

**ANALYSIS OF THE APPLICABILITY OF CONSULTANCY  
SERVICES ON WORKS PROJECTS IN LOCAL GOVERNMENT  
AUTHORITY IN TANZANIA**

**A CASE OF KAHAMA DISTRICT COUNCIL**

**By**

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**A Dissertation Submitted in Partial/Fulfilment of the Requirements for Award of  
the degree of Master of Science in Procurement and Supply Chain Management of  
Mzumbe University**

**2013**

## CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Analysis of the applicability of consultancy services on works projects in Local Government Authority in Tanzania: The Case of Kahama District Council**, in partial/fulfilment of the requirements for award of the degree of Master of Science in Procurement and Supply Chain Management of Mzumbe University.

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## DEDICATION

This dissertation is dedicated to *My desired lovely wife*, **Mwl Amina Abdul Gidion** for her moral of love and tolerance also to My lovely daughters **Maindo M Karumbete** and **Rukia M Karumbete** for their moral of supports and through this dissertation, I persuade them to study more than me, God bless them “Amen”.

## **ABBREVIATIONS**

ADB	African Development Bank
ALGA	Australian Local Government Association
B.O.Q	Bill of Quantities
CIP	Construction Industry Policy
CMAA	Construction Management Association of America
DC	District Council
GN	General Notice
LGA	Local Government Authority
MKUKUTA	Mkakati wa Kukuza Uchumi Na Kupunguza Umaskini Tanzania (The National Strategy for Growth and Reduction of Poverty)
O & OD	Opportunity and Obstacle for Development
PPA	Public Procurement Act
PPRA	Public Procurement Regulatory Authority
QM	Quality Management
RDT	Resource Dependence Theory
REPOA	Research on Poverty Alleviation
SOW	Statement of Works
TANROADS	Tanzania Roads Agency
Tanzania CPAR	Tanzania Country Procurement Assessment Report
ToR	Terms of Reference

## **ABSTRACT**

Local Government Authority was established purposely for the aim of pushes social services nearest to the community. Community depend much on procurement in order to achieve their impression of success through public procurement act No 21 of 2004. Procurement of works are there to facilitate the community of all projects natured from construction such as school buildings, hospital buildings, class rooms, boreholes, shallow wells, roads maintenance, and staff quarters. Meanwhile; despite of the good procurement follows but community are still lamenting on the projects constructed by LGA that are of poor quality, sub – standard output and they do not work on time. Works projects in LGA are affected much by many unnecessary variations, untimely delivery of the works projects and highly rate of unfinished works projects especially at the remote area. The study analysed that these come due to poor feasibility study of the projects as well as poor close supervision of the projects during implementation stages. According to the study, feasibility study and supervision of the projects most are done by in – house staff whom affected by many assignment given, expertise and inefficient number staff, therefore the number of projects constructed are over capacitated to the power of in – house staff to handle.

The study analysed that few works projects that are constructed by LGA follow received of loan or grant from a donor such as World Bank are those constructed under consultancy services. Consultant play part on feasibility study and supervision of the works projects and finally the result to the community is of highly success and this is due to ability of consultant to have few assignments, potential expert to the related field as well as sufficient number of staff. Therefore the study concluded that it is a time for LGA to apply consultancy services on all kinds of works projects in order to reduce number of unnecessary variations, support timely delivery of the works and reduce the rate of unfinished works projects thus achieve the community interest timely due to value for money obtained from the constructed projects when they under consultant.

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## **CHAPTER ONE**

### **OVERVIEW OF THE STUDY**

#### **1.0 INTRODUCTION**

This chapter consists of study overview, statement of the problem, research objectives (general and specific), research questions (general and specific), significance of the study, and scope of the study and limitation of the study.

#### **1.1 STUDY OVERVIEW**

A local council is the highest political authority within its jurisdiction. However, the powers of a local council are limited by the national authorities; and also by limits imposed by the financial and planning. A local council carries out both its own priorities and national services policies (The New Local Government System in Tanzania, Booklet 6, June 2007)

Mmari (2005) presented to the conference that “The local government system in Tanzania has had a long and chequered history. The early forms of local self-government were based on chiefdoms and sub-chiefdoms, and following colonisation, the British local government model was adopted. In the post-colonial era the local government system, starved of resources, was unable to deliver adequate services to the people. In 1972 local governments were abolished in favour of a more centralized system of government. Central government and line ministries were put in charge of the administration of basic government services at the local level. However, the delivery of public services actually deteriorated under this system of centralization, and local governments were re-introduced by the Local Government Acts of 1982”.

Kahama District was officially inaugurated on 1962; Kahama District is in the Northwest of Tanzania (South of Lake Victoria). Roughly the district lies between latitudes 3<sup>0</sup>15" and 4<sup>0</sup>30" south of Equator and longitudes 31<sup>0</sup>30" and 33<sup>0</sup>00" East of Greenwich. The district is bordered by Shinyanga and Nzega districts in the East, to the

North by Geita district, to the West by Bukombe district and the South by Tabora district. Kahama District consist of two councils namely Kahama District Council and Kahama Town Council. This paper lies on Kahama District Council.

The vision and mission of the council are *“to have a society living free from poverty, illiteracy, diseases and which practice peace and tranquillity”* and *“to improve the living standards of the people by ensuring accessibility of equity, social and economic services through good governance”* respectively (Kahama D.C Profile,2011). The council structure is as per appendix B

Procurement drives all activities of the council in order to secure value for money to all procurement. Kahama District Council does so because of the involvement of Tanzania on public procurement for the purpose of securing value for money. According to Tanzania CPAR (2003), explained that “The Tanzania Government has long realized the importance of public procurement to the economic development of Tanzania and hence to the fulfilment of key objectives within the national Poverty Reduction Strategy”. Procurement of services mostly in LGA remark as a minor aspect compared to procurement of goods. In reality procurement of goods does not value without involvement of procurement of services, why? Because to the large extent there is no any item that covers 100% of goods or services character. Shostack, 1982 argues that “Every organization on the continuum delivers some degree of service as part of its total offer.”

Procurement of services is such as; Consultancy services, cleaning services, catering services and security services. Consultancy services procurement is the area of discussion in this dissertation.

The experiences show that, the large amount of Government funds are used by Local Government Authority almost 70% of total funds is used on various procurements. This procurement is that of goods and works. Procurement of works includes road

maintenance, building blocks, charcoal dams, exploration of boreholes, and exploration of shallow wells and construction of water tanks. Procurement of works in LGA is also fulfilled by a lot of claims from Local People, Politicians and Donors due to failure of exhibit value for money and preserve of community interest for most of the works projects delivered.

The author asks himself (many questions) on why no value for money in most works projects in LGAs? And realize the Author that; there is poor feasibility study during initiation of work projects plus poor (close) supervision that leads into unnecessary variations, untimely delivery of works projects and unfinished works projects.

This dissertation is therefore analyses on the applicability of consultancy services on works projects in LGAs as a way of improving, the quality standards of works project in Local Government Authority in Tanzania; Kahama District Council is a case study.

## **1.2 STATEMENT OF THE PROBLEM**

Tanzania Government decentralise obligation to the Local Government Authority for the purpose of assuring; people acquire goods and services from the Government at the right time and quality. Works projects are among of the goods provided to the people by LGAs within their jurisdiction. Among works projects provided are roads, charcoal dams, bridges, shallow wells, bore holes, water tanks and buildings such as hospital buildings, school buildings, administration buildings, mechanization centre and village administrative buildings.

All documented projects are developed or constructed through procurement procedures based on Public Procurement Act No 21 of 2004 and its regulations of 2005. Despite of the reality of Public Procurement Act, Indigenous people, Politicians and Donors base or claimed for quality and standard of works projects implemented.

In LGAs, feasibility study for works project are conducted by LGAs in – house staffs, who prepare Bill of quantities (Boq), Drawings and other specification required for constructions, In – house staffs of LGAs they work under strong pressure from either politicians, administrators, or any other external superpowers. They also assign them many works to do at a time become excess for a limited short-time. Following these pressures and many other works given to them they prepare BOQs, drawings and other specifications below standards they therefore creates a lot of unnecessary variations, untimely delivery and many unfinished works projects in LGA’s. In – house staffs they are affected by insufficient numbers of staffs, experts and experienced personnel that affect close supervision to all works projects. It gives chances for contractors to do whatever they want.

TANROADS, conduct feasibility studies via independent organ (Consultant Company) based on terms of reference (TOR). The independent organ (Consultant Company) favour TANROADS to achieve quality standard works projects thus value for money projects. The qualified and registered Consultant Company has enough time to concentrate on feasibility studies thus designing and preparing BOQs, drawings and specifications of quality standards that favour value for money for works projects.

The Author has preferred to write this dissertation for **analysis of the applicability of consultancy services on works projects in Local Government Authorities in Tanzania, Kahama District Council was the case study**, so as to see if the use of applicability of consultancy services may lead to reduction of unnecessary variations, support time delivery of works projects and reduce the rate of unfinished works projects in LGA or not.

### **1.3 GENERAL OBJECTIVE**

To analyse the applicability of consultancy services on works projects in Local Government Authorities.

## **1.4 SPECIFIC OBJECTIVES**

1.4.1 To analyse if the applicability of consultancy services, may reduce unnecessary variations on works projects in LGA

1.4.2 To analyse if the applicability of consultancy services, may support time delivery on works projects in LGA.

1.4.3 To analyse if the applicability of consultancy services, may reduce the rate of unfinished works project in LGA.

## **1.5 GENERAL RESEARCH QUESTION**

Does applicability of consultancy services on procurement of works, improves the quality standard of works project in Local Government Authorities?

## **1.6 SPECIFIC RESEARCH QUESTION**

1.6.1 How does applicability of consultancy services reduce unnecessary variations on works projects in LGA?

1.6.2 What is the extent of the applicability of consultancy services toward time delivery of works projects in LGA?

1.6.3 Does applicability of consultancy services reduce the rate of unfinished works projects in LGA?

## **1.7 SIGNIFICANCY OF THE STUDY**

1.7.1 To add knowledge on the existing knowledge on applicability of consultancy services on works projects in LGA in Tanzania.

1.7.2 To merge theories learned in class to practices in the professional field.

1.7.3 This is a partial fulfilment of the Master of Science in Procurement and Supply Chain Management in conducting research that will lead for the writing of the Master of Science in Procurement and Supply Chain Management dissertation of the Mzumbe University.

## **1.8 SCOPE OF THE STUDY**

The study is mainly focused on the analysis of the applicability of consultancy services on works projects in Local Government Authorities in Tanzania. The purpose is to analyse; “how the applicability of consultancy services may or may not reduce rate of unnecessary variations, unfinished works projects and support time delivery of various works project in LGA”.

## **1.9 LIMITATION OF THE STUDY**

1.9.1 The research confined itself in Kahama District Council

1.9.2 The study is an academic research that mostly could not go far and therefore it is also proposed to be kept on library shelves for references to other researchers.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 INTRODUCTION

This chapter consists of definition of the key terms, theoretical framework, empirical studies and conceptual frame work.

#### 2.1 DEFINITION OF THE KEY TERMS

- Applicability: The fact of being related to the matter at hand  
<http://www.answers.com/topic/applicability#ixzz27hu3bx4t>, cited 27/09/2012
- Consultant : Experienced individual that is trained to analyse and advise a client in order to help the client make the best possible choices  
<http://searchitchannel.techtarget.com/definition/consultant>, cited 19/09/2012
- Services: Means any object of procurement other than goods or works, which involve the furnishing of labour, time or effort including the delivery of reports, drawings or designs (PPA,2004)
- Consultancy service: means the service of studying or advising a state agency under a contract that does not involve the traditional relationship of employer and employee (Austin, 2012)
- Works projects: consist of the construction, improvement, alteration, painting or repair of any building or facility identified in works Contract (modified definition from [http://www.qcode.us/codes/inycounty/view.php?topic=6-6\\_14-6\\_14\\_010&frames=on](http://www.qcode.us/codes/inycounty/view.php?topic=6-6_14-6_14_010&frames=on) ), cited 27/09/2012

- Variation: Refers to changes of a given design that affect the designed output in terms of time and cost (author, 2013)
- Time delivery: expressed as the percentage of transactions that are achieved within the specified timeframe, and is often an area of focus for process improvement initiatives <http://www.businessdictionary.com/definition/time-delivery.html#ixzz27hORmwMA>, cited 27/09/2012
- Unfinished projects: Refers to the ongoing Construction of the project that remained partially structure or finished with no power to save need at the end of contract duration (author,2013)

## **2.2. THEORETICAL FRAMEWORK**

Resources used to construct a given project determine the quality standard of a given project. Resources are scarce, therefore no one has all (particular) requirements for accomplish of a given project. Consultancy services companies have knowledge and experts to cover the initial stages of procurement of works. Consulting organizations work according to a quality management (QM) system offers, (World Bank manual, 2002).A good quality works project depends on good feasibility study done at preliminary stage.

Resource scarcity has increased in recent years, so speculation has grown that they will lead to increased risk or incidence of violent conflict (Evans, 2010), this idea was elaborated by Kahl (2006) as;- cites a range of evidence for the argument that scarcity can increase the risk of violent conflict, including quantitative studies that suggest population size and density are significant conflict risk factors, and statistical work indicating that Countries highly dependent on natural resources. The dependency character resulted to resource scarcity, gives a room for the Author of this dissertation to develop his theoretical framework based on resource dependency theory.

### **2.2.1 RESOURCE DEPENDANCY THEORY**

The main premise behind Resource dependence theory (RDT) is that organizations are not internally self-sufficient with resources; they require resources from the environment and, thus, become interdependent with those elements of the environment with which they transact (Pfeffer, 1982). The concept developed from Pfeffer analysed that, LGA's has no power to handle standard quality of works projects without involvement of consultant because of many duties LGA it has. Consultancy services support improvement of quality works projects in LGA's because they have sufficient to undergo in detail feasibility study and closely supervision.

The main function of a feasibility study is to examine an idea, product or service in the actual context that it will be used. A feasibility study will provide sufficient information to make an informed yes or no decision, based on facts instead of assumptions and emotional attachments to the idea under consideration [http://www.ehow.com/about\\_4597757\\_feasibility-studies.html](http://www.ehow.com/about_4597757_feasibility-studies.html), cited 21/07/2012

The idea pin out that the task of consultancy services on works projects; is to provide sufficient, efficient and accurate information on how the projects will look like.

### **2.2.2 APPROACHES TO THE CONSULTANCY SERVICES IN LGAs**

An important economic rationale for the provision of local government services concerns the provision of public goods of a local nature (Indecon International Economic Consultants, 2005) while Australian Local Government Association (ALGA) considered shared services as a potentially fruitful avenue for improving municipal efficiency (PWC, 2006). Then Reyes et al, 2006, argue that; Local Government may only have a few staff members, staff that are already stretched to the maximum and may find it difficult to undertake new task. In these cases, it will be appropriate for the Local Government to avail itself of consultancy services, this argument also powered that; Consultancy support has proven central to the successful delivery of many Government

projects. [www.eastmidlandsiep.gov.uk](http://www.eastmidlandsiep.gov.uk) cited 11/08/2012 and the argument was finally concluded that; - Consultancy, if done well, can help local authorities to improve services and save money at the same time, <http://www.guardian.co.uk/local-government-network/2011/jun/28/live-discussion-benefits-of-consultancy>, cited 12/08/2012.

Approaches above entitled that Consultancy services (shared services) is of vital importance for Local Government Authorities to improve her services to the public.

### **2.2.3 TECHNIQUES OF EFFECTIVE PROCUREMENT OF CONSULTANCY SERVICES**

Strong planning, tendering and management skills are essential to ensuring procurement goals are achieved. Producing quality tenders protects organizations against the risks of poor quality, misunderstandings, delays and escalation of costs <http://www.crownagents.com/successful-tendering-and-contract-management-for-works-and-consultancy-services-sept.aspx>, cited 12/8/12. This may be explained as follows:-

- Strong planning, effective tendering and management skills of consultancy are the major techniques required for procurement of consultancy in order to obtain quality standard of works projects expected with the best value for money from the projects.
- Strong planning for procurement of consultancy involves good preparation of Terms of Reference (ToR). Terms of Reference (ToR) should be prepared in writing for all types of projects for which consulting services are to be used. <http://www.cec.org/Page.asp?PageID=122&ContentID=1239&SiteNodeID=217>, cited 12/8/12. In general, the Terms of Reference should include: A clear statement of requirements that covers Instructions and contractual clauses or directive conditions which clarify the obligations of the project and Instructions to the consultant on what needs to be included in the consultant's response: capabilities, experience on similar projects, approach and method, personnel and

their resumes, financial proposal.

<http://www.ictregulationtoolkit.org/en/Publication.3676.htm>, cited 12/08/2012.

- Tendering for procurement of consultancy services shall lie on regulations No 7, 8 and 11 of GN 98 of 2005 that require procurement to be of equal participation, transparency, fairness and eligible. Consideration of these points mentioned lead to accountability and integrity procurement thus resulted into competitive tendering, hence selection of the right consultant as per requirement.
- A management skill for procurement of consultancy involves employee of competent perfect consultant with sufficient experience and familiar with your environment and creation of good relationship. A successful consultant must identify the technical expertise can offer to clients (content skills) and the interpersonal skills needed for good consulting relationships (process skills) in order to meet Client demand. Idea developed from <http://www.bizoffice.com/so-you-want-to-be-a-consultant/>, cited 18/08/2012.

#### **2.2.4 WORKS PROJECT IN LOCAL GOVERNMENT AUTHORITIES**

Local Government is responsible for interacting with the population at village, ward and district levels in social and economic areas of service delivery (Auditing Poverty in Tanzania, 2003). Works Projects developed are there to fulfil local people needs around their soundings.

According to Ammon, 2007, LGAs have been most aggressive in their pursuit of service quality and efficiency tend also to be the countries and cities that have most interested in measuring performance. Performance measurement is a useful tool that confirms success of the projects while Truman and King, (2012) continue by saying performance with practices published by well known.

The concept developed here is that, project developed with high quality, its performance does not need intelligence skills to discover its quality but even local people can know through a little knowledge they have. Truman and King also argue that poor

performance lead into project delay, time extension, produced project from wrong drawing and increasing in cost of operation. LGAs have the task to make sure that her projects are not affected by poor performance.

### **2.3 EMPIRICAL STUDIES**

Most of the previous Researchers have tried to cover on the area of analysis of applicability of consultancy services on works projects in LGAs.

**Subban and Theron (2011)** researched on Shared Services for enhancing of municipal planning efficiency in KwaZulu-Natal; they concluded that Shared Services in developmental local government in South Africa is a response to the shortage of critical skills in key sectors of the economy.

I agree with them that shortage of critical skills in Local Government affect development of that particular area and therefore applicability of sharing services support the efficiency of economical development of the area. On this paper, the author prefers to convert their argument into works projects at local government by looking on how sharing services (applicability of consultant) shall favour development of works projects in LGA into of quality standards thus value for money works projects in Tanzania.

**Sunday (2010)** researched on the Impact of variation orders on public construction projects; he concludes that variation has greater significant impact on the projects handled by the consultants than the in-house project staff irrespective of the type and size of the projects.

I agree with Sunday, but failed to develop what type of impact (positive or negative). Taken his views into Local Government projects in Tanzania especially on works projects favours the author to remote on the analysis of applicability of consultancy

services on works projects in LGA in order to know if the greater impact said by Sunday, are either positive or negative to LGAs in Tanzania.

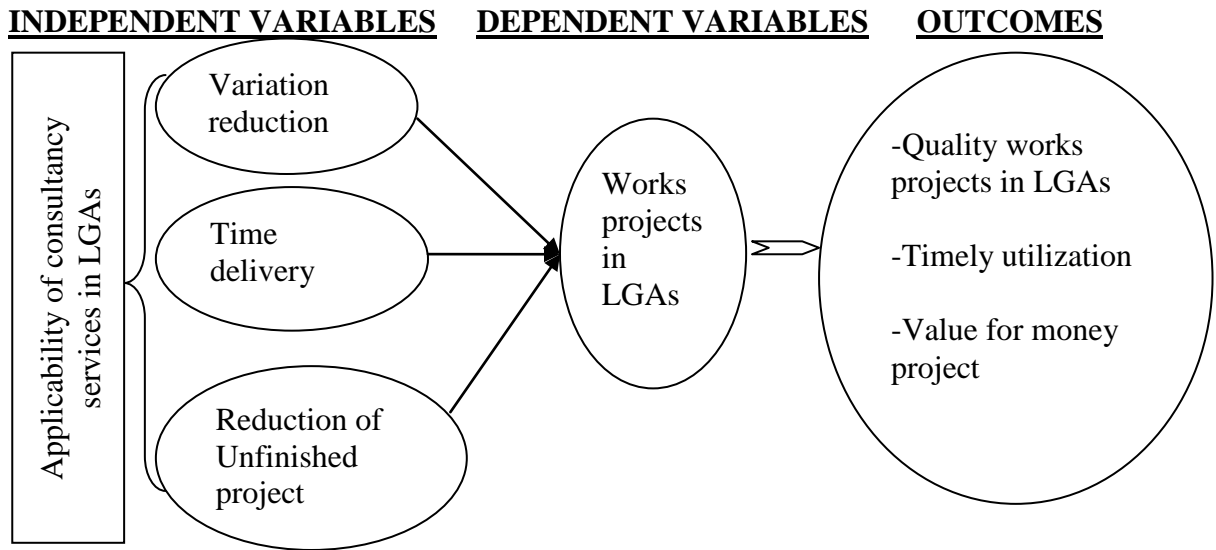
**Ahmed at el (2002)**, researched on Construction Delays in Florida, They discovered that Construction project delays have a debilitating effect to a contract in terms of a growth in adversarial relationships, distrust, litigation, arbitration, cash-flow problems, and a general feeling of apprehension towards each other. Delays can be minimized only when their causes are identified. It is a well known fact that decisions made early in the life of a project have the most profound effect on the project's objectives of delivering a safe, quality project within the time and budget allocated.

I agree with them, but wishing to convert their views into Tanzania environment in order to make analysis on applicability of Consultant services on works projects in LGA for the purpose of determining its applicability at early stage of life of project shall favour proper feasibility study (design) hence implement a project that preserve the interest of LGA's people.

#### **2.4 CONCEPTUAL FRAME WORK (CONCEPTUAL MODEL)**

The researcher intends to assess the variables developed from this dissertation. These variables are independent variable and dependent variable where by Independent variable is the applicability of consultancy services while dependent variable is works projects in LGAs. Properly applicability of consultancy services may lead into quality works projects, timely utilization of the works projects and finally value for money for a works project implemented.

**Figure 1** below expressed as follows:-



**Source: The Researcher 2013**

The measurement of the variables above is expressed as follows below:-

#### **2.4.1 APPLICABILITY OF CONSULTANCY SERVICES**

In Local Government Authority system, works projects are being recognized by the local people through Opportunity and Obstacle for Development (O&OD) with aim of overcoming poverty to the society (MKUKUTA). Local people do that with the help from LGA's in – house staff for the purpose of preserving their interest within time frame. The analysis show that most of their preserving interest on works projects, they do not deliver in time thus cause, politicians and Donors to claim for why their preserve interest not yet completed within a time frame? Their preserve interests are failed due to many funds required to cover unnecessary variations, untimely delivery and unfinished works projects due to poor feasibility study and close supervision expressed on their works projects.

Therefore the concept of this dissertation framed to seek the solution of the local people so that on future time their preserved interest may be achieved timely by analysing the applicability of consultancy services on works projects in LGA's as follows:-

**Applicability of consultancy services reduces unnecessary variations:** Variation in works projects is not a new terminology, Ndiokubwayo and Haupt, 2009 say; variation orders are common in the construction industry their potential effect on project performance has been overlooked. Their views pin out to the fact that not all variations are not useful to the works projects, Arain & Pheng, 2005 argue on this and they said;- there are two types of variation, namely **beneficial variation orders and detrimental variation orders**. According to them beneficial variation is one issued to improve the quality standard, reduce cost, schedule, or degree of difficulty in a project while detrimental variation order is one that negatively impacts the client's value or project performance. Therefore in this paper detrimental variation is known as unnecessary variation and is at this point where this paper is centred. Variation orders occur due to a number of reasons ranging from finance, design, aesthetic, geological, weather conditions to feasibility of construction, statutory changes, product improvement, discrepancies between contract documents (Hanna *et al.*, 2002; Ssegawa *et al.*, 2002; Harbans, 2003; Uyun, 2007, Ndiokubwayo and Haupt, 2009). This paper is therefore discussing unnecessary variation based on two major causative namely design and feasibility study of construction.

Variation rises (unnecessary) affect much the progressive of the works projects due to increasing on cost overruns. This idea was agreed by Arain and Pheng, 2005 and they say;- A study of the effects of variation orders on institutional building projects revealed that variation orders contributed substantially to increases in construction project costs. Mohamed, 2001 emphasises by argue that;- complexity gives rise mostly to unwanted situation like variations with their attached effects, and the more variation orders on a project, the greater the likelihood that they become time consuming and costly in construction projects". Meanwhile variation affect construction cost of the works projects, therefore, it needs effective and right strategies for its reduction in order to increase the quality standard of the works projects. Taylor, 2011 conclude this by arguing that; - "Reducing variation requires identifying the key input variables affecting

the outputs and then establishing controls on these inputs to ensure that the outputs conform to their established specification.” Koushki, Al-Rashid and Kartam, 2005 emphasises by revealing that, clients who spent more time and money on the design phase issue less variation orders than those who are allocated insufficient time and money on this phase. Their idea become among the best strategy for reduction of variation but Ndiokubwayo, 2008 suggested better strategies for reduction of variation occurrence on works projects. He suggested many but among them are: “Consultation with consultants during the design stage and Supervision of works by an experienced and dedicated supervisor.” Applying qualified and registered consultant becomes the most possible strategy because it is capable of undergoing good project design and fair supervision.

Consultant is independent personnel whom do not play part on an organization management. Consultants provide independent, impartial advice in all areas of the business and real estate lifecycle. In the main they identify and implement business solutions to real estate problem, accessed on [www.ricsineurope.eu](http://www.ricsineurope.eu), cited 12/08/2012. This ability of consultant to play part on the lifecycle of the business for the aim of identifying and implementing business solution create a room for converting this idea into works projects in LGA.

Many works projects in LGA are affected by variation during its implementation hence requires additional funds. This additional funds sometime may not be available on LGA’s accounts hence causes the delay of the works projects thus affects preserve interest of the community. Although Ssegawa *et al.*, 2002 argue that; “Construction industry due to its compartmentalization has made variation almost an inevitable element and has become so prevalent that it is hardly possible to complete a project without changes to the plans or the construction process itself,” but applicability of the qualified consultant reduce unnecessary variation orders to the large extent because consultant having sufficient time for concentration in detail design and supervision of works projects in LGA.

Therefore applicability of Consultancy services play part on variation reduction on works projects when qualified Consultant are involved in detail at the stage of designing and supervision of works projects in LGA.

**Applicability of consultancy services supports time delivery:** The problem of delays in the construction industry is a global phenomenon (Ramanathan et al. 2012) this idea was supported by Assaf and Al-Hejji, 2006 and they found that only 30% of construction projects were completed within the scheduled completion dates.

Contractors are primarily concerned with quality, time and cost and yet the majority of construction projects are procured on the basis of only two of these parameters, namely time and cost (Bennet and Grice, 1990), A Client considers time as a major factor of any construction. Latham, 1994 agreed on this and then suggested that ensuring timely delivery of projects is one of the important needs of clients on the construction industry while Nedo, 1988 emphasises on it and argued that completing projects on time is an indicator of an efficient construction industry.

Completing a construction project on time is not an easy task, therefore needs effective and efficient strategies like the use of qualified consultant. This idea was agreed by CMAA, 2012 and they suggested that;-"Indeed, owners have utilized construction management successfully in all contracting methods and delivery systems, when using third-party firms." It is particularly helpful for owners who do not continuously maintain a contract management staff in numbers or qualifications necessary to deal with the complex responsibilities involved in the management of major projects, it is also concluded by eaglecrk website as;- "Building the right delivery model is a balancing act between project demands and complexity, types and numbers of resources required, and budget constraints accessed on [www.eaglecrk.com](http://www.eaglecrk.com) cited 08/09/2012". Involvement of consultant on works project favour right delivery of the works projects because qualified consultant act as a baseline.

The qualified consultant becomes a baseline because covers potential mechanism on designing of the works and its supervision via consideration of time management by preparing a works statement based on time. According to Attachmate website conclude by argue that; Statement of Works is stated in terms of consulting time delivered. <http://www.attachmate.com/Products/Technical+Services/Consulting/terms.htm> cited 08/09/212.

Consultant plays a vital role for fulfilment of the time delivery project. Planning must be done before performing any function, provides an estimate of the time required for each portion of the project as well as for the total project (Benton, 2007). A consultant does a feasibility study and therefore prepares and designs a quality standard B.o.q., drawings and specification and set sufficient time for project completion. Morden (1996) argue that estimates of time may be entered on the basis of probability of occurrence (either to complete on time or delay of the whole project). Inefficient process, and fluctuations in the volume affect activity completion time while proper control of accurate timely and usable of accurate data leads into timely delivery and satisfy people needs (idea from Chandrasekaran, 2010). Competent Consultant as an independent organ does all above and therefore supports timely delivery of the project thus timely utilization of the project by the people.

**Applicability of consultancy services controlled the rate of unfinished project:** Unfinished buildings is one of the most complex legal problems facing the rebuilding of the construction industry (Holwell,2012), unfinished works affect the general expectation of the management and community because they add operation cost of whole project, this was supported by Katharangsiporn, 2007 and he argued that; include the direct construction cost of the unfinished portion, the cost of rectifying deteriorated works, and demolition costs.

Meanwhile not all the time management could have enough funds for covering all deficit observed for completion of unfinished works projects thus the projects remain unused. According to Major Project Association (MPA), 2003 they identify some of the factors that cause projects failure. Among them are: Poor project definition, unclear objectives, Unrealistic targets and Client inexperience. All these problems need better solution for the aim of overcoming works project failure (unfinished projects), Koskela 1992 argue on this by saying; - “A number of solutions or visions have been offered to relieve the chronic problems in construction”, among the best alternative for relieve of chronic problems in construction is the applicability of consultant on works projects. This idea was agreed by Biau and Weil, 2002 when they said “In project consultant missions considered, it is indispensable to meet the client’s requirements”. They continued to arguing by saying “project consultants have ever-greater competences in highly varied fields and therefore clients require professionals to enable to provide a high level of performance in their particular areas”. The idea was then supported by Klugman, 2009 and say; Assigning of the Consultant to secure the whole project at the begging stage is a major effort of the management to have a good project and finally concluded by Klr website as Consultant who has had experience supervising many completions for owners well-defined at the start of a project, it enables better management of expectations [www.klr.com](http://www.klr.com), cited 09/09/2012. Therefore the overall objective of a project consultant is to see that a project stays on an established timeline and within budget, and begins producing as quickly and efficiently as possible (Lee, 2012).

The ability of consultant to establish a project within timeline and budget and play part on supervision of the project favour the project to be completed at 100% timely basis and therefore reduce the rate of unfinished project to the large extent.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

This chapter comprises of research paradigms, research design (strategy), measurement of the study, types of data, data collection methods and approach, sampling technique, reliability and validity of data, area of the study, data analysis, work schedule and budget.

#### **3.1 RESEARCH PARADIGMS (PHILOSOPHY)**

A paradigm is commonly used today to mean a model, theory, perception, assumption, or frame of reference. (Pelosi et al, 2001)

The paradigms of this paper is: “To elucidate LGA’s on the importance of consultancy services on works project so that they can apply consultancy services as much as possible, in order to increase timely utilization of works projects constructed by LGAs thus meet the target of MKUKUTA in Tanzania”.

#### **3.2 RESEARCH DESIGN (STRATEGY)**

The researcher designed this paper; based on explorative research because, he has a little knowledge and experience on works projects in LGAs and believes that insufficient applicability of consultancy services is among the major factors that affect timely utilization of works project in LGAs.

Therefore the strategy of this study was analysed in detail on how applicability of consultancy services reduce unnecessary variations, support timely delivery and reduce the rate of unfinished works projects in LGAs.

### **3.3 MEASUREMENT OF THE STUDY.**

Measurement is the process of assigning numbers to the objects or observations, the level of measurement being a function of the rules under which the numbers are assigned (Kothari, 2004).

Measurement involve scales, the commonly scales are Nominal scale, Ordinal scale, Interval scale and Rational scale.

The scale of this study was Interval scale i.e. 1-10, 11-20, 21-30 or 31 – 40. The reason for using this type of scale is that data were tested through parametric test. Parametric test involve statistical tendency which are easy to tabulate data.

### **3.4 TYPES OF DATA**

Data refers to all information a researcher gathers for the study. Data consist of two types, primary data and secondary data.

**Primary data** were obtained direct from the Procurement Management unit and other department of Kahama District Council while **Secondary data** were obtained from the field.

### **3.5 DATA COLLECTION METHODS AND APPROACH.**

Data collection methods are an internal part of research design (Pelosi at el, 2001). Data collection involves the following methods: - Observation, Interview and Questionnaire. Observation is that methods in which information are obtained by way of investigators own direct observation without asking respondents. Interview involves presentation of oral - verbal stimuli and reply in terms of oral - verbal responses. Questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. (Kothari, 2004)

The researcher applied all methods mentioned above; this study mostly depends on Questionnaire.

### **3.6 SAMPLING TECHNIQUE**

The sampling technique of this study was designed under stratified probability sampling, as different strata were concerned and each stratum was studied independently through central tendency before combined to have a common focus.

The design was under strata in order to acquire more precise information. The sampling design was designed in such a way that biasness and data collection errors were treated well in order to obtain objective study.

Sampling was therefore covered large area of the respondents (population). The sample sizes were as follows:-

Table 1: Shows the sample size of the study from the targeted population

<b>SAMPLE UNIT FROM KAHAMA D C.</b>	<b>POPULATION</b>	<b>SAMPLE SIZE</b>
User departments	13	4
Donors	20	6
Businessman (Consultants and Contractors)	45	14
In –house staff (Engineers and procurement expert)	18	6
Ward Executive Officers	55	17
<b>TOTAL</b>	<b>152</b>	<b>47</b>

**Source: The Researcher 2013**

### **3.7 RELIABILITY AND VALIDITY OF DATA**

The reliability and validity of data of this study helped the Researcher to develop the objective study thus add value on works projects implemented by LGAs. Data were reliable and valid because were obtained from the right source such as Procurement Management Unit, Engineering department , Internal Audit Unit of Kahama District Council as well as direct from the field.

### **3.8 AREA OF THE STUDY**

The study area was Kahama District Council and specifically based on the analysis of applicability of consultancy services on works project in LGAs. The reasons for selecting Kahama District Council; was for that of accessibility, convenience of data collected, resource constraints especially time and therefore researcher believed to be a good tested ground of effectiveness compared to the rest of other councils.

### **3.9 DATA ANALYSIS**

Data were analysed through the use of Statistical Package for Social Science (SPSS) 20 version. The results were tabulated into statistical tables based on percentage and then ranks of each variable were given according to the weighted score obtained and finally interpreted qualitatively.

## CHAPTER FOUR

### PRESENTATION OF FINDINGS

#### 4.0 INTRODUCTION

This chapter comprises of analysis, tabulation and interpretation of data as per findings. Data were analysed at Kahama District Council and were collected through questionnaire and observation methods. The sample size was 47 dissected from the population of 152 people. The Respondents were 42 out of 47 that mean 5 people were non Respondents. The number of Respondent in terms of percentage was 89.4%; this indicates the validity of this dissertation to be researchable.

#### 4.1 FINDINGS AND INTERPRETATIONS.

The questionnaire was covered 20 questions and all questions have been attempted by Respondents. Two questions were based on personal expression for the aim of understanding the mentality capacity of Respondent; therefore 18 questions were interpreted as follows:-

4.1.1 Table 2: Are you familiar with LGA consultancy services?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>37</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>
<b>No</b>	<b>5</b>	<b>11.9</b>	<b>11.9</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aim of this question was to know if Respondents are familiar with LGA consultancy services, being familiar with consultation services would make them answer perfectly

other following questions. 37 Respondent were aware with how LGA's conducted consultancy services and 5 Respondent were not aware. Based on majority decision; it implicate that persons given questionnaires are eligible persons for analysis of applicability of consultancy services on works projects in LGAs.

4.1.2 Table 3: Does LGA's apply consultancy services to all works project?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>8</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>
<b>No</b>	<b>34</b>	<b>81.0</b>	<b>81.0</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aim of this question was to know if consultancy services are applicable to all works projects implemented by LGA's. 34 Respondent replied **no** while 8 Respondent replied **yes**. According to majority decisions; In LGAs there are some projects that consultancy services are applicable and others are not applicable.

LGAs apply consultancy services for works projects that are sponsored by Donors such as World Bank (WB) and African Development Bank (ADB). For example in Kahama District Council, Consultancy services are applied for water scheme supply projects allocated at Segese, Chela and Bulige Villages. These projects are sponsored by World Bank via Rural Water Sanitation Sector Development Programme {RWSSDP}.

The Council employ consultant because of the condition given by World Bank and not her willing. The projects are under consultant Company known as NETWAS (T) LTD. The projects progress are going well with slight challenges; meanwhile other remaining projects have no consultant. NETWAS (T) LTD was playing part starting from feasibility study up to supervision of ongoing projects.



**Figure 2:** The Client representative makes verification of the height of Water Tank at Chela village. He is receiving information from Consultant Technician (on top). The Client representative observed that the height stated is exactly right to what constructed measurement was, it's due to close supervision from the Consultant. The height of water tank justifies the capacity of water tank; the task of the consultant is to make sure the height stated on BOQ must be constructed exactly in order to satisfy the need expected. The photo shows Client representative verify the height of the water tank from the consultant supervisor.

**Source; The researcher, 2013**

4.1.3. Table 4: Briefly shows the difference observed from the works project implemented followed consultancy services against those implemented without applicability of consultancy services?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Implemented works project under consultancy the output is of high standard and quality</b>	<b>31</b>	<b>73.8</b>	<b>73.8</b>	<b>73.8</b>
<b>implemented works project without consultancy the output is of high quality and standard</b>	<b>6</b>	<b>14.3</b>	<b>14.3</b>	<b>88.1</b>
<b>No difference between the two above</b>	<b>5</b>	<b>11.9</b>	<b>11.9</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher 2013**

This question targeted to know the difference between works projects implemented under consultancy and those implemented without applicability of consultancy services. Response shows that 31 people says; works projects implemented under consultancy services the output is of high standard and quality, 6 people does not agreed with majority response and say; works projects implemented without applicability of consultancy services is of high standard and quality while remaining 5 responded that there is no difference.

This implicates that; works projects implemented under consultancy services ending up with high standard and quality. The reason for this is that, the Consultant is much closer to the works projects when compared to in-house staff.

In – house staff in LGA are concentrated with many assignments within the LGA while Consultant concentrate with one or few assignment depending on nature of contract signed with clients. This situation gives a consultant sufficient time for feasibility study and close supervision to the projects during pre and implementation station stages. Close supervision gives a Consultant to go stage by stage with a Contractor hence follows the B.o.q and drawing requirements as per contract.



**Figure 3:** The closeness of iron bars setting for construction of water tank base on top of water tower at Segese village. This photo reflects that there is a daily close supervision from the consultant because; A Consultant having sufficient time to supervise a works projects when compared to in – house staff.

**Source; The researcher 2013**

The figure 3 justifies how Consultant plays part on good designing and closes supervision of the works projects. The iron bars are very close to each other and are of different in size. This closeness of iron bars makes water tank to handle the load

expected very easily. For example the said water tank is expected to handle 200,000 m<sup>3</sup> at par, so if it could not be constructed to the quality required it could be difficult to handle the quantity mentioned throughout its lifespan.

Works projects implemented without applicability of consultancy services in LGA mostly are not of quality required due to the fact that, they lack close supervision. In-house staff in LGA's are very few in number compared to number of works projects they suppose to supervise. Due to that in-house staff failed to have close supervision to all works projects as a result Contractor move from one stage to another without close supervision, therefore they do whatever they like. This situation resulted to many works projects in LGA to remain at sub-standard structures, hence fail to meet interest of the community (thus no value for money).



**Figure 4:** This is the broken ceiling board at Bulyang'hulu Secondary School. This is a result of poor supervision on construction by in-house staff.

**Source: Internal Auditor Office, Kahama District Council**

The figure 4 shows the importance of having close supervision, if close supervision shall be done during construction of classroom much attention were to be done on blandering stage thus early broken of ceiling could not occur.

The importance of Consultancy company is also required during feasibility study because it help to design dimension required for community uses, designing done by in – house staff and because of many activities have sometimes make them to design unproper structure for community uses. For example the photograph below shows the road named Mega - Nyaminje –Maguta. This road is too narrow in terms of width that affect proper uses of road. Bicycles rider’s, ride their bicycles at the place of motorvehicles.



**Figure 5:** The Bicycles riders, rides their bicycles nearest grasses due to narrowness of the road this is caused by poor designing, this situation is danger for them, because it easy for them to be bitten by snakes or any dangerous animals.

**Source: The researcher 2013.**

4.1.4 Table 5: Does LGA's works project end up with variations?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>34</b>	<b>81.0</b>	<b>81.0</b>	<b>81.0</b>
<b>NO</b>	<b>8</b>	<b>19.0</b>	<b>19.0</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aim of this question is to know if works projects implemented in LGAs end up with variation(s). Variation as explained in literature review on works projects in a normal thing that might occur, but not all variations occur comes up naturally, most of variations in LGA comes up due to man – made power (detrimental variation). 34 respondent agreed that;- works projects in LGAs end up with variations while 8 Respondent says not all works projects end up with variations.

The views obtained from the mass of Respondents can be explained as most of the variations face works projects in LGAs comes up due to poor designing and supervision of the works projects.

4.1.5 Table 6: Do you think variations arise are caused by poor feasibility study of the works projects in LGA's?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>33</b>	<b>78.6</b>	<b>78.6</b>	<b>78.6</b>
<b>No</b>	<b>9</b>	<b>21.4</b>	<b>21.4</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

Source: The researcher, 2013

The aim of this question is to identify if the variations arise in LGAs are come up naturally or were due to man – made. 33 Respondent says, most of the variations in LGAs arise because of poor feasibility study while 9 Respondent says variations arise in LGAs does not caused by poor feasibility study.

According to the response, variation in LGA are not beneficial but are detrimental, this comes due to inability of in – house staff to undergo in detail feasibility study. In detail feasibility study may be done by consultant and not in – house staff.

In detail feasibility study gives a room for a B.o.q and drawing prepared to be of standard that meet all requirements. But in LGAs feasibility study are conducted by in – house staff whom affected by a lot of assignment given thus fail to have deep concentration on feasibility study. Failure to have a deep concentration on feasibility study results into preparation of sub-standard B.o.qs and drawing as well as specification. This Sub – standard b.o.qs and drawings affect the whole implementation of the projects thus cause detrimental variation (s).

For example the ward No 5 at Kahama District Hospital is a new ward that constructed in financial year 2010/2011. This ward has undergone unnecessary major variation that was caused by poor feasibility study done by In – House staff. This unnecessary variation was observed during construction of the foundation stage.

The planed place for construction was a watery soil, but the foundation was designed to be constructed by a pave blocks. Once Contractor started to construct the foundation, it was observed that pave blocks do not fit for construction of the said foundation, instead stone materials was required for construction of the foundation hence unnecessary variation. This variation could not occur if proper feasibility study was done, because the soil was supposed to be tested before preparation of b.o.qs. About Tshs 7,800,000.00 was added to cover the variation cost (for evidence refer appendix C). If Consultant could be employed, the said amount could not be added because Consultant always

undergoes a detail feasibility study, and therefore the soil can be tested before preparation of BOQ.

4.1.6. Table 7: The In house - staff in LGA's undergoing feasibility study of the works projects, but they have been assigned a lot of assignments, they are few in numbers and some lack expertise. Do you think the factors mentioned above affect in – house staff to undergo inefficient feasibility study on works projects in LGA?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>33</b>	<b>78.6</b>	<b>78.6</b>	<b>78.6</b>
<b>No</b>	<b>9</b>	<b>21.4</b>	<b>21.4</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aspiration of this question was to know the factors affecting In-house staff to undergo inefficient feasibility study on works projects in LGA. The Majority of Respondents (33 people), respond that in – house staff in LGAs undergo inefficient feasibility study because of the many assignment given to them while they are very few in number. They therefore fail to undergo detail feasibility study.

In LGAs feasibility study of any works projects are done by works department headed by District Engineer. The District Engineer (DE) play role on all works projects implemented within their area of jurisdiction.

In Kahama District Council, works department consist of about 7 staff; - 1 District Engineer, 1 Civil Engineer, 2 civil Technicians, 1 electrical technician and 2 auxiliary technicians. In recent days they played part on the following areas; 182 primary schools, 36 secondary schools (29 are in use while 7 are under construction), 58 dispensaries (41 are in use while 17 are in construction), 5 Health centres, 1 District Hospital, 35 ward offices (exclude 20 wards that are under Kahama Town Council), 187 village offices, administrative blocks, staff quarters and staff house, Agricultural blocks such Godowns,

resource centers and cattle deeps, also they play part on maintenance of 1606 kms as a district road networks. If you analyse in detail on numbers of staff against numbers of works loaded to in –house staff, completely there’s no correlation. The in – house staff also play on other areas such as attending various district meetings, preparing various reports, attending politicians meeting and solving local people’s problems.

All works projects stated above and many others not mentioned, works department is responsible for undergoing feasibility studies, preparation as well as supervision of the projects, while manpower is not sufficient for proper implementation of the projects.

It seems they do feasibility study partially, because they have no time to undergo a detailed study of the project, thus inefficient feasibility study hence unnecessary variation.

4.1.7. Table 8: Do you think; a consultant can undergo feasibility study and supervise works project in LGA's on behalf of Clients who reduce the rate of variations for works projects in LGA's?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>34</b>	<b>81.0</b>	<b>81.0</b>	<b>81.0</b>
<b>No</b>	<b>8</b>	<b>19.0</b>	<b>19.0</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aim of this question was to see the position of consultancy services on works projects in LGAs. The majority of Respondent (34 people) agreed that; applicability of consultant to undergo feasibility and supervise works projects in LGAs may reduce the rate of variations.

Consultant Company is an independent organ that plays (her) duties based on TOR. Since Consultant is an independent organ, thus do their works without interaction from

other part. They stick to the area of operation in depth, thus obtain sufficient time for concentrating on feasibility study of the said projects.

The ability of the consultant to concentrate on detail feasibility study may give a room for reducing the rate of variation, because to some extent all areas of projects may be captured for further implementation.

4.1.8. Table 9: Briefly explain how, applicability of consultant to undergo feasibility study may reduce rate of variations on works projects in LGA's?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cum Percent</b>
<b>A consultant company is a third part therefore have enough time to concentrate on project</b>	<b>6</b>	<b>14.3</b>	<b>14.3</b>	<b>14.3</b>
<b>A Consultant company concentrate only on assignment given by the client</b>	<b>2</b>	<b>4.8</b>	<b>4.8</b>	<b>19.0</b>
<b>A consultant company work without conflict of interest thus produce a good feasibility study on project</b>	<b>4</b>	<b>9.5</b>	<b>9.5</b>	<b>28.6</b>
<b>All above factors are the correct reasons for applicability of consultancy services in LGA's</b>	<b>30</b>	<b>71.4</b>	<b>71.4</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

This question covers total meaning of applicability of consultancy services on works projects in LGAs. The question was descriptive; therefore the above suggested answers

were digested from the views explained by respondent. About 71.4% of all respondent said: Applicability of consultancy services may have positive effects on variations reduction on works in LGAs because of the following factors;-

- A Consultant is a third part person thus having enough time to concentrate on depth feasibility study and closely supervision of the projects.
- A Consultant concentrates only on assignment given by her client.
- A Consultant has no conflict of interest thus produce a good quality feasibility study to the projects
- Consultant company consist of expert and experienced personnel

The factors mentioned above explain how applicability of consultancy services on works projects may reduce the rate of variations widely compared to the works projects implemented without consultation services.

According to the above Explanation, it justifies that, Applicability of Consultancy services on works projects is of vital importance for variation reduction in LGA's.

4.1.9. Table 10: In LGA's; Are all works projects delivered on time as per contract stated?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>11</b>	<b>26.2</b>	<b>26.2</b>	<b>26.2</b>
<b>No</b>	<b>31</b>	<b>73.8</b>	<b>73.8</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source, The researcher, 2013**

The aim of this question was to know if works projects in LGA's end up in time. When the contract ends on time, it means community shall utilize it timely. Majority of respondents (31 people) responded that, in LGA works projects were not ended on time as per contract or agreement.

This indicates that local people are not utilising the fruit of the works project as per requirement. Failure of the community to utilise the project timely gives them a room for lamenting and politicians get a chance to advertise themselves that "LGA's is a rotten place in which they are affected by corruption, laziness and non accountability".

Time management is among the three aspects of contract management, other aspects are quality and cost. Managing time on works projects needs two way traffic between client and Contractor with a catalyst between them.

Works Projects in LGA's most of them fail to be completed on time because of many reasons, but the major reason is communication network. Due to insufficient number of staff in LGA's, a Contractor can request a certain thing such as inspection of a certain stage, but it can take a long time for LGA management to respond to the contractor's request.

This situation affect Contractor's work schedule, because they wait for response while days are numbered. Most Contractors also take this as an advantage for delaying project execution. The effect of delay affects many communities expectation due to failure of their requirements and expectations.

4.1.10 Table 11: If your answer in 4.1.8 is No; Do you think are caused by one of the following?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cum Percent</b>
<b>Indifference between Bill of quantities and drawings</b>	<b>2</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>
<b>Poor clear specification and instructions</b>	<b>5</b>	<b>11.9</b>	<b>11.9</b>	<b>16.7</b>
<b>Failure of in - house to respond timely when Contractor seek for clarification</b>	<b>5</b>	<b>11.9</b>	<b>11.9</b>	<b>28.6</b>
<b>lack of close supervision from in- house staff</b>	<b>30</b>	<b>71.4</b>	<b>71.4</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source; The researcher, 2013**

The aim of this question was to see the causative of untimely delivery of works projects in LGA. Many reasons were mentioned most of respondents said that they; are caused by lack of close supervision. To argue on that it might be true because, in – house staff in LGA’s are very few in number but projects supervised by them are many i.e. the volume of workload is greater than the number of in – house staff thus affect them to have close supervision for all works projects.

Close supervision support time delivery because it help to solve a problem at every stage once it happens/occurs and push a contractor to think on time for construction.

4.1.11. Table 12: Does a time stated for completion of works projects in LGAs insufficient?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>12</b>	<b>28.6</b>	<b>28.6</b>	<b>28.6</b>
<b>No</b>	<b>30</b>	<b>71.4</b>	<b>71.4</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source; The researcher, 2013**

The aim of this question was to observe if the time stated for completion of works are sufficient or insufficient. The majority of them, responded that; time stated on contract is sufficient in accordance to the nature of works projects.

Time stated on works projects in LGA is not constant but it vary from one projects to another, but most of them lie between 90 – 120 days meanwhile most of the work schedule submitted by contractors are lie in between 80 – 120 days. Contracts are set according to agreement and they initiate reasonable time for projects completion. During implementation, projects take long time thus affects proper utilization of the project by the community.

Any contract having its own condition, one among the condition is liquidated damage. Liquidate damage is amount taken by the Client from the contractor as a penalty for any day added on contract without a strong and clear reason or penalty takes place if no any further agreement between Client and Contractor. The reason behind is that in – house staff affected by workload assigned, they fail to countercheck all works projects on time, but also laziness or personal interest.

4.1.12. Table 13: Do you conclude that consultancy services on works project in LGA may lead to time management by reducing critical factors that affect time delivery of the project thus late utilization by local people?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>32</b>	<b>76.2</b>	<b>76.2</b>	<b>76.2</b>
<b>No</b>	<b>10</b>	<b>23.8</b>	<b>23.8</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source; The researcher, 2013**

The aim of this question was to know the position of consultant on time management for works projects in LGA's. Majority of respondent (32 people) agreed that applicability of consultancy services on works projects in LGAs may reduce critical factors affecting time management on works projects thus timely delivery of works projects.

Consultant play a vital role on time management on works projects, among a key role played by consultant is that; He is at the site on time for project implementation as a client supervisor. This situation gives him a chance to know in detail about the progress of the projects in terms of time and quality. Any situation that may happen as an obstacle during implementation period may work abruptly, thus timely delivery of the works projects in LGA.

Timely delivery of works projects in LGA's leads into timely utilization of works projects thus fulfilments of local people's needs. Ability to fulfil needs of local people on time creates a room for them to appreciate on their Government's effort personal or individual for national development.

4.1.13. Table 14: Briefly explain how applicability of consultancy services supports time management thus timely delivery of works projects?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>The objective of having consultancy is to control time , quality and cost</b>	<b>5</b>	<b>11.9</b>	<b>11.9</b>	<b>11.9</b>
<b>Consultancy contract mostly are time base contract thus time is a major factor for implementation</b>	<b>4</b>	<b>9.5</b>	<b>9.5</b>	<b>21.4</b>
<b>Consultancy having sufficient time for doing feasibility study thus design an implemented project</b>	<b>3</b>	<b>7.1</b>	<b>7.1</b>	<b>28.6</b>
<b>Consultant work on behalf of client thus having enough time for closely supervision on the implementing project</b>	<b>3</b>	<b>7.1</b>	<b>7.1</b>	<b>35.7</b>
<b>All above are detailed factors.</b>	<b>27</b>	<b>64.3</b>	<b>64.3</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aim of this question was to know how much applicability of consultancy services supports time management thus timely delivery of works projects. This question covers briefly on explanation of applying consultancy services in LGA's. Majority of respondent agreed that; generalization of the following factors may lead into time

management on works projects when consultancy services are applicable in LGA; these factors are:-

- The objective of consultant is to make sure time; quality and cost are managed well during implementation of the works projects.
- Consultant contract are time based contract, this situation gives them a room to pin up contractor closely during implementation of the projects.
- Consultant is an independent organ, ability of consultant to be independent support them to have sufficient time for doing feasibility study thus set b.o.qs and drawings as well as specifications of standard. Setting of standard b.o.qs and drawings as well as specifications support implementation of projects timely hence time delivery of works projects in LGA.
- Consultant having enough time for close supervision of works projects. The ability of consultant to have close supervision on works projects lead to time management of the works projects, hence timely delivery of works projects in LGA.

The above factors; express in detail the extent of how applicability of consultancy services support time management on works projects in LGA's. Consultancy services on time management is of vital importance because in – house staff affected by work load they have, time management is not easy task thus needs in-depth concentration of daily routines.

4.1.14. Table 15: Does all works projects in LGA's being finished as per contract wants?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>9</b>	<b>21.4</b>	<b>21.4</b>	<b>21.4</b>
<b>No</b>	<b>33</b>	<b>78.6</b>	<b>78.6</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aim of this question was to know if all works projects are finished as per contract wants. Majority of respondents (33 people) said that many of works projects in LGA's are completed without following contract completion date. Works projects in LGA's are expected to be ended with quality and cost expressed on contract. Meanwhile these were not in practical. Most of the works projects in LGA's are finished with poor quality and add cost on contract. Poor quality of works projects in LGA were caused by lack of close supervision and sub – standard b.o.qs and drawings.

Lack of close supervision also affects works projects to be finished as per contract due to poor quality shown by projects. For example in Kahama District Council at Ushetu Health centre, there is one project known as “*Construction of new staff house two in one and construction of mortuary blocks at Ushetu Health centre*” This project was for financial year 2010/2011 but up to now (14/4/2013) it is not finished. The reason behind is that; the project was constructed under supervision of District Engineer, when the project reached at the stage of finishing, user department (health department) observed that the projects are of sub – standard on the doors and windows and other structures, therefore the council decided to terminate the contract

The situation of terminating the contract affects completion date of the project as per contract. If close supervision was to be done carefully the work would have been finished, all mistake would be observed at the starting point. There would have no effects as it is now, notwithstanding the project was terminated but already affected the community negatively. The project if was finished on time, people today could use the project according to their expectations.

Sub – standard b.o.qs and drawings also affect finished works projects as per contract stated. For example in financial year 2010/2011, Kahama District Council signed a contract for “*construction of agriculture resource centre building at Mpunze village*”

This project was affected by sub – standard b.o.q and drawings. Dimension shown on b.o.q was quite deferent from the drawings, as a result when construction began it was observed that dimension is not equal to the contract, a foundation based on drawings and the block become too huge. This situation gave the management had task, as a result management change the contract from construction of the complete projects up to roofing stage only. Therefore the situation affects the local people utilization because of failure to finish the work as per stated contract.

4.1.15. Table 16: Which one of the following also affect works projects in LGA’s to be finished out of contract wants?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>contract price differ from reality</b>	<b>5</b>	<b>11.9</b>	<b>11.9</b>	<b>11.9</b>
<b>Bureaucracy from in house staff</b>	<b>4</b>	<b>9.5</b>	<b>9.5</b>	<b>21.4</b>
<b>Difference in quantities between contract and actual</b>	<b>3</b>	<b>7.1</b>	<b>7.1</b>	<b>28.6</b>
<b>all above</b>	<b>30</b>	<b>71.4</b>	<b>71.4</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013**

The aim of this question was to know if there is another factor that affects works projects to be finished out of stated contract. Many respondents said that, there are many factors that lead to works projects in LGA’s to be finished out of contract agreement.

These factors are:-

- Contract price differ from reality. This factor means many contract in LGA’s state the price that does not go hand to hand with the marketing price as a result some contractors seek for addendum. Contractor’s said: price of materials quoted

differ from marketing price, they always beg from management to add sum cost to the original contract. This situation is a common behaviour in LGA, not all management agrees with contractors, during this stage of exchanging idea; construction may stop waiting for management decision. The best example is a project of “Construction of staff house two in one at Nsunga Dispensary, where contractor asked for addition cost while the management disagreed on this opinion. The project delayed because the contractor failed to finish as per contract.

- Bureaucracy from in – house staff. Modal of communication in LGA’s pass through various unit. Each unit having its own opinion. This situation affect Contractor to proceed with project execution, this situation occur especially when contractor seek for payment it takes more time for them to be paid hence affect project implementation.
- Difference in quantities between contract and actual work. Some contract in LGA’s differ between contract and actual. Once this occur affect project to be finished on time. This is not common, actual projects being differ from contract due to either difference in b.o.q or drawings. The example explained above about construction of agricultural resource centre at Mpunze village is the best example to justify this. The quantities expressed in b.o.q differ from actual project implemented, as a result, affects the project to be finished on time as per contract.

4.1.16. Table 17 : I f your answer in 4.1.15 above is ***all above***; do you agree that the said factors are caused by poor feasibility study due to lack of experts, manpower and tedious works of LGAs in-house staff?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>31</b>	<b>73.8</b>	<b>73.8</b>	<b>73.8</b>
<b>No</b>	<b>11</b>	<b>26.2</b>	<b>26.2</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013.**

The aim of this question was to know factors affecting works projects to be finished on time, are they influenced by poor feasibility study due to lack of expertise, insufficient number and tedious works of LGA's in – house staff? 73.8% of all respondents agreed that poor feasibility study of works projects in LGA's influenced works projects to fail to be complete as per contract statement.

Feasibility study on works project is a preliminary stage that is of vital compared to all other remained stages. Feasibility study requires strong concentration on field before setting boqs and drawings. In – house staff most of their feasibility study are done on table but not on field and if they go to the field they lack either expertise or time because of tedious work they have. This situation affects them to undergo a study of clear specification or dimension; hence failure to have in detail feasibility study, the impact is being observed during project execution.

The other impact of poor feasibility study is that; it accelerates in detail auditing on projects that affect healthy of in – house staff because of kind of questions being asked being affected by either Blood pressure (BP) or diabetes mellitus.

4.1.17. Table 18: Do you think applicability of consultancy services shall be the major factor for reduction of unfinished works projects in LGA's?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Yes</b>	<b>33</b>	<b>78.6</b>	<b>78.6</b>	<b>78.6</b>
<b>No</b>	<b>9</b>	<b>21.4</b>	<b>21.4</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

**Source: The researcher, 2013.**

The aim of this question was to know if applicability of consultancy services on works projects may reduce rate of unfinished works projects in LGA's. Majority of respondent agrees that; applicability of consultancy services in LGA's may reduce the rate of unfinished works projects, because consultant may have sufficient time for undergoing a detailed feasibility studies setting an implemented timely boq.

4.1.18. Table 19: Briefly explain to what extent applicability of consultancy services may reduce the rate of unfinished project in LGAs?

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>consultant lie much on time basis thus close supervision for implanting project</b>	<b>4</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>
<b>Consultant has no conflict of interest hence easily for him to take action for both client and contractor</b>	<b>5</b>	<b>11.9</b>	<b>11.9</b>	<b>21.4</b>
<b>Consultant once undergo feasibility study put aside a contingency for any emergency</b>	<b>2</b>	<b>4.8</b>	<b>4.8</b>	<b>26.2</b>
<b>Consultant take action for any defect at early stage that support timely finished of the project</b>	<b>2</b>	<b>4.8</b>	<b>4.8</b>	<b>31.0</b>
<b>all above are major correct answers</b>	<b>29</b>	<b>69.0</b>	<b>69.0</b>	<b>100.0</b>
<b>Total</b>	<b>42</b>	<b>100.0</b>	<b>100.0</b>	

Source: The researcher, 2013

The aim of this question was to know how far applicability of consultancy services may reduce the rate of unfinished works projects in LGA's. Majority of respondent said that, Consultant may reduce rate of unfinished works project based on the following factors:-

- Consultant lie much on time bases thus close supervision on implementing project.
- Consultant is like a sword, therefore can take action for both client and contractor because of no conflict of interest between them on projects.
- Consultants take action for any defect early thus support timely finished of the project.

The said factors above shows how applicability of consultancy services on work projects in LGA's are of vital importance for reducing the rate of unfinished works projects in LGA's.

## CHAPTER FIVE

### DISCUSSION OF THE FINDINGS

#### 5.0 INTRODUCTION

This chapter comprises about general overview of the findings, which tried to analyse how applicability of consultancy services on works projects in LGA's are of much importance as per findings expressed. Also it analyses on the position of consultancy services on works projects in LGA's; This stage analyses applicability of consultancy services on works projects in two stages; the way consultancy services is in LGA and the way shall suppose to be. The chapter finally discussed on the gaps observed from the findings.

#### 5.1 GENERAL OVERVIEW OF THE FINDINGS

The findings above covered three objectives of this paper. The objectives were tried to analyse on reduction of variations, timely delivery and reduction of unfinished works projects in LGA's.

The findings analyse that; Applicability of consultancy services to the large extent may lead into variation reduction, timely delivery and reduction on the rate of unfinished works projects as follows;-

- **Variation reduction on works projects**

According to the findings it was observed that; variation on works projects may occur at any time but not all variations occurred are necessary, others are man –made variations (detrimental variation). The findings analyse in – detail how man – made variation occurred. According to the findings analysis, detrimental variation occurred due to the following factors; inefficient number of in – house staff, lack of expertise in LGA and large number of works given to in – house staff that led them into poor feasibility studies on works projects in LGA's. Poor feasibility study on works projects affect construction

stages of works projects thus creation of variations. Findings analysed that; Applicability of consultancy services on works projects in LGA's may lead into variation reduction on works projects because consultant having sufficient time to deal with a feasibility study thus design a detailed projects thus variation reduction.

- **Timely delivery of works projects.**

Most important issue on implementation of any projects is to fulfil needs at a time expected. The findings show that; works projects in LGA mostly are not delivered on time therefore affect needs expectation. The findings analysed that, poor supervision is a major factor that cause works projects in LGA fail to be delivered on time. According to the findings close supervision support timely delivery of works projects. It is because when close supervision is effective, contractor increase concentration on the projects, also there is a solve of problems on time when they occur.

Findings analysed that; it is difficult for in – house staff to have close supervision for all works projects in LGA, because LGA's deal with a lot of projects at the same time while on the other hand they are affected by insufficient staff member and some lack experts. It is also analysed that works projects implemented by LGA are many compared to number of in – house staff they have, the result is failure to supervise all works projects. Failure of in – house staff to have closely supervision on works projects, gives a chance to contractors to do projects without close supervision. It resulted to poor work quite different from expectations of their clients. This situation creates a golden chance for contractors to delay projects or implement at low quality. When inspection come and defects some visible mistakes, contractors comment to re – construct or repair a place sometimes invisible mistakes remain as they are. At a time contractor re – construct or repair a project or delay a project for any reason, contract time is not included therefore it affects delivery of works projects on time.

Findings also analysed that; applicability of consultancy services may support timely delivery of works project in LGA; a consultant has an ability to have close supervision throughout contract implementation. A Consultant also have all kinds of staff required for implementation, this situation helps daily inspection of works projects during implementation, thus timely delivery of works projects in LGA.

- **Reduction of unfinished works projects in LGA**

Some of works projects in LGA do not be finished as per contract; others remain unfinished for a long time. Findings analysed that; this situation of works projects to remain unfinished is caused by poor feasibility studies.

According to the findings poor feasibility study on works projects are caused by many number of works assigned to in – house staff hence affect them to give out a detail studies. So during implementation the project affected by the study done by either technically or materially due to poor design fail to match with realities as a result, works projects remain unfinished which affect community development.

Findings continue to analyse that; applicability of consultancy services on works projects in LGA’s may reduce rate of unfinished projects to large extent, because consultant have sufficient time to undergo a detailed feasibility study, compared to in – house staffs of LGA. Also consultants play part on close supervision of the works projects compared to in – house staff.

## 5.2 THE POSITION OF CONSULTANCY SERVICES IN LGA ON WORKS PROJECTS AS PER FINDINGS

The findings above analysed that; works projects with consultancy services are valuable and applicable, are of high quality, with value for money when compared to those without applicability of consultancy services.

According to the findings; variation reduction, timely delivery and reduction of the rate of unfinished works projects may be in action when works projects are implemented under applicability of consultancy services. This gives a consultancy services a position of 90<sup>0</sup> degree for the achievement of value for money procurement on works projects in LGA's.

Local Government Authority's believes that consultancy services is there for large works projects that need large amount of money for its implementation. All works projects need consultancy services. Works projects in LGA's are not of small scale only according to the LGA's, why? Is it so because the aggregation of total works implementation are more than what they think.

According to the annual procurement report submitted by Kahama DC to PPRA in financial year 2011/2012 the council consumed about Tshs 4,267,667,116.25 for implementation of various works projects. They were about 40 named works projects. This justify that the volume of the total works projects implemented needs consultancy services to large extent.

The idea of saying; LGA's implement works projects of small value occur when you can consider works projects individually. When you refer to section 45 (b) of PPA no.21 of 2004 ***“aggregate its requirements wherever possible, both within the procuring entity and between procuring entities, to obtain value for money and reduce procurement costs”*** it analyses that, a procuring entity may aggregates her various works projects of similar nature to one consultant company for consultation services. For example roads projects to be under one consultant company, school buildings to be under another consultant company and Health building to be under another one.

The findings also justify that; consultancy services are supposed to take first priority for works projects in LGA's. Consultancy services need first priority because it helps LGA's to minimise cost of operation on works projects. Consultancy services minimise

cost of operation by making sure that; projects are completed timely. The accessibility of the project to be completed on time, gives a chances for timely utilization of the works projects thus local people satisfaction. Meanwhile when works projects are not finished on time or end up with unnecessary variation, means that cost of operation may be increased (directly or indirectly). Cost of operation when increases affect much product utilization by community because all addition cost may be used for other activities.

Consultancy services therefore play a vital role on works projects for minimization of operation cost therefore consultancy services need first priority for all works projects in LGA's.

Consultancy services also play a vital role on project implemented to be standard and of quality required. Quality standard of works projects cannot be obtained easily. It needs close supervision for it occurrence. Quality standard of any works projects is required by each person. According to the findings in – house staff has no power to close supervise for all works projects in LGA's. They therefore need consultation from consultant companies.

Finally a consultancy service is very important in all areas where works projects is implemented in LGA's, without consultation works projects in LGA's shall remain sub standard. Therefore the position of consultancy services is that, for all works projects executed by LGA's consultancy services is required.

### 5.3 GAPS OBSERVED FROM THE FINDINGS

Tanzania is among the countries which have their own policy of construction industry. The construction policy directs that; ***“The government in collaboration with the private sector shall promote the application of best practice standards on productivity, quality management and appropriate, state-of-the art, delivery arrangements (CIP,***

2003)”.The quoted part above; analysed that for the best practice in order to obtain standards productivity there must be collaboration between Government and private sector.

The findings analyse that; works projects in LGA’s cannot involve effective Consultant Company, inability to collaborate between LGA’s and Consultant Company on works projects resulted to most reduction of sub standard productivity in LGA’s. According to the findings sub standard works projects are there due to the following gaps observed as follows:-

### **5.3.1 LGA’s affected by insufficient number of in – house staff**

Findings above show that; LGA’s have insufficient number of staff compared to number of works projects implemented. Insufficient number of in – house staff create a first gap observed from the findings. REPOA on 2008 report that; “As regards administrative capacity, most council are still operating with limited human resource capacity, both in terms of numbers and expertise. The shortfalls in numbers are even more acute in the remote areas of the country”

Works projects implementation does not involve one stage but it involves many stages and every stage need in detail concentration for it achievement. Engineering knowledge requires at least one technician to be on site at every stage of daily implementing project for supervision and instruction.

In LGA’s number of engineers are not enough as well as number of technicians, as a result works projects implemented with appearance of contractor’s only. A Contractor is a business man who seeks for super profit instead of humanity mostly. This situation allow Contractors to take advantage of use materials which are not in boq or use of low ratio compared to the ratio mentioned in boq. When in – house staff come to inspect the progress of the project not all contractors’ faults are seen others may remain unseen but

their effects remain therein. After a certain period of unseen they may be seen these leads into projects delay or cause unfinished criteria of the works projects.

Insufficient number of in – house staff in LGA’s does not affect only in the area of supervision but also support much delay of many projects to be completed on time due to poor design.

### **5.3.2 In – house staff affected by too much interference**

“Recent research also suggests that noise-induced stress may decrease dopamine availability in the prefrontal cortex, where the hormone controls the flow of information from other parts of the body. Stress resulting from background noise, then, may decrease higher brain function, impairing learning and memory”. (Andrews, 2010)

The citation above from Andrews justifies that, not all environment brain can function well. In LGA’s in – house staff affected by too much interference for many activities assigned. According to Andrews background noise, may decrease higher brain function, this defines that, in order for in – house staff to produce a good feasibility study they need enough time to concentrate deeply, but in LGA this is not.

LGA’s in – house staff having their action plan, but this action plan is a figure head, because once a staff member arrives at the office area ,he or she is to be assigned a new job to do out of his action plan, also political interference takes place suddenly as well as auditors.

These interferences create the second gap observed from the findings that affect much of the capability of in – house staff to undergo a detailed feasibility study sometimes design projects of sub standard that end up in either variation or untimely delivery or unfinished works projects in LGA’s, hence fail to meet community’s requirements. These interferences also affect healthy of in – house staff due to too much meetings, too much auditing and too much orders from politicians and top leaders.

### **5.3.3 Expertise is of inefficient**

Experts justify the quality of the output for any projects implemented. Expert in LGA's according to the findings is not sufficient to cover all works projects implemented by LGA.

LGA's affected by insufficient number of staff compared to many works projects in a time. Many LGA's works projects are implemented in remote area or far from the head quarter's offices which cover large area of adjudication. Expert in -house staff is found only at the head quarter while projects are implemented in the village areas. This means that many projects are implemented without supervision of skilled personnel.

The problem of the works projects to be implemented without skilled personnel causes sub standard works projects resulted into untimely delivery or unfinished works .This situation create the third gap observed from the findings.

This gap is the heart of sub standard works projects implemented in LGA's. It became the heart because, expert defines accountability, eligibility and integrity of in – house staff, due to the fact that, expert elucidates the knowledge and skills toward what are implemented. This situation is quite deference from ignorant people whom implement the projects morphologically.

Lack of expertise affect much works projects in LGA, as explained above in - house staff are not capable to handle all works projects. What they do is to delegate power to the community while the majority of societies have no knowledge on either engineering or procurement .They implement through little experience, expertise are not sufficient in LGA, therefore it is difficult to obtain value for money on works projects implemented.

### **5.3.4 LGA's deals with many works projects**

Local Government Authority take action on all works projects implemented around its area of administration as a sub – nation. All eyes look on management for the aim of

achieving their requirements. Some of the works projects implemented by LGA's are: - roads, buildings for schools, hospitals, water dams, boreholes, shallow wells and offices.

These numbers of works projects implemented in most cases are not in ration to a number of staff LGA's have. It therefore become over capacity to them. This is a fourth gap observed from the findings.

Many number of works projects implemented in LGA become over capacity to the in – house staff end up in failure to have close supervision for all works projects. Incapability of close supervision resulted into many variations, untimely delivery as well as a number of unfinished works projects in LGA.

This gap without detail concentration, people can feel no gap at all, but concentration in detail may help you to observe that. How; it is that a District engineer is responsible to supervise all works projects implemented as project manager to run every implementing works projects. In LGA's number of technician are not sufficient to facilitate/fulfil the purpose of close supervision. Many projects are implemented without availability of Client Engineer or Technician, thus contractors do whatever they want or prefer. This gap also supports many claims from various people, especially politician; they always assume in LGA that there is no complete integrity due to poor quality projects implemented. They forget that the number of works projects implemented is not relevant to the number of in – house staff”.

### **5.3.5 Some completely works projects are of sub standard**

The aim of implementing any projects is to obtain output of productivity. Productivity output is that one that has capability to satisfy target expected. But once a project is completed without satisfying targets which were expected the project becomes of sub – standard and no value for money procured.

In LGA's some of the projects are of that nature, this creates the fifth gap observed from the findings. The findings analysed that, works projects end up with unfinished projects, this effect of having unfinished projects affects the project to be fully utilised thus create a deficit of the needs of local people cause to delay to utilise the project on time. When the projects failed it means that target expected may not be fulfilled as a result claims and complaints start to rise up, the blamed group are in – house staff that they caused delay sometimes they may be told that they others lack integrity.

Applicability of consultancy services may be one of factors for reduction of all gaps observed from the findings. Consultancy services are capable of doing it because of knowledge they have plus experts, number of staff and that they are independent organs. The most important thing to consider here is to select the right qualified consultant. Failure to select the qualified consultant may result to a big problem and confusion than in – house staff.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS, AND POLICY IMPLICATIONS**

#### **6.0 INTRODUCTION**

This chapter comprises of summary of the general study, conclusion of this study and policy implications of this study. Finally the study gives a room for area of further studies.

#### **6.1 SUMMARY OF THE STUDY**

This study analysed the applicability of consultancy services on works projects in Local Government Authority in Tanzania, Kahama District Council as a case study. The study analysed that many works projects implemented are of poor quality. The poor qualities are caused by poor feasibility study and lack of close supervision. The study analysed that, poor feasibility study and lack of close supervision affect general implementation of the works projects by causing unnecessary variations, untimely delivery of works projects and unfinished works projects. These factors are chronic diseases in LGA's. The study continue by analysing; feasibility study and supervision from in – house staff while the in – house staff are affected by many assignments and works given, to them, experience knowledge and insufficient number of staff.

The study therefore tried to analyse on possible solution on how to improve quality of works projects in LGA. The study preferred to analyse on applicability of consultancy service in order to see if the quality of the works projects may be improved in terms of reduction of unnecessary variations, timely delivery of works projects and decrease the rate of unfinished works projects in LGAs.

The findings and discussion of the study analysed that; applicability of consultancy services on works projects may reduce unnecessary variations, untimely delivery and decrease the rate of unfinished works projects, it is because a qualified consultant may have enough time to deal with feasibility study of the project thus prepare an

implemented b.o.q and drawing and they have also sufficient time for close supervision thus value for money.

The discussion also shows the gaps observed from the findings which reveal the impact of depending on in – house staff of LGA’s. According to the gaps in – house staffs have no power to handle all works projects implemented; therefore they need external force in order to obtain value for money for all works projects implemented by LGAs.

## 6.2 CONCLUSION OF THE STUDY

In – house staff in LGA’s are mostly affected much by many assignments and lack of expertise that create gaps for them to have in detail feasibility study and close supervision. Failure to have in detail feasibility study and close supervision create the gaps for unnecessary variations, untimely delivery and unfinished works projects in LGA’s.

Applicability of Consultancy services becomes the possible tool for supporting good feasibility study and close supervision of the works projects in LGA’s. The study analysed that applicability of consultancy services on works projects becomes a possible tools, because a qualified consultants have sufficient time to undergo feasibility and close supervision thus reduction of unnecessary variations, untimely delivery and also reduce the rate of unfinished works projects.

Qualified Consultants therefore are needed strongly by LGA’s for the aim of improving the quality and standard of works projects also applicability of consultancy services on works projects shall cut off the luggage of claims given to LGA’s in – house staff. Its applicability lead into value for money for all works projects implemented.

### 6.3 POLICY IMPLICATION FROM THE STUDY

Policy acts as the goals and directives of an organization. Policy may be implied for different purpose consequently within the organization. Policy having many definitions but according to the purpose of this study, policy is defined as; ***The declared objectives that a government or party seeks to achieve and preserve in the interest of national community*** <http://www.businessdictionary.com/definition/policy.html>, cited 16/5/2013. According to this definition, LGA's should have the policy that seek to the achievement and preserve interest of local people to obtain the best value for money on works projects implemented.

The study analysed LGA's works projects mostly ended up with many unnecessarily variations, untimely delivery and unfinished works projects. These are caused by failure of LGA's in – house staff to have detail feasibility study and close supervision for all works projects implemented it is caused by over capacity assignments given and lack of specific knowledge required.

The study continued by analysing that, applicability of consultancy services on works projects lead into reduction of unnecessary variations, timely delivery of works projects and reduce the rate of unfinished works projects thus preserve the interest of community timely.

According to the study, gaps observed from the findings do not come from nowhere, but they are there because of in – house staff from LGA's. They failed to fulfil the interest of community. The society start to blame due to poor quality works projects implemented with no value for money because of in – house staff as they failed to have detailed feasibility study that lead into unnecessary variations and poor feasibility study also cause untimely delivery of works projects or unfinished works projects despite of the facts that community need the project to preserve the interest.

The policy of LGA is to depend on in-house staff, because they believe that they are capable of handling all works projects. They minimise by claiming that there is no funds for consultant. They term consultants are there for projects supported by donors such as World Bank, African Development Bank and IFAD. This policy has no implication because in most cases they failed to provide best value for money on works projects implemented by LGA's.

Meanwhile the policy implication from this study is that; Now is a time for LGA's to set sufficient funds to their budgets for applicability of consultancy services on all works projects for the purpose of feasibility study (design stage) and supervision of the works projects. The in-house staff remain for supervising consultants instead of Contractor in order to preserve the interest of the community governed by them.

#### 6.4 AREA OF FURTHER STUDIES

The study gives a room of the further studies on the area of why LGA are affected by poor quality works projects? And what ways shall be taken by LGA's to improve quality works projects apart from applicability of consultancy services?

Studying on these questions and other shortcomings obtained from this study, may give up a chance for improving the quality of works projects in LGA's thus value for money for all works projects implemented by LGA's.

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## **APPENDENCES**

## QUESTIONNAIRES

This Questionnaire is designed for gathering information about **Analysis of applicability of consultancy services on works projects in Local Government Authorities (LGAs) in Tanzania, Kahama District Council as a case study**. The data are meant for fulfillment of the **research for the master's degree award of Procurement and Supply chain management and not any rationale**. All information delivered from you shall not be nude to any person; it will be treated as a top secret. You are consequently **benevolently** requested to fill in as per given directives.

### 1. Personal appearance

- a) Put [ **X** ] to your respective sex Male [ ] Female [ ]
- b) Marital status?, Put [ **X** ] Married [ ] Single [ ] Divorced [ ]
- c) Are you familiar with LGA's consultancy services , Put [ **X** ] Yes [ ] No [ ]
- d) Does LGAs apply consultancy services to all works project, put[**X**] Yes [ ] No[ ]
- e) If answer in D above is NO, can you briefly explain the difference observed from the project implemented followed consultancy services against those implemented without applicability of consultancy services?

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.....

- 2. a) Does a LGAs works project end up with variations, put [X] Yes [ ] No [ ]

b) If yes, do you think variations arises are caused by poor feasibility study (designing stage) of the works project in LGAs? put  YES  No

c) Most of the feasibility study of works projects is done by in-house staffs (whom play part for a lot of activities assigned, they are few in numbers, some lack expertise of feasibility study).Do you think these factors mentioned and others not mentioned affect the LGAs in-house staffs to undergo inefficient feasibility study on works project thus causes unnecessary variations? , put , YES  NO

d) If you're answer in (C) above is YES, Do you agree with me that; applicability of consultant to undergo feasibility study instead of LGAs In-house staff may reduce the rate of variations for works projects in LGAs? Put , YES  NO

e) If you're answer in (d) is YES, can you briefly explain how?

.....  
.....  
.....

3. a) In LGAs; does all works project delivered timely as per contract stated? Put

YES , NO

b) If you're answer in (a) is NO, do you think are caused by one of the following

below? Put  to your relative answer.

i) Indifference between Bill of Quantities and drawings

ii) Poor clear specifications and instructions

iii) Failure to respond timely when request for clarification

iv) All (i), (ii) & (iii) above [ ]

c) Does a time stated for completion of works projects in LGAs sufficient?,

Put [ X] YES [ ] NO [ ]

d) Does inefficient setting of completion time, indifference between bill of quantities and drawings, poor clear specification are caused by poor feasibility study (designing stage) of the works projects, Put [X] YES [ ] NO [ ]

e) Do you conclude that consultancy services on works project in LGAs may lead into time management by reducing critical factors that affect time delivery of the project thus timely project utilization by local people? Put [X] YES [ ] NO [ ]

f) Can you briefly explain how applicability of consultancy services supports time management thus timely delivery of works project?

.....  
.....

4. a) Does all works projects in LGAs finished as per contract wants? Put [X].

YES [ ] NO [ ]

b) If NO, do you think it caused by the following? Put [X]

i) Contract price differ from reality [ ]

ii) Bureaucracy from in – house staff [ ]

iii) Difference in quantities between contract and actual [ ]

iv) All above [ ]

c) Do you agree with me (if your answer in B is {iv}) that the said factors are caused by poor designing due to lack of expertise, manpower and tedious works of LGAs in – house staff ? Put **[X]** YES [ ] NO [ ]

d) If you're answer in (c) is YES, do you think applicability of consultant shall be the major factor for reduction of unfinished works projects in LGAs? Put **[X]**

YES [ ] NO [ ]

f) Briefly explain to what extent applicability of consultancy services shall reduce the rate of unfinished works project in LGAs?

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.....  
.....