of performance measurement or assessment has become a matter of concern to several countries at different levels of socio-economic development which have realized the need to improve the performance of the construction industry.

Institute of Statistical, Social and Economic Research(ISSER), (2007) reports that, the construction industry in Ghana plays an essential role in the socio economic development of the country, in 2006 and 2007, the industry contributed 0.7% and 1.0% respectively to Gross Domestic Product (GDP). According to the government of Ghana Growth and Poverty Reduction Strategy report (2005) the construction industry contributed 8.8% to GDP in 2004, ranking third behind agriculture (35.99%) and government services (9.98%).

With Assibey (2008) he says, the activities of the construction industry have great significance to the achievement of national socio-economic goals of providing infrastructure, refuge and employment. These includes hospitals, schools, townships, offices, houses and other buildings; urban infrastructure (including water supply, sewage, drainage) highways, roads, ports, railways, airports, power systems, irrigation and agricultural systems and telecommunications. The industry deals with all economic activities directed to the creation, renovation, repair or extension of fixed assets in the form of buildings, land and improvement of an engineering nature. Although, figures are not readily available, the industry generates substantial employment to unskilled, semi-skilled and skilled work force and provides a growth impetus to other sections of the economy. It is essential therefore, that, this vital activity is nurtured for the healthy growth of the economy.

1.1 Statement of the problem

The construction industry is an important part of every economy and that performance assessment holds the key to its achievement of national socio-economic goals.

Persistent poor qualities of on-going and finished projects and not meeting deadlines by some local contractors have contributed to the perceptions that the local contractor is inefficient. The Ghanaian Times, Thursday, 12 March, 2009, pg. 9 states “The Ghanaian contractor generally, has been perceived as inefficient, that is, the Ghanaian contractor lacks managerial skills and has limited technical know-how. The Ghanaian contractor has also been accused of not being able to deliver completed projects to specifications and quality standards”.

Again, on August 22, 2011 the Ghanaian Times featured Mr. Kweku Amua-Mensah Coordinator of the Construction Industry Efficiency Improvement Programme, who asserted that, the Building and Civil Engineering Contractors Association of Ghana is to institute performance assessment programme for its members. He said the programme was to ensure that contractors executed projects excellently for their clients including the government. This he indicated, the association would also set up performance rating to enable the public to know the contractors to engage for specific projects. He stated, the government was spending so much on construction projects but the performance of some contractors was below expectation.

1.2 Objectives of the study

The objectives of this study are to:

1. Find out whether local contractors have the technical capacity to undertake a project.
2. Determine whether there are measures put in place to monitor the performance and quality of projects of the local contractors.
3. Determine whether the environment of the project affect the project.
4. Find out the criteria for the selection of local contractors.
5. Determine the sources of funding for project executed by the local contractor.

1.3 Research question

The questions that will guide the researcher are:

1. Do local contractors have the technical capacity to undertake building project?

2. What are the measures put in place to check the performances of local contractors?
3. What factors affect the performances of local contractors?
4. What criteria are in place for the selection of local contractors?
5. What are the sources of funding for projects carried out by the local contractor?

1.4 Scope of study

There are 213 Metropolitan, Municipal and District Assemblies in the Country. The Eastern Region has 10 Districts and 16 Municipal Assemblies; however, the scope of study was limited to the Akuapem North Municipal Assembly.

2.0 Literature review

Project management and performance is an integral part of every successful construction work in the country Ghana. Performance management and performance assessment can help government agencies develop a continuous system of improvement. Consistent performance measures can help reveal when a program or service is not being delivered properly or effectively, which can result in insufficient services to the public. It is important for government agencies to be receptive to introducing performance measures to become more focused on outputs and outcomes of a program. Performance measurements can also result in positive behavioral change. Local contractors should embrace the concept of continuous improvement and be willing to be measured (benchmarked) against outcomes. Establishing a receptive climate for performance measurement is as important as the measurements themselves.

Managing project is the capability to identify the system, control the work and to accept its output efficiently and effectively under required conditions (Shigenobu and Takayuki 2009). Project cannot come out under the best conditions if performance is not measured against a good and properly set standard. It is therefore necessary that as a project start there is the need for monitoring and control measures to be carried on. In most part of the country Ghana most road projects are completed and in less than one year there is the development of “pot holes” on the road. Such an output cannot therefore be accepted in project.

Road projects are very important to the government of Ghana and all member of the nation. It beholds on all road contractors to be up to the task and complete their road constructional work on time. The importance of effective project management is to be able to predict the dangers and problems, plan, organize and control activities for the project to be completed within schedule (Lock 2007). Time is an essential element of every successful project. It a project is well done but not completed on the takes a big mark from the project therefore it is good for every road contractor to be able to predict the dangers and the problems the road project will go through and find the possible solutions to these problems and be able to complete road works on time. (Gray and McEvoy 2012 and Verzuh 2012) attest to the fact that a project is a finite process with a definite start and end. This confirms the fact that all projects have a limited time span and are designed to achieve a goal. The biggest question here is, do Ghanaian contractors start and end their road contraction work on time?

Work performance of contractors is very important to the people of Ghana so when constructional works are not done to the expectations of the Ghanaian public then name calling of the contractor begins. Most of the local contractors bear the brunt of public criticisms of shoddy work, undue delay of projects and perceived diversion or misapplication of contract payments. Local contractors are synonymous with shoddy work (<http://ghanabusinessnews.com>).

Product outcome is one of the Malcolm Baldrige Criteria for performance Excellence. These are measures and indicators of product and service performance that have strong correlation with customer satisfaction (Evans and Lindsay 2011). When the customers of a product keep complaining about the outcome of a project then the producer or the service provider will have to rethink about the product or service. The local contractors in Ghana will have to evaluate their work performance so that the perception of shoddy work being associated to them will be erased and their product outcomes will satisfy the customers.

In projects the availability or unavailability of resources will often have influence on the project. One of these resources is the human. This is the most important project resource. Human resources are usually classified by the skills they bring to the project (Larson and Gray 2011). Some of these human resource are not will qualified to perform the task but because some of the local contractors want to cut cost most of the human resource brought to perform the tasks are not as qualified as they should and in the end shoddy work is done.

According to (McKean 2012 and MTD Training 2010) the most important part of the job of the project manager is to make sure that the team on each and every part of the project has skills, experience and skills. Abilities skills and competence are very important for every project and if these skills and abilities are not there them the project is in trouble.

Project control is an indicator which helps you to hold people accountable and prevents small problems from becoming big ones (Passenheim 2009). When measures are not put in place to monitor and control work in progress the end result is most of the time not the best. There has be some situations where some contractors had to be called back to come and re-do some portion of roads that has been constructed in less than eight months of completion.

According to Passenheim (2009) to set up and effective control the project manager will have to set a baseline plan, measure progress and performance, compare plan against actual and take corrective action. This process is a continuous one and should be done as soon as the project starts so that deviations are detected and corrected immediately and not waiting till the end of the project.

3. 0 Methodology

The research methodology presented the research design, population of the study, sampling techniques, research instrument, and administration of the research instrument and data analysis plan.

3.1 Profile of The Akuapem North Municipality

The Akuapem North Municipal Assembly (ANMA) is one of the sixteen administrative Municipalities of the Eastern Region with its capital at Akropong-Akuapem. It is located in the South-Eastern part of the Eastern Region and is bounded in the North by the Yilo Krobo Municipality, North-West by the New Juabeng Municipality, South-West by the Akuapem South District, Aburi and on the West by the Suhum-Kraboa Municipality. The Municipality is situated on the Akuapem-Togo range with a general altitude of between 381m and 487 m with the highest peak reaching 500m. The District was established in 1988 by Legislative Instrument (LI) 1430, until then, it was part of the former Akuapem District Council which was established in 1975. The Akuapem North District Assembly was one of the District Assemblies which was upgraded to Municipality in accordance with Legislative Instrument (LI) 2041 and Gazetted in March 9th 2012.

The total population of the Municipality stood at 136,483 according to the 2010 Population and Housing Census (PHC) with a male population of 64,028 and a female population of 72,455. The Staff strength of the Municipal Assembly stands at 141, comprising 80 males and 61 females.

The Akuapem North Municipal Assembly has almost all the departments represented in the Assembly. These decentralized departments take care of activities within the municipality that fall within their scope of operations. These departments are Finance, Works, Administration, Stores, Internal Audit, Planning and Budget Unit, Information Service Department, Agric, National Service, Town and Country Planning, Births and Deaths, Social Welfare, Co-operatives, Non-Formal Education, Environmental Health, National Disaster and Management Organization (NADMO), Parks and Gardens. These departments contribute to the running of the Municipality as a whole. The population of workers in the Akuapem North Municipal Assembly is 141.

Registered Contractors in the Akuapem North Municipality are grouped into roads, general building works, electrical works, plumbing works, drilling of boreholes stationary suppliers and the like according to the type of work they undertake. The researcher focused on projects undertaking by the building contractors. The populations of registered building contractors were fifty (50). As at the time this research was being conducted, the number of active building contractors on projects was fifteen (15). Projects undertaking were: construction of classroom blocks office and stores, KVIP, markets stalls, clinics, Area Council offices etc. The researcher would concentrate on ongoing and completed projects.

The target of the study were local contractors whose works were looked at, and selected staff of the Municipal Assembly who dealt with the contractors like finance, central administration, planning, internal audit and works department. See table 1.

The non-probability sample was adopted in the selection of the sample from the population. Purposive sampling procedure was adopted in getting the sample out of the population see table 2.

The main instrument used in the collection of data for the study was the questionnaire and an interview guide. The descriptive research was used to organize and present information systematically on “An Assessment of the performance of local contractors on government projects”

Data collected were edited and coded. This was done to ensure consistency and uniformity in the processing of the data. The data was analyzed using Statistical Package for Social Science (SPSS 17) and Microsoft Excel. Frequencies and percentages were used in the analysis and the result represented in tables, graphs and charts.

4.0 Data analysis and discussion

This section of the research deals with presentation of the raw data collected by means of questionnaires and interview guide. Fifty Seven questionnaires were sent out to elicit responses from the staff, and all the Fifty Seven were retrieved totaling 100% of the sample size. These Fifty Seven have been used for this analysis. Also thirteen local contractors of the sample size were interviewed.

4.1 Work experience of the workers

In order to find out how long the selected workers for this study at the assembly have been working in their various positions, the questionnaire required from them, their working experience. Out of the 57 respondents 30, representing 53% have been working for the assembly for 5 years, 19 representing 33% have been working for 3years, 4 representing 7% have been working for one year, 3 representing 5% have been working for 2years and one person representing 2% has been working for the assembly. It could be seen from the data that majority of the workers have more working experience since only 7% of the respondents had at least 1years working experience. This could mean that majority of the respondents had knowledge about the Municipal Assembly’s contracts and contractors. This also indicates that data collected from the respondents, all other things being equal, will give a true reflection of the performance of the local contractors’ work in terms of projects for the Akuapem North Municipal Assembly.

4.2 Local contractor’s capacity and experience

The aim of this study is to assess the performance of local contractors in the Akuapem North Municipal Assembly. For an effective execution of any project the project team should have experience, skills, ability and competences (Mckean 2012 and MTD Training 2010) To check this, respondents in the District Assembly were asked to state whether the local contractors to whom the Municipal Assembly awards contracts have the capacity and expertise to undertake the projects. Respondents were to respond to this item by ticking either “Yes” or “No” and “not sure”. See table 3.

From table it could be seen that majority 53% of the respondents stated that the local contractors have no technical competences, skills and expertise to undertake projects of quality standards. However, 21% of respondent said the local contractors have the expertise to execute projects for the assembly and 26% were not sure that the local contractors had the competences, skills and technical abilities to undertake a project of quality standard.

4.3 Local contractors’ performance

Construction firms use performance measurement to judge their project performances, both in terms of the financial and non-financial aspects and to compare and contrast the performance with others in order to improve programme efficiency and effectiveness in their organizations. The Akuapem North Municipal Assembly awarded a lot of projects, some of which have been completed and others are ongoing.

To assess the local contractors performance with regards to the various projects awarded them, respondents in the Municipal Assembly were asked to state their personal assessment of the projects. Respondents were to respond by ticking; on the Likert scale whether the completed or ongoing projects were very good, satisfactory or unsatisfactory. The study revealed that the local contractors who undertook the Municipal Assembly's projects perform unsatisfactory. 60% of the respondents stated unsatisfactory 32% choose satisfactory whilst 8% of the respondents indicated that the performance was very good. See figure 1.

4.4 Identification of any weaknesses of local contractors

All the respondents however stated in the questionnaire that the local contractors had some weaknesses which affected the execution of the projects. Principal among the limitations were the inadequacy of technical personnel. According to the data collected, 76% of the respondents stated that the local contractors lacked the necessary equipment. The study also revealed that local contractors do not complete contracts awarded to them on time as this is revealed by 65% of the respondents.

The above revelations were however consistent with the earlier findings that some of the local contractors did not have the capacity and expertise to undertake projects awarded by the Municipal Assembly. If indeed technical competencies, personnel and equipment or machinery for undertaking a projects formed part of capacity and expertise, then it can be said that the local contractors do not have the capacity to undertake projects for the assembly.

4.5 Municipal assembly's contribution to the weaknesses

The Akuapem North Municipal Assembly and the local contractors have their roles to play if the projects are to be undertaken with accuracy, meet deadline and to also meet project specifications. The research therefore tried to find out whether the Municipal Assembly contributes to the weaknesses of the local contractors. When asked to state whether the Assembly contributes to the weaknesses or not, 64% of the respondents used in the study responded "No" whilst the remaining 36% responded "Yes". When asked to state how the Assembly contributes to the delays in completing projects, all the respondents who responded "Yes" stated that the Assembly delays in paying contractors.

4.6 Monitoring and evaluation of project

Monitoring and evaluation of projects are performance measure that holds people accountable, prevents small problems from mushrooming into large problems (Larson and Gray 2011). Performance monitoring and evaluation are needed to track, forecast and ultimately control those variables that are important to the success of a project. To ensure a credible result from the study, the research wanted to find out if projects awarded to local contractors were monitored and evaluated and at what stages are these done. Respondents were required to respond either "Yes" or "No".

Table 4.6 presents respondents' responses.

The study discovered that projects are monitored and evaluated in the Akuapem North Municipality. From the data gathered 80% of the respondents used in the study stated that projects are monitored, 8% stated that projects are not monitored. The remaining 12% stated that they monitor projects but do not evaluate them to check if they met the specifications.

4.7 Stages at which projects are monitored

64% of the respondents stated that projects are monitored when they are on – going, whilst 24% indicated that they monitor projects whenever the contractors ask them to do so. 12% also indicated that they do monitor projects when the contractors request and sometimes on their own, and at any stage. Table 3 below summarizes respondents responses in relation to stages at which projects are monitored. See table 4.

4.8 Municipal assembly's satisfaction with project

In order to find out whether the Assembly is satisfied or not with projects undertaken by local contractors in the Municipality, respondents were asked to indicate their satisfaction by choosing either "Yes" or "No". The data showed that 72% of all the respondents stated "No" whilst the remaining 28% selected "Yes". This is an indication that projects undertaken by the local contractors are not satisfactory.

It therefore follows from the above information that, the Municipal Assembly workers rate local contractors unsatisfactory since they are not satisfied with contractors' projects. The data above indicates that local contractors use inferior material and lack of technical staff hence not being able to work to specifications and hence the Assembly's dissatisfaction. Again this could mean that probably proper supervision is not done by the Works Department when a project is on-going. The main aim of this supervision is to track, forecast and eventually control those factors that affect the success of a project.

When asked to suggest some reasons why local contractors deviate from project specifications, 40% stated that the local contractors lack technical staff 52% pointed out that local contractors use inferior materials for the project. And 8% also noted that local contractors deviate from project specifications because they are not regularly monitored in the course of undertaking the projects. This could mean contractors are not monitored or the monitoring team just ignores some things.

Respondents were also required to state whether the local contractors complain to them about difficulties they face if they want to situate the projects. The study revealed that 32% local contractors complained whereas the remaining 68% representing said they faced no challenges in siting projects in the Akuapem North Municipal. Out of those who complained about challenges they faced in siting projects, 75% stated that the land owners disturbed them for destroying farmlands whilst the remaining 25% complained that the contract sum is not enough for a successful completion of a project with the required standard especially in marshy and difficult accessible land areas. This could partly be a contributing factor to the poor performance of the local contractors.

4.9 Criteria used in selecting contractors

In order to find out how competent the contractors were to undertake the Assembly's projects the researcher asked respondents to state the criteria they used in selecting the contractors. The study discovered that contracts in the Assembly were awarded to lowest price bidders. When required to state the criteria used, 72% of all the respondents stated that they based their criteria on the lowest price bidder. Twenty percent selected "Company capacity". Yet the remaining 8% stated that they consider factors such as lowest price bidder, company capacity and technical expertise. See table 5 and 6.

Sixty-eight percent of the respondents used in the study considered these criteria as the best whilst few considered it not the best. The Municipal Assembly workers said they were not satisfied with projects undertaken by local contractors and that these local contractors were, selected based on lowest price bidder. This best explains why 53% of the Municipal Assembly workers declared that local contractors deviated from project specification because they lack technical staff. The study earlier on revealed that workers attributed poor quality projects to the use of inferior materials by local contractors. This could mean that the contractors were not the best for the project.

4.10 Main sources of funding for projects in the Akuapem North Municipal Assembly

Respondents used in the study were asked to state any source of funding for Municipal Assembly projects. The sources identified included the District Assembly Common Fund, District Development Facility and Local service and Governance programmes.

Respondents were further asked if funds were always available and accessible to contractors. The study showed that funds were not readily available and accessible to local contractors to undertake projects conveniently. This confirms The Ghanaian Times (2009), publication which identified two main factors affecting contractor performance in Ghana. The two factors were Financial and Managerial Capacities of the firms. This could probably be a variable affecting the choice of materials. This probably caused local contractors to use inferior materials for their work.

4.11 Interview guide for local contractors

Construction activities and its output form an integral part of a country's national economy and industrial development. The construction industry can mobilize and utilize local and human material resources in the development and maintenance of housing and infrastructure to promote local employment and improve economic efficiency (Anaman and Amponsah 2007). Because the significance of the construction industry, the quality of performance and negative perceptions of Ghanaian Contractors has become a great concern to the Government and general public at large (Taskforce Report, 2007). In this regard, a five member taskforce was therefore set up by the Ministry of Finance and Economic Planning (MOFEP) on October 10, 2007 to study the situation, make recommendations and submit its findings. Out of the fifteen respondents targeted for this study, only thirteen of them were available for the interview. The analysis is therefore based on the responses of remaining thirteen respondents interviewed.

4.12 Work experience

The study showed that most of the local contractors have been undertaking projects for the assembly for at least six (6) years. The data revealed that only 23% of the local contractors have been undertaking project for the District Assembly between one (1) and five (5) years now. Coupled with the number of years the staff have been working with the Assembly 53% have at least worked with the Assembly for at least five years, it could be deduced that the workers have worked with the local contractors for quite a number of years now. It could also mean that the contractors have undertaken at least one project for the Assembly before. Granting these assertions are true this would bring to the fore, the question "why should the Assembly keep awarding contracts to contractors whose outputs are not satisfactory?" Is it because they are the lowest price bidders? See table 7.

4.13 Duration of projects undertaken by the local contractors

The data revealed that most of the projects were scheduled for six month. When asked how long it took contractors to complete the projects, 31% indicated that they used six months. 46% used one year and 23% used two years. This confirmed the finding from the data collected from the Assembly's workers that local contractors delay in completing projects.

4.14 Use of skillful personnel by contractors

In order to ascertain the validity of information provided by workers in the Municipal Assembly (with regards to the competency of the labour they use), local contractors were asked to state whether they have skillful personnel or not. All the respondents responded "yes" to the item. This contradicts the accession of the assembly workers that the local contractors have no skilled personnel.

4.15 Access of funds for projects

When asked whether local contractors were able to access funds easily, 85% said "No" as shown in table 7 below. This was enough to conclude that funds were not readily available and accessible to local contractors. The data from the Assembly confirms this finding. The single most important reason given for not being able to access fund for

project is “no funds available”. The local contractors further stated that they contract loans from the banks to undertake the projects with its own attending problems. This inadequacy of funds could be the cause of using inferior materials to do projects in the Akuapem North Municipality. This could also explain why some contractors delayed in completing the projects. See table 8.

4.16 Monitoring of projects

The data collected from the local contractors confirmed that officials from the Assembly monitored the projects when projects were on-going. The respondents said the officials visited the project site either on their own but sometimes the contractors invited them.

4.17 Criteria used in selecting contractors in the Akuapem North Municipal Assembly

The contractors indicated that their selection was based on lowest price. It could be argued, therefore, that since local contractors knew what criteria were used to award them the contract, they could always reduce the cost of potential projects and hence continue to use inferior materials.

4.18 Constraints of projects

The study showed that all contractors faced some challenges. When asked to state the challenges, it came out that most contractors faced delayed payment which results in delayed project completion, high interest and exchange rate among others.

In Ghana where most of the land is still vested in stools, government’s intention for undertaking projects could be greatly supported or seriously frustrated by the social and cultural environment shaped by traditions and traditional rules of the project location.

5.0 Conclusion and recommendation

The study was guided by some specific objectives. Specifically, the research sought to find out whether local contractors had the technical capacity to undertake project for the Akuapem North Municipal Assembly, determine whether there were measures put in place to monitor the quality of projects undertaken by local contractors, determine whether the environment of the project affect it, find out the criteria used for selecting local contractors; and determine the sources of funds for projects executed by local contractors.

It was found out that, most local contractors who execute projects for the Municipal Assembly lack the technical capacity and competence to undertake projects. It was found out that, most local contractors do not complete projects on time due to challenges they encounter like delay in payment by the Assembly. The study also revealed that the contractors use inferior materials for projects.

Contracts awarded by the Assembly were monitored at every stage of the project. Projects were monitored on request by the contractor on the project. This was done by the monitoring team from the Assembly. However, they did not state the procedure for measuring the success of the project. This could mean that they just visit the project sites to look at what was going on and not to monitor them. With regards to local contractor performance, 60% of the Municipal Assembly’s officials rated them unsatisfactory and 32% rated them as satisfactory the remaining 8% rated them very good. The research therefore revealed that the performance of local contractors was unsatisfactory. It follows from the forging that the Assembly was not satisfied with the local contractors’ performance. The study indicates that the Assembly was not satisfied with projects executed because the contractors use inferior materials.

The study showed that the Assembly based their criteria on lowest price bidder. However, it could be argued that if those who awarded the contracts were not satisfied with projects and the performance of these local contractors is not encouraging, then it means the criteria used is probably not the best.

Funding for the projects according to the Assembly's officials and the local contractors is by the District Assemblies Common Fund, District Development Facility and Local Service Delivery and Governance Program. It also came to light that there were difficulties in releasing and accessing funds for projects. As a result some contractors use their own fund to complete projects as they await payment. This causes delays in completing most projects. The study revealed that the delay in releasing funds for payment to contractors caused them to probably use inferior material to execute project.

In conclusion, the research had shown that most local contractors do not have the technical capacity to undertake projects. The Assembly played a major part in the timing of project schedules and the quality of the project as the Municipal Assembly delayed in releasing funds for paying contractors. The study also showed that even though officials from the Assembly visit projects sites, they do not use performance measurement techniques and skills to guide the contractors. This therefore contributes to the poor quality of projects undertaken by local contractors in the assembly..

5.1 Recommendations

Despite the attempts by the Assembly to improve the quality of projects executed in the Municipality, there is still much to be done. The research therefore puts forward the recommendations below to help improve the performance measurement skills of the officials and also improve the quality of projects.

There should be Construction Industry Development Agenda for the nation which will be followed by all contractors in the country.

The Assembly should consider seriously other factors such as company capacity, technical competencies in their criteria for selecting local contractors than always looking at the lowest price bidder.

Local contractors need to enhance their capacity for carrying out projects to bring out their best.

Award scheme could be put in place by the Municipal Assembly for contractors who perform exceptionally well. This will motivate others to also emulate same.

The Municipal Assembly should try as much as possible to make prompt payment to the local contractors as that causes delay in project execution and even quality of the end project.

Local contractors should use artisans who are skillful in the construction industry to enhance the quality of the projects executed.

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Note

Table 1 Population of the study

DEPARTMENT	NUMBER
FINANCE	8
WORKS	11
ADMINISTRATION	15
STORES	1
INTERNAL AUDIT	2
PLANNING	2
INFORMATION SERVICE	6
AGRIC	40
NATIONAL SERVICE	2
TOWN PLANNING	5
BIRTHS AND DEATHS	2
CO-OPERATIVES	2
SOCIAL WELFARE	2
NON-FORMAL EDUCATION	20
NADMO	12
PARKS AND GARDENS	1
ENVIRONMENTAL HEALTH	15
TOTAL	146

Source: Field Work, 2012

Table 2 Sample used in the study

TARGET GROUP	NUMBER	RESPONDENT
ACTICTIVE CONTRACTORS	15	15
FINANCE	8	8
WORKS	15	15
ADMINISTRATION	15	15
PLANNING	2	2
AUDIT	2	2
TOTAL	57	57

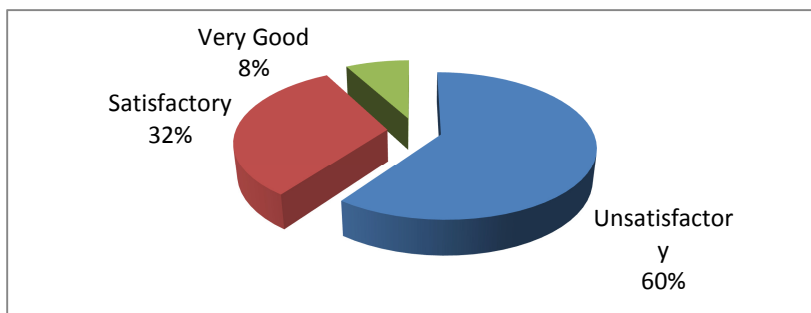
Source: Field Work, 2012

Table 3 Local Contractors Capacity and Expertise

Response	Frequency	Percent
Yes	12	21
No	30	53
Not sure	15	26
Total	57	100

Source: Field Survey, 2012

Figure 1 Local Contractors Performance



Source: Field Survey, 2012

Table 4 Stages at which projects are monitored

Stage	Percent
When project is on going	64
Upon request of contractors	24
Both upon request and at any stage	12
Total	100

Source: Field Survey, 2012.

Table 5 Criteria for selecting contractors

Criteria	Frequency	Percent
Lowest price bidder	41	72
Company capacity, Technical Expertise	11	20
Company capacity and lowest price bidder	5	8
Total	57	100

Source: Field Survey, 2012.

Table 6 Response on whether the criterion is the best

Response	Frequency	Percent
Yes	39	68
No	18	32
Total	57	100

Source: Field Survey, 2012.

Table 7 Work Experience of local contractors

Work Experience	Frequency	Percent
1-5 Years	3	23
6-10 Years	6	46
Above 10 Years	4	31
Total	13	100

Source: Field Survey, 2012.

Table 8 Access of Funds for Projects

Response	Frequency	Percent
Yes	2	15
No	11	85
Total	13	100

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