

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI, GHANA**

**AN ASSESSMENT OF CAUSES OF PROJECT FAILURES AND
ABANDONMENT PRACTICES OF SOME SELECTED PUBLIC
INSTITUTIONS IN THE GREATER ACCRA METROPOLIS: ANALYSIS OF
PRACTICE AND PROBLEMS**

By

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A Thesis submitted to the Department of Construction Technology and Management,

College of Art and Built Environment

in partial fulfilment of the requirements for the degree of

MASTER OF SCIENCE IN PROJECT MANAGEMENT

SEPTEMBER 2018

DECLARATION

I hereby declare that this long essay is a legitimate work submitted in partial fulfilment of the requirement for the award of Master of Science in Project Management degree.

With the strict supervision of the undersigned Primary and Secondary Supervisors, I affirm that, to the best of my knowledge, this work has not been submitted to any other university for any award except for the references of other author's work, which have been duly acknowledged. I further take responsibility for any error or mistake that this long essay may contain.

I officially state that the long essay has been supervised and assessed in accordance with laid down guidelines by the KNUST Long Distance Learning.

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ABSTRACT

This academic research is aimed at examining the causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis. The specific objectives of the study was to determine the causes of project failures and abandonment of selected public institutions in Accra, assess the effects of project failures and abandonments practices on the socio- economy services and proffer strategies to prevent project failures and abandonment of selected public institutions in Accra. A survey design involving quantitative research approach was used. Questionnaire survey was carried out amongst 40 respondents who were engineers, contractors (civil/building, mechanical, electrical, and architect), and civil servants. Data collected was purely quantitative and it was analysed using descriptive analysis. The software used was SPSS version 16. It was found that inadequate project feasibility studies, fraudulent practices and briberies, lack of inappropriate project planning and scheduling, improper project budgeting were causes of project failures and abandonment in the construction industry. The findings clearly revealed that abandoned projects increase unemployment, and provide accommodation and hide-out for hoodlums, armed robbers gangs and street boys were the effects of project failures and abandonments practices on the socio- economy. According to the findings, government should take it as a priority to employ contractors with strong financial stand in executing contract works. The study recommends that government should make sufficient fund available to revive the abandoned projects, competent and reputable contractors should be awarded the contract.

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ACKNOWLEDGEMENTS

I am most grateful to the Almighty Allah for His guidance and protection throughout my life and for making this thesis a success. I also wish to express my sincere thanks and gratitude to my supervisor, Dr. Kofi Agyekum, whose constructive criticisms, comments, suggestions, guidance and counselling have made this project work standard one. I also feel highly indebted to all those who in diverse ways have influenced my life and also contributed their time and effort in completing this study.

DEDICATION

To my lovely family

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The prevalent and incessant abandonment of health projects are alarming that it creates several negative effects to the populaces and the economy as a whole. The neglect of projects is the act of suspending any exercises or a demonstration of impromptu suspension of the work advance particularly at the execution stage, for example, refusal or inability to finish a task at the mandatory period. Henachor (2012) clarified that abandonment is a demonstration of abandoning something totally, with no specific goal of when to continue. The relinquished and fizzled projects are exceedingly overwhelming in Ghana today and the cost related with such failures is extremely inordinate (Daily Graphic, 2011; Amponsah, 2013). Many cases of project let-down are reported in the media, World Bank articles and IMF (World Bank Report, 2007; Daily Guide, 2012; GNA, 2014), particularly International Development (ID) projects which try to upgrade the lives of the general masses (Ahsan & Gunawan, 2010).

Chan et al (2002) argued that project relinquishment result from the accompanying; non-appearance of contractor's abilities; absence of the customer capabilities; absence of comprehension of hazard and risk appraisal; absence of the end customers' needs and the end customers constrained confinements on the project improvement. On the other hand, Abdul (2013) indicated that the causes of abandoned housing projects can be categorized into the following: economic, financial, legal, selling system-related factors, developed-rated factors and unforeseen risk factors. Different reasons for project abandonment incorporate absence of social examination of a project, project inconvenience, ill-advised

money related investigation, under offering of project and absence of specialized examination (Henachor, 2012).

As per Amponsah (2013), one out of each three infrastructural project in Ghana either misses the mark or is found not to have achieved one of the reasons for range, cost or time. In two or three cases they do not achieve the normal purpose behind which they were endeavoured. This occurrence cuts across over numerous industries including the health, construction, production and administration divisions. More importantly, the majority of these projects have not achieved their anticipated purposes (Amponsah, 2013; World Bank, 2012;). This failure has cost the country immense proportions of money (Daily Graphic, 2011; Amponsah, 2013). This has prompted stakeholders to express worries concerning the phenomenon.

In Ghana, getting to subsidizing is a noteworthy issue looked by both substantial and little contractual workers (Badu et al., 2012). This circumstance regularly results in project surrender and contract annulment for non-execution with respect to the temporary worker. Surrender of development projects because of these elements has overwhelmingly affected both the activities and its partners. Olusegun and Michael (2011) pronounced that project relinquishment prompts the failure of the people, low expectation for everyday comforts, wastage of assets, decrease in business openings, diminish in monetary exercises, and diminish in income collecting to government, challenges in pulling in remote credits and increment in conclusive cost of the project. Carrero et al. (2009) described the impacts of an abandoned project as both socio-economic and environmental. Henachor (2012) opines that project abandonment has its effect on individual, community and the government.

1.2 Problem Statement

The deserted government ventures are viewed as one of the difficult issues influencing the improvement of the nation given the numbers and the estimation of the tasks included. Most capital projects fall flat and are relinquished in various phases of their advancement, while others that were carried out performed inadequately in conveying expected administration. Often cited cases of failed and abandoned public sector projects are reliably making genuine grave concern to every participant inside the public space (Olapade & Anthony, 2012; Amade, 2014). El-Elman and Koru (2008) guaranteed that project abandonments are not in every case awful as they can prompt considerable learning and deliver relics that are appropriate to future projects. This thought was bolstered by Ewusi-Mensah and Przarnyski (1991) when it was expressed that project surrender in itself might be a decent and satisfactory administration rehearsed on the grounds that it might avert further non-productive undertaking. In any case, El-Elam and Koru (2008) expressed that project deserting was corporate assets and is frequently hard to manage on the grounds that it requires uncommon administration abilities and basic business choices.

Different impacts have been featured by authors because of poor project management and deserting of such ventures. Carrero et al. (2009) said that venture abandonments have both financial and ecological effects. The impacts recognized by Olusegun and Michael (2011) are dissatisfaction of the people, lessened way of life, wastage/underutilization of assets, decrease of work openings, diminish in beat of monetary exercises, diminish in income gathering to government and troubles in attracting outside credits. Henachor (2012) stressed that the impacts of task failures and abandonments practices are felt by the individuals.

Studies in Ghana showed that Ghana lost \$128million through unsuccessful projects execution amid 2009 and 2011 (Daily Graphic, 2011; Amponsah, 2013). This has brought about investors disregard towards projects in the country (World Bank Report, 2007). These observations show that project failure is high. Be that as it may, these detailed disappointments may not really be so depending on who is portraying what comprise project distress (Agarwal and Rathod, 2006; Ika, 2009) furthermore, the arranging of the definition or appraisal of the execution of the project being denoted to (Heeks, 2002, 2006). Even though announced instances of project disappointment and abandonments practices in Ghana are numerous, yet, various publications show that investigation dedicated to the topic seems, by all accounts, to be uncommon.

For instance, Ayee (2000) specified that there is no exact proof to help this claim of project disappointment in Ghana even to date, it seems obvious that only two journal articles (Frimpong et al., 2003; Amponsah, 2013; Fugar & Agyakwah- Baah, 2010; Damoah, 2015) exist. Nevertheless, the two journal articles emphasized exclusively on construction sector whilst the thesis focused on three sectors of the economy – construction, banking and agriculture, and this call for further studies. This research bridges this gap by looking at holistic view of the causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis Metropolis: analysis of practice and problems.

1.3 Aim

The aim of the study is to examine the causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis.

1.4 Research Objectives

The aim of this research was broken down into the following objectives:

- i. To determine the causes of project failures and abandonment of selected public institutions in Accra.
- ii. To assess the effects of project failures and abandonments practices on the socio-economy.
- iii. To proffer strategies to prevent project failures and abandonment of selected public institutions in Accra.

1.5 Research Questions

This study aims to answer the research questions;

- i. What are the causes of project failures and abandonment of selected public institutions in Accra?
- ii. What are the effects of project failures and abandonments practices on the socio-economy?
- iii. What are the strategies to prevent project failures and abandonment of selected public institutions in Accra?

1.6 Significance of the Study

The researcher is committed to making the outcome of the study available to stakeholders in the construction industry to comprehend the causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis. This study is intended to bring to the lime light strategies which can be successfully applied to prevent project failures and abandonment of selected public institutions in Accra. This can go a long way in informing policy development on the subject matter, and can provide project guidance to professionals involved in public

projects in Ghana, from design to implementation. This is because they may apply the findings of this study to prevent future project failures and abandonment. The work also serves as a useful source of knowledge in the academia.

1.7 Scope of the Study

This study was limited to the causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis. Thus, the researcher targeted engineers (civil/building, mechanical, electrical, and architects), and contractors who are members of Professional Associations and Institutions such as the Ghana Institute of Engineers, Chartered Institute of Project Management – Ghana and Association of Building and Civil Engineering Contractors of Ghana to ensure a wide-ranging view on the subject matter. The study was geographically limited to the Greater Accra Metropolis and was carried out between July 2018 and August, 2018.

1.8 Limitation of the Study

The researcher would have wanted to cover more engineers, architects, contractors to increase the sample size. However, due to limited resources a small sample size was considered. The study concentrated only in the Greater Accra Region of Ghana.

1.9 Outline of Research Methodology

A survey design involving quantitative research approach was used. The target sample population included engineers, contractors (civil/building, mechanical, electrical, and architect) etc. A purposive sampling technique was used to select the respondents while the primary data of the study were questionnaires administered to them. Further to this, the researcher personally administered the questionnaire and explain the purpose of the study to the respondents. With respect to the secondary data, relevant literature on

project management and construction projects from books and articles in journal were reviewed. Consent was sought from individual respondents and assured that their responses would be handled confidentially and that the results could not be traced back to individual respondents. Data collected was purely quantitative and was analysed descriptively. The software used was SPSS version 16.

1.10 Organization of the Study

The organizational structure of this study was as follows. Chapter one was the Introduction of the study and entails the following subtitles: problem statement, the study aims and objectives, significance of the study, scope and limitation of the study, outline of the research methodology and organization of the study. Chapter two constitutes the literature review. Chapter three of this study was the research methodology which comprehended the research design, population, sample procedure, data collection means and data analysis procedures. Chapter four of the study was the data analysis, presentation and interpretation of findings. This encompassed the analyzed findings of the study and their discussion thereon. Chapter five of the study covered the summary of findings, conclusions and recommendations in line with the objectives of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses what several authors have said about the topic of study. It seeks to review the extent, scope and relevance of the related literature. This chapter discusses the core concepts of the study. The review is intended to deliver a groundwork for the existing work and serve as a literature for additional investigation.

2.2 Theoretical Framework

2.2.1 Stakeholder Theory

Stakeholder theory was primarily advocated by Freeman (1984), albeit a few journalists credit the principal definition and idea with the inward update report of the Stanford Research Institute (SRI) in 1963, which characterized partners as those gatherings without whose help the association would stop to exist (Fontaine et al., 2006). The establishments of the hypothesis guarantee that organizations have "a moral obligation to partners well beyond what is required by law and, specifically, moral obligations that require the firm to work in manners that will predictably decrease long haul benefits" (Heath & Norman, 2004). A stakeholder is any organization or on the other hand person who can influence or is influenced by the accomplishment of the association's goals (Freeman, 1984).

According to Freeman (1984), organizations have different partners whose exercises influence them and the other way around. The partners incorporate governments, financial specialists, providers, workers, and clients. These partners contribute contributions to the organization and expect yields from it (Donaldson & Preston, 1995),

and will represent or against a central association relying upon whether their interests are influenced positively or negatively. Stakeholder theory additionally contends that all people or gatherings partaking in a company's exercises do as such to get benefits (Freeman, 1984). Project success and failure can therefore be linked to the view of accomplices about the regard made by the task and the possibility of the relationship that exists between the distinctive accomplices and the undertaking gathering (Bourne, 2008). Thus, individuals and institutions that have stakes in the projects need to be explicitly managed in order to bring about project success (Missonier & Loufrani-Fedida, 2014). This surmise if the regard being made by the project group is seen by the project partners as unfit to make esteem or adjusting agreeable to them (Toor and Ogunlana, 2010), by then the undertaking will be seen as a failure and the a different way.

In the past, stakeholder theory was rarely used in project management research. However, growing research into the subject matter in recent years as a result of writers becoming more aware of the various stakeholders associated with projects has seen extant research being carried out using stakeholder theory. In fact, in the past decade, research into project management and project failure and abandonments has been conducted using stakeholder theory (Saebo et al., 2011; Axelsson et al., 2013). In line with these prior studies, this study therefore adopts stakeholder theory as the principal underlying theory. Specifically, this study uses stakeholder theory to analyse the various stakeholders associated with Ghanaian government projects. Like most government projects, the Ghanaian government's projects have a strong stakeholder base and as such this theory captures all stakeholders in under this study.

2.3 Project Failure and Abandonment

Over the years, a number of companies and governments all over the world have witnessed project failure and abandonments (McManus & Wood-Harper, 2008; Ruuska & Teiglanad, 2009; Liu et al., 2011; Havila et al., 2013; Patanakul, 2014). This has cost organizations and government's enormous entireties of cash. For instance, an investigation led in 2001 by KPMG found that 56% of firms needed to discount something like one Data Innovation (IT) anticipate in 2001 as a disappointment (KPMG, 2013). The examination, which canvassed 134 recorded organizations in the UK, US, Africa, Australia, and Europe, demonstrated that the normal misfortunes acquired because of these disappointments was assessed to be about €12.5m, with the single greatest discount esteemed at nearly €210m. An across the country review in New Zealand in 2010 found that 66% of affiliations have encountered somewhere around one anticipate disappointment and abandonments in the earlier year, in this way losing roughly NZ\$15M on the normal (KPMG, 2013). A similar report demonstrates that the greater part of the respondents did not accomplish their anticipated task results. A moderately late examination by a similar firm demonstrates that just 33% of ventures were conveyed on spending plan (KPMG, 2013). The investigation additionally demonstrates that just 29% and 35% of activities were conveyed on time and degree separately.

A study into 214 projects shows that only a solitary in eight information advancement tasks can be considered as extremely productive (McManus & Wood-Harper, 2008). It was accounted for in the Watchman that the UK has squandered over US\$4 billion on fizzled IT anticipates from 2000 to 2008 (Asay, 2008). An investigation in 2009 by Standish Gathering Global into activities in US found that the general undertaking disappointment and abandonments was 72% (Standish Group International, 2009).

Indeed, IS/IT anticipate disappointments are numerous and this has roused specialists and scientists to research the issues behind such disappointment (Patanakul, 2014). Wellbeing and Data Frameworks in South Africa, Data Framework (IS) extends in China, and all World Bank-subsidized tasks in Africa are either aggregate or fractional disappointments (Heeks, 2005). A model is the World Bank's Chad-Cameroon Pipeline venture. The undertaking, which cost US\$4.2 billion, was relinquished in 2008 (Fabian and Amir, 2011). In fact, deviations in tasks and venture administration (which is an average case of undertaking disappointment) have turned out to be ordinary in associations (Pinto, 2014). On account of development ventures, cost invade has turned into a typical issue in creating nations as well as everywhere throughout the world (Cheng, 2014). For instance, an examination into the effect and supportability of e-taxpayer driven organizations in Nadu, India, found that, following one year of fruitful project, it must be relinquished on the grounds that the project was not able keep up the fundamental levels of nearby political and regulatory help to remain institutionally reasonable (Kumar & Best, 2006).

Intelligences around World Bank-funded projects in Africa show that they have witnessed either whole disappointment or partial failure (Heeks, 2005). Information in Ghana indicate that Ghana lost US\$128million via unsuccessful project execution amid 2009 and 2011 (Daily Graphic, 2011; Amponsah, 2013). These works show that project failure and abandonments is high; be that as it may, these revealed dissatisfactions may not by any means be thusly, dependent upon who is describing what contain venture disillusionment and abandonments (Lyytinen & Hirschheim, 1988; Agarwal & Rathod, 2006; Procaccino & Verner, 2006; Ika, 2009) or who is doing the assessing (Carvalho, 2014), and the planning of the definition or assessment of the execution of the task being

referred to (Heeks, 2006) or the criteria utilized in estimating venture achievement (Mir and Pinnington, 2014). For instance, be that as it may, these revealed disappointments may not really be along these lines, contingent upon who is characterizing what comprise project disappointment and abandonments.

In their analysis of five cancelled software projects, Ahonen and Savolainen (2010) discovered that one of the tasks was classed as fruitful by the provider (performing association) yet considered as a disappointment by the client (proprietor). The provider considered it as fruitful on the grounds that it could meet the venture's pattern however the client never utilized the new framework. In this way, what is regarded as disappointment probably would not be seen all things considered by different set(s) of partners or on the other hand people evaluating the execution of the task. A later report by Davis shows that the influences used to decide project achievement are emotional of various partners' impression of what establishes project disappointment/achievement (Davis, 2014). Truth be told, what comprises venture achievement or disappointment relies upon the issues of definition, estimation and elucidation – hence, the specialist figures out what establishes this disappointment/achievement (Molloy & Stewart, 2013). A few creators particularly attest that venture achievement involves discernment (Baccarini, 1999; Flvbjerg et al. 2003). Another precedent is the Senior Secondary School (SHS) instructive change venture started in 2007 by the Ghanaian government to extend the three-year (3) span of senior auxiliary training to four (4) years. After just a single and half long periods of usage, it was deserted (Imani, 2007; GNA, 2012).

2.4 Causes of Project Failure and Abandonments

A number of studies conducted by these writers indicate that there are a number of causes of project failure all over the world. For instance, Frimpong et al. (2003) and Long et al. (2004) identified 26 and 64 causes of project failure and abandonments respectively. Projects are special because of the key contrasts that exist crosswise over them, and no undertaking is like another (Soderlund, 2004; Mir & Pinnington, 2014). Payment delays sometimes result in project abandonment in Ghana, and, in some extreme circumstances, contractors go bankrupt (Adams, 2008). In a few conditions, the undertaking neglects to initiate after beginning arranging (Heeks, 2006). For instance, the journey by the Ghanaian government to assemble 30,000 houses for the security powers (police, military, and traditions) to enhance the security work force's living conditions has demonstrated that absence of back can make well-meaning plans go without any result. The venture was started and endorsed by parliament yet neglected to begin because of the administration's powerlessness to anchor a credit from the South Korean STX Organization (Daily Guide, 2012). Because of this, the causes are regularly novel to specific project and the frameworks in the nations where they are completed (Amid et al., 2012), geological area (Ahsan & Gunawan, 2010), and socio-social settings (Mukabeta et al., 2008). Nonetheless, investigate shows that there are basic causes that go through the undertaking administration writing. These include: aptitude or learning (Ruuska & Teigland, 2009), financing (Fabian & Amir, 2011), arranging (Pourrastam & Ismail, 2011), assets (Ruuska & Teigland, 2009), correspondence (Ochieg & Price, 2010), scope change (Kaliba et al., 2009), and socio-social components (Maube et al., 2008). The following sub-area examines these regular causes in detail.

2.4.1 Communication

Investigation over the years demonstrates that viable correspondence is imperative in project condition – it maintains a strategic distance from duplications of data; and correspondence gives all the vital gatherings include in the project with significant data on schedule for successful and effective conveyance of undertaking (Raymond & Bergeron, 2008; Weijermars, 2009; Wong et al., 2009; Wi & Jung, 2010). In this manner, inability to impart adequately before and amid project execution is formula for fiasco. Therefore, failure to communicate effectively prior to and during project implementation is recipe for disaster. Absence of correspondence in a few conditions could prompt clash in venture's administration. This is showed in the investigation of contention among venture accomplices by (Ruuska & Teigland, 2009). The examination presumed that absence of correspondence prompts clashes in undertakings and possible task disappointment.

2.4.2 Planning

Arranging is one of the key parts of each task and powerlessness to configuration strikingly can cause the endeavor's failure. This is a champion among the most broadly perceived issues that accomplish venture disillusionment. In the occasion that endeavor deliverable and how these possible achieved are not clearly spread out in the organizing time of the undertaking, venture are likely going to fall flat (Pinto, 2013). As such, project that begin without understanding the full substance or the project benchmark/limitations of what the undertaking tries to accomplish is vulnerable to disappointment. Truth be told, Pinto (2013) particularly follows the main driver of project inability to poor starting arranging period of projects. Research demonstrates that incapable arranging represents most project disappointment. For example, in Nigeria development project, examines show that arranging and booking represent delay

(Odeyinka & Yusif, 1997). A comparative report recognized this same issue in Iranian development industry (Pourrastam & Ismail, 2011). With respect to expansive development projects, a similar reason represents project delay (Assaf & Al-Hejji, 2006).

2.4.3 Socio- cultural

Investigation on socially differing organization demonstrates that western organization thoughts, models and practices are conflicting with other culture and social settings (Blunt, 1980; Hofstede, 1983; Hogberg & Adamsson, 1983; Adler, 1983; Blunt & Jones 1997; Muriithi & Crawford, 2003). This demonstrates administration ideas do not have cross - social legitimacy (Muriithi & Crawford, 2003) and all things considered embracing administration rehearses that are not nation particular can add to project failure. A study done by Hofstede (1983) on the psychological programming of individuals from 53 land zones demonstrates that social contrasts influence the approach required for effective undertaking administration in these nations. In connection to project administration, this isn't unique. Concentrates on project disappointment in creating nations demonstrate that the essential reasons frequently referred to for project disappointment is culture (Heeks, 2002; Saad et al., 2002; Muriithi & Crawford, 2003; Alsakini et al., 2004; Maumbe et al., 2008; Amid et al., 2012)

2.4.4 Scope Change

This has been one of the fundamental regions that add to project disappointment. Most project examine focuses at that degree change is a noteworthy contributing element for project disappointment (Liu et al., 2011). In many activities, necessities are either adjusted before the beginning of work or modified part of the way through the tasks' life-cycle yet seldom are these progressions affected on the finished date. This is more apparent in IS project administration (Ahonen & Savolainen, 2010).

2.4.5 Resources

A resource is a very broad area and this can be classified as tangible or intangible (Teigland & Lindqvist, 2007). These include but not limited to financial, human, goodwill, reputation, expertise, material resources (Teigland & Lindqvist, 2007). Studies show that many projects fail due to lack or inadequate resources.

- a. Material Resources** – these are the physical goods needed for the execution of a project and without it, projects that require physical deliverables cannot be implemented. In the study of conflict in Bygga Villa project, the study discovered that one major reason for conflict among project partners was the scarcity of resources, which contributed to the initial project failure (Ruuska & Teigland, 2009).
- b. Financial Resources** – Many projects have been abandoned in developing countries due to lack or inadequate funding. The Chad-Cameroon pipe-line project which cost the World Bank \$4.2 billion dollars failed because the World Bank withdrew its financial backing (World Bank, 2006; Fabian & Amir, 2011). This same problem exists in Malaysian construction industry (Sambasian & Soon, 2007). In Jordan, the problem is not different. Financial difficulty faced by contractors is the most frequent and first cause of building construction project in Jordan (Sweis et al., 2008).
- c. Human Resources** – In the study of conflict in Bygga Villa project, the study discovered that one major reason for conflict among project partners was the scarcity of resources, which contributed to the initial project failure (Ruuska & Teigland, 2009). A study to find causes of construction project failure in Malaysia shows that lack of skilled and inadequate manpower account for why construction projects fail (Sambasian & Soon, 2007). A significant number of construction workers had to be hired from Indonesia to contribute to their construction projects. This is further echoed in the work of Hwang and Ng (2013); which argues that a competent project

manager is vital to project success. Thus, in order to manage projects professionally and successfully, the project manager has to possess the required knowledge and skills (Hwang & Ng, 2013). Perkins (2006) attributes the root cause of project failure to ‘‘Knowledge’’; either project managers do not have the requisite knowledge, or they do have but fails to apply the knowledge appropriately.

2.6 Effects of Project Failures and Abandonments Practices

Many effects of project failure and abandonments have been cited in management and project management literature; however, a review of the literature indicates that the effects are specific to specific projects and/or specific industries. For instance, research into causes and effects of project failure and abandonments in Malaysian construction industry by Sambasivan and Soon (2007) identified six (6) main effects. These were: time overrun, cost overrun, disputes, arbitration, litigation and total abandonment. The study, which used a questionnaire survey to collect data from clients, consultants and contractors, concluded that there is a direct correlation between causes of project failure and abandonments and the effects of project failure. That is to say, the effects of the project failure and abandonments could be traced to specific causes of the project failure. A study into the effects of construction delays on project delivery in Nigeria also found similar effects even though the respondents were different (Aibinu & Jagboro, 2002). The respondents (quantity surveyors, architects and engineers, and contractors) who were surveyed provided the following: time overrun, cost overrun, dispute, arbitration and litigation, and total abandonment. A survey investigation into material and equipment procurement delays in 22 highway projects in Nepal found that there was a negative impact on the projects (Manavazhia & Adhikarib, 2002).

A study into significant factors causing delays and their effects in Iranian construction projects identified six (6) major effects: time overrun, cost overrun, disputes, arbitration, total abandonment, and litigation (Pourrostan & Ismail, 2011). In development projects, Ayodele and Alabi (2011) identified wasted resources and loss of tax revenue by the government and other stakeholders associated with such projects as the main effects of abandonment. Similarly, Ngacho and Das (2014) identified economic and social effects of the general populace – although they did not specify the effects. In real property projects, the effect of abandonment is lowering of the value of the properties within the neighbourhood (Efenudu, 2010).

In an assessment of the causes and effects of abandoned development projects in real property values in Nigeria, Woka and Miebaka (2014) identified eight (8) effects: it affects the real property total values reduction; it affects the total income receivable from real property; it becomes a disappointment to the owner and the populace; it increases the negative effects of environmental issues on the real property and the built environment; it negatively reduces the motivation to attract investment in real properties; it becomes a waste of financial and material resources; employment opportunities in real property and other sectors are impacted negatively; and it deprives the government of the expected revenue from property tax.

When looking at Malaysian housing projects' abandonment, Abdullah et al. (2014) found that the main effect of abandoned projects is that house buyers will still pay for houses before they handed over at a later date. Along the Spanish coast, the abandonment of urbanisation projects affects the environment in the form of visual effects, landscape modification, biodiversity decreases and increased pollution (Carrero et al., 2009). Carrero et al. (2009) further identified the socio-economic effects as unemployment,

conflicts between public administration and private sector, loss of economic value of the area, marginalization of the population and transfer of cost between the private and public sector

2.7 Strategies to Prevent Project Failures and Abandonment

Abdul (2013), using finding from review of related literature and the case studies analysis of the Malaysian housing industry advanced the following as strategies and remedies to prevent the problem of housing project abandonment: legal actions and amendments, public-private partnership, scrutiny of current selling system. The remedies after the problem has occurred include: The rehabilitation of the abandoned projects, actions taken to rescue the rights of purchasers as the creation of a special project force and a special purpose vehicle.

McConnell (2011), has observed that when organization wants to find a solution to a particular business problem and identify the best way for implementing that solution, it needs to plan and develop a project that might provide an effective action plan addressing the problem through implementing the solution. This organization will need to give an appraisal of the potential project to make sure the project is really effective because it supports the right and solves the required problem. Project appraisal management serves as the major process of analyzing and appraising the project. Appraising a project means evaluating the proposed solution against its ability to solve the identified problem or need. He further reiterated that project appraisal is a consistent process of reviewing a given project and valuating its content to approve or reject the project, generating solution options (alternatives) for solving the problem, selecting the most feasible option, conducting a feasibility analysis of that option, creating the solution statement, and identifying all people and organizations concerned with or affected by

the project and its expected outcomes. It is an attempt to justify the project through analysis, which is a way to determine project feasibility and cost effectiveness.

2.8 Empirical Review

The research however draws from the works of Rahman et al (2013) which reveals that from January 2003 to 30 June 2012, there are 177 abandoned housing projects in Peninsular Malaysia. The figure represents 2.7% only of the total housing projects completed. The works of Khalid (2010) as cited in Rahman et-al (2013), also revealed that abandonment of housing projects during construction appeared during the mid-1980s, during the first economic recession that hit Malaysia. By the end of 1986, 126 housing projects were reported to have been not completed as scheduled and left completely abandoned. Reports from studies undertaken by Abdullah and Abdul-Rahman (2012) also established that between 1990 and 2005, there were a total of 261 abandoned housing projects in Malaysia involving 88,410 houses. Even though the number has been gradually decreased, it was reported that in 2010, there were houses which would require RM3 to RM5 for the projects to be completed.

Kaming et al. (1997) investigated factors responsible for failure for 31 high-rise projects in Indonesia and discovered cost and time overruns are the most critical. However, cost overruns were more severe than time overruns. The study listed material cost increases due to inflation, inaccurate material estimation, and the degree of complexity as the major sub-factors driving cost overruns, while design changes, poor labour productivity, inadequate planning, and resource shortages drive time overruns. Clough and Sears (2000) carried out a study that discovered the construction contracting business possesses the second highest failure rate of any business, exceeded only by restaurants. Additionally, compared with other industries, the client is made to bear a greater degree

of financial risk for a longer period of time during the construction process, while the contractor is at far more risk than his counterpart in almost any other industry (Kangari, 1988). Although some companies that experience failure are small in regard to their owned assets, there is evidence of project failures among large firms, including construction companies (Sanvido et al., 1992).

In related research, Sambasivan and Soon (2007) identified 28 delay (project failure) factors and categorized them into client-related, contractor-related, consultant-related, material-related, labour and equipment-related, contract-related, and external factors. However, studies by Alaghbari et al. (2007) and Sweis et al. (2008) found that financial-related factors are some of the most critical factors that can trigger project failure in terms of delay. This is because incessant increases in construction cost by contractors during construction often lead to delays in payment and subsequent interruption of cash flow mechanisms, thereby subjecting sub-contractors and suppliers to financial difficulties, a panacea for project failure.

Toor and Ogunlana (2010) examined the problems causing delays and failures in major construction projects in Thailand using a questionnaire survey and interviews. Factors such as a lack of resources, poor contractor management, and a shortage of labour were the top rated. Other factors, such as design delays, planning and scheduling deficiencies, change orders and a contractor's financial difficulties were also significant, causing project failures in Thailand according to the study. According to Ebeid (2009), a shortage of professional and adequately skilled personnel at all levels of management and field operations amongst clients, contractors and consultants in the construction industry was identified as a cause of project failures. The reported shortages in the supply of engineers, surveyors, equipment operators, and other skilled workers hamper the ability

of project stakeholders to undertake large volumes of work with acceptable standards of quality workmanship (Materu, 2000).

Recently, the study by Kazaz, et al. (2012) used a questionnaire survey to examine the causes and reasons for delays and failures in construction projects in Turkey. Out of 34 factors used for the survey, design and material changes, delay of payments and cash flow difficulties by contractors were found to be the three most significant factors. Gwaya et al. (2014) carried out a critical analysis of the causes of project management failures in Kenya using a survey research approach. In his findings, human resources, client's interference and risk management are seen to cause project management failures in Kenya. Halloum and Bajracharya (2012) focused their research on the causes of delay in infrastructure projects in Abu Dhabi, the capital of UAE. Over 90% of infrastructure projects in the study had time overruns.

In Ghana, results from the 2011 Basic Education Certificate Examinations (BECE) showed that 50% of students had failed (Nyarko, 2011), implying that these reforms have not been able to solve the problem they were intended to solve. It can therefore be argued that these projects are not achieving their targets, as Atkinson (1999) postulates in his square root project success/failure framework.

A more recent failed project is the abandonment of the four-year SHS education system project. In 2002, a committee of 29 members headed by the Vice-Chancellor of the University of Education – Winneba (UNEW), Professor Jophus Anamuah-Mensah, were mandated to review the education system (Ghanaweb, 2015). The report led to the four-year SHS project which was implemented in 2007. At this time, the Ghanaian government, under the administration of NPP, then commenced the educational reform project to change the Senior Secondary Schools to Senior High Schools, with the main

change being the study duration time. The purpose was to project the three-year duration to four years (Daily Graphic, 2011).

Another notable project that has witnessed failure is the Ghana @50 projects. In 2007, Ghana celebrated its 50th Anniversary of Independence from colonial rule. To commemorate the occasion and to provide along-lasting legacy, the anniversary, among other objectives, earmarked various projects, which included the building of Jubilee Parks in all 10 regional capitals, construction of toilets in all local communities, and the building of 140 Golden Jubilee Kindergartens throughout the country (Daily Guide, 2011; Central Newspaper, 2012). However, reports indicate that most of these projects have either been abandoned or are not meeting the required standard and purpose of their usage. One clear example is the total abandonment of the Ghana @50 toilets (Daily Graphic, 2011; Central Newspaper, 2012) and the Jubilee parks (Daily Graphic, 2011). With regard to the toilet project, not even a single one of them is in use, and they have been left in the bushes and under the usage of squatters and 'area boys' (gangsters) (Daily Graphic, 2011)

CHAPTER ONE

METHODOLOGY

3.1 Introduction

The chapter on methodology examines how the research work was done to guarantee validity and credibility. Besides, it consists of the method that was employed to collect the data on the research topic. Specifically, this chapter shares light on the research design, population of the study, sampling and sampling procedure, data collection instrument and data analysis techniques.

3.2 Research Design

The research design is descriptive survey design while quantitative research strategy was used involving data collection through survey questionnaires. Bryman (2012) opines that in using descriptive survey research, obtaining answers to a set of carefully designed and administered questions to a large group of people lies at the heart of a survey research. The researcher used a descriptive survey method for the collection and analysis of the information in order to answer the questions which was posed. According to Bell and Bryman (2007), descriptive survey aims at describing, observing and documenting aspects of a situation as it occurs rather than explaining them. This design has advantage of producing a good amount of responses from a wide range of people. Descriptive survey involves asking the same set of questions of a large number of individuals either by telephone, mail or in person. This design provides an accurate picture of events and it also seeks to explain people's perceptions and behaviour on the basis of data gathered at a point in time. The research employed the field survey approach which takes the researcher to several project sites for the collection of data.

3.3 Population of the Study

A study population encompasses the entire groups of individuals, objects, items, cases, articles, or things with common characteristics existing in space at a particular point of time (Baker, 1999). The population of this study consisted of key stakeholders such as project managers, architects, surveyors, engineers, and builders. Specifically, this was taken from members of Professional Associations and Institutions such as the Ghana Institute of Engineers (GhIE), Ghana Institution of Architects (GIA), Ghana Institution of Surveyors (GhIS), Association of Building and Civil Engineering Contractors of Ghana and Chartered Institute of Project Management – Ghana. Due to the large and irregular nature of the population, and the kind of information needed and also the limited resources available for this research, surveying the entire population was practically not feasible. Accordingly, 50 respondents among the stakeholders were targeted. This was done by contacting the associations to get lists of companies and individual members. The main aim of choosing this type of population was to be able to get current and past information from people who have participated in the implementation of construction projects and thus experienced the implementation delay challenges that the projects face.

3.4 Sample Size

The sampling frame describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2003). Sampling is selecting a given number of subjects from a defined population as representative of that population. The study used a sample size of fifty (50) respondents representing key stakeholders such as project managers, architects, surveyors, engineers, and builders. The sample size selected here was regarded as representative of the entire population. This was viewed as large enough to allow for accuracy, assurance and generality of the research findings.

3.5 Sampling Technique

The sampling procedure describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2003). The purpose of sampling was to secure a representative group, which enables the researcher to gain information about a population. Therefore, purposive sampling technique helped in achieving the required representativeness in the study. This technique was used in selecting the respondents because of the researcher's interest in selecting key stakeholders such as project managers, architects, surveyors, engineers, and builders who would best answer the research questions by providing accurate information with respect to the subject matters since it was in their line of duty to help achieve the research objectives. More importantly, purposive sampling helps to get subjects that possessed specific characteristics required in this study.

3.6 Sources of Data

The sources of data for this research includes both primary and secondary sources. The primary data refers to first-hand information obtained from questionnaire while the secondary data refers to already published information. The secondary data helped establish the theoretical background and modify the research questions and pointed out the limits of previous researches on related topics. Secondary data sources included: textbooks (print and online), journals articles, real estate magazines and newspapers as well as conference/workshop papers and proceedings.

3.7 Validity and Reliability of the Study

These methods were used to test for accuracy in the research. Validity was used to check that instrument, while reliability used to re-test the data gathered. After construction and critical study of questionnaire, it was passed to the researcher's supervisor for vetting

and possible modification of some aspect of questionnaire. The face validity ensured the technicality of the items in the questionnaire in order to find out if it is relevant to the study, also the content validity of the instrument checked in order to ensure their specification. For the purpose of this study, the re-test method was used to test reliability of the data collectively. This entails administering the same questionnaire on the same respondents after an interval of about two days. The feedback from the questionnaires that was distributed to the respondents from the field formed the basis for analysis.

3.8 Data Collection Instrument

The main research instrument of this study was questionnaire in order to achieve the objectives stated above in chapter one. This instrument was chosen due to the fact that it was easy to administer and also makes it possible for much data to be collected within a short time. In designing the questionnaire, the researcher ensured that the respondents are able to decode the questions the way it was intended and to participate in providing other possible causes and effects of abandonment and propose suggestions in resolving them. This method of data collection provided speedy answers from the respondents as alternative answers were provided. The questionnaire forms were designed carefully to ensure that all the questions that are related to the objectives are reflected. The respondents were required to circle or tick on the appropriate blank spaces, whether or not they agree or disagree to the question asked as they relate to the causative and impacts of abandoned projects in the research areas.

3.9 Data Collection Procedures

The distribution of questionnaire to the population sample was done by the researcher and collected back from them when completed. Purpose and intention of the study was explained to each respondent. The respondents were instructed to complete the

questionnaires as honestly as possible and make sure to give response on every item of each questionnaire. It was assured to them that all the given information would remain confidential and would be used only for the research and academic purpose. Questionnaires were distributed to the target population followed by personal visits; telephone calls and electronic mail messages reminding the respondents to complete and return the completed questionnaires.

3.10 Data Analysis

The data collected was edited to eliminate any incomplete questionnaire. The valid questionnaires were coded to reflect their corresponding categories in accordance with the following scoring key: Strongly agree-5, Agreed-4, Undecided-3; and Strongly disagree -2; disagree-1. Afterward the scored questionnaires were analysed using Statistical Product for Service Solutions (SPSS) into the desired descriptive statistics. Since a descriptive sample survey was used in gathering data, it was prudent for the researcher to use the same descriptive method in analysing the data that will be obtained. Descriptive surveys do not typically require complex statistical analysis. However, descriptive statistics (mean, standard deviations, frequencies and percentages) was used in analysing the data that will be gathered.

3.11 Ethical Consideration

The study addressed the respondents briefing them of their role in the study. Participation in this study is voluntary and all respondents were reminded of their right to withdraw at any time during the research. The respondents were also advised that they could withdraw from the study even during the process. With this, the participants were not be forced to participate in the research.

CHAPTER ONE

DATA ANALYSIS AND DISCUSSION OF RESULT

4.1 Introduction

This chapter deals with the analysis, results and discussion of the findings from the survey. The analysis is guided by the research questions and the objectives of the study. In all about 50 questionnaires were sent out to collect the necessary data for the study, only 45 of the questionnaires were returned, which gave a return rate of 90%. Out of the 45 questionnaires returned, there were 5 which were not properly completed and therefore could not be used as part of the analysis. Thus, the number of questionnaires used for the analysis for the study was 40. The study adopted descriptive statistics and mean, standard deviation to analyze the responses. Besides, some results are presented using tables.

4.2 Demographic Characteristics of Respondents

This section presents the characteristics of the respondents sampled. This is done by analyzing the profession of respondents and educational background, Table 4.1 presents the demographic characteristics of the respondents.

Table **Error! No text of specified style in document..**1: Profession of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Civil Servant	16	40.0	40.0	40.0
	Engineer	11	27.5	27.5	67.5
	Contractor	7	17.5	17.5	85.0
	Others	6	15.0	15.0	100.0
	Total	40	100.0	100.0	

Source: Field Data, (2018)

Information on occupational level of respondents were collected to assess the uppermost profession of respondents. Four groupings were created to assess this profile. The survey result revealed that most (16, 40.0%) were Civil Servant, (11, 27.5%) Engineers, followed by (7, 17.5%), Contractors and (6, 15%) were Business men and women. The result shows that most of the respondents were civil servant and thus understand the data needed to answer the question.

Table **Error! No text of specified style in document.**2: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	7	17.5	17.5	17.5
	O’/A Level	7	17.5	17.5	35.0
	HND	7	17.5	17.5	52.5
	First Degree	14	35.0	35.0	87.5
	Professional Certificate	2	5.0	5.0	92.5
	Master’s Degree	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

Source: Field Data, (2018)

The education levels of respondents as shown in Table 4.2 reveals that (14, 35%) of the respondents had bachelors’ degrees, (7, 17.5%) were Diploma, O’/A Level and HND holders, followed by (2, 5%) who had Professional Certificate whiles (3, 7.5%) were Master’s Degree holders. The results showed that most of the respondents were first-degree university holders. Conclusion can be made that most of the respondents have attained higher education and therefore able to give positive response to the study.

4.3 Analysis of the Research Objectives

In the study, three main research objectives were formulated for investigation. From the objective one sought to investigate the causes of project failures and abandonment in the construction industry. Objective two also analysed the effects of project failures and

abandonments practices on the socio- economy. Objective three sought to examine strategies to prevent project failures and abandonment in the construction industry. The results of each of the objectives are presented in descriptive statistics.

4.3.1 Objective One: Causes of project failures and abandonment

This segment of the study used mean score (M) and standard deviation (SD) statistics to investigate the causes of project failures and abandonment in the construction industry in the construction industry. The table below shows the mean score (M) and standard deviation (SD) of the causes of project failures and abandonment.

Table Error! No text of specified style in document..3: Causes of Project Failures and Abandonment

Descriptive Statistics			
	Mean	Std. Deviation	Rank Score
Communication problems and poor coordination	4.0250	.97369	1
Fraudulent practices and briberies	3.9000	1.15025	2
Inadequate project feasibility studies	3.9000	.84124	2
Lack of appropriate project planning and scheduling	3.8500	1.16685	3
Improper project budgeting	3.8000	1.13680	4
Financial difficulties faced by the contractor	3.8000	1.11401	4
Bureaucratic bottleneck in managing the projects	3.7750	1.25038	5
Unexpected bad economic conditions	3.7500	1.25576	6
Improper project estimates	3.7500	1.00639	6
Shortage of site workers	3.7250	1.21924	7
Lack of skilled and competent site workers or staff	3.7250	1.10911	7
Unavailability of materials and equipment	3.7000	1.20256	8
Lack of cooperation from the community	3.6750	1.30850	9
Poor resources management	3.6750	1.24833	9
Lack of adequate fund allocation	3.6250	1.14774	10
Poor safety insurance policy	3.6250	1.16987	10
Valid N (listwise)			

Source: Field Data, (2018)

The outcomes of the descriptive statistics of the mean and the standard deviation for each variable of Causes of project failures and abandonment are provided in Table 4.2. The

table discloses that all the 17 causes of project failures and abandonment recorded average mean and standard deviation scores accordingly. Most of the respondents agreed that communication problems and poor coordination as the causes of project failures and abandonment as shown in the (Mean=4.02; SD=.97). Consequently, inadequate project feasibility studies recorded and fraudulent practices and briberies attained the second highest means (Mean=3.90; SD=.84), and (Mean=3.90; SD=1.50), followed by lack of inappropriate project planning and scheduling (Mean=3.85, SD=1.16), Financial difficulties faced by the contractor (Mean=3.80, SD=1.11), and Improper project budgeting (Mean=3.80, SD=1.13). The maximum mean value demonstration that respondents agreed that inadequate project feasibility studies, fraudulent practices and briberies, lack of inappropriate project planning and scheduling, improper project budgeting are the most strongly agreed causes of project failures and abandonment in the construction industry. However, the study showed that “Lack of adequate fund allocation” (Mean=3.62, SD=1.14) and “Poor safety insurance policy” (Mean=3.62, SD=1.14) are the minimum causes of project failures and abandonment applied in the construction industry.

4.3.2 Objective Two: Effects of project failures and abandonments practices on the socio- economy

Presented here are the study used mean score (M) and standard deviation (SD) statistics to examine the effects of project failures and abandonments practices on the socio-economy. The below displays the mean score (M) and standard deviation (SD) of the effects of project failures and abandonments practices on the socio- economy.

Table **Error! No text of specified style in document.**4: Effects of project failures and abandonments practices on the socio- economy

Descriptive Statistics			
	Mean	Std. Deviation	Rank Score
Waste of resources	4.2000	.75786	1
Abandoned projects lead to loss of economic value of the area	4.1000	1.00766	2
Cost of rehabilitation of abandoned project is very high	4.0750	1.04728	3
Abandoned projects increase unemployment	4.0500	.98580	4
Provide accommodation and hide-out for hoodlums, armed robbers gangs and street boys.	3.9000	1.12774	5
Lowering of the living standard	3.6000	1.12774	6
Erosion problem could be devastating due to an abandoned project	3.5250	1.35850	7
Disputes can lead to court cases for resolution especially when large penalties are at stake	3.5000	1.06217	8
Government abandoned infrastructural projects could lead to untimely death of affected staff	3.3000	1.39963	9
Reduction in government revenue	3.1250	1.22344	10
Valid N (listwise)			

Source: Field Data, (2018)

The fallouts of the descriptive statistics of the mean and the standard deviation for each variable of effects of project failures and abandonments practices on the socio- economy are provided in Table 4.2. The table above shows all the 10 effects of project failures and abandonments practices on the socio- economy which recorded average mean and standard deviation scores. The findings show that cost of rehabilitation of abandoned project was very high, waste of resources and lead to loss of economic value of the area, which attained a mean (M=4.10; SD=1.00); (M=4.20; SD=.75) and (M=4.10; SD=1.00) as shown in Table 4.4. Accordingly, abandoned projects increase unemployment, and provide accommodation and hide-out for hoodlums, armed robbers gangs and street boys attained the topmost (Mean=4.05; SD=.98), and (Mean=3.90; SD=1.12), respectively. Clearly, the results indicate that respondents agreed abandoned projects increase unemployment, and provide accommodation and hide-out for hoodlums, armed robbers

gangs and street boys are the highest score on the effects of project failures and abandonments practices on the socio- economy. Nevertheless, the study displayed that “Reduction in government revenue” (Mean=3.12, SD=1.22) and “Government abandoned infrastructural projects could lead to untimely death of affected staff” (Mean=3., SD=1.39) are the lowest effects of project failures and abandonments practices on the socio- economy.

4.3.3 Objective Three: Strategies to prevent project failures and abandonment

As seen below are the study used presented mean score (M) and standard deviation (SD) statistics to examine the strategies to prevent project failures and abandonment. The below displays the mean score (M) and standard deviation (SD) of the results as depicted:

Table **Error! No text of specified style in document..5**: Strategies to prevent project failures and abandonment

Descriptive Statistics			
	Mean	Std. Deviation	Rank Score
Progress payment should be done accordingly through the valuation work done by the quantity surveyor and with the architect’s certification	3.7750	1.27073	1
Appoint the services of competent construction professionals	3.7500	1.10361	2
The Government should take it as a priority to employ contractors with strong financial stand in executing contract works.	3.7750	1.02501	3
Make sure there are sufficient funding available as estimated by the quantity surveyor also at the starting point as well	3.7250	1.30064	4
Clients should definitely make planning adequately for the project at starting point itself	3.5750	1.17424	5
Valid N (listwise)			

Source: Field Data, (2018)

From the findings it was indicated that the Government should take it as a priority to employ contractors with strong financial stand in executing contract works attained (M=3.77; SD=1.02). Moreover, the results show that progress payment should be done

accordingly through the valuation work done by the quantity surveyor and with the architect's certification with a mean score of ($M=3.77$; $SD=1.27$). The mean score of ($M=3.75$; $SD=1.10$) was revealed to be respondents who agreed to appoint the services of competent construction professionals. According to the study majority agreed that making sure there are sufficient funding available as estimated by the quantity surveyor also at the starting point attained a higher mean of ($M=3.72$; $SD=1.30$), followed by the respondents who agreed that clients should definitely make planning adequately for the project with a mean score of ($M=3.57$; $SD=1.17$).

4.4 Discussion of Results

The aim of this study examined the causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis. The first objective determined the causes of project failures and abandonment of selected public institutions in Accra. It was found that inadequate project feasibility studies, fraudulent practices and bribes, lack of inappropriate project planning and scheduling, improper project budgeting were causes of project failures and abandonment in the construction industry. The finding agreed with Frimpong et al. (2003) and Long et al. (2004) who identified 26 and 64 causes of project failure and abandonments respectively. Projects are unique due to the fundamental differences that exist across them, and no project is similar to another (Soderlund, 2004; Mir & Pinnington, 2014). Payment delays sometimes result in project abandonment in Ghana, and, in some extreme circumstances, contractors go bankrupt. In some circumstances, the project fails to commence after initial planning (Heeks, 2006).

The second objective assesses the effects of project failures and abandonments practices on the socio- economy. The outcome showed that abandoned projects increase

unemployment, and provide accommodation and hide-out for hoodlums, armed robbers gangs and street boys were the effects of project failures and abandonments practices on the socio- economy. The result is supported by Sambasivan and Soon (2007) who identified six (6) main effects. These were: time overrun cost overrun, disputes, arbitration, litigation and total abandonment. The study, which used a questionnaire survey to collect data from clients, consultants and contractors, concluded that there is a direct correlation between causes of project failure and abandonments and the effects of project failure. That is to say, the effects of the project failure and abandonments and abandonments could be traced to specific causes of the project failure.

Objective three sought to proffer strategies to prevent project failures and abandonment of selected public institutions in Accra. The results showed that government should take it as a priority to employ contractors with strong financial stand in executing contract works. It was discovered that progress payment should be done accordingly through the valuation work done by the quantity surveyor and with the architect's certification. The study further revealed that making sure there are sufficient funding available as estimated by the quantity surveyor also at the starting point. The finding is supported by Abdul (2013), who using finding from review of related literature and the case studies analysis of the Malaysian housing has industry advanced the following as strategies and remedies to prevent the problem of housing project abandonment: legal actions and amendments, public-private partnership, scrutiny of current selling system. The remedies after the problem has occurred include: The rehabilitation of the abandoned projects, actions taken to rescue the rights of purchasers as the creation of a special project force and a special purpose vehicle.

CHPATER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the entire study from the study findings and recommends strategies to guide policy. It is thus organized under three-themes to reflect the above.

5.2 Summary of Findings

The study was done in order to examine the causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis. The specific objective was; to determine the causes of project failures and abandonment of selected public institutions in Accra; to assess the effects of project failures and abandonments practices on the socio- economy and to proffer strategies to prevent project failures. The research design was descriptive survey design while quantitative research analysis was used. The target sample population included engineers, contractors (civil/building, mechanical, electrical, and architect), civil servants and businessmen/women etc. Data collected was purely quantitative and likewise be analysed by descriptive analysis.

The key findings of the research are summarized as follows:

1. In objective one, it was found that inadequate project feasibility studies, fraudulent practices and briberies, lack of inappropriate project planning and scheduling, improper project budgeting were causes of project failures and abandonment in the construction industry.

2. In objective two, the study showed that abandoned projects increase unemployment, and provide accommodation and hide-out for hoodlums, armed robbers gangs and street boys were the effects of project failures and abandonments practices on the socio- economy.
3. In objective three, the study found that government should take it as a priority to employ contractors with strong financial stand in executing contract works. It was discovered that progress payment should be done accordingly through the valuation work done by the quantity surveyor and with the architect's certification. The study further revealed that making sure there are sufficient funding available as estimated by the quantity surveyor also at the starting point of any major construction projects.

5.3 Conclusion

Public sector projects are classified as abandoned when the expected activities to be performed for the completion of the projects are stopped because of many difficulties surrounding it. Communication problems and poor coordination, inadequate project feasibility studies, fraudulent practices and bribery and Lack of appropriate project planning and scheduling have been found to be mainly responsible for the abandonment of government projects, followed by, Improper project budgeting, Financial difficulties faced by contractors, bureaucratic bottleneck in managing projects, poor resource management and shortage of the site workers among others. Most infrastructural projects are unique in terms of design, scope, location, cost, schedule etc and therefore require competent and experienced professional teams to manage. Adequate planning, feasibility studies, viability, effective communication, monitoring and controlling, cost and time management among others are key to the successful delivery of construction projects and as such these measures aimed at ensuring successful implementation of projects should be strictly adhered to by various agencies concerned to reduce instances of project

abandonment. Inconsistent policies by various government agencies, poor planning and implementation of projects by consultants and contractors largely account for the abandoned public sector projects that litter the whole country.

5.4 Recommendations

As a result of findings from the research conducted, the researcher recommends the following:

1. Government should make sufficient funds available to revive the abandoned projects.
2. It is imperative that Government put in place policies that support infrastructural projects development and continuity as this will improve the socio-economy development of the state.
3. Government should make it a priority to employ competent contractors with strong financial stand in executing contract works.
4. There should also be good management practices to ensure proper planning, budgeting, controlling, monitoring and evaluation of projects as part of measures to minimize the effects of these abandoned government projects.

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APPENDIX: QUESTIONNAIRE

RESEARCH TOPIC: AN ASSESSMENT OF CAUSES OF PROJECT FAILURES AND ABANDONMENTS PRACTICES OF SOME SELECTED PUBLIC INSTITUTIONS IN THE GREATER ACCRA METROPOLIS

Dear respondent,

Thank you for your willingness to participate in this study. The study focuses on an assessment of causes of project failures and abandonments practices of some selected public institutions in the Greater Accra Metropolis. Your responses to this instrument will *only* be used for academic purposes. It is kindly requested that you provide responses that truly reflect the operations of your firm to help improve the quality of services and the study. If you have any challenges concerning any item on the instrument, you can talk to the fieldworker for clarification. Thank you once again.

Section A: Demographic Data

1. Please indicate your profession?

() Civil Servant

() Engineer

() Contractor

() Business man/woman

Others (Please specify)

2. What is your academic qualification?

() Diploma

() O'/A Level

() HND

() First Degree

() Professional Certificate

() Master's Degree

Others (Please specify)

Section B: Causes of project failures and abandonment

Please indicate, by circling, the number that corresponds with the extent to which you agree or disagree with the statements on causes of project failures and abandonment.

Use the 5-point scales below as a guide

(1) Strongly disagree

(2) Disagree

(3) Undecided

(4) Agree

(5) Strongly agree

	Questions	5-point scale				
1.	Improper project estimates	1	2	3	4	5
2.	Lack of adequate fund allocation	1	2	3	4	5
3.	Inadequate project feasibility studies	1	2	3	4	5
4.	Lack of skilled and incompetent site workers or staff	1	2	3	4	5
5.	Financial difficulties faced by the contractor	1	2	3	4	5
6.	Lack of inappropriate project planning and scheduling	1	2	3	4	5
7.	Communication problems and poor coordination	1	2	3	4	5
8.	Unavailability of materials and equipment	1	2	3	4	5
9.	Improper project budgeting	1	2	3	4	5
10.	Poor resources management	1	2	3	4	5
11.	Shortage of site workers	1	2	3	4	5
12.	Improper project estimates	1	2	3	4	5
13.	Fraudulent practices and bribes	1	2	3	4	5
14.	Unexpected bad economic conditions	1	2	3	4	5
15.	Lack of cooperation from the community	1	2	3	4	5
16.	Poor safety insurance policy	1	2	3	4	5
17.	Bureaucratic bottleneck in managing the projects	1	2	3	4	5

Section C: Effects of project failures and abandonments practices on the socio-economy

Please indicate, by circling, the number that corresponds with the extent to which you agree or disagree with the statements on effects of project failures and abandonments practices on the socio- economy.

Use the 5-point scales below as a guide

(1) Strongly disagree

(2) Disagree

(3) Undecided

(4) Agree

(5) Strongly agree

	Questions	5-point scale				
1.	Abandoned projects, especially those abandonment after the roofing stage provide accommodation and hide-out for hoodlums, armed robbers gangs and street boys.	1	2	3	4	5
2.	Government abandoned infrastructural projects could lead to untimely death of affected staff	1	2	3	4	5
3.	Erosion problem could be devastating due to an abandoned project	1	2	3	4	5
4.	Abandoned projects lead to loss of economic value of the area	1	2	3	4	5
5.	Cost of rehabilitation of abandoned project is very high	1	2	3	4	5
6.	Abandoned projects increase unemployment	1	2	3	4	5
7.	Waste of resources	1	2	3	4	5
8.	Lowering of the living standard	1	2	3	4	5
9.	Reduction in government revenue	1	2	3	4	5
10.	Disputes can lead to court cases for resolution especially when large penalties are at stake	1	2	3	4	5

Section D: Strategies to prevent project failures and abandonment

Please indicate, by circling, the number that corresponds with the extent to which you agree or disagree with the statements on strategies to prevent project failures and abandonment

Use the 5-point scales below as a guide

(1) Strongly disagree

(2) Disagree

(3) Undecided

(4) Agree

(5) Strongly agree

	Questions	5-point scale				
1.	Clients should definitely make planning adequately for the project at starting point itself	1	2	3	4	5
2.	Make sure there are sufficient funding available as estimated by the quantity surveyor also at the starting point as well	1	2	3	4	5
3.	Appoint the services of competent construction professionals	1	2	3	4	5
4.	Progress payment should be done accordingly through the valuation work done by the quantity surveyor and with the architect's certification.	1	2	3	4	5
3.	The Government should take it as a priority to employ contractors with strong financial stand in executing contract works.	1	2	3	4	5
	Others (kindly state)					