ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES

FACTORS INFLUENCING TIME OVERRUN IN CONSTRUCTION PROJECTS IMPLEMENTED BY THE MINISTRY OF HEALTH

BY: KIDIST KEBEBE

JULY, 2022
ADDIS ABABA, ETHIOPIA

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THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN PROJECT MANAGEMENT

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Muluadam Alemu (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted for any degree.

Name: **Kidist Kebebe**

Signature _____

Date_____

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LIST OF ABBREVIATIONS

MOH – Ministry of Health

SPSS – Statistical Software Package for Social Sciences

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ABSTRACT

The goal of this research was to look at the factors that impact project time overruns in the Ministry of Health. A descriptive research design was used for the investigation. The target population consisted of 70 respondents. To ensure complete participation, 70 respondents were chosen using census sampling. Structured administered questionnaires with both closed and open-ended questions were used to obtain primary data. The information gathered was evaluated quantitatively using (SPSS) version 25. According to the research findings, 67 of the 70 targeted respondents replied, giving a 95.71 percent response rate judged acceptable to form a foundation for valid conclusion. According to the study's findings, political goodwill has a major effect on project completion rates. Politicians choose the amount of money to be distributed to various projects, the time it takes for this money to reach project implementers, the project site/location, priority projects, and many other factors. The research also found that financial allocations had a substantial impact on project execution and completion. Furthermore, the study indicates that the MOH's structures have a major impact on project completion rates. Finally, the study believes that contract management has a major impact on MOH project completion rates. The laws, rules, and regulations that determine who is granted contracts, who is awarded contracts, who is engaged in the contractual process, and the time limitations for paying contractors are critical in deciding when projects are finished. The report suggests that additional research be conducted in other governmental offices in the to see whether the characteristics mentioned above also impact project completion rates.

Keywords: *Budgetary allocations, Contract management, Political goodwill, Organization structures.*

CHAPTER ONE: INTRODUCTION

This chapter begins by presenting brief background of the study which is followed by the statement of the problem. Under the statement of the problem, the study states the reasons to carry out this study. Following the statement of the problem, the research questions, the general and specific objectives of the study are presented. Finally, significance of the study, scope of the study including organization of the paper is presented.

1.1. Background of the Study

Infrastructure projects (e.g., roads, bridges, and transportation systems) and public facilities are examples of public-sector projects that are financed, owned, and operated by the government for the benefit of the general public (e.g., schools, hospitals and libraries). By stimulating infrastructure investment, creating jobs, and consuming intermediate products and related services from other industries, the construction industry has become the engine of a country's socio-economic development (Thanh Tran & Hoang, 2018). Completion on schedule, under budget, according to specifications, and to the satisfaction of all stakeholders are all characteristics of a successful construction project (Johnson & Babu, 2018). However, time and cost overruns are regular concerns and challenges in the execution of public sector projects, particularly in the construction sectors of Sub-Saharan Africa, ranging from poor quality work to severe budget limits (Belay, et al., 2021). Several instances and arguments among partners may arise as a result of these issues during the project life cycle (Jongo, et al., 2019).

Schedule delays in major infrastructure projects are one of the most typical difficulties in the construction business. As a result, these issues are frequently seen as a common occurrence in the majority of initiatives in developing countries (Ahiaga-Dagbui, et al., 2017). Delays in public-sector projects lead to project delays, increased costs, claims and disputes, and a reduction in public accessibility (Zakaria, Ismail & Yusof, 2012). Furthermore, public-sector projects are frequently used as a barometer of political performance, and they are subject to significant political pressure to complete under tight budget and time limitations (Idrees & Shafiq, 2021). As a result, any delays or cost overruns in public-sector projects not only result in poor project performance, but they also invite condemnation of public officials for abusing taxpayer funds (Fatima, Saleem & Alamgir, 2015).

In today's world, the construction industry is characterized for inefficient and unproductive project

delivery (Andersen & Grude, 2018). This is best demonstrated by the project's inability to meet its deadlines in terms of time, cost, quality, customer needs, and satisfaction, as well as the projected level of health and safety hazards. As a result, several building projects have been completed despite scheduling delays (Soewin & Chinda, 2018; Bajjou & Chafi, 2020). According to several authors, poor and defective project quality delivery has become a serious concern in the construction sector around the world (Akintoye, 2018; Alubaid, Alhadeethi & Alnajjar, 2018).

Several authors globally examined the determinant factors for project time overrun. The most crucial project delay factors include lack of commitment (Doloi, et al., 2012); fluctuation of prices of material (Shehu, et al., 2014); factors pertaining to owner, consultant, contractor, material, labour, equipment, project and external delay factors (Marzouk & El- Rasas, 2014); clients (Haseeb, Xinhai & Bibi, 2011); changes in scope, poor monitoring and control, delayed payment to the contractor and high inflation and interest rates (Alinaitwe, Apolot & Tindiwensi, 2013); political instability (Gardezi, Manarvi & Gardezi, 2014); and conflict among project participants, project manager's ignorance, lack of knowledge and unproductive human resource management (Sinesilassie, et al., 2017) are among the main factors hindering the schedule performance of public projects.

The construction industry in Ethiopia has been overgrowing for the previous decade, especially since the country's growth and reform plans were established. Several large-scale public infrastructure projects are currently being built. Internal income, loans, and World Bank assistance provide for around 60% of the capital budget (Commission, 2016). However, in Ethiopia, successful implementation of public infrastructure projects is uncommon (Gadisa & Zhou, 2020). To improve the odds of a public infrastructure project's success, project owners must first understand the determining elements, then examine these crucial factors systematically and statistically, predicting future consequences, and then determine effective means of dealing with them (Mobey & Parker, 2002). At this point, the goal of this research is to look into the factors that influence public project time overruns, specifically in the case of the Ministry of Health.

1.2. Statement of the Problem

Ethiopia is primarily a rural country, and infrastructure development is still deemed to be inadequate when compared to Sub-Saharan Africa countries (Foster & Morella, 2010). Poor infrastructure has resulted in a loss of growth and a slowing of human development (ADB, 2018).

Ethiopia's government is investing vast sums of money in numerous megaprojects to improve public infrastructure standards. Large-scale public infrastructure projects are now being built under various strategies. In line with this, the construction industry has outgrown its capacity during the last decade, particularly after the country's growth and transformation plans were implemented. In the first phase of the Growth and Transformation Plan (GTPI) from 2010/11 to 2014/2015, the government announced and executed a core construction industry structure to increase the industry's capabilities and function. This reform involves a policy framework for the construction industry, the formation of the Ethiopian Institute of Construction Management and the preparation and implementation of a strategic reform plan for the construction sector (National Planning Commission, 2016).

However, failure to achieve the construction planned timetable and anticipated cost is a fairly typical problem that affects practically all public infrastructure projects. The majority of Ethiopian projects, such as road and rail projects, integrated housing development programs, sugar factories, fertilizer plants, irrigation dams, electricity megaprojects, and others, have failed to satisfy project goals. The attainment of time, money, and quality is used to determine whether or not a project's execution was successful (Majid, 2006; Sun & Olawale, 2013). Delay and cost inflation are two of the most common challenges encountered during the development of public infrastructure projects (Mahamid, Bruland & Dmaidi, 2012).

In Ethiopia, some studies have been conducted in relation to the factors determining project time and cost overruns. Oynaka (2020) examined the determinants of cost overrun on public building construction projects, case of Gamo Zone Arba Minich Town. The study result indicated that socio political, economic, and managerial, timeliness of payment and financial factor and construction techniques and design changes were identified as causes of cost overrun in public construction project. Gadisa & Zhou (2020) explored influential factors leading to the poor performance of public construction projects in Ethiopia. The study highlighted inadequate contractor capacity, weak project site management and supervision, weak project management skills and capabilities of the owner, additional work orders, delayed payment, lack of comprehensive project plans between parties and incomplete project design, rising material prices, ineffective project schedules, and cost management, rising market prices and devaluation of the currency as determinant factors.

Fentahun (2020) explored the determinants of infrastructure project delays and cost escalations,

the Cases of Federal Road and Railway Construction Projects in Ethiopia. The study identified incomplete study before project approval, poor project management & coordination, the right of way issues, inaccurate forecasting of schedule, psychological biases, and political interests as the top-ranked delay factors. Melaku, et al. (2021) analysed cost overrun and schedule delay on infrastructure projects in low income economies, case of Ethiopia. The study found that variations, economic conditions, and escalation of material prices are the top major risk factors causing schedule delays.

Fetene (2008) carried out a study to dig-out information on the factors that causes cost overrun during construction and their effects on public building construction projects in Ethiopia. The most important causes of cost overrun were found to be inflation, poor planning and coordination, change orders due to enhancement required by clients, excess quantity during construction. Dagim (2017) examined the factors affecting cost and time performance of construction projects. Ineffective planning and scheduling of project by contractor; financial inability /financial arrangement for the project by client; Late in reviewing and approving design documents by consultants; Difficult in financing project by contractor; Poor site management and supervision by contractor; Shortage of construction material on site; Mistake and discrepancies in design documents; Unclear and inadequate details in drawing; Delay in approving major change in the scope of work by consultant; and Delay in progress/ interim payments by owner to contractor were found to be project delay factors. Sinesilassie, Tabish & Jha (2018) examined critical factors affecting cost performance, case of Ethiopian public construction projects.

Tadele (2018) assessed the effect of some dominant time and cost overrun factors in Addis Ababa University building construction Projects. The findings indicate that the major causes for project time overrun were improper planning and poor scope definition, poor communication, owner's interference and slow decision. Yeshi (2021) examined the factors affecting time delay and cost overrun in construction of condominium in Addis Ababa. Fluctuation of material price, Poor planning and scheduling, Poor inspection, less responsibility for the work, Lack of government control, Inadequate time estimation, Poor monitoring and evaluation, Scarcity utility, less follow up of progress and improper site management were the main factors affecting time overrun.

From the above review it is evident that most of the studies explored socio-political, economic, financial and timeliness of payment and managerial related factors affecting infrastructure

projects' time overrun. However, empirical findings suggested other factors such as Political role-related (Doloi et al., 2012; Jackson, 2015; Agu, 2015; and Pinto, 2014), Organization Structures (Aljaž, 2014; Emeka, 2016; Megha & Bhatt, 2013; and Rasas, 2014), Contracts Management (Eriksson & Westerberg, 2011; Chen & Karen, 2014; and Francois, 2015), Budgetary Allocations (Dolage & Rathnamali, 2013; Aftab, 2014; and Aftab et al., 2015), do have significant influence on project time and cost overrun. Furthermore, as to the knowledge of the researcher, none of these studies addressed factors affecting time overrun of projects owned by Ministry of Health in particular. Therefore, this study tried to fill the gap by examining the effect of these factors on project time overrun in Ethiopia, case of Ministry of Health.

1.3. Research Questions

The study attempted to provide answers for the following basic research questions;

1. How does political good-will influence project time overrun in Ministry of Health?
2. What is the influence of budgetary allocation on project time overrun in Ministry of Health?
3. How do organization structures within the Ministry influence project time overrun?
4. To what extent contracts management influence project time overrun in Ministry of Health?

1.4. Research Objectives

1.4.1. General Objective

The general objective of this study is to identify factors influencing projects time overrun in Ethiopia, case of Ministry of Health.

1.4.2. Specific Objectives

Based on the above general stated objective the following specific objectives are drawn.

1. To determine the influence of political good-will on project time overrun.
2. To evaluate the influence of budgetary allocations on project time overrun.
3. To examine the influence of organization structures within Ministry of Health on project time overrun.
4. To find out the extent to which contracts management influence project time overrun.

1.5. Significance of the Study

Public infrastructure project delays are a serious and long-standing issue that result in poor usage and higher social and economic costs. The most important and initial step in resolving this issue is to identify and analyze the primary elements that contribute to the public infrastructure project's poor time and cost performance. As a result, the primary goal of this study is to identify and analyze the important factors impacting the cost and timeliness of public infrastructure projects, and then to make recommendations on how to improve the cost and timeliness of public projects. The findings of the study would enable/provide knowledge to people involved in the construction business, allowing them to address the problem of poor cost and schedule performance in future projects.

The findings of this study can be used by the Ministry of Health to reduce/avoid additional expenditures generated as a result of poor time and cost performance of infrastructure projects, which leads to decreased usage and higher social and economic costs.

The finding of this study is also expected to assist Ethiopia's government in developing clear rules and procedures to avoid key causes of project delays and cost overruns, as it is identified and described in this study. Furthermore, the study could aid government attempts to improve efficiency and effectiveness in the use of public monies for infrastructure projects, which is a long-standing problem for both the government and the international development community.

Finally, researchers and academicians who want to delve into the field of project management can find a solid foundation and substantial knowledge base covered in this study, which focuses on the determinants of public project time overrun, particularly in Ministry of Health.

1.6. Scope and Limitations of the Study

The study's goal is to determine factors influencing project time overrun in Ministry of Health. The research evaluated political-good will, budgetary allocations, organizations structure contract management related factors affecting public project time overrun. There are numerous factors influencing project time overrun, however the four variables were examined in the context of the current study is influenced by the great majority of literature naming the same as determinant factors influencing public project time overrun. In terms of time span, this study was a cross-sectional research, with data were obtained at a certain point in time.

This study has some drawbacks, much as any other studies. The current analysis has a methodological drawback. The study used quantitative data analysis methodology, which included a structured questionnaire with closed-ended questions. Nonetheless, surveys often have low validity, making it difficult to determine if respondents are speaking the truth. The respondents had restricted number of replies to choose from. As a result, the study strategy is confined to answering “why” inquiries, which means contextual detail may be lacking. Another limitation of the study is that other factors influencing project time overrun were not addressed. Furthermore, surveys contain a memory bias since they rely on respondents' capacity to remember. The validity and reliability of this instrument were used to determine if it satisfies the required requirements, therefore reducing the problem.

1.7. Organization of the Paper

This study is categorized in to five chapters. The first chapter deals with the background of the study, statement of the problem, basic research objectives, questions, significance and scope of the study. The second chapter deals with the review of related literature which includes theoretical/conceptual and empirical reviews. The third chapter deals with research methodology that the researcher followed in the process of data collection, data analysis and interpretation. Chapter four includes data presentation, interpretation and discussions. Finally, under chapter five the overall findings of the research, conclusion and recommendations of the research are stated.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Introduction

In this chapter, the literature on political-good will, budgetary allocations, organizations structure contract management related factors is reviewed, with the goal of establishing a link between these concepts and the rates of completion of construction projects in the Ministry of Health in Ethiopia and at the global level. This section also includes the theory that underpins the study, as well as a conceptual framework that depicts the link between the independent and dependent variables.

2.2. Theoretical Review

Two theories guided this research: Agency Theory and Financial Distress Theory.

2.2.1. Agency Theory and Contracts

Contract regulations in project management and implementation have a long history, dating back to the ancient Greek merchants, who were noted for better agreements and basic canceling notions (Elliot & Quinn, 2007). Jensen & Meckling (1976) first proposed this theory and it is based on frameworks that are concerned with contractual relationships between various individuals, such as stakeholders, managers, and employees in an organization. It's a theory that deals with incentives and information issues both outside and inside a company (Kimweli & Kimani, 2014).

Because this agency theory deals with the challenges generated by contractual conflicts, the model/theory is pertinent to this study. The idea demonstrates that different interested parties in a project, such as contractors and project funding organizations, have different competing interests. According to the hypothesis, these conflicts might result in one or both parties damaging the entire process, delaying the desired outcomes (Elliot & Quinn, 2007). As a result, this theory is very timely and pertinent to this subject, because parties such as politicians, the government, county leaders, and others are critical in the implementation and success of projects.

2.2.2. Financial Distress Theory and Finances

This hypothesis seeks to identify the elements that cause a company's financial performance to deteriorate (Chen, Karen & Manley, 2014). Financial stress, according to a number of studies, is defined as an organization's inability to pay for the services or implementation materials provided. According to Frimpong (2013), project delays are typically affected by financial distress and time constraints, which are all too common in underdeveloped nations; therefore, a foundation for this

study.

According to Kimweli and Kimani (2014), organizations with high-cost projects are expected to be able to finance them, and if this is not possible, projects are postponed. As a result, this theory is critical when addressing the financial considerations that influence project delays. Due to late funding, inadequate financial projections, and late distribution of project money, project delivering companies face financial restrictions. This hypothesis aids in the comprehension of the second study topic, which concerns the impact of financial/budgetary allocations on project delays.

2.3. Concepts and Type of Project Time Overrun

2.3.1. Project Time Overrun

In infrastructure project, a delay or time overrun is the difference in the progress or actual completion of work as compared to the baseline construction timetable or contract schedule (Siemiatycki, 2015), i.e. the contractor's failure to complete projects on time (Flyvbjerg, Bruzelius & Rothengatter, 2003). Furthermore, they claim that the majority of project delays come during the construction period, which is always fraught with unforeseen circumstances. The inability to finish projects on time and on budget remains a persistent issue around the world (Ahmed et. al., 2000). According to Azhar & Farouqui (2008), cost overruns are a typical occurrence around the world. The discrepancy between the Actual Project Duration and the Estimated Project Duration is characterized by Eshofonie (2008) as "Time Overrun." According to Mubarak (2015), the term "delay" in construction contracts has no exact technical meaning because it can be used to refer to a variety of project execution conditions. However, the phrase is frequently used in its most basic definition to refer to any incidents or events that lengthen or postpone the start or completion of any of a project's operations (Siemiatycki, 2015). According to Flyvbjerg, Bruzelius, and Rothengatter (2003), delays are common all over the world, and they are always accompanied by cost and time overruns.

2.3.2. Types of Delay or Time Overrun

According to Bramble and Callahan (1987), there are four types of construction delays that can occur in construction projects:

Excusable Delay

According to Bramble and Callahan (1987), excusable delays are unforeseeable circumstances that

are beyond anyone's control, and they are divided into compensable and non-compensable delays. If the delay is determined compensable, the contractor is entitled to additional cash and time compensation; but, if the delay is declared uncompensated excusable, the contractor will receive extra time but not more money. Excusable delays, according to Srdic and Selih (2015), are situations over which neither the owner nor the contractor has any control, such as extreme weather conditions, acts of God, and other unknown future events.

Non-Excusable Delay

According to Bramble and Callahan (1987), these are predictable activities or events that are under the contractor's control. In this circumstance, the contractor is not entitled to any additional time or remuneration for the task. The owner and designer are responsible for making the contract paper understandable. In a project, excusable and non-excusable delays can occur concurrently, non-concurrently, or simultaneously. Concurrent delays happen at the same moment or very near to it. They're also capable of containing both critical and non-critical delays. Delay claims that have a significant impact on the progress time and compensation are known as critical delays. Non-critical delays have no bearing on the project's completion timeline. They have an impact on subsequent activities that are not on the schedule's essential route. In this case, Srdic and Selih (2015) explain that the main contractor, in addition to having no right to a time extension or monetary restitution from the owner, may be forced to pay liquidated damages in accordance with the contract.

Concurrent Delay

According to Alaghbari et. al. (2007), these are delays that occur at the same time or near to the same time, i.e. when one factor delays the project at the same time or in overlapping time periods. The owner and the contractor are to blame for the delay.

Compensable Delay

According to Gahtan and Mohan (2007), these are delays caused by insufficient drawings and specifications resulting from the owner's failure to reply to a timely request for information, or the owner may cause changes in design or materials. These delays are compensated by an adjustment for any additional costs incurred as a result of the delay. According to Srdic and Selih (2015), a delay is compensable to the contractor when it is caused by the owner, such as an incomplete drawing and specification, changes in scope, or late possession of the site, in which case the

contract conditions allow the contractor to be entitled to a time extension as well as monetary compensation for additional costs incurred as a result of the delay.

Critical Delay

These are delay claims, according to Rahman et. al. (2006), that affect progress, time, and compensation. Non-critical delays have no bearing on the project's completion timeline. They have an impact on subsequent activities that are not on the schedule's essential route. If activities do not float in the schedule, this can cause them to be pushed back.

2.4. Empirical Review

2.4.1. Global Studies

An extensive literature analysis was done to better understand project delay reasons in public sector projects in developing countries.

4.1.1.1. Political Role and Project Time Overrun

The responsibilities performed by knowledgeable employees in employing power and political conduct to assist successful project implementation are often neglected, although they are one of the most important aspects of project management. Many people find political engagement to be both personally and organizationally repulsive. Indeed, a project manager's political qualities, political connections, and subscriptions from other stakeholders in the project implementation cycle have a considerable impact on the rates at which projects are completed (AfDB, 2014).

Pinto (2014) contended that, despite their apparent differences, politics and project management are intricately interwoven activities. Pinto points out that in order to advance in project management, one must first comprehend the role of politics in organizations. They can push, influence, and decide on the projects done and the times taken by using the powers and followers granted to them by politics. The author came to the conclusion that politics can influence project implementation rates since it is via politics that one can influence the sort of project to be implemented, the financial resources to be distributed, and the individuals who would be involved.

Agu (2015) conducted research in Nigeria on the socio-political elements that influence project planning, management, and implementation. Too many people in the project management and implementation cycle, he claims, are learning and have been learning about politics the hard way, by being victimized by someone who was or is more capable, experienced, or ruthless than they

were. Successful project managers are well aware that politics (when used wisely) may have a significant beneficial impact on the implementation of their projects.

Ondari and Gekara (2013) conducted research into the elements that influence the effective completion of road projects in Kenya. Politics and political larders, according to their findings, have a major impact on the types of projects that are done, the time it takes to implement them, and who is chosen to undertake them. In a study involving 125 contractors working on KeNHA road construction projects across the former provinces, the findings revealed that the majority (over sixty percent, 60 percent) of road construction projects are delayed, stalled, or aborted because the procurement process is not justifiable; one wonders whether there is a policy about how road construction projects procurement, governance, and composition should be done. In short, the study found that susceptible laws have placed these projects in the hands of corrupt politicians who use procurement regulations, M&E procedures, and other procedures to fulfill their own avarice, resulting in the stalling or postponement of road construction projects around the country.

Political activities, actions, and intentions, according to Msafiri (2015), influence road construction project delays by 62 percent on average in Nyanza, 72 percent on the Kenya coast, and 54 percent in the central Kenya region. Politicians, he claims, have a significant influence on the type of road to be built, the contractors who will win the tenders, the funding of the projects, the procurement of various materials, the control of the people who will be employed, and sometimes the rates at which the communities will accept the projects, all of which influence project completion. Jackson (2015) claims in his study on the factors affecting the effectiveness of constituency development fund projects that the public has voiced concerns about governance and political intervention in the fund projects. This is evident when politicians hire CDFC members who are uninformed about project management, casting doubt on their ability to properly manage and govern CDF-funded projects, causing delays in completion. Jackson (2015) has shown that scenarios of some ghost projects have become a common occurrence in Kenya today as a result of corruption and bad political will, and the question is whether real-time monitoring and evaluation is done to ensure that projects are implemented on time and without misappropriation of funds

4.1.1.2.Budgetary Allocations and Project Time Overrun

According to UNDP (2015), financial resources are critical to the success of any project, large or small, because money may be used to recruit project planning and management staff, train people,

acquire various equipment, and acquire other resources such as technology. World Bank (2011), for example, says that human capital, which includes adequate recruiting and vetting, training and experience, a safe working environment, and other factors, is critical for the timely completion of building projects. In terms of quantity and quality, there is a requirement for good project management and implementation human resource capacity; this is a fact that is strongly linked to financial investments.

Dolage and Rathnamali (2013) investigated the reasons for time overruns in the construction phase of building projects, using the Department of Engineering Services of the Sabaragamuwa Provincial Council as a case study. Inadequate funding, time-consuming money-transfer procedures that result in delayed payments, poor contractual negotiations where the contractor with the lowest bidding value is always considered at times failing when there are cost overruns, and the sources of finances are always accompanied by numerous rules and guidelines, among other factors, are all challenges identified in this study. Delays in progress payments, delay claims (interest for delayed payments) are not allowed for contractors in lieu of time extensions as required in contract conditions, according to a survey of ten leading contractors from diverse construction organizations.

James *et. al.* (2014) investigated the causes of project delays in Nigeria. According to their results, there are seven key causes of project delays. Bad or insufficient funding for project completion, inflation rates, poor financial planning and management, corruption, and poor sources of financial mobilization, according to them, are the five key causes of project implementation delays. The importance of financial resources in the development and completion of various projects is obvious from this study. According to Alinaitwe, Apolot & Tindiwensi (2013), project time overruns in Uganda are caused by a variety of factors, including changes in the scope of work, materials specifications, inflation rates, interest and insurance rates, poor monitoring, evaluation, and control, incompetent and unqualified supervisors, delayed payment to contractors, and fuel shortages, among others. Financial resources, according to this study, play a critical role in affecting project implementation in almost all developed and developing countries.

Memon et. al. (2011) conducted a study in Zambia on construction project time overruns and discovered that 70 percent of projects in Zambia faced time overruns owing to basic reasons, with financial resources topping the list. He discovered that, on average, projects in Zambia's construction industry are delayed by 10% to 30% per year. There are six main reasons for project

delays that have been discovered. Delays in progress payments, modification orders, ineffective project planning and scheduling by contractors, poor site management and supervision by contractors, difficulty in financing projects by contractors, and a labor scarcity are only a few of them. These elements were shown to be quite important, with late payments being the leading source of project delays, followed by lengthy financial processes at the customer company. Financial issues were listed as the fourth influencer, along with the client organization's delayed transfer of funds. Contract change was cited as the fifth influencer.

Memon et. al. (2014) conducted a similar study on the key factors that causes time overrun in building projects in Peninsular Malaysia. They discovered seventeen significant elements that influence the completion/implementation rates of building projects in this study. Insufficient funding from project clients, poor project feasibility, bad and inappropriate construction methods, lack of and incompetent spokespeople, inadequate contractors' experience, and incompetent project teams are only a few of these reasons. According to Fugar and Agyakwah-Baah (2010), the top ten factors influencing time overrun on projects implemented in Ghana's construction industry are: underestimating project complexity, underestimating project cost, difficulty in obtaining financing in the form of credit from banks, delay in honoring certificates, inadequate supervision, materials shortage, and so on.

Frimpong, Oluwoye and Crawford (2003) conducted a similar analysis and discovered that in Africa, like in other developing nations, project execution times surpass the timeframes. In Ghana, for example, nearly all of the projects completed between 2007 and 2011 were 75 percent behind schedule. The following are some of the reasons/factors that lead to projects running over budget: difficulty with monthly payments; poor contractual management; poor material procurement; financial inflation; financial troubles among contractors, and so on. To summarize, most African countries have limited financial means to pay contractors, purchase project-related equipment, and engage qualified personnel, and in the event of inflation, projects suffer significant setbacks in the form of large deficits, causing them to fail or be delayed.

4.1.1.3. Organization Structures and Project Time Overrun

Aljaz (2014) conducted research on the impact of organizational structure and project organizational culture on project performance in Slovenian businesses and discovered that projects managed by managers who effectively delegated their responsibilities to other employees, controlled and coordinated the various activities in departments effectively, maintained open

communication, and decentralized decision making had an over 80% chance of being implemented.

In the Nigerian construction business, Emeka (2016) investigated the causes of delays in large construction projects. The author claims that up to 75% of construction projects in the country fail to achieve their deadlines due to inadequate organizational cultures among project consultants, contractors, and contracting bodies/governments. An average score of 65 percent was linked to concerns around organizational structures in a questionnaire given to 50 contractors and 10 consultants. For example, project decision-making was hampered by bureaucracy among contractors and consultants; the nature of information flow caused delays in information flow among various stakeholders, resulting in project delays; and centralized decision-making was met with resistance from other parties in the project implementation team, among others.

In a study of construction project delays in India, Megha and Bhatt (2013) discovered that the nature of information flow during project implementation, the time it takes for various stakeholders to make decisions, the type of leadership, the allocation and coordination of various roles and activities, and the bureaucracy among contractors and contracting bodies all have a significant impact on project completion rates. Marzouk and El-Rasas (2014) investigated the causes of delays in Egyptian construction projects and found that when there is a lack of communication among the various parties involved in project implementation, there is a proportional delay in information flow, which results in delayed project completion rates.

Mohd and Mohamad (2010) investigated the causes and consequences of government construction project delays. Delays in contractor payments; construction material shortages; poor organizational structures linked to the activities of various departments and other stakeholders, delayed payments to subcontractors and subcontracting, change of materials in either construction or modification of projects, poor and changing weather conditions, shortage of skilled and non-skilled manpower, delayed materials delivery, and poor incentives were all identified as major causes of project delays. It is clear from this study that communication routes, bureaucracy rates, and the origin and form of communication influence decision-making rates, hence affecting project implementation rates. Dinakar (2014) found that projects without a clear flow of activity across the various implementing agencies fail to achieve their deadlines up to 80% of the time in his study on delay analysis in building projects. Specific policies, rules, and regulations that link the various departments, communication between departments and other stakeholders, decision-making

mechanisms, and so on were all part of the flow of operations.

Auma (2014) investigated the factors that determine the performance of construction projects and discovered that the project managers' leadership style has a substantial impact on project performance. According to her research, workers must take on leadership roles to help with successful work coordination by serving as a communication connection between management and work crews. This allows for professional advancement and allows determined workers to go up the corporate ladder. Nyangilo (2012) examined the influence of organizational structure and leadership on the performance of construction projects. In his research, he discovered that bad project performance is caused by a lack of proper project organization structures, poor management systems, and poor leadership.

4.1.1.4. Contracts Management and Project Time Overrun

According to the existing literature by a number of scholars, contract management has a substantial impact on the performance of building projects. In a study conducted by Eriksson and Westerberg (2011) on the effects of cooperative procurement procedures on construction project performance, they discovered that contractual laws and regulations, contractor relationships, legal issues, and other factors, among others, have a significant impact on the implementation of construction projects. Authorizing and negotiating contracts between various parties engaged in a project, as well as commitment and communication, lead to greater rates of project implementation, according to Chen and Karen (2014), because these acts strengthen the relationship between the project parties.

Francois (2015) conducted a study on the five reasons of project delay and cost overrun, as well as their mitigation methods, and discovered that contract management is linked to 57 percent of failed projects in developing nations, and 35.3 percent of failed projects in the United States. According to him, when parties participating in project implementation lack rules, regulations, legal bindings, and a good working relationship with contractors, projects fail to meet deadlines because contractors lack confidence and sometimes trust in the entire process, causing them to withdraw. Toor and Ogunlana (2014) found that there were major delays in construction projects where there were unclear policies, rules, regulations, and legal bindings that govern the processes of awarding and shifting contracts in their study on the problems causing delays in major construction projects in Thailand.

In a study on contract management and performance of road maintenance projects: the case of

Arua Municipality, Godfrey, Pross and Alex (2016) discovered a substantial association between contract administration, relationship management, contract closing, and maintenance project performance. Improved payment mechanisms, restricted contract modifications, improved communication channels, and dispute management, according to the researchers, can increase project performance. in a similar study, Cherotich (2014) discovered that contract management practices have a significant impact on state corporation performance. Contract management practice, according to her, includes all actions related to the creation, evaluation, revision, and analysis of contracts, as well as the development of systems and software to improve accurate tracking and preservation of records relevant to contractual terms satisfaction. Kimwele and Kimani (2014) attributed poor project performance to a lack of regular payments and meetings between the client and the contractor, resulting in subpar projects and variation. Contractual management, which includes negotiations, contractor relationships, and rules and regulations, includes meetings and payments made to contractors.

2.4.2. Related Studies in Ethiopia

Oyanka (2020) identified causes of cost overrun on public construction projects: A case study in Gamo Zone Arba Minch Town. The study employed a descriptive research design and a quantitative research approach, as well as primary data sources. Multiple regression and descriptive statistics were employed to analyze the data. The findings of this study revealed that cost overruns in public construction projects are caused by sociopolitical, economic, and managerial factors, as well as payment timeliness and financial factors, building practices, and design revisions. The study recommended that in public construction projects, the responsible body should provide a good planning and scheduling process that is ongoing during construction and matches with the resources and time available to develop the work to avoid cost overruns; revise the bid document, such as technical specifications during bill of quantities and the project design in a good way; and facilitate payment to contractors to avoid delays in progress payment and avoid the occurrence of cost overruns.

Gadisa and Zhou (2020) investigated the elements that influence the performance of public construction projects in Ethiopia. 58 potential parameters affecting construction project performance have been developed based on the substantial literature review. Survey questionnaires were used to obtain useful data from Ethiopian construction industry professionals, which was

then analyzed and interpreted using SPSS and AMOS software. Failure factors linked to the contractor's "performance," the owner's "capacity," the "project design-procurement process," and project contract management, according to the study, can significantly contribute to the poor performance of public construction projects in Ethiopia. Inadequate contractor capacity, poor project site management and supervision, the owner's lack of project management skills and capabilities, additional work orders, delayed payment, a lack of comprehensive project plans between parties and incomplete project design, rising material prices, ineffective project schedules, and cost management, rising market prices, and currency depreciation are among the ten key factors.

Fentahun (2020) undertook research to discover the reasons of infrastructure project delays and cost overruns in federal road and rail projects. Data acquired using a purposive sampling technique from a specified population of managers and engineers who have experienced delays and cost overruns from the client, contractor, and consultant. The study employed a combination of research methods and evaluated data using applied and descriptive statistics with the help of SPSS and RII. According to the report, 88 percent of road and 100 percent of railway construction projects were behind schedule, with 80 percent of road and 100 percent of railway construction projects experiencing cost overruns. Incomplete to study before project approval, inadequate project management & coordination, right of way concerns, inaccurate schedule forecasts, psychological biases, and political interests were identified to be the top five delay drivers. The top ranked cost overrun factors are material cost inflation, scope modification with a change order, incomplete research project approval, inadequate bill of quantities and design, and poor project performance monitoring. The relationship between time overrun variables/or determinants and time and cost overrun determinants in a project, with time and cost overrun determinants directly affecting other time and cost overrun variables.

Melaku et. al. (2021) investigated the extent of cost overruns and timetable delays in Ethiopian construction projects involving buildings and road infrastructure. A structured questionnaire survey was used to collect primary data in order to assess the probable risks that led to those issues. To study the major causes of cost overruns and delays in infrastructure projects, various data analytic technologies were used. The least cost overrun for building construction projects is determined to be 2%, while the greatest and average cost overruns are 248 percent and 35 percent,

respectively, according to the research. The smallest, highest, and average cost overruns for road infrastructure projects are found to be 1%, 61 percent, and 18 percent, respectively. Similarly, in building construction projects, the minimum, maximum, and average delays are 9 percent, 802 percent, and 143 percent, respectively, but in road infrastructure projects, the minimum delay is 3 percent, the largest delay is 312 percent, and the average timetable delay is 110 percent. In addition, inflation, faulty cost estimates, and variations are the most common causes of cost overruns in infrastructure projects, whereas variations, economic conditions, and material price escalation are the most common causes of schedule delays.

Fetene (2008) conducted research to learn more about the elements that cause cost overruns during construction and their impact on Ethiopian public building projects. A total of 42 questionnaires were collected from clients, consultants, and contractors, and a desk study of 70 completed Ethiopian public building construction projects was investigated and analyzed using descriptive and inferential statistics. According to the findings, 67 of the 70 public building construction projects had cost overruns. Individual projects have cost overrun rates ranging from 0% to 126 percent of the contract price. The study also discovered that as the contract value grows, the rate of cost overruns lowers. Inflation or increases in the cost of construction materials, poor planning and coordination, change orders due to enhancements requested by clients, and surplus quantity during construction were determined to be the most common causes of cost overruns. Delay, extra agreements, hostile relationships among stakeholders, and project owners' budget shortfall were the most typical outcomes of cost overrun observed by this study.

In the context of a public building construction project in Addis Ababa, Dagim (2017) identified factors affecting cost and time performance of construction projects in Ethiopia. The initial top ten contributing factors affecting cost performance, according to the analysis, were. Construction material inflation; design issue (regular design changes); inaccurate quantity estimation (excess quantity during construction); lack of cost planning/monitoring throughout the pre- and post-contract stages; Contractor's cash flow and financial difficulties; Cost underestimation; Inadequate planning and scheduling of work; Additional costs incurred as a result of the variation work; During the construction stage, the subcontractor's performance was poor, and the standard drawing was improved. Furthermore, was ranked first among the top ten contributing factors affecting time performance. Contractor's ineffective project planning and schedule; client's financial

inability/financial arrangement for the project; Consultants are late in examining and approving design documents; the contractor is having difficulty funding the project. Contractor's poor site management and oversight; On-site construction material shortages; design document errors and conflicts; Delay in authorizing a major change in the scope of work by the consultant; and Delay in making progress/interim payments by the owner to the contractor. Consultant Related Factors, Contractor Related Factors, Project and Design Related Factors, Client Related Factors, Material Related Factors, Equipment and Labor Related Factors, External Related Factors were ranked one to seven based on the group of factors affecting time performance.

Sinesilassie, Tabish, and Jha (2017) investigated the factors that influence the cost performance of Ethiopian government building projects. In the form of a structured questionnaire, the study identified and presented 35 attributes that have an impact on project performance to Ethiopian construction experts. The factor analysis of success and failure traits independently yielded seven success factors and six failure factors, respectively. Using stepwise multiple regression, it was discovered that scope clarity and project management competency have a beneficial impact on cost performance. Conflict among project participants, as well as the ignorance and lack of understanding of project managers, have a negative impact on the cost performance of Ethiopian public construction projects.

Tadele (2018) looked at the impact of some of the most common time and cost overrun issues in the construction of Addis Ababa University's buildings. The descriptive research method was used in this study. According to the findings, faulty planning and scope definition were the primary reasons of project time overruns, which resulted in considerable design changes to complete the project. Another important aspect contributing to the problem was a lack of communication among project stakeholders, which prevented them from working together effectively to meet the project's objectives. Factors such as the owner's influence and delayed decision-making also contributed significantly to the project's delay. The experiences of contractors and consultants, as well as equipment availability and failure, were fairly important, although contract management and quality assurance or control played a large role in the overall project time overrun. Changes in foreign exchange rates, contractual claims, additional work at the request of the owner, design changes, material quality, cost under estimation, and insufficient funding were also identified as key reasons that increased the project cost. Poor schedule management and cost inflation were

major contributors to the project's overrun.

2.5. Summary and Research Gap

According to a review of current literature, failure to achieve the construction planned timetable and anticipated cost is a fairly typical problem that affects practically all public infrastructure projects. The majority of Ethiopian projects, such as road and rail projects, integrated housing development programs, sugar factories, fertilizer plants, irrigation dams, electricity megaprojects, and others, have failed to satisfy project goals. The attainment of time, money, and quality is used to determine whether or not a project's execution was successful (Majid, 2006; Sun & Olawale, 2013). Delay and cost inflation are two of the most common challenges encountered during the development of public infrastructure projects (Mahamid, Bruland & Dmaidi, 2012).

In Ethiopia, some studies have been conducted in relation to the factors determining project time and cost overruns (Oynaka, 2020; Gadisa & Zhou, 2020; Fentahun, 2020; Melaku et al., 2021; Fetene, 2008; Dagim, 2017; Sinesilassie, Tabish & Jha, 2018; and Tadele, 2018). From the above review it is evident that most of the studies explored socio-political, economic, financial and timeliness of payment and managerial related factors affecting infrastructure projects' time overrun. However, empirical findings suggested other factors such as Political role-related (Doloi et al., 2012; Jackson, 2015; Agu, 2015; and Pinto, 2014), Organization Structures (Aljaž, 2014; Emeka, 2016; Megha & Bhatt, 2013; and Rasas, 2014), Contracts Management (Eriksson & Westerberg, 2011; Chen & Karen, 2014; and Francois, 2015), Budgetary Allocations (Dolage & Rathnamali, 2013; Aftab, 2014; and Aftab et al., 2015), do have significant influence on project time and cost overrun. Furthermore, as to the knowledge of the researcher, none of these studies addressed factors affecting time overrun of projects owned in the Health sector in particular. Therefore, this study will try to fill the gap by examining the effect of these factors on project time overrun in Ethiopia, case of Ministry of Health.

2.6. Conceptual Framework

A conceptual framework is a tool used by academics to guide their research. It is a set of principles, similar to a map, that are used to organize a research endeavor (Kothari, 2004). It represents the researcher's perspective on the subject and serves as a guide for the inquiry. It could be a modified version of a model used in a previous study, with adjustments to fit the investigation. Aside from

establishing the investigation's direction, the conceptual framework allows the researcher to show the connections between the various constructions he wants to investigate. The investigation will be guided by the following conceptual framework:

Figure 2.1: Conceptual framework of the study

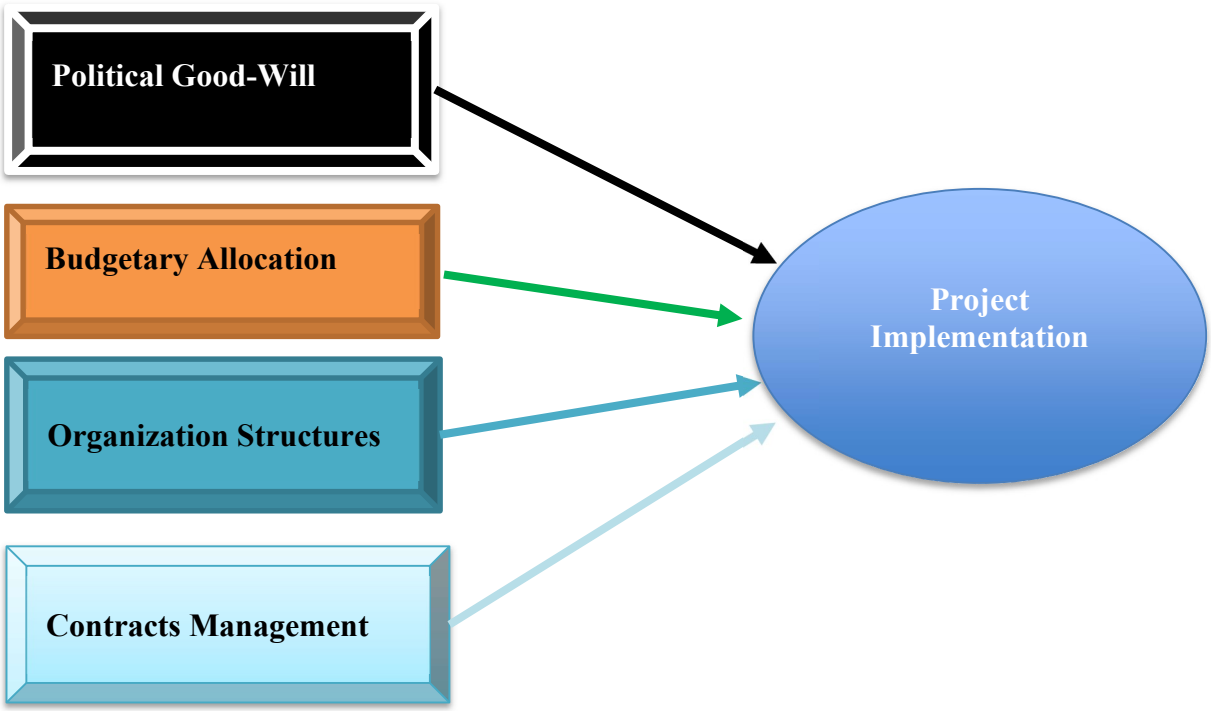


Figure 2.1 demonstrates the relationship between the dependent and independent variables of the study. The dependent variable is project implementation; it could be affected by various elements, independent variables, in this case: political goodwill, financial allocation, organizational structures and contract management. Each variable has its own set of outcomes, which were used to create the questionnaire questions.

2.7. Research Hypothesis

Based on the research objectives and prior empirical investigations, the following hypotheses are established.

H1: Political good-will has a positive and statistically significant effect on the performance of construction projects in MOH.

H2: Budgetary allocation has statistically positive and significant effect on the performance of construction projects in MOH.

H3: Organizational structure has statistically positive and significant effect on the performance of construction projects in MOH.

H4: Contracts management has statistically positive and significant effect on the performance of construction projects in MOH.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter sets out the study methodology that was employed in this study. It involves a blueprint for the collection, measurement and analysis of data. Specifically, the following subsections are included; research design, target population and sample, data collection and analysis.

3.2. Research Approach

As far as the research approach for the study is concerned, the research used a quantitative research approach wherein a survey questionnaire was used to collect data from the project participants. Creswell (2009) noted that quantitative approach employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield numeric data that can be analyzed using statistical procedures. It is a means for testing objective theories through examining the relationship among variables. It is advantageous as it follows scientific approach, tests reliability and validity of the instrument. It minimizes bias from the researcher's influence and employs large sample size. Hence, the results can be believed on and the results can be generalized to larger population. However, it is not capable to address issues which cannot be quantified.

3.3.Research Design

A research design is the overall plan for relating the conceptual research problem to relevant and practicable empirical research. In other words, the research design provides a plan or framework for data collection and its analysis (Yin, 2009). To evaluate the association between success factors and project success, the study adopted an explanatory research design (a multiple regression analysis) to test the contribution of political good-will, budgetary allocation, organizational structure and contracts management in predicting construction projects success in MOH. This research design is considered most appropriate since the purpose of the study was to model possibility of cause and effect.

3.4.Target Population

According to Hair et. al. (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, the target population is all employees of Ministry of Health who are involved in project works and contractors. The finance department has 21 people, the

procurement department has 15, the works department has 2 engineers and 5 supervisors, the strategic planning department has 4 personnel, and the construction projects have 12 project managers and 11 contractors. As a result, the study's overall target population is 70 people.

3.5.Sampling Technique and Sample Size

For the purpose of this study, the census survey was used for the project employees as they are not many in number. According to (Parker, 2011) in a census survey every participant has an opportunity to participate which reduces the concern on accuracy. Therefore, the study included all the respondents from the employees involved in project. That means the study was conducted considering all the 70 respondents involved in project office.

3.6. Data Collection Tools and Procedures

3.6.1. Types of Data

Based on the objectives of the study, the study used both primary and secondary data. Primary data come from the original sources and were collected specially to answer the research questions. Secondary type of data involves sourcing for already processed information.

3.6.2. Sources of Data

The study incorporated both primary and secondary data sources for data collection purpose. The study mainly used primary data source. Employees who are actively participated in the project implementation process were the main sources for the primary data. Besides, secondary data were collected through review of the project plan of the Ministry, journals and the Internet.

3.6.3. Data Collection Methods

To achieve the study purpose, personally administered structured questionnaires were used based on the factors identified referring to the previous literature and based on objective of the study. This study was carried out using structured questionnaire. As stated by Sekaran (2003) “questionnaire is a popular method of collecting data because researchers can gather information fairly easily and the questionnaire responses are easily coded”.

3.6.4. Data Collection Procedures

The structured questionnaire sought data in relation to the variables of the study namely: political good-will, budgetary allocation, organizations structure and contract management. The study asked participants response on the factors affecting project time overrun based on the identified factors. In addition, the respondents were asked to rate the degree of their agreement or disagreement on the factors identified based on a five-point scale. The rating scale was as follows: 5= Very Important, 4=Important, 3= Neutral, 2=Least Important and 1= Not Important.

3.7. Data Processing and Analysis

Primary data that were collected through the administration of the questionnaires were analyzed mainly by use of descriptive and inferential statistics that is, mean, standard deviation, analysis of variance, Pearson's correlation, and multiple linear regression is also employed for statistical analysis of the information. The particular inferential statistics used were regression and correlation analysis. Multiple regression equation is used to determine the strength and directions of the association between the variables with the results, with the aid of Statistical Package for Social Sciences (SPSS) version 25.

The regression model is illustrated as follows:

$$EI = \alpha + \beta_1 PG + \beta_2 BA + \beta_3 OS + \beta_4 CM + e$$

Where

α = The constant

β_1- β_4 = The parameters

PG = Political Good-will

BA = Budgetary Allocations

OS = Organizational Structure

CM = Contracts Management

e = error term

3.8. Validity and Reliability

Validity and reliability of the research measurement instruments influence, first the extent that one can learn from the phenomena of the study. Second, the probability that one will obtain statistical significance in data analysis and third the extent to which one can bring meaningful conclusion from the collected data.

3.8.1. Validity

According to Yin (2008) validity of a research can be achieved in two steps they are internal and external validity. Internal validity is accuracy or the quality of the research work, external validity is the degree at which results or findings can be generalized. Given the fact that questionnaires were administered personally, the data collection method accurately measured what they are intended to measure and that the study convince that the findings are what they professed to be about. As the theoretical framework developed is broad in sense and enabled to validate the survey internally and the respondent's answers enabled the study to observe the degree of external validity. The theoretical framework encompassed certain theories which enabled the study to validate the survey which is validated with other similar research within the domain of our thesis; hence we can say that the survey developed is validated to a certain extent as it was developed from several research works.

3.8.2. Reliability

According to Williamson (2002) reliability is the extent the study can be repeated with same results. The reliability for the survey can be seen as receiving quality answers for the questions, and how you are able to get the respondents to understand the questionnaire. To achieve this, sampling questions were used with a scaling system. The survey was developed in a careful manner to ensure that the respondents can answer in the best possible manner and also to ensure a high response rate. Hence, to ensure the reliability of measurement instrument the researcher first performed standardize the instrument and then distributed the same to all respondents. In addition, to assess the internal consistency of each construct Cronbach's alpha test is used.

Table 3.1: Reliability Statistics

Variable	Item	Cronbach's Alpha
Political Goodwill	5	.719
Budgetary Allocation	5	.765
Organizational Structure	4	.843
Contract Management	5	.771
Overall	**19**	**0.7745**

Source: Survey Data (2022)

From the variables, organizational structure has the highest efficiency (α = 0.843), followed by contract management (α =0.771), budgetary allocation (α =0.765), and political goodwill (α =0.719). This demonstrates that all the four variables were stable when their reliability values met the prescribed criterion of 0.7, as Field (2009) contended. The reliability test results also showed that all the four variables were stable, as the average index of 0.7745 met the threshold of 0.7. This indicates that political goodwill, budgetary allocation, organizational structure and contracts management have relatively good internal continuity and are measured in the same construct.

3.9. Ethical Consideration

Ethical issues are expected to consider in any kind of research study. Therefore, this paper took into consideration those ethical issues on access and use of data, analysis and report of the findings in a moral and responsible way. The respondents were informed the purpose of the study and ask their permission. Participants were also assured that the data collected from them will remain confidential and that anonymity will be maintained.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

This chapter contains the analysis of data, presentation of the findings and discussion of the data analyzed. It starts with a discussion of the response rate, assessment of research instruments. The findings of descriptive statistics of the profiles of respondents are presented followed by descriptive statistics findings on the study's variables. Data is also tested for validity and reliability.

4.2. Response Rate

A total of seventy (70) questionnaires were sent out. A total of sixty-seven (67) questionnaires were filled and returned. This represented a response rate of 95.71%. This response is considered good enough for data analysis (Magutu, 2014). Bailey (2002) stipulates that a reaction rate of half is sufficient, while a reaction rate more noteworthy than 70% is great.

A review of the collected data revealed that there were few and random cases of missing values. These missing values did not reveal any systematic pattern for both dependent and independent variables. Since the missing variables were few and random, their imputation was considered unnecessary and they were excluded pair wise in the SPSS 25.

Table 4.1 Response rate

Questionnaire Distributed	***Frequency***	***Percentage***
Filled and Returned Questionnaires	67	95.71
Unreturned Questionnaires	3	4.29
Total questionnaires administered	70	100

Source: Survey data (2022)

4.3. Demographic Characteristics

The first part of the questionnaire consists of the general profile of respondents. This part of the questionnaire requested a limited amount of information related to general and organization status of the respondents. Descriptive statistics (frequency distribution) is used to discuss the general

demographic characteristics of respondents (Age, gender, education & position) and general information of respondent which are suitable for study that are discussed in the table below.

Table 4.2: Demographic characteristics of the respondents

No.	Items	Variables	Respondents	
			Frequency	Percentages
1	Age	20-29	8	11.9
		30-39	41	61.2
		40-49	17	25.4
		Above 50	1	1.5
		Total	**67**	**100.0**
2	Gender	Male	44	65.7
		Female	23	34.3
		Total	**67**	**100.0**
3	Qualification	First Degree	45	67.2
		Master's Degree	18	26.9
		PhD	4	6.0
		Total	**67**	**100.0**
4	Position	Project Manager	4	6.0
		Project Coordinator	7	10.4
		Project Team Leaders	11	16.4
		Project Members	45	67.2
		Total	**67**	**100.0**

Source: Survey data (2022)

Respondents were requested to provide their age. According to the data, 61.2 percent of respondents were between the ages of 30 and 39, while 25.4 percent were between the ages of 40 and 49. It was also discovered that 11.9 percent of respondents were between the age of 20-29, while just 1.5 percent were above the ages of 50.

The study attempted to determine the gender distribution of respondents. Respondents in this survey were anticipated to be both male and female project workers. As a result, the research asked respondents to declare their gender by marking the appropriate boxes on the questionnaire.

According to the survey, 65.7 percent of the employees participating in the study were males, while 34.3 percent were females. According to the data, the organization investigated employed both male and female employees. The data suggest that the opinions stated are gender responsive.

According to Table 4.2, 45 respondents (67.2 percent) have a undergraduate degree and 18 respondents (26.9 percent) have a post graduate degree and the remaining 4 (6%) were PhD

holders. This demonstrates that the vast majority of responders had an undergraduate degree. None of the respondents have a diploma or any other credentials. Regarding the respondents' educational background, it demonstrates that respondents are literate enough to accurately comprehend and reply to the research instruments, and respondents from various educational backgrounds are represented in the study.

According to the table above (Table 4.2), 45 respondents (67.2 percent) are project team members, 11 (16.4 percent) of them are project team leaders, 7 (10.4 percent) of them are project coordinators and the remaining 4 (6 percent) are project managers. This implies that respondents are relevant to accurately comprehend and reply to the research instruments.

4.4. Factors Influencing Time Overrun

4.4.1. Descriptive Statistics

The main objective of the study was to determine the factors influencing construction projects time overrun implemented by Ministry of Health. In examining these relationships, the data analysis is based on the reply by the respondents on their degree of agreement or disagreement with each of the questions on a five-point Likert response scale (Likert, 1932) that ranged from 5 “strongly agree” (scored as 5) to “strongly disagree” (scored as 1). Accordingly, the overall mean (M) score between 4.21- 5.00 is considered as the respondents strongly agreed (SA), if the respondents score between 3.41- 4.20 means they 30 agreed (A), the score between 2.61-3.40 is considered as the respondents are neutral(N), the respondents score between 1.81-2.60 shows that they disagreed and if the respondents score between 1-1.80 shows that they strongly disagreed (Marenesh, 2018). The researcher used similar questionnaires to examine the project performance in MOH. This data was addressed and examined separately based on the average mean responses and are relevant to project management activities.

4.4.1.1. Response on Projects that have had Time Overruns

Respondents were asked if they had worked on projects that had ran over schedule. Following that, they were asked to provide explanations for their answers, which were summarized as follows:

Table 4.3: Response on Time Overrun Projects

	Response	Frequency	Percent (%)
Valid	Yes	47	70.15
	No	20	29.85
	Total	67	100.0

Source: Survey data (2022)

According to the responses, the vast majority of respondents (70.15 percent) have been involved in projects that have been delayed in some way. The main reasons given were: delayed financial resource allocation and budgeting, continuous adjustments from the initial plans, poor community involvement and participation, poor top management commitment due to politics or political interests of certain groups of people, geographical logistics, poor project communication, coordination, and planning, and many others. Those who did not engage in a project that was facing a time overrun, on the other hand, did not provide many reasons other than the Ministry's commitment to completing the project.

4.4.1.2. Political Role and Projects Implementation Influence

The following replies were obtained with various explanations when respondents were asked whether they supported the premise that political goodwill of politicians and other persons in leadership in the Ministry of Health impacted the rates at which projects were completed.

Table 4.4. Political Good-will and Rates of Projects Completion

	Response	Frequency	Percent (%)
Valid	Yes	49	73.13
	No	18	26.87
	Total	67	100.0

Source: Survey data (2022)

According to the findings, the majority of respondents (73.13 percent) agreed that politics has a significant impact in the Ministry's project completion rates. Those in favor of the proposal contended that politicians at all levels of government set the amount of money provided for specific

development projects, the start and finish dates, the sites/locations of these projects, and the contractors to be hired.

4.4.1.3. Budgetary Allocations and the Rates of Projects Implementation

Respondents were asked on average if financial resources allocated to various Ministry of Health projects impacted their completion for specific reasons, and the responses were as given in table 4.5 below:

Table 4.5 Budgetary Allocation and Rates of Projects Completion

	Response	Frequency	Percent (%)
Valid	Yes	56	83.6
	No	11	16.4
	Total	67	100.0

Source: Survey data (2022)

The majority of study participants (83.6%) believe that financial allocation has a substantial impact on the Ministry's project completion rates. The quantity of financial resources given to a project; the time it takes for these funds to be released; the estimations made over time and inflation rates; the time it takes for the contractors to be paid; and many other factors are among them.

4.4.1.4. Organization Structures and the Rates of Projects Implementation

The following findings were obtained when respondents were asked whether they believed that organizational structures (the way decisions are made and information flows) within the Ministry have an impact on the rates of implementing projects within the Ministry of Health.

Table 4.6 Organization Structures and Projects Implementation

	Response	Frequency	Percent (%)
Valid	Yes	59	88.06
	No	8	11.94
	Total	67	100.0

Source: Survey data (2022)

According to the study result, the vast majority of respondents (88.06 percent) agreed that organizational structures impacted the rate at which initiatives were implemented in the Ministry.

Some of the reasons provided were that making organizational choices, information flow, bureaucracy, and maintaining relationships across multiple departments and stakeholders was a headache in project execution.

4.4.1.5. Contracts Management and the Rates of Projects Implementation in MOH

The following results were obtained when respondents were questioned whether contract management between the Ministry and other stakeholders involved in procurement has an effect on the rates of implementation in MOH.

Table 4.7 Contracts Management and Rates of Projects Completion

	Response	Frequency	Percent (%)
Valid	Yes	48	71.64
	No	19	25.36
	Total	67	100.0

Source: Survey data (2022)

The study result established that contractual management and contract handling have a considerable effect on the rate at which projects are implemented in the MOH, according to the majority of respondents (71.64%). This was reinforced by factors such as contractual rules and regulations, contractual relationships, and the importance of commitment and communication. However, 25.36% of those polled disagreed, claiming that contract management has no impact on project completion rates since they simply need to know the order in which the contract's rules and procedures are to be followed in order to execute.

4.4.1.6. Rating of the Various Time Overrun in Projects Implementation in MOH

This study assessed respondents' perception on the factors affecting project time overruns using political good-will, budgetary allocation, organizational structure and contracts management. The following variables were asked to rate how much they influenced the completion rates of MOH projects, Accordingly, respondents were required to score each of the questionnaires statements using a scale ranges from 1-5, where 1 indicates that the respondents strongly disagree, 2 indicates disagree, 3 neutrals, 4 indicates agree, and 5 indicates respondents strongly disagree to the statement. The findings are shown in tables 4.8, 4.9, 4.10, and 4.11 below.

Table 4.8: Extent of Influence of Political Goodwill on Projects Implementation

No.	Statements	N	Indicator	Freq.	%	Mean	Std. Dev.
1	Financial resources mobilization by the politicians and other people in leadership influence project completion	67	SD	1	1.5	4.6567	.64084
			D	-	-		
			N	-	-		
			A	19	28.4		
			SA	47	70.1		
2	Funds allocation by various bodies in charge of funding construction projects influences project implementation	67	SD	1	1.5	4.0000	.81650
			D	1	1.5		
			N	13	19.4		
			A	34	50.7		
			SA	18	26.9		
3	Decision on the type of project to be implemented by politicians and other leaders influence projects completion	67	SD	1	1.5	4.0597	.91917
			D	4	6.0		
			N	8	11.9		
			A	31	46.3		
			SA	23	34.3		
4	Decisions on contracts awarding and procurement by interested politicians and leaders influence projects completion	67	SD	1	1.5	4.1642	.84561
			D	2	3.0		
			N	7	10.4		
			A	32	47.8		
			SA	25	37.3		
5	Control of the locals to employed on the projects by the local leaders and influential politicians influences projects completion	67	SD	3	4.5	4.1940	.89169
			D	-	-		
			N	12	17.9		
			A	21	31.3		
			SA	31	46.3		
Overall Mean & Standard Deviation						**4.194**	**0.8916**

Source: Survey data (2022)

The idea that politicians and other people in leadership in MOH mobilize financial resources for project implementation influences project completion rates was strongly supported by a larger percentage of respondents (70.1%), while 28.4% and 1.5% of respondents agreed and strongly disagreed with the idea respectively. On the other side, 50.7 percent of respondents agreed that financial allocation by various authorities in charge of funding projects in the Ministry of Health influenced their rates of execution, while 26.9% disagreed.

The response from the respondents also revealed that majority of the respondents agreed (46.3%) and strongly agreed (34.3%) with the idea that decision on the type of project to be implemented by politicians and other leaders in MOH influence the rates at which projects are completed in the Ministry. However, 11.9% of the respondents were neutral and 7.5% of them disagreed with this idea.

Furthermore, over 47.8 percent of respondents agreed, with 37.3 percent strongly agreeing, that choices on contract awarding and procurement by interested politicians and officials in the MOH impact project completion rates, with 10 percent of respondents were neutral to this view. Only 3% and 1.5% of respondents did not agree or strongly disagree with the statement, respectively. Finally, 46.3 percent of respondents strongly agreed that control of locals to be hired on projects by local leaders and powerful politicians effects the rates at which projects are finished, 31.3 percent agreed, 17.9 percent were indifferent, and the remaining 4.5 percent strongly disagreed.

The overall mean value (4.194) indicates that respondents synonymously agreed that political good-will influences the rate of project completion in MOH. The overall standard deviation value (0.8916) also shows that respondents perception towards this item is less varied, since it is leass than one.

This study's findings are congruent with AfDB (2014), who claimed that a project manager's political qualities, political connections, and subscriptions from other stakeholders in the project implementation cycle have a substantial impact on the rates at which projects are completed. Pinto (2014) also claims that, despite their apparent differences, politics and project management are intricately interwoven activities. He came to the conclusion that politics may impact the rate at which projects are done since politics can influence the sort of project to be implemented, the financial resources to be provided, and the individuals who would be in charge of the project. According to Ondari & Gekara (2013), politics and political larders have a considerable impact on the sorts of projects that are done, the time it takes to complete them, and who is chosen to undertake them. According to Abdi (2013), society and political class are two crucial variables that cannot be overlooked if a project is to reach its full mature level.

Table 4.9: Extent of Influence of Budgetary Allocation on Projects Implementation

No.	Statements	N	Indicator	Freq.	%	Mean	Std. Dev.
1	The amounts allocated for projects influences projects completion in MoH	67	SD	1	1.5	3.5522	.92579
			D	7	10.4		
			N	10	14.9		
			A	26	38.8		
			SA	23	34.3		
2	Sources of project funds influences project completion in MoH	67	SD	2	3.0	3.7463	1.11930
			D	12	17.9		
			N	21	31.3		
			A	23	34.3		
			SA	9	13.4		
3	Timely payments of the contractors and other stakeholders affects the rate of project completion in the MoH	67	SD	2	3.0	3.3731	1.02744
			D	12	17.9		
			N	9	13.4		
			A	23	34.3		
			SA	21	31.3		
4	Underestimation of the cost of projects by the contractors and other stakeholders influence project completion in MoH	67	SD	1	1.5	3.9403	.95156
			D	4	6.0		
			N	14	20.9		
			A	27	40.3		
			SA	21	31.3		
5	Delayed payments of the contractors and other stakeholders influence completion projects in MoH.	67	SD	-	-	1.8358	.64190
			D	1	1.5		
			N	6	9.0		
			A	19	28.4		
			SA	41	61.2		
Overall Mean & Standard Deviation						**3.689**	**0.9332**

Source: Survey data (2022)

From the study result above, 31.3 percent of respondents agreed with the idea that project funding sources influence the rates at which projects are completed in MOH, followed by 13.4 percent who strongly agreed with the idea, 31.3 percent who were neutral, and the remaining 17.9 percent and 3 percent who disagreed and strongly disagreed with this idea, respectively. On the other hand, the majority of respondents (34.3 percent) strongly agreed with the idea that the amounts allocated for projects influence the rates at which projects are completed in MOH, followed by those who agreed with the idea (38.8 percent), those who were neutral to the idea (14.9 percent), those who disagreed

(10.4%), and finally those who strongly disagreed (1.5%).

Over 31.3 percent of respondents strongly agreed that timely payments of contractors and other stakeholders affected the rate of project completion in the MoH, followed by those who agreed (34.3 percent), with the remainder 13.4 percent neutral, 17.9% disagreed, and 3% severely disagreed.

The idea that underestimation of project costs by contractors and other stakeholders involved in project implementation influences the rates of project completion in MOH drew the majority of respondents (40.3%) who agreed, followed by 31.3 percent who strongly agreed, and the fewest number of respondents who disagreed with the statement (7.5 percent).

Finally, 61.2 percent of respondents strongly agreed that late payments to contractors and other stakeholders involved in project implementation have an impact on project completion rates. This was followed by 28.4 percent of respondents who agreed, 9 percent who were indifferent, and 1.5 percent who disagreed with the notion. In conclusion, the majority of respondents endorsed the concepts in this purpose.

This finding agrees with Dolage and Rathnamali (2013), who stated that there are challenges such as insufficient funding, time-consuming money-transfer procedures that result in delayed payments, poor contractual negotiations where the contractor with the lowest bidding value is always considered at times failing when there are cost overruns, and the sources of funds are always accompanied by numerous rules and guidelines, among other things. In a study conducted in Zambia on time overruns in construction projects, Aftab (2014) discovered that delays in progress payments, change orders, ineffective planning and scheduling of projects by contractors, poor site management and supervision by contractors, and financial difficulties were found to be very critical, with delayed payments ranked first as the most common cause of project delays, followed by protracted financial processes in the client organization. Aftab et al (2015) found insufficient finances from project customers, poor project feasibility, bad and inappropriate construction techniques, lack and incompetent spokespeople, inadequate contractors' expertise, and incompetent project teams, among other things, in a similar research.

Underestimating the complexity of projects, underestimating the cost of projects, difficulty in obtaining financing in the form of credit from banks, delay in honoring certificates, inadequate supervision, and materials shortages are among the top ten factors influencing time overrun on

projects implemented in Ghana's construction industry, according to Fugar and Agyakwah-Baah (2010).

Frimpong et al (2013) conducted a similar analysis and discovered that in Africa, like in other poor nations, project execution times surpass the timeframes. The following are some of the reasons/factors that lead to projects running over budget: difficulty with monthly payments; bad contractual management; poor material procurement; financial inflation; financial troubles among contractors, and so on. To summarize, most African countries have limited financial means to pay contractors, acquire project-related equipment, and engage qualified staff, and in the event of inflation, projects suffer significant setbacks in the form of large deficits, causing them to fail or be delayed.

Table 4.10: Extent of Influence of Organizational Structure on Projects Implementation

No.	Statements	N	Indicator	Freq.	%	Mean	Std. Dev.
1	Bureaucracy among the project implementing bodies influences project implementation	67	SD	2	3.0	3.8806	.80759
			D	1	1.5		
			N	6	9.0		
			A	21	31.3		
			SA	37	55.2		
2	Nature of information flow influences project implementation	67	SD	7	10.4	3.6000	.71774
			D	1	1.5		
			N	16	23.9		
			A	21	31.3		
			SA	22	32.8		
3	Nature of decision making and decisions flow influence project implementation	67	SD	4	6.0	3.7000	.71774
			D	3	4.5		
			N	7	10.4		
			A	51	76.1		
			SA	-	-		
4	Nature of activities coordination within the various departments and among various parts influence completion of the projects	67	SD	1	1.5	4.0746	.89296
			D	1	1.5		
			N	15	22.4		
			A	25	37.3		
			SA	25	37.3		
Overall Mean & Standard Deviation						**3.8138**	**0.7840**

Source: Survey data (2022)

From the table 4.10 above, 55.2 percent of respondents strongly agreed that project implementing bodies' bureaucracy impacts project implementation rates, 31.3 percent agreed, 1.5 percent disagreed, 3 percent strongly disagreed, and the other 9 percent were neutral. The type of information flow determines the rates at which projects are implemented, according to 32.8 percent of respondents, 31.3 percent agreed, 23.9 percent indifferent, 1.5 percent disagreed, and the remaining 10.4 percent strongly disagreed.

On the other side, 76.1 percent of respondents agreed that the form of decision making and decision flow had a major impact on the rate at which projects are implemented, whereas 10.4 percent were indifferent, 4.5 percent disagreed, and 6% strongly disagreed. Finally, the majority of respondents (37.3 percent) strongly agreed that the nature of activity coordination within various departments and among various parts involved in project implementation in MOH influences project completion rates, followed by 37.3 percent who agreed, 22.4 percent who were neutral, and 1.5 percent who strongly disagreed with the idea, respectively.

The overall mean score value (mean=3.8138) also indicates that on average respondents agreed with the idea that organizational structure influences the rate at which projects are completed in MOH. The overall standard deviation value (0.7840) shows respondents perception towards this idea is less varied.

This study's findings are similar to those of Alja (2014), who discovered that projects run by managers who effectively delegated their responsibilities to other employees, controlled and coordinated the various activities in departments effectively, maintained open communication, and decentralized decision making had an over 80% chance of being completed within the set time frames.

According to Emeka (2016), up to 75% of construction projects in Nigeria fail to achieve their deadlines owing to weak organizational cultures among project consultants, contractors, and contracting bodies/governments. For example, project decision-making was hampered by bureaucracy among contractors and consultants; the nature of information flow caused delays in information flow among various stakeholders, resulting in project delays; and centralized decision-making was met with resistance from other parties in the project implementation team, among others. The nature of information flow during project implementation, the time it takes for various stakeholders to make decisions, the type of leadership, the allocation and coordination of various roles and activities, and the bureaucracy among contractors and contracting bodies, according to

Megha and Bhatt (2013), all have a significant impact on project completion rates. Marzouk and El-Rasas (2014) went on to say that when there is a lack of communication among the various stakeholders engaged in project implementation, there is a proportionate delay in information flow, which leads to delayed project completion rates.

Table 4.11: Extent of Influence of Contract Management on Projects Implementation

No.	Statements	N	Indicator	Freq.	%	Mean	Std. Dev.
1	Laws and regulations regarding the contracts from the MoH influences project implementation	67	SD	2	3.0	4.0149	1.00744
			D	4	6.0		
			N	9	13.4		
			A	28	41.8		
			SA	24	35.8		
2	Contractor relationship with the Ministry officials influences completion of projects	67	SD	6	9.0	3.7164	1.17816
			D	3	4.5		
			N	13	19.4		
			A	27	40.3		
			SA	18	26.9		
3	Legal issues binding both the MoH and the contractors influence project completion	67	SD	3	4.5	3.7164	1.05609
			D	6	9.0		
			N	13	19.4		
			A	30	44.8		
			SA	15	22.4		
4	Authorizing and negotiation by the Ministry employees influences project implementation	67	SD	1	1.5	4.0149	.92920
			D	5	7.5		
			N	7	10.4		
			A	33	49.3		
			SA	21	31.3		
5	Commitment and communication between the contractors and Ministry employees influences projects implementation	67	SD	1	1.5	4.2687	.89751
			D	3	4.5		
			N	5	7.5		
			A	26	38.8		
			SA	32	47.8		
					Overall Mean & Standard Deviation	**3.94626**	**1.01368**

Source: Survey data (2022)

Over 26.9% of respondents strongly agreed that contractor relationships with MOH officials impact project completion rates, while 40.3 percent agreed, 19.4 percent were unsure, and the remaining 4.5 percent and 9% disagreed and strongly disagreed with this assertion. The idea that legal issues affecting both the MOH and contractors influence project completion rates drew 22.4 percent of respondents who strongly agreed with it, 44.8 percent who agreed with it, 19.4 percent

who were indifferent with it, 9 percent who disagreed with it, and the remaining 4.5 percent who strongly disagreed with it.

On the other hand, the majority of respondents (more than 31.3 percent) agreed that MOH workers' authorizing and negotiating impact project implementation rates. This was followed by 49.3 percent of respondents who agreed with the concept, and the remaining 19.4 percent. Finally, over 47.8% of respondents strongly agreed that contractor commitment and communication with MOH project managers impacts project implementation rates, whereas 38.8% disagreed, with 7.5 percent indifferent, 4.5 percent, and 1.5 percent disagreeing and severely disagreeing.

The overall mean score value (mean=3.94626) also indicates that on average respondents agreed with the idea that contracts management influences the rate of project implementation. The overall standard deviation value (1.01368) shows respondents perception towards this idea is somehow varied since it is above one.

This study finding agreed with Eriksson andWesterberg (2011) who found out that contractual rules and regulations, contractor relationships, legal challenges, and other variables have a considerable effect on the implementation of construction projects. Chen and Karen (2014) also contend that authorizing and negotiating contracts between various parties participating in a project, as well as commitment and communication, contribute to enhanced rates of project implementation since these activities strengthen the relationship among the project stakeholders.

Francois (2015) also discovered that contract management is linked to 57 percent of failed projects in poor nations and 35.3 percent of failed projects in the United States. According to him, when parties participating in project implementation lack rules, regulations, legal bindings, and a strong working relationship with contractors, projects fail to meet deadlines because contractors lack confidence and sometimes faith in the entire process, causing them to withdraw. Toor and Ogunlana (2014) found that there were major delays in construction projects where there were unclear policies, rules, regulations, and legal bindings that govern the processes of awarding and shifting contracts. Similarly, in a study on contract management and performance of road maintenance projects: the case of Arua Municipality, Godfrey, Pross, and Alex (2016) discovered a significant relationship between contract administration, relationship management, contract closure, and maintenance project performance.

4.1.1. Descriptive Statistics on Project Success

According to Table (4.12), the mean value of the Project Success factors ranges from 3.44 to 3.54, with a standard deviation of 0.74 to 1.13. The results reveal that respondents had a consensus on the relevance of project success variables. The average mean of Project success variables is 3.5, with a standard deviation of 0.96, indicating that Project success variables are somewhat critical. Some respondents, on the other side, disagreed with the assertions that Projects under their division were finished on schedule, with little cost variation, and with the desired quality.

Table 4.12: Project Success Variable

Cost	**N**	**Mean**	**Std. Deviation**
1. There were no major with- cost change requests during the project	73	2.6849	1.22335
2. Project manager's experience helped to eliminate unnecessary resources.	73	3.3699	1.20769
3. The project was finished on or under budget	73	2.9321	1.21476
4. The Project decreased the cost of some activities with no effect on quality.	73	3.2329	.87433
Average		**3.05495**	**1.130033**
Quality			
1. The Project was handed upon the company's overall standards.	73	3.0438	.94824
2. The project deliverables always fulfil the customer requirements	73	2.2945	1.10503
3. The project meets its business objectives	73	3.0973	1.02388
4. Setting alternative plans has reduced the unexpected risks possibility.	73	3.2192	1.04412
Average		**2.9137**	**1.030318**
Time			
1. Projects met most of the scheduled milestones	73	3.1260	1.08347
2. Projects were finished on time	73	2.2329	.58531
3. Projects boost the employees' abilities by helping to save time.	73	3.2671	.72568
4. The critical tasks and delivery dates were not slipping.	73	2.4452	.56863
Average		**2.7678**	**0.740773**

Source: Survey data (2021)

According to the results, there are some cost adjustments on the project time; this may be due to suppliers providing less cost at the bid time and adding some at the time of implementation when a modification is required. This demonstrates that thorough planning is required, and all

information should be provided at the time of agreement signature. Furthermore, the majority of the projects are not finished inside the budgeted time frame.

As a result, until there is a change in the need, there is substantial milestone change on projects. Respondents have provided a neutral response in terms of project delivery and completion timeframes. This implies that the majority of project deadlines will be supplied by suppliers, and if a modification request is made, the project timetable will be affected as well. In general, the reaction has the biggest impact on the project timeframe. This will necessitate the use of more resources.

The results also demonstrate that respondents were neutral on the quality standard of the job done in accordance with the specification on the requirement at a minimal level. Most of the time, while dealing with vendors, they are asked for risks they encounter while working on projects via a lessons learned report, and project managers at the firm will analyze it in relation to the need, corporate standard, and ultimate aim. This will evaluate the quality of the job and the respondents' replies are more or less comparable and without compromising quality when working on the project.

When it comes to project success, better ratings are associated with cost rather than project time and quality. This means that project success in MOH is primarily determined by the cost of the deliverable, followed by the project's quality, and finally the overall project time.

4.4.2. Regression Analysis

4.4.2.1. Diagnostic Tests

Test for Multi-collinearity

The independent variables need not be heavily correlated with each other in order to achieve successful outcomes. Collinearity in multiple regression analysis refers to the association of the independent variables (Pallant, 2007). To ensure that there is low collinearity, the Tolerance and VIF (Variance Inflation Factor) values should be tested. According to Pallant (2007), tolerance specifies how often the independent variables do not describe of a given independent variable's variability, and the value should not be tiny (less than 0.10) to suggest the absence of collinearity. Furthermore, VIF, the opposite of tolerance value, should be less than 10 to preclude any questions about collinearity (Pallant, 2007). The findings obtained are presented by Table 4.13.

Table 4.13: Multi-collinearity Test

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Political Good-will	.676	1.479
	Budgetary Allocation	.546	1.831
	Organizational Structures	.471	2.124
	Contract Management	.717	1.395

a. Dependent Variable: Project Success

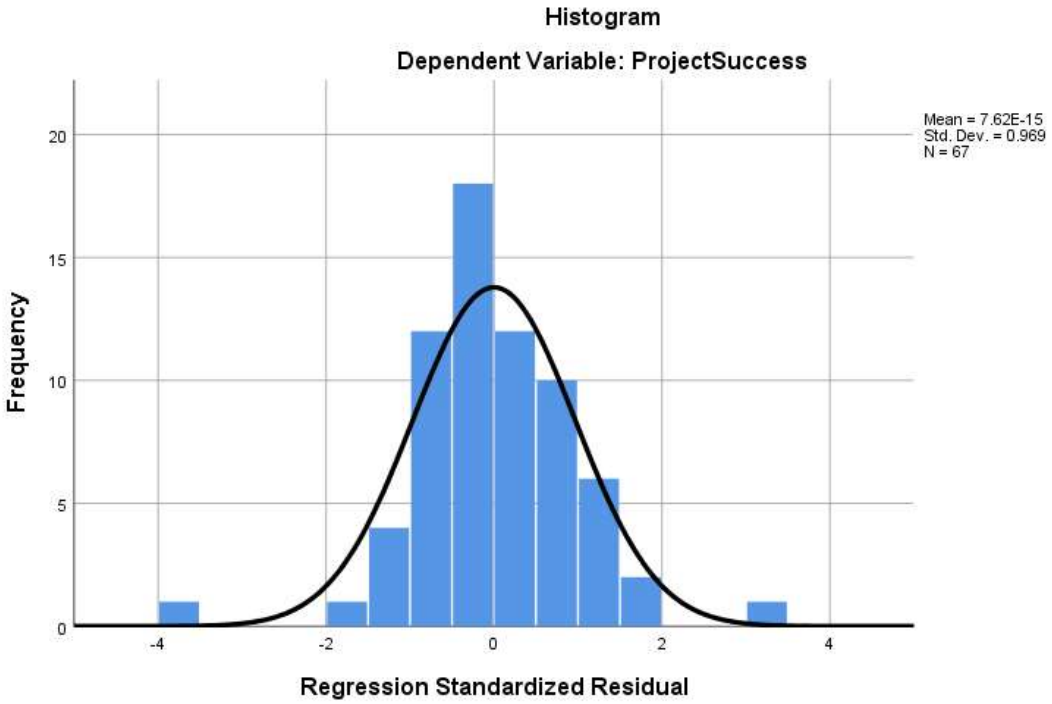
Source: Survey data (2022)

Table 4.13 shows that political good-will has a tolerance of 0.676 and a VIF of 1.479, budgetary allocation has a tolerance of 0.546 and VIF of 1.831, organizational structure has a tolerance of 0.471 and a VIF of 2.124, and contract management has a tolerance of 0.717 and a VIF of 1.395. When tolerance is less than 0.1 and VIF is greater than 10, multi-collinearity occurs (Pallant, 2007). However, the tests for all factors were within suitable ranges, so the matter of multi-collinearity did not arise.

Test for Normality

One of the most important statistical procedures is the normal distribution. A normal distribution with a mean of zero and a standard deviation of one is referred to as a standard normal distribution (Garson, 2012). Multiple regression analysis demands that the variables in the sample be naturally distributed. Assume that the histogram was bell-shaped and that the residuals were usually spread around its mean of zero. As seen in Figure 4.1, residuals were normally spread around their mean of zero, indicating that the results were normally distributed and conformed to the normal distribution assumption. Since the figures validated the data's normality assumption, it follows that the inferences drawn regarding population parameters from survey statistics are likely to be correct.

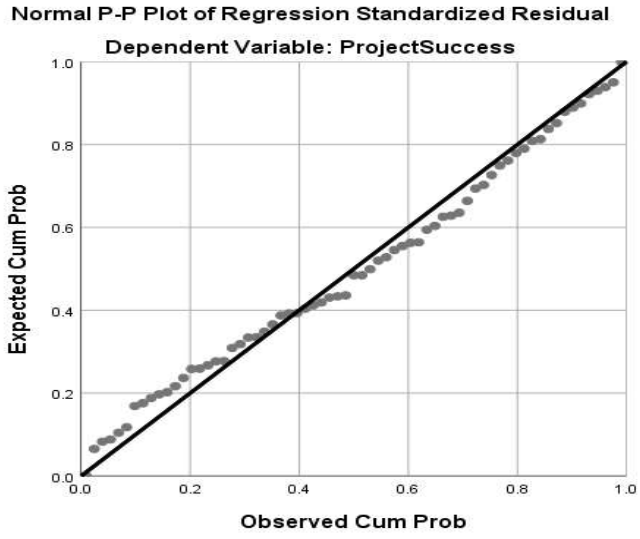
Figure 4.1: Normality Test, Histogram



Source: Survey data (2022)

Furthermore, the normal likelihood plots were used to verify the normality statement, as seen in Figure 4.2 of the Normal Q Q-Plot.

Figure 4.2: Normal Q Q-Plot



Source: Survey data (2022)

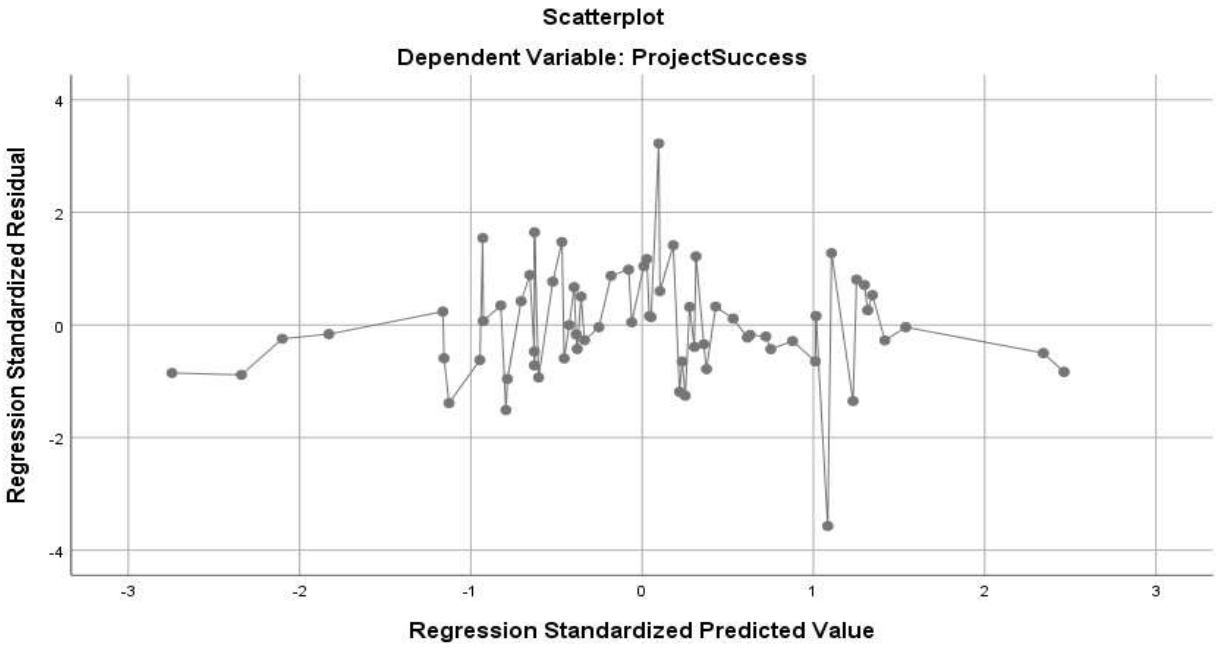
The normal probability plot is a graphical tool that may be used to determine whether or not a data set is normally distributed (Chambers et al., 1983). It aids us in examining the probability plot and determining how closely the data points match the fitted distribution line. The points fall closely along the straight line if the provided theoretical distribution is a good fit. The data is displayed in comparison to a theoretical normal distribution, with the dots forming an almost straight line. Deviations from this straight line denote a departure from normality.

The preceding graphic clearly indicates that the normal probability plot has a significantly linear structure. There are just slight variations from the line fit to the probability plot points. For this data, the normal distribution looks to be a viable model. The probability plot displays a significantly linear trend. As a result, the residuals' normal probability plot indicates that the error terms are indeed normally distributed.

Test for Homoscedasticity and Linearity

To test for homoscedasticity and linearity, a Scatter plot was used. The scatter plot compares the normalized residuals (ZRESID) to the standardized expected (ZPRED) values. The data graph is depicted in Figure 4.3.

Figure. 4.3 Scatter Plot of ZPRESID and the ZPRED values of the Data



Source: Survey data (2022)

To evaluate if the residuals in regression analysis are random, we simply check if they are randomly distributed around zero throughout the whole range of fitted values. When the residuals are centered on zero, it means that the model's predictions are on average correct rather than systematically excessively high or low. In addition, regression presupposes that the residuals have a normal distribution and that the degree of scattering is the same for all fitted values (Pallant, 2007). Figure 4.3 shows that the data is evenly and randomly spread around zero. It does not appear to funnel out and no curve is evident. It does not have an obvious pattern, there are points equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis. This is indicative of the fact that the conditions necessary for linearity and homoscedasticity have been fulfilled.

Test for Autocorrelation

The Durbin Watson (DW) statistic is a test for autocorrelation in the residuals from a statistical model or regression analysis (Akter, 2014). The Durbin-Watson statistic will always have a value ranging between 0 and 4. A value of 2.0 indicates there is no autocorrelation detected in the sample. Values from 0 to less than 2 point to positive autocorrelation and values from 2 to 4 means negative autocorrelation. The autocorrelation test stat shows a DW value of 2.119 (see table 4.15) which indicates the absence of autocorrelation in the sample.

4.4.2.2. Correlation Analysis

Correlation analysis is used to determine the relationship between two or more sets of variables. Table 4.14 shows the relationship between the various sets of variables that were collected.

Table 4.14: Test for Correlation

Correlations						
		Political Good-will	Budgetary Allocation	Organizational Structure	Contracts Management	Project Success
Political Good-will	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	73				
Budgetary Allocation	Pearson Correlation	.416**				
	Sig. (2-tailed)	.000				
	N	73	73			
Organizational Structure	Pearson Correlation	.559**	.639**	1		
	Sig. (2-tailed)	.000	.000			
	N	73	73	73		
Contracts Management	Pearson Correlation	.343**	.483**	.470**	1	
	Sig. (2-tailed)	.003	.000	.000		
	N	73	73	73	73	
Project Success	Pearson Correlation	.771**	.648**	.621**	.660**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	73	73	73	73	73

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data (2022)

As a result, the correlation matrix reveals that political good-will has the strongest positive correlation with project success (r=.771, p=0.000). All the variables included in the model had a favorable and significant association with project success, namely contracts management (r=.660, p<0.01), budgetary allocation with the value of (r=.648, p<0.01) and organizational structure (r=.621, p<0.01) has a positive and significant relationship with project success.

Notably, all of the project success indicators analyzed separately have a strong and positive relationship with project success implemented by MOH. Correlations between independent variables were used to demonstrate the association between variables and validate the absence of multi-collinearity. Since the independent variables were not highly correlated, multi-collinearity was not an issue.

4.4.3. Regression Results

Multivariate regression was used to establish the relationship between the independent variables (political good-will, budgetary allocations, organizational structures and contacts management) and construction projects success (dependent variable) in MOH. The analysis applied the Statistical Package for Social Sciences (SPSS) version 25 to compute the measurements of the multiple regressions for the study. The goal of this analysis is to know the level to which construction projects success is affected by independent variables by considering R square value, beta coefficient and P-value for the significant of the relation.

Model Summary

The overall results of the subject study are as shown in Table 4.15

Table 4.15: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.903[a]	.816	.805	.25659	2.119

a. Predictors: (Constant), Political Good-will, Budgetary Allocation, Organizational Structure, Contracts Management

b. Dependent Variable: Project Success

Source: Survey data (2022)

The model summary results revealed a relationship (R=.903[a]) between the independent variables (political good-will, budgetary allocations, organizational structures and contacts management) and the dependent variable (project success). The goodness of fit of the explanatory variables in describing the fluctuations in dependent variables is calculated using R-square. The adjusted R-Square (R^2= 0.805) demonstrates the predictive capacity of all independent variables in the analysis. As a result, political good-will, budgetary allocations, organizational structures and contacts management account for 80.5 percent of the difference in MOH construction projects success. In other words, 19.5 percent of project success was accounted by factors that were not included in the model.

Analysis of Variance (ANOVA)

The thesis went on to use ANOVA statistics to determine the regression model's goodness of fit. According to Mugenda & Mugenda (2003), ANOVA is a statistical method for data processing that is used to determine whether or not there are any major discrepancies between two or more groups or samples at a given degree of probability. If the absolute t-values of the regression coefficients associated with the independent variable are greater than the absolute critical t-values, the explanatory variable is said to be a significant predictor of the dependent variable. The study's findings are summarized in the table below.

Table 4.16: ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.896	4	4.724	72.386	.000[b]
	Residual	4.046	62	.065		
	Total	22.942	66			
a. Dependent Variable: Project Success						
b. Predictors: (Constant), Political Good-will, Budgetary Allocation, Organizational Structure, Contracts Management						

Source: Survey data (2022)

According to the study's results, the regression model had a significance level of 0.0 percent, indicating that the regression model is ideal for forecasting construction projects success in MOH provided political good-will, budgetary allocation, organizational structure, contracts management variables. This is because the significant value (p-value), which was used as a measure of statistical

importance, was less than 5%. As a consequence of the findings, it is possible to infer that project success is significant at 80.5 percent of the variance (adjusted R-Square) and that the model accurately measures it.

Coefficients of Determination

The direction of the relationship between dependent and independent variables is shown by the regression co-efficient. Table 4.17 shows the findings of this analysis.

Table 4.17: Regression Coefficient Analysis of the Model

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.551	.240		-2.295	.025
	Political Good-will	.534	.061	.553	8.749	.000
	Budgetary Allocation	.327	.089	.259	3.683	.000
	Organizational Structure	.016	.059	.125	1.989	.048
	Contracts Management	.304	.052	.355	5.788	.000

Source: Survey data (2022)

The unstandardized Beta Coefficients (β) reflect the influence of each independent variable on the dependent variable. Furthermore, since the variance described by all other independent variables in the model is regulated, the values of the unstandardized Beta Coefficients in the Beta column of Table 4.17 above show which independent variable makes the greatest contribution to explaining the dependent variable (project success). All the independent variables have a statistically significant and positive influence on the dependent variable, according to the regression study.

The hypothesis testing for the analysis was done using β and P values. As a result, the proposed hypothesis for this analysis were evaluated using the coefficient findings as follows.

H_1: Political good-will has a positive and statistically significant effect on construction projects success in MOH

To validate the hypothesis, SPSS version 25 was used to run multiple regression, which provides the total fitness of the model presented in the preceding paragraphs as well as the importance of each independent variable in influencing the dependent variable. The study found a positive and significant relation between political good-will and project success ($\beta = 0.534$, $t = 8.749$, $p=0.000$).

Among the independent variables examined in this report, political good-will has the most important effect on the project success. If we raise our predictor variable (political good-will) by one unit while keeping all other variables stable, on average the project success would be increased by 53.4 percent. As a result, the study fails to reject the research hypothesis that states political good-will has statistically significant effect on project success.

The study finding is consistent with the findings of Pinto (2014) who concluded that politics can influence project implementation rates since it is via politics that one can influence the sort of project to be implemented, the financial resources to be distributed, and the individuals who would be involved. Agu (2015) also argued that successful project managers are well aware that politics (when used wisely) may have a significant beneficial impact on the implementation of their projects. According to Ondari and Gekara (2013), politics and political larders have a major impact on the types of projects that are done, the time it takes to implement them, and who is chosen to undertake them. According to Msafiri (2015), Politicians, he claims, have a significant influence on the type of road to be built, the contractors who will win the tenders, the funding of the projects, the procurement of various materials, the control of the people who will be employed, and sometimes the rates at which the communities will accept the projects, all of which influence project completion.

H_2: Budgetary allocation has a statistically positive effect on construction projects success in MOH.

The findings of multiple regressions, as seen in Table 4.17, showed that budgetary allocation had positive and significant influence on the project success ($\beta = 0.327$, t = 3.683, p=0.000). If we raise our predictor variable (budgetary allocation) by one unit while keeping all other variables stable, on average the project success would be increased by 32.7 percent. As a result, the researcher fails to reject the argument that states budgetary allocation has statistically positive and significant effect on project success.

The study result is in line with the findings of Dolage and Rathnamali (2013) who concluded that inadequate funding, time-consuming money-transfer procedures that result in delayed payments, poor contractual negotiations where the contractor with the lowest bidding value is always considered at times failing when there are cost overruns, and the sources of finances are always accompanied by numerous rules and guidelines, among other factors, are all challenges of project success. James *et. al.* (2014) also revealed that bad or insufficient funding for project completion,

inflation rates, poor financial planning and management, corruption, and poor sources of financial mobilization, according to them, are the five key causes of project implementation delays. Memon et. al. (2011) also conducted a study in Zambia on construction project time overruns and discovered that 70 percent of projects in Zambia faced time overruns owing to basic reasons, with financial resources topping the list.

H_3: Organizational structure has a positive and significant effect on construction projects success in MOH.

According to the multiple regression table 4.17 above, organizational structure has statistically positive and significant effect on the project success of MOH with ($\beta = 0.016$, $t = 1.989$, $p = 0.048$). As a result, the researcher fails to reject the research hypothesis that states organizational structure has statistically positive and significant effect on project success.

This study result is consistent with the findings of Aljaz (2014) who found that projects managed by managers who effectively delegated their responsibilities to other employees, controlled and coordinated the various activities in departments effectively, maintained open communication, and decentralized decision making had an over 80% chance of being implemented. Emeka (2016) claimed that up to 75% of construction projects in the country fail to achieve their deadlines due to inadequate organizational cultures among project consultants, contractors, and contracting bodies/governments. Megha and Bhatt (2013) also discovered that the nature of information flow during project implementation, the time it takes for various stakeholders to make decisions, the type of leadership, the allocation and coordination of various roles and activities, and the bureaucracy among contractors and contracting bodies all have a significant effect on project completion rates. Dinakar (2014) found that projects without a clear flow of activity across the various implementing agencies fail to achieve their deadlines up to 80% of the time in his study on delay analysis in building projects.

H_4: Contracts management has a positive and statistically significant effect on construction projects success in MOH.

As seen in Table 4.17, the results of multiple regressions revealed that contracts management had a favorable and statistically significant effect on project success ($\beta = 0.304$, $t = 5.788$, $p=0.000$). In this case, the beta coefficient explains how, while the other factors remain stable, a one-unit increase in contracts management on average results in 30.4% increase in project success. Therefore, the study fails to reject the research hypothesis.

This study finding is in line with Eriksson and Westerberg (2011) who discovered that contractual laws and regulations, contractor relationships, legal issues, and other factors, among others, have a significant effect on the implementation of construction projects. Toor and Ogunlana (2014) found that there were major delays in construction projects where there were unclear policies, rules, regulations, and legal bindings that govern the processes of awarding and shifting contracts in their study on the problems causing delays in major construction projects in Thailand. Godfrey, Pross and Alex (2016) also discovered a substantial association between contract administration, relationship management, contract closing, and maintenance project performance. Cherotich (2014) discovered that contract management practices have a significant effect on state corporation performance.

The study yielded the following regression equation:

$Y = -0.551 + 0.534\ X_1 + 0.327X_2 + 0.016X_3 + 0.304X_4$

Where Y = Project Success

X_1= Political Good-will

X_2= Budgetary Allocation

X_3 = Organizational Structure

X_4= Contracts Management

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS ANDRECOMMENDATIONS

5.1 Introduction

The study's findings, as well as the conclusions, are reported in this chapter. Following that, recommendations are made based on the results and conclusion. Finally, recommendations for further research are presented.

5.2 Summary of the Findings

The purpose of this study was to look at the elements that influence project time overruns in Ethiopia's Ministry of Health. The study employed a descriptive research design and a quantitative research technique, with data collected using questionnaires. The respondents were picked using a census approach, with a sample size of 70. The data was coded and sorted, and descriptive analyses were run in SPSS Version 25. These findings were subsequently presented in the form of tables for interpretation.

Regarding the first goal, which attempted to determine how political goodwill influences project execution in MOH, the majority of respondents agreed that politics has a significant effect in the rates of completion of projects in MOH. Politicians, according to those who supported the idea, determine the amount of money allocated for a given development project, the time the projects should begin and end, the sites/locations of these projects, the contractors to be engaged, the local people who should be employed in these projects, and many other factors. A bigger proportion of respondents strongly endorsed the concept that financial resources mobilized by politicians and other leaders in the MOH for project execution impact project completion rates. On the other hand, the majority of respondents agreed that the distribution of funds by various authorities in charge of funding building projects in the Ministry of Health had an impact on their execution rates. In addition, the majority of respondents agreed that choices on contract awarding and procurement made by interested politicians and officials in the MOH have an impact on project completion rates.

Regarding the second goal, which was to determine the impact of budgetary allocations on project implementation in the MOH, the majority of respondents said that budgetary allocation had a substantial impact on project completion rates in the MOH. The quantity of financial resources

given to a project; the time it takes for these funds to be released; the estimations made over time and inflation rates; the time it takes for the contractors to be paid; and many other factors are among them. The majority of respondents also believed that project funding sources had an impact on the rate at which projects are completed in the MOH. The majority of respondents, on the other hand, firmly agreed that the sums allotted for projects had an impact on the rate at which projects are finished in the MOH. Furthermore, the majority of respondents agreed that contractors and other stakeholders participating in the project's implementation should be paid on time.

Regarding the third aim, which looked at how organizational structures within the MOH impact project implementation, the majority of respondents agreed that organizational structures did influence project implementation rates in the MOH. The assumption that project implementation rates are influenced by bureaucracy among project implementing authorities was widely supported by the respondents. The respondents also agreed that the nature of information flow has an impact on project implementation rates, as well as the belief that the nature of decision making and decision flow has a major impact on project implementation rates.

Finally, the fourth goal was to determine the extent to which contract management effects project delivery in the Ministry of Health. Contractual management and contract administration, according to the majority of respondents, have a substantial impact on the rate at which projects are implemented in the MOH. Contractual rules and regulations, contractual ties, commitment, and communication all play a role. The respondents also agreed that the contractor's connection with MOH authorities has an impact on the rate at which the projects are completed. The assumption that legal concerns affecting both the county administration and the contractors have an impact on the completion rates. On the other hand, the majority of respondents agreed that MOH workers' authorizing and negotiating impact the rates at which projects are implemented. Finally, respondents agreed that the level of dedication and communication between contractors and MOH project managers determines the rate at which projects are implemented.

5.3 Conclusions

Based on the findings of the study, it can be stated that politics and political goodwill have a major impact on project completion rates. Politicians choose the amount of money to be distributed to various projects, the time it takes for this money to reach project implementers, the project site/location, priority projects, and many other factors. They also have an impact on the individuals

who will head/lead these projects, the contractors who will be granted contracts, the workers who will be hired, and so on.

It may also be deduced that financial allocations have a substantial impact on project execution and completion. Other aspects, such as the time it takes for the money to be distributed, the source of the money, and the connection between the funding authorities and the project implementers, are important in addition to the quantity of money granted. Furthermore, the study suggests that MOH's structures have a major impact on project completion rates. Information flow, decision-making, and personnel management, for example, all play a key part in the MOH's project execution and completion.

The study finds that contract management has a major impact on the rates at which MOH completes projects. The laws, rules, and regulations that control the contract awarding process, the persons who award contracts, the stakeholders who are engaged in the contractual process, and the time limitations for paying contractors are critical in deciding when projects are finished.

Finally, the regression result indicated that all the four factors, namely political good-will, budgetary allocations, organizational structure and contracts management were discovered to be significant predictors of construction projects success in MOH. It clearly demonstrates that political good-will, budgetary allocations, organizational structure and contracts management are strongly connected to project success.

5.4 Recommendations

Based on the findings of the analysis and the conclusions reached, the following suggestions are made:

- The study result established that political good-will has an influence on the rate of projects completion. As a result, the MOH should develop rules that isolate projects from the personal interests of politicians and local leaders. Furthermore, MOH management should make every effort to establish rules and regulations that prioritize critical projects over politics. This will assist the Ministry in implementing, completing, and transferring important development projects without significant delay owing to politicians' self-interest.
- The study also found out that budgetary allocation affects the rate at which projects are completed. As a result, the researcher suggests that MOH devote adequate funds to

undertake initiatives such as hospitals and others. To get alternative finance for project execution, the MOH must collaborate with other donors and development partners.

- The study result also revealed that organizational structure has an influence on the rate of project implementation. As a consequence, the research proposes that the MOH have open channels of information flow from the bottom to the top, as well as better relationship management between MOH workers and other stakeholders such as the national government, funders, development partners, contractors, and so on.
- Since the study result indicated contract management has an effect on project completion time, finally, the researcher recommends that tight rules, laws, and regulations should be implemented to govern the relationship between the MOH procurement authority and the numerous contractors. Better communication between these parties is also essential.

5.5 Suggestions for Further Research

This research looked at the factors influencing project time overruns. In this study, Ministry of Health was used as a case study. As a result, the study recommends that future research on the same issue be undertaken using a new governmental office case study to see if the factors mentioned above also impact project completion rates.

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APPENDIX I

INFORMED CONSENT FORM

Factors Influencing Project Time Overruns: the case of Ministry of Health.

Researcher Name: Kidist Kebebe

Organization: St. Mary's University - Student.

Background: You have been identified as one of the key persons for this study on the Factors Influencing Project Time Overruns in the delivery of Ministry of Health projects. This study is being carried out with permission from St. Mary's University. Before you decide to take part in this study, it's critical that you understand why it's being conducted and what you'll be doing. Please take the time to thoroughly read the following information. If there is anything unclear to you, feel free to question the researcher. This research is part of the requirements for a Master's degree in Project Management.

The data acquired in the field for this study will be used purely for academic reasons and will not be shared with anyone else. All participants in this study will remain anonymous and their identities will not be revealed.

Do you agree to proceed with the interview? 1. Yes 2. No

If Yes, put your Signiture_____and Date_____

Regards,

Kidist Kebebe

Tel: +251-912 63 37 60

APPENDIX II

RESEARCH QUESTIONNAIRE

Section I: Background Information of the Respondents (Tick whichever is appropriate)

1. Your gender: Male [ ] Female [ ]
2. Your age bracket 20-29 yrs [ ] 30-39 yrs [ ] 40-49 yrs [ ] Over 50 yrs [ ]
3. Indicate the highest level of education achieved.....

4. Position (the section/department where you work) ----------
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Section II: Open ended questions and nominal scale rated questions

a. Do you support the idea that there are a number of projects which you have participated thathave been faced with time overruns/delays in completion?

Yes ( ) No ( )

b. If yes in 1 above, give some reasons why you think that these projects have been faced withtime overruns

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c. If your answer in 1 above is no, give reasons for your response

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d. Do you support the idea that political good-will of the politicians and other people in leadership in the Ministry influence the rates at which projects are completed?

Yes ( ) No ( )

Why? (Support your answer by giving examples)

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e. Do you support the idea that budgetary allocations from the various parties involved in funding the construction projects in the Ministry influence the rates at which projects are completed?

Yes ( ) No ( )

Why? (Support your answer by giving examples)

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f. In your own views, do you think that organisation structures (the way decisions are made and information flow) within the Ministry have an influence on the rates of implementing projects?

Yes ( ) No ( )

Why? (Support your answer by giving examples)

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g. In your own views, do you think that contracts management between the Ministry and other stakeholders involved in procurement have an influence on the rates of implementing projects?

Yes ( ) No ( )

Why? (Support your answer by giving examples)

Part III: Measuring the various strategies on an ordinal scale (likert scale).

Please indicate the extent to which you agree or disagree with the following in reference to the extent to which they influence the rates of completion of projects in Ministry of Health by ticking (√) in the appropriate space, where: 5=SA-Strongly Agree, 4=A-Agree, 3=N-Neutral, 2=D-Disagree, 1=SD-Strongly Disagree.

A. Political Good-Will

Statement	SD	D	N	A	SA
Political Good-Will					
Financial resources mobilization by the politicians and other people in leadership influence project completion					
Funds allocation by various bodies in charge of funding construction projects influences project implementation					
Decision on the type of project to be implemented by politicians and other leaders influence projects completion					
Decisions on contracts awarding and procurement by interested politicians and leaders influence projects completion					
Control of the locals to employed on the projects by the local leaders and influential politicians influences projects completion					

B. Budgetary Allocations

Statement	SD	D	N	A	SA
Budgetary Allocations					
The amounts allocated for projects influences projects completion in MoH					
Sources of project funds influences project complettion in MoH					
Timely payments of the contractors and other stakeholders affects the rate of project completion in the MoH					
Underestimation of the cost of projects by the contractors and other stakeholders influence project completion in MoH					
Delayed payments of the contractors and other stakeholders influence completion projects in MoH.					

C. Organizational structures

Statement	SD	D	N	A	SA
Organization Structures					
Bureaucracy among the project implementing bodies influences project implementation					

Nature of information flow influences project implementation					
Nature of decision making and decisions flow influence project implementation					
Nature of activities coordination within the various departments and among various parts influence completion of the projects					

D. Contract management

Statement	**SD**	**D**	**N**	**A**	**SA**
Contract Management					
Laws and regulations regarding the contracts from the MoH influences project implementation					
Contractor relationship with the Ministry officials influences completion of projects					
Legal issues binding both the MoH and the contractors influence project completion					
Authorizing and negotiation by the Ministry employees influences project implementation					
Commitment and communication between the contractors and Ministry employees influences projects implementation					

E. Project Success Factors

Cost	**SD**	**D**	**N**	**A**	**SA**
There were no major with- cost change requests during the project					
Project manager's experience helped to eliminate unnecessary resources.					
The project was finished on or under budget					
The Project decreased the cost of some activities with no effect on quality.					
Quality					
The Project was handed upon the company's overall standards.					
The project deliverables always fulfil the customer requirements					
The project meets its business objectives					
Setting alternative plans has reduced the unexpected risks possibility.					
Time					
The project met most of the scheduled milestones					
The project was finished on time					
The Project boosts the employees' abilities by helping to save time.					
The critical tasks and delivery dates were not slipping.					

Thank you for participating!