

## Appendix-A

**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES, MASTER OF ART IN PROJECT MANAGEMENT**  
**Questionnaire sample with consent letter**

Dear Sir or Madam:

Subject: Survey

I am conducting my thesis entitled Factors that affects the time delivery of government construction projects mainly in Ethiopian electric power projects.

The objective of this questionnaire is to identify the factors responsible for project delay and solutions for the causes of delay in the Ethiopian electric power construction industry.

Please find a questionnaire attached herewith and I kindly request you to spare part of your valuable time to fill the questionnaire.

Please note that your name and your company or department name will remain confidential when analyzing the questionnaire. The collected data will be statistically analyzed, and conclusions will be drawn that will assist the Ethiopian construction project to minimize project delays.

If you wish, I shall be happy to provide you with the results of the study once finished. Your assistance and cooperation will be highly appreciated. Please ignore this question if you feel that you are not enough position in answer the questions.

Thank you,

Please return your response to following address:

Kirubel G/silassie  
Contact address: Mobile: +251913910909  
E-mail: [kirubelgt@gmail.com](mailto:kirubelgt@gmail.com)

## a) Questionnaire Sample

Please respond to the following questions either by ticking the appropriate box or by writing your answer in the space provided. Please note:

1. The answers should be based on your experience in construction projects.
2. All information provided will be treated in the strictest of confidence.

### Section one – *Questions related to the respondent's experience.*

#### 1.1. What is your type of business?

- Contractor
- Owner
- Consultant
- Client/ Client representative
- Other please specify

#### 1.2. How long have you been involved in the construction projects?

- <5 years
- 6-10 years
- 11-15 years
- >16 years

#### 1.3. What is the value of the current project you are involved?

- Over 30 million
- £ 16 – 30 million
- £ 5 – 15 million
- Under £5 million

#### 1.4. What is the value of the current project you are involved? (You might select more than one)

- Very large
- Large
- Medium
- Small

**Section two – *Questions related to the performance of projects you have been involved in.***

**2.1. How many construction project have you been participated in?**

Please specify \_\_\_\_\_

**2.2. Was one or more of them delayed??**

Yes

No

**2.3. How many of them were delayed?**

Please specify \_\_\_\_\_

**2.4. What percentage of you projects finishes late?**

Less than 10%

10 to 30 %

31 to 50 %

51 to 100%

Over 100 % please specify \_\_\_\_\_

**2.5. What is the average of delayed time that was authorized by owners?**

All the delayed time

About 75% of delayed time

About 50 % of delayed time

About 25% of delayed time

The contractor paid the liquidated damages for all delayed time

**2.6. Who is the most responsible side for construction delays?**

Contractor

Consultant

Owner

Other

### Section three – delay factors

3. Rank the delay factors below to their frequency and severity weight.

Scale	Frequency
1	No impacts
2	Negligible impact
3	Marginal impact
4	Moderate impact
5	Major impact

Delay factors	Frequency				
	1	2	3	4	5
➤ Materials Related factors					
1. Shortage of required materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Delay in materials delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Changes in materials prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Changes in materials specifications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
➤ Equipment Related factors					
5. Shortage of required equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Failure of equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Shortage of supporting and shoring installations materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Inadequate equipment used for the works	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
➤ Manpower Related factors					
9. Shortage of manpower (skilled, semi-skilled, unskilled labor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Low skill of manpower	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
➤ Project Management Related factors					
11. Lack of motivation among contractor's members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Shortage of contractor's administrative personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Shortage of technical professionals in the contractor's organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Poor communications by the contractor with the parties involved in the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Contractor's poor coordination with the parties involved in the project	○ ○ ○ ○ ○
16. Slow preparation of changed orders requested by the contractor	○ ○ ○ ○ ○
17. Ineffective contractor head office involvement in the project	○ ○ ○ ○ ○
18. Delays in mobilization	○ ○ ○ ○ ○
19. Poor controlling of subcontractors by contractor	○ ○ ○ ○ ○
20. Loose safety rules and regulations within the contractor's organization	○ ○ ○ ○ ○
21. Ineffective planning and scheduling of the project by the contractor	○ ○ ○ ○ ○
22. Delays to field survey by the contractor	○ ○ ○ ○ ○
23. Ineffective control of project progress by the contractor	○ ○ ○ ○ ○
24. Inefficient quality control by the contractor	○ ○ ○ ○ ○
25. Poor communication and coordination by contractor with other parties	○ ○ ○ ○ ○
26. Delays in sub-contractors work	○ ○ ○ ○ ○
27. Problems between the contractor and his subcontractors with regard to payments	○ ○ ○ ○ ○
28. Poor qualification of the contractor's technical staff	○ ○ ○ ○ ○
29. Poor site management and supervision by contractor	○ ○ ○ ○ ○
30. Rework due to errors activities during construction	○ ○ ○ ○ ○
➤ Owner Related factors	
31. Lack of experience of owner in construction	○ ○ ○ ○ ○
32. Improper project feasibility study	○ ○ ○ ○ ○
33. Lack of working knowledge	○ ○ ○ ○ ○
34. Slowness in making decisions	○ ○ ○ ○ ○
35. Lack of coordination with contractors	○ ○ ○ ○ ○
36. Contract modifications (replacement and addition of new work to the project and change in specifications)	○ ○ ○ ○ ○
37. Financial problems (delayed payments, financial difficulties, and economic problems)	○ ○ ○ ○ ○
38. Delay in furnishing and delivering the site to the contractor by the owner	○ ○ ○ ○ ○
39. Unrealistic contract duration	○ ○ ○ ○ ○
40. Slow decision making by the owner organization	○ ○ ○ ○ ○
41. Interference by the owner in the construction operations	○ ○ ○ ○ ○
42. Delay in progress payments by the owner	○ ○ ○ ○ ○
➤ Consultant Related factors	

43. Poor qualification of consultant engineer's staff assigned to the project	○ ○ ○ ○ ○
44. Delay in the preparation of drawings	○ ○ ○ ○ ○
45. Delay in the approval of contractor submissions by the consultant	○ ○ ○ ○ ○
46. Poor design and delays in design	○ ○ ○ ○ ○
47. Slow response and poor inspection	○ ○ ○ ○ ○
48. Absence of consultant's site staff	○ ○ ○ ○ ○
49. Delayed and slow supervision in making decisions	○ ○ ○ ○ ○
50. Incomplete documents	○ ○ ○ ○ ○
51. Slowness in giving instruction	○ ○ ○ ○ ○
52. Poor communication between the consultant engineer and other parties	○ ○ ○ ○ ○
➤ External Factors	
53. Severe weather conditions on the job site	○ ○ ○ ○ ○
54. Rise in the prices of materials	○ ○ ○ ○ ○
55. Lack of equipment and tools on the market	○ ○ ○ ○ ○
56. Right of way (RoW) problems	○ ○ ○ ○ ○
57. Unstable laws and regulation	○ ○ ○ ○ ○

**Comments:**

Thank you very much; your response is highly appreciated.

Please send your response to: or e-mail it to. : [kirubelgt@gmail.com](mailto:kirubelgt@gmail.com)