

MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

COORDINATION, COMMITMENT AND PERFORMANCE IN NATIONAL WATER AND SEWERAGE CORPORATION PROJECTS IN UGANDA

BY

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PLAN A

NOVEMBER 2021

DECLARATION

I, **Birungi Apio Josephine**, declare that to the best of my knowledge, this dissertation is my original work and has never been published or submitted for any award in any other university/institution of higher learning.

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DEDICATION

I dedicate this work to my: mother, husband and children for supporting me and bearing with my absence throughout the study period. Your advice and encouragement gave me the zeal to go on despite the various challenges. I am truly grateful for all your support.

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To the almighty God who makes all things possible. He has done it again and made has made me see this day of victory. May his name be praised.

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ABSTRACT

The purpose of this study was to examine how coordination and commitment affect the performance of projects in para-statal organisations in Uganda, a case of NWSC. The study sought to understand the factors that hinder the performance of projects from being implemented according to the planned scope, duration and costs. The study adopted a qualitative approach where Participants were identified from project staff, stakeholders and partners of six NSWC projects that were then under implementation in five regions of Uganda. The researcher sought the necessary approvals to conduct the study from NWSC Management and the leadership of implementing partners of the six projects that were studied. Data was collected using in-depth interviews based on a qualitative interview guide that was adopted from various studies namely Alaloui, et al. (2016)'s Coordination interview guide; Bashir (2010) and Allen and Meyer (1997) for the Commitment interview guide while project performance was measured using an original interview guide that was developed by the researcher on the basis of literature review. The comprehensive interview guide was reviewed and approved by study supervisors and then used in the study. The collected data was transcribed, cleaned, tabulated and then grouped/reduced into key themes that were emerging from the study. It was, thereafter, tallied and analysed to generate frequencies and percentages on the key issues that emerged. It was also visualised in the form of charts and frequency tables to facilitate uptake by any reader. Key findings indicate a positive relationship between commitment to projects and project performance. The study also found a positive relationship between coordination of projects and commitment to projects. It found out that effective coordination will enhance performance of project tasks and hence lead to the achievement of required deliverables. The study also identified challenges to project performance including a breakdown in communication, which has a negative impact on project performance.

LIST OF ABBREVIATIONS

PMI:	Project Management Institute
NWSC:	National Water and Sewerage Corporation
GoU:	Government of Uganda
NGO:	Non-Government Organization
SCAP:	Service Coverage Acceleration Project
CPD:	Capital Project Development
SD:	Strategic Direction
MWE:	Ministry of Water and Environment

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CHAPTER ONE: INTRODUCTION

1.0 Background of study

The increasing poor performance of projects in Uganda has become a concern in recent years (Bashir, Namagembe, Nangoli, Ntayi, and Ngoma, 2013). This is attributed to various negative effects of both coordination and commitment (Zailani, Ariffin, Iranmanesh, Moeinzadeh and Iranmanesh, 2016). Bashir et al. (2013) and Jagtap and Kamble (2019) argue that commitment and level of participation have an influence on project performance. More specifically commitment among cross-functional teams impacts directly and indirectly on team performance, which in turn will realize improved project performance (Buvik and Tvedt, 2016). In his study, Jacobsson (2011) emphasizes the importance of project liaisons to guide coordination activities and assist coordinate ongoing project activities. Projects typically require continuous coordination among the project teams regarding schedules, scope, time and quality during project execution phase (Aagaard, Eskerod, and Madsen, 2015). The gaps in the project coordination have also been cited having significant influence on commitment (Nangoli, Namagembe, Ntayi, and Ngoma, 2012) especially in public private partnership projects (Mwesigwa, Bagire, Ntayi, and Munene, (2019); Walusimbi, (2014) of which commitment and trust are key in project implementation.

When projects are not completed on time, within budget, and unsatisfactory to customer needs, they are deemed unsuccessful (Senhar et al, 2001) and are unable to fully meet their set out objectives (Tumuheirwe, Lutaaya, and Kayaga, 2005). Uganda as a country has experienced drawbacks in execution of its water projects under NWSC for water and sewerage service in urban areas, citing coordination challenges in the corporation (Tumuheirwe et al, 2005). Kinawataka-Nakivubo sewers project that consisted of the construction of 29,207 metres of sewers was delayed by 24 months with additional costs due to consultants' change of design gravity/pressure mains and client's delay in securing land due to poor supervision, probable

lack of commitment of project staff (Auditor General, 2017; Office of Auditor General, 2015; Government of Uganda, 2018). This his report, the Auditor General informs that there was no record that NWSC put the consultant to task over either the delays or his shortcomings regarding the project. There was ineffective supervision by the consultant, where certain activities were not implemented by the consultant, but accepted by NWSC. NWSC fell short in its oversight over the supervising consultants. The informal engagements by NWSC on projects saw many undocumented twists and turns on the project. Bill for extension of supervision were submitted by the consultant in the absence of a signed Addendum (beyond the 25% allowable under PPDA). The original design of the intake did not consider the concerns of stakeholders, especially UNRA important omission during the design process. This eventually led to an expensive relocation of the site and a delay in the construction works because of change in construction method. There is no site documentation that records any attempts/instructions by the Site Supervisor to get the works accelerated. Changes in project scope took effect months after commencement of works. The consultant's competence was called into question. Unnecessary cost overruns are recorded following delays in execution of constructions works, arising from variations in the original project designs. Unexplained over expenditures on provision for water diversion, site demolitions, increased earthworks covered contingency sums led to financial adjustments, which could have been saved on the project sum.

The loyalty and commitment to the projects by project teams is also equally important if their impact on the project performance is to be felt and for the benefit of the corporation.

According to Mugisha (2006), despite incentives introduced in the corporation such as fair health insurance for all staff members, their commitment to project activities is yet to be established. Board members and top management commitment too has been cited as very critical for successful implementation of projects (MWE Joint Sector Review, 2018) as they

are responsible for allocation of resources, make recommendations and authorize approvals that facilitate successful project implementation (Mvulirwenande, Wehn and Alaerts (2014). Therefore, it is likely that coordination, commitment to project could have a relation to project performance. Despite contributions of various studies (Bashir et al., 2013; Nangoli et al., 2012; Nangoli, 2010; Nangoli et al 2016; Allen and Meyer, 1990; Korzaan, 2009; El-Sabek and McCabe, 2017), no research in sub-Saharan Africa has studied the extent to which commitment to projects mediates the relationship between coordination and project performance especially in Ugandan projects. Most of the research is scanty and still speculative. In addition, studies on coordination (Wang, Lui, and Canel, 2018; Han et al., 2018; Li, Cui, Huo and Zhao, 2019) in relation to team performance with focus on communication have not critically studied and analysed the frequency of communication within the project as well as monitoring of critical tasks within a project as key measures of project coordination. Other researchers have limited studies to specific sectors such as construction, Information Systems or health projects, others are by functions such as supply chain (Lavikka, Smeds, and Jaatinen, 2015) while others have not studied projects in general. To some extent, commitment has also been extensively studied and conceptualized (Allen and Meyer, 1990; Korzaan, 2009) but it has not received significant attention in projects in Ugandan context with Nangoli et al., 2012; World Bank, 1994b, focusing on the effect of project communication on project stakeholder commitment in Uganda. There is a gap in how both commitment and coordination would contribute to overall project performance.

This research therefore examined the mediating influence of commitment to projects between coordination and project performance. It gave guidance to project team tasked to implement projects through advancement of knowledge, providing a better contextual understanding of project implementation to achieve desired performance by leveraging the case study and blending it with literature.

1.1 Statement of the problem

The need for projects to perform on budget, scope and time is critical for them to realise the project outcomes (Korzaan, 2009). However, projects continually fail to perform within budgeted resources, schedule and functionality targets (Taylor, 2006). Over 80% of projects failures in developing countries are attributed to ineffective monitoring and supervision procedures (Rondinelli, 1970; Damoah & Kumi, 2018) and more than 70% to delays in payment, delayed release of funds, improper scope and escalated budgets- (Akinsiku & Ajayi, 2016; The Auditor General Report, 2017). Failure to commit to projects by project teams (Kappelman, McKeeman, and Zhang, 2006) and poor coordination of project activities may contribute to failure of projects to perform.

1.2 Purpose of Study

The purpose of this study was to examine why Projects in parastatal organisations in Uganda, a case of NWSC fail to perform according to the planned scope, duration and budget by studying how they (Projects) are coordinated, performed and how team commitment affects the achievement of the projects' objectives.

1.3 Objectives of the Study

The objectives of the study are:

i. To examine how commitment is understood by implementing partners of projects in NWSC.
ii. To understand how emotionally connected implementing partners are to projects in NWSC.
iii. To explore what needs to be done by implementing partners for projects to perform as expected.
iv. To identify the key challenges experienced in implementing NWSC projects.

1.4 Research questions

The study sought to answer the following research questions:

i. How is commitment understood by the project implementing partners in NWSC?
ii. How are the implementing partners emotionally connected to the projects implemented in NWSC?
iii. What should be done to ensure projects meet their performance expectations?
iv. Why do projects fail to perform as expected in NWSC?
v. How is performance of projects perceived by implementing partners of NWSC?

1.5 Scope of the study

Geographical scope

The study focused on NWSC projects that had been undertaken in Uganda for the last 5 years. The study looked at projects implemented mainly in the Central, Western and Northern regions of the country. These areas were - especially chosen because the bigger percentage of NWSC budget on water projects is assigned to projects within these regions covering Kampala, Wakiso, Mbale, Mbarara, Masaka, Mukono, Bushenyi and Gulu districts of Uganda. In addition, the study also included responses from NWSC project staff and project implementing partners.

Subject Scope

The study focused on projects that were then running in NWSC or had just been completed by NWSC at the time of the research. The study was focused on individual engagements on the project by the project team, task planning, time allocations and information dissemination activities of projects during the project lifecycle.

1.6 Significance of the study

1.6.1 Study contribution

This study contributes to the existing body of knowledge in project management. The study proposes and tests a theoretical model that explains and predicts project performance using coordination and commitment to projects to better explain and predict overall project performance. Thus, it is significant in the following aspects:

i. This study provides evidence on the role of coordination and commitment in project teams and how it contributes to performance of projects. This is critical in organizations to build structures that emphasize relationships among teams and allow adaptability of members to varying roles assigned.

ii. From the data collected and analysed, it was possible to understand how commitment and coordination of the projects determine the overall performance of the project, how project managers can control project activities for projects in related organisations in Uganda.

iii. The study enabled NWSC understand the nature of commitment required of project implementing teams to deliver on project goals and objectives.

iv. The study provided areas of potential future research to build the body of knowledge on the research topic under study.

v. At policy level, improvement of coordination among the sector stakeholders is inevitable to achieve efficient and effective use of financial and human resources. Inter-Ministerial Steering Committee (IMSC) composed of Permanent Secretaries, Directors, Commissioners, and Heads of donor agencies involved in the sector, government agencies such as Directorate of Water Development (DWD) and Ministry of Water and environment all require overall coordination mechanism to ensure consistency and timely address of implementation constraints of policy and financial nature for the

smooth running of programmes. This research suggested possible initiatives that can be adapted in policy development to necessitate good coordination at all levels.

1.6.2 Justification for selection of NWSC as a case study

The NWSC Corporate Plan (2021 – 2024) is premised on transforming the country into a modern and prosperous economy as aligned in the National Development Plan (NDP III). The major focus of NWSC is water and sewerage services, with the goal of a thriving economy and healthy ecosystems through strategic partnerships. (NWSC Corporate plan 2021-2024). The corporation aims at improving the health, sanitation, hygiene and promoting commercial and low consumption industrial setups, improving water security and mitigating adverse effects of floods and droughts, development of water for industrial purposes, water use efficiency, water recycling and water re-use. This plan is geared towards attaining the Global Agenda that include Sustainable Development Goals (SDGs) No.6, specifically targeting 6.1, 6.2, 6.3, and 6.4, to ensure availability and sustainable management of water and sanitation for all. To deliver on the development targets, it is important for the corporation to strengthen its participation and ensure implementation of public projects is critically undertaken by the sector and improve coordination in order achieve the intended objectives of projects undertaken and therefore benefit the public.

Frequent monitoring of project activities by the project managers, and respective funding agencies is required. MWE's Policy and Planning Department coordinates monitoring and evaluation activities and produce the quarterly performance reports and annual performance report that are mandatory government reports for onward submission to office of the Prime Minister and Ministry of Finance, Planning and Economic Development. All these key government bodies need to be well coordinated.

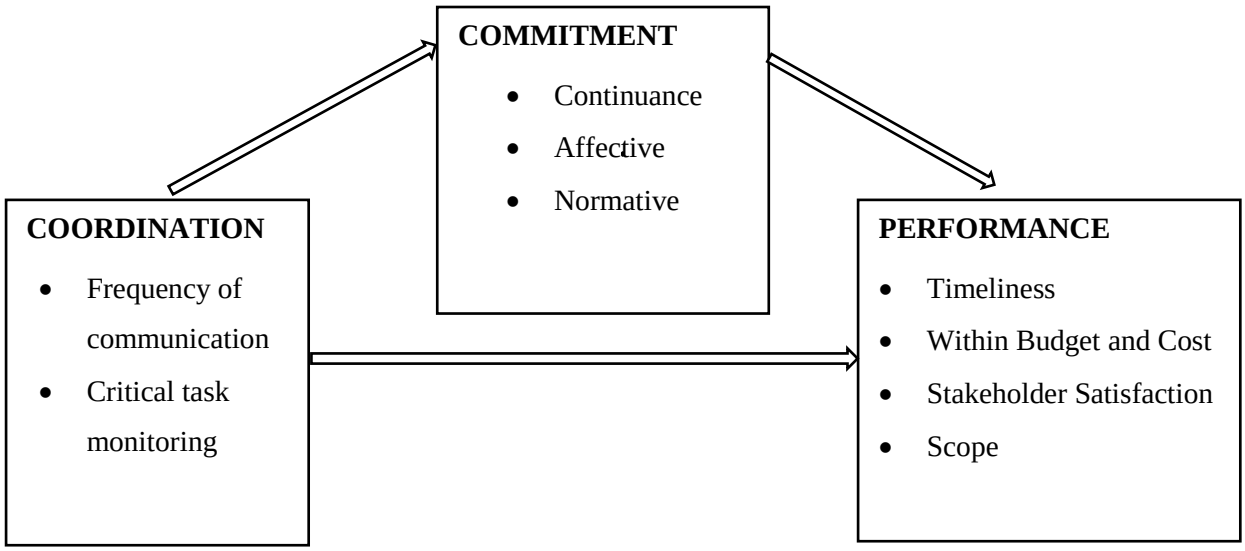
Funds released to the sector on the overall against the approved budget stood at 94.6% which is a reduction from FY 2017/18 performance that stood at 96.3%. Reduced performance was

due to less disbursement than the plan on external financing. This is mainly attributed to lengthy processes required for the acquisition of project sites for installations lengthy and complex process of identifying the infrastructure and engaging the different utility owners, delays in acquiring permits especially from KCCA among others. Overall, the sector loan performance was ranked moderately satisfactory' based on progress assessment made for the period from June 2018 to June 2019. On Fiscal performance, 54.6% of the assessed projects had satisfactory fiscal performance with four projects completed, while 38% were moderately satisfactory by June 2019. Physical progress was at 89% of the loans are ranked On-track while 11% were off-track. The key challenges for capacity development at sectoral level include uncoordinated capacity development interventions across departments and sector agencies, increasing number of districts and resources gap arising from downscaling of JPF funding. Slow or delayed land and property compensation of the local communities, inadequate local capacity of private sector players (contractors, consultants, and private operators. According to Water and Environment Sector Performance Report 2020, as of June 2020, the national safe water coverage in rural areas was estimated at 68%. There was a decline from 69% as of June 2019. This was attributed to low reporting of new water sources by districts (47%) effects of Covid-19 pandemic and the manual system of data capture and entry both at the district local government and at the centre. As a way forward, there is urgent need to explore alternative solutions to the continued challenges of funding for capacity development and continued justification of the contribution of capacity development to sustainability of the delivery of sector services. There is need to harmonise the project implementation and increase prioritization of water sector projects given the ever-increasing demand for water and sanitation services. The study contributes on policy development to improve efficiency in implementation government projects within NWSC. It further provided solutions to challenges in projects implemented by NWSC and contributed to the body of knowledge in the study of performance of projects and commitment of teams.

1.7 Conceptual framework

The conceptual framework explains the relationship between the dependent, intermediate, and independent variables.

Figure 1.7.1: Conceptual Framework



Source (Meyer and Allen, 1987, Dalcher and Societies, 2009 and Turner, and Müller, 2004)

Description of the conceptual framework

The level of coordination influences commitment and the performance of the project. In addition, commitment determines the performance of the project. Coordination of project activities influences the performance of project. Coordination of project activities require commitment of the project team to realize project goals and objectives.

1.8 Outline of Study

Chapter two reviews the literature corresponding to this study. This chapter discusses the definitions of the variables under study. These include coordination, commitment, and performance in the general terms and specifically to Uganda. It discusses the variables in relation to past research studies made.

Chapter three discusses the methodological approach undertaken in the research study. It discusses the aim of the study, the research methods adapted how sample was selected, data collection techniques employed and how the data was analysed.

Chapter four presented the findings of the study as were obtained in the data collection and analysis. It discussed the emerging themes through the data analysis and their discussions.

Chapter five discussed the findings from the study as obtained in the themes emerging. The results of the study are then discussed, conclusions given, recommendations, limitations of the study and areas of further research.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter discusses theoretical framework of the study. It focuses on the review of literature based on the conceptual framework. It is divided into the following parts: project performance, commitment to project, coordination, and relationship of variables.

2. 1 Project Performance

PMI (2013, 2017) defines a project as a temporary endeavour undertaken to create a unique product, service or result. Projects go through a series of stages, which is the project life cycle. This includes initiation, planning, controlling, implementation, and closure (PMI, 2013). At the completion of a project, it is important to determine its performance in line with its objectives. The concept of performance has been widely studied in Pinto and Slevin (1988), management studies and in project management more specifically. Project performance is concerned with the attainment and continuous measurement of the project determinants, time, cost and quality to establish the project's relative performance (Dalcher and Societies, 2009). Project performance is therefore important in measurement of a project success and must be put into consideration for overall effectiveness of the project (Bond-Barnard, 2018). This is because performance influences aspects of activities and duties within organizations.

Criteria for measuring performance have been studied widely and conceptualized in comprehensive conceptual frameworks to identify ways of evaluating performance. Historically, performance has been referred to achievement of project goals and objectives (Morioka and Carvalho, 2014, p. 132), though Wits (1988) considers technical performance of a project when tasks performed produce outcomes that bring high-level satisfaction to key people in the project and key users.

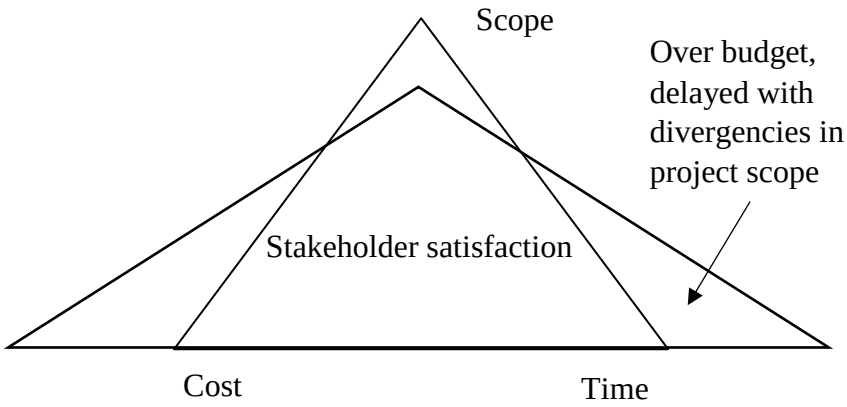
According to several researchers, Measurement of a project's performance or failure can be viewed from two different perspectives as outline in Harrison and Lock, (2016; Altarawneh et

al, 2018; Larson et al, 1993; Morgan, 2017). First, there are the primary objectives of the project manager, usually working for a group or organization that is committed to achieving closely defined performance, cost and time objectives. These primary project management objectives align with the objectives agreed between the customer (or client) and the project contractor. Then there are the wider measures of a project's performance or failure, as perceived by stakeholders not only within the contractor–client relationship, but also in the more diverse business and public environment.

Once projects have been planned, executed, monitored, and completed, project managers and project teams are interested in the level of adherence to the predefined performance standards (Harrison and Lock, 2016) and this is summarized in an iron triangle (Carvalho and Rabechini, 2011, p.37). Traditionally, the iron triangle has been used in project management to measure project management performance with cost, time and quality linked to successful project management. Project performance has therefore, been perceived by Frefer, Mahmoud, Haleema and Alma, (2018) as being dependent on key stakeholder perspective and the nature of the project and so means different things to different people and therefore has been defined numerous ways.

From the project manager's and contractor's point of view, it is probable that any project, which completely satisfies the three primary objectives, will be viewed as an unqualified success. However, these criteria might not determine the wider, longer-term view of project performance as seen by the entire body of stakeholders as stated in Goobi (2016). Many other stakeholders would each have their own perception of what makes the project perform. Other authors have extended the performance criteria measures to include customer satisfaction as it applies to customer as the key beneficiaries to projects. All authors agreed the three dimensions of cost, time and quality must be used in measurement of performance in determining project performance (Wit, 1998; Turner, 1993) in the quest for achieving positive outcomes.

Figure 2.1.1: The project management iron triangle.



Source: Adapted from Carvalho and Rebechini (2011, p.39)

Different individuals view performance differently, and therefore the level of satisfaction regarding the project outcomes among different project stakeholders varies (Wit, 1998; Ellatar, 2009). Their perspectives vary basing of elements such as their level of education, technical, financial competence, social and professional issues. As the focus, project performance is deemed achieved with goals and objectives of cost, budget, schedule and quality as the main criteria (Ellatar, 2009).

2. 2 Commitment

In Allen et al. (1990), commitment is seen as a tendency to associate and engage consistently with an activity for the sole recognition of the individual's benefit or cost it comes with or the loss of it when disassociated with the activity (Allen et al., 1990). Commitment has been conceptualized in various literature (Allen et al., 1990; Meyer and Allen, 1987) in three themes: 1) as a reflection of affective attachment, 2) perceived cost and 3) obligation.

Riketta, (2002) has studied commitment in line with job performance and found that individual performance correlated to level of commitment is specific roles. Likewise, Ahimbisibwe and Nangoli, (2012) in their research conducted in 16 commercial banks in Uganda reveal that commitment of individuals is very crucial in attaining project performance. Ntayi et al., (2010) also in their research note that although very few studies have examined these in a Ugandan

context, of which many have considered the individual commitment in an organization perspective but not in a project management perspective as was noted by Nangoli et al., (2012).

2. 2. 1 Affective attachment

This is reflected when considerable attachment to the organization by an individual: strongly identifies, is involved and is emotionally attached (Porter, Steers, Mowday, and Boulian, (1974). Porter and his colleagues analysed an individual's role, value, and their contribution to the wellbeing of the organization, relative to an individual's level of identification and involvement. In this study, they developed measures of affective attachment using a 15-item scale in a questionnaire format to study psychometric properties related to commitment construct and these have been used extensively on studies relating to this topic.

It has been confirmed in the global business environment through research that employee's commitment has a great impact on the performance of an organization (Brzeziński and Bąk, 2015). Their commitment significantly defines their competitiveness (Gruman, Saks, 2011). Brzeziński et al. (2015) argue that it is important for organizations to build employee commitment in the process of organization transformation. Likewise, commitment is one of the important indicators of good performance of projects. When project team members fulfil their commitments on projects, they build their sense of ownership to the organization and in turn enhances job satisfaction. The quality of the projects is improved as well (Gulzara, Arshad, Mirza, Hafeez, and Ehsan, 2012).

2. 2. 2 Perceived costs-induced commitment

Rusbult and Farrell (1983) viewed cost-induced commitment as an individual's recognition of costs associated with discontinued activity. It is also defined as 'continuance commitment' (ibid). With this commitment, there is a profit associated with continued participation and a cost for leaving. In Mathieu and Zajac (1990) study on consequences of stakeholder

commitment, they found a relationship between continuous commitment and role participation. Studies indicate measures typically by indicating the likelihood of leaving an organisation given benefits such as promotion opportunity, status, increased pay, with a high score indicating unwillingness to leave despite the attractive benefits (Meyer and Allen, 1990).

2. 2. 3 Obligation-based commitment

This is viewed as one's responsibility to the organization. In Meyer and Allen (1990), commitment is viewed as an individual's goals and interests corresponding to those of the organization and are exhibited in the way they behave and act. Commitment is seen as the right thing to do, a moral aspect attached to one's conduct. The loyalty of an individual is measured on how much sacrifice they are willing to make on behalf of the organization and consistently stand for it without criticizing it (Meyer et al., 1990).

Commitment has been categorized by Allen and Meyer (1990) and Gulzara et al. (2012) into Affective commitment, Continuance commitment, and Normative commitment. Affective commitment represents employees' emotional attachment to an organization. Continuance commitment represents "have to stay" employees who are committed because of the costs involved when they leave the organization (Allen et al., 1990). Normative commitment is where employees take a sense of responsibility towards the company and feel it is unethical to leave (Gulzara et al., 2012). One feel obligated to remain with the organization (Allen et al., 1998). Employees who are committed are less likely to leave the organization and their behaviour reflects toward being committed leading to its subsequent development.

In line with projects, Project commitment was first defined as 'the acceptance of and the strong belief in the goals and values of the project, the willingness to engage in the project, and the desire to maintain membership in the project' (Porter et al., 1979). This indicates that members on the project team with high commitment regard achieving project goals as their obligation

(McDonough, 2000). In this case, they will use all resources at their disposal to pursue project goals, such as learning new skills, adjusting their behaviours, and so on (Hoegl et al., 2004). In addition, numerous studies indicate that individuals with high levels of commitment are more willing to make extra contributions to the team through knowledge sharing, attendance of meetings and group activities, since they tend to view themselves as obligatory to contribute any project information to the project teams (Jarvenpaa and Staples, 2001). This is usually evidenced in their active participation during project activities and knowledge sharing. Through taking part in these activities, they tend to focus more on project goals unlike those individuals who do not share their own experience and knowledge with others.

2. 3 Coordination

Alaloul et al. (2016) discusses coordination as a body of principles about how the activities of different parties can be accomplished in harmony. Coordination involves procedures such as detailed procurement plan, resources planning and prioritization for critical tasks, identification of task dependencies, meeting and reporting on activities in the project environment (Alaloul et al., 2016). Similarly, Malone and Crowston (1994) have defined coordination as members managing project dependencies by consolidating their efforts for a common objective. Coordination refers to "the linking together of different parts of the organization to accomplish a collective set of tasks" as was defined in Van de Ven, Delbecq, and Koenig, (1976). The coordination mechanisms used in a project can be characterized by the degree to which they are horizontal and organic or vertical and mechanistic in nature. Horizontal and organic coordination involves informal, cooperative, and decentralized mutual adjustment and communication activities, while vertical and mechanistic coordination involves formal, controlling, and centralized coordination activities and the use of well-defined procedures and rules as was discussed in Nidumolu 1996, Andres and Zmud (2001). They defined vertical coordination strategy as the use of well-defined roles such as project managers and steering

committees, whereas the horizontal coordination strategy utilizes more mutual adjustments and communications for coordination (Liberatore and Luo, 2004). The effectiveness of the coordination strategy is found to be contingent upon factors such as project uncertainty, goal conflict, task interdependence, and so on.

Turner, and Müller, (2004) indicate in their study that coordination also depends on the kind of information and knowledge to accomplish a specific activity. Coordination approach adapted aligns project objectives with the interests of key participants in order to meet project objectives. However, the effectiveness of the coordination process relies on the level of participation in project team members, continuous engagements and interactions and level of transparency in information sharing. Coordination process can be via approaches through meetings, joint site work plans, and so on. However, barriers usually arise that create difficulties in the coordination process making it hard for project team members to interact and share information. It is the responsibility of the project manager to handle such barriers and ensure smooth coordination is maintained throughout the life of the project implementation process.

Alaloul et al., (2016) stated that in projects, coordination is vital in streamlining project goals and activities (Bond-Barnard et.al., 2018). It is a major contributor for project performance and achievement of project objectives (Alaloul et al., 2016). Likewise, Hoegl and Gemuenden, (2001) argue that with coordination, teams agree on a common structure of goals, budgets, schedules and deliverables and decide on which team member is responsible for a specific sub-goal, without leaving any overlaps. Teams are assigned different sub tasks and activities they individually handle and bring their individual contributions to achieve a common goal. It is important to have these individual tasks synchronized and direction in agreement to the project activities (Hoegl et al., 2001; Larson and Shaumann, 1993; Hoegl and Gemuenden, 2004). Having all efforts of concerned parties synchronized ensures appropriate actions are taken in

completion of projects successfully. It has been widely recognized that the coordination process influences the project performance and eventually affects the project's outcomes. The coordination process requires better communication between the project actors with some level of information flow and openness among the team member to allow smooth flow of information (Pinto, 1990) for which the structure, frequency and format are critical (Pinto, 1990). This is essential in scheduling and planning project activities especially critical tasks as well as task dependencies that may require resources to be prioritized. There is need to have well established plans, meeting, reports and effective coordination process if project goals are to be achieved. Coordination activities become even more crucial during implementation stage of projects if activities are to be successfully completed. The coordination activities are triggered during the implementation stage until the objective is achieved (Jha and Lyer, 2006). Usually, these activities require support from different parties for satisfactory project progress.

According to Jha and Lyer, (2006), a coordination process is therefore developed based on the roles and responsibilities of the various key parties based on their knowledge and expertise. The extent of contribution of different coordination activities varies with the present coordination ratings of a given project and is determined by resource availability committed to achieving the activities. Activity plans developed during project planning phase should take into consideration coordination activities, which reflect on the project specifications and contribute to overall achievement of project outcomes. Performance (Jha and Lyer, 2006).

Another argument by Aagaard, Eskerod and Madsen (2015) is that even with a well thought out project plan; a typical project requires continuous coordination among the project team members on issues relating to executions of activities and tasks, schedule updates, time delays and scope changes, both formally and informally. This is important to capture any interdependences that may have gone unnoticed. This gives the project teams a better understanding of project activities, resource alignment and better understanding of project

objectives and outcomes. However, still there arises incidences where project team participants fail to coordinate informally even though the situation may call for such informalities and thus the need to determine key drivers that enhance or inhibit informal coordination during project execution (Aagaard, et al., 2015).

Coordination in projects often involves consulting companies due to the nature of the projects and hence coordination becomes more complicated as it spans multiple organizations. Such inter-organizational coordination often requires unique coordination structures (Alexander, 1998) at various levels of the organization.

2. 4 Commitment and Project Performance

Commitment may contribute to project performance by influencing the way individuals communicate and report on project progress and status quo (Korzaan, 2009). This will ensure that accurate information is reported duly, and potential risks and disasters will be captured ahead of time to minimize project failures. According to Korzaan (1990), individuals who are more committed to project objectives are more likely to report information relating to the project, whether positive or negative. Such key information shared is key in project scheduling, budgeting, costing, and functionality.

Anderson, Buchall, Jessen, and Money (2006) studied the relationship between commitment to project goals and outcomes to and its influence on project performance in meeting project budget and time objective. Their study found a positive relationship between commitment and project success in terms of meeting time and budget objectives in the context IT projects.

Efforts of stakeholders are paramount in sustainability of projects (Nangoli, Namiyingo and Kabogo, 2016) as they proved a stride in towards attaining project results. In order to ensure commitment to projects, project managers should build relationships by creating an atmosphere where they view taking part in the project as a matter of necessity that is desirable for the benefit of the beneficiaries. These positive experiences are reciprocated with increased

affective organization commitment and an overall improvement in the project implementation (Nangoli et al., 2016).

2. 5 Coordination and Project Performance

Additionally, Korzaan (2009) theorized that if team members are more likely to openly communicate, they would discuss project information easily and therefore expect overall project performance to be improved and withholding information increases the impact of failure, as members are reluctant to report on project problems. The unwillingness of individuals to report on projects will influence the status of information sharing among the project teams, meaning project problems will not be addressed timely ultimately project performance will decline.

Malone and Crowston (1990) developed and operationalized the process of coordination into four key coordination processes based on the study through email correspondences between employees working on projects. The four processes included managing shared resources, managing stakeholder relationships, managing information exchange, synchronizing tasks between actors, and managing task / subtask dependencies. These processes once put in place can coordinate activities involving task planning, time allocations, information dissemination and rules on how to perform tasks, which will overall lead to achieving project goals.

Coordination is specifically a challenging task for projects where several interdependent role players are needed to achieve the desired project outcomes. Bubshait, Sidddiqui, Munem and Buali (2015) investigated industrial projects and it was revealed that the scope of one item of work is a large portion of delays. Bubshait, et al. (2015) found that main causes of delays on would be improved with dedication on control and coordination. In the review process, they noted improvement and a substantial drop in the number of delays in activities. The findings of the case study demonstrate the importance of communication and coordination in successful project management for complex projects. Project complexities necessitate routine

coordination of project activities with vast experience and skills in the projects under implementation.

2. 6 Coordination and Commitment

According to Jha and Lyer, (2005), coordination among project participants is an important function that has considerable effect on the outcome of a project. In the day-to-day activities of the project, project team members and stakeholders engage with each other at different stages of implementation (Parolia, Goodman, Li and Jiang, 2007) and studies indicate the need commitment as a key aspect that influences how engagements are handled. These have proved the key factors for achievement of schedule, cost, and quality objectives in projects. With the increase in complexity of projects, studies continue to explore the impact of trust, commitment, and coordination on the overall performance of projects (Rampersad, Quester, and Troshani, 2010). In their study, Rampersad, et al. (2010) provide a perspective of how trust has an impact on coordination within teams.

Project teams need to share information, common beliefs, which pushes them to fully own the project and this, could transform into achieving better performance standards. In Mumtaz et al (2018), team coordination and commitment were studied in defence R&D projects to determine how they contributed to performance of R&D projects. In their study, they provided evidence that there is significant contribution of the role teamwork on project performance in R&D projects.

However, coordination aspects relating to communication among teams could also affect the team's ability to deliver on project activities as examined in Barbosa et al. (2020), for project teams consist of different organizations with people from different locations and companies. In their study of R&D projects coordination approaches, they focused on communication strategies used. Their goals and objects differ with each having their own expectations on the project's overall outcomes. Of which the coordination mechanism adapted should foster

communication across all varying team members. They found that when teams share information informally, openly and continually, it allows information flow for teams to clearly understand their roles and objectives and any challenges faced while implementing projects.

Nahyan et al. (2019) studied the impact of communication knowledge sharing and coordination in transport infrastructure projects and found that project stakeholders' involvement in project activities was very critical and their influence is delivery of project objectives was key to effective project performance because they had the power and influence to steer the project activities and influence their outcomes as decision makers of key project decisions. Their influence on highly critical project tasks was essential for close monitoring and delivery because they can easily communicate to key stakeholders and influence the project at different stages.

2.7 Commitment on the relationship between coordination and project performance

Parolia, et al. (2007) examined the effects of horizontal and vertical coordination on project performance, in which the study indicated the level of commitment and information sharing to clarify the mission and objectives was a result of coordination among team members and stakeholders leading to improved project performance. According to Lindhard and Larsen (2016), where all project stakeholders have conflicting opinions and interests, but they all seek to ensure project performance, the project is likely not to achieve the desired performance output regarding cost, time, and quality. Therefore, there is a need to allocate resources appropriately to improve information sharing and communication through improving competences, commitment, and coordination (Lindhard and Larsen, 2016).

Meampol et al. (2006) examined factors affecting performance in construction projects and found that resource management, budget management and communication were key in controlling project costs. In their study they also found that for time management,

communication was a key aspect in construction projects. This implied that communication, as an attribute of coordination was key in influence of performance in projects.

Frimpong and Oluwoye (2003) examined the most influencing factors causing cost overruns and delay in groundwater construction projects. In their study through interviews of project owners, consultants and contractors, they found that project financing natural factors and material factors contributed largely to cost overruns and delays in such projects. Similarly, in his study of public projects in Taiwan, Yang (2006) agreed that the divergent views, roles and responsibilities of the different stakeholders could determine whether projects perform and found that the different stakeholders involved define varying factors with each ranking the most important factors based on their responsibility on the project. This divergence in views is evident of a need for comprehensive research to determine the underlying contributions of individual team commitments on the overall performance of projects, and their fore coordinating project activities with their interests and roles in mind could help understand how to influence them in order to deliver on the project objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

3. 0 Introduction

This chapter describes the way the study was carried out. This includes the research design, sampling design and procedure, measurement of study variables, validity and liability of data and data analysis.

3. 1 Research Design

This study adopted a cross sectional and qualitative study to analyse the relationship and explain the relationships between the variables in the study. These further were used to study the extent to which the independent variables explain the dependent variable- project performance.

3. 2 Population and sample size

The study population consisted of staff and implementing partners of NWSC projects in selected key towns of Kampala, Wakiso, Mbale, Mbarara, Masaka, Mukono, Bushenyi and Gulu. Currently eight (8) programmes are ongoing with each programme split up into projects totalling 23 projects. These are listed in table below.

Table 3.2.1

NWSC current Projects

1	**Kampala Sanitation Programme**
	Nakivubo Wastewater Treatment Plant
	Nakivubo and Kinawataka sewers Project.
	Kinawataka Pre-treatment Plant and Lifting Station
2	**Kampala Water Lake Victoria WatSan Project**
	Package 1 and 3 (Ggaba refurbishment and optimization) project
	Package 2B (Kampala Water Network rehabilitation, restructuring and extension)
	Package 4B Katosi – Naguru Transmission Main and associated reservoir and booster
	4B Katosi Drinking Water Treatment Plant
	Package 5B Technical Implementation Component (TIC) - Water and Sanitation in Informal Settlements
	Package 5B Accompanying Measures Component (AMC) - Water and Sanitation in Informal Settlements
3	**Buloba Water Supply Project**
4	**Soroti intake**
5	**Water Management and Development Project (WMDP) and Integrated Programme to Improve Living Conditions (IPILC) in Arua, Gulu, Mbale and Bushenyi**
6	**South Western Cluster Towns Project**
	Detailed Designs for the Development of Water and Sanitation Infrastructure for the Mbarara-Masaka Areas Package 1 Kagera
	Detailed Design for the Development of Water and Sanitation Infrastructure for the Mbarara and Masaka Areas - Package 2: Mbarara
	Detailed Design for the Development of Water and Sanitation Infrastructure for the Mbarara and Masaka Areas - Package 3: Masaka
7	**Wakiso West Water and Sanitation Project**
8	**Internally funded Projects**
	Kapeeka Water Supply System
	Design and build project for Kisoro and Fort Portal compact plants
	Sembabule Water Supply System Expansion
	Kapchorwa Water Supply Project
	Fort Portal Water Production Improvement Works
	Kiruddu Compact Wastewater Treatment
	Kasese Water Supply Project improvements
	Kigumba/Bweyale/Kiryandondo Water Supply Project improvements

Table 3.2.2

Water Management and Development Project (WMDP) And Integrated Programme to Improve Living Conditions (IPILC)

Objective	Water supply and sanitation, solid waste management, urban development and pro-poor infrastructure development
Description	**Water supply** Phase 1 includes: Package 1: Construction of an In-take and a Water Treatment Plant in Karuma, a reinforced concrete reservoir at Customs Corner in Gulu and Water Supply to the En-route Towns. Package 2: Construction of a 72km Water pipeline from the Water Extraction of water from the Nile at Karuma Dam and transmission to Gulu: • Design and construction of a new water Treatment plant near Karuma Dam. • Design and construction of a pipeline from the Nile at Karuma to Gulu. • Water supply to the 6 en-route towns along the Karuma-Gulu highway i.e. (Karuma, Minakulu, Kamdini, Bobi, Palenga, Koro Abili). • Construction of a storage reservoir at Customs Corner **Sanitation** Treatment Plant in Karuma to the Customs Corner reservoir in Gulu • Dissemination of Private On-Site Sanitation Facilities and in particular Task. • Development and implementation of water, hygiene and sanitation marketing campaigns at household level. • Implementation of Hygiene and Sanitation Promotion Campaigns at Primary and Secondary Schools. • Setup of public incentive schemes and financing facilities for the construction and the emptying of private toilets. • Creation of efficient and sustainable management models for public toilets for the Municipality. • Business development of small-scale sanitation entrepreneurs. **Solid waste management** Proper Management and treatment of faecal wastes as well as properly manage and treat solid waste in the municipality.
Budget	2.7 million Euros
Financiers	KfW (donor)
Design and Supervision Consultant	Fichtner (Engineering consultant), Gopa-Infra (Engineering and Institutional Consultant)
Status of Work	Tendering processes for the Karuma – Gulu water supply Project (Packages 1 and 2) near completion, PAP assessment and implementation ongoing

Completion Dates	August 2021

Table 3.2.3

Kampala Water Lake Victoria WATSAN Project

Objective	The main objective of KW-LVWATSAN project is to provide long-term solutions to the water supply challenges in Kampala. The project is comprised of five components. Within the framework of KW-LVWATSAN project implementation, the five different components are being executed in seven packages.
Description	**Work package 1: Create institutional, regulatory and financial framework for the Sanitation Levy Fund (SLF) and manage SLF** • Develop and implement appropriate regulations for regulating Kampala's sanitation sector. • Institutional Development at NWSC (National Water and Sewerage Corporation) and KCCA (Kampala Capital City Authority) – the main service providers of Kampala; and • Create and implement the Sanitation Levy Fund. **Work package 2: Information, PR and sanitation marketing campaigns** • Develop information and sanitation marketing strategy for different target groups (households, schools, introduction of SLF); • Prepare material and train responsible persons for different campaigns; and • Implement sensitization and hygiene promotion campaigns. **Work package 3: Business development and O&M activities** • Support introduction of affordable sanitation technologies at constant quality. • Assist in introducing UgaVacs and manual emptying tools to small-scale pit-emptiers and to develop their business. • Prepare O&M strategies/ plans and implement those into NWSC activities; and Develop supporting mechanisms to assist the establishment of a band of sanitation entrepreneurs through different interventions like business planning, training to be an entrepreneur, procuring work tools (trucks and trailers), and operations and maintenance of prepaid meters.
Budget	2,577,525 M Euros
Financiers	KfW/EIB/AFD/EU

Design and Supervision Consultant	Gopa Infra, Fitchner, CES Consulting Engineers Salzgitter GmbH
Status of Work	Project appraisal completed and negotiations, Implementation ongoing
Completion Dates	January 2021

Table 3.2.4

Integrated Water Management and Development Project (IWMDP)

Objective	This part of the WMDP that is aimed at improved integrated water resources planning, management and development; and access to and reliability of water and sanitation services
Description	The scope of works involves. • Rehabilitation and improvement of the Mbale water system including water intake, water treatment plant and water distribution network in Mbale town • Rehabilitation and improvement of sewerage system including sewer network and sewerage treatment ponds in Mbale town • Construction of Karuma-Gulu bulk water transmission mains and water distribution networks for enroute towns of Karuma, Kamdini, Minakulu, Bobi-Palenga and Koro • Construction of the Adhjumani-Pakele water system including water source, water treatment plant and wayet distribution network • Construction of sanitation facilities in Adjumani and Pakele towns • Source protection measures for both the existing and new water sources in Mbale, Gulu and Adjumani
Budget	USD 90Million (Mbale 38M, Gulu 28.8M, Adjumani 18M, Source Protection for Arua and Bushenyi 2.6M, and Contigency 2.6M)
Financiers	World Bank
Design and Supervision Consultant	Consulting Engineers Salzgitter
Status of Work	Project appraisal completed and negotiations
Completion Dates	over the funding were successfully held

Table 3.2.5

Kampala South Water and Sanitation Project (KSWSP)

Objective	The Overall Objective of the project is to improve the quality of life, health and economy of people in the south and west of greater Kampala.
Description	The project involves the development of a new Water intake and treatment plant, primary bulk storage reservoir, associated pumping main, distribution system a Faecal Sludge Treatment Plant and Supply of Water in Informal Settlements in this area.
Budget	Euros 100Million
Financiers	The Royal Danish Embassy in Uganda and National Water and Sewerage Corporation
Status of Work	Feasibility study and preparation of conceptual design are in progress

Table 3.2.6

Kiruddu Compact Wastewater Treatment Project

Objective	The project is aimed at addressing wastewater disposal challenges at Kiruddu Hospital in Kampala
Description	It involves design, supply, installation and operation of sewage treatment plant
Contract Amount	UGX 2 billion.
Financiers	National Water and Sewerage Corporation
Commencement date	November 2018
Status of Work	Preparation of Solicitation Documents in Progress.

Table 3.2.7

Kapeeka Water Supply System Project

Objective	The project is aimed at addressing Water Supply and Wastewater Disposal challenges (Industrial Area) in Kapeeka Town
Description	It will follow a phased approach. Phase 1 entails the following; • Upgrading of the Electromechanical Installations to produce 2,500m3/day • Laying of bulkwater mains from Water Treatment Plant (WTP) to Industrial Park • Commencement of the upgrading of the WTP to produce 7,000m3/day • Ground water investigations and borehole drilling • Design of Wastewater System for the Industrial Park Phase 2 comprises the following; • Completion of the Water Treatment Plant Upgrade • Development of borehole system • Construction of Sewerage System for the Industrial Park
Budget	UGX 55 billion.
Financiers	Government of Uganda
Commencement Date	January 2019
Status of Work	Designing of Water Supply Infrastructure is in Progress.

Table 3.2.8

Water Management and Development Project-Mbale Water Supply Sanitation Project

Objective	This is part of the WMDP that is aimed at improved integrated water resources planning, management and development; and access to and reliability of water and sanitation services.
Description	The scope of works involves; • Construction of new intake on Namatala stream • Construction of raw water transmission line to Bunkokho treatment plant • Rehabilitation of Nabijjo and Nabiyonga intakes • Rehabilitation and expansion of Bunkokho treatment plant • Rehabilitation of Manafwa water treatment plant • Rehabilitation of distribution network in Mbale town • Bulk transmission of treated water to small towns under MWE • (Busolwe, Butaleja; Budaka, Kadama, Kibuku, Tirinyi) • Construction of distribution system in small towns • Rehabilitation of sewer lines for the central business district
Contract Amount	USD 34 Million.
Financiers	World Bank
Design and Supervision Consultant	Consulting Engineers Salzgitter
Status of Work	Invitation of works contractor has been halted until new World Bank funding is confirmed.

Table 3.2.9

Bulk Water Transfer for The Towns of Kyotera, Kalisizo, Mutukula, Rakai And Lyantonde

Objective	Improvement of water supply services in the towns of Kyotera, Kalisizo, Mutukula, Rakai and Lyantonde
Description	It involves the following; • 20,000m3/d Water intake plant • 10,000m3/d Water treatment plant • 4000m3 combined storage • 150km Water network (transmission and distribution)
Budget	UGX 40Billion
Financiers	National Water and Sewerage Corporation
Contractor	Ecotech Ltd/Enzotech Solutions Private Ltd
Status of Work	Evaluation of works tenders for the intake and water treatment component had been completed, Contract signing has since been stayed until further funds are secured.

3. 3 Sampling design and procedure

With projects in the population having equal opportunity of being selected for the sample, given the small population of the projects, all projects will be considered for the research. A qualitative non-linear methodology of data collection was used and comprised of interviews with various key project stakeholders including the Ministry of Water and Environment, Project managers within National Water and Sewerage Corporation, implementing partners, consultants, political staff, key beneficiaries, and local councils. The Participants were selected based on their involvement and familiarity in working on NWSC projects. The eligibility criteria included project staff withing the corporation under the Capital Projects Development department, which consists of project managers, project engineers, planners, valuers, sociologists, project owners/management, etc. This team is directly involved in the projects from inception design, implementation monitoring and evaluation up until sustainability. These therefore are key resources on the project team. There is a team of external implementing partners who work alongside the NWSC project team. These include consultants who majorly do the designs, impact assessment, and any such consultancy works, then project funders who are majorly the government of Uganda, donor agencies, international government agencies such as the World Bank, International Monetary Fund, USAID, KFW, etc. Key implementing contractors who are in handle the project implementation, designs monitoring and evaluation. In addition, there are key beneficiaries, the communities who benefit from the project. These include water and sewerage services customers whose were represented by the local council leadership. Therefore, purposeful sampling of Participants was done based on their involvement on the projects, roles and their engagement on projects because they possess a wealth of knowledge and experience on the projects under study. This was able to provide teams involved at different levels of the project, which gave sound representation. Through the Capital Projects Development senior management, I was able to establish a working relationship after seeking necessary approvals from the internal Training Management and I

was assigned several project team members who scheduled interviews with me by phone call and emails based on their availability. After introducing myself and the purpose of my study, I was able to obtain their acceptance to participate in the interview process and be recorded. Randomized selection for the sample was used to achieve a more effective representativeness to the population comprising different geographical areas, different funders, as well as different beneficiaries. Such random sampling aims to reduce sampling bias and error.

3. 4 Measurement of study variables

The independent variables are coordination and commitment while the dependent variable is project performance. All variables were measured in-line with an interview guide:

- Coordination: was measured using interview guide about coordination factors adapted from Alaloui, et al. (2016) strictly frequency of communication and critical task monitoring.
- Commitment was measured using an interview guide adapted from Bashir (2010) and Allen and Meyer (1997) on employee organizational commitment.
- Project performance was measured using an original interview guide that was developed by the researcher based on literature review.

3. 5 Validity and Reliability

Semi-structured audio-recorded interviews were done to allow for repeated revisiting of the data to check emerging themes and remain true to participants' accounts.

The research was also conducted amongst various project-implementing partners covering different towns to provide a divergent perspective of responses in relation to their experience in project implementation within the NWSC. This also established a comparison case/seeking out similarities and differences across to ensure different perspectives are represented.

Meticulous record keeping, demonstrating a clear decision trail and ensuring interpretations of data are consistent and transparent was be done. This demonstrated clarity in terms of thought

processes during data analysis and subsequent interpretations. In addition, engagements with other researchers were be done where necessary to reduce research bias.

3. 6 Data Analysis and Processing

The data was collected using semi-structured one-on-one interviews with participants. One-on one interviews were used as the data collection instrument to collect data directly from the Participants. The interviews were informal conversational interview-guided questions. An inductive approach to data analysis was used as there was no predetermined structure or framework.

After the interviews were conducted, the audio recordings were transcribed into text. The data in text format was, thereafter, entered into a Microsoft Excel spreadsheet. This way it was easier to catch themes as they emerged from the text.

The analysis process was ongoing with every interview done and transcribed, highlighting any themes emerging along the process. This cyclical process of collecting and analysing data was used based on the interim analysis.

The data was then reviewed line by line, segmented into meaningful analytical units and coded by marking segments of the data with symbols descriptive words or category names. This is descriptive in nature. The coded concepts are then analysed to identify any inferential or pattern codes to make them more abstract. This information was quantified (enumerate codes) to determine the frequency of the words that appeared in the document or the number of times a category was used. The codes were also used to search for relationships among the identified themes using hierarchies and diagrams such as cause-effect diagrams.

Diagrams were then used to show the processes observed, and the relationship between parts of the whole. In addition, a description of the diagrams was added to explain the different themes that emerged and the relationships between them.

Data was further reduced to focus on the main ideas identified in the coding that answered the research questions. This helped to show key relationships on the identified themes, how coordination and commitment influence project performance within the National Water.

Therefore, Microsoft Excel computer application was used in the analysis of this qualitative research to analyse and find insights in unstructured data.

CHAPTER FOUR: PRESENTATION, ANALYSIS, AND INTERPRETATION OF RESULTS

4. 0 Introduction

This chapter presents the findings from the study basing on the analysis conducted in the Excel. Analysed data was extracted from Excel and is presented here. The data shows the number of Participants that were interviewed, the projects in NWSC that were studied and the detailed findings of the study.

4. 1 Participants' and Projects' details

13 people were interviewed; these included 6 females and 7 males.

Table 4.1.1

Participants' gender

Gender	Frequency	Percent
Female	6	46.2
Male	7	53.8
Total	13	100.0

Table 4.1.2
Participants' job roles

Participant	Job Title	Sex	No.
1	Senior Manager Projects Capital Development	Male	1
2	Project Engineer	Male	1
3	Project's Principal Engineer	Female	1
4	Manager, Infrastructure Planning and Development	Female	1
5	Principal Sociologist	Male	1
6	Project Contracts Manager	Female	1
7	Sanitation Marketing Consultant	Female	1
8	Community Mobilizer	Female	1
9	Site Foreman	Male	1
10	Machine IF Operator (self-loader)	Male	1
11	Division Councillor	Female	1
12	LC1 Council Chairman	Male	1
13	Commissioner, Water Resources Specialist, MWE	Male	1
	TOTAL		**13**

Table 4.1.3
Projects' Names and Location

Project Name	Project Location	No. of Participants from Project
Southwestern Cluster Towns Project.	Kampala, Wakiso, Entebbe	1
Integrated Programme to Improve Living Conditions (IPILC)	Gulu,	1
Water Management and Development Project (WMDP)	Arua, Gulu, Mbale, Bushenyi, Ishaka	2
Kampala Water Lake Victoria WatSan Project.	Kampala	4
Package 4B Katosi – Naguru Transmission Main and associated reservoir and booster.	Kampala, Wakiso, Mukono	2
Not Applicable	Not Applicable	2
Not Given	Mbarara, Bushenyi	1

The Projects studied mainly covered urban areas of Uganda including Kampala, Wakiso, Gulu, Mukono, Entebbe, Mbale, Mbarara, Bushenyi and Ishaka.

Some of the Participants were key stakeholders namely local leaders; that are significant in making the project implementation successful if well utilized.

4. 2 Project Teams' Commitment to Projects in NWSC.

Table 4. 2. 1

Projects Teams' understanding of commitment to their projects

No.	Response	No. of Participants	Emerging themes.	Type of commitment
1	"I am committed. …. In fact, is it my work, so I have to be. I am passionately attached to the project". ″ This is a job, where you earn a living". .... "If you have not done it, then there you have no job, or you have no commitment. So, it is also part of career growth. When you are not performing then you are not committed."	2	***Source of living***	***Continuance***
2	"I make sure I grow their assignment of work on time. Because I have to. If I have to deliver a document, I do it. It starts with me".	1	***Obligation to perform the assigned roles:***	***Normative***
3	"Work is quite a lot. Some of it is new work that you have not experienced, so you are forced to go back in and either make a call, or read on issues, there are new technologies, that are coming on board".	1	***Education of oneself on job tasks to ensure their performance***	***Affective***
4	"I must say my team is committed because they love what they do. The organization supports them with what they need. It supports them to do what they are supposed to do."	1	***Team loves their work***.	***Affective***
5	"When tendering, there is not really technicalities involved. It can be stressful. "Because in management there is a lot of paperwork. .... So, if you like the technical bit of building, designing, that is really there, but a lot of what you are doing is management process than deal with the design. You visit site for a few hours in the day, then the rest of the day you are back here, so you have to have a lot of self- motivation."	1	***Sometimes Project teams are stressed and other times they are passionate about their work,***	***Continuance, Affective, Normative***

6	″ Because at the end of the day the kind of work we do, no one is standing there watching over you, what you do, or following you up in the field to see what you do...." "It is a lot of personal commitment to be able to make sure that we have secured those sites, they are still there, maintain contact with the site owners, to make sure that they know, that even if our activities are delayed, the keep us in their minds. You can't pay for all that overtime".	1	***Self- drive: working overtime and without supervision***	***Affective, Normative***
7	"National Water has done a very good job bringing this project. I have been working with National Water since 2017, and they don't have any form of shoddy works in their projects. They are professional and focus on delivery".	1	***Belief in the ability of the NWSC to conduct work in a professional way***.	***Affective***
8	"When you are coordinating very well, and communication is good. …. It is all about coordinating, good communication with one another well at the end of the day."	1	***Creation of a good working environment***	***Continuance, Normative***
9	"I have been 100%, I am sure. Maybe even 150%."	1	***Passion for work***	***Affective***

The data above shows that Project teams are committed to implementing the various Projects in NWSC.

Source of Living

Individuals' involvements in project works are seen as a source of living. The job role requires their expertise on the roles played as project team members. Project engineers, project managers, specialists, etc, all have varying job descriptions that define their roles on the project. Continuance commitment is depicted with the participants' desires and interests to earn a living; they consider their commitment expectations met. Their expectations through their actions to participate in delivery of project activities entails earning an attractive remuneration. This means any change in the payoff structure with less remuneration would become unattractive for them. No motivational options are readily availed, with no additional allowances would make the job unfavourable and will not be expected to perform as accurately as expected for the job role.

Team loves their work

The Project teams display various traits that show their commitment to conducting projects in NWSC. When individuals love what they do, their behaviour within the organization is affected. They are willing to accomplish their roles and are willing to assist the organization achieve its goals as well. Because they personally love their work, they are ready to go out of their way and work beyond.

A personal relationship with the organization is developed with the individual and a whole sense of trust and acceptance attached to achieving the organization goal (Nurhayati, 2018). 5 out of 15 Participants displayed normative commitment where they feel obliged to provide service by creating a good working environment, putting extra efforts to ensure that work is accomplished and working on different Project sites without being watched or supervised. Only

3 of the Participants displayed Continuance Commitment. These are committed to working on the Project because they are deriving an income from doing so.

Table 4. 2. 2

How emotionally connected are you to your project?

No.	Response	No. of Participants	Emerging themes	Type of Commitment
1	"Emotionally, I don't connect myself to my work."	1	**Emotional disconnect to the Project work.**	**Affective**
2	".... different roles are played, there are Engineers on site, there are Sociologists.… the entire team is engaged in the whole project". "They are emotionally vested in their roles in delivery of the project."	2	***Perceived emotional attachment through the different roles played by Team members on the Project.***	***Affective, Normative***
3	"There has not been any other project like this from 1960 up to 2020. This is a once in a opportunity. …So it is a privilege to be part of the project like this …. So, you feel, you have that feeling of satisfaction". " I would feel bad." …. "When I am taken off a project, I would feel like I didn't deliver what a was supposed to do".	2	***Satisfaction from being part of the project.***	***Continuance***
4	"If you are passionate about what you are doing. In the end, you want to see how many people good access have to water, good access to toilets, maybe you go city square, and you to see the queues that are lining up to get into the	3	***Passionate about the impact of the project on society.***	***Affective, Normative***

	toilets, it makes you feel you made a contribution to society". "So, this piped water really helped people. For water, even an old person, you would easily put a water point in their compound and they would not hustle the distance looking for water". "It makes you feel, however little we can do, we have to do something to change the situation. I mean it makes you feel some position and privilege".			
5	*"*... if I still need your service and you are not committed to delivery of the task, then I issue warning letters, for the first time. If you fail to coordinate with us, the final stage it is my boss to handle.	1	***Committed to managing others to ensure performance of project work.***	***Normative***
6	"We try to put in our own expertise in our operation, our professionalism. There might get a situation where your services are not required as an operator, but when you reach on site, you find that something is not going on well, and you have some expertise of sorts, you share ideas".	1	***Committed to working professionally and using their expertise to solve emerging problems.***	***Normative***

The data above shows that project team members are emotionally attached to their projects except one Engineer who dissociates himself from his work and does not mind being moved from one project to another.

Passionate about the impact of the project on society

The emerging theme on passion about the impact of the project activities was quite significant as depicted in the responses from the participants. Beneficiaries then become the key drivers that drive their passion, When the project teams are aware how critical and important the outcomes of the project are to the beneficiaries, they are driven to accomplish the project well knowing how important it is to the beneficiaries and their drive comes from knowing this impact that they do whatever they need to do within their powers to realise the project goals. Clean water is essential in many of the communities where such projects are implemented and the lives of the beneficiaries whose lives depend on this clean water cannot go unnoticed when the clean water is finally delivered to them. It gives the project participants a sense of joy and accomplishment seeing the project realising its objectives and the impact it brings to the beneficiaries.

Other reasons for emotional engagement include satisfaction derived from being part of the Project, ability to contribute through various roles, ability to provide professional service to project beneficiaries and satisfaction derived from managing others' contribution to Projects.

Therefore, in conclusion the participants exhibited largely Affective and Normative commitment. This was clear in the responses because of they indicated their passion to accomplish the project tasks and see the project to the end impacting the beneficiaries in for of achieving the project objectives.

Table 4. 2. 3

How project activities align with one's career.

No.	Response	No. of Participants	Emerging Theme	Type of Commitment
1	"…. For me, may be my emotional attachment is on my salary". "I have been with Sogea for 3 years working on other projects. I wouldn't say anything bad about Sogea because they provide me with employment".	2	***Continuity of earning/employment.***	***Continuance***
2	"Career wise, it is also part of my career development"… "I am doing this, so that I can achieve this on a personal level." "Because in your career, you want to complete a project and have it written somewhere on your CV, that ok, I participated on this project. "For Career growth, if something came up, that was more challenging, more lucrative...." "And we also always look forward to refresher trainings. Especially financed by our different funders, who include the World Bank, the French Open Agency, the Ministry. So, when those opportunities come, in a way, you find that we take part in them". "I am not about to leave this is my country. So, when there is still work within my country. .... Though still we need to go for further studies as you see. It is growth."	5	***For career and professional growth.***	***Continuance***

3	*" But one thing I have realized is that at least for these sanitation projects, you have to have a passion for what you are doing for you to thoroughly be enjoying it".*	1	***For personal satisfaction.***	***Continuance***
4	"It makes you feel, however little we can do, we have to do something to change the situation." "If know some individuals with premises, I approach them personally." "I am one of the mobilizers who installed the prepaid water meters, these which operate with tokens".	2	***Provides an opportunity/ platform to positively serve society.***	***Normative***

The data above shows that majority of the Project Team members (5 out 13) are part of these projects to grow and develop their professional career. Majority of the Project team members work on various projects in search of opportunities to advance their careers such: advancement in professional training, achievement of job-related skills, reference for future job opportunities, among others. The motivation the project team has towards accomplishment of the project activities is tied to the opportunities the engagements come with in for of trainings. Project works require highly skilled engineers with experience in the field of operation. The skillset may not readily be available and might require having the project team undergo preliminary project-specific trainings, majority of which are not offered locally but abroad. Characterised by the promise to secure training opportunities, travel abroad to get trained, acquire a highly specialized skill not easily sought elsewhere is motivation enough to push project team members pursue any form of interaction on project activities, avail themselves to be deployed on different project activities with the expectation that they will be selected to attend such expert trainings once they are availed.

A few of the project team members agreed that they work on their projects because they get salary from them while some work on their projects because of the positive impact the Projects bring onto the communities that receive them.

Therefore, in conclusion, participants exhibited Continuance commitment, whereby the individual continues to contribute to Project work because he expects to benefit from his/her job in one way or another.

Table 4. 2. 4

How Participants feel about leaving a project.

No.	Response	No. of Participants	Emerging Themes	Type of Commitment
1	"Nothing. Unless if I'm sacked ".	1	***Not emotionally affected by leaving the project.***	***Affective***
2	"I should develop capacity that, let's say I am no longer working there, I shouldn't be worried. So, I can move out and do similar works out there". "….. I love to mentor people, to see them being able to step up. …. So, most of the time I do this for about 6 months, I am confident that even when I am not still around, they are able to carry on. That is what I would love my legacy to be. Whoever I have worked with should be able to see that they have been improved because they worked with me."	2	***Would feel okay where one has developed capacity in the project.***	***Normative***
3	"When you go out there you are like, eh, we delivered this project in the stipulated time, so you feel good. .... If you are taken off you kind of feel like you didn't deliver what you were supposed to do."	3	***Would feel good if they delivered on required Project tasks otherwise, they would feel disappointed***	***Normative***

	"I would feel bad because I would like to finish what I started but it's not a good thing to stop halfway". "It depends on what is the reason. If I am taking off for example, for non-performance, I mean, if I generally underperform, then I would leave gracefully and let someone else take the project forward".			
4	"I stand to lose relationships and connections".	1	**Would lose professional relationships established.**	**Continuance**
5	"So just like that, we failed to reach an understanding. Because they insisted if we don't give them some of the money, we should not bother constructing in their markets".	1	***Would not be bothered if a project was stopped for the right reasons.***	***Normative***
6	"When I get again another contract or when they say they are getting me another work, so long as I am paid, work can also be appreciated, I have no problem with that."	1	***Does not have a problem with it so long as he is given another project to work on and he is paid.***	***Normative***
7	"… if you see something isn't going right, like safety. Safety is something which you have to take very seriously, not just for yourself but also those people around you".	1	***Would not be pleased if he was removed from a project with an unresolved issue.***	***Normative***

a) From the data above, it can be observed that majority of the Participants would not be pleased with leaving a project on the basis of non-performance. The data depicts a high level of commitment by the Project team to deliver on their tasks, to resolve critical issues that could prevent the achievement of project outputs and to develop capacity within the Project teams. This reflects Normative and Continuance Commitment, respectively. Below are some of the key emerging themes as drawn from the data set:

i. Commitment to deliver on project outputs:

This theme emerging indicates the participants are driven by the need to deliver on the output. Their drive arises from the fact that they can realise the project outcomes at the end of the project implementation. When projects realise their outcomes, it is an indication that their contribution matters and is impactful and would not want to leave the project unaccomplished. This is depicted from their responses below.

ii. Commitment to resolve critical issues that could prevent the project from achieving its planned outputs and outcomes:

The emerging this is that critical areas within the project are awarded extra attention as they have a tendency to impact the project outcomes greatly. With the assurance of the team to engage and accomplish the critical tasks, the project is likely to deliver on its activities and therefore achieve the intended deliverables. When the critical areas are not given due attention, they largely impact the project outcomes which frustrates the project implementation. Any impediments to the progressive nature of the project activities frustrates the project implementation team and slow down project progress as indicated by the participants below.

The participants indicated this is critical issue that frustrates implementation of the project.

iii. Commitment to build capacity within the Project teams

The data collected further shows that two varying aspects of Continuance Commitment at individual level. Two (2) out 13 Participants show an indifferent feeling associated with leaving a project as long as they continue earning a living from their employers. From Participant 1's submission, they exhibited a lack of continuance commitment. One (1) out of the 13 Participants feels that they stand to lose professional relationships and networks gained from working on the Project. This shows that can still work on the projects to benefit from such connections, which highlights continuance commitment from this Participant 3.

Project teams consists of individuals from varying fields such ad engineers, consultants, builders, health and safety specialists, sociologists, policy makers, administrators, government agencies, donor funders, and with varying interests. Their level of expertise on the subject matter is vast and deep with many years of experience working on multinational and multimillion dollar projects. The expertise, skills, and knowledge therefore on any project team is quite substantial and anyone who wishes to build they capacity will be well placed with the right team to acquire all the knowledge and skills as presented by the project team.

In conclusion, most of the participants exhibited Normative commitment, as they felt obligated to deliver project activities as they are expected to and would not be pleased leaving any unfinished tasks, well knowing the impact the project had on the beneficiaries.

Table 4. 2. 5

Situation where Participants believed they ought to stay on a project

No.	Response	No. of Participants	Emerging themes	Type of commitment
1	"….. as a responsible person, National Water pays me salary. …. I want to see that their projects actually perform." "I believe I still wish to stay with Sogea as long as they still get contracts. Whenever they get work, it means I also get employed."	2	***Need to continue earning a living.***	***Continuance***
2	Not Answered	1		
3	"When I am delivering, …. When you are not delivering, then you know you are not valuable, and they can even remove you on that project." "Well, until when my inputs are no longer necessary for the project to go forward, I would be happy to leave". "And if it still finds me resourceful and committed and performing as expected, then I expect better from them."	3	***When she is delivering the required outputs.***	***Normative***

4	"When you start something, you love to see it to the end" …"I hope and pray that I get to finish it." "...I would like to see a project to the end. Accomplish a contract from start to finish and see its benefits realized."	2	***The love to finish projects that she starts.***	***Normative***
5	"We also always look forward to refresher trainings. So, when those opportunities come, in a way, you find that we take part in them."	1	***Refresher trainings motivate members to stay on the Project.***	***Continuance***
6	"NWSC are not going to build 300 toilets. They will be about 50 for a start. But we wanted to get a bit more sites such that if the donors see a need within the community, they may increase the number."	1	***In a situation where there is additional need to provide the service.***	***Normative***

The data above shows various reasons the Participants provided for continuing to work on their projects. Majority (6 out of 13) of the Participants attributed their will to stay on projects to a wish to deliver project outputs; two (2) out of 13 Participants attributed their continued service to a need to earn a living while one Participant highlighted the wish to achieve refresher trainings from the projects. Some of the key emerging themes for continuing to stay on a Project include:

Team members' wish to deliver on project outputs:

The level of responsibility that comes with a job role is described in detail in the job description. This gives a summary of what activities, or tasks the individual is expected to accomplish and appraised upon. Despite the level of responsibility in their roles, these individuals make sure that their work is aligned with the deliverables of the project outputs. The skills possessed by team members are relevant to the job position and are expected to deliver on the tasks as assigned to them because they have the skillset, experience, and knowledge to handle the task. The task demands that the individual experiences give results as per the project deliverables. Through the organization appraisal system, the performance on such tasks is gauged and tracked to ensure they are delivered as expected. Failure to deliver the task as per the job description will imply poor performance by the individual and as such affect the overall performance of the project.

Need to earn a salary

Individuals are willing to contribute to the common goal of achieving the project objectives because they stand to earn a pay at the end of the month. The willingness to contribute to a joint project engagement and continuously deliver on tasks assigned is demonstrated because they anticipate a salary at the end of the month, in lieu of the services offered. If they are willing to commit to project activities and participate in project activities, they identify with the level of commitment is characterised by achieving their interest to make a living out of organization.

Wish to gain refresher trainings

The data above, therefore, shows Normative Commitment from majority of the Participants (6 out 13), who feel obligated to deliver their tasks to achieve the set project outputs and outcomes. The data also shows Continuance Commitment from three (3) out of 13 Participants who continue to work on the projects in expectation to get salary and refresher trainings, respectively.

Both scenarios discussed above therefore show that performance is motivated by assigning individuals specific tasks/deliverables, continued payments, and hope for capacity development (trainings).

In conclusion most participants exhibited normative commitment that requires them to deliver the project outputs as they feel obligated to so by the nature of their roles on the project.

Table 4. 2. 6

Reasons Participants would consider staying working on the project

No.	Response	No. of Participants	Emerging Themes
1	"As far as work is concerned, Work is work." "Whenever they get work it means I also get employed. I am not about to leave this is my country."	2	**For employment.**
2	"When you feel you are valuable. .... When I deliver on my tasks." "Well, until when my inputs are no longer necessary for the project." ".... it depends on what Sogea is offering me. And if they are offering me another contract that is suitable for me, meaning they are appreciating what I do." "You have the right competences to be on a project, if you are consistently hitting the targets."	4	***Ability to deliver on the required tasks.***
3	"Opportunities for growth." "For me, career growth. There're still some things I would like to achieve and accomplish." "I get to meet the RDCs, the government guys, you get a chance to go out and do community sensitization, you get a chance to work with contractor. Those are foreigners who have worked	3	***For career growth.***

	for the past 30 years on huge major international projects. They have a lot to pass on." "…. so if you are working with the policy makers, sitting in those meetings and listening to how things are done, and all, there is a lot to learn."		
4	"So, if we manage to install and replace them with modern and clean toilets, it will definitely help the whole of Kampala."	1	***To provide service to society.***

Ability to deliver on the required tasks

The data above shows that majority of the Participants (4 out of 13) would continue to work on a specific project if they are able to provide the required deliverables.

For Career Growth

Also, the data shows that three (3 out of 13) Participants continue to work on their projects in order to grow their careers while two (2 out 13) of the Participants continue to work on their projects for the purpose of earning a salary. Accomplishment of the tasks is tied to an opportunity to grow career. Project implementation usually extend over three years. When a project member is assigned tasks on the project, their involvements in project activities lasts for the period the project is running. This means an individual's career is aligned with the project for that same period. These projects usually require highly specialized personnel or consultants, many of whom are contracted outside the country by experienced resources. International specialised project teams have worked for the past 30 years on huge major international projects in different countries. Their expertise on the subject spans across large project investments in multinationals working on highly specialized and advanced technologies. Working on such specialized projects gives them project team opportunities they may not easily find during their lifetime and these projects are a one in a lifetime implementation. There is always a lot to learn from these consulting firms that may not easily be available in country.

Apart from the expatriates and consultants on projects, the project team also works alongside government agencies. This means their duties require them to interact with government officials from the supporting ministry, government bodies such as KCCA, UNRA, NEMA among others. There is constant interaction with government policy makers through progress meetings where the teams discuss issues related to the implemented. Right from inception of the project, budgeting, planning, implementation, there is constant engagements among the

teams. This provides a platform to understand the workings of government and appreciate policy development at sector level and at country level.

4. 3 Project Coordination and Project Performance in NWSC

Table 4. 3. 1

How the critical tasks are identified and monitored

No.	Response	No. of Participants	Emerging Themes
1	"Of course, we have those stages- deliverables". "Sometimes we have targets that are set that design this, unless there are those extensions". "National Water is the client, they determine what they want, and as the consultant you do what the client wants, of course within some negotiations". "Every staff has tasks, each year, at the beginning of every year. I will do this, this time I will do this, at this time I will do this".	4	***By setting targets that are tagged to specific deliverables.***
2	" We use the schedule for implementation of works to remind ourselves of what had to be done through monthly site meetings, we hold to discuss the project progress"	1	***By reviewing work plans through monthly meetings at project sites.***
3	"By the time you finally make a decision or finally sign a contract with you finally accept Terms of Reference, you have gone through as many approvals stages. If one person missed something you are sure the next person sees it".	1	***Review and approval of tasks at different levels.***
4	"…. because we are offering a service to the community, we have many stakeholders, and we have to take them into consideration." "...because of the service or nature of the business, we have to make sure we are flexible enough, we have to take into consideration some of the things we might have missed out."	2	***By involving various stakeholders at the different stages of the Project.***
5	"If they work beyond the timeline allocated in the company you have to indicate that or add the overtime. That is why sometimes we have to work till 8:00pm."	1	***By compensating individuals according to time worked.***
6	"We communicate through calls, depending on the task you are to deliver".	1	***By communicating through telephones calls to monitor or provide progress on tasks.***

Developing work plans and setting targets

From the data above, the commonest way of identifying and monitor critical tasks in NWSC projects is by ***developing work plans and setting targets to achieve specific deliverables respectively***. 4 out the 13 interviewees indicated that work is performed in stages, with the Project team assigning tasks through work plans and performance targets, which are tagged to specific deliverables.

Progress on critical tasks

Critical tasks are monitored through other channels such as: monthly meetings, approval of work processes at various levels of management, follow-up calls from project leaders and team on specific tasks, compensation of project team members according to work performed as well as involving various stakeholders such as the Kampala city council and community members for their input.

Therefore, from the above data, for NWSC Projects to be implemented effectively, the staff must set work priorities through work plans that are tagged to specific deliverables. These should then be reviewed at various levels and stakeholders to get their input and approval.

The projects should then be implemented and monitored at the various phases using approaches such as: monthly meetings, follow-up calls and compensation of staff/team members in relation to the work performed.

Figure 3

Emerging theme on project performance

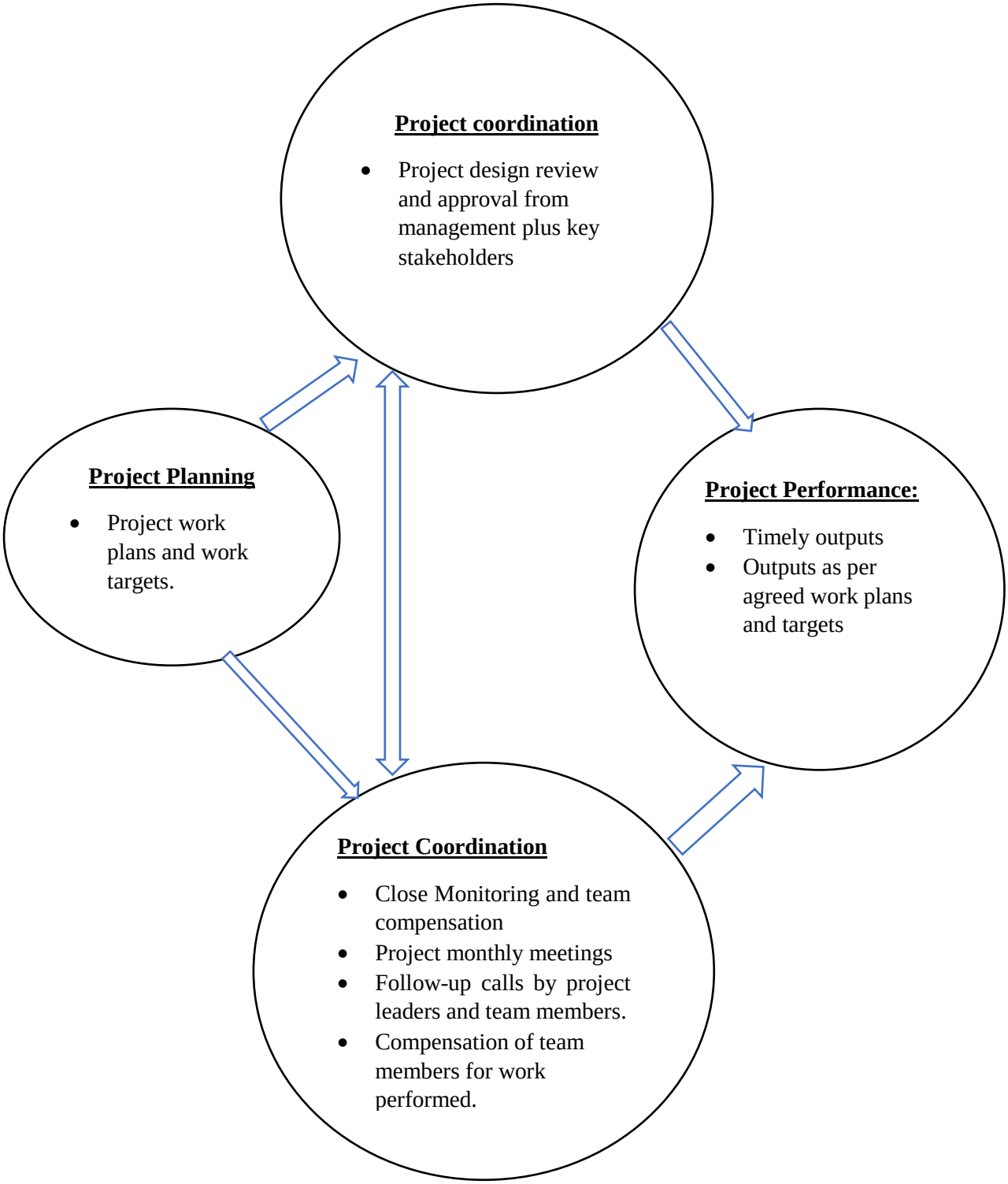


Table 4. 3. 2

Efforts undertaken to ensure that the project meets performance expectations

No.	Efforts undertaken to ensure that the project meets performance expectations.	No of Participants	Emerging themes
1	Phased payments- 10% at Project Inception.	1	***By providing phased payments***
2	Do due diligence at the evaluation	1	***By conducting due diligence at the evaluation***
3	"Before we inform a new project, we go through several stages. We have ministries who approve projects, the donor himself, the Solicitor General, who has the constitutional right and gives an approval for every project in Uganda". **:** Working close with the community. "The people on ground like LC Chairmen, the Councillors, but also we partner with key partners like KCCA". "We've got to go to private landowners and ask them to provide us a space". ".... we are building a facility ..."	3	***By conducting stakeholders' consultations before initiating the project***
4	"If you don't do that feasibility study you won't know facts. It will not only give you a proper picture of the real thing…."	1	***By conducting a feasibility study before initiating the project***
5	Budgeting for the various project activities	1	***By budgeting for the various project activities.***
6	"Mostly in the morning when you begin work, we have a pre-start meeting. The workers, I give them a guideline on who is going to do what"	1	***Through staff meetings***

NWSC engages in detailed planning, defining project activities, goals, objectives, timelines and contracts technical contractors basing on clear terms of reference to ensure successful project performance. Both the data above and below illustrate the existence of established systems to ensure that projects in NWSC are well coordinated.

A substantial number of Participants alluded to the fact that conducting stakeholder's consultations before initiation of the project is a critical task in the project. It allows the project team to assess the interests of the key stakeholders, inform them about the new project and what its objectives are and align the project objectives to benefit them. As part of the implementing team, prior engagements with donor agencies, Solicitor General, Local council leaderships, Ministry of Water and Environment, key partners like KCCA and UNRA are critical in the approvals of the project activities. Without approvals from these partners, the project cannot commence. The project owners are therefore in charge of seeking these approvals ahead of time.

Table 4. 3. 3

How Project schedules are developed and managed.

No.	Activity	No. of Participants	Emerging themes
1	"to do a certain activity, you look at the time an ordinary Consultant should take, so that is how we arrive at schedules". "It is you planning, it is you designing the schedule. But if it is another party designing, say the contractor, there are safeguards within the contract. Through request for time extension". "We develop a schedule…that this is the works to be completed from January to December, the works which will be done, and the deliverables".	3	***Though developing activity plans and schedules***
2	"We base on the phased approach".	1	***By using a phased approach.***
3	Stakeholders' engagement: "…. we do it 6 months prior to implementation …"	1	***Through Stakeholders' engagement.***
4	Contracting and stipulation of clear terms of reference.	1	***Contracting and stipulation of clear terms of reference.***

Table 4. 3. 4

How often communication is shared with stakeholders to update them on project activities

No.	Frequency of communication	No. out of 13 Participants	Emerging themes
1	"We used to communicate monthly, but now it has taken like six months"	1	***Bi- annually***
2	"We have the quarterly stakeholders' engagement meetings. …. We always have those stakeholder engagement meetings with the communities… "We have monitoring meetings where we report progress, against what you reported in. Those too happen **quarterl**y".	1	***Quarterly***
3	"The moment you receive an email, you reply, this is every time... Then we do site meetings. We visit sites **monthly**". "We have **monthly progress** meetings"… "Usually we have our meeting every end of month. So, like our last meeting was on the 5th of Nov, 2020".	2	***Monthly site meetings and ad-hoc emails.***
4	As spelt out in the Contract of engagement	1	***As per the contract's terms of reference.***
5	Depends on the stakeholder: "We do a stakeholder analysis, to know who to contact and when to contact them". "It depends on the level of engagement with the stakeholders.	2	***It depends on the level of engagement with the stakeholders.***
6	I go through my team leader	1	***It depends on team leader's schedule.***
7	"We have daily reports, and as far as activities are concerned".	1	***Daily reports.***
8	"We have a weekly meeting with the boss on site".	1	***Weekly site meetings***
9	We communicate through calls, depending on the task you are to deliver.	1	***Telephone call reports on the delivered tasks.***

Communication plays a big role in coordination of goals, objectives, and activities. Communication forms part of 'Horizontal and Organic' Coordination. The data below shows that within Projects in NWSC, efforts are made to share information on project activities. 12 out of 13 of the participants interviewed highlighted at least one avenue including: email communication, meetings, site visits, reports, etc. for sharing information among the projects' stakeholders. Meetings are the commonest avenues for sharing information with 7 out of 13 of the Participants holding either weekly, monthly, quarterly or bi-annual meeting to share information among project stakeholders.

However, the results also indicate a decline in communication where 2 of the Participants confirm a decline in the frequency of communication from monthly to bi-annually meetings between project implementers and other stakeholders.

4. 4 Project Performance in NWSC

4. 4. 1 Participants' Perception of projects performance in NWSC

The data below shows that Projects in NWSC face major challenges when being implementing. Key amongst the challenges are various forms of delays that affect the performance of projects. Project teams eluded various kinds of delays including delay in approving various project activities, delay in paying various contractors and delays resulting from changes in the projects' scope which affect the overall timelines in delivering the projects' goals and objectives. Below are some extracts from the data showing some of the delays encountered by the Project teams. Also significant was the difficulty in dealing with property owners, whether they change their minds hence refusing to allow NWSC to use their land to install public projects hence negatively affecting the projects' performance.

In the study it was evident from the project engineer and the Manager Infrastructure planning on the concern of project timelines. Their concerns stem from the tendency be ambitious in

timelines we do not take into account some unforeseen circumstances. Strict deadlines pre-set by donors are not met arising from the donor giving clearance to proceed to the next stage; a clearance within two weeks takes two months. This way not much can be done. Other delays arise from payment issues as highlighted by the principal Engineer. There would be some delays and those delays were mainly arising from payment issues. Delays in paying contractor to complete the works, that means you have not achieved your objectives.

The Manager Infrastructure planning noted the lengthy processes of approval at different stages. This gives rise to very many unnecessary delays. Failure to hand over the site to the contractor attracts penalties payable by National Water because the contractor will claim for every day. Such cost overruns may not have been catered for in the original project budget and can affect the quality of the project. Extra compensation issues too lead to extra cost incurred in the project.

The Sanitation Marketing Consultant also noted that during the implementation phase of the projects, several delays are experiences majorly due to changes in the scope that arise midway the implementation phase. The change of scope on one of the ongoing projects was altered. Initially, the scope of the project was in 22 settlements, previously living in informal settlements to improve their water and sanitation conditions. However, the scope expanded, and was later discovered they could not stick to the 22 settlements. These notable changes in scope without properly budgeting for them are likely to affect the performance on such a project.

Table 4. 4. 1

Participants' Perception of Project Performance in the context of NWSC

No.	Participants' Perception of Project Performance	Count / No. of Participants	Emerging themes
1	"We tend to be either ambitious in our timelines and we don't take into account some unforeseen circumstances". "You are working with a donor; you would expect the donor to give you clearance to proceed to the next stage; and the donor you expect to give you clearance within two weeks takes two months. You can't do much." "There would be some delays and those delays could be mainly payment issues. After not paying the contractor to complete the works that means you have not achieved your objectives". External contractors. "The processes of approval. You're not only getting approval at different stages", ... "We have had very many delays. In addition, if you do not hand over the site to the contractor, National Water	4	**Projects are challenging because of various delays including delay in delivery, delay in payments, delay in approval of outputs and delays due to changes in Project scope.**

	has to pay. Because the contractor will claim for every day". "Compensation then becomes a major issue". **"So we have experienced several delays because of this, change of scope". ..."**Our scope initially was in 22 settlements, previously living in informal settlements to improve their water and sanitation conditions. However, as we expanded, rather as the project, we found out we couldn't really stick to the 22 settlements**".**		
2	"As a team we have been able over time to meet the expectations as far as our required outputs are concerned amidst challenges". ... "Sometimes people have their attachments to their properties; land and buildings. Therefore, some people have not taken it willingly to surrender their properties in public interest. So sometimes, it is not easy to convince them". "You go to people and they have given you a site to be used. When you next return, they have changed their minds and no longer willing to hand over the site. Someone says, 'I am no longer interested'".	2	**Challenging because of the difficulty to convince people to relinquish their property for a public project.**

3	"**The project changes, but the timeline didn't change neither did the budget**. So pretty much, we are managing a project on the funds that had been left over from the previous activities. **That has affected a little bit what we are able to do and what we are able to implement**". ... "**But also the new scope of the project was more complex than we had anticipated**. We are building public toilets; the mandate was to build up to 100 around Kampala. Now because of the budget issues we are not going to reach that number, we are going to probably build half".	1	**Limited finances leading to a change in project scope:**
4	"The biggest challenge is many of them are in swampy areas. And these become difficult to construct, but those which are in less water clogged areas will be constructed".	1	**Terrain related challenges**.
5	"Interruptions from rain/weather changes prevent you from attaining your objectives and cause accidents. ... "When you are laying pipes and rain keeps on interrupting the works, you find you have not achieved the target you wanted per day".	1	**Weather changes causing interruptions.**

6	"Someone gives a program not planned, for which you are not ready yet. This disorganizes me and affects other works".	1	**Deviation from planned activities.**
7	"Implementation of environmental policies, frameworks and guidelines is still a big challenge in most African countries. For the case of Uganda, there are many good policies especially for use and management of the natural environment; however their enforcement is still a big challenge."	1	**Failure to implement/enforce environmental policies and frameworks.**

Table 4.4.2

Coordination challenges and their contribution to performance of projects in NWSC

	Situation where critical project tasks were not properly coordinated.	**Emerging themes.**	**How it affected/affects the project.**	**Emerging themes.**	**How the challenge was/is overcome.**	**Emerging themes**
No.	**Response**		**Response**		**Response**	
1	Failure to follow terms of references in some projects.	Failure to follow terms of references in some projects.	"Failure to deliver at a certain particular time, you are going to pay a fine".	**Causes the contractor to pay fines.**	"Have it set out in the terms of reference".	**By having clear terms of reference.**
2	"When we are to start a design on this date in this quarter, but at the end of the quarter I had not achieved the inception yet in the next quarter I am supposed to do design"	**Failure to perform agreed tasks leading to late or non-task performance by other team members**.	"That affects the whole project because now you are delaying other activities". "…. a delay say on the project financing, it will affect the entire project" "….only downside is sometimes delay"… "There've been delays in approvals"…	**Causes delay in implementing various project activities and delay in obtaining approval from various authorities.**	"When it goes outside the duration, then you have to look at how to fast track some of the activities. … Also have to evaluate the risks".	**By fast tracking, activities to catch up with lost time due to delays and evaluate risks.**
3	"They don't invoice, that is when you see there is a problem. They do not disburse the money to their account. They are not invoicing, that means they are not working."	**Failure of service providers to solicit for payments, which halts task performance**.	"the contractor not invoicing means he is not working" …"which indicates the project is not performing"	**Non-Project performance as a result of the contractor not invoicing.**	"That's when we come in and say there is a problem. Why are we not disbursing money?" …." The contractor is not invoicing, it means he is not working. Because the money is paid in your account".	**By conduct activity reviews to establish challenges and come up with relevant solutions.**

4	"We had a procurement of, ahaa, a contractor to be done, at a certain stage we had to get approval from our internal contracts committee ..... but when that time we even had incidences where... ahaa.... people in the public, whistle blowers would come in and stop the project and say, "your procurement process was not fair"". "We had now to go to court, PPDA. So the whole project was delayed by a whole year" .	**Delays as a result of complaints of non-compliance with procurement regulations from the public.**	"…. The community there anticipated smell nuisance from the plant and in turn requested us to seek ways to mitigate it".	**The NWSC plant (project) caused a problem of bad smell in the host community.**	"Stakeholder engagement is very important. You have to engage even every one of those people. We have council, those local council leaders, UNRA, telecom companies, all the government utilities, each of those consultations help a great deal".	**By conducting stakeholders' engagements.**
5	"We also had a case where the contractor was obligated to be on standby with de-silting equipment in a flood prone area during the rainy season such that drainage channels are cleared promptly in case of any blockage".	**Interference from weather conditions.**	"UNRA says no, detailed designs are already completed." "I got in touch with the team, because I found another project was going on; the Kampala Drainage Project. .... We are all looking at the same plot of land. It is hard to manoeuvre if we can't agree".	**Disagreements by management in apportioning available resources for competing projects which leads to halting of some projects in preference of others.**	"The land of about 3 acres on which this plant is being built was offered freely by the community in the affected estate, and in turn this estate was to have free sewer connections for a period of time before being billed for the utilities".	**By conducting barter trade or exchanges with members of the community to enhance project performance.**
6	"We are going to construct a water treatment plant in	**Overlap of government projects and decisions.**	"The people of Owino are threatening trouble. What is going to	**Threats of violence from the**	"The best thing we can do, is whoever manages to	**By striving to be the first to implement your activities.**

Nalukolongo. So, the consultant went to KCCA for plans approval, so they would be able to select the right site for the plant. It needed about 20 acres, and we finally did the design and submitted them to KCCA. And we were told UNRA has a road that is going through part of the property. But when we went to KCCA. KCCA didn't tell us about anything like UNRA planning a road there". "We have 2 sites in Owino market and we have sites in Nateete market, and then some in Nakawa market and now the President is asking KCCA to take over those sites from the market committees who have been given the mandate".	happen to our sites? If our people for example, if the contractor shows up, to start works, he will be beaten up? "	**beneficiary communities.**	implement first will do their part first. Then whoever comes next will have to manoeuvre around".

7	"I have ever visited the *Sabasajja Kabaka* markets. I have visited all of them, because I wanted them to also get those toilets. But the man I found, who is in charge of those markets asked me "*nfuniramu wa?*" meaning "how do I stand to benefit? Let's build one for 100 million and share the 100 million". I outrightly told him, that I will not do that. I called out team leader and Teddy and they went and met the Buganda land Board team. They explained to them in about 3 separate meeting some in their offices, on the ground and in Gopa offices. But we failed to get to an agreement, as the market leaders wanted in a way to benefit from the project individually".	**Resistance from communities due to failure by NWSC Project team to cave/give into their individual interests.**	"Because they insisted that if we don't give them some of the money, we should not bother constructing in their markets. ... the people who need to get those toilets will not get them".	**Reduction in project output as a result of selfish impediments from leaders of beneficiary communities.**	"So, I was calling our community mobiliser, asking her why don't you make some calls? What is going to happen to our sites?"	**By working with community members to safeguard project sites.**

8	"We normally have the drawings which can give you clear information that in such and such a point, you have to connect like this. Then you have to follow that drawing to the letter, without any mistake. ..... If you go deeper or higher, you have to be very accurate by using the drawing you were given by the surveyor. The surveyor has to give you a point that this is the point that you have to go with. So, you have to follow the design to the dot. ***We once had a misalignment***."	**Misguided workflows by surveyors leading the Project team to make mistakes on the ground.**	"We wasted resources and time when we messed up with the alignment. "Because you work in a narrow space when you are laying the pipe. You have a 4-meter corridor of diameter. ...When you mess up, that is already wastage, yet you have already done all".	**Time and resource wastage.**	"I called out team leader and Teddy and they went and met the Buganda land Board team. They explained to them in about 3 separate meetings, some in their offices, on the ground and in Gopa offices. But we failed to get to an agreement".	**By holding discussions with the concerned community leaders in an effort to gain their collaboration in public projects.**
9	"You waste that time taking that container, then they tell you to take it back. That is disorganizing, because it spoils your program. Because you already got tasks for the day".	**Changes in assigned tasks leading to time wastage.**	"I spent more time on that task, that was not going to be used on that day, it is a waste of time."	**Time wastage.**	" We had to remove the pipe and realign".	**By re-doing the work to ensure that it is aligned to the Project design.**

The data above highlights some of the key coordination challenges that Projects in NWSC face and their impact on project performance. Some of the coordination challenges that Project teams face include:

1. Deviation from terms of references by contracted service providers which calls for fines on their part.
2. Failure to deliver agreed tasks by some team members which then delays performance of tasks by other team members.
3. Failure of service providers to receive their payments which halts performance.
4. Complaints from the public which delay implementation of specified work processes.
5. Bad weather conditions also interfere with work processes.
6. Overlap in government projects and decisions which causes disagreement in resource allocation and stopping of some projects.
7. Resistance from communities, which causes threats of violence and limits project outputs for the target communities.
8. Misguided workflows by surveyors leading to mistakes during project implementation and time wastage while trying to correct such mistakes.
9. In addition, time is further wasted when project team members implement new activities that deviate from previously agreed tasks.

The Project teams recommended the following actions to address the above-mentioned challenges:

1. There is a need to have clear terms of references for all project contractors.
2. There is need to fast-track project activities to catch up with lost time due to delays and evaluate risks.

i. ***"When it goes outside the duration, then you have to look at how to fast track some of the activities. … Also have to evaluate the risks".***

3. Conduct activity reviews to establish challenges and come up with relevant solutions in a timely manner.
4. Engage Project stakeholders at all levels of the project to be able to address some of the challenges faced by the project team on the ground.
5. Conduct barter trade or exchanges with members of the community to enhance project performance. This is mainly with regard to accessing land on which to implement public projects.

    i. ***"The land of about 3 acres on which this plant is being built was offered freely by the community in the affected estate, and in turn this estate was to have free***

    ii. ***sewer connections for a period of time before being billed for the utilities".***

6. In situations where overlapping projects and decisions from politicians and policy makers, NWSC Project teams should strive to be the first to implement their activities.

    i. ***"The best thing we can do is whoever manages to implement first will do their part first. Then whoever comes next will have to man oeuvre around".***

    Project teams should work with community members to safeguard project sites. In addition, they should hold discussions with the concerned community leaders in an effort to gain their collaboration in public projects.

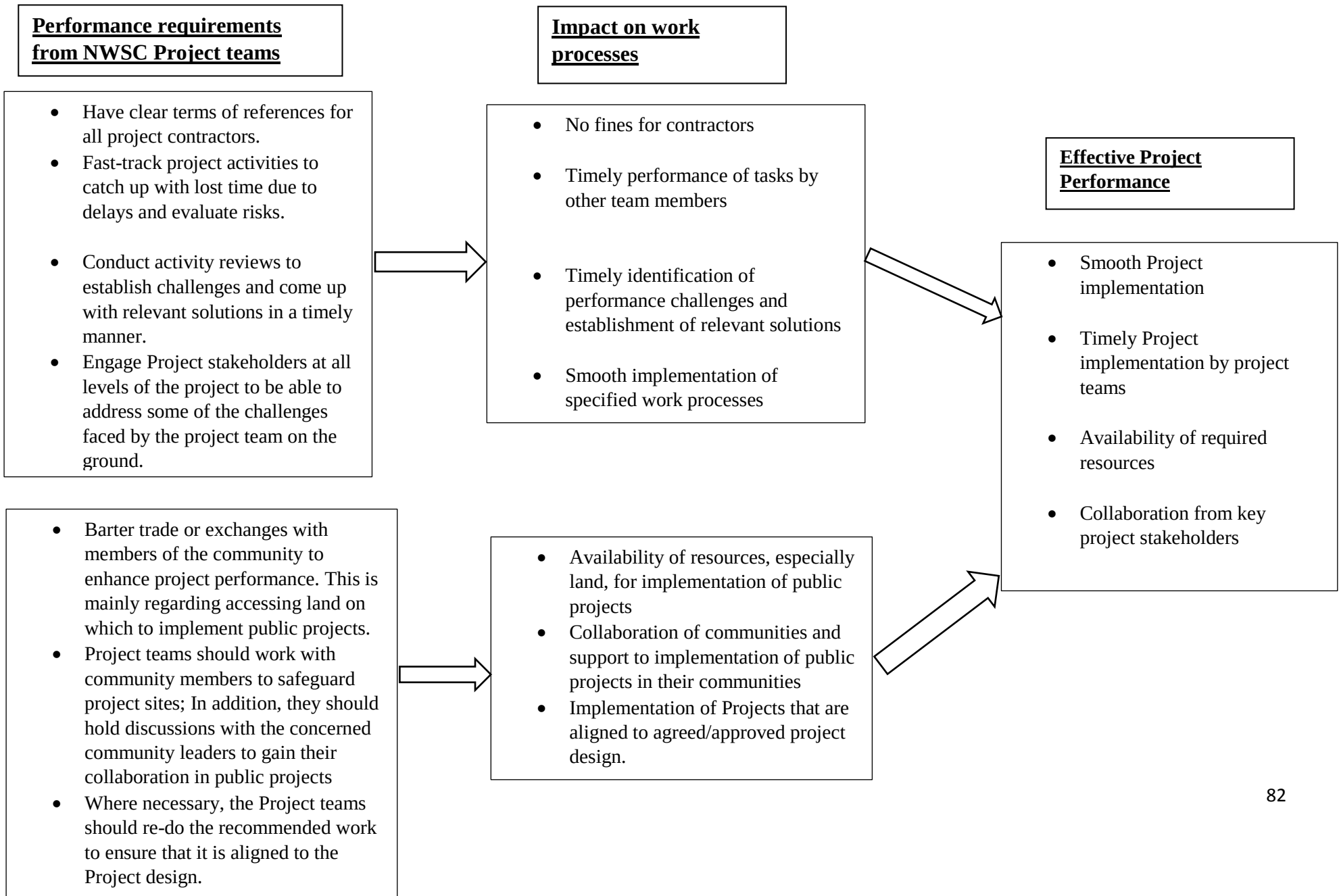
7. Where necessary, the Project teams should re-do the recommended work to ensure that it is aligned to the Project design.

Discussion

Based on the data from the study, the diagram below provides key actions that must be implemented for Project teams to implement Projects effectively. Such actions include developing clear terms of references for contractors, paying contractors on time, engaging community members and other key stakeholders to address key challenges on the ground, conducting barter exchanges with community members in order to secure required physical resource, especially land, among others. The diagram also shows the expected impact of such caution on project performance.

It should be noted that the above efforts should be coupled with coordination and monitoring of Project activities.

Figure 5
Key actions for effective Project Performance



CHAPTER 5: DISCUSSION OF RESULTS

5.1 Discussion of Results

The study sought to understand how performance of projects is perceived by project implementing teams of National Water and Sewerage Corporation and what they do to promote coordination and commitment of the projects in Uganda.

It sought to understand the relationship between coordination and commitment of NWSC project implementing teams; to understand the relationship between commitment and project performance in NWSC projects; to understand the relationship between coordination and project performance in NWSC; to understand how coordination and project performance are based on the level of commitment of NWSC project implementing teams.

From the study findings, the following have been established in relation to Project performance in NWSC.

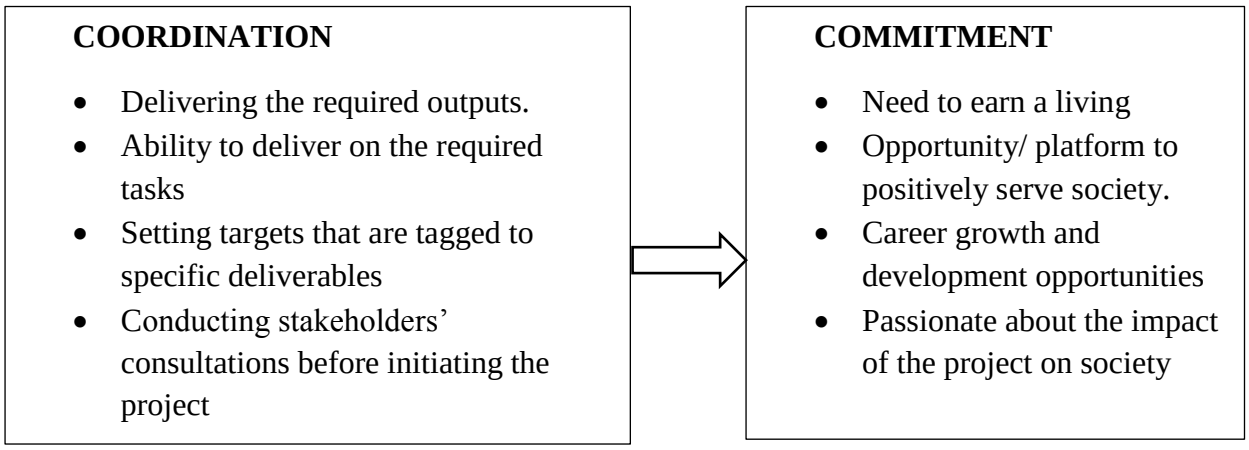
5.1.1 How commitment is understood by implementing partners of projects in NWSC.

In NWSC, Coordination is conducted in various ways including the use of formal procedures such as feasibility studies, budgeting, setting clear terms of references, stakeholders' consultations. This constitutes 'Vertical and Mechanistic' coordination, which involves "formal, controlling centralized coordination activities and the use of well-defined procedures and rules" (Nidumolu 1996, Andres and Zmud 2001).

Vertical and Mechanistic coordination procedures have a positive impact on the implementation of Projects in NWSC. They ensure that activities are conducted systematically, and each stakeholder knows their role in the project implementation. This enhances continuity of project activities, which is a display of Continuance Commitment among project stakeholders.

Figure 6

Coordination and Commitment



The study findings also show that in NWSC, Projects also involve 'Horizontal and Organic' coordination, which involves "informal, cooperative and decentralized mutual adjustment as well as communication activities" (Turner and Muller, 2004). Communication plays a role in implementing project activities in NWSC. It takes various forms such as stakeholders' consultations, project meetings, follow-up telephone calls, project reports, etc. This ensures accountability from the project team to project stakeholders.

Horizontal and Organic Coordination leads to Normative Commitment among project stakeholders. It provides a form of check to project implementers so that they carry out their obligated tasks/project roles. This, however, is dependent on the frequency of the coordination activities to ensure timely and efficient delivery of project activities.

The majority of participants like Project Engineers and project managers reported that they are committed to their work because: they endeavour to continue working on their Projects and perform required tasks on a daily basis. They work diligently without supervision, educate themselves to enhance their skills to perform required tasks and create a work environment where project activities can thrive through coordinating work activities and communicating among team members to enhance work progress. It is clear from the findings that commitment plays a significant role in how project teams deliver tasks in their work.

The study also indicated that participants exhibited affective commitment as a major driver for delivery of tangible project deliverables. NWSC gives consideration and perception of justice, organizational leadership and support, which gives employees a level of responsibility and trust. The employees feel valued by the organization because it trusts them. In return, the employees feel a need to pay back to the organization by committing to it. Affective commitment is exhibited through factors that influence transformational leadership, perception of justice and organizational support, which in turn build a strong perception about the organization. Employee's attitude is enhanced in their behaviour subjected to norm and beliefs, which in turn influences their relationship with the organization.

When employees join organizations, they have varying goal and needs, which they strive to achieve when they work with the organization, the employee's way of engagement in the organization, their beliefs and values will influence the way they commit to the organization. Normative commitment is strongly affected by personal beliefs, values, and character. This will give determine their job choice and what they expect from the job. From the emerging themes in table 4.2.1, project teams agree that their commitment to projects is largely because they derive a source of living out of it. Employees' poor performance directly impacts project deliverables and an indication of failure to achieve the project deliverables which consequently will affect employment as a source of living.

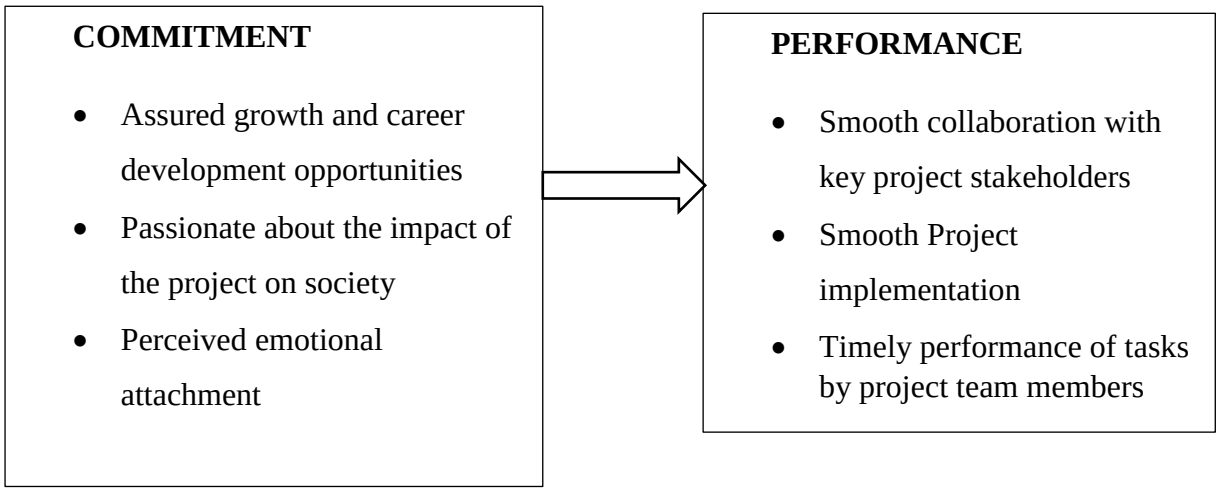
5.1.2 How emotionally connected implementing partners are to projects in NWSC.

The results of the study indicate that commitment to projects is an attribute that can lead to performance in projects. Where the project team is committed to project goals and objectives, there is there is a commitment to deliver on set project targets, a commitment to conduct the project from start to finish and a commitment to build capacity of project teams, all of which enhance project performance.

The study indicated majority of project team members displayed various emotions in relation to their work. Some were passionate about their work because they would feel bad if they are removed from the project; some were happy to have an opportunity to work on a unique project while other Project Engineers displayed a feeling of satisfaction from impact of their work on society. There were also team members who felt an obligation to work in their designated roles as Social Scientists, Engineers, Sociologists, etc. which makes them emotionally attached to their projects. Others even worked beyond their designated scope to solve emerging problems. They believed that they have the obligation to use their expertise to solve such issues. This shows that most Project team members were emotionally connected to their Projects, which facilitates continuity of their performance on such projects.

Figure 7

Commitment and Performance



The Participants, through their passion for their work, self-motivation to work without supervision and to work extra hours, as well as their wish to provide welfare service to society, etc. all of which enhance project performance in NWSC, displayed affective commitment.

The Participants agreed that personal commitment is needed for project activities to be accomplished.

They confirmed to agreeing to being committed where they work on projects without having on standing there and watching over them to deliver on the task as assigned on the project. They agreed that they love what they do and so they are fully committed to all project engagements.

Many Participants affirmed to the fact that they get satisfaction from getting involved in projects that contribute to society and are proud to be associated with such achievements. They get a feeling of accomplishment well knowing that their efforts made a difference in society.

In addition, the Participants displayed Continuance Commitment by their need for salary payment, as well as career growth and development through anticipation for refresher trainings; a need to learn from experienced teams and to maintain professional connections. This also enhances performance of projects. Majority of them attributed this to the fact that their emotional attachment to the project is because they are earning a salary from it A few of them confirmed that when presented with a better career opportunity, they would consider it and therefore were involved on projects for career reasons. Despite the projects providing them with exposure, they would take any opportunity that presented itself with better challenges for their career development.

A few Participants would stay working on projects, which present them with opportunities for refresher trainings. With many of the project consultants, funders and contractors from international organizations like World Bank, KFW, French Open Agency, there is a whole wealth of experience to tap into from such partners that may not easily be available and therefore this opportunity to participate in projects with such international bodies would give them opportunities for refresher trainings, knowledge share that may not be readily available elsewhere.

A few Participants confirmed that the opportunities presented to them on projects are sufficient and may not necessarily wish to venture outside the country. However, they agree to seek opportunities for further studies needed for career growth.

The Participant displayed Normative commitment the by their desire to deliver on their assigned tasks, to mentor others to as to build their capacity as well as a commitment to creating a good work environment. Many agreed that when coordinating project activities very well and the communication is good, it means assigned tasks of work will be accomplished on time. With timely and frequent communication among project teams, the assignments are accomplished on time, with every team member knowing what to deliver and when. Any failure to deliver by one project team member affects deliver of tasks by others. For instance, if one is to deliver a document or report and this is not done, the rest of the activities are delayed.

From the study, it can be eluded that commitment to projects is important and critical for performance in NWSC projects. The Project teams in NWSC are committed because they are able to deliver the assigned tasks, they wish to provide a service to society, and it is a source of their salary, among aspects.

It is clear from the findings and literature review that individual level of determines how engaged they are in project activities. It would appear from analysing the collected data that project teams were generally involved in project activities and therefore conclude that there is need to have commitment of project teams for them to deliver of the project activities as assigned. This way, they will be able to achieve project objectives and deliverables.

5.1.3 What needs to be done by implementing partners for projects to perform as expected.

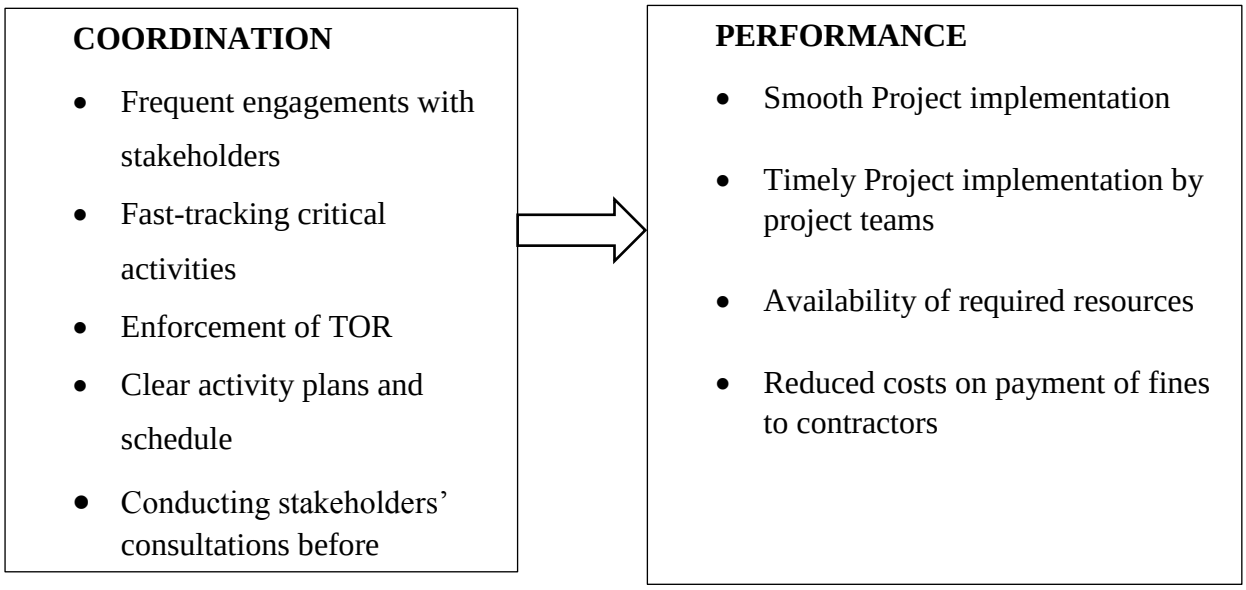
Van de Ven, Delbecq, and Koenig, (1976) argue that coordination involves linking various parts of the organization and key players in order to accomplish organization's goals and objectives. Project performance, on the other hand, is concerned with the attainment and

continuous measurement of the project determinants, time, cost and quality to establish the project's relative performance (Dalcher and Societies, 2009).

Morioka and Carvalho (2014, p. 132) associate the performance of projects to the achievement of project goals and objectives while Wits, (1988) considers technical performance of a project when tasks performed produce out comes that bring high level satisfaction to key people in the project and key users.

Figure 8

Coordination and Performance



The results of the study that participants agreed that coordination is associated to achievement of project goals and objectives and therefore their performance.

From the merging themes, the participants agreed that project teams should engage in various coordination mechanisms such as: defining work plans, setting targets and key deliverables for project teams; defining terms of references for external contractors, conducting stakeholders' consultations, project monitoring meetings and reports, etc. These mechanisms have result in performance improvements by encouraging effective and efficient operations. This is

achievable through setting targets at every stage of the project and project designs are adjusted. The consultants who work alongside the project team at NWSC agree that such coordination activities and targets must be agreeable between both parties through continuous negotiations. Any adjustments in scope, schedules need to be communicated to all stakeholders ahead of time and are agreeable by all. This ensures not all project activities are left unattended to.

Majority of the Participants confirmed that through their performance appraisal system, tasks are assigned to them at the beginning of every year and the timelines of delivery on tasks are agreed upon. Every individual is aware of what they must accomplish in each period.

However, the study findings also show major challenges the Participants face when implementing projects within NWSC. Key amongst these are various forms of delays that affect the performance of projects. A significant part of the Participants eluded different forms of delays that negatively impact on performance including delays in approving various project activities, delays in paying various contractors and delays as a result of changes in the projects' scope which affect the overall timelines in delivering the projects' goals and objectives.

Also significant was the difficulty in dealing with property owners, whether they change their minds hence refusing to allow NWSC to use their land to install public projects hence negatively affecting the projects' performance.

To ensure coordination of projects, all project activities must be aligned to individual targets and clear timelines allocated. Frequent monitoring of the progress of tasks is essential in ensuring no activity is delayed.

5.1.4 Key challenges experienced in implementing NWSC projects

The study findings showed that effective coordination is required for project staff to be committed to project activities to have them performed efficiently. According to this study,

there is a positive relationship between coordination and commitment, commitment and project performance as well as coordination and project performance.

The Participants eluded that where specific tasks/deliverables for project teams and terms of references for external contractors were clearly defined, there was effective project performance. Project staff were able to meet their targets while external project contractors did not have to be fined for non-performance.

In addition, the study findings showed that where there was effective coordination in form of stakeholders' consultations, performance monitoring including project staff meetings, follow-up calls, site visits and routine reporting on accomplished tasks, there was effective project performance.

The study results showed a positive relationship between commitment and project performance. Where project team members were committed, they were able to deliver their specific tasks, they were also able to work on the Projects from start to finish, they further, were willing to work without supervision and to undertake extra workload to provide the required deliverables.

However, the study also indicated some challenges to project performance.

There was an indication of breakdown in communication, whereby staff meetings in some projects were less frequent, which has a negative impact on project performance Some Participants confirmed they communicated every month through meetings. This frequency of meetings may not be sufficient to closely monitor critical takes especially when daily activities are assigned. Further to this, the monthly meetings have not been held consistently with some taking up to six months to meet. This has a negative effect on the project activities. This is likely to cause delays in various work processes.

Project implementation being the critical stage of the project to face such delays in various work processes will result in failure to achieve the project objectives. One Participant alluded to the fact that often they set ambitious timelines without taking into consideration unforeseen circumstances. Working with donors, you would expect the donor to give you clearance to proceed to the next stage and the donor you expect to give you clearance within two weeks takes two months. Other delays are a result of late payments. Such delays could be mainly payment issues. When the contractor to complete the works, and they are not paid on time, this indicates failure to achieve the project timelines. Providing timely feedback allows smooth flow of work processes to avoid delays in implementation of project activities.

Many Participants mentioned several delays related to changes in scope. These changes were usually identified ahead of the project implementation phase. Such scope changes are normally incorporated in the design changes through addendums. However, this is not always the case as they are realised later after the project implementation has commenced. Unrealized scope may result in changes in the overall budgets and cost of the project.

Issues relating to approvals were also highlighted by some Participants. The approval process was lengthy at different stages of the project. The delays in approvals meant the contractor could not commence works as per schedule and will attract claims single day of extensions. The issue of claims by contractors was a major issue for many projects in NWSC as mentioned by Participants.

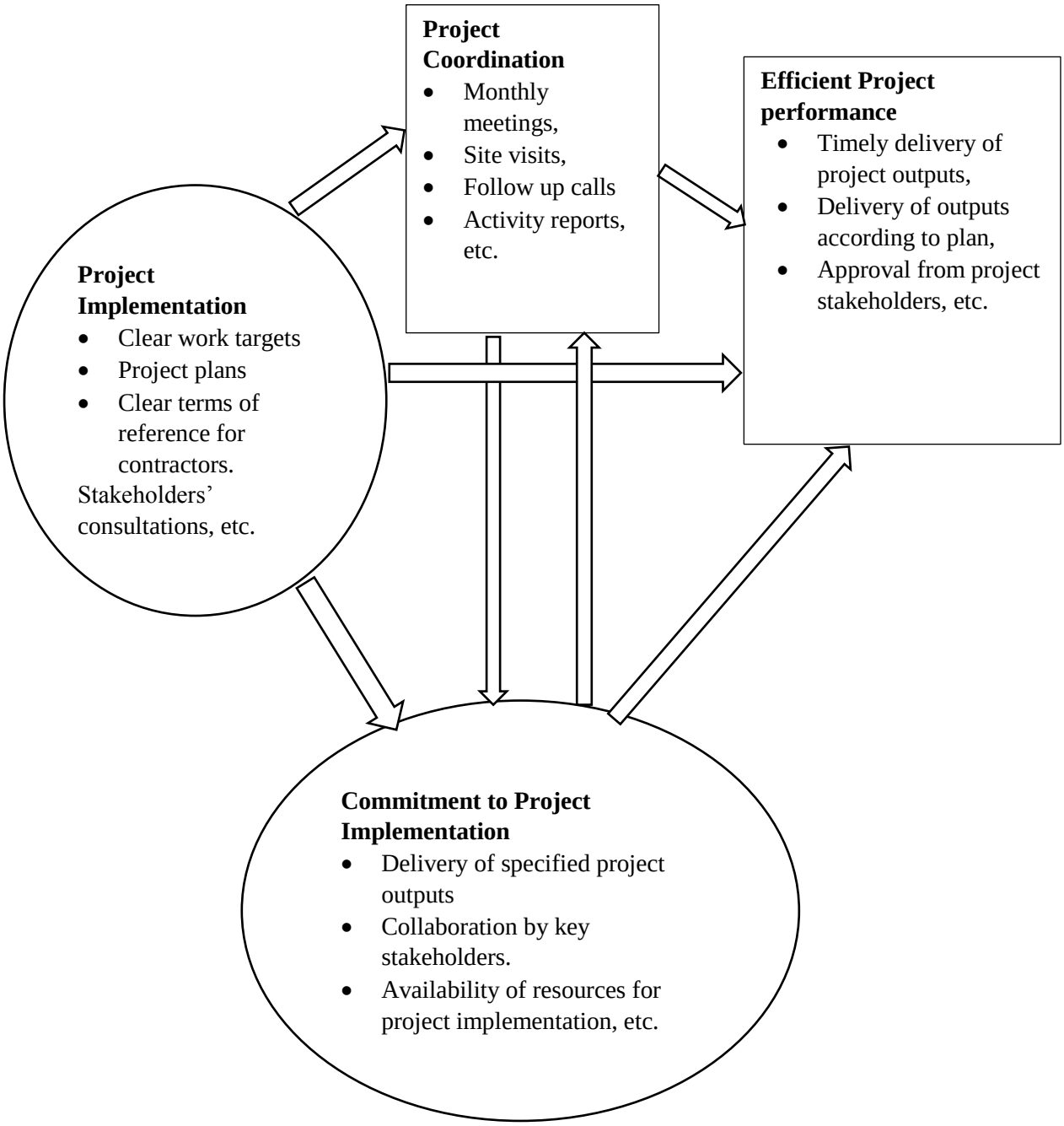
Other performance challenges highlighted from the study included:

- Failure to deliver agreed tasks by some team members, which then delayed performance of tasks by other team members.
- Failure of service providers to receive their payments, which halted performance.
- Complaints from the public, which delay implementation of specified work processes.

- Bad weather conditions also interfered with work processes.
- Overlap in government projects and decisions, which causes disagreement in resource allocation and stopping of some projects.
- Resistance from communities, which caused threats of violence and limited project, outputs for the target communities; etc.

Figure 9

Study model for Project Performance



5.2 Conclusion

This chapter offered a discussion of the study findings obtained and demonstrated the relevance of the research in relation to previous research done. The discussion was based on responses as given by the Participants and interpreted by the researcher to answer the research questions aimed to achieve research objectives. The discussion was kept unbiased and hopefully tried to interpret the results with less bias.

This study has explored the relationship between coordination, commitment to projects and project performance in National Water and Sewerage Corporation (NWSC) projects in Uganda.

The study results also indicate that where there is commitment to projects, it will facilitate project performance through passionate self-motivation to work, drive to achieve set targets/deliverables and a commitment to provide service to society.

CHAPTER 6: RECOMMENDATIONS AND CONCLUSION

6.1 Recommendations.

The study examined how commitment and influences performance in NWSC projects. The study findings also show that effective coordination is required for project teams to be committed to project activities so that they can perform them efficiently.

From the study findings, therefore, it is recommended that:

Monitoring of activities.

Project stakeholders are highly involved in project activities. This will ensure project activities do not go unmonitored. If there is need to work overtime to complete a task, this should be planned for rather than let activities go unmonitored. NWSC should therefore enforce clear project documentation and reporting procedures for transparency in projects.

Project resources availability.

Project managers should also ensure availability of resources for project implementation. When resources are readily available, project activities will flow smoothly without any delays and interruptions. Therefore, a commitment of resources to project activities should be done prior to the start of the implementation. NWSC should engage the consultants early enough on any possible changes in projects that may result in cost overruns and overshoot the budget, so they plan the appropriate contingency sum.

Clear Terms of Reference.

The NWSC project contracts team should also ensure that they draw clear terms of reference for all project contractors. This will inform all stakeholders of their expectations, and boundaries of operation within the project. The project team in close consultation with the project owner must have all the terms of reference well streamlined.

Engagements with key stakeholders.

At the start of the project implementation phase, all project activities should be well aligned among the relevant stakeholders such as UNRA, KCCA, NEMA to avoid challenges that may arise due to major construction and environmental changes, which may cost the project dearly. The Project team should conduct routine activity reviews to establish challenges and come up with relevant solutions in a timely manner. This way, a tracker of any challenges picked up is maintained and followed up in a timely manner to ensure closure of each challenge registered.

Project Risk Assessment.

A thorough project risk assessment should be done prior to project implementation. NWSC should clearly identify such emergency interventions that are high risk to the project and act on them appropriately. With a prior risk evaluation done, any anticipated risks within the project could be planned for accordingly. This will ensure there is a fast track on project activities to catch up with lost time due to any such risks as delays. Any design changes by the contractor at the design stage should be reviews timely and approved prior to execution of works. Unforeseen construction changes, deep excavations resulting in major project changes should be foreseen and acted on.

Early stakeholder engagements.

The project managers should engage project stakeholders at all levels of the project to be able to address some of the challenges faced by the project team on the ground, rather than postpone them for later.

Policy alignment with all policy makers.

The Uganda government formulated a National Water Policy (NWP) in 1999, to ensure integrated and sustainable management and use of water resources in Uganda. Access to clean and safe water has been recognized as a United Nations Sustainable Development Goal (SDG) 6 essential component for socio-economic development. In Uganda, national frameworks for

implementing SDG 6 are Vision 2040 and National Development Plan (NDP). The current performance levels on the policy performance indicates the sector is not attaining SDG 6 and this is attributed to lack of coordination efforts among the development partners of Ministry of Water and Environment, Ministry of Finance Planning and Economic Development, to address key issues relating to water and sanitation. The study has highlighted recommendations that can be applied to ensure the coordination of project activities is done. The study highlighted key challenge of deviation from terms of references in most projects' delays performance of tasks, escalate project costs, cause disagreements in resource allocation and ultimately limit project deliverables. This is evident that policy makers need to adapt coordination mechanisms that ensure project deliverables are met.

6.2 Limitations of the Study.

1. The study was limited to stakeholders involved in Project activities implemented by NWSC, which limited the number of Participants that were available for the study. This may not give a well-defined view of projects generally in Uganda context.
2. The scope of the research was limited to projects that were then ongoing or completed yet many projects are underway and have not been studied.
3. Some key Project resources proved unavailable for interviews. Such Project resources included funding partners, implementing agents in the field, etc. This had a limitation on access to information for the study.

6.3 Implications of Findings.

The study was based on coordination of NWSC project teams, commitment, and performance of projects in National Water and Sewerage corporation projects in Uganda. The study was based on the concept of commitment as introduced by Allen et al., 1990; Meyer and Allen, 1987, on performance by Dalcher and Societies, 2009 and Turner, and Müller, (2004) on coordination among other researchers. The constructs of commitment and coordination were

shown to have a contribution on performance in projects. The findings raised questions of how much information is deemed necessary for effective communication? What level of commitment is needed to have the team deemed fully committed? Does the project team fully understand necessary it is for them to be committed in projects and what they must do for the project to achieve its objectives? Are they fully aware of their tasks and how each task affects the tasks within the project activities?

The study is therefore significant to future researchers in trying to find answers to the above questions. Future researchers can conduct the study considering larger sample sizes of Participants and collect data that can be benchmarked on best practices in various organizations; compare results in different sectors with focus on developing answers and broaden the research knowledge.

6.4 Areas for Further Research

This study focused on coordination, commitment to project and project performance in National Water and Sewerage Corporation (NWSC) projects in Uganda. There is need to extend the study to include the following areas.

a) Project coordination and commitment to projects with emphasis in various sectors, e.g., Local government, the informal sector, etc.
b) Risk analysis and project performance in NWSC Projects.
c) Stakeholder involvement and commitment to projects in NWSC.

In conclusion, it is important for project teams to close any gaps in coordinating project activities especially communication among relevant stakeholders on critical tasks to ensure information flow on all project related activities is not delayed. The team commitment can be enhanced through provision of benefits like overtime for extended work hours and trainings

that provide capacity and career development. The feeling of ownership and attachment to the project will ensure they are more dedicated to accomplishing the project objectives.

The project manager and owner must ensure clear terms of reference are drawn before implementation commences to avoid unnecessary claims from contractors resulting from extensions in scope beyond initial project scope.

6.5 Conclusion

The aim of this research was to examine the mediating influence of commitment between coordination and performance in NWSC projects. The foregoing chapters examined how commitment is understood by implementing partners of projects in NWSC, how emotionally connected they are. In addition, the study explored what needs to be done by implementing partners for projects to perform as expected and established the challenges that hinder projects within NWSC from being implemented in the given time, budget and scope. The research questions were examined through a qualitative approach in the form of semi-structured interviews. The use of semi structured interviews allowed for more in-depth insight into the personal experiences on commitment allowing issues to be discussed in an objective and candid manner. This made interpretation and analysis of the findings more meaningful. A review of the literature was presented corresponding to the research topic on coordination, commitment and performance. Finally, an interpretation of the findings obtained was provided, along with why the findings were relevant to the research with comparisons to other research carried out to date.

The findings of this research are relevant to the wider study of coordination and commitment and their effect on projects as they highlight their impact on performance of projects. The importance to policy makers and project managers is to understand how crucial commitment of project teams is and how coordination of activities influences the project deliverables. This

study highlighted the factors that affect performance in NWSC projects and made recommendations to deal with them.

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Appendix 1

INTERVIEW GUIDE

MAKERERE UNIVERSITY

Dear participant,

This interview is aimed to generate qualitative data for an academic study. You are requested to spare at least 20 minutes to voluntarily respond to this interview guide for academic purpose leading to an award of Master of Business Administration. The study seeks to capture deeper understanding of perceptions relating to project performance and its predictors. Your timely responses will be given utmost confidentiality in the thesis. Thanking you very much for your kind cooperation.

Section A: Background Information

a) Characteristics of Participant

A1. What is your title _____?

A2. What is your age_____?

A3. What is your qualification_____*?*

A4. What is your role on the project?

b) Project Characteristics

A5. What is the age of the project/ duration of the project?

A6. How long has the project been running?

A7. What type of project is it?

A8. Where is the location of the project?

A9. What is the estimated budget of the project?

A10. What is the scope of the project?

A11. Who are the key beneficiaries?

A12. What is the number of employees on the project?

A13. Who are the key beneficiaries of this project?

A14. How many projects are you currently working on?

General Instruction

Items to be verified are identified in this instrument are selected on the basis of concreteness and graded using the given scale. Please circle the appropriate number as per scale

Positively expected	Outstanding	Above average	Average	On the Low Side	Definitely on the Low side
6	5	4	3	2	1

Section B: Project Performance

B (1): Projects have a start point and an end point. As a project manager, it is your responsibility to ensure that project performs. How would you perceive project performance in the context of National Water and Sewerage Corporation?

B (2): Describe a situation where the project you worked on failed to perform……. How did you overcome the challenge?

B (3): What current initiatives are you focusing on to ensure that the project performs to the expectations?

B (1): Cost: Cost management is the process of estimating, allocating, and controlling the costs in a project. Describe the situation where the project performed on cost.

6	5	4	3	2	1

B (2): Scope: Project scope defines the boundary and relevance of project objectives. Please describe how you managed and controlled the project scope …. Describe how a change in scope affected the overall project. What happened? What were the results? How did you overcome it?...

6	5	4	3	2	1

B (3): Timeliness: Explain how you developed and managed project schedules. How would you perceive timeliness in the context of project performance? …Describe a situation where project timelines were not met as per schedule… How did you overcome this challenge?

6	5	4	3	2	1

B (4): Stakeholder Satisfaction of a project is important in understanding the performance of a project. Describe a situation where the stakeholders were satisfied with the project. What happened?

6	5	4	3	2	1

Section C: Coordination involves managing project resources, equipment, meetings and information on day-to-day basis to ensure smooth project operations.

C (1) Frequency of communication: is how often communication is shared with stakeholders to update them on project activities. What influence does the frequency of communication have on project activities? Describe a situation where communication on the project was slow and not as expected. How did you deal with that situation? What did you do to overcome that challenge?

6	5	4	3	2	1

C (2) Critical Task Monitoring: Critical tasks are jobs along the project critical path that must be completed to finish the project. How are critical tasks identified and monitored? Describe a situation where critical project tasks were not properly coordinated and how it affected the project. How did you overcome that challenge?

6	5	4	3	2	1

Section D: Commitment to work is the level of enthusiasm an employee has towards his/her task assigned at the workplace. It is the feeling of responsibility that a person has towards the goal, mission, and vision of the organization he/she is associated with. Please describe your level of commitment to the project.

D (1) Affective Commitment defines the emotional connection felt towards the organization. Please describe how emotionally connected you are on the project. How does this fit within your career?

6	5	4	3	2	1

D(2) Continuance Commitment is the cost of leaving an organization**.** Please describe how you would feel leaving a project.

6	5	4	3	2	1

D (3) Normative Commitment is the degree to which you believe you ought to stay. Please describe a situation where you believed you ought to stay on a project. What reasons would you consider staying working on the project?

6	5	4	3	2	1