



ASSESSMENT OF CONTRACT MANAGEMENT PRACTICES AND PROJECT PERFORMANCE OF RWANDAN CONSTRUCTION COMPANY KIGALI, RWANDA

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ABSTRACT

Contract Management is understood as comprising the negotiation of the terms and conditions of contracts, ensuring compliance, documenting and agreeing to any changes that may arise during contract implementation. all require a high level of contract management to maintain efficiency for the construction project. Performance in contract management is directly linked to customer satisfaction level. Customers are only satisfied when projects meet the planned or expected quality and time. Thus, best performance is achieved when quality standards are met. This implied that there was a strong positive relationship between contract management practices and project performance of construction company. Further, the study take a look on specific objectives like contract management practice, main risks factors, contract regulation, supervision and evaluation practices on the performance of construction company in Kigali, Rwanda, and the study revealed that once all are considered during implementation phase, it grant construction projects performance undertaken by construction company.

Keywords: *Contract management practices, Project performance of construction company*

1. Introduction

Contract management is an issue of strategic importance both to organizations or companies and projects. Through successful contract management practice, projects and companies can increase control and effectiveness and reduce cost. Contract management for construction projects such as roads and buildings has been the norm all over the world, some countries especially African ones do not have a sufficient industry of independent contractors, buildings and road construction works are mostly done by force on account or awarded to state construction agencies on a negotiated basis.

When improving project performance through contract management in construction industry, where men, materials, machinery, money and management work together to build a facility. The value of annual construction activity in the world exceeds one trillion dollars. The total annual cost of worldwide project failures alone is \$7.5 trillion dollars, according to (Maylor,2009). According to Ika, Diallo and Thuillier (2012) projects remain the tools of choice for policy makers in international development. However, there are eight main reasons for the failure of government projects like inadequate planning; insufficient buy-in by senior management; failure to engage effectively with key stakeholders; a lack of technical skills; poor project monitoring and review; inadequate initial evaluation of the project; poor networking skills; and failure to integrate the disparate parties needed to deliver project success. All are issues that can be improved through training and development. Moreover, these reasons apply equally to projects in public and private-sector organizations (Gollenbeck, 2008).

The construction industry is one of the key contributors to most economies (Mbamali & Okotie, 2012). The importance of the construction industry to the economy can be measured by its contribution to the Gross Domestic Product (GDP); its contribution to investment; and the

volume of labour employed. Internationally, the construction industry contribution to GDP is from 3% to 10%; typically, lower in developing countries and higher in developed countries. Since early 1970s, the construction industry has played an important role in terms of the economic, social and cultural development of Indonesia.

The industry contribution to the GDP increased from 3.9% in 1973 to 7.9% in 1996. This constitutes about 60% of gross fixed capital formation. Construction work from 1996 to 1999 was sharply reduced due to the Asian monetary crisis, but went into an upswing from 2000 to 2007. The construction sector's contribution to the country's total GDP increased from 5.5% to 7.7% in 2007 and is set to expand to 7.8% in 2012.

Despite this, the growth in construction activity has been slowing since mid-2008, according to Indonesia Economic Quarterly data (World Bank, 2009) but the slowdown has not been great and spending was still 6.3% higher in the first quarter of 2009 on a year earlier. Central Bureau of National Planning (Bappenas) projected the construction market of this country for the period of 2010 – 2014 to be about US\$180 billion (Directorate of Public-Private Partnership Development, 2009). Construction activities and its output is an integral part of a country's national economy and industrial development. The construction industry is often seen as a driver of economic growth especially in developing countries. The industry can mobilize and effectively utilize local human and material resources in the development and maintenance of housing and infrastructure to promote local employment and improve economic efficiency (Anaman et al, 2007).

(Field and Ofori, 2008), stated that the construction makes a noticeable contribution to the economic output of a country; it generates employment and incomes for the people and therefore the effects of changes in the construction industry on the economy occur at all levels and in virtually all aspects of life (Rameezdeen, 2007). This implies that construction has a strong linkage with many economic activities (Rameezdeen, 2007), and whatever happens to the industry will directly and indirectly influence other industries and ultimately, the wealth of a country. Hence, the construction industry is regarded as an essential and highly visible

contributor to the process of growth (Field & Ofori, 2008). The significant role of the construction industry in the national economy has been highlighted by Turin (2009). Furthermore, as economies grow construction output grows at a faster rate, assuming a higher proportion of GDP. (Turin, 2009).

In Rwanda, the construction industry plays significant role in the economy. Major construction activities account for about 80% of the total capital assets, 10 % of their GDP, and more than 50% of the wealth invested in fixed assets. In addition, the industry provides high employment opportunity, probably next after agriculture (Ofori, 2006). Despite the construction industry's significant contribution to the economy of developing countries and the critical role it plays in that country's development, the performance of the industry still remains generally low. As (Idoko, 2008) noted, many projects in developing countries encounter considerable time and cost overruns, fail to realize their intended benefit or even totally terminated and abandoned before or after their completion.

Moreover, the development of the construction industry in developing countries generally lags far behind from other industries in those countries and their counterparts in developed nations.

2. Statement of the Problem

Although the construction industry in Rwanda is growing at an increasing rate, most construction companies remain at same level of growth for quite a long period of time. Frequently, contractors fail to perform well in the delivery of projects in the business as profit making organizations. It has been observed that most financial losses incurred by contractors have hindered their survival and growth. Failure results from inefficiencies in the elements of construction, contract administration and management and other issues such as inflation, corruption, and accidents on sites. Failure is one of the hindrances that adversely affect growth of construction companies. These failures include lack of success in projects delivery and lack of success in contract performance, both of which are actually related. A number of studies on the challenges causing failure to contractors in construction industry worldwide have so far been done in the discipline of construction project management.

There are also various failed or abandoned projects which have denied beneficiaries envisaged facilities and services. Signed agreements for 78 construction project valued Rwf 126,052,898,036 failed to be completed within the expected period. 14 of them valued Rwf 3,368,946,434 did not proceeded and contractors left the project while the government has paid Rwf 1,898,334,461 to the contractors (The Report of Auditor General of Rwanda, 30th June 2014).

Construction industry is the means through which a society realizes its goals of urban and rural development (Enshassi, Hallaq & Mohamed, 2006). It has a big impact on the economy of all countries. Construction projects are commonly acknowledged as successful when they are completed on time, within budget, and in accordance with specifications and to stakeholders' satisfaction. Owing to the technical and complex nature even with good designs and plans it is of paramount importance that they are well managed if they are to be successful. Contract management practices can be a standard way of improving performance and production of construction company (Arain & Assaf, 2003). An increasing percentage of the typical company's effort is being devoted to projects.

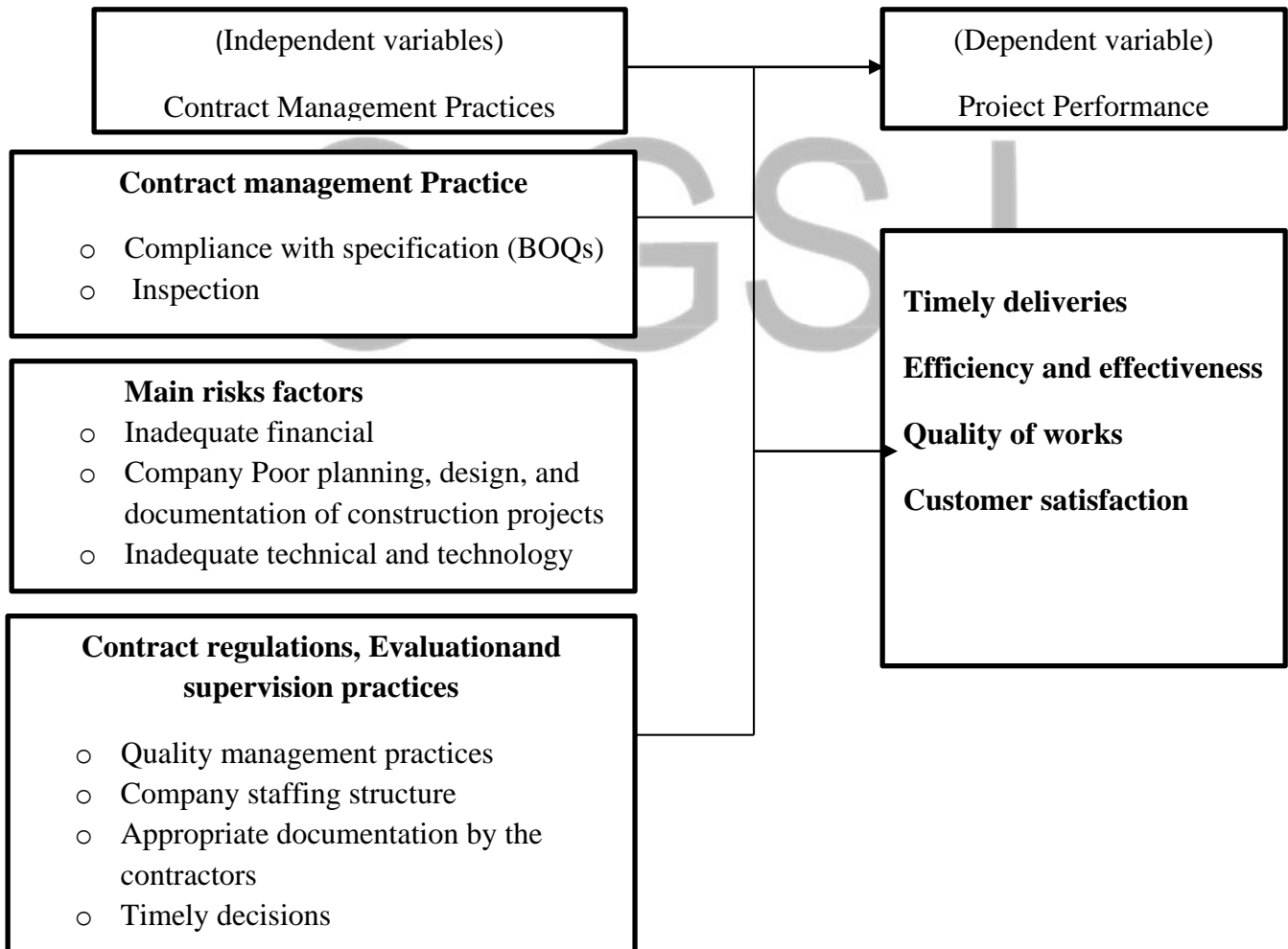
The researcher made a deep research on the problem that delays the construction contracts and fails to be completed within the planned period and on the problem that leads to excess of the planned budget and in some cases the completed works do not serve their initial purpose.

3. Objectives of the study

The general objective of the study was to assess contract management practice and project Performance of Rwanda construction company, Kigali Rwanda. Some of its specific objectives was to assess the challenges in contract management practice for construction projects undertaken by Construction Company based within Kigali Rwanda.

4. Conceptual Framework

Figure 1. The Link between contract management practice and the performance of construction project



This chapter focuses on the methodology that will be used in research; namely research design, area of the study, population, sample size, sampling technique, sources of data, tools that will be

used in analysis, data collection techniques and methods of data analysis. Briefly this chapter focuses on the research methodology that will be used to achieve the objectives of the study.

5.2. Research design

According to Sekaran (2004), a research design shows the details of the study in relation to purpose of the study, types of investigation, the extent of researcher interference, measurement and measures, unit of analysis, sampling design, time horizon, Data collection method and data analysis, are integral to research design. The study design was cross sectional. Both quantitative and qualitative methods were used in the study.

The type of design helped the researcher to manipulate the study variables through establishing correlations and testing the hypotheses in the study. Further, data was gathered just once in a period of months, in order to answer the research questions. In this type of design, relationships between and among a number of facts are sought and interpreted. This type of research will recognize trends and patterns in data, but it does not go so far in its analysis to prove causes for these observed patterns. The data, relationships, and distributions of variables will be studied only.

In correlational research, the aim of the researcher is to determine the relationship between one thing (an independent variable) and another (a dependent variable) in a population. Researchers use correlations to see if a relationship between two or more variables exists, but the variables themselves are not under the control of the researchers (Creswell, 2014). Proposed research intends to analyze the relationship between contract management practices as independent variables and construction company performance as dependent variables. Researcher will determine the extent of a relationship between the stated variables.

5.3. Target Population

The target population is the entire population, or group, that a researcher is interested in researching and analyzing. The target population is the total group of individuals from which the sample might be drawn. A sample is the group of people who take part in the investigation. The

people who take part are referred to as “participants” (McLeod, 2019). The target population is the total group of individuals from which the sample might be drawn.

The targeted population are 410 respondents including ASSETIP Rwanda management and staff and other project managers, engineers, contractors who are directly involved in the management of some construction projects in Kigali, Rwanda.

Table 5 1: Population size of the study characteristics

Study Group	Study Population
Contract managers	5
Project managers	5
ASSETIP Engineers	10
Other Member of Institution of engineers Rwanda(IER)	390
Total	410

(Source: Researcher 2021) ,(Institution of Engineers Rwanda registration file, 2020).

5.4.Sample Size

Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements (Sekaran, 2004).

According to Saunders et al. (2011) sampling is a method by means of which a enormously small variety of individuals, objects or activities are selected and analyzed with the intention to find out something from the whole population from which they are selected. The purpose of sampling may be to determine parameters or traits of the complete population with the intention to generalize the outcomes of the study.

5.4.1. Sample size determination

There are several ways of determining sample size. For the purpose of this research, the Slovin’s formula sampling technique was utilized to allow a researcher to sample the population with a desired degree of accuracy.

In this research, a sample will be a small proportion of a population selected for observation and analysis. Slovin's formula is written as:

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

Whereby, n: is the sample size, N: is the total population, e: is the margin of error,

Remember that for this case N= 410 members, that is with a permissible error of 10%, e=0.1.

$$\text{Therefore, } n = \frac{N}{1+N(e)^2}, n = \frac{410}{1+410(0.1)^2} = 80 \text{ respondents.}$$

Table 5 2: Sample size of the study characteristics

Study Group	Study Population
Contract managers	5
Project managers	5
ASSETIP Engineers	10
Other Member of Institution of engineers Rwanda(IER)	60
Total	80

Source: Researcher (2022),(Institution of Engineers Rwanda registration file, 2020).

5.4.2. Sampling Techniques

The sampling technique used is simple random sampling for selecting sample size that was used in this study that had aim of assessing contract management practice and project Performance of Rwanda construction company, Kigali Rwanda. The simple random sampling was used because it is assumed to afford an equal chance to each and every engineer among population of being represented.

5.5.Data collection instruments

For this study, the primary data were collected by using questionnaires and structured Interview. The questionnaires consisted of both open and close ended questions.

5.5.1.Primary data

The primary data collection instrument for this study will be under the scope of the study. According to Jordan (2017), he identified six sources of data collection for qualitative and quantitative case study design, which are interviews, direct observation, participant observation,

the case study documents, case study archival records, and physical artifacts. The survey questionnaire will be used as the main data collecting instrument.

5.5.2. Secondary data

Secondary data are data, which cannot be traced back to the level of individual cases of statistical units. The researcher will collect secondary data from books, scientific journals, publications, reports, papers and other documents from websites providing information regarding contract management practice on construction projects all over the world.

5.6. Data Collection Procedure

Data collection equipment is the contraptions that are used to gather the necessary statistics had to serve or prove some facts (Mugenda & Mugenda, 2003). The study acquired primary data. The questionnaire comprised of two sections.

The section one obtained the demographic characteristics of the respondent, while the second part consisted of questions in which the four variables are targeted. The questionnaire was designed in step with the targets of the study. Structured questions were used so that one can conserve time and money as well as to facilitate simpler analysis as they are in the usable form; even the unstructured questions were used which encouraged the respondent to give an in-depth and felt reaction without feeling held again in revealing of any facts as observed by (Mugenda & Mugenda, 2003).

5.7. Data processing and analysis

The collected data were firstly captured in Microsoft Excel, checked for completion and coded. The data for this study were analyzed quantitatively using percentages, frequencies and using linear regressions.

6. SUMMARY OF RESEARCH FINDINGS AND DISCUSSION

6.1. Introduction

This chapter talked about interpretation and analysis of the data gathered from the field. Eighty questionnaires were distributed using Slovenia's formula and all the questionnaires were responded and returned to the researcher. The gathered data were compiled, categorized and after presented using statistical tables. Interpretation of findings was done based on the frequency of response transformed into percentages.

6.2. Demographic characteristics of respondents

This section aimed at description of collected data based on their gender, age, education, and working experience. The findings were demonstrated using tables accompanied by interpretations.

6.2.1. Distribution of Respondents by Gender

Males and females were accorded the same importance in the provision of information, the same information were empirically analyzed to demonstrate the link between contract management and performance of construction industry.

Table: 6.1. Distribution of respondents by Gender

	Frequency	Percent
Male	52	65.0
Female	28	35.0
Total	80	100.0

Source: Primary Data, 2022

As seen in Table 4.1, the majority of the respondents were 52 male that represent 65% while female were 28 that represent 35% of the whole respondents. These respective gender

percentages were significant because it called for the views and inferences that respected gender equalities a key factor in the contemporary gender sensitive world. Therefore, views and inferences were represented by both male and female.

Table: 6. 2 Distribution of Age of respondents

	Frequency	Percent
30-40	32	40.0
40-50	36	45.0
50-60	12	15.0
Total	80	100.0

Source: Primary Data, 2022

Table 4.2 shows that respondents are in three age groups; thus the age bracket of 40-50 years was the majority with the frequency of 45%. This was followed by the age bracket of 30-40 with the frequency of 40% and finally the smallest frequency is between 50-60 with 15% of respondents. This means that most of members respondents were in the active age of employment which implied that the respondents were actively engaged in the construction industry and therefore able to provide reliable information.

Table: 6.3 Distribution of education level of respondents

	Frequency	Percent
Bachelor	73	91.25
Masters	7	8.75
Total	80	100.0

Source: Primary Data,2022

According to Table 4.3, the selected respondents fall in education levels which are Bachelor and Master. Most of the respondents had Bachelor degree with 91.25% of all respondents. Others had Masters Degree with 8.75% of respondents. This means that more respondents has a bachelor degree.

Table: 6.4 Distribution of respondents by working experience

	Frequency	Percent
2-5 Years	9	11.25
5-10 Years	68	85.0
Above 10 Years	3	3.75
Total	80	100.0

Source: Primary data, 2022

According to the table 4.4 related the working experience, most of them representing 85% responded that they had working experience between 5 and 10 years, others with the percentage of 11.25% responded that had working experience between 2 and 5 years, and smallest percentage of respondents of 3.75 % had working experience beyond 10 years.

6.3. Distribution to research objectives

Along this section, the researcher presented findings as extracted from the questionnaires. Therefore, the collected data were presented using statistical tables. Analysis and interpretation was guided by frequency and percentages of respondents' answers.

Objective one: To assess the challenges in contract management practice for construction projects undertaken by Construction Company based within Kigali Rwanda.

Respondents to this objective responded strong agree, agree, neutral, disagree, and strong disagree to the challenges in contract management practice.

Table: 6.5 Challenges in contract management practice for construction projects undertaken by construction company

A- Challenges in Contract management Practice	SA(E)	A(D)	NS(C)	D(B)	SD(A)
a. Compliance with specification (BOQs)	70 87.5%	7 8.75%	3 3.75%	0 0%	0 0%
b. Inspection	62 77.5%	12 15%	6 7.5%	0 0%	0 0%
c. Lack of supplier performance information	59 73.75%	8 10%	8 10%	3 3.75%	2 2.5%
d. Complaints management	50 62.5%	12 15%	16 20%	2 2.5%	0 0%
e. Contract Non-Compliance Issues..	73 91.25%	6 7.5%	1 1.25%	0 0%	0 0%
f. Being Unaware of Hidden Risks	70 87.5%	10 12.5%	0 0%	0 0%	0 0%
g. Allocation and utilization of resources	60 75%	7 8.75%	9 11.25%	3 3.75%	1 1.25%
h. Cost and scope creep	68 85%	9 11.25%	3 3.75%	0 0%	0 0%
Average	64 80%	8.9 11.0%	5.8 7%	1 1.5%	0.3 0.5 %

Source: Primary data, 2022

According to table 6.5, majority of the respondents strongly agreed to the challenges in contract management practice with 80% as average of all challenges, 11% of respondents agreed to the challenges in contract management practice for construction projects undertaken by construction

company , 7% of respondents were neutral to the challenges in contract management practice for construction projects undertaken by construction company, 1.5% of respondents disagreed to the challenges in contract management practice for construction projects undertaken by construction company , and 0.5% of respondents strongly disagreed to the to the challenges in contract management practice for construction projects undertaken by construction company.

It concluded that there are challenges in contract management practice for construction projects undertaken by construction company influence the performance of construction company as shown by responses of respondents.

Objective Two: To determine the main risks factorsthat affect the performance of construction company based within Kigali Rwanda.

Respondents to this objective responded strong agree, agree, neutral, disagree, and strong disagree to the inadequate financial, poor planning, design, and documentation of construction project, inadequate technical and technology, economic variation, inadequate operational activities of construction project, insecurity.

Table: 6.6 Main Risk factors that affect the performance of construction company

B- Main Risk Factors that affect the performance of construction company	SA(E)	A(D)	NS(C)	D(B)	SD(A)
a. Inadequate financial	65 77.5%	15 18.75%	0 0%	0 0%	0 0%
b. Company Poor planning, design, and documentation of construction projects	70 87.5%	8 10%	2 2.5%	0 0%	0 0%
c. Inadequate technical and technology	68 85%	11 13.75%	1 1.25%	0 0%	0 0%
d. Economic variation	54 67.5%	20 25%	5 6.25%	1 1.25%	0 0%
e. Inadequate operational activities of construction project	68 85%	8 10%	4 5%	0 0%	0 0%
f. Insecurity	50	21	4	2	3

	62.5%	26.25%	5%	2.5%	3.75%
Average	62.5	14	2.7	0.5	0.3
	78%	17%	3%	1%	1%

Source: Primary data, 2022

According to table 6.6, majority of the respondents strongly agree to the risk factors that can affect the performance of construction company in Kigali ,Rwanda with 78% as average of all respondents to the risk, 17% of respondents agreed to the risk factors that can affect the performance of construction company in Kigali Rwanda , 3% of respondents were neutral to the risk factors that can affect the performance of construction company in Kigali Rwanda , 1% of respondents disagreed to the risk factors that can affect the performance of construction company in Kigali Rwanda , and 1% of respondents strongly disagree to the risk factors that can affect the performance of construction company in Kigali Rwanda . It concluded that there are main risks in contract management for making performance of construction company.

Objective Three: To assess the importance of contract regulations practices on the performance of construction Company in Kigali, Rwanda

Respondents to this objective responded strong agree, agree, neutral, disagree, and strong disagree to the importance of contract regulation practices on the performance of construction company.

Table: 6.7 Importance of contract Regulations practices on the performance of construction company

C- Importance of contract regulation practice	SA(E)	A(D)	NS(C)	D(B)	SD(A)
a. Quality management practices	72 90%	4 5%	4 5%	0 0%	0 0%
b. Company staffing structure	68 85%	9 11.25%	3 3.75%	0 0%	0 0%
c. Health and safety management practices	56 70%	10 12.5%	5 6.25%	5 6.25%	4 5%
Average	65.3 81.7%	8 10%	4 5%	1.7 2%	1.3 2%

Source: Primary data, 2022

Table 6.7 of this study presents data analysis and responses from the respondents revealed that, the majority of 81.7% of respondents strongly agreed with the importance contract regulation practice in the performance of construction company, 10% of respondents agreed to the importance contract regulation practice in the performance of construction company.5% of respondents were neutral to the importance contract regulation practice in the performance of construction company, 2% of respondents disagreed to the importance contract regulation practice in the performance of construction company and 2% strongly disagreed to the the importance contract regulation practice in the performance of construction company.It concluded that there is importance of contract regulation practice involvement in the contract for a good performance of construction company on their projects.

Objective Four: To find out the role of supervision practices and evaluation in enhancing performance of construction company in Kigali,Rwanda

Respondents to this objective responded strong agree, agree, neutral, disagree, and strong disagree to the role of supervision practices and evaluation in enhancing the performance of construction company.

Table: 6.8 Role of supervision practices and evaluation in enhancing performance of construction company

D- Role of supervision practices and evaluation	SA(E)	A(D)	NS(C)	D(B)	SD(A)
a. Appropriate documentation by the contractors	72 90%	8 10%	0 0%	0 0%	0 0%
b. Enough documentation owners in relation to the construction projects.	64 80%	14 17.5%	2 2.5%	0 0%	0 0%
c. Contract managers assessment in relation to goals and objectives as stipulated in the initial agreement	68 85%	10 12.5%	2 2.5%	0 0%	0 0%
d. Timely decisions about the future of the construction projects	65 81.25%	12 15%	2 2.5%	1 1.25%	0 0%
Average	67.3 84.0%	11 14%	1.5 2%	0.2 0.0%	0 0.0%

Source: Primary data, 2022

Table 6.8 of this study the majority of 84.0% of respondents strongly agreed with the role of supervision practice and evaluation in enhancing performance of construction company, 14% of respondents agreed to the the role of supervision practice and evaluation in enhancing performance of construction company.2% of respondents were neutral to the the role of supervision practice and evaluation in enhancing performance of construction company.

It concluded that there is a role of supervision practice and evaluation for a very good performance of construction company on their projects.

6.4. Coefficients of linear regression Analysis

R² which is coefficient of determination was used to explain the extent to the performance of construction company was determined by contract management practices. This led the researcher to discover the goodness of fit in the description of variables.

Table: 6.9 Coefficients of linear regression analysis

Model	Unstandardized coefficients		Standardized coefficients		
	B	St d	BETA	t	Sig
Contract management Practices	.212	0.20		10.642	.023
Project performance of Rwandan construction company	.920	.202	-.305	-.453	.795

Source: Primary data, 2022

The p-value is used to determine the statistical significance of the results. A p-value that is less than or equal to 0.05 is usually used to indicate that there is strong evidence against the hypothesis. In fact, p-value measures the amount of statistical evidence against the null hypothesis in favor of the alternative hypothesis: the smaller the p-value the stronger the evidence against the null hypothesis. (Devore, J.L, 1987). According to table 6.9, shows significance value of .023, the researcher got intercept a = 0.212 and slope b = 0.92 Thus the linear equation was $Y = 0.212 + 0.92X$, Where Y was project performance of construction company and X was contract management practices. From this Equation, the researcher established a relationship between contract management practices and project performance of

construction company. This implied that there was a strong positive relationship between contract management practices and project performance of construction company. These results meant that contract management practices and project performance of construction company had the ability to stimulate success of the construction engineering career.

7. CONCLUSION AND RECOMMENDATIONS

7.1. Introduction

Under this chapter, findings from chapter four were discussed in a logical resume, conclusions and recommendations made in accordance with variables and objectives of the study. The chapter also provides suggestions for further research. The aim of the research was to assess contract management practice and project Performance of Rwanda construction company, Kigali Rwanda.

7.2. Summary of Findings

The research objectives that guided the research were the following a) to assess the challenges in contract management practice for construction projects undertaken by Construction Company based within Kigali Rwanda. b) to determine the main risks factors that affect the performance of construction company based within Kigali Rwanda. c) to assess the importance of contract regulations practices on the performance of construction Company in Kigali, Rwanda .d) to find out the role of supervision practices and evaluation in enhancing performance of construction company in Kigali, Rwanda.

Research objective one: the challenges in contract management practice for construction projects undertaken by construction company based within Kigali Rwanda.

Majority of the respondents strongly agreed to the challenges in contract management practice with 80% as average of all challenges, 11% of respondents agreed to the challenges in contract management practice for construction projects undertaken by construction company , 7% of respondents were neutral to the challenges in contract management practice for construction projects undertaken by construction company, 1.5% of respondents disagreed to to the challenges in contract management practice for construction projects undertaken by construction company ,

and 0.5% of respondents strongly disagreed to the to the challenges in contract management practice for construction projects undertaken by construction company.

Research objective Two: the main risks factors that affect the performance of construction company based within Kigali Rwanda.

Majority of the respondents strongly agree to the risk factors that can affect the performance of construction company in Kigali ,Rwanda with 78% as average of all respondents to the risk, 17% of respondents agreed to the risk factors that can affect the performance of construction company in Kigali Rwanda, 3% of respondents were neutral to the risk factors that can affect the performance of construction company in Kigali Rwanda , 1% of respondents disagreed to the risk factors that can affect the performance of construction company in Kigali Rwanda , and 1% of respondents strongly disagree to the risk factors that can affect the performance of construction company in Kigali Rwanda .

Research objective Three: the importance of contract regulations practices on the performance of construction Company in Kigali, Rwanda.

The respondents revealed that, the majority of 81.7% of respondents strongly agreed with the importance contract regulation practice in the performance of construction company, 10% of respondents agreed to the importance contract regulation practice in the performance of construction company.5% of respondents were neutral to the importance contract regulation practice in the performance of construction company,

2% of respondents disagreed to the importance contract regulation practice in the performance of construction company and 2% strongly disagreed to the the importance contract regulation practice in the performance of construction company.

Research objective Four: the role of supervision practices and evaluation in enhancing performance of construction company in Kigali,Rwanda.

the majority of 84.0% of respondents strongly agreed with the role of supervision practice and evaluation in enhancing performance of construction company, 14% of respondents agreed to the the role of supervision practice and evaluation in enhancing performance of construction company.2% of respondents were neutral to the the role of supervision practice and evaluation in enhancing performance of construction company.

7.3. Conclusion

Considering the objective one majority of the respondents strongly agreed to the challenges in contract management practice with 80% as average of all challenges, 11% of respondents agreed to the challenges in contract management practice for construction projects undertaken by construction company. This led the researcher to conclude that challenges defined along this research should be well understood by the stakeholders during the contract management practice for the smoothness and project performance of a construction company.

With regard to the objective two of this study, majority of the respondents strongly agree to the risk factors that can affect the performance of construction company in Kigali ,Rwanda with 78% as average of all respondents to the risk, 17% of respondents agreed to the risk factors that can affect the performance of construction company in Kigali Rwanda. Therefore along the execution of the contract the stakeholders should analyze each and every risk factor. A risk can occur before the contract execution, during the execution and after the completion that is why memorizing all the risks management parameters affect positively the project performance of construction company.

With regard to the objective three of this study, responses from the respondents revealed that, the majority of 81.7% of respondents strongly agreed with the importance contract regulation practice in the performance of construction company, 10% of respondents agreed to the importance contract regulation practice in the performance of construction company.

With regard to the objective four of this study, the majority of 84.0% of respondents strongly agreed with the role of supervision practice and evaluation in enhancing performance of construction company, 14% of respondents agreed to the the role of supervision practice and evaluation in enhancing performance of construction company.

7.4. Recommendations

This study had shown the way on adoption and application of contract management practices and project performance of construction company. Considering the results and issues found along the study. The following recommendations were made by the researcher.

- Contract management practice should be based on contractors work experience, reputation, strong management team and financial ability of the company. These should be taken to ensure project success. Also companies has to adopt adequate use of information technology in order to improve quality, speed, effectiveness and efficiency of their contract management practices
- The study recommends that the companies practicing contract management should put in place appropriate measures that ensure potential risks factors regarding contract management practices and detected in advance and also mitigated to enhance the project performance of construction company. Also to work out risks plan, and involve the top management of companies.
- Contractor regulation practices should much focus on contractor accreditation and contractor safety management practices to improve the performance of construction projects.
- Finally on supervision and evaluation practices the researcher recommends the project owners and managers to delegate people in charge of contract management practices to increase and put much efforts in making close follow up in contractor's quality compliance by regularly monitoring quality conformance and reliability of used materials. This will lead to the accomplishment of the project within the set scope.

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