

***DETERMINANTS OF IMPLEMENTATION PRACTICE OF PUBLIC
PROJECT IN CASE OF BENISHANGUL-GUMUZ REGIONAL
STATE FINANCE AND ECONOMIC DEVELOPMENT BUREAU***

***A THESIS SUBMITTED TO THE SCHOOL GRADUATE STUDIES OF
JIMMA UNIVERSITY PARTIAL FULFILLMENT OF THE AWARD OF THE
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA)***

BY: MEKURIA BIRHANU

ID NO: S40321/09



**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MBA PROGRAM**

**JULY, 2020
JIMMA, ETHIOPIA**

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DECLARATION

I, the undersigned declare that this research paper entitled “determinants of implementation practice of public project, the case of Benishangul- gumuz regional state finance and economic development bureau” is a record of independent research work carried out by me under the supervision and guidance of principal advisor: Dr, Mekonen Bogale and co-advisor: Mrs. Gadise, A. (MBA). This has not been previously submitted for the award of any diploma, degree, or master’s Degree or other similar title.

Jimma, Ethiopia

JULY, 2020

Mekuria Birhanu

ADVISORS APPROVAL

This is to certify that the thesis entitled “determinants of implementation practice of public project, the case of Benishangul-gumuz regional state finance and economic development bureau” Submitted in partial fulfilment of the requirements for the degree of master’s with specialization in Business administration (MBA), the graduate program of the department of Management, and has been carried out by Mekuria Birhanu under my/our/ supervision. Therefore, I/we/ recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the department.

Name of major advisor	Signature	Date

Name of co-advisor	Signature	Date

EXAMINERS' CERTIFICATION

As member of the Board of Examiners of the MBA Thesis open defence examination, we certify that we have read, evaluated the Thesis paper presented by Mekuria Birhanu and examined the candidate. We recommend that the Thesis be accepted as fulfilment of Thesis required for the degree of Masters of Business Administration.

Chairperson	Signature	Date
Internal Examiner	Signature	Date
External Examiner	Signature	Date

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LIST OF ABBREVIATIONS

BOFED	BUREAU OF FINANCE AND ECONOMIC DEVELOPMENT
BG-BOFED DEVELOPMENT	BENISHANGUL GUMUZ BUREAU OF FINANCE AND ECONOMIC
LSE	LONDON SCHOOL OF ECONOMICS
MOFED	MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT
PM	PROJECT MANAGEMENT
PMBOK	PROJECT MANAGEMENT BODY OF KNOWLEDGE
PMI	PROJECT MANAGEMENT INSTITUTE
PMBOK	PROJECT MANAGEMENT BOOK OF KNOWLEDGE
CSA	CENTRAL STATISTICAL AGENCY
SPSS 23	STATISTICAL PACKAGE FOR SOCIAL SCIENCE: VERSION 23
TNA	TRAINING NEEDS ASSESSMENT
IT	INFORMATION TECHNOLOGY
M&E	MONITORING AND EVALUATION
NGO	NON-GOVERNMENTAL ORGANIZATION
CPM	CRITICAL PATH METHOD
PERT	PROGRAM EVALUATION REVIEW TECHNIQUE
PMP	PROJECT MANAGEMENT PROFESSIONAL

ABSTRACT

The study examines the factors that determine effective implementation of public projects in Benishangul-gumuz regional state Bureau of finance and economic development. The target population of this study was 129 employees of bureau of finance and economic development” The researcher used Cronbacha alpha to test for reliability. The study used Census survey method to collect primary data. Descriptive and inferential statistics were used for data analysis. The study also used both Quantitative and qualitative research approach for data analysis the researcher employing SPSS version 23. The study correlation analysis identified that effective public project implementation practice is strongly and positively correlated with public project management process group aspects and project training. The correlation analysis identified that effective public project implementation practice is moderately and positively correlated with public project policy. In multiple regression analysis, findings indicated that linear regression of the public project policy, public project management process group and public project management training was strong predictor of effects of Public project implementation practice. Effective public project implementation practice from the linear combination regression of Public project policy, Public project management process group and Public project management training is statistically significant. The findings suggest proper and adequate public project budgeting system, effective training and scheduling leads to positive public project implementation in terms of time, cost, quality and the overall implementation.

Key words: Project, effective public project implementation practice, public project policy, public project Management process group, public project management training

CHAPTER ONE

INTRODUCTION

This chapter deals with the background of the study, statement of the problem, research question, objectives of the study, scope of the study, significance of the study, Limitation of the study, operational definition of variables and organization of the study.

1.1 Background of the Study

Government and organizations usually embark on different projects with the aim of creating new service or improving the functional efficiency of the existing ones. All these projects require appropriate skills and techniques that go beyond technical expertise only, but encompass good and sound skills to manage limited budgets, and monitor shrinking schedules and unpredicted outcomes, while at the same time dealing with people and organizational issues (Abbasi and Al-Mharmah, 2000).

In different parts of the world, governments handle projects that most other organizations avoid due to their magnitude. Government projects, especially in the developing world, have been characterized by delays, substandard deliverables, and mismanagement of funds (Kiarie and Wanyoike, 2016).

Recent study by Ayalew (2016) on Centre for Economic Performance at the London School of Economics (LSE) reported that Africa and Latin American countries are performing less. The assessment was conducted on 33 countries around the globe including 7 African countries. According to this report, Ethiopia is the second from the last followed by Mozambique which indicates that the project management practice in Ethiopia is even far behind from those poor performing in developing countries of Africa.

Previous research work by Ambaw (2017) asserts that it is important to study project management practices in the context of developing countries to better understand and able to manage projects successfully in those countries. However, research works on project management in those countries has not yet received enough attention and still they are at infant stage.

Currently public project becomes important factors for addressing social and economic infrastructure to improve the needs and wants of the society and to bring tangible change in community livelihoods.

To analyze and assess determinants of implementation practice of public project in the region and the data were collected from both those complete and on-going projects. After analysis and identifying the determinants in the areas of public project implementation in the region and this research would recommend the essential information, activities, and procedures in a systematic way to improve public project implementation practice in the region.

1.2 Statement of the Problem

Generally in Africa and particularly in Ethiopia, implementing public project is characterized by poor performance. In the same way, in Benishangul Gumuz regional state [BGRS] suffered different factors determine public project implementation practice. This can be best attested by the regional governments' project evaluation report (2018) that almost all projects were running out of time planned to be completed, poor quality and result in additional cost overruns.

Project implementation consists of challenging processes in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan (Anyango, 2016).

Public Projects are needed to be completed within the time frame, budgeted cost and required quality. However, unfortunately many projects take longer time to complete, cost more than necessary and some projects were cancelled because of various factors directly and indirectly related with it. Project failures have significant effect from economic as well as political points of view. If the project takes longer time it requires additional resources and budgets and this increases labor, material, machinery and equipment cost (Tekalign Lmma, 2014).

This affects the budget of other projects and in general, it affects the economy of the country. Similarly, due to delay in project implementation the people and the economy have to wait for the provision of public and services facility longer than necessary. Thus, failure of project limits the growth of the economy because the output provided by Infrastructure, construction, manufacturing, and IT projects serve as input for many other Economy input of the country (Lemma, 2014).

A great number of decisions need to be taken during the project management process and as usual, the decisions at the earlier phases of the design have a bigger impact on the project management practice as compared at later stages or during operation or construction. One of the current conceptual challenge facing project managers relates to the phenomenon of “unexpected becomes the expected” and “unanticipated becomes the anticipated” which impact on the dynamics of the project management process (Pinto, 2014).

According to H/Mariam (2013) project implementation process involves preparing, arrangement, maintaining and use of the final product of the project. A delay may occur concurrently with other delays and all of them may impact the project completion date. Delays caused by the Owners of the project such as shortage of equity contribution due to failure to raise equity by shareholder promoter as scheduled, miss utilization of the disbursed fund, lack of comprehensiveness of feasibility study submitted by the promoter and delays caused by project managers are such as inexperienced project managers generally to be attributes to poor managerial and Management problems such as personnel, labor and contractor disputes and mismatch of equipment. Can generally be attributes to poor managerial skills lack of planning and coordinating skill? Delays caused by cost escalation can generally be cost escalation on various items; serious budget deficit resulted from fluctuation and price escalation, utilization of low unit price of civil works in estimating the cost. Of all these three deciding dimensions, quality is an abstract one and hence a project’s quality can be measured mainly with the customer satisfaction. The inability to complete projects on time and within budget continues to be a chronic problem worldwide and is worsening .The trend of cost overrun is common worldwide and that it is more severe in developing countries. Generally, a project passes through a cycle involving different stages including implementation. The success of any project is measured in terms of three important dimensions such as time, cost and quality (H/Mariam, 2013).

The research conducted by Ambaw (2017) assessing the project management body of knowledge areas practice maturity and process groups’ maturity would help to know the level of growth of the organization. This will show directions on how to maximize the level of maturity to improve the practice of the Project Management Body of Knowledge Areas which will enhance better implementation of projects. Public projects in Ethiopia are aimed to reduce high level of poverty, illiteracy, inadequate basic infrastructures, unsustainable livelihood, poor human and institutional capacity, poor service delivery, and

conflict over pasture and water, low income, shortage of water and pasture, poor coverage of animal's and human health services as well as lack of clarity of policy and strategies for community development.

According to Benishangul Gumuz Bureau of finance and economic development Capital project monitoring and Evaluation report (2018) many projects implemented in the region were not capable to ask sufficient benefits for the society/beneficiaries for the reasons that include lack of compliance with policies, shortage of engineers, overloaded contractors, absence of integrated M&E, quality problems, lack of accountability, lack of transparency, lack of skills of project professionals, value for money, many projects take longer time to complete, budgets more than committed and some projects have been suspended due to various technical aspects.

This research was undertake to fill the gap by focusing more to identify and analyzing determinants of implementation practice of public project by assessing government policies, investigate project management process group, to find out how training affects public project management and to know the effective public project implementation practice in the region as well as in the organization was a basic gap which was not addressed by previous researchers. Therefore, this study investigates determinants of implementation practice of public project and explores the issues that hinder the successful public projects implementation practice in Benishangul gumuz regional state bureau of finance and economic development.

After identifying the problem of policy, management process group and training then analyses the determinants of implementation practice the area of public project implementation in the region. This thesis recommended the essential information, activities and procedure in a systematic way to improve wise using of time, cost and quality project implementation practice in the region to develop better government policies, job training and managerial process.

1.3 Research Questions

The main research questions of this study are:

1. What is the effect of government policies on public projects?
2. How training of employees affects public project management?
3. How project management processes determine public project implementation practice?

4. What are the major causes of impact on time, cost and quality of public project implementation practice in BG- BOFED?

1.4. Objective of the Study

1.4.1. General objective

The general objective of the study was to investigate determinants of implementation practice of public project in BG- BOFED.

1.4.2 Specific objectives

The specific objectives of the study are:

1. To investigate the effect of government policies on public projects.
2. To find out how training of employees affects public project management.
3. To investigate how project management processes determines public project management practice.
4. To measure unavailable time, cost and quality of public project implementation practice in BG-BOFED.

1.5 Scope of the study

This study covered the areas of Benishangul gumuz regional state specifically bureaus of finance and economic development and also the sampling size of the study were 138 employees from BoFED. The study was emphasized on “determinants of implementation practice of public project”. The study covered the time period from August to June which was intend to identifying the implementation practice of Public project government policy, project management process, training and effective Project implementation practice in the region. The study used questionnaire by form of open and close ended questionnaires.

1.6 Significance of the study

This research output can contribute a lot to those parties who have similar objectives and seek information on issues related to the study under investigation. The result of this study is significant in various aspects. Firstly, it helps as a source of reference and a stepping stone for those researchers who want to make further study on the area afterwards. Secondly, it contributes for serving as a useful source of information for project managers, development planners, practitioners, researchers and academician who are engaged in project activities and by determinant factors related to project implementation practice in the organization that negatively affect project implementation. Finally, it recommends

knowledge based possible solution for successful project implementation practice in the region.

1.7 Limitation of the study

The study did not cover non-governmental organization in the region and also it does not cover data collection from beneficiary community and clients. The study faces a problem of getting enough literature available especially in the context of this country. This limited the depth of literature review conducted in the study and forced to depend on foreign literature.

1.8. Operational definition of variables

This section presents the definition of key terms used in the study. The terms are defined within the context of the research paper.

Project: is an assignment that has to be undertaken and completed within a set time, budget, resources and performance specification designed to meet the needs of stakeholders and beneficiaries (Kerzner , 2003).

A public project: is a project carried out primarily for public benefit (Gasik, 2016).

Project implementation: is the activity based phase of the project life cycle, and this involves putting the plan into action (Watt, 2014).

Compliance to the policies: The rules and regulations govern the project (MoFED, 2013).

Project management processes: As described in Project Management Body of knowledge guide there are five types: initiating, planning, executing, controlling and closing (PMI, 2000).

Training Needs Assessment: refers to the organizational process of collecting and analyzing data that supports decision making about when training is the best option (or not) to improve individuals' performances, define who should be trained, and exactly what content should be taught (Clarke, 2003).

1.9. Organization of the study

This study is organized into five chapters: The first chapter deals with the introduction part which includes the background of the study, the statement of the problem, the objective, research questions, Significance, Scope of the study and operational definition of key terms of the study. The second chapter deals with related Literature review, empirical literature review and Conceptual-framework of the Study. The third chapter deals with methods of data collection, research design, data sources, target population, data

processing, data analysis techniques, reliability and validity of data and ethical consideration. The fourth chapter deals with data analysis, discussion and findings and the last chapter (five) summery, conclusion and recommendation of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on determinants of implementation practice of public project in Benshangul-Gumuz Regional State in the case of bureau of finance and economic. Therefore, this chapter explains the theoretical concepts, empirical studies and the conceptual framework of the study, an overview of project, Public Project, project management, Project implementation, public policies of project implementation, project management process, project management training and effective project management implementation practice.

2.2 Theoretical concept of the study

2.2.1 An overview of project

Project has developed over the past couple decades as researchers and practitioners have attempted to identify different definition to the term. As noted by Ambaw (2017) project is a temporary endeavor (that has definite beginning and end time) undertaken following specific cycle of initiation, definition, planning, execution and close to create a unique product, service, or result through novel organization and coordination of human, material and financial resources.

A project is a group of tasks, performed in a definable time period, in order to meet a specific set of objectives. As project has the following characteristic, it is likely to be a one-time program , it has a life cycle with a specific start and end date, it has budget and likely to require the use of multiple resources, most of which may be scarce and have to be shared among others. It may require the establishment of a special organization or the crossing of traditional organizational boundaries (Harvey, 1999).

Akarakiri (2006) defines project as any scheme, or part of a scheme for investing recourse which can reasonably be analyzed and evaluated as independent unit. In the same way Kerzner (2003) further define project as an assignment that has to be undertaken and

completed within a set time, budget, resources and performance specification designed to meet the needs of stakeholders and beneficiaries.

2.2.2 Public Project

A public project is a project carried out primarily for public benefit. A public project is defined as a project that is undertaken, managed or supervised by one or more publicly funded organizations. Public organizations are those that are owned by the state, funded by the state and are subject to public scrutiny exclusively by the state (Gasik, 2016).

The whole community benefits directly or indirectly by the effects of public investments because they are designed to improve infrastructure, relationships, and services, all of them being available to all citizens. Strategies, represented by the goals of the public projects, are a need for local authorities which have the possibility to implement investment projects. Public investment projects provide a direct correlation between the fundamental objectives, which take the form of capital expenditure, which in their turn, lead to producing public assets (Philip, 2007).

2.2.3 Project management

Project management is defined as an application of knowledge, skills, tools and techniques to project activities to meet project requirements. Project Management is accomplished through the application and integration of the project management processes of initiation, planning, executing, monitoring and controlling and closing (PMI, 2013).

Project management is also articulated as a professional's capability to deliver, with due diligence, a project product that fulfills a given mission, by organizing a dedicated project team, effectively combining the most appropriate technical and managerial methods and techniques and devising the most efficient and effective breakdown and implementation routes (Ohara, 2005).

Cleland and Ireland (2007) stated that the concept of project management has existed for more than 60 years however the history of project management practices goes back to antiquity. It is confirmed by the large projects of the past such as numerous canals, great pyramids, bridges and other infrastructures. Project management is a wide field and it has a rich history but it is still entered as an independent variable with its own theoretical framework.

2.2.4 Project implementation

Project implementation has been defined many ways to include a large variety of criteria. However, in its simplest terms, project implementation can be thought of as incorporating four basic facts. A project is generally considered to be successfully implemented if it comes in on schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics (Schultz and Slevin, 2009).

Watt (2014) clearly specifies project life cycle involves five main stages and these project initiation, planning, execution, monitoring and evaluation and project termination. Study shows Project implementation is the activity based phase of the project life cycle, and this involves putting the plan into action.

2.2.5 Public policies of project management

2.2.5.1 Compliance to the policies

Public projects in Ethiopia are aimed to reduce high level of poverty, illiteracy, inadequate basic infrastructures, unsustainable livelihood, poor human and institutional capacity, poor service delivery, and conflict over pasture and water, low income, shortage of water and pasture, poor coverage of animal's and human health services as well as lack of clarity of policy and strategies for community development. To alleviate the socio-economic problems of the society, current government of Ethiopia has formulated development policies, strategies, programs and projects. As a result, the Ethiopian public projects have been initiated and implemented in many areas of the country (MoFED, 2013).

However, its public project management practice is not adequately studied. Policy/legal frameworks to follow public projects faced challenges in public projects. The rules and regulations govern the project. Budgeting process must assess the impact that these regulations will have on the allocation of resources to the various line items. If this is not done the tribe or organization will spend excessive time forcing expenditures in to inappropriate cost categories (MoFED, 2013).

2.2.5.2. Budget allocation

Scholars have defined budget as an itemized summary of estimated expenditures for a given period along with proposals for financing them (Khan and Hildreth 2002). The project budget is a program and fiscal document. The budget reflects the costs necessary

to perform the activities of the project. The budget is the dollar expression of the project being proposed and must be reasonable and tied to the project objectives and work plan. The budget should not be prepared until the organization's policies, priorities, and plans have been established. Without clearly stated goals and objectives financial projections cannot be made nor should budgeting substitute for planning. Budgeting is the method by which an organization translates the project goals and objectives into the resources necessary to accomplish the goals and objectives. Budgeting is not a hit-or-miss approach. Rather, it involves serious consideration of many factors. These factors include: The budget has multiple functions-: control of public resources, planning for the future allocation of resources and management of resources. Budget implementation is the actual execution of the budget and application of funds to the planned activities.

Government organizations plan their activities as well as the budget to fulfill the public interest. The financial plan of action for the year reflects government priorities on expenditure, revenue, and overall macro-economic policy. In order to begin economic growth and reduce poverty, it is important to link physical planning to budgeting policy priorities. Failure to link policy, planning and budgeting is an important factor contributing to poor budgeting outcomes at the macro, strategic and operational levels in developing countries. In many countries, the systems are fragmented. This is because most often policy making, planning and budgeting take place independently.

In Ethiopia a budget process is guided by a directive (financial calendar) issued by the Ministry of Finance and Economy Development (MoFED). This directive has a schedule making sure that planning and budgeting are prepared, approved, appropriated and executed in line with preset development agendas (MoFED, 2010) a huge amount of money has been spent on building and encouraging problem solving research activities. Besides, budgetary rules are unclear and are uniformly applied to everyone. Transparency of fiscal and financial information is another problem for an informed executive, legislature, and public. Scholars show that dumping immense amounts of raw budgetary material on the public does nothing to improve fiscal transparency (Lewis, 2007).

Participation, in appropriate ways, improves the quality of budgetary decisions and provides an essential reality check for their implementation. Predictability, transparency, and participation, in turn, are the essential ingredients of accountability, which is the key to good budgeting (and good government in general). Accountability entails both the

obligation to render accounts of how the budgetary resources have been used and the possibility of significant consequences for satisfactory or unsatisfactory performance (Shah 2008). Recently, lack of transparency and accountability has become a serious problem in the public budget allocation and utilization. As a result, the budget process which includes the revenue phase, planning and execution, audit and ex-post oversight was designed (McGee and Gavent, 2010).

2.2.5.3 Progress report

Many projects implemented in the region are not capable to ask sufficient benefits for the society/beneficiaries for the reasons that include shortage of engineers, overloaded contractors, absence of integrated M&E, quality problems, lack of accountability, lack of transparency, value for money, and many projects take longer time to complete, budgets more than committed and some projects are suspended due to various technical aspects BG-BoFED (2018).

2.2.6 Project management method

Numerous methods and techniques have been developed, covering all aspects of Managing projects from their genesis to their completion and these have been disseminated widely in books and journals through the work of professional bodies. But how these techniques are currently practiced in the real world and to what extent these techniques are used in the management of projects is presented by the research conducted by Abbasi and Al-Mharmah (2000) in the less developed countries and by White and Fortune (2002) in the developed countries. Abbasi and Al-Mharmah (2000) conducted a study on project management practices. Public sector organizations are structured as pyramids: the policies and decisions are formulated at the top, responsibilities and tasks are also decided at the upper level of the pyramid and assigned to the lower levels through a hierarchical chain of command.

2.2.7 Project management process

As described in Project Management Body of knowledge guide there are five types of Project management processes: initiating, planning, executing, controlling and closing (PMI, 2000). These processes are described below.

2.2.7.1 Project initiation

PMBOK, (2000) Initiation is the process of formally authorizing a new project or that an existing project should continue into its next phase. Once a decision has been made to do a

project, it must be initiated or launched. There are a number of activities associated with this. One is for the project sponsor to create a project charter, which would define what is to be done to meet the requirements of project customers. This is a formal process that is often omitted in organizations. The charter should be used to authorize work on the project, define the authority, responsibility, and accountability of the project team, and establish scope boundaries for the job. When such a document is not produced, the team may misinterpret what is required of them, and this can be very costly. Selection of the best project given resource limits and Preparation of the documents to sanction the project

2.2.7.2 Project planning

Planning process phenomenon consists of three connected plans: the strategic plan, functional plans and project plans. Project plans are a reflection of the strategic plan, while functional plans represent a detailed guide to using resources to achieve a set purpose. Project realization planning represents a rational determination of how to initiate, sustain and complete a project (Cleland, 1999). Planning becomes a process not only of analyzing problems, goals and alternative course of action, but also of advocating position, influencing behavior and intervening in the policy making process to affect the outcome of decisions (Rondinelli, 1976).

One of the major causes of project failures is poor planning. Most of the time the problem is due to no planning! Planning is major importance to a project because the project involves doing something that has not been done before. The planning processes include identifying, defining and managing all parts of the project management plan. These processes are continuously iterated as new information is discovered in order to keep the project management plan updated (PMBOK, 2004).

2.2.7.3 Project execution

The process group involves the core process of resources coordination, integration of the activities and facilitating processes. According to the project management body of Knowledge PMBOK, (2004) there are two aspects project execution process. One is to execute the work that must be done to create the product of the project. This is properly called technical work, and a project is conducted to produce a product. Note that we are using the word product in a very broad sense. A product can be an actual tangible piece of hardware or building. It can also be software or a service of some kind. It can also be a result—consider, for example a project to service an automobile, which consists of

changing the oil and rotating the tires. There is no tangible deliverable for such a project, but there is clearly a result that must be achieved, and if it is not done correctly the car may be damaged as a result. Executing also refers to implementing the project plan. It is amazing to find that teams often spend time planning a project, and then abandon the plan as soon as they encounter some difficulty. Once they do this, they cannot have control of the work, since without a plan there is no control. The key is to either take corrective action to get back on track with the original plan or to revise the plan to show where the project is at present and continue forward from that point.

2.2.7.4 Project monitoring and control

Many times, actual progress do not match the planned progress making it essential to keep the management , client engineer, and sponsor, informed of the progress and the precise conditions that can effect each occurrence. Fringenti (2002) controlling includes monitoring, but it also includes taking timely, corrective action to meet project objectives or goals. So, depending upon the extent of variation between planned and actual, the management should initiate appropriate control actions. Aitken (2000) mentions that most information is analyzed by variance difference between planned and actual performance and it is the management which is will determine what is useful in analyzing individual situation. Also, Changes in time, cost, scope and quality leads to variations and many times variations leads to cost escalation than savings (Aitken, 2000).

There are many techniques which can be used for monitoring variations such as Bar Charts, CPM, PERT etc. However, Ahuja and Tiruvengadam (2004) mentions that network-based techniques such as CPM (critical path method) and PERT (program evaluation review technique) are having limitation due to growing complexity of projects. During construction phase, actual progress is recorded and compared with planned progress and budget.

2.2.7.5 Project closure

In too many cases, once the product is produced to the customer's satisfaction, the project is considered finished. A final lessons-learned review should be done before the project is considered complete. Failing to do a lessons-learned review means that future projects will likely suffer the same headaches encountered on the one just done. The administrative closure activity performed includes generating, gathering and disseminating information to formalize phase or completion of the project (PMBOK 2000).

2.2.8 Project management training

2.2.8.1 Training need assessment

New workplace demands and requirements are causing major changes in formal education as well as in professional training. Some factors seem to introduce a new scenario for organizations: the rapid pace of technological change in the information society, the increasing content knowledge required for production, the reduction in the product life cycle, and rapidly changing production processes. The need for workers' continuous learning is one of the various effects of these pressures. In this context, Training Needs Assessment (TNA) processes have a strategic role because they provide clear guidelines as to which professional skill deficiencies must be remedied and what the profile of future trainees should be. Training Needs Assessment refers to the organizational process of collecting and analyzing data that supports decision making about when training is the best option (or not) to improve individuals' performances, define who should be trained, and exactly what content should be taught (Clarke, 2003). For Wright and Geroy (1992) TNA should be a systematic process of collection, analysis and interpretation of data on individual, group and/or organizational skill gaps.

2.2.8.2 Project managers' qualification

Wateridge and Crawford (2005), found that Project managers play a crucial role in all kinds of projects and influence projects' success their role is unique in public sector projects, due to the fact that public projects always deal with multiple, different stakeholders whose opinions can strongly influence the project. Progress in project qualification of public sector creates an increasing need for developing competences (knowledge, skills, and attitudes) for public sector project managers.

Richard (1998) Managers working in public sector must often suppress it in order to stay within their budget. Also, he stresses that economic efficiency cannot be used by public managers as the primary decision criterion, due to the mission that public organizations have. It means that public managers are expected to follow public service ethic in their activities. Public managers must balance different needs and expectations of multiple stakeholders, among which we can mention politicians. In general Qualities of Project Manager includes Leadership qualities, Confidence and commitment, Verbal fluency and communication skill Integrator, Personal interest Flexible and adaptable.

2.2.8.3 Impact of training on public project

The training aims to train Managers on how to lead project teams and achieve its predetermined objectives within the constraints of budget, resources, and the schedule. At Koenig, you can expect to learn how to manage the entire Project Management cycle i.e. from project planning, organizing, controlling, monitoring, and ensuring successful sign-off. Public project training that can help professionals learn about public project .Project managers know how to use the deployed technology, Teams thoroughly understood and adhered to new procedures and new team members have sufficient skills to perform their assigned tasks

2.2.8.4 Skills of project professionals

A Project Management Professional Certification is designed to help professionals upgrade their project management skills and learn the various industry practices that meet with the modern challenges. The PMI offers management programs spanning various certification courses all of which will help you ascend the ropes of success in your career. Project Management Professional (PMP) Certification is fast becoming the de facto standard for evaluating Project Managers. Today, companies of large or small, are emphasizing on the need to hire Project Managers who hold the PMP certification or invest in training their existing PMs on this certification.

2.2.9 Effective project management implementation practice

2.2.9.1 Project time management

Project time management describes the processes required to ensure timely completion of projects. It consists of activity definition, schedule sequencing activity duration estimating, schedule development and schedule control (PMBOK 2000). The process of activity resource estimation involves determining what resources and what quantity of each resource that will be used in the project. Required resources can be personnel, equipment and material. This process also includes determining when each resource will be available to the project (PMBOK, 2004).

2.2.9.2 Project cost management

Project cost management includes the processes of cost estimating, cost budgeting and cost control. The main objective of cost management is to complete the project within the approved budget (PMBOK, 2004). Project cost management describes the process required to ensure timely completion of project. It consists of resources planning, cost estimating, budgeting and cost control (PMBOK 1996). The organization will need to

determine the types of labor, materials, equipment, and other cost elements required to perform the services and the cost for each.

2.2.9.3 Project quality management

Project quality management involves all processes and activities in the project organization to determine quality policies and control that the performed work is of a satisfying quality. The major processes in quality management are quality planning, quality assurance and quality control (PMBOK, 2004). Project quality management includes the processes required to ensure that the project will satisfy the need for which it was under taken. It consists of quality planning, quality assurance and quality control (PMBOK 1996).

2.3 Empirical literature reviews

According to Pinto (2014) a great number of decisions need to be taken during the project management process and as usual, the decisions at the earlier phases of the design have a bigger impact on the project management practice as compared at later stages or during operation or construction. The researcher pointed out that one of the current conceptual challenge facing project managers relates to the phenomenon of “unexpected becomes the expected” and “unanticipated becomes the anticipated” which impact on the dynamics of the project management process. He emphasized that project at the earlier phases of the design have a bigger impact on the project management practice as compared at later stages or during operation or construction. And the study by Pinto and Slevin (1988), they also found that project implementation can be described as being successful if it comes on schedule, within budget, and it is accepted by the clients.

The research by Lemma (2014) found that projects are needed to be completed within the time frame, budgeted cost and required quality. He also emphasized many projects take longer time to complete, budgets more than committed (or required) and some projects are suspended due to various technical aspects and even canceled without meeting their objectives.

In his study Ambaw (2017), the study basically concentrates in assessing the project management body of knowledge areas practice maturity and process groups’ maturity will help to know the level of growth of the organization. His study also show directions on how to maximize the level of maturity to improve the practice of the Project Management Body of Knowledge Areas which will enhance better implementation of projects. Public

Projects are suffering due to low performance of implementing public project management practice. Time delays, more cost than budgeted and serious quality defects are among the critical effects of such low performing project implementation practice. So, studying public project implementation practice of the organization is a basic gap which is not addresses by previous researchers. From the literature review it could be concludes that for better public project implementation practice, project managers and team member experience, effort spent in at the earlier phases of the design and participation of stakeholders in public project management practice plays a vital role to realize the implementation of project which becomes successful in attaining the project objective. The literature review also indicates that applying Public Policies of Project Management, Process Groups, Training and Effective Project implementation practice. Increase the chance for public project successes fully implemented.

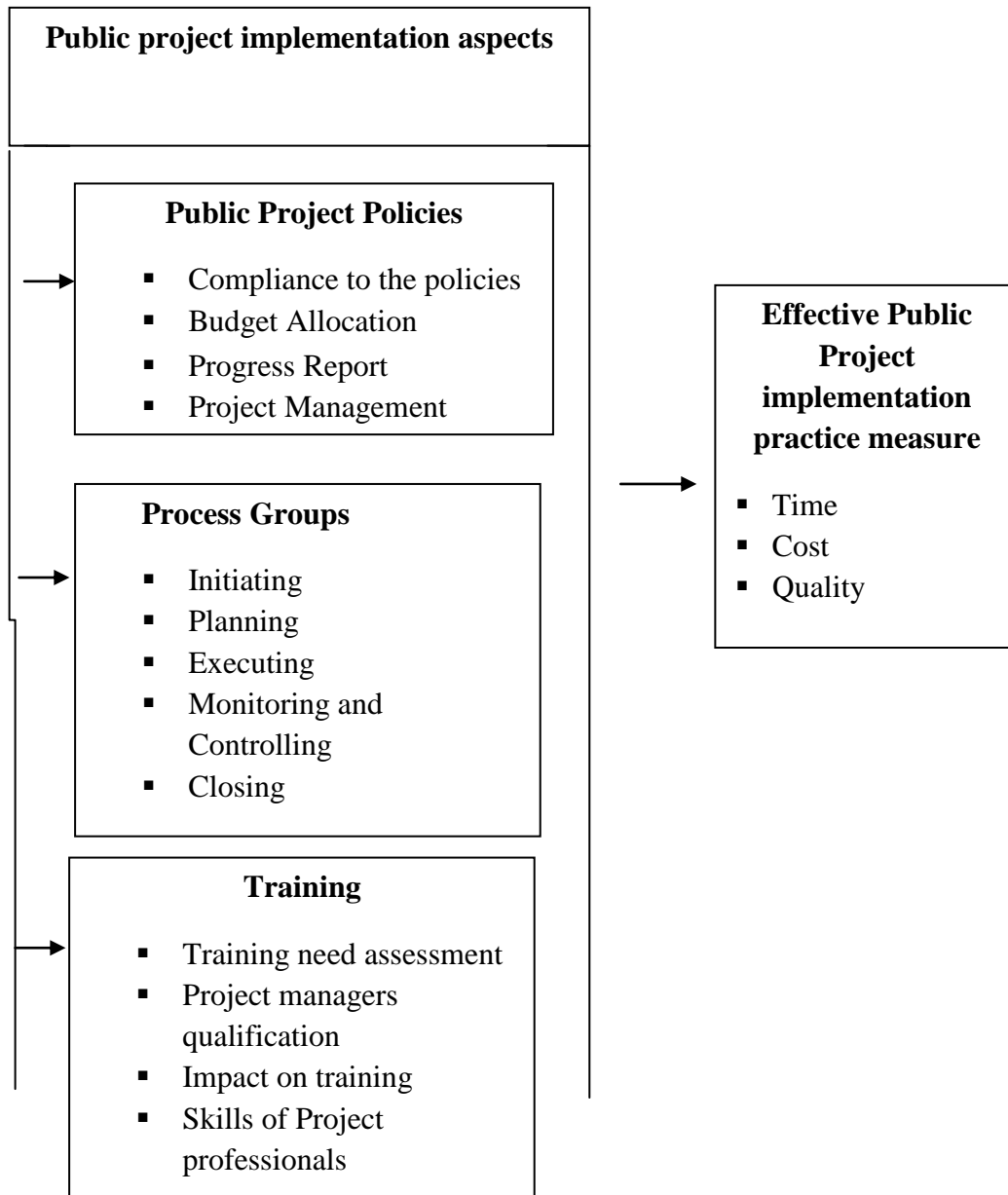
2.4 Conceptual framework of the Study

Based on the literature reviews a conceptual framework shows the relationship between the independent variables (Public Policies of Project Management, Process Groups and Training) and the dependent variable (Effective Project implementation practice). The first part of this framework considers the relationships between Public Policies of Project Management, Process Groups and Training. These factors are developed based on the study of Abbasi and Al-Mharmah (2000) conducted a study on project management practices.

Public sector organizations are structure as pyramids: the policies and decisions are formulated at the top, responsibilities and tasks are also decided at the upper level of the pyramid and assigned to the lower levels through a hierarchical chain of command. Turner and Muller (2005) in their study postulate that impact of project leader and his/her leadership style is the major determinant of project success; in their research they belief people ignore the impact of the project manager, and his or her leadership style and competence, on project success and builds on the combination of previous studies on determining critical success factors of project management practice. The second part of this framework examines effective Project_implementation practice/Project results that are time, cost, and quality (H/Mariam, 2013).

These factors are develop based on the study of Project Management is describe as a collection of tools and techniques to direct the use of diverse resource toward the accomplishment of a unique, complex, one time task within time, cost and quality

constraint. In addition determinant are developed based assessing the effectiveness of project Management practices construct up on Project successes are evaluates by results in terms Of completion time, completion cost and quality.



Independent Variables

Dependent Variables

Figure 1 : Conceptual frameworks of the study.

Source: Adopted from Abbasi and Al-Mharmah (2000) and Turner and Muller (2005).

From the conceptual framework, the **dependent variable** effective Project Implementation practice (Time, Cost and Quality) depends on the **independent variables**

of (Public Policies, Process Groups and Training). Project Policies (Compliance to the policies, Budget Allocation, Progress Report and Project Management Methods) should be well formulate for Public effective project implementation. If project management Process Groups (Initiating, Planning, Executing and Monitoring and Controlling) is not well done, effective project implementation would not implement effectively. Training (Training need assessment, Project managers qualification, Impact on training and Skills of Project professionals) If implementers are not given enough Training, effective project implementation is bound to fail.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section deals with methods of Research design, data sources, target population, data collection, sample size, data processing, data analysis techniques, reliability and validity testing and ethical consideration of the study.

3.2 Research design

This research paper attempts to analyze the determinant of implementation practice of public project in Benishangul Gumuz Bureau of Finance and Economic Development. The study had required systematic collection and analysis of primary and secondary data. Census survey method was used to collect primary data directly from the respondents. The data was categorized according to qualitative and quantitative type of analysis. The research work has used descriptive statistics and inferential statistics for data analysis which was appropriate to analyze the nature of the research objectives. Therefore, both descriptive and explanatory types of research design were used. After data were analyzed using descriptive and inferential statistics the researcher has interpreted the analysis result and made inference about the phenomenon of the study. Therefore identifies the main reason that influence on implementation practice of public project.

3.3 Sources and Types of Data

The sources of the data for this study were both primary and secondary sources. Primary data were collected through questionnaire from employees working in BoFED, whereas the secondary data were obtained from plans and reports of BoFED, books, articles, and journals relevant to the issue under study.

3.4 Population of the Study

According to Glen (1992), for a population of 200 or less than a censuses method is appropriate. This study used census survey method because the total populations of the study were 180. However, of this 42 employees were unskilled labour forces who provided no technical services and the rest 138 were skilled and able to complete the questionnaires for this study. Hence, the target population of this study were 138 employees. Consequently, the unit of analysis of the study were employees working

within BoFED of BGRS. The lists of employees were obtained from the human resource department of BoFED.

3.5 Data Collection Methods

The secondary data were obtained from plans and reports of BoFED, books, articles, and journals relevant to the issue under study. Primary data were collected through questionnaire from employees working in BoFED. The study used survey questionnaire to acquire relevant information from respondents. The data were collected by preparing Likert's five scale measurement and open ended questions.

3.6 Methods of Data analysis

3.6.1 Data processing

During collection of data designed for questionnaire from respondents counter check was done for respondent's addressing all the questions. After collection of questionnaire, it was coded, classified, organized and tabulated as designed. The data was categorized according to quantitative and qualitative type of analysis. Qualitative research is especially important where the aim is to discover the underlying human behavior to find out the factors determining public project implementation practice. Qualitative approach to research is concerned with subjective assessment of attitudes to assessment, and behavior (Kothari, 2004). Finally, tabulation were used to summarize the raw data and display in the form of statistical table for further analysis by using statistical package for social science (SPSS) software version 23.

3.6.2 Data analysis techniques

The collected data was analyzed by using Statistical tool which is Statistical Package for Social Science (SPSS V.23). Both descriptive and inferential statistics were used for quantitative data analysis. Descriptive statistics such as frequency distribution, percentage, averages mean, and standard deviations were used to describe and interpret the results of the study. From inferential statistics both correlation and regression analysis were applied. Correlation analysis more specifically Pearson correlation coefficient was used to measure the degree of association between public project implementation aspects and effective project implementation practice and from regression specially multiple regression analysis was used to test the significance of cause and effect relationship between project

implementation aspects and effective project implementation practice. Accordingly the multiple regression analysis model $Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$

Where X_1 , X_2 and X_3 are three independent variables, Y_1 being the dependent variable, and the constants α , β_1 , β_2 and β_3 can be solve by solving the following three normal equations: $Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$

Where, α = constant term Y_1 = is the dependent variable for this research effective project implementation practice. β_1 = is the coefficient/slope of the public policies of project management, β_2 = is the coefficient/slope of process group and β_3 = is the coefficient/slope of training. X_1 = the independent variable public policies for project management, X_2 =the independent variable process group and X_3 = the independent variable training and ϵ =error.

Qualitative item questions were analyzed using content analysis. In this technique, the researcher systematically analyzed each transcript by assigning codes.

3.7 Reliability and Validity Test

Validity test: Vgot (2007) defines validity as the truth or accuracy of the research, it is the extent to which the data collection instrument measures as well as the appropriateness of the measures coming to accurate conclusions. Validity tests will conduct for content, criterion and construct validity to test how well the instrument is representative, captures relationships between the variables as well as measure the concepts. Therefore, the researcher will use pilot test to check wither the content of questions will be an appropriate for the study or not.

Reliability test: The researcher will use Cronbach's alpha test to see the internal consistence of multi item questions. Cronbach's alpha was developed by Cronbach (1951) to provide a measure of the internal consistency of a test or scale; it is expressed as a number between 0 and 1, the acceptable values of alpha, is greater than or equals to 0.70. Internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test.

3.8 Ethical Considerations

The researcher would be taken into account the ethical obligations to the professionals in organizations whose input from the research questionnaire were kept confidential and only

be used for academic purposes. Respondents to the questionnaire have the right not to answer questions that they felt not appropriate without any intimidation. Respondents give assurance about secrecy of their responses.

Furthermore, there is a statement confirming the exclusion of including any identity details or personal references in the questionnaire. This is to avoid any biased response or unauthentic data provide by respondents and to make participants certain that he/she cannot be traced; this would offer them enough room to express their ideas and point out their responses freely and safely. Even the gathered data in process of the study would keep confidential and won't use for any personal interest.

So the ethical clearance and approval letter to conduct study was obtained from Jimma University College of Business and Economic Department of Management. And Permission was obtained from administrative body of the organization. The study has no risk and exceptional benefits. Finally after ensuring that the study has no risk and informing its benefit, verbal consent was obtained from the subjects included in the study immediately before the distribution of questionnaire. The right of the respondents to refuse answer for few or all of the questions was respected.

CHAPTER FOUR: DATA ANALYSIS AND FINDING

4.1 Introduction

This chapter deals with the presentation and analysis of data collected through primary sources such as structured questionnaire. Each question in the survey generates a variable, which coded with a number assigned to each possible response. It focuses on the questionnaire survey format and results are based on the findings of the survey using statistical analysis, which is the Statistical Package for the Social Sciences (SPSS).

4.2 Reliability and Validity

Table 1 Reliability analysis of measuring constraints

Items	No, of items	Mean	standard deviation	Cronbac h's Alpha	F	Sig
EPPI	4	2.59	0.98	0.8		
PPP	7	3.55	0.63	0.87		
PPMP	13	2.83	0.75	0.79	85.08	0
PPMT	5	2.85	0.82	0.81		
Total statistics	29	2.95		0.86		

SPSS V.23 is employed to calculate the reliability of measuring constructs using Cronbach's alpha value to find out whether the instruments (research questionnaire) used by the researcher are reliable over the collected data or not. Total of 29 items (constructs) related to the research work's independent variable were tested. The result of Cronbach's alpha value analysis depict that all construct of the study are excellent. To be reliable coefficient, Cronbach's alpha value should be above 0.70 ($\alpha > 0.70$). As a result, the alpha value computation for summated scale of public project policy (PPP), public project management process group (PPMP) and public project management training (PPMT) is greater than 0.70. The summated 7 items of PPP, 13 items of PPMP and 5 items for PPMT indicate that $\alpha = 0.87$, $\alpha = .79$ and $\alpha = .81$ for PPP, PMP and for PPMT respectively. The analysis indicate that all the constructs have Cronbach's alpha value greater than 0.70 and all items have loading factors greater than 0.70, which indicated that the measuring instrument employed to collect data for the study is reliable measuring instruments.

Helen N. Kamu as cited in (Hair, Y, Grant, H and Jack, 1998) the overall scales of reliability of the present situation and the desirable situation should be tested by Cronbach's alpha, which should be above the acceptable level of 0.70. A reliable measuring instrument delivers consistent outcomes and it contributes to validity, although it is not necessary for the instrument to be a valid one (Kothari, 2004).

Validity is all about whether the study findings present the reality (Saunders et al., 2007). In this research the researcher used different instruments of data collection and test convenient sample of 10 participants were used to conduct the pre-test and was analyzed.

4.2 Response rate

138 questionnaires were distributed for Bureau of finance and economic development respondents and 129 questionnaires were filled and returned back to the researcher.

4.3 Demographic characteristics of respondents

Table 2 Demographic characteristics of respondents

Demographic Variable	Category	Frequency	Percent
Age	20-30	41	31.8
	31-40	69	53.5
	41-50	10	7.8
	Above 51	9	7
Sex	Male	69	53.5
	Female	60	46.5
Marital status	Single	25	19.4
	Married	94	72.9
	Divorced	9	7
	Widowed	1	.8
Level of Education	Diploma	20	15.5
	First degree	82	63.6
	Master degree	27	20.9
	PhD	0	0
Work Experience	less than 5 years	33	25.6
	6-10 years	42	32.6
	11-15 years	29	22.5
	16-20 years	13	10.1
	21 years and above	12	9.3

Source: Survey data, 2020

Table 2 above shows that age distribution of the respondents as 41 (31.8%) were between the age of 20-30 years, 69(53%) were between age 31-40 years, 10 (7.8%) were between

Age 41-50 years and only 9 (0.7 %) are above age 51 years. This implies that largest number 69 (53.5%) of age of the respondents was between 31-40 years.

Regarding sex distribution of the respondents, the same table shows that, 69 (53.5%) were male and 60(46.5%) were female. respondents that indicated majority of the study respondents are male. This indicates comparatively male respondents are greater than female respondents

The marital status of the respondents shows that 25(19.4) are single, 94(72.9%) are married, 9(0.7%) are divorced and 1(0.8%) are widowed. This indicates that majority of the respondents are married.

The respondents' Education background statistical result indicate that 20 (15.5%) have diploma , 82 (63.6%) have Bachelor degree, 27(20.9) have master's degree which indicated that respondents are eligible and professionally relevant to deeply understand the constructs of study, value the concern of the researcher and can appropriately address the issue of the study.

Work experience of respondents show that 33 (25.6%) of respondents have work experience below 5 years, 42(32.6%) have work experience between 6-10 years, 29 (22.5%) have work experience between 11-15 years, 13 (10.1%) have work experience between 16-20 years, 12 (9.3%) have work experience above 20 years which indicate that only 25.6 % of respondents have fewer than five years work experience but as 74.5 % of respondent have work experience more than 5.

4.4 Descriptive analysis of data

This part presents the descriptive analysis of the determinant of implementation practice of public project aspects public project policy, public project management process group and public project management training (PPP, PPMP and PPMT) and effects of public project implementation practice (cost, time and quality) by using the mean value, standard deviations and percentiles.

The independent variable constructs of public project policy, public project management process group and public project management training and measures of effective public project implementation practice are analysed and results of the analysis finding are summarized, investigated for significance and described to

attribute meaning to their implication. According to Zaidaton & Bagheri (2009) comparison bases of mean of score of five point Likert scale instrument interpreted as mean score below 3.39 as low, mean score from 3.4 to 3.79 as moderate and mean score above 3.8 high score as presented in table 3 below.

Table 3 interpretation of mean value

No	Mean value	Description
1	Below 3.39	Low
2	Between 3.4 to 3.79	Moderate
3	Above 3.8	High

Source: Zaidaton & Bagheri (2009)

4.5 Public project policy

Table 4 : Descriptive statistics for public project policy

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std.
Public project policies designee are enough to fight poverty	5(3.9)	21(16.3)	1(.7)	59(45.7)	43(33.3)	3.88	1.15
Revision of policy and procedure of public projects with Government strategies	9(7)	24(18.6)	1(.7)	59(45.7)	36(27.9)	3.69	1.25
The budget for public projects are enough for the effective implementation	13(10.1)	37(28.7)	3(2.3)	49(74.6)	31(24)	3.34	1.37
For the economic growth and reduction of poverty the physical policy to budgeting policy	5(3.9)	33(25.6)	2(1.6)	55(42.6)	34(26.4)	3.62	1.23
There is transparency and accountability budgeting system for	14(10.9)	39(30.2)	7(5.4)	36(27.9)	33(25.6)	3.27	1.40
There is progressive report and M & E for effective implementation	11(8.5)	34(26.4)	3(2.3)	46(35.7)	35(27.1)	3.47	1.35
The project management methods are supportive for effective implementation of project.	13(10.1)	25(19.4)	4(3.)	45(34.9)	42(32.6)	3.60	1.37

The descriptive analysis of these factors is presented in table 4 the result of the analysis indicated that the mean value of transparency and accountability for budgeting system of public project was (mean=3.27, standard deviation =1.40) which implies that transparency and accountability on budgeting system for public project was poorly/inadequately/

applied in public project implementation. Only 53.5% of respondents responded that there was transparency and accountability on public project budgeting systems.

The budget for public projects were enough for effective implementation was the second poorly practiced during project implementation (mean =3.34, standard deviation=1.37), 98.6% the budget for public projects was enough for the effective implementation of public projects. This were followed by progressive report, monitoring and evaluation for effective implementation of public projects (mean = 3.47, standard deviation=1.35) and project management methods in public sectors were supportive for effective implementation of project. (Mean=3.6, standard deviation =1.37). As the respondents' response indicates only 62.8% of the progressive report, monitoring and evaluation for effective implementation of public projects and 67.5 % of respondents were responded that the project management method in public sector was supportive for effective implementation of project management.

For the economic growth and reduction of poverty the physical policy was linked to budgeting policy priorities (mean = 3.62, standard deviation=1.23 and Revision of policy and procedure of public projects with Government strategies to favor priority area meet the development agenda of the region (mean = 3.69, standard deviation=1.25). As the respondents' response indicates only 69% the physical policy was linked to budgeting policy and 73.6% of respondents replied that revision of policy and procedure of public projects with Government strategies to favor priority area meet the development agenda of the region.

According to the result the mean score for Public project policies designee were enough to fight poverty in the society is high (mean=3.88, standard deviation=1.15) compared to other factors this implies that most of the policy designee (79%) were enough to fight poverty.

The summated scale analysis for the independent variable Public project policy depict that PPP performed moderately ($M = 3.88$ and $SD = .63$). From this finding one conclude that public project policy issues is moderately conducted in BGRS BOFED and projects are implemented without adequate and proper PPP.

4.6 Public project management process

Table 5 Descriptive statics for public project management process group

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std.
Initiation of public Project objectives are well defined and clear	3(2.3)	27(20.9)	2(1.6)	53(41.1)	44(34.1)	3.84	1.17
Project deliverables are well defined clear	26(20.2)	59(45.7)	1(.8)	30(23.3)	13(10.1)	2.57	1.31
Public projects are being determined with government's strategic plan	16(12.4)	17(13.2)	3(2.3)	63(48.8)	30(23.3)	3.57	1.31
Public projects are properly planed and scheduled	19(14.7)	21(16.3)	1(.8)	54(41.9)	34(26.4)	3.49	1.41
Public project activities are clearly defined during planning stage	20(15.5)	23(17.8)	4(301)	43(33.3)	39(30.2)	3.45	1.46
The public project completed with the planned budget	54(41.9)	37(28.7)	3(2.3)	22(17.1)	13(10.1)	2.25	1.40
Project cost estimates are not major obstacles for implementations	25(19.4)	40(31.0)	13(10.1)	37(28.7)	14(10.9)	2.81	1.33
There is good practice of defining project starting and finishing time.	38(29.5)	52(40.3)	2(1.6)	25(19.4)	12(9.3)	2.39	1.33
There is adequate organizational resources to perform project activities	24(18.6)	59(45.7)	2(1.6)	31(24.0)	13(10.1)	2.61	1.30
Qualified and experienced professional are involved in planning, monitoring and evaluation	23(17.8)	58(45.0)	7(5.4)	28(21.7)	13(10.1)	2.61	1.28
Adequate monitoring and controlling is being conducted by proper officials	30(23.3)	57(44.2)	0	31(24.0)	11(8.5)	2.5	1.31
There is proper integration of implementers and stakeholders	24(18.6)	64(49.6)	4(3.1)	31(24.0)	6(4.7)	2.46	1.17
At any time appropriate remedial measures are being taken for public project	31(24.0)	67(51.)	4 (3.1)	22(17.1)	5(3.9)	2.24	1.113

Concerning Project management Process group factors this analysis include Initiation of public Project objectives are well defined and clear , Public Project deliverables (outputs) are well defined and clear, Public projects are being determined in line with government's

strategic plan , Public projects are properly planned and scheduled ,Public project activities are clearly defined and well sequenced during planning stage, The public project completed with the planned budget Project cost estimates are not major obstacles for the implementations of public projects, There is good practice of defining project starting and finishing time, There is adequate organizational resources needed to perform project activities, Qualified and experienced professional are involved in performing public projects for planning, monitoring and evaluation practice, Adequate monitoring and controlling is being conducted by proper officials, There is proper integration of implementers and stakeholders for the implementation of projects and At any time appropriate remedial measures are being taken for public project.

According to the finding of the analysis, the mean value of public project that at any time appropriate remedial measures were being taken was very low mean value (mean= 2.24; standard deviation= 1.11). Only 27 (21 %) of respondents' responded that at any time appropriate remedial measures were being taken for public project. Public project completed with the planned budget have the second lower mean score/poorly performed (mean= 2.25, standard deviation= 1.40), only 35(27.2 %) of respondents' responded that public project were completed with the planned budget. Good practice of defining project starting and finishing time (mean= 2.39, standard deviation= 1.33), only 37(28%) of respondents replies that there was good practice of defining project starting and finishing time. The result also indicates that only 42(32.5 %) of the respondents replied that there was proper integration of implementers and stakeholders for the implementation of projects which have the fourth lowest mean score (mean= 2.46, standard deviation=1.17). This indicates that proper integration of implementers and stakeholders for public project were inadequately performed during implementation stage.

The next poorly performed processes were Adequate monitoring and controlling was being conducted by proper officials (mean=2.5, standard deviation=1.31).only 42(32.5%) of the respondents indicates that monitoring and controlling was being conducted by proper officials. Public Project deliverables (outputs) were well defined and clear, there was adequate organizational resources needed to perform project activities, Qualified and experienced professional were involved in performing public projects for planning, monitoring and evaluation practice which have (mean=2.57, standard deviation=1.31), 43(33.4%) (Mean = 2.61 standard deviation=1.33), 44(34.1%) and (mean=2.61, standard deviation=1.283), 41(31.8%).

The research finding also indicates that Public project activities were clearly defined and well sequenced during implementation stage got the moderate mean score (mean=3.45, standard deviation=1.46), 82(63.5%) of respondents performs this Public project activities are clearly defined and well sequenced during planning were performed well during planning stage. The next project management process groups which have moderate mean value was Public projects were properly planed and scheduled and Public projects were being determined in line with government's strategic plan. (Mean=3.49, standard deviation=1.41), 88(68.3%) and (Mean = 3.57 standard deviation=1.31), 93(72.5). Initiation of public Project objectives were well defined and clear which have highest mean value (mean=3.84, standard deviation=1.17), 97(75.2%).

The summated scale analysis for the independent variable Public project management process group depict that PPMT performed poorly ($M = 2.83$ and $SD = .75$). From this finding one conclude that public project management process group issues is poorly conducted in BGRS BOFED and projects are implemented without adequate and proper PPMP.

4.7 Public project management training

Table 6: Descriptive statistics for public project management training

Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std.
Project training is conducted in your organization based on need assessment	33(25.6)	66 (51.2)	1(8)	19(14.7)	10(7.8)	2.28	1.218
Project training is conducted in the appropriate time frame	17(13.2)	54(41.9)	31(24)	21(16.3)	6(4.7)	2.57	1.05
training given has helped to resolute implementation disputes	16(12.4)	29(22.5)	1(8)	45(34.9)	38(29.5)	3.47	1.43
Managers have sufficient gained from the training given	20(15.5)	62(48.1)	5(3.9)	27(20.9)	15(11.6)	2.65	1.29
project implementations helped Managers to improve leadership qualities	13(10.1)	22(17.1)	6(4.7)	56(43.4)	32(24.8)	3.56	1.30

Regarding Public Project management training factor the survey result were presented in table 6. The result indicates that Project management training was conducted based on need assessment, Project management training was conducted in the appropriate time frame and managers have sufficient knowledge of project implementation gained from the training given got the lowest mean score (2.28 ,2.57 and 2.65)respectively and only 29(22.5%) of the respondents , 27(21%) and 42(32.5%) of respondents which implies that training was conducted based on need assessment, appropriate time and managers

gained knowledge from the training were poorly/inadequately/ involved in Public Project management Training.

The finding also shows that the training given has helped to resolute project implementation disputes and the project implementations helped managers to improve project leadership qualities scores the moderate mean value. This indicates that (mean=3.47, standard deviation=1.43), 83(64.4%) and (Mean = 3.56 standard deviation=1.304), 88(68.2%) compared to other factors this implies that more of the training given were helped to resolute project implementation disputes and the project implementations helped managers to improve their project leadership qualities was the moderate mean value .

The summated scale analysis for the independent variable Public project management training depict that PPMT performed poorly ($M = 2.85$ and $SD = .82$). From this finding one conclude that public project management training issues is poorly conducted in BGRS BOFED and projects are implemented without adequate and proper PPMT.

Table 7 Descriptive statistics of effective public project implementation practice

Items	No of resp	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std.
Time	129	37(28.7%)	60(46.5%)	1(0.8%)	27(20.9%)	4(3.1%)	2.23	1.16
Cost	129	35(27.5%)	59(46.1%)	2(1.2%)	23(17.8%)	10(7.7%)	2.32	1.25
Quality	129	56(43.4%)	46(35.7)	4(3.1)	12(9.3)	11(8.5)	2.03	1.27

4.8 Descriptive analysis of effective public project implementation practice

In this section effective public project implementation practice measures were analysed and presented in detail. The project implementation in terms of time, cost and quality was described and given meaning using the mean value, standard deviation and frequency distribution. As public project implementation practice was the target of the study, in order to investigate the independent variable on the target of the study it is important to measure the level of public project implementation practice using these factors and signify the result to understand the level of determinants of project implementation aspects.

Public project implementation practice is measured in terms of time, cost and quality. Literatures also emphasise to measuring public project implementation practice in these terms (factors). The mean value, standard deviation and percentile of the descriptive statistical analysis were used to measure project implementation and the analysis was presented above in table 7. The result of the descriptive analysis indicate lower mean value that projects are complete on time ($M = 2.23$ and $SD = 1.16$) which indicates that project run out of schedule (time). The analysis depict that only 24.8% respondents response that projects were completed on time and the balance indicate most (75.2 %) of the projects were not completed on time. The analysis for project completion with in the Projects were implemented at the cost already allocated and according to cost break down for each activity as developed indicate that the projects fail to be completed with the planned cost and resulted in cost overruns ($M = 2.32$ and $SD = 1.25$). It also reveals that only 26.4 % the projects completed within the planned budget/cost and that 73.6 % of the projects resulted in cost overruns. The descriptive analysis for projects quality implementation signifies that project failed to meet quality implementation practice ($M = 2.03$ and $SD = 1.27$). Accordingly, the frequency analyses imply that only 20.9 % of the projects implemented meet public project quality and that 79.1 of the projects resulted in failed to meet quality/ poor quality.

The summated value analysis of the constructs to measure the public project implementation practice indicated that the projects' implementation was poor ($M = 2.19$ and $SD = 1.22$). The results of frequency distribution analysis also showed that 75.9 % of the projects implemented have poor practiced. The descriptive analysis for the measures (factors) of project implementation and the summated factors analysis indicated that public project implementation practice in Benishangul Gumuz Bureau of finance and economic development/in the region/ was poor.

4.9 Correlation analysis

Correlation analysis was carried out to consider the relationship between the variables/constructs/. Any correlation coefficient(r) that is positive indicates a direct or positive relationship between two measured variables. Negative “ r ” indicates indirect or inverse relationship. The analysis of each variable is indicated in Table 9, 10 and 11. According to A. Field (2009), correlation coefficient value of $\pm .1$

represent small effects, $\pm .3$ represent Medium (moderate) effect, and $\pm .5$ and above represents large effect.

Table 8 interpretation of correlation coefficient

No	Correlation Coefficients	Description
1	$<.1$	Weak
2	$.1 < r < .3$	Low (significant)
3	$.3 < r < .5$	Moderate
4	$>.5$	High

Source: A. Field (2009)

4.9.1 Correlation between public project policy and effective public project implementation practice

This section correlation test was conducted to find the correlation between factors affecting public project policy (correlation between public project policy input factors and effective public project implementation), the analysis result were presented in table 9.

Table 9 Correlation b/n PPP & EPPI

	Effective public project implementation	Public project policy
Effective public project implementation	1	
Public project policy	.498**	1
	.000	

Note **significant at the 0.01 level, *significant at the 0.05 level, Where as dependent variable is effective public project implementation practice and independent variable Public project policies.

Pearson's correlation coefficient analysis is employed to investigate the nature of relationship between dependent variable effective public project Implementation practice (time, cost and quality) and independent variable summated Public Project Policy related factors (project Public project policies designee are enough to fight poverty in the society , Revision of policy and procedure of public projects with Government strategies to favor priority area meet the development agenda of the region, The budget for public projects are enough for the effective implementation, For the economic growth and reduction of poverty the physical policy is linked to budgeting policy priorities, There is transparency and accountability budgeting system

for public project , There is progressive report and M & E for effective implementation of public projects and The project management methods in public sectors are supportive for effective implementation of project.

The correlation coefficient between the summated scale of PPP and EPPI is $r(129) = .49$ ($p = .000$) which imply of moderately positive correlation. From the analysis it can be concluded that PPP Measures (Public project policies designee, Revision of policy and procedure, budget for public projects are enough economic growth and reduction of poverty, transparency and accountability, Monitoring and evaluation and methods project management) affect public project Implementation that requires adequate and appropriate consideration of Public Project Policy .

This finding emphasised on the nature of association of PPP factors with Effective Public project Implementation and their relationship should be considered adequately during Public Project Policy Design. The correlation analysis result indicates that there was moderately positive relation between PPP and EPPI and therefore, project policy determine public project implementation practice.

Table 10: Correlation b/n PPMP and EPPI

	<i>Effective public project implementation</i>	<i>Public project management process group</i>
<i>Effective public project implementation</i>	<i>1</i>	
<i>Public project management process group</i>	<i>.753**</i>	<i>1</i>
	<i>.000</i>	

Note **significant at the 0.01 level, *significant at the 0.05 level, where as dependent variable effective public project implementation practice and independent variable public project management group.

This section presents the findings of correlation analysis between dependent variable effective public project implementation practice (time, cost and quality) and summated public project Management Process Groups as presented in table 10 above. Pearson’s correlation coefficient is used to analyse the nature of relationship between public project management Process Group and EPPI.

The correlation coefficient between the summated scale of PPMP and EPPI is $r(129) = .75$ ($p = .000$) which imply strong positive correlation. From the analysis it can be concluded that PPMP Measures (Initiation of public Project objectives, Public Project deliverables (outputs), Public projects are being determined in line with government's strategic plan during planning stage, Public project activities are clearly defined and well sequenced, The public project completed with the planned budget for the implementations of public projects Project cost estimates are not major obstacles, There is good practice of defining project starting and finishing time, There is adequate organizational resources needed to perform project activities , Qualified and experienced professional are involved in performing public projects for planning, monitoring and evaluation practice, Adequate monitoring and controlling is being conducted by proper officials, there is proper integration of implementers and stakeholders for the implementation of projects and at any time appropriate remedial measures are being taken for public project) affect public project Implementation that requires adequate and appropriate consideration during the public project management process group/planning phase.

This finding emphasised on the nature of association of PPMG factors with Effective Public project Implementation and that their relationship should be considered adequately during public project planning. The correlation analysis result indicates that there was strong positive relation

between PPMP and EPPI and therefore, project management processes determine public project implementation practice.

Table 11 correlation b/n PPMT and EPPI

	<i>Effective public project implementation practice</i>	<i>Public project management training</i>
<i>Effective public project implementation practice</i>	1	
<i>Public project management training</i>	.691**	1
	.000	

Note **significant at the 0.01 level, *significant at the 0.05 level, Where as dependent variable Effective public project implementation practice, independent variable public project management training.

The findings of correlation analysis between effective public project implementation practice (time, cost and quality) and summated Public Project management Training, as presented in table 11 above. Pearson’s correlation coefficient is used to analyse the nature of relationship between public project management training and EPPI.

The correlation coefficient between the summated scale of PPMT and EPPI is $r(129) = .69$ ($p = .000$) which imply strongly positive correlation between PPMT and EPPI. From the analysis it can be concluded that PPMT Measures (training is conducted based on need assessment, training is conducted in the appropriate time frame, training given has helped to resolute project implementation disputes , managers have sufficient knowledge of project implementation gained from the training given and project implementations helped managers to improve project leadership qualities) affect public project implementation that requires adequate and appropriate consideration of public project management training.

This finding emphasised that the nature of association of PPMT factors with Effective Public project Implementation and that their relationship should be considered adequately during project implementation. The correlation analysis result indicates that there was strong positive relation between PPMT and EPPI, and therefore, project management training determines public project implementation practice.

4.10 Regression Analysis Results

The discussion of relationship between factors of public project policy, management process group and training and effective public project implementation practice was tested by multiple linear regression models and presented below.

4.10.1 Multiple linear regression analysis

Table 12 Regression analysis b/b factors of PPP, PPMP, PPMT and EPPI

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.793 ^a	0.628	0.619	0.61075	0.628	70.377	3	125	0	2.014
ANOVA										
Model		Sum of Squares	Df	Mean Square	Mean Square	F			Sig.	
1	Regres	78.756	3	26.252	26.252	70.377			.000 ^b	
	Residual	46.628	125	0.373	0.373					
	Total	125.384	128							
Coefficients										
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-0.752	0.31		-2.426	0.017	-1.365	-139		
	PPP	0.115	0.103	0.074	1.119	0.265	-0.088	0.318	0.678	1.474
	PPMP	0.659	0.104	0.5	6.352	000	0.456	0.865	0.481	2.081
	PPMT	0.375	0.09	0.311	4.062	000	0.192	0.558	0.507	1.974

a. Dependent Variable: effective public project implementation practice

b. Predictors: (Constant), public project policy, public project management process group, public project management training.

The model for the linear multiple regression analysis (combination model) is

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = -0.752 + 0.115X_1 + 0.659X_2 + 0.375X_3 + e$$

Where, Y = public Project implementation, β_0 = constant coefficient, β_1 , β_2 and β_3 are regression coefficient of X_1 , X_2 and X_3 , and e = an unobserved random variable
 $X_1 = PPP$, $X_2 = PPMP$ and $X_3 = PPMT$

Regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regression) and this tool is incredibly useful because as it allows us to go a step beyond the data that collected (A. Field, 2009). Regression is a measure of association between two quantitative variables. This form of statistical test is only possible with interval or ratio data (www.SPSS for Psychologists). The table 12 above shows the regression analysis of the determinant that affects public project implementation practice.

In multiple regression analysis, all the three R values (R, the R^2 and the adjusted R^2) indicate the degree to which the linear combination of the independent variables predicts the dependent variable. Accordingly, the regression analysis findings indicated that $R = .793$, which represents that the model (linear regression of the PPP, PPMP and PPMT) is strong predictor of effects of Public project implementation practice. The model's $R^2 = .628$ which indicated 62.8 % of the variability in effects of Public project implementation practice can be accounted from the combination model of Project implementation aspects. The Adjusted $R^2 = .619$ which indicate that 61.9% of the variance of EPPI can predicted (accounted) from the combination of independent variables (PPP, PPMG and PPMT) the model would have derived from the population of the study. The test of statistical significance for R, R square and adjusted R square p value is = .000 ($p < .01$) and therefore predicting project performance from the linear combination regression of PPP, PPMG and PPMT was statistically significant.

The ANOVA table of the regression analysis indicated that F value was test of significance of R square $F(3,125) = 70.377(p = .000)$ and the combination of independent variables (PPP,

PPMG and PPMT) jointly significantly affects the measure variable that is effective public project implementation practice.

The beta value (β) is a measure of how strongly predictor variable affects the measure variable and positive coefficients (β) show positive relationship between the predictor and the outcome variable, whereas a negative coefficient represents a negative relationship. Accordingly, the beta value of this study as shown in table 12 above is $\beta = .115$ for PPP, $\beta = .659$ for PPMP and $\beta = .375$ for PPMT. The result indicates that a change of one standard deviation in the PPP resulted in a change of *0.074* standard deviations in EPPI and that of one standard deviation change of PPMP and PPMT respectively causes *0.5* and *0.311* standard deviation change in measure variable that is EPPI. The statistical test of significance for all three independent variable is $p = .000$ for PPMP and PPMT, and $p = 0.265$ for PPP which indicate PPP as predictor variable is not statistically significant predictor from the combination model. The two independent variables PPMP and PPMT are statistically significant predictors of the linear combination as the beta values are significantly acceptable. Therefore, PPMP and PPMT are the major determinant factors on public project implementation practice.

The Durbin-Watson statistics analysis of test of independent error is *2.014* which is closer to 2 and represents that the model's assumptions are supporting that the model has no autocorrelation among the predictor variables. Accordingly, the residuals of the data are independent (uncorrelated).

The histogram presented in (annex I) shows the bell shaped (symmetric) that witness the data of the study are normally distributed and meet the assumption that the data collected is normally distributed.

The P-P and scattered plot graph indicated linear relationship between independent variable (public project policy, public project management process group and public project management training) and dependent variable (effective public project implementation practice) as the scattered plots gathered around the diagonal plot (Annex I) .

The variance of the residual values which is test of the assumption of homoscedasticity of the data shows the plots looks like a random array around the regressions standardized

predicted value which indicated that the scattered plot remained constant as the determinant of project implementation (the model predictor variable) increased. This observation proofed the assumption that the model's variances of residuals are constant as presented in graph. (Annex III)

The multicollinearity analysis from table 12 indicated that tolerance for all independent variables greater than .2 and the VIF value is less than 10. Therefore, it signifies that there is no collinearity within the data of independent variables of the study.

In summary, multiple regression analysis was conducted to determine the best linear combination of PPP, PPMP and PPMT for predicting effective public project implementation practice. The combination of variables significantly predicted effective public project implementation practice, $F(3, 125) = 70.377$ ($p = .000$), with all three independent variables significantly contributing to the prediction of the outcome. The beta values, suggest PPP, PMPG and PPMT significantly contributes to EPPI. The adjusted R squared value is *0.619*. This indicates that 61 % of the variance in effect of public project implementation practice is explained with the combination of the independent variables.

4.11 Additional Opinions and Comments collected from respondents

While responding to the questionnaire, the respondents were given the opportunity to add if they had any additional opinion and comments about the Determinants that affects public project implementation practice. According to their responses, more than half of the respondents (75.19%, n=97) did not provide any additional opinion or comments. Nevertheless, the remaining respondents (24.81%, n=32) forwarded additional opinion and comments. They stated some additional factors that affect public project implementation practice that were not included in the questioner like delay of payment on government side, no enough infrastructure , level of participation of woreda/community or stakeholders and punishment / reward system of the Regional government on projects, long government procurement system and the high performer didn't reward based on their performance .

They also mentioned other general factors like the contractor who works many projects in the region at the same time, delay in supply of equipment by contractor, late procurement of

machineries and materials, lack of sufficient knowledge of project management, the occurrence of lots of missed out items (machineries and equipment) and civil works.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the following major findings observed from the data analysis. The main objective of this research study is to investigate the determinants that affect public project implementation practice in the case of BG-BoFED. As a result the following major findings are identified.

5.2 Summary of Research Findings

The study found that Public projects implemented in Benishangul Gumuz Bureau of finance and economic development faces Project implementation practice gap.

The qualitative data analysis indicated that public project implementation practice were often undertaken logically instead of scientific and objective analysis (structured decision making) of the different dimensions of policy of the projects to treat project implementation practice the way other routine and program activities are treated. Both the qualitative and quantitative data analysis indicated that this organization (BoFED) included in the study has humble public project management process group and no professional standards for management” which actually defects poor and inadequate implementation.

The other finding of the data analysis result is existence of positive and significant correlation between public project determinant aspects and effective public project implementation practice in terms of time, cost and quality and the overall public project implementation practice. Independent variables of the study (PPMP and PPMT) have strong positive relationship and PPP moderately positive relationship between the study variables. In multiple regression analysis, all the three R values (R, the R² and the adjusted R²) indicate the degree to which the linear combination of the independent variables predicts the dependent variable.

Finally, the analysis concluded that proper and adequate project policy, planning and training leads to positive public project implementation practice.

5.3 Conclusions

The research finding identified that determinants of public project implementation, public project management process group and public project management training (PPMP and PPMT) have strong relationship and PPP moderately positive relationship among each other. The study identified two independent variables PPMP and PPMT were statistically significant predictors of the linear combination as the beta values are significantly acceptable. Therefore, PPMP and PPMT were the major determinant of public project implementation practice. Therefore, if any of these public project management processes and public project management training is missed during the implementation practise, it invariably affects the overall project implementations and practices.

5.4 Recommendations

Based on the major findings of the study, the researcher would like to forward the following suggestions to improve the implementation of public projects.

- Public project implementing organization (BG-BoFED) should have a clear Policy to define the problem that initiated with budget, transparency, accountability, progressive report, monitoring and evaluation and project management methods on issues of public project implementation practice in the region.
- BG-BoFED should be well considered for their detailed management process group before implementation to avoid Initiation, planning and scheduling related problems and increase the engagement of qualified and experienced professional, predetermine monitoring and other issues that counter play project performance. PPMP should also be used as a base for effective public project implementation practice.
- Bureau should have proper project management training (training which is based on need assessment and appropriate time frame).
- Finally, as the study is limited in its scope to PPP, PPMP and PPMT core points from the Predictor variables and time, cost and quality from outcome variable, further researchers

can be enhanced to include the delay/ late procurement of machineries and materials, the involvement of project stakeholders, the involvement of beneficiary community and clients and this research does not cover non-governmental origination it is believed that the results and recommendations would be applicable to other researchers and organizations with similar aim.

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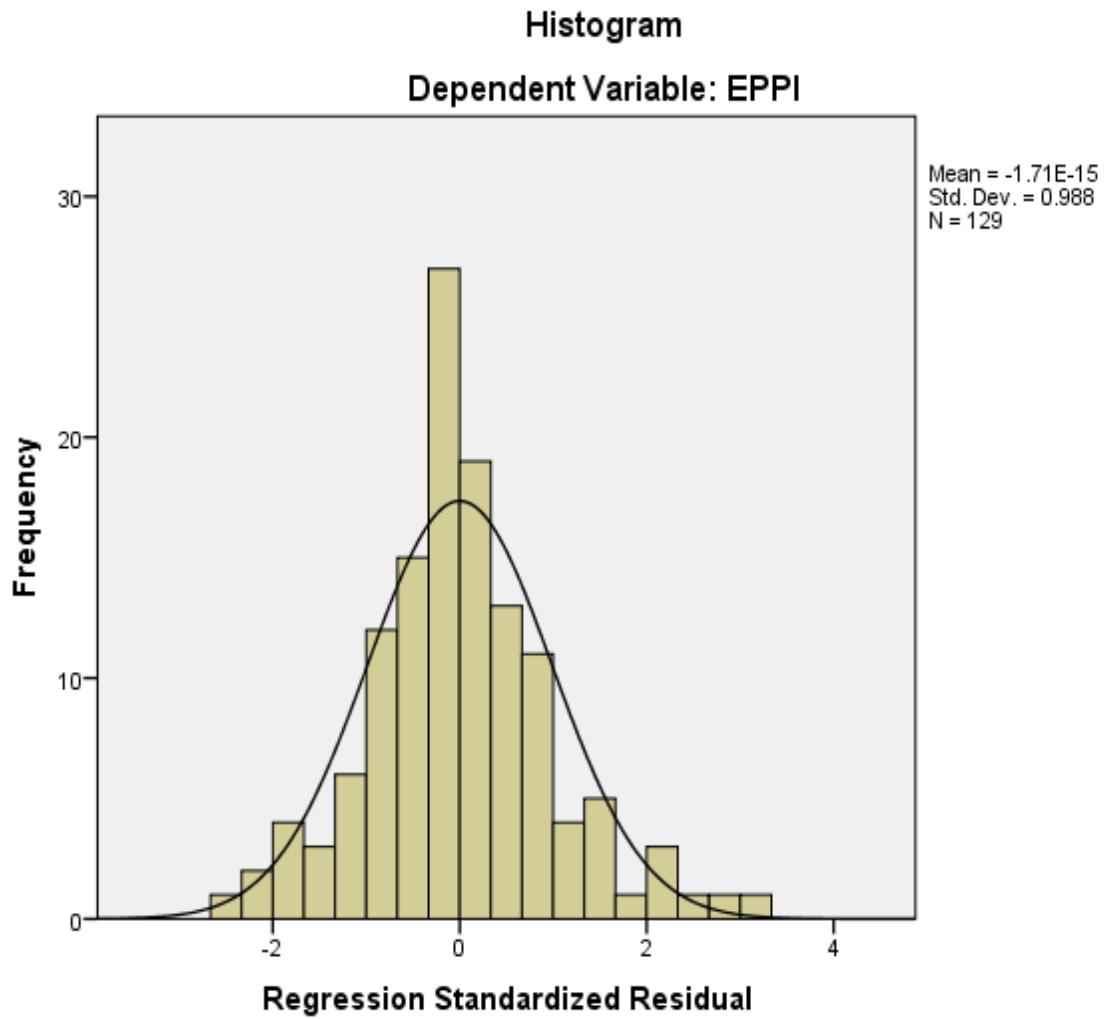
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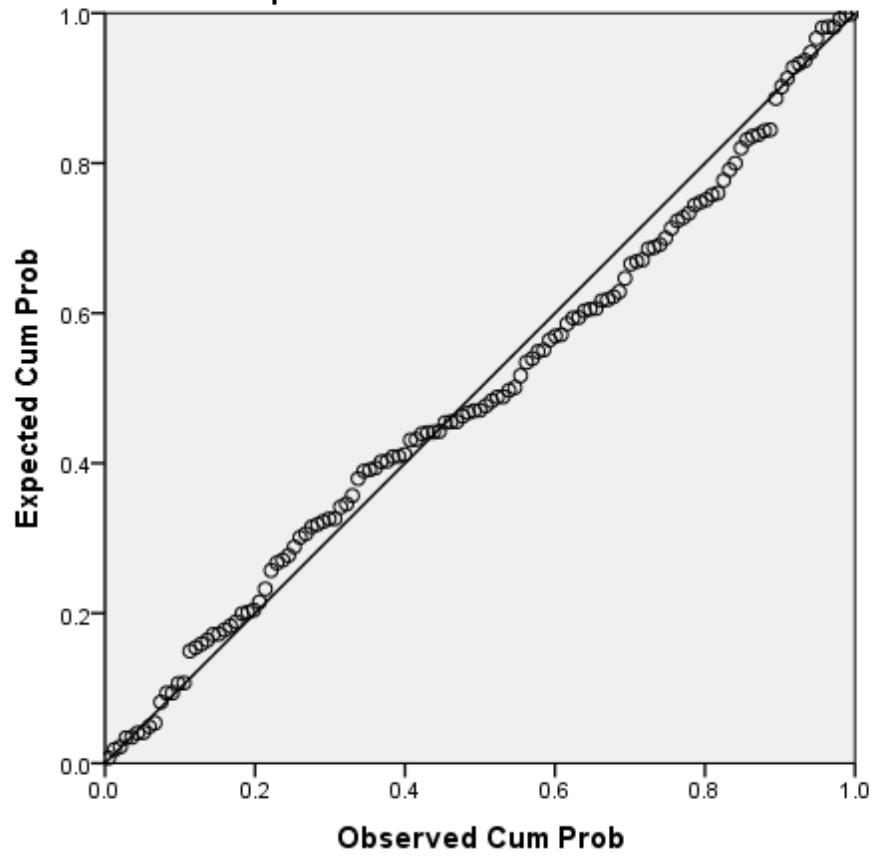
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APPENDIX I:
Histogram for Multiple regression analysis

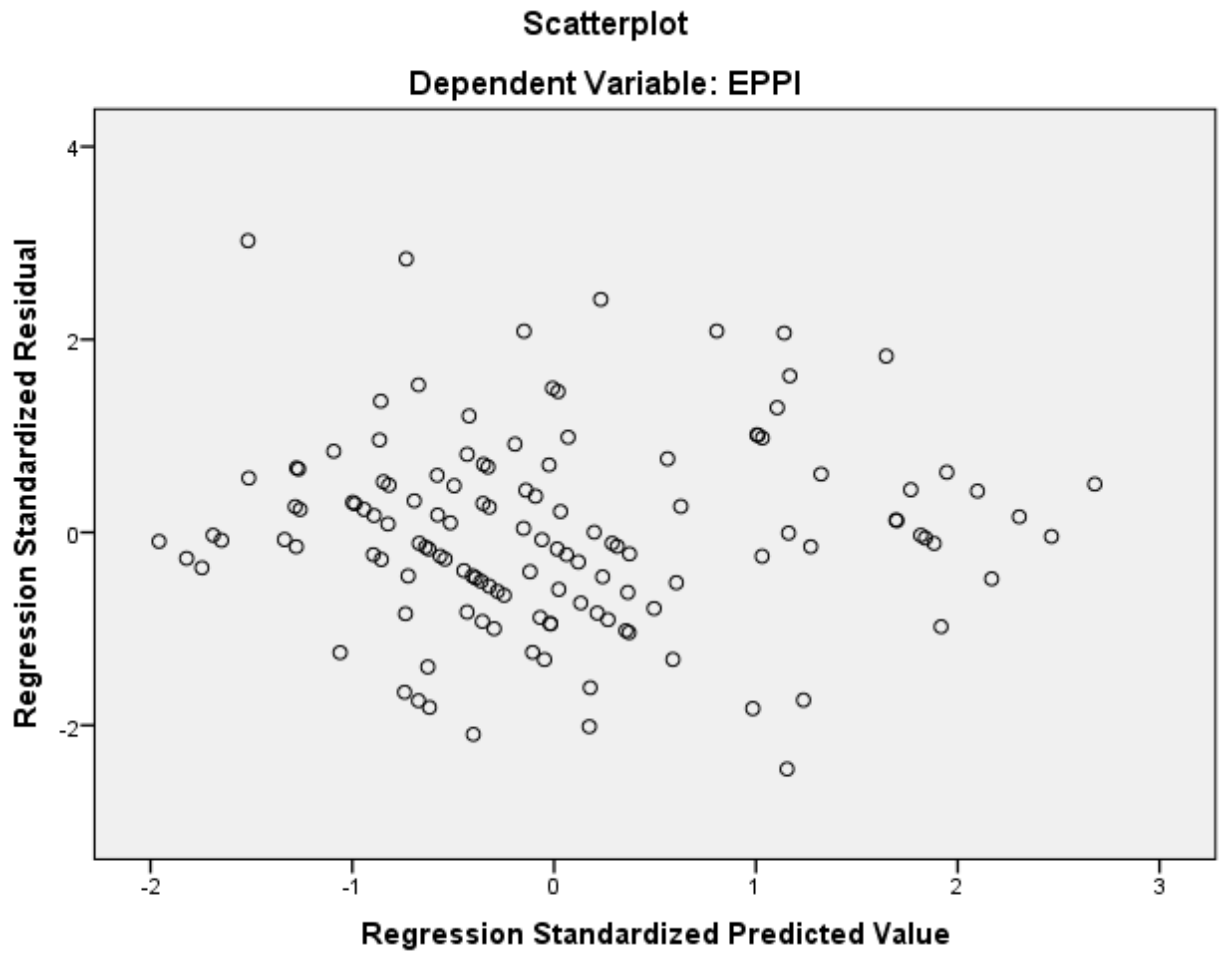


APPENDIX II:
Normal P-P plot for multiple regression analysis

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: EPPI



APPENDIX III:
Scatterplot of Multiple regression analysis



APPENDIX IV:
JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE

General Introduction

Dear respondent, my name is Mekuria Birhanu (0920027178). I am master's student at Jimma University college of business and economics department of management. Currently, I am conducting research in public project implementation practice: in case of Bureau of finance and economic development. The answer given by the respondents for this research would be kept confidentially and only used for the purpose of this study. I would like to extend my appreciation and thanks for your cooperation and giving your valuable time.

Notice:

1. No need of writing your name!
2. Put a tick [x] mark in the provided space the most suitable answer in the space provided.
3. Consider the following abbreviation and use where appropriate: SA= Strongly agree SD= Strongly disagree NN= Neither agree nor disagree AG= Agree DA= Disagree
4. Your answer will be treated confidentially and the findings of the study will be used for academic purposes.

Thank you for your cooperation

PART-I: PERSONAL INFORMATION OF THE RESPONDENTS

Please put "X" symbol in the provided box as per to your personal information

1. Gender: Male Female

2. Age: _____

3. Marital status: Single married divorced

4. Level of education:

Diploma First Degree Master Degree Ph.D. Degree

Other(s), please specify _____

2. Work Experience : _____
3. Mention the Department you are working in: _____
4. Mention Your Job Title and position : _____

PART TWO:- DETERMINANTS OF IMPLEMENTATION PRACTICE OF PUBLIC PROJECT.

Please refer /consider/ the status of public project implemented practice by your bureau those completed and active or on-going projects under implementation. For the items of the following Likert questions put a tick [x] mark in the provided space the most suitable answer using the given scale. Please answer all the questions to enhance the objectivity of the research. 1. Strongly Disagree (SD), 2. Disagree (D), 3. Neutral (N), 4. Agree (A), and 5. Strongly Agree (SA).

No	Items	SD	D	N	A	SA
1	Public Project Policy related question					
1.1	Public project policies designed and practicing are enough to fight poverty in the society					
1.2	Revision of policy and procedure of public projects with Government strategies to favor priority area project to meet the development agenda of the region					
1.3	The budget for public projects are enough for the effective implementation of projects					
1.4	For the economic growth and reduction of poverty the physical policy is linked to budgeting policy priorities					
1.5	Do you believe that there is transparency and accountability for good budgeting					
1.6	Do you think that there is progressive report and M & E for effective implementation of public projects					
1.7	The project management methods in public sectors is supportive for effective implementation of project management					

2.	Public Project management Process groups					
2.1	Initiation of Project objectives are well defined and clear					
2.2	Project cost estimates are not major obstacles for the implementations of public projects					
2.3	Project deliverables (outputs) are well defined and clear					
2.4	The project is being determined in line with government's annual development plan					
2.5	The project completed with the planned budget					
2.6	You believe that there is proper project planning and scheduling					
2.7	You believe that project activities are clearly defined and well sequenced during planning stage					
2.8	There is good practice of defining project starting and finishing time.					
2.9	There is adequate organizational resources needed to perform project activities					
2.10	Qualified and experienced people are involved in performing public projects					
2.11	Adequate monitoring and controlling is being conducted by proper officials					
2.12	Do you believe that integration of implementers and stakeholders for the implementation of projects?					
2.13	At any time appropriate remedial measures are being taken					
3	Public Project management Training					
3.1	Project management training is conducted based on need assessment					
3.2	Training is conducted in the appropriate time gap					
3.3	The training given has helped to resolute project implementation disputes					
3.4	Managers have sufficient knowledge of project management gained from the training given					

3.5	The project implementations helped Managers to improve leadership qualities					
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PART THREE: EFFECTS OF PUBLIC PROJECT IMPLEMENTATION PRACTICE

No	Items	SD	D	N	A	SA
1.	Public Projects meets quality implementation practice					
2.	Project are completed at the time schedule prepared					
3.	Projects are implemented at the cost already allocated					
4.	Projects are implemented according to cost break down for each activity is developed					

1. What is your opinion for budget allocated to public projects for each year?

2. What is your outlook on Project monitoring and evaluation system / practice to be effective in your organization justify your answer?

3. What is your opinion on training system of your organization on public projects?

THANK YOU FOR YOUR COOPERATION!