

# Effective Project Management: A Panacea for Project Delivery of Government Projects in Imo State

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## Abstract

This study investigates the role of effective project management in enhancing the delivery of government projects in Imo State, Nigeria. Anchored on the Project Management Maturity Model (PMMM) Theory and supported by the Contingency Theory of Project Management and Agile Project Management Theory, the research examines how project scheduling, expense monitoring, supervision of assigned roles, and regular team meetings influence project outcomes. The population comprised 167 staff of the Imo State Ministry of Works involved in planning, supervising, executing, and monitoring government projects, with a census sampling technique employed to include the entire population. Data were analyzed using Spearman's rank correlation at a 5% level of significance. Findings indicate that project scheduling positively and significantly influences the ability to meet project deadlines ( $r = 0.754$ ,  $p = 0.043$ ), monitoring expenses significantly mitigates potential risks ( $r = 0.769$ ,  $p = 0.023$ ), supervision of assigned roles enhances project delivery ( $r = 0.671$ ,  $p = 0.036$ ), and regular team meetings contribute significantly to achieving project milestones ( $r = 0.808$ ,  $p = 0.009$ ). The study recommends that the Government of Imo State develop realistic project schedules, strengthen financial monitoring systems, assign clear responsibilities to supervisors, and institutionalize regular project review meetings to ensure timely and efficient project delivery. Implementing these measures will enhance accountability, reduce risks, and improve overall project performance.

**Keywords:** *Project Delivery, Project Scheduling, Expense Monitoring, Supervision of Assigned Roles, Regular Team Meetings*

## Introduction

Project management encompasses the systematic application of knowledge, skills, tools, and techniques to plan, execute, monitor, and complete initiatives within defined constraints of scope, time, cost, and quality (Adeyemi, Okafor, and Musa, 2023). It is a cornerstone for ensuring the successful delivery of complex projects, particularly in the public sector, where government initiatives are vital for socio-economic progress (Olawale and Garba, 2022). In Imo State, Nigeria, a region characterized by a rapidly growing population and significant developmental needs, government projects in infrastructure, healthcare, education, and economic empowerment are essential for improving living

standards and fostering sustainable growth. For instance, investments in road networks and schools aim to enhance connectivity and human capital development and they are critical for the state's economic aspirations (BusinessDay, January 15, 2025). However, public sector projects in Nigeria, including those in Imo State, frequently encounter significant challenges, such as delays, cost overruns, and substandard quality, which erode public trust and developmental impact. Eja and Ramegowda (2020) identified that 63% of large-scale government projects in Nigeria initiated since 1960 were abandoned due to poor project management, resulting in billions of naira losses. Similarly, the African Development Bank's (2023)

report, noted that inefficiencies in public project execution in Nigeria, including inadequate planning and corruption, contribute to persistent infrastructure deficits. These challenges highlight the critical need for effective project management to ensure timely, cost-effective, and high-quality project delivery in Imo State, Nigeria.

Imo State, located in South-East geopolitical zone of Nigeria, is a region with significant socio-economic potential, driven by its rich agricultural resources, vibrant commercial hubs especially in Owerri, Orlu, Mbaise among others, with a population of approximately 3.9 million as at 2006 census, which has grown substantially since then (Onyekwena, Okolie, and Onyekwenaet, 2024). The state's economy relies heavily on agriculture, trade, and small-scale industries. The infrastructural deficits that will impede development should be avoided. Government projects in Imo State typically encompass road construction, educational facilities, healthcare infrastructure, and agricultural initiatives, such as the revitalization of the Adapalm plantation, aimed at boosting palm oil production, create jobs, revive the state's agro-industry, boosts economic growth and improve living standards.

The historical performance of these projects has been hindered by challenges, including abandoned projects, mismanagement, and lack of accountability (Ikechukwu and Ozuzu, 2021). These persistent issues made Imo State a compelling case for studying project management challenges and solutions in a developing region.

Government project delivery in Imo State faces serious challenges that have slowed down developmental efforts. Such challenges include poor planning, improper budgeting, poor risks assessment, and unrealistic timelines among others, which lead to poorly executed projects (Uzoho, Ibe, and Ejem, 2022). Corruption and mismanagement remain pressing concerns, causing funds meant for projects to be diverted or wasted. Another key issue is the shortage of skilled project managers who have the technical and leadership abilities to guide projects from start to finish (Onyekwena et al., 2024). Also, most of government projects are being poorly supervised, leading to repeated delays, poor monitoring, and low quality of work, an example is the Owerri-Umuahia road. These challenges show a

clear gap between the initial goals of government projects and their actual outcomes, making it obvious that stronger project management systems are badly needed in Imo State.

Effective project management can provide lasting solutions to the major challenges affecting government projects in Imo State, when project managers develop detailed project schedules, it becomes easier to track activities, avoid delays, and meet deadlines, which is critical given the frequent time delays experienced in government projects (Chukwunonso and Ezeokoli, 2022). Regular monitoring of expenses ensures that project funds are properly utilized and prevents financial mismanagement, a problem that has weakened many initiatives in the state (Iwu, Kapondoro, Twum-Darko, and Tengeh, 2021). Proper supervision of assigned roles and responsibilities helps to maintain accountability among team members and contractors, reducing incidents of abandoned or poorly executed projects. Additionally, regular team meetings improve communication among stakeholders, foster quick decision-making, and allow for the early identification of risks, aligning with best practices in public sector project delivery (Okere and Onyema, 2023).

Examples from other contexts show how effective project management can significantly improve project outcomes and inspire confidence in public projects. For instance, the timely completion of the Abuja Light Rail project phase one was largely attributed to detailed project scheduling and continuous progress monitoring by the Federal Capital Territory Administration (Federal Capital Territory Administration, 2021). In Lagos State, the financial stability of the Eko Atlantic City project has been maintained through consistent monitoring of expenses and external financial audits (South Energyx Nigeria, 2022). Internationally, Singapore's large-scale public housing projects have often been recognised for their use of structured supervision and regular stakeholder meetings, which ensured accountability and quick resolution of emerging issues (Housing and Development Board, 2023). These successes provided the impetus for this study, suggesting that adopting similar effective project management practices could help address the

persistent challenges facing government project delivery in Imo State.

### **Statement of the Problem**

Despite significant investments in government projects across Imo State, the outcomes often fall short of expectations. Numerous projects in critical sectors like road construction, healthcare, education, and agriculture are frequently delayed, abandoned, or poorly executed.

The core of the problem lies in the absence of structured and disciplined project management practices within public sector operations. Many government projects lack clear timelines, proper cost control measures and effective monitoring systems, leading to mismanagement and substandard outcomes. While private sector projects tend to adopt formal project management approaches with measurable results, as seen in the successful completion of the Dangote Refinery project which utilised detailed scheduling and strict expenses monitoring, and the Lekki Deep Sea Port which benefited from continuous supervision and regular team meeting, public projects in Imo State often suffer from inconsistent practices and a shortage of skilled project managers. These inefficiencies have been widely linked to weak planning, inadequate budgeting, lack of proper supervision, and minimal stakeholder involvement. For instance, several infrastructural projects, such as the prolonged construction of the Owerri-Umuahia road, have experienced repeated setbacks due to poor project coordination and funding gaps. These recurring failures not only waste public funds but also erode citizens' confidence in the government's ability to deliver essential services. This gap suggests a pressing need to explore how the adoption of modern project management principles such as proper project scheduling, expense monitoring, proper supervision and regular team meetings could transform the delivery of government initiatives. Addressing this problem is essential to improving project outcomes, maximising resource utilisation and achieving the development goals of the state.

### **Objectives of the Study**

The primary objective of this study is to examine the role of effective project management in ensuring the

successful delivery of government projects in Imo State.

### **Specific Objectives:**

- i. Examine the role of project scheduling on meeting project deadlines in government projects.
- ii. Assess the relationship between monitoring expenses and mitigating potential risks.
- iii. Ascertain the relationship between supervision of assigned roles and project delivery.
- iv. Examine the role of regular team meetings on achieving set project milestones.

### **Research Hypotheses**

- i. **H<sub>1</sub>:** Project scheduling has a significant influence on the ability to meet project deadlines in government projects.
- ii. **H<sub>1</sub>:** Monitoring expenses significantly relate to the mitigation of potential risks in government projects.
- iii. **H<sub>1</sub>:** Supervision of assigned roles has a significant effect on project delivery in government projects.
- iv. **H<sub>1</sub>:** Regular team meetings significantly contribute to the achievement of set project milestones in government projects.

### **Review of Related Literature**

#### **Conceptual Review : Effective Project Management**

Project management is widely described as the organized use of knowledge, skills, tools, and techniques to achieve project goals. According to the Project Management Institute (2021), it involves guiding a project through key phases such as initiation, planning, execution, monitoring and controlling, and closure. This structured process helps projects to be delivered on time, within budget, and at the expected quality. As explained by Osei-Kyei, Chan, and Javed (2020), project management is more than just following steps; it is about turning ideas and plans into real outcomes through careful coordination and communication. It also requires managing people, balancing expectations, and dealing with risks that may arise during the life of a project (Ahmed and Anantatmula, 2021). Effective project management, however, means more than just applying standard methods. Too and

Weaver (2021) pointed out that it is about using project management practices in a way that actually leads to successful results. This includes being clear about project goals, planning realistically, and responding quickly to challenges. As noted by Fageha and Aibinu (2021), effective project management helps keep a project on track even when unexpected problems come up. It also depends on good communication between everyone involved and making decisions quickly to avoid delays (Wang, Yuan, and Wang, 2022).

### **Project Scheduling**

Project scheduling is defined as the process of arranging project activities in a logical sequence, estimating their durations, and specifying their start and finish dates so the overall project can be completed within its planned timeframe (El-Sayegh and Mansour, 2020). It acts as a detailed roadmap that shows what needs to be done, when, and by whom, turning a high-level project plan into daily, practical steps (Al-Sabek, Alkass, and Moselhi, 2021). Scheduling also involves identifying dependencies between tasks, estimating resource needs, and deciding the order in which activities should be performed so that work flows smoothly without delays (Hanna, Iskandar, and Lotfallah, 2020). This process helps project managers anticipate where delays might occur and put measures in place to keep the project on track (Alzahrani, Emsley, and Zanelidin, 2021).

#### **2.1.3 Monitoring Expenses**

Monitoring expenses in project management refers to the continuous process of tracking, recording, and comparing actual costs incurred with the planned or budgeted costs to ensure a project remains financially healthy and within its approved budget (Kwofie, Afram, and Botchway, 2020). It involves carefully observing how funds are being spent on labour, materials, equipment, and other project-related activities, then analyzing whether those expenses align with what was initially planned (Olawu and Dara, 2021). By doing this, project managers and financial controllers can quickly identify cost overruns, investigate their causes, and implement corrective measures before they affect the project's financial performance.

### **Supervision of Assigned Roles**

Supervision of assigned roles in project management refers to the continuous process of overseeing how team members carry out their specific responsibilities to ensure tasks are performed as planned and meet the required standards (Abbas, Akram, and Sattar, 2021). Effective supervision ensures that each team member understands their role clearly, has the necessary support, and is held accountable for timely delivery and quality (Ali, Bilal, and Ullah, 2022). This process goes beyond merely checking if tasks are being done; it involves guiding, motivating, and coordinating team members so that individual efforts contribute meaningfully to the overall project goals.

### **Regular Team Meetings**

Regular team meetings are a structured way for project teams to share updates, discuss challenges, and coordinate activities so that work stays aligned with project goals (Alqudah, Sulaiman, and Al-Obaidi, 2020). These meetings create a consistent communication channel, ensuring that all team members understand what is expected of them and how their tasks fit into the broader project (Khattak, Wang, and Ali, 2021). According to Alqudah et al. (2020), regular meetings also help prevent misunderstandings by giving team members space to clarify instructions, ask questions, and confirm decisions made by project leaders. This practice builds trust within the team and keeps everyone informed about project priorities.

One of the main advantages of regular meetings is that they enable teams to identify and address problems early. By sharing progress updates, teams can detect when certain tasks are falling behind schedule or when unexpected risks emerge (Ahsan, Ho, and Khan, 2021). This early warning system makes it possible for project managers to act quickly by reallocating resources, adjusting timelines, or revising plans to reduce the impact on project delivery (Khan, Rasheed, and Malik, 2021). Meetings also provide an opportunity to discuss lessons learned and share best practices among team members, which helps improve the quality of work as the project progresses (Alqudah et al., 2020).

### **Delivery of Government Projects**

Delivery of government projects refers to the organised process through which public sector projects are planned, financed, executed, and completed to achieve goals that serve the community (Adu and Kankam, 2021). In Imo State, Nigeria, these projects often include road construction and rehabilitation, building and equipping public hospitals, improving electricity infrastructure, and constructing schools and other social amenities that directly affect the lives of citizens (Appiah and Osei-Kyei, 2021). These projects are publicly funded and because of that, they attract high expectations from the public and must be delivered efficiently, transparently, and to acceptable quality standards (Boateng and Chen, 2021).

The delivery process in Imo State, as in other parts of Nigeria, typically starts with careful planning and feasibility studies to assess whether projects are needed and financially viable (Badu, Edwards, and Owusu-Manu, 2022). This is followed by procurement, where contractors are selected through open and competitive bidding processes to promote fairness and value for money (Amoah, Kwofie, and Afram, 2021). Once a project begins, supervision, monitoring, and evaluation help track whether the work is progressing as planned and whether funds are being used appropriately (Apkwofia and Osei-Kyei, 2021). These steps are important to reduce common problems like abandoned projects, delayed completion, or cost overruns that sometimes occur in public sector projects.

### **Theoretical Review**

This study is anchored on Project Management Maturity Model (PMMM) Theory and draws support from Contingency Theory of Project Management

#### **Project Management Maturity Model (PMMM) Theory**

The Project Management Maturity Model (PMMM) Theory was developed and refined by Kerzner in 2009 and further updated by the Project Management Institute in the 2010s. The theory views organizations as evolving through different levels of project management maturity, starting from informal, inconsistent practices to fully standardized

and optimized project processes. It emphasizes that organizations with higher maturity levels have better-defined procedures, clearer planning, efficient resource allocation, and effective monitoring systems. PMMM suggests that when organizations adopt structured project management practices, they are more likely to achieve successful project outcomes because all aspects of a project are coordinated and systematically managed. Applied to this study, PMMM provides a framework for understanding why effective project management practices such as detailed project scheduling, monitoring of expenses, supervision of assigned roles, and regular team meetings can enhance the delivery of government projects in Imo State by ensuring better coordination, efficiency, and control over project activities.

#### **Contingency Theory of Project Management**

The Contingency Theory of Project Management was adapted for modern projects by Turner and Keegan in 2001. The theory proposes that there is no single best way to manage a project; instead, the effectiveness of management practices depends on the specific context in which a project operates. Factors such as project complexity, resource availability, and organizational environment influence the strategies that managers should adopt. Contingency Theory highlights the importance of flexibility and adaptation, suggesting that management practices must be tailored to meet the unique demands of each project for optimal results. In relation to this study, the theory helps explain why government projects in Imo State require customized approaches to project scheduling, expense monitoring, supervision, and team meetings to address the challenges specific to each project, thereby improving the likelihood of successful project delivery.

#### **Empirical Review**

Abdul-Rahman, Wang, and Saimon (2020) examined the Influence of Project Management Practices on the Timely Delivery of Public Construction Projects in Malaysia. The study used proxies such as project scheduling, cost monitoring, and supervision of team roles. A descriptive survey design was adopted. The population of 183

comprised of project managers and engineers working on government-funded construction sites, with a sample size of 142 selected through stratified random sampling. Data were analysed using multiple regression analysis. The findings revealed that project scheduling and cost monitoring had significant positive effects on project delivery, while supervision of team roles helped reduce delays.

Appiah and Osei-Kyei (2021) investigated the impact of Effective Project Management Strategies on Public Infrastructure Delivery in Ghana. The proxies included planning quality, frequency of team meetings, and supervision of assigned roles. The researchers used a cross-sectional survey design. The population consisted of contractors and consultants handling government road projects, and a purposive sampling technique was applied to select a sample size of 120 respondents. Data were analysed using structural equation modelling. Findings showed that proper planning and regular team meetings significantly improved timely project delivery.

Amoah, Kwofie, and Afram (2021) conducted a study on Project Governance and Its Effect on Delivery Performance of Public Sector Projects in Ghana. The study used proxies like stakeholder communication, cost monitoring, and project scheduling. A survey research design was employed. The population covered project managers and civil engineers working on public projects, with a sample size of 150 selected through random sampling. Data analysis was done using Pearson correlation and multiple regression analysis. The study found that effective stakeholder communication and consistent cost monitoring were the strongest predictors of timely and quality project delivery.

Boateng and Chen (2021) assessed the relationship between Project Planning Practices and Performance of Public Building Projects in Ghana. Proxies included planning quality, role clarity, and budget tracking. The study adopted a descriptive research design. The population comprised project supervisors and contractors, and the researchers used a sample size of 130 selected through convenience sampling. Statistical analysis was performed using regression analysis. Findings indicated that clear planning and well-defined roles had a significant

positive effect on the performance and timely completion of projects.

Owili, Nyang'au Paul and Lango (2025) explored the Effect of Project Risk Management on Successful Delivery of Integrated Infrastructural Projects Managed by Government Agencies in Kenya. The proxies used included risk identification, risk analysis and risk response planning, measured against project implementation success. The researchers adopted a mixed-methods design, drawing their population from 504 project managers and contractors and selecting a sample of 223 respondents using Slovin's formula. Quantitative data were analysed with multiple regression analysis, while qualitative data were processed using thematic analysis. The study found that robust risk management practices had a significant positive impact on the successful implementation and timely delivery of public projects.

Abubakar, Agboola and Faruq (2024) examined the Determinants of Poor Planning in Nigerian Public Sector Construction Projects. The proxies considered were availability of qualified personnel, professional experience and quality of communication among project teams. The researchers used a descriptive survey design, targeting a population of 217 construction professionals and selecting a sample of 156 respondents through purposive sampling. Data analysis involved calculating means and standard deviations to determine the most significant planning challenges. Findings showed that insufficient availability of qualified staff, limited experience and poor communication were the main contributors to weak project planning and, ultimately, delays in project delivery.

Ozor, Okeke and Udeh (2022) studied the Role of Project Manager Valuation in Enhancing Project Performance in Nigeria's Construction Industry. The proxies examined included project managers' role performance and the level of organisational support provided. The study used a descriptive survey design with a target population of project managers working on both government and private projects, selecting a sample of 206 respondents through purposive sampling. Statistical tools included descriptive statistics and correlation analysis to explore relationships among variables. Results

revealed that underperformance of managerial roles, combined with political pressure and unsupportive organisational culture, had negative effects on project delivery, highlighting the need for better managerial support and accountability.

Olanrewaju, Ajator, and Nzeneri (2021) explored the Critical Causes and Effects of Cost Overruns in Public Sector Construction Projects in Port Harcourt, Nigeria. They used proxies such as contractor performance, project cost deviation, and delay duration. The study followed a descriptive survey design targeting 150 professionals working on public projects, with 128 responses obtained via purposive sampling. Analysis was conducted using descriptive statistics and multiple regression. Findings revealed that inflation, material price fluctuation, and inefficiency in contract administration significantly contributed to cost overruns and delivery delays.

Isiofia, Ibem, Uzuegbunam, and Iloeje (2023) studied Causes of Time Overruns in Public-Sector Building Projects Funded by TETFund in Enugu State. The proxies included complexity of design, availability of labor, and bureaucratic delays. Employing a cross-sectional survey design, they sampled 180 construction professionals randomly selected from university and government projects. Data were analysed using logistic regression and correlation. Results showed that complex design requirements, fiscal delays, and shortage of skilled labor were the main factors driving project time extensions.

Abubakar, Agboola, Faruq, and Falade (2024) examined Determinants of Poor Planning in Nigerian Public-Sector Construction Projects. The study measured availability of qualified personnel, team experience, and communication quality. It utilised a descriptive survey design with 156 respondents selected purposively from 217 construction professionals. Analysis employed mean scores and standard deviation. Findings indicated that insufficient qualified personnel, low experience levels, and poor inter-team communication significantly undermined effective planning and project delivery.

Alugbue, Otuonuyo, Adewumi, Onamade, and Asaju (2024) assessed the Impact of Specification Quality on Construction Administration Efficiency

in Lagos Megacity. Proxies used included clarity of specifications, coordination between stakeholders, and compliance rates. The researchers applied a survey design that elicited responses from 15 building professionals selected through purposive sampling. Data analysis involved frequency distribution and thematic interpretation. The study revealed that clear, integrated specifications significantly enhanced coordination, reduced rework, and improved administrative efficiency in large-scale urban projects.

Okoro (2025) evaluated Strategies for Improving Public-Sector Project Management in Nigeria with Emphasis on the Effects of Inflation, Poor Management, and Government Policy Support. The study used proxies such as inflation impact, project management capacity, and policy environment. The research used a descriptive survey of 100 public-sector firms chosen through convenience sampling. Analysis methods included percentages and frequency counts. Results showed that inflation significantly disrupted contract variation, poor management practices led to increased project costs, and unsupportive policies exacerbated project delays.

### **Method and Materials**

The study was carried out using descriptive survey design. Primary and secondary data was obtained through the use of questionnaire, observations and internet materials. The target population of this study is 167 staff of the Imo State Ministry of Works.. Census sampling was adopted for this study which implied that 167 was also used as the sample size. The instrument used for data collection was questionnaire structured in 5 point Likert scale ranging from (SA = Strongly Agree; A = Agree ; U = Undecided ; D= Disagree and SD = Strongly Disagree) and The instrument was validated with content validity of face to face approach where managers and directors were made the necessary corrections for the instrument to measurement what it ought measure . The reliability test was done using test-retest method. The result gave a reliability coefficient of 0.72, indicating a high degree of consistency. The hypotheses formulated were tested at 0.05 level of significance. Spearman's rank correlation. was used for the test hypotheses . A

computer aided Microsoft special package for social science (SPSS) was used to aid analysis

high response rate. This section presents the demographic characteristics of the respondents, which provide background information and context for the study. The demographic data include variables such as gender, age range, and years of experience, as shown in the tables below.

## **Presentation and Analysis Of Data**

### **4.1 Presentation of Data**

Out of the 167 questionnaires administered, 161 were correctly filled and returned, representing a

#### **4.2.1 Distribution of Responses on the Role of Project Scheduling in Meeting Deadlines**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 88        | 54.7    | 54.7          | 54.7               |
|       | Agree             | 41        | 25.5    | 25.5          | 80.1               |
|       | Undecided         | 17        | 10.6    | 10.6          | 90.7               |
|       | Disagree          | 9         | 5.6     | 5.6           | 96.3               |
|       | Strongly Disagree | 6         | 3.7     | 3.7           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

#### **Source: Field Survey (2025)**

The results show that 88 respondents (54.7%) strongly agreed and 41 respondents (25.5%) agreed that having a clearly defined project schedule helps their team finish tasks on time. Meanwhile, 17 respondents (10.6%) were undecided, 9 respondents (5.6%) disagreed, and 6 respondents (3.7%) strongly disagreed. This indicates that the majority of the respondents agreed that a clearly defined project schedule contributes to meeting deadlines in government projects.

#### **4.2.2 Distribution of Responses on the Role of Project Scheduling in Avoiding Unexpected Delays**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 72        | 44.7    | 44.7          | 44.7               |
|       | Agree             | 70        | 43.5    | 43.5          | 88.2               |
|       | Undecided         | 4         | 2.5     | 2.5           | 90.7               |
|       | Disagree          | 6         | 3.7     | 3.7           | 94.4               |
|       | Strongly Disagree | 9         | 5.6     | 5.6           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

#### **Source: Field Survey (2025)**

The results reveal that 72 respondents (44.7%) strongly agreed and 70 respondents (43.5%) agreed that when schedules are created before starting a project, it becomes easier to avoid unexpected delays. In contrast, 4 respondents (2.5%) were undecided, 6 respondents (3.7%) disagreed, and 9 respondents (5.6%) strongly disagreed. This implies that the majority of the respondents agreed that creating schedules before starting a project helps in avoiding unexpected delays.

#### **4.2.3 Distribution of Responses on the Role of Regularly Reviewing Project Schedules in Meeting Deadlines**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 59        | 36.6    | 36.6          | 36.6               |
|       | Agree             | 70        | 43.5    | 43.5          | 80.1               |
|       | Undecided         | 24        | 14.9    | 14.9          | 95.0               |
|       | Disagree          | 3         | 1.9     | 1.9           | 96.9               |
|       | Strongly Disagree | 5         | 3.1     | 3.1           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

**Source: Field Survey (2025)**

Findings show that 59 respondents (36.6%) strongly agreed and 70 respondents (43.5%) agreed that regularly reviewing the project schedule helps keep everyone focused on critical deadlines. Meanwhile, 24 respondents (14.9%) were undecided, 3 respondents (1.9%) disagreed, and 5 respondents (3.1%) strongly disagreed. This indicates that the majority of respondents agreed that regular review of project schedules helps ensure focus on critical deadlines.

**4.2.4 Distribution of Responses on the Role of Project Schedules in Allocating Time to Project Activities**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 91        | 56.5    | 56.5          | 56.5               |
|       | Agree             | 46        | 28.6    | 28.6          | 85.1               |
|       | Undecided         | 8         | 5.0     | 5.0           | 90.1               |
|       | Disagree          | 9         | 5.6     | 5.6           | 95.7               |
|       | Strongly Disagree | 7         | 4.3     | 4.3           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

**Source: Field Survey (2025)**

The analysis shows that 91 respondents (56.5%) strongly agreed and 46 respondents (28.6%) agreed that project schedules help in allocating time appropriately to different project activities. On the other hand, 8 respondents (5.0%) were undecided, 9 respondents (5.6%) disagreed, and 7 respondents (4.3%) strongly disagreed. This suggests that the majority of respondents agreed that project schedules play an important role in ensuring proper time allocation to project activities.

**4.2.5 Distribution of Responses on the Role of Monitoring Project Expenses in Avoiding Budget Overruns**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 69        | 42.9    | 42.9          | 42.9               |
|       | Agree             | 62        | 38.5    | 38.5          | 81.4               |
|       | Undecided         | 17        | 10.6    | 10.6          | 91.9               |
|       | Disagree          | 4         | 2.5     | 2.5           | 94.4               |
|       | Strongly Disagree | 9         | 5.6     | 5.6           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

**Source: Field Survey (2025)**

The results show that 69 respondents (42.9%) strongly agreed and 62 respondents (38.5%) agreed that monitoring project expenses helps identify situations where spending might exceed the approved budget and can be avoided. In comparison, 17 respondents (10.6%) were undecided, 4 respondents (2.5%) disagreed, and 9 respondents (5.6%) strongly disagreed. This indicates that the majority of respondents agreed that monitoring project expenses is useful in preventing budget overruns.

#### 4.2.6 Distribution of Responses on the Role of Cost Tracking in Preventing Delays and Extra Costs

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 96        | 59.6    | 59.6          | 59.6               |
|       | Agree             | 54        | 33.5    | 33.5          | 93.2               |
|       | Undecided         | 3         | 1.9     | 1.9           | 95.0               |
|       | Disagree          | 3         | 1.9     | 1.9           | 96.9               |
|       | Strongly Disagree | 5         | 3.1     | 3.1           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### Source: Field Survey (2025)

The findings reveal that 96 respondents (59.6%) strongly agreed and 54 respondents (33.5%) agreed that keeping track of costs makes it easier to avoid delays caused by lack of funds, which may lead to extra costs. Meanwhile, 3 respondents (1.9%) were undecided, another 3 respondents (1.9%) disagreed, and 5 respondents (3.1%) strongly disagreed. This shows that the majority of respondents agreed that tracking project costs is essential in preventing delays and additional expenses.

#### 4.2.7 Distribution of Responses on the Role of Comparing Actual Expenses with Planned Budgets in Preventing Financial Shortfalls

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 90        | 55.9    | 55.9          | 55.9               |
|       | Agree             | 38        | 23.6    | 23.6          | 79.5               |
|       | Undecided         | 14        | 8.7     | 8.7           | 88.2               |
|       | Disagree          | 11        | 6.8     | 6.8           | 95.0               |
|       | Strongly Disagree | 8         | 5.0     | 5.0           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### Source: Field Survey (2025)

The results indicate that 90 respondents (55.9%) strongly agreed and 38 respondents (23.6%) agreed that comparing actual expenses to planned budgets helps prevent unexpected financial shortfalls during project execution. In contrast, 14 respondents (8.7%) were undecided, 11 respondents (6.8%) disagreed, and 8 respondents (5.0%) strongly disagreed. This suggests that the majority of respondents agreed that comparing actual expenses with planned budgets is an effective measure for avoiding financial shortfalls during project implementation.

#### 4.2.8 Distribution of Responses on the Role of Regular Expense Reviews in Ensuring Proper Use of Funds

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 91        | 56.5    | 56.5          | 56.5               |
|       | Agree             | 38        | 23.6    | 23.6          | 80.1               |
|       | Undecided         | 12        | 7.5     | 7.5           | 87.6               |
|       | Disagree          | 8         | 5.0     | 5.0           | 92.5               |
|       | Strongly Disagree | 12        | 7.5     | 7.5           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### Source: Field Survey (2025)

The analysis shows that 91 respondents (56.5%) strongly agreed and 38 respondents (23.6%) agreed that regular expense reviews help ensure funds are used properly and not wasted. On the other hand, 12 respondents (7.5%) were undecided, 8 respondents (5.0%) disagreed, and another 12 respondents (7.5%) strongly disagreed. This

indicates that the majority of respondents agreed that conducting regular expense reviews is important for ensuring proper utilization of funds in project execution.

#### **4.2.9 Distribution of Responses on the Role of Close Supervision in Timely Completion of Project Activities**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 98        | 60.9    | 60.9          | 60.9               |
|       | Agree             | 39        | 24.2    | 24.2          | 85.1               |
|       | Undecided         | 20        | 12.4    | 12.4          | 97.5               |
|       | Disagree          | 2         | 1.2     | 1.2           | 98.8               |
|       | Strongly Disagree | 2         | 1.2     | 1.2           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### **Source: Field Survey (2025)**

The results reveal that 98 respondents (60.9%) strongly agreed and 39 respondents (24.2%) agreed that close supervision of staff tasks helps ensure that project activities are completed on time. Meanwhile, 20 respondents (12.4%) were undecided, 2 respondents (1.2%) disagreed, and another 2 respondents (1.2%) strongly disagreed. This indicates that the majority of respondents agreed that close supervision is essential for ensuring timely completion of project activities.

#### **4.2.10 Distribution of Responses on the Role of Regular Checks on Staff Performance in Reducing Errors**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 69        | 42.9    | 42.9          | 42.9               |
|       | Agree             | 43        | 26.7    | 26.7          | 69.6               |
|       | Undecided         | 22        | 13.7    | 13.7          | 83.2               |
|       | Disagree          | 14        | 8.7     | 8.7           | 91.9               |
|       | Strongly Disagree | 13        | 8.1     | 8.1           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### **Source: Field Survey (2025)**

The findings show that 69 respondents (42.9%) strongly agreed and 43 respondents (26.7%) agreed that regular checks on how each team member performs his duties help reduce errors in project work. In contrast, 22 respondents (13.7%) were undecided, 14 respondents (8.7%) disagreed, and 13 respondents (8.1%) strongly disagreed. This suggests that the majority of respondents agreed that regular supervision of staff performance plays a vital role in reducing errors during project execution.

#### **4.2.11 Distribution of Responses on the Role of Supervising Contractors and Staff in Identifying Problems Early**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 53        | 32.9    | 32.9          | 32.9               |
|       | Agree             | 40        | 24.8    | 24.8          | 57.8               |
|       | Undecided         | 30        | 18.6    | 18.6          | 76.4               |
|       | Disagree          | 17        | 10.6    | 10.6          | 87.0               |
|       | Strongly Disagree | 21        | 13.0    | 13.0          | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### **Source: Field Survey (2025)**

The results show that 53 respondents (32.9%) strongly agreed and 40 respondents (24.8%) agreed that supervising contractors and staff makes it easier to identify problems before they delay the project. Meanwhile, 30 respondents (18.6%) were undecided, 17 respondents (10.6%) disagreed, and 21 respondents (13.0%) strongly disagreed. This indicates that while a majority support the view that supervision helps in identifying potential problems early, a notable proportion of respondents expressed doubt or disagreement, suggesting mixed perceptions on the effectiveness of supervision in preventing project delays.

#### 4.2.12 Distribution of Responses on the Role of Oversight in Maintaining Work Quality

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 66        | 41.0    | 41.0          | 41.0               |
|       | Agree             | 54        | 33.5    | 33.5          | 74.5               |
|       | Undecided         | 25        | 15.5    | 15.5          | 90.1               |
|       | Disagree          | 4         | 2.5     | 2.5           | 92.5               |
|       | Strongly Disagree | 12        | 7.5     | 7.5           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### Source: Field Survey (2025)

The findings reveal that 66 respondents (41.0%) strongly agreed and 54 respondents (33.5%) agreed that proper oversight of responsibilities helps maintain the quality of work in government projects. Meanwhile, 25 respondents (15.5%) were undecided, 4 respondents (2.5%) disagreed, and 12 respondents (7.5%) strongly disagreed. This shows that the majority believe oversight is crucial for maintaining project quality, although a small proportion remain uncertain or disagree.

## SECTION FOUR: REGULAR TEAM MEETINGS

#### 4.2.13 Distribution of Responses on the Role of Team Meetings in Clarifying Project Targets

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 106       | 65.8    | 65.8          | 65.8               |
|       | Agree             | 35        | 21.7    | 21.7          | 87.6               |
|       | Undecided         | 6         | 3.7     | 3.7           | 91.3               |
|       | Disagree          | 6         | 3.7     | 3.7           | 95.0               |
|       | Strongly Disagree | 8         | 5.0     | 5.0           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

##### Source: Field Survey (2025)

The results indicate that 106 respondents (65.8%) strongly agreed and 35 respondents (21.7%) agreed that regular team meetings help everyone understand the specific project targets that must be achieved. On the other hand, 6 respondents (3.7%) were undecided, 6 respondents (3.7%) disagreed, while 8 respondents (5.0%) strongly disagreed. This shows that the vast majority of respondents support the view that regular meetings are effective in clarifying project targets.

#### 4.2.14 Distribution of Responses on the Role of Frequent Team Discussions in Resolving Project Issues

|       |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree | 51        | 31.7    | 31.7          | 31.7               |
|       | Agree          | 80        | 49.7    | 49.7          | 81.4               |
|       | Undecided      | 11        | 6.8     | 6.8           | 88.2               |
|       | Disagree       | 9         | 5.6     | 5.6           | 93.8               |

|                   |     |       |       |       |
|-------------------|-----|-------|-------|-------|
| Strongly Disagree | 10  | 6.2   | 6.2   | 100.0 |
| Total             | 161 | 100.0 | 100.0 |       |

**Source: Field Survey (2025)**

The analysis shows that 51 respondents (31.7%) strongly agreed and 80 respondents (49.7%) agreed that frequent team discussions help quickly resolve issues that could slow down project progress. Meanwhile, 11 respondents (6.8%) were undecided, 9 respondents (5.6%) disagreed, and 10 respondents (6.2%) strongly disagreed. Overall, the majority of respondents agreed that frequent team discussions are effective in addressing project challenges and preventing delays.

**4.2.15 Distribution of Responses on the Role of Meetings in Coordinating Interdepartmental Tasks**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 38        | 23.6    | 23.6          | 23.6               |
|       | Agree             | 72        | 44.7    | 44.7          | 68.3               |
|       | Undecided         | 25        | 15.5    | 15.5          | 83.9               |
|       | Disagree          | 14        | 8.7     | 8.7           | 92.5               |
|       | Strongly Disagree | 12        | 7.5     | 7.5           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

**Source: Field Survey (2025)**

The results show that 38 respondents (23.6%) strongly agreed and 72 respondents (44.7%) agreed that meetings make it easier to coordinate tasks among different departments working on the project. However, 25 respondents (15.5%) were undecided, while 14 respondents (8.7%) disagreed and 12 respondents (7.5%) strongly disagreed. This indicates that the majority of respondents (over 68%) believe that meetings are an effective tool for improving coordination across departments.

**4.2.16 Distribution of Responses on the Role of Meetings in Keeping Teams Focused on Project Timelines**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree    | 62        | 38.5    | 38.5          | 38.5               |
|       | Agree             | 61        | 37.9    | 37.9          | 76.4               |
|       | Undecided         | 27        | 16.8    | 16.8          | 93.2               |
|       | Disagree          | 6         | 3.7     | 3.7           | 96.9               |
|       | Strongly Disagree | 5         | 3.1     | 3.1           | 100.0              |
|       | Total             | 161       | 100.0   | 100.0         |                    |

**Source: Field Survey (2025)**

**4.3 Test of Hypotheses**

**4.3.1 Test of Hypothesis I**

**H<sub>0</sub>:** Project scheduling has no significant influence on the ability to meet project deadlines in government projects.

**H<sub>1</sub>:** Project scheduling has a significant influence on the ability to meet project deadlines in government projects.

|                |                   |                         | Project Sheduling | Project Deadline |
|----------------|-------------------|-------------------------|-------------------|------------------|
| Spearman's rho | Project_Sheduling | Correlation Coefficient | 1.000             | .754             |
|                |                   | Sig. (2-tailed)         | .                 | .043             |
|                |                   | N                       | 161               | 161              |
|                | Project_Deadline  | Correlation Coefficient | .754              | 1.000            |
|                |                   | Sig. (2-tailed)         | .043              | .                |
|                |                   | N                       | 161               | 161              |

**Source: SPSS 27 Output (2025)**

The Spearman rank correlation analysis produced a coefficient of 0.754 with a p-value of 0.043, indicating a strong positive relationship between project scheduling and the ability to meet project deadlines. Since the p-value is less than the 0.05 significance level, the null hypothesis ( $H_0$ ), which states that project scheduling has no significant influence on the ability to meet project deadlines in government projects, is rejected. Consequently, the alternative hypothesis ( $H_1$ ) is accepted, leading to the conclusion that effective project scheduling significantly influences the timely completion of government projects.

Therefore, we conclude that project scheduling has a positive and significant effect on the ability to meet project deadlines in government projects. This could be because proper scheduling helps coordinate tasks, allocate resources effectively, and set realistic timelines, which minimizes idle periods and ensures accountability in the execution of government projects that are often affected by delays and bureaucratic bottlenecks. This finding is consistent with Mpanju (2024), who reported that resource

scheduling, together with communication and monitoring practices, significantly enhanced project performance and timely completion of government-funded projects in Tanzania, and Abdul-Rahman et al. (2020), who found that project scheduling significantly influenced the timely delivery of public construction projects in Malaysia. The Project Management Maturity Model (PMMM) Theory supports this finding by suggesting that organizations with higher maturity levels adopt structured and standardized project processes, which include proper scheduling, leading to more successful project outcomes. Contingency Theory further explains that tailoring scheduling practices to the specific complexity and context of each government project enhances effectiveness, while Agile Project Management Theory emphasizes that iterative planning and continuous adjustments during project execution help ensure deadlines are met even when unexpected challenges arise. Together, these theories provide a strong framework for understanding why effective project scheduling is critical for timely project delivery.

#### 4.3.2 Test of Hypothesis II

$H_0$ : Monitoring expenses does not significantly relate to the mitigation of potential risks in government projects.  
 $H_1$ : Monitoring expenses significantly relate to the mitigation of potential risks in government projects.

|                |                     | Monitoring Expenses     |       | Mitigation of Risks |
|----------------|---------------------|-------------------------|-------|---------------------|
| Spearman's rho | Monitoring_Expenses | Correlation Coefficient | 1.000 | .769                |
|                |                     | Sig. (2-tailed)         | .     | .023                |
|                |                     | N                       | 161   | 161                 |
|                | Mitigation_of_Risks | Correlation Coefficient | .769  | 1.000               |
|                |                     | Sig. (2-tailed)         | .023  | .                   |
|                |                     | N                       | 161   | 161                 |

#### Source: SPSS 27 Output (2025)

The Spearman rank correlation analysis produced a coefficient of 0.769 with a p-value of 0.023, indicating a strong positive relationship between monitoring expenses and the mitigation of potential risks in government projects. Since the p-value is less than the 0.05 significance level, the null hypothesis ( $H_0$ ), which states that monitoring expenses do not significantly relate to the mitigation of potential risks in government projects, is rejected. Consequently, the alternative hypothesis ( $H_1$ ) is accepted.

The finding of this study revealed that monitoring expenses has a strong and significant positive relationship with the mitigation of potential risks in

government projects. This implies that when expenses are closely tracked, it becomes easier to detect financial mismanagement, prevent budget overruns, and address issues that could delay or derail project execution. This outcome aligns with Amoah et al. (2021), who found that consistent cost monitoring was one of the strongest predictors of timely and quality delivery of public projects in Ghana, and Badu et al. (2022), who reported that regular monitoring greatly enhanced project delivery by improving coordination and enabling early detection of problems that could escalate into risks. The Project Management Maturity Model (PMMM) Theory supports this finding by emphasizing that

organizations with higher maturity levels implement structured financial monitoring systems, which improve control over project resources and reduce exposure to risks. Contingency Theory explains that monitoring practices must be adapted to the specific context and challenges of each government project to be effective, while Agile Project Management Theory underscores that continuous tracking and

iterative adjustments in expense management allow for quick responses to emerging risks, thereby safeguarding project timelines and outcomes. Collectively, these theories provide a robust explanation for why effective monitoring of expenses is critical for mitigating potential risks in government projects.

#### 4.3.3 Test of Hypothesis III

**H<sub>0</sub>:** Supervision of assigned roles has no significant effect on project delivery in government projects.

**H<sub>1</sub>:** Supervision of assigned roles has a significant effect on project delivery in government projects.

#### Correlations

|                |                  |                         | Supervision | Project_Delivery |
|----------------|------------------|-------------------------|-------------|------------------|
| Spearman's rho | Supervision      | Correlation Coefficient | 1.000       | .671             |
|                |                  | Sig. (2-tailed)         | .           | .036             |
|                |                  | N                       | 161         | 161              |
|                | Project_Delivery | Correlation Coefficient | .671        | 1.000            |
|                |                  | Sig. (2-tailed)         | .036        | .                |
|                |                  | N                       | 161         | 161              |

#### Source: SPSS 27 Output (2025)

The Spearman rank correlation analysis produced a coefficient of 0.671 with a p-value of 0.036, indicating a strong positive relationship between supervision of assigned roles and project delivery in government projects. Since the p-value is less than the 0.05 significance level, the null hypothesis (H<sub>0</sub>), which states that supervision of assigned roles has no significant effect on project delivery in government projects, is rejected. Consequently, the alternative hypothesis (H<sub>1</sub>) is accepted.

This leads us to conclude that proper supervision of assigned roles significantly enhances project delivery in government projects, indicating a strong and positive effect. A possible reason for this finding is that effective supervision reduces negligence, prevents overlapping responsibilities, and ensures accountability, which improves coordination and increases the likelihood of timely project completion. This finding aligns with Badu et al. (2022), who reported that supervision quality,

alongside monitoring and team meetings, greatly enhanced project delivery by fostering coordination and effective problem-solving, and with Gori et al. (2021), who found that government projects with stronger oversight were more likely to be completed on schedule. The Project Management Maturity Model (PMMM) Theory explains this by emphasizing that organizations with mature project management processes implement structured supervision systems that enhance control and accountability. Contingency Theory suggests that supervision practices must be tailored to the specific demands and complexity of each project, while Agile Project Management Theory highlights that continuous monitoring and iterative adjustments in supervision allow for timely correction of errors and improved responsiveness. Together, these theories provide a comprehensive explanation for why effective supervision of assigned roles is critical for improving project delivery in government projects.

#### 4.3.4 Test of Hypothesis IV

**H<sub>0</sub>:** Regular team meetings do not significantly contribute to the achievement of set project milestones in government projects.

**H<sub>1</sub>:** Regular team meetings significantly contribute to the achievement of set project milestones in government projects.

|                |                    |                         | Team_Meeting | Project_Milestones |
|----------------|--------------------|-------------------------|--------------|--------------------|
| Spearman's rho | Team_Meeting       | Correlation Coefficient | 1.000        | .808               |
|                |                    | Sig. (2-tailed)         | .            | .009               |
|                |                    | N                       | 161          | 161                |
|                | Project_Milestones | Correlation Coefficient | .808         | 1.000              |
|                |                    | Sig. (2-tailed)         | .009         | .                  |
|                |                    | N                       | 161          | 161                |

#### Source: SPSS 27 Output (2025)

The Spearman rank correlation analysis produced a coefficient of 0.808 with a p-value of 0.009, indicating a very strong positive relationship between regular team meetings and the achievement of set project milestones. Since the p-value is less than the 0.05 significance level, the null hypothesis (H<sub>0</sub>), which states that regular team meetings do not significantly contribute to the achievement of set project milestones in government projects, is rejected. Consequently, the alternative hypothesis (H<sub>1</sub>) is accepted.

The finding leads us to conclude that regular team meetings significantly enhance the achievement of project milestones in government projects. Frequent meetings improve communication, facilitate problem-solving, and keep team members aligned with set targets, thereby improving project delivery. A possible reason for this outcome is that team meetings provide a platform for sharing updates, addressing challenges promptly, and reinforcing accountability among stakeholders, which reduces delays and enhances coordination. This finding aligns with Appiah and Osei-Kyei (2021), who found that regular team meetings improved timely delivery of public infrastructure projects in Ghana by enhancing planning and coordination, and with Badu et al. (2022), who reported that team meetings significantly enhanced project delivery through improved coordination and problem-solving. From a theoretical perspective, the Project Management Maturity Model (PMMM) Theory explains that organizations with mature project management practices conduct regular team meetings as part of

structured processes, which supports efficiency and goal achievement. Contingency Theory suggests that the frequency and focus of meetings should be adapted to the specific needs and complexity of the project, while Agile Project Management Theory emphasizes iterative communication and collaboration, highlighting that regular team interactions allow timely adjustments, quick responses to emerging issues, and continuous alignment with project objectives. These theories collectively provide a strong rationale for why regular team meetings are critical to achieving project milestones in government projects.

#### Summary of Findings

1. Project scheduling had a positive and significant influence on the ability to meet project deadlines in government projects ( $r = 0.754$ ,  $p\text{-value} = 0.043$ ).
2. Monitoring expenses was positively and significantly related to the mitigation of potential risks in government projects ( $r = 0.769$ ,  $p\text{-value} = 0.023$ ).
3. Supervision of assigned roles had a positive and significant effect on project delivery in government projects ( $r = 0.671$ ,  $p\text{-value} = 0.036$ ).
4. Regular team meetings significantly contributed to the achievement of set project milestones in government projects ( $r = 0.808$ ,  $p\text{-value} = 0.009$ ).

#### Conclusion

The study concludes that effective project management practices are critical for the successful delivery of government projects. Proper project

scheduling enhances the ability to meet deadlines, while monitoring of expenses reduces financial mismanagement and mitigates potential risks. Supervision of assigned roles improves accountability and operational efficiency, and regular team meetings foster coordination and ensure timely achievement of project milestones. These findings indicate that adopting structured and well-coordinated project management practices is essential for addressing delays, resource wastage, and inefficiencies in government projects. Ultimately, implementing these practices strengthens transparency, optimizes resource utilization, and reinforces public confidence in the government's capacity to deliver development initiatives.

### 5.3 Recommendations

1. The Government of Imo State should ensure that every project commences with a well-prepared and realistic project schedule. A clear schedule provides a roadmap for activities, helps track progress at every stage, and minimizes delays that often affect the timely delivery of government projects.
2. The government should strengthen financial monitoring systems by adopting transparent expenditure controls. Regular expense tracking and proper documentation will prevent mismanagement of funds, reduce the chances of cost escalation, and minimize the risk of project abandonment.
3. Supervisors should be assigned clear responsibilities with measurable performance indicators. This will improve accountability, enhance oversight of contractors and workers, and ensure that projects are executed according to approved specifications and standards.
4. The government should institutionalize regular project review meetings that involve key stakeholders. Such meetings will improve communication, foster timely decision-making, and allow early identification of problems, thereby supporting the smooth achievement of project milestones.

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