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**An Analysis of the Effectiveness of Joint Venture in Road Construction
Projects: A Case Study of Road Development Agency and Avic International,
on Chingola- Kasumbalesa Road**

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Abstract

The aim for this study was to analyze the effectiveness of joint venture in road construction project, in the case study of RDA and AVIC international, on Chingola - Kasumbalesa road project. a cross-sectional survey study design, employing a quantitative methodology for gathering primary data. STATA was used for data entry and statistical analysis. Graphical presentation of descriptive statistics was done using Microsoft Excel 365. Chi-square was used for inferential statistics in order to determine the relationships between the variables. The main research tool used in the study was a semi-structured questionnaire consisting of closed-ended questions. The sample size for this study consisted 120 participants. And Both primary and secondary data were used in the study. Primary data was collected using questionnaires, in-depth interviews and observation. The primary data was collected from Road Development Agency, Avic International and within Ndola and Kasumbalesa districts. Secondary materials were obtained from books, journals, newspapers, articles, reports, the internet, as well as conference and working papers that concern.

The study demonstrated that the joint venture between RDA and AVIC International has been effectively established on

Chingola-kasumbalesa road project. 29.32 percent of respondents agreed and 38.52 percent of respondents strongly agreed that joint venture between RDA and AVIC International were effectively established. Only 5.08% of the respondents were undecided whether joint venture between RDA and AVIC international were effectively established or not. (13.56%) disagreed to the above statement, due to the reason of comprehensive and fair written agreement (8.5%) and 5.06 percent due to the reason of management control. And The majority (59.83%) of the respondents strongly disagreed with the statement that they were significant challenges in communication between RDA and AVIC International on chingola-Kasumbalesa road project, 39.32% percent agreed with the statement due to the four main reasons, 14.5 percent due to cultural differences, 11.12%percent due regulatory/ deal structuring, 8.5% due to governance, and 5.2 percent due to human capital.

Therefore, the quality of road construction from Chingola to Kasumbalesa. 72.65% said that the joint venture has effectively improved the quality of the road. 7.6% of the respondents disagreed with the statement, reason due to mutual standing, 5.22% also disagreed reason due to transformative flexibility, lastly 3.42% were undecided.

Keywords: Joint Venture, Construction Project, Institutionalization, Stakeholders, Critical Success Factors

1. Introduction

1.1 Background of the Study

Bryan A. (1999) in Black's Law Dictionary define a Joint Venture as a business undertaking by two or more persons engaged in a single defined project. In a similar fashion, Deborah E. (2004) Joint Venture is also defined as an association of two or more persons or entities who combine their property skill, or knowledge to carry out a single enterprise for profit. Further another definition of a joint venture is that it is an agreement between partners on terms mutually agreed and is subject to the general principles of a law relating to partnership. Contemporary literatures on Joint Venture tend to define 'Joint Venture' in terms of 'purpose' rather than in terms of 'a type of entity'. There are a lot of sources which hold the position that the term 'Joint Venture' refers to the purpose of the entity and not to a type of entity. The fact that joint venture is to be made for a single

defined project or for a specific purpose is an emphasized element in many of the above definitions, indirectly supporting that joint venture is better described in terms of purpose rather than in terms of a type of business organization. Joint venture is a venture in which the ventures agree to share profits and losses can also be deducted from the above selected definitions (Samuel A. (2010) states that all the above disparities in the definition of Joint Venture, there may be a consensus that Joint Venture is: A collaboration between two or more persons through an agreement in any form for a purpose of: a. To pool their capital and resources together; b. To jointly manage their business; c. For a specific or defined purpose; and d. To share costs and profits.

Transportation and Communications play a very significant role in growing and developing the economy of Zambia. The sector promotes agriculture, trade, commerce, mining, tourism and delivery of basic social services. In 2002, transportation costs accounted for over 60% of the cost of production of goods and commodities in Zambia which contributed to the high cost of living and increased poverty levels amongst the citizens. Therefore, maintaining a safe and reliable road transport system works the effort to down turn the situation by reducing transportation costs and consequently the prices for essential goods and services (WTO, 2002). In line with this, the Government of the Republic of Zambia is undertaking various road construction, maintenance and rehabilitation projects. The projects are managed by the Road Development Agency (RDA) as the main mandated body and delegated roads authorities comprising of Ministry of Local Government and Housing (MLGH), Rural Roads Unit (RRU) and Zambia Wildlife Authority (ZAWA).

1.2 Problem statement

The construction of roads is essential for the economic development, social connectivity, and overall progress of a region. In many cases, governments and private entities collaborate through joint ventures to undertake large-scale road construction projects, aiming to leverage each other's strengths and resources. However, despite the widespread use of joint ventures in the construction industry, there remains a significant gap in understanding their effectiveness, particularly within the context of the Road Development Agency (RDA) and the AVIC international. The RDA, as a prominent entity responsible for overseeing road infrastructure development, frequently engages in joint ventures to execute road construction projects efficiently and effectively. While joint ventures hold the promise of accelerating project delivery, enhancing resource allocation, and fostering innovation, their outcomes in terms of project performance, cost efficiency, quality standards, and stakeholder satisfaction are not well-documented. The effectiveness of joint ventures in road construction projects is influenced by various factors, including project complexity, stakeholder dynamics, regulatory frameworks, contractual arrangements, and the capabilities of partnering entities. Despite their potential benefits, joint ventures also present challenges such as coordination issues, divergent interests among partners, contractual disputes, and risk allocation concerns.

1.3 General objective

1. The aim of the study is to analyze the effectiveness of joint venture in road construction project, a case study of RDA and AVIC international, on Chingola - Kasumbalesa road.

1.4 Specific objectives

1. To establish types of joint ventures used in road construction projects.
2. To examine the effectiveness of joint venture on road construction project.
3. To ascertain relations between joint ventures in construction project and project performance.
4. To identify challenges found in joint venture projects.

1.5 Conceptual Framework

To conduct the study the below illustrated conceptual framework will be used to ensure that we understand how various variables interact to present the functionality of the joint venture and which ones are most relevant for the effective an efficient government procurement system of joint venture projects.



2. Literature Review

2.1 Joint ventures used in road construction projects

The Setting of Large-scale Infrastructure Projects Large scale infrastructure projects are generally comparable with other projects. The investing party aims at realizing a project within certain limits with regard to costs, time and quality with a designated team.

To realize the project within the framework set for costs, time and quality, it is indispensable to analyze the interests of the different stakeholders and to know their drivers. These can change during the project life cycle and need to be continuously surveyed. (Hanselmann, 2014).

2.2 Effectiveness of the joint venture on road construction project involving the RDA and AVIC international

Almost any person or organization with an interest in a project can be termed a stakeholder. The type and interest of a stakeholder are of great importance to a project manager since they enable him or her to use these interests to the greatest benefit of the project. Stakeholders can be divided into two main groups:

1. Direct (or primary)
2. Indirect (or secondary).

2.2.1 Direct Stakeholders

This group is made up, as the name implies, of all those directly associated or involved in the planning, administration or execution of the project. These include the client, project sponsor, project manager, members of the project team, technical and financial services providers, internal or external consultants.

2.2.2 Indirect Stakeholders

This group covers all those indirectly associated with the project, such as internal managers of the organization and support staff not directly involved in the project, including the HR department, accounts department. Each of these groups can contain:

Positive stakeholders who support the aims and objectives of the project, and Negative stakeholders who do not support the project and do not wish for it to proceed.

2.3 Relations of the joint ventures in construction project

With an acquisition, due diligence can be conducted on a target entity. Risks can be probed and high-risk areas explored in detail. This can be awkward during discussions of the exciting new enterprise and can make extensive, risk-based diligence harder to conduct, especially in countries where such diligence is not the cultural norm. Additionally, in an acquisition, after closing you can immediately fold the acquired entity into your company's compliance program. (Devaney, 2015) ^[31].

Identifying and Managing Project Risk is intended to help leaders of today's complex projects (and their managers) successfully deliver on their commitments. Whether you develop products, provide services, create information technology solutions, or deal with complexity in other types of projects, you will find easy-to-follow, practical guidance to improve your management of project risk, along with effective practices for aligning your projects with reality. (Kendrick, 2015) ^[36].

All projects involve risk. There is always at least some level of uncertainty in a project's outcome, regardless of what the Microsoft Project Gantt chart on the wall seems to imply. Modern projects are particularly risky, for a number of reasons. First, they are complex and highly varied. These projects have unique aspects and objectives that significantly differ from previous work, and the environment for complex projects evolves quickly.

Effective project risk management relies on both of these ideas. By looking backward, past failures may be avoided, and by looking forward via project planning, many future problems can be minimized or eliminated. (Kendrick, 2015) ^[36].

2.4 Challenges found in joint venture projects

As effective strategies contribute or drive the CJV towards achieving the set goals and objectives, improper planning would lead to failure. This barrier construct is critical in almost every organization. The project-based nature of CJVs means time limitation.

2.4.1 Lack of effective planning and suitable strategies

The underlying barriers of this construct have been reported in many studies to impede ICJVs success. For example, lack of project planning and budgeting was recorded by Shen *et al.* (2001) as one of the difficulties facing Sino-foreign CJVs in China. Similarly, Do and Lee (2015) emphasized that the failure to carefully analyze the IJV project using systematic and scientific methods has caused completed and current

ICJVs project failure.

2.4.2 Performance measurement or management of CJVs

Measuring JV performance has been a difficult task as efforts to identify variables associated with JV performance have been constrained by disagreements on the comparability and reliability of alternative performance measures and methods. A sound selection and identification of the measures of CJV project performance is critical to the validity and reliability of measurement. With respect to the performance measurement of CJV projects, the types of CJV projects in the pool of the identified publications fall exclusively into the category of ICJV, with no record of study on DCJV.

2.5 Personal critique of literature review

Once the initial schedule is developed, it represents a powerful tool that can be used in managing various aspects of the project, including time, resources, production, and cost. As the project progresses and the project management team recognizes more of the details that affect the construction process, the schedule will be modified to evolve with the project. The time required to execute the construction processes. It begins by considering the project as a whole, determining how to shorten the overall project schedule, and looking at the cost trade-offs of expediting the project. (S. Keoki Sears, 2008).

Frequently, project work schedules must be adjusted to accommodate adverse job circumstances. These revisions are often essential so that contract time requirements can be met. Many times, established time goals dictate that key stages of the work be achieved earlier than originally planned. Milestones, network interfaces, and final completion are common examples of key events that sometimes must be rescheduled to earlier dates. Such schedule advances are accomplished in practice by performing certain portions of the work in shorter times than had originally been allocated to them. (S. Keoki Sears, 2008).

3. Methods and Procedures

3.1 Research Design

The study adopted the cross-sectional design. In this type of study design, either the entire population or a subset of the population is selected, and from these individuals, data was collected to help answer research questions of interest. According to Mann (2003), cross-sectional design helps to enrich a study because it helps to study a large number of people within a short period and determine the causes and prevalence of a phenomenon which other study design cannot do.

3.2 Target Population

The study population consisted of the following:

- Road Development Agency
- AVIC International
- Association of Building and Civil Engineering Contractors
- Zambia Development Agency
- Engineering Institution of Zambia
- National Council for Construction.

3.3 Sampling Design

Both primary and secondary data were used in the study. Primary data was collected using questionnaires, in-depth

interviews and observation. The primary data was collected from Road Development Agency, Avic International and within Ndola and Kasumbalesa district. Secondary materials were obtained from books, journals, newspapers, articles, reports, the internet, as well as conference and working papers that concern.

3.4 Sample size determination

A sample is a subset of a population that is used to represent the entire group (White, 2003). The sample size for this study consisted 120 participants.

3.5 Data collection methods

In consonance with the mixed method design, interview schedule, interview guide and observation checklist were developed to collect the primary data from the field. These instruments were chosen because they are the most appropriate.

3.6 Data Analysis

Johnson & Christensen (2004) defined data analysis as the process of deriving value from the raw data. Giving the obtained data form, organization, and significance is what this procedure. The information will be examined utilizing qualitative techniques.

3.6.1 Qualitative data analysis

The study will employ thematic analysis since it gave the researcher a lot of latitude in how to interpret the data and made it simpler for them to approach the data set by classifying it into broad subjects. The versatility of thematic analysis allows for the extensive, nuanced, and intelligent description of the data.

4. Presentation of Reaserch Findings and Discussion of Results

4.1 Presentation of results on background characteristics of the respondents

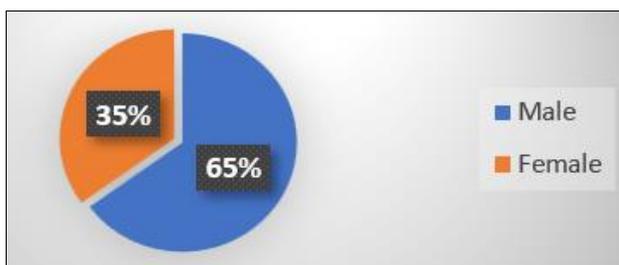


Fig 1: Gender of Respondents

The gender as shown in figure below indicates that the percentage of males' respondents was high which accounted for (65.0%) and females who accounted for (35.0%) respectively.



Fig 2: Participant's age

The predominant age group of respondents was between 25- and 34-years accounting for (27.34%.) 26.48% of respondents were between the ages of 45 and 54. (25.63%) of the respondents was between 16 and 24 years. (23%) of the respondents was between 35 and 44 years. And lastly (23.83) was between 55 and above.



Fig 3: Highest educational level

The chart illustrates the distribution of education levels among the RDA and AVIC-International workers as well a population living in Ndola till Kasumbalesa who responded. (8.75%) have a master's and above education. (12.5%) have a certificate (13.75%) have completed a master's education. (27.75%) have completed a degree's education. A significant proportion of 37.5% Have completed their secondary school.

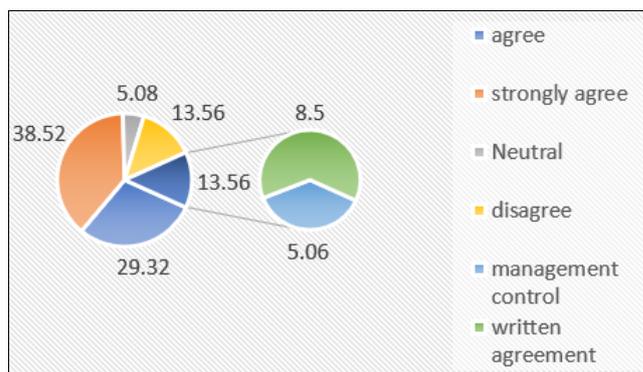


Fig 4: JVP has been effectively established

4.2 Presentation of results based on a thematic area developed from objective one

Respondents were asked if the joint venture between RDA and AVIC International has been effectively established on Chingola-kasumbalesa road project. 29.32 percent of respondents agreed and 38.52 percent of respondents strongly agreed that joint venture between RDA and AVIC International were effectively established. Only 5.08% of the respondents were undecided whether.

joint venture between RDA and AVIC international were effectively established or not (13.56%) disagreed to the above statement, due to the reason of comprehensive and fair written agreement (8.5%) and 5.06 percent due to the reason of management control.

Table 1: Summary of the Effectiveness of JVP

Content	<i>The JVP between RDA and AVIC International has been effectively established</i>		
	Freq	Percent	Cum.
Agree	70	59.32	29.32
Disagree	16	13.56	72.88
Comprehensive and fair written agreement		8.5	
Management control		5.06	
Neutral	6	5.08	77.97
Strongly Agree	26	22.03	100.00
Total	118	100.00	

4.3 Presentation of results based on a thematic area developed from objective two

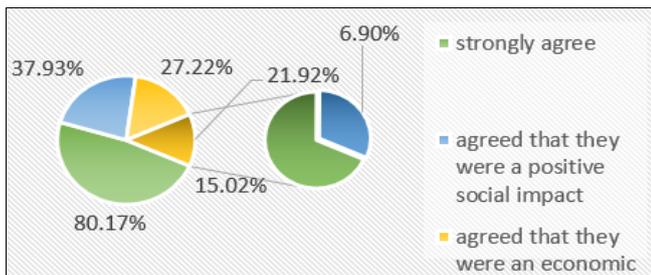


Fig 5: The infrastructure delivered through the JVP meets community needs

The Majority of the respondents (80.17%) strongly agreed that the road infrastructure delivered through the joint venture meets community needs. 37.93 percent agreed that they were a positive social impact, 27.22 percent have agreed that they were an economic impact, and 15.02 agreed that they were a positive spatial impact. 12.93 percent were undecided and 6.9% disagreed.

Table 2: Summary of the JVP Relations

Content	The road infrastructure delivered through the joint venture meets community needs		
	Freq	Percent	Cum.
Agree	44	80.16	80.16
Social impact		37.92	
Spatial impact		15.02	
Economic impact		27.22	
Disagree	8	6.90	87.06
Neutral	15	12.93	100.00
Total	116	100.00	

4.4 Presentation of results based on a thematic area developed from the objective three

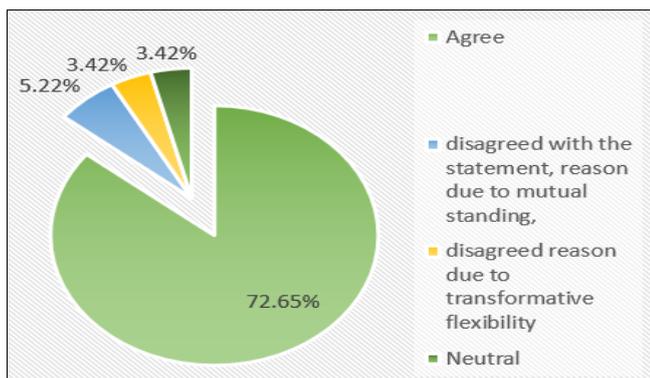


Fig 6: The improvement of the road Construction through the JVP

Respondents were asked to rate if the joint venture has improved the quality of road construction from Chingola to Kasumbalesa. 72.65% said that the joint venture has effectively improved the quality of the road. 7.6% of the respondents disagreed with the statement, reason due to mutual standing, 5.22% also disagreed reason due to transformative flexibility, lastly 3.42% were undecided.

4.4.1 Summary of JVP Reactions

Content	The joint venture has improved the quality of road construction from Chingola to Kasumbalesa		
	Freq.	Percent	Cum.
Agree	85	72.65	72.65
Disagree	15	12.82	85.47
Mutual standing		7.6	
Transformative flexibility		5.22	
Neutral	4	3.42	88.89
Strongly Agree	13	13	100.00
Total	117	100.00	

4.5 Presentation of results based on a thematic area developed from the objective four

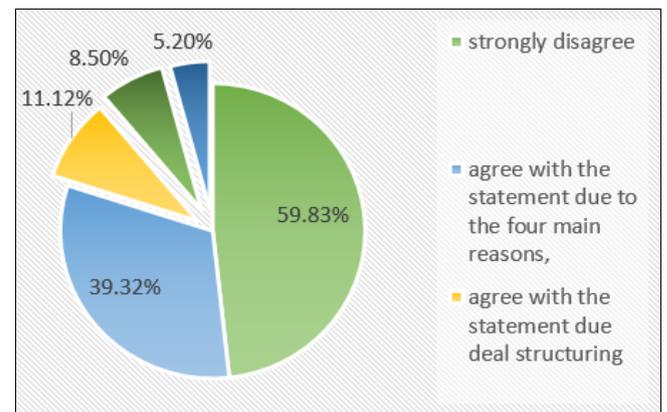


Fig 7: Significant challenges in communication between RDA and AVIC international

The majority (59.83%) of the respondents strongly disagreed with the statement that they were significant challenges in communication between RDA and AVIC International on chingola-Kasumbalesa road project, 39.32% percent agreed with the statement due to the four main reasons, 14.5 percent due to cultural differences, 11.12%percent due regulatory/ deal structuring, and 8.5% due to governance, and 5.2 percent due to human capital.

4.5.1 Summary of JVP Challenges

Table 3: Summary of JVP Challenges

Content	There were significant challenges between RDA and AVIC International		
	Freq.	Percent	Cum.
Agree	30	41.17	41.17
Governance		8.5	
Cultural differences		14.5	
Social/human capital		5.2	
Regulatory/deal structuring		12.12	
Strongly Disagree	70	59.83	100.00
Total	117	100.00	

5. Conclusion and Recommendations

5.1 Introduction

This chapter presents a comprehensive summary of the findings, recommendations.

5.2 Conclusion

The study aimed to analyze the effectiveness of joint venture project on road construction project: A case study of RDA and AVIC international, in order to do so, it operationalized its main objective across the studied communities on Chingola - Kasumbalesa road cases. It produced empirical findings and conclusions on how effective are the joint venture on road construction project involving the RDA and AVIC international, on Chingola - Kasumbalesa road, Impacts of Road Infrastructure Development Projects on Chingola-Kasumbalesa also found in earlier studies, this study has shown that the joint venture between RDA and AVIC International has been effectively established on Chingola-kasumbalesa road project. Based on the result finding 67.84 percent of respondents agreed. (13.56%) disagreed to the above statement, due to the reason of comprehensive and fair written agreement (8.5%) and 5.06 percent due to the reason of management control.

Also The quality of the road infrastructure has been well-received by the public because 74 percent of the respondents agreed with the statement. For the reason due (38%) economic growth, (20%) social well-being, (16%) national development and 19% were undecided to the statement. 49.15% disagreed, 20.5 percent strongly agreed that There were substantial logistical challenges faced during the joint venture project with the main reason of delay in supply of equipment and 12.55 percent agreed due to the reason frequent failure of machine, and lastly 17.8 percent were undecided.

On Chingola-Kasumbalesa cities, they were a spatial, social, and economic positive and negative impacts. after the completion of the road projects created some common developments in the studied communities: Improvement in accessibility, increase in commerce, more employment opportunities and reduction in travel time. However, the road projects brought out some contrasting developments across them as well. This road completion, led to economic and spatial dynamics in Chingola-Kasumbalesa road, including disruption of business activities and displacement of people on the road reserves during the construction phase. The study reveals that road infrastructure projects led to changes in the social fabric, economic processes and spatial differences, meaning that road infrastructure projects have a range of impacts on both the population and urban fabric. based on the result (80.17%) strongly agreed that the road infrastructure delivered through the joint venture meets community needs. 37.93 percent agreed that they were a positive social impact, 27.22 percent have agreed that they were an economic impact, and 15.02 agreed that they were a positive spatial impact.

5.3 Recommendations

Develop an understanding process of the contract process and favoritism toward the employer were two of the most serious mistakes a project manager or engineer made. although technology transfer was reported to be achieved through joint ventures, there were many problems within the process. To eradicate that fact JV contractors must take into consideration the complementary skills, trust and

Commitment, compatible management teams in their collaboration.

Facilitate access to technology transfer in the construction industry to be the lack of incentives for transferors to promote mobility, which results in stronger local competitors.

Establish joint ventures (JVs) partnership, because the cultural differences among partners have a significant impact on alliance performance on Chingola-Kasumbalesa road project.

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