THE SIGNIFICANCE OF PARTICIPATORY MANAGEMENT ON PROJECT EXECUTION THROUGH DIRECT LABOUR:
A CASE STUDY OF ADAMAWA STATE, NIGERIA

BY

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ATTESTATION

This is to attest that this Dissertation is original to the researcher was carried out under my supervision and guidance.

....
Prof. David Iornem
ACADEMIC ADVISER

DEDICATION

This dissertation is dedicated to His Excellency, Dr. Goodluck Ebele Jonathan GCFR; the President and Commander-In-Chief of the Federal Republic of Nigeria for his kindness, affection and love for me and for God using him to elevate me in life by giving me an appointment as Chairman, Federal Road Maintenance Agency (FERMA). God in His infinite mercies will see you through this onerous assignment in piloting the affairs of our great country Nigeria.

You are a man of unparallel calmness, very calculated, a man full of joy, who radiates joy, infects others with joy and I happen to be one of the numerous ones you have infected with joy. May the good Lord continue to bless you and your family in Jesus Name. Amen.

You are simply great.

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ABSTRACT

In this project, "The Significance of Participatory Management on Project Execution Through Direct Labour: A Case Study of Adamawa State, Nigeria" an extensive research is carried out from this indebt research work on participatory management on project execution through direct labour, it is deduced that sound development through project implementation must involve the direct participation of those that are central or beneficiaries to the development process. It is also argued that some specific skills are necessary in creating a positive team climate and influencing others to satisfactorily participate in project implementation process including but not restricted to the following; understanding behavioural styles of individual team members; listening and effectively communicating; giving praises when and when necessary; maturely handling criticism; and using problem-solving techniques and persuasion instead of criticizing others.

In the research, it is noted that the more participants get involved, the more they will bring their knowledge and insights to the project development. That would never have obtained through the traditional method of project procurement and requirement definitions. Participatory project management also brings about ownership. Everyone involved has a sense of belonging and feeling that they jointly own the project.

At the conclusion of the research, some recommendations were made among which are; the need for all ministries and parastatals to adopt Participatory Project Management through Direct Labour hereby bringing about commitment and ownership; promoting transparency, accountability, trust and curbing corruption; affording public servants training and development programmes, promoting sound manager-subordinate relationship; and above all bring value for money invested in Government projects

CHAPTER ONE

1.0 GENERAL BACKGROUND

1.1 INTRODUCTION AND CONCEPTUAL FRAMEWORK

Project management is a conscious endeavor involving a carefully planned and organized effort to accomplish a specific task or objective. It entails developing a project plan which includes defining project goals and objectives, and conforming to a step-by-step instruction in achieving the project deliverables. The project management procedures outline the resources that will be used to manage the project throughout its life cycle. This usually include a detailed plan on how the team would manage challenges/conflicts, scope change, risk, quality, communication, and so on. Other issues that are pertinent in the project process involve a review of the work-plan on a regular basis in determining the progress of the project in terms of schedule and budget. After the work-plan is reviewed and subsequently updated, attempt is made to establish whether the project will be completed within the original effort, cost, and duration. Lock (2000) explains that, the aim is for the final result to satisfy the project sponsor or purchaser, within the promised timeframe and without using more money and other resources than those originally set aside or budgeted.

There are varied definitions of project management that carries almost the same meaning. Taylor and Watling (1979) earlier defined project management to mean two things: a management arrangement and a system of management techniques. According to Ntamere (1995), project management is defined as managing and directing time, materials and costs to complete a particular project in orderly, economical manner and meet established objectives in time, budget amount and technical results.

To a large extent, project management is about tackling new ground, taking a group of people and trying to achieve some very clear objectives within stipulated time and efficiently (see Reiss 1992). The Project Management Body of Knowledge (PMBK, 1996) describes project management as the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations invariably involves balancing competing demands among:

- Scope, time cost, and quality

- Stakeholders with differing needs and expectations

- Indentified requirements (needs) and unidentified requirements (expectations)

Ntamere (1995:1) again posits that a project is a "discrete package of investment or endeavor, policy measures and institutional and other activities designed to achieve a specific objective or set of objectives within a designated period and involving a commitment of resources."

The project management process boils down to a set of technical parameters, clusters of activities and steps in view of achieving a result. It is comprised of tasks and responsibilities, grouped in phases under what is identified as "Project Life Cycle". Each phase completion usually assessed before moving to the next phase and then to the last which includes properly 'closing' the project. However, the key to successful project management does not rely solely on the knowledge of project management skills. It is a combination of a strong foundation in management skills, process skills and people skills. Since working on a project is an endeavor, the project team must be equipped with the knowledge and expertise either acquired through training or experience.

Over the years, project management has evolved into very specific and detailed processes which are most often modified and integrated with other disciplines to meet peculiar needs of complex situations. Advanced

institutions and government establishments like the military, transportation sector, works housing among others have since adopted the Project Management system. The informal sector and social services started later ensued in recognizing the value and use project management concepts and techniques for project planning and implementation. Many concepts in project management have relevance to most sectors and are useful to help organize human activity that aims at creating a product, a service or effecting a change.

In as much as there is need for participatory project management, the use a project management methodology which provides a layout on the steps guiding the overall structure of the project is highly emphasized. To achieve success in project management, the following steps must be carefully understood and followed.

(i) At the instance of Project Initiation, the stakeholders define the project, its boundaries, scope, resources and timeframe. It is only when the team has identified the objectives, then they can start to proceed with the other project processes.

(ii) Careful planning entails a detailed structure of how the project team intends to do carry out the project. Nevertheless, project management software are available and can be utilized for producing a well thought-out plan for the project. In Project Planning, ideas are generated to provide a framework that will serve as guide for the project team throughout the project process. The project manager needs to be able to foresee challenges, risks and success rates to anticipate possible solutions even if the occurrence has not happened yet. As it is usually said, preventive measure is better than cure, for it is cost efficient and saves a lot of time.

(iii) The working stage of the project where communication or people skills are a priority is usually referred to as "Project Execution". To effectively manage individuals in the project team into making a project deliver successfully, there is need to have a communication plan ready. The project manager should be able to reach out to each of the project team member. The goal is to have an exchange of knowledge to provide feedback, generate solutions and create innovative ways to bring the project to fulfillment.

(iv) Controlling the project within the scope and proposed budget ensures the project team in ways of monitoring objectives and comparing them to baseline data for implementation. In as much as quality standards are met by means of Project Tracking, one can be sure of quality, efficiency and total completion of the project.

(vi) Before the closing of the project, it will be necessary to formalize the result and ensure of acceptance the project. Some project management software includes a detailed report that can be presented to the project stockholders and sponsors and to the project team as well to give a summary of the project as it ends.

Paulo Freire's (1996) philosophy and activist movement gave birth to the concept of "Participation" applied to development work. He based his philosophy on the fundamental recognition that poor and disempowered people, and marginalized communities, abound with knowledge, creativity and capacities that are not recognized or valued by dominant research and development practices. It is noteworthy that full participation of people in executing specific projects is essential not only as a means to getting work done, but as the ground on which the process of development is understood

and exercised as a collective process which guarantee sustainability, with responsibilities and right of involvement. The value of a multi-disciplinary team, including local people who have a good knowledge of the area's condition and situation, people presenting diverse interests and occupation, age groups, skills and sets are indispensably important. This will allow issues to be seen from different perspectives and viewpoints.

According to submissions on the website: (http://www.lindaswebs.org.uk), in the 1970s and 1980s there was widespread institutionalization of the rhetoric of participatory development in response to evidence of the failure of large numbers of expensive large-scale, top-down projects in both capitalist and socialist countries. By the end of the 1980s participatory development had become an established umbrella term for a new style of development. These days, there is plethora of manuals on techniques for participatory development produced by organizations. Most international donor agencies have official statements about the need for beneficiary participation and project guidelines for participatory projects.

In a common parlance, participatory management means that all staff, not only the designated manager, has input and influence over the decisions that affect the organization. Participatory management is a way to empower employees and create a more innovative bottom up structure for organizations. It is a movement toward decentralizing power. It is not the same as communal or co-operative management, where every staff member has the same weight in the decision making process. In participatory project management however, the designated project managers (or manager) still have (or has) the final responsibility for making decisions and answering for them, but members of the project team who are affected by those decisions are actively sought to provide observations, analysis, suggestions and recommendations during the project implementation process. One common positive theme in the concept of participatory management is the increased communication and unlocking of ideas that occurs when employees are not intimidated by a strict hierarchical and authoritarian organizational arrangement. In participatory project management, there is ownership. Here, the project manager can arrogate success to himself alone where there is success and members of the project team cannot also blame the project manager for any failure, where there is failure, they all share both failure and success.

Organizations would operate better if staff are more loyal, feel needed and wanted, feel that they are respected, and feel that their opinions count. If management proactively seeks their input into management decision making, those things should be sincerely contributed during the implementation process. Decisions tend to be better when they can call on a wider range of knowledge, information and experience. No matter how wise and experienced a project manager may be, he/she does not have as much experience as the totality of the experience of his or her staff.

Trust is an important factor in project management leadership. Participatory approaches usually mean that decision making is more transparent. That, in turn, increases the trust of the staff, and the leadership of the project manager is enhanced. And transparency itself is an added benefit to this approach.

When decisions are made in active consultation with the staff, there is less suspicion of illegal and immoral decisions being made in sneaky circumstances. As with community participation in project management, the end result is that participatory management yields many benefits.

There are a few costs, however, to obtaining participatory input. One is that it takes time to obtain it, and decisions are therefore slower than when they are made unilaterally. When staff argue for a particular decision, but the regulations, the budget, the board, or the head office do not allow that decision, then staff will be disappointed; some may even ask why are they participating, if their inputs will not be holistically implemented. It needs the manager to show that even though they all wanted a particular path to be taken; circumstances beyond management – even beyond participatory management – hindered them from taking that path. When staff are hotly divided on a particular issue, this will be revealed when it appears as a management decision. Disagreements may affect the work. The project manager must put in extra time and effort to reach a decision – with staff participation – that will reduce that division. While there are a few irritations in taking a participatory approach to project management, the many benefits outweigh the costs.

There are many ways to channel participation. In participatory management, the first question that comes to mind is "who needs to be involved?" the direct answer to this is you (the project manager) and your project core team together. Planning is essentially a participative activity that

contributes to team building and creates team "buy-in" to the plans derived. This commitment is essential to success. Before you start your first planning session, review the skills and experience of team members. If appropriate, invite experts from other department to join you. Stressing this is not committing them to project work later and you value their inputs to your efforts. Persuade your project sponsor (this is normally the person who fare your responsibility for the project) to attend and open the planning session, explaining the project strategic context, relevance and priority. Consider inviting some of your key stakeholders if they can add value. (Trevor L. Young, 2000)

Participation in decision making during the implementation process of the project requires good communication; the more channels the project manager can open up, the more he/she can have staff participate in managing the project process.

Projects generally are undertaken by both the private and public sectors in Nigeria to produce structure that are vital to the well-being and functioning of a modern and developing economy of which Adamawa State is inclusive. It is in realization of the above facts that various government in

Nigeria, including Adamawa State government and their parastatals have embarked on a large number of developmental projects.

The direct labour system is an arrangement whereby a developer or an owner employs, organizes and mobilizes the necessary resources to execute a construction project using required and qualified professional either permanently employed or hired to act as its agents and pay for them directly. Iyagba and Idoro, (1995)

Requirement will be determined by the project in the consideration while qualification will be examined in another work to be done. From the above definition, direct labour arrangement can take the following three forms;

(i) In this instance work superintendant, Engineer and/ or construction manager acting as an agent of the developer, hires, organizes and mobilzes men and machinery and supervise such construction.

(ii) Construction by direct labour establishment using permanently employed work superintendent, engineer and /or project

manager that hires or employs permanent purchases, organizes and mobilizes labour/machinery and to supervise construction.

(iii) A self-help construction where the inhabitants of a community are organized and mobilized to execute project in collaboration with the direct labour establishment of a government ministry.

Direct labour system is however, simply defined in Daily Champion editorial (October 16, 1998) as "the option in which the Government utilizes resources in terms of facilities and personnel available to it to execute projects.

From the above definition, I will like to adopt that direct labour system can be defined as the method employed by government or any other developer(s) to execute construction projects by using in-house personnel who conceives the designs and execute the projects.

Projects generally are undertaken by both private and public (government) sectors in Nigeria to produce structures that are vital to the well-being and functioning of a modern and developing economy of which Adamawa state is inclusive.

These projects include but not restricted to housing units, factories, warehouses, hospitals, roads, offices, schools, power stations, bridges, boreholes, stadia, etc. in many ways, project are needed to improve and increase the country's productive capacity along the capital formation, which is one of the yard stick of measuring economic growth. In short, projects that are mainly executed by governments are the springboard of socio-economic advancement and the lifeblood of any developing nation like Nigeria, in her struggle towards technological and social economic advancement and self-sufficiency. They are needed to stimulate economic growth, to raise the standard of living of the people, to move closer towards the attainment of full employment and improve labour proficiency and specialization.

It is in realization of the above fact that various governments in Nigeria, including Adamawa State government and their parastatals have embarked on a large number of development projects.

The use of direct labour outfits as means of executing projects has been in existence since creation. According to the bible, the first record of direct labour was recorded in Genesis, chapter 11, verse 1-4, which states

that, "Now the whole world had one language and common speech. As men moved eastward, they find plain shinar and settled there. They said to each other "come let us make brick and bake them thoroughly". They used bricks instead of stones and tar for mortar. They said, "come let us build a city, with a tower that reaches to the heavens, so that we make a name for ourselves and not be scattered over the face of the whole earth". The project here is the construction of the tower of Babel.

Direct labour system is neither a new concept nor a new practice in Nigeria. The public works department (PWD) of old maintained public buildings as well as high-ways. Other examples of direct labour outfits in Nigeria include Benue State Direct Labour Task Force, Lagos State Direct Labour Agency, Kogi State Direct Labour Outfit and Direct Labour system of Ondo State. However, government is the greatest initiator and executor of projects; she has to a large extent employed direct laboyr system in execution of their projects.

Evidently, human endeavors, ideas and energy can be seen as resources or inputs for any productive activities. Human beings are also the reason why we want the facilities and services in the first place, and why we

want to empower members of communities to determine and participate in their own development destinies.

When people are mobilized, organized and engaged in community activities, they usually give more of themselves if they are not burdened with the perception of being irrelevant. People who feel good about themselves produce good results. When mobilizing and organizing people for a project, then, a good project manager or mobilizer will get better results in putting some effort into finding and using ways to encourage the people to feel better about themselves and going about the project. In my 25-year Public Service career, my subordinates have always been given sense of belonging. They have never been discouraged by my actions even when they make mistake I corrected them without feeling bad about themselves.

People are more willing to improve when the good things they do are praised and recognized than when attention is drawn to the mistakes they make, and they feel hurt by criticism of their mistakes. During the project implementation process, the project manager must help members of the project team reach their full potential. In other words, the project manager should look for the good things the project team members have done and draw attention to them, and they will work harder at continuing them, and

improving them. When no attention is paid to their mistakes, they will quietly strive to improve them.

People are less predictable and less able to be manipulated than tools and other inanimate things. Working with people requires more wisdom, energy and experience than working with things.

In terms of improvement of project quality and of long term and sustainable results, however, investing time in training project staff, giving them attention on areas of self-development, the project manager/sponsor's interest, in people/end users, is far more valuable that the same amount of investment in other things. The best minute one would spend is the one invested in people. Investing literally means that one is not just "giving, spending or wasting" time and energy; but are expecting some valuable returns on what has been invested over time.

The role of a project manager among other things involves day-to-day project operations. The project manager is responsible, among other things, for preparing and revising work-plans; planning and organizing project review meetings; providing technical feedback to senior management;

ensuring that project activities are carried out within the financial limitations of the budget; supervising the technical and administrative support personnel and coordinating project activities with stakeholders.

Depending on the size or complexity of the project, other functions and responsibility of the project manager may be entrusted or delegated to other persons in form of direct labor. In the other case, where a project manager is recruited externally, a programme officer may perform the monitoring function. The main advantages of direct labor are in the lower costs and in the efficiency of having them as project team members who already knows the intricacies, rules, regulations, policies and procedures of the implementation processes. The disadvantages are that the staff involved in direct labor may not be sufficiently active in managing the project, because some function may be additional to his/her regular functions, and they may not be able to provide adequate technical backstopping. Project members are sometimes hired externally for large-scale or complex projects, or where project sites are not collocated within the project site.

The monitoring function of those involved in direct labor includes following up on management actions, keeping track of progress benchmarks,

visiting project sites to contact beneficiaries and contractors, interpreting progress and technical reports, processing budget revisions, and making arrangements for evaluation and audit. The monitoring and implementing functions are complementary but different in nature. To ensure transparency and objectivity, the same person cannot perform both roles; that is:

(a) to take charge of day-today project operations and

(b) to monitor the project's progress.

As mentioned above, a programme officer performs the monitoring function if a project manager is hired from outside. If the programme officer manages the project, another senior official within the executing ministry or department should perform the monitoring function.

In most cases, the project manager does not have direct supervision over members who are involved through direct labor in order to avoid the creation of parallel structures. The project manager coordinates project support activities with the heads of the administrative, finance and programme support sections.

Since most ministries' regulations and rules are expected to be followed, experienced project staff should train and supervise any additional administrative and financial support personnel who may need to be hired. The new personnel may carry out their duties within the ministry's administrative and financial sections if the project site is located within the premises. If the project site is located outside the premises, a different organizational structure may be required. The Project Resident Officer still has the overall responsibility for the achievement of project results. He/she may delegate to the project manager all technical and operational supervisory responsibilities. In this case, the project manager supervises the project's technical and administrative support personnel. The duties and responsibilities of these personnel are directly related to project activities. In addition, the resident representative may also authorize the project manager to administer funds, as petty cash or through an imprest account.

1.2   OBJECTIVES OF THE STUDY

The main objective of this study is to assess the significance of participatory project management in project execution through direct labor in Adamawa State. The specific objectives include the following:

1.   Assess the criteria for determining projects executable by direct labor.

2. Assess and evaluate the organizational variables in the execution of direct labour projects.

3. Evaluate the material procurement and usage of direct labor projects.

4. Assess the quality of executed projects and, the time and cost performance of direct labor projects.

5. Discover problems associated with direct labor projects in order to discover the prospects of the direct labor system.

1.3   SCOPE OF THE RESEARCH

This work would be limited to the use of participatory direct labour system in the execution of construction projects by government work departments, units or agencies in Adamawa State. However, in Literature Review (Chapter Two), other participatory direct labour outfits will also be mentioned and briefly discussed. The investigation was limited to Adamawa State which has a large number of direct labour outfits with so many project to their credit.

1.4   RESEARCH PROBLEM

The purpose of project management is to foresee or predict as many of the dangers and problems as possible and to plan, organize and control

activities so that the project is completed as successful as possible in spite of all the risks (Lock 2000:3). The problem of government projects execution has led to a situation whereby the dream of the Clients (the government) has been shattered. Some private sponsors of projects too have suffered the same fate in realizing that their investments in projects have turned futile. The budgeted cost always over run and the performance in terms of quality and workmanship are not up to expectation. At times the projects are abandoned altogether before completion, among other common symptoms. In view of the problems associated with the execution of projects by traditional method of procurement, the large amount of money expended on them and their remarkable and indispensable contribution to the economic growth of the nation, it is highly imperative to examine thoroughly the viability of participatory project management by direct labor method.

Participation specifically is a rich concept that varies with its application and definition. The way participation is defined also depends on the context in which it occurs. For some, it is a matter of principle; for others, practice; for others still, an end in itself (World Bank, 1995). In applying the term participation, it is often modified with adjectives, resulting in terms such as community participation, project participation, citizen

participation, people's participation, public participation, and popular participation. The Oxford English Dictionary defines participation as "to have a share in" or "to take part in," thereby emphasizing the rights of individuals and the choices that they make in order to participate. However, participation is the process through which stakeholders influence and share control over priority setting, policy-making, resource allocations and access to public goods and services.

Before now, Cooke and Kothari, (2001) amongst other experts who are proponents of participatory development have sought a universal definition of community participation in project management. They have shifted views from participation as a product (either an outcome of an intervention, or a means by which to implement an intervention), to viewing participation as a process. However, Cooke and Kothari, (2001) argued that it is not possible to develop a universal methodology, because participation comes about as a result of practice in specific situations, therefore, to view participation without the grounded experience would not be possible. People, especially those involved in projects, view specific projects in a variety of ways. Consensus about what is workable and why, is not possible and is in fact, mutually exclusive from a single view about the process. This

lack of a framework makes those living in a technological world, feel uneasy and view participation as a 'soft' science. That, participation cannot be measured, quantified and replicated, is a concern to those who are trying to see universal solutions to the wide-ranging problems of the modern world.

Another critical issue that confronts project managers and sponsors concerns the assumptions about participation as a panacea to successful project implementation. It is assumed that participation will lead to sustainability of projects, to equity and to empowerment. However, the evidence of a direct causal relationship is not very certain. While it may be fair to say that participation in project execution is necessary for all these outcomes, this in itself is not sufficient. However, it is pertinent to recognize that these relationships are most likely to be situation specific. The next critical issue is the way in which project managers and sponsors deal with power and control. By involving people, professionals and development planners may mean giving up complete power and control over the design and management of the project. Many see this step as threatening and dangerous, because professionals can no longer be sure that the projects are making good use of the resources given to them. They are afraid that they will be challenged since other people participating in the project may have

input on how affairs are to be administered during the project implementation process. Past experiences, attitudes, beliefs and usually behavior of members of the project team can influence the disposition of the project leader in some circumstances especially if rewards and appreciations are shared. This may be a strong reason why they do not want to share power with other members of the project team since this might damage their chances of continuing to receive these rewards and praises.

The principle of direct labour method of project execution is not fully understood by Nigerians even those who cry for its implementation and adoption. In the light of this, therefore, it is indeed necessary and of great usefulness to carry out extensive study on the management of government projects by Direct Labour System. The purpose of direct project execution is to develop the product or service that the project was commissioned to deliver. Typically, this is the longest phase of the project management lifecycle, where most resources are applied. Project execution and control utilizes all the plans, schedules, procedures and templates that were prepared and anticipated during prior phases. Unanticipated events and situations will inevitably be encountered, and the Project Manager and Project Team will be taxed to capacity to deal with them while minimizing impact on the

project's scope, schedule, quality plan and budget. The conclusion of the phase normally arrives when the product of the project is fully developed, tested, accepted, implemented and transitioned to the Performing Organization. Thereafter, accurate records need to be kept throughout this phase. They serve as input to the final phase, Project Closeout.

As in project planning, the goal of orienting (orientating) project team members that would partake in the project execution is to enhance their abilities to contribute quickly and positively to the project's desired outcome. If the project manager created a team member orientation pack during project planning, the pack should already contain an orientation checklist, orientation meeting agenda, project materials, and logistical information that will again be useful. The Project Manager or Team Leader should conduct one-on-one orientation sessions with new members to ensure that they read and understand the information presented to them so as to effectively integrate into the project and deliver its objectives.

Project Execution is typically the part of the lifecycle of a project when the majority of the actual work to produce the product is performed and the majority of the Project Budget is expended. The purpose of project

execution is to manage every aspect of the project plan as work is being done to make certain the project is a success. This process is performed concurrently in managing costs, scope, schedule, quality, and monitor and control risks processes. The tasks in this process are performed concurrently and repeatedly as various aspects of the product of the project are constructed, tested, and accepted. During project planning, the project manager, project sponsor, and customer must agree on a formal change control process that would be documented and included in the Project Plan. The change control process should be able to describe:

- The definition of change and how to identify it

- How requests for change will be initiated

- How requests for change will be analyzed to determine if they are beneficial to the project

- The process to approve or reject change requests

- How funding will be secured to implement approved changes

1.5   LIMITATIONS OF THE STUDY

It was extremely difficult to get literature to this topic – "The Significance of Participatory Management on Project Execution through Direct Labour: A Case Study of Adamawa State, Nigeria." However,

through Internet, Building Department Library, University of Lagos Nigeria, Master's Thesis of the Researcher, and other journals/newspapers, some relevant research works were gotten. The field surveys were carried out with much difficulty. Quite often, the personnel to be seen in those agencies/organizations contacted were always on sites, sick, traveled and at times out rightly not around became their usual slogan. Since I was involved in these direct labour outfits, these problems were a little bit reduced.

Some of the government departments contacted were most reluctant to divulge information. In some cases, I was asked to obtain permission from the Permanent Secretaries of their various organizations, despite the fact that I was an insider. There was also the problem of poor and inefficient record keeping which made data gathering more difficult and not too accurate since a lot of information were given from memory.

1.6   JUSTIFICATION OF THE STUDY

The essence of this study is encapsulated in the review of the past and current efforts made in Nigeria to improve the quality of project management processes by involving stakeholders in directly participating in executing and managing project, and enhancing value based project delivery

all aimed at improving services delivery in the private and public sectors. Ever since, the nation has contended with poor quality projects executed by both public and private sponsors. It has been also very difficult to attract international partners in investing in most of the projects because of unending corruption, sharp practices and poor leadership in sustaining the project and this has greatly affected the economy and image of the country at large. As a result of lack of commitment and input from stakeholders and end users, poor quality, abandoned and irrelevant projects has greatly caused wastage in time and resources. The problems of government projects execution in Nigeria especially in Adamawa State have led to a situation whereby the dream of the client (government) has been shattered. The budgeted costs always being greatly exceeded, the contract period always overrun, and performance in terms of quality and workmanship is not up to expectation. At times, the projects are abandoned altogether before completion, among other common symptoms.

In Nigeria, there must be renewed emphasis on participatory project management not only how well the project is finally accomplished, but how well it is run and regulated, and maintained formally and informally.

This study therefore, attempts to identify the significance of stakeholders and the role they play in the execution of projects from it's conceptual form to it's closing up stage, and its relevance and sustainability over time.

There are also some challenges that exist ranging from disparity between values of sponsors, project teams and end users and the development of anomie amongst host communities. It is expected that this study would reveal various challenges and limitations that have led adversely to the organizational sustainability of project executed by both private and public sponsors. It would also reveal what is being done as best practices internationally so as to set benchmarks.

The findings of the study will be of immense benefits to all stakeholders in organisations that provides services and products both in the private and public sector, and will serve as a guide towards formulating measures to promoting participatory project management in organisations

Part of the overall expectation from this study is the development of standards for contributions and involvement in all the stages of project

implementation processes of any project. It shall also provide indicators for the assessment of the impact of the project and its sustainability on those it was meant for.

The study shall elaborate on the need of establishing value base participatory project management in organisation and also complying with best practices of the Project Management Body of Knowledge in pursuance of sustained organizational performances. The use of periodic reports for assessing the project performance is also not reliable due to unreliable feedback from users etc.

It is also anticipated that the revelations, ideas and suggestions that emerges from this study would be used by both government and private organisations when implementing policies relating to project management in both federal and state level. It could also be used by educational and training institutions as a base for planning induction programs, new and further research studies for project management institutes.

Importantly it is hoped that research findings would serve as references to scholars' world wide because of the dearth of studies on

participatory project management in this part of the world. Also it is hoped that this study would generate diverse interests and further focus on policy formulation and implementation on how to improve project management practices especially in Nigeria and Africa in general.

1.7   WORKING HYPOTHESIS

In order to validate the findings from the study a quantitative analysis were carried out through the use of statistical tools. To this end, the following hypotheses were formulated for testing.

Hypothesis 1

There is no significant relationship between staff input and time-frame in completion of projects executed by direct labour.

Hypothesis 2

There is no significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.

1.8 THE RESEARCH SCOPE AND METHODOLOGY

1.8.1 Survey Methodology

A survey is a means of "gathering information about the characteristics, actions, or opinions of a large group of people, referred to as a population" (Tanur, 1982). Generally, the method of surveys conducted for research purposes have distinctive characteristics. Foremost, the purpose of survey is to produce quantitative descriptions of some aspects of the study population. Glock (1967) is of the notion that survey analysis may be primarily concerned either with relationships between variables, or with projecting findings descriptively to a predefined population. However, survey research is a quantitative method, requiring standardized information from and/or about the subjects being studied. The Significance of Participatory Management on Project Execution through Direct Labour in Adamawa State, Nigeria Survey was designed to provide data on relevant projects executed in the state and separately for each of the selected ministries and parastatals which carried out the implementation at different locations in the state. Heads of department, project managers and staff were also interviewed to obtain direct and authentic information. In addition, for qualitative analysis relevant and auxiliary information was collected from

these ministries and parastatals to complement the survey findings by the researcher.

1.8.2 Sampling Frame

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. In this regard as mentioned by Webster (1985), lists of ministries and parastatals in Adamawa State which was compiled from the State Secretariat was used for selection of Primary Sampling Units (PSU). For the selection of ultimate sampling units (departments), a fresh list of ministries and parastatals was prepared by the researcher by a Purposive Sampling using a prescribed listing instruction.

1.8.3 Sample Design

The basic purpose of sampling is to select a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. In order to meet the objectives and requirements of the survey, the researcher opined that a non-probability

sampling would provide a range of alternatives techniques based on objective judgment. As a result, a Purposive Sampling design was used to select ministries and parastatals. Ministries that have executed projects were treated as strata and the project monitoring and evaluation offices formed the primary sampling units. The secondary sampling units were project staff and other personnel that were indirectly involved in the project execution which the survey questionnaires were administered.

1.8.4 Sample Size

Determination of sample size for a binomial variable (such as proportions, percentages and ratios) and totals are based on consideration of the desired degree of precision and level of confidence, along with a prior estimate of the statistic to be determined. By considering these factors, selected departments were sampled from each ministry. In each sample department, 20% of respondents were included. Project Managers were contacted and interviewed for specific projects executed. The determined size of sample respondents in different ministries and parastatals is shown in the table 1.1.

Table 1.1: Size of Sample Respondents in Adamawa State Ministries and Parastatals

S/No	Ministries sampled	No. of Respondents
1	Agriculture	4
2	Boundary Commission	3
3	Budgeting and Planning	4
4	Establishment & Training	3
5	Finance	4
6	Health	4
7	Information	3
8	Infrastructure and Community Development	5
9	Water Resources	5
10	Works and Housing	7
11	Youths and Sports	4

1.8.5 Sample Selection

The selection of ministries and parastatals was done by purposive sampling technique during the actual field survey from the list of ministries

obtained from the Adamawa State Secretariat. In each sample, a complete fresh listing of ministries and parastatals was carried out by canvassing the departments in the ministries. After a complete listing of the ministries and parastatals, they were serially numbered. From this list, a predetermined number of sample ministries and parastatals were selected purposively. The purposive sampling technique was employed here because its application is simple and flexible, and it can easily yield a proportionate sample. Other reasons the researcher adopted the purposive sampling technique was because of its cost effectiveness and it permits logical generalization and maximum application of information to other cases because if it is true of this one case, it is likely to be true of all other cases. In short, the purposive sampling was considered because, it is best used with small numbers of individuals/groups which may well be sufficient for understanding the reaction of end users of projects executed in Adamawa State, analyze project implementation problems, needs and behaviors of stakeholder, which are the main justification for a qualitative audience research.

1.8.6. Data Source and Methodology

The Significance of Participatory Management on Project Execution through Direct Labour in Adamawa State, Nigeria covered 50 respondents

selected by convenience method from eleven ministries/parastatals. Primary data were collected from various governmental officials in different ministries. A questionnaire was prepared and relevant data was collected from project managers, project team members and other auxiliary staff of projects executed in Adamawa State. Many secondary data from journals and the internet have proven to be of paramount importance to the study complementing the survey findings.

In order to assist the identification of primary sampling units (PSUs), ministries and parastatals were selected purposively within the state. A convenience sampling method was used to select these departments in the ministries and parastatals. Then questionnaires were distributed to the selected sampling units based on a prescribed listing instruction. The selection of respondents from the ministries is done by non-probability methods. The Statistical Package for Social Sciences (SPSS) economic software (see Appendix III) and the Chi-Square test of association are used for the descriptive analysis and cross tabulation of most variables. In addition, both qualitative and quantitative research methodologies were used for analyzing the data.

1.8.7 Field Organization

The study was conducted in Adamawa State, mainly where information were obtained from respondents in their offices at the state secretariat. As explained in the report, information from these ministries directly gives account on the methods and procedures of project execution in Adamawa State.

Both qualitative and quantitative research methodologies were used for collecting the information. A research assistant was deployed to the field who periodically reports to the Researcher. Before then, the research assistant received brainstorming instructions and explanations on the objectives of the study, its intended survey coverage, the identified ministries and parastatals, and the preparation of the questionnaires and how information should be collected.

1.8.8 Precision of Survey Results

A survey is a valuable assessment tool in which a sample is selected and information from the sample can then be generalized to the entire population. The key to the validity of any survey is randomness. Unless the respondents are chosen randomly it is difficult to generalize the survey

results to the whole population with the known magnitude of error. Although, the researcher adopted the purposive sampling technique to achieve the objectives it was designed to achieve. Kerlinger (1986) noted that purposive sampling is another type of non-probability sampling, which is characterized by the use of judgment and a deliberate effort to obtain representative samples by including typical areas or groups in the sample.

How well the sample represents the population is gauged by two important statistics – the survey's margin of error and confidence level. They tell us how well the samples represent the entire population. The calculated margin of error for the most of variables lies between 2 and 5 % as shown in table 1.2.

Table 1.2   Precision Levels or Margin of Error of Some Selected Variables

No.	Variables	No. of respondents	Margin of error in %
1	Have you ever been involved in the execution of any project?	39	2
2	Did you directly participate in the project?	42	2
3	Is the project cost effective?	41	2
4	Has the project's life cycle completed?	35	4
5	Was it completed within the stipulated time frame?	36	3
6	Is the project still in existence or operational?	34	5
7	Do you believe the project has met its intended objectives?	45	2

This indicates that the precision of the obtained survey result is high. For example about seventy percentage of the respondents reported that they participated in project execution in their ministries with plus or minus 2 % margin of error at 95 % level of confidence. This term simply means that if the survey were conducted 100 times, the percentage who say 'they participated in project execution in their ministries will range between 68 and 72 % most (95 %) of the time.

1.9   SIGNIFICANCE OF THE STUDY

Many project managers and sponsors have tried to improve the quality and relevance of their projects to meet acceptable standards and sustainability, the problem of effectiveness in the implementation process has persisted. Mere reorganization and evaluation of administrative and policy actions may have positive outcomes in involving competent staff in the various stages of the project management processes, there is also need to entrench this approach into the policy framework of ministries that engage in project management. The anticipated result of such evaluation and policy review is believed to be of a paramount importance to the concerned authorities in that it would enable them to take the necessary administrative and policy actions to improve and incorporate staff in the project execution responsibilities, and correct observed weaknesses and shape better operational plans in the ministries concerned. The results of the study can also be used by national policy makers to introduce appropriate policies for the design of guidelines in undertaking participatory project management by direct labor. Moreover, the findings of the survey may help other states to learn from the Adamawa State experience.

1.10 PREVIEW OF SUBSEQUENT CHAPTERS

This research report is divided into five (5) main chapters as follows: Chapter one will mainly deal with the general introduction, problem statement, objectives, significance of study as well as the scope of the study. Chapter two will focus on the review of related literature with emphasis on the concept of participatory project management and the practice of project execution by direct labor in Adamawa State.

The Methodology is discussed in Chapter Three where the chi-square and multiple perspective analysis will be employed in order to permit for in-depth investigation into the assessment of the significance of participatory project management and the practice of project execution by direct labor in Adamawa State. Methods of data collection will be clearly described here. Chapter four deals with the presentation and analysis of the data while Chapter five looks at the summary of the whole study and conclusion is then drawn based on the findings obtained in the process of the analysis. Appropriate recommendations will be made on how best to enhance project execution by participatory management by direct labor in Nigeria.

1.11 DEFINITION OF TERMS

(i) Activity: A parcel of work of the project comprising several task, each of which may be carried out by different people.

(ii) Cash Time: The minimum time in which a job may be completed by expediting the work using one or more factors such as overtime, extra time or additional equipment.

(iii) Concurrent Activities: Activities (or tasks) that are designed to be carried out in parallel ie at the same time.

(iv) Contracting Plan: This is a documental presentation of the plan for the contract and its guides and controls the contracting effort.

(v) Controlling: The process of making events conform to schedules by co-coordinating the action of all parts of the organization according to the plan established for attaining the objective. That is it involves locating or identifying deviations from plan and taking appropriate action to ensure desired results.

(vi) Cost: It refers to resources being expended; it is sometimes assessed in terms of an expenditure rate such as naira per week and sometimes in terms of total cumulative expenditure or both.

(vii) Cost Estimate: An estimate of costs to complete a project job based upon the resources used to accomplish the job.

(viii) Cost Variance: The difference between the cost of the work performed and the actual cost of the work.

(ix) Critical Activity: A project work item on the critical path having zero float time.

(x) Critical Path: The longest continuous path of activities through a network diagram from beginning to the end of a project. The total time elapsed on the critical path, which will have total float is the shortest duration of the project.

(xi) Delegation: The process by which a supervisor gives a subordinate the authority to act.

(xii) Directing: The implementation and carrying out through others of those approved plans that are necessary to achieve or exceed objectives.

(xiii) Direct Cost: The portion of costs that is directly related to the time in which a project item is completed.

(xiv) Donor: A person or an organisation that make a gift of money, material or others especially to charity

(xv) Duration: The real time in working hours, days or weeks that a task or activity will take to complete

(xvi) Evaluator: A person that assesses the value or quality of a project

(xvii) Facilitator: A person who helps somebody to do something more easily by discussing problems, given advice, rather than telling them what to do.

(xviii) Indirect Cost: Costs not associated directly with time in completing a task in the project process.

(xix) Life Cycle: Phases of product or project development that starts from the conception to the time the product or project phases out.

(xx) Milestone: A major event in the project

(xxi) Network Plan: The graphic analysis of the project, showing the plan of action through the use of graphic diagram of arrows.

(xxii) Objectives: The specific aims that managers accomplish to achieve organizational goals.

(xxiii) Project: A combination of human and non-human resources pooled together in a temporary organization to achieve a specific purpose.

(xxiv) Project Execution Plan: A document which act as a primary manual by which the project is planned, monitored and managed.

(xxv) Project Management: The application of the systems approach to the management of complex/multiple tasks or projects whose objectives are explicitly stated in terms of time, costs and performance parameters.

(xxvi) Project Team: The people who carry out all the tasks carried out in the project schedule.

(xxvii) Quality Control: The process of maintaining and guaranteeing a given level of product or service quality.

(xxviii) Resources: Money, skills, personnel, material or equipment that may be utilized in completing a project.

(xxix) Risk Management: The identification, monitoring and control of risks associated with a project.

(xxx) Series Activities: Activities (or tasks) that are designed to be carried out one after the other, each strictly dependent on completion of the earlier activity.

(xxxi) Sponsor: The individual inside the organization who has accountability for the project or who gives responsibility for the project. The sponsor drives the project in the right direction to benefit the organization.

(xxxii) Task: A (relatively) small piece of work carried out by one person

1.12 ABBREVIATIONS FULL MEANING

(i) **ABCD**:   Asset-Based Community Development

(ii) **FAO:**   Food and Agriculture Organisation

(iii) **NGO:**   Non Governmental Organisation

(iv) **PDT:** Project Development Team

(v) **PEP:** Project Execution Plan

(vi) **PERT:** Project Evaluation Review Technique

(vii) **PLA:** Participatory Learning and Action

(viii) **PLC:** Project Life Cycle

(ix) **PMBOK:** Project Management Body of Knowledge

(x) **PMI:** Project Management Institute

(xi) **PRA:** Participatory Rural Appraisal

(xii) **PWD:** Public Works Department

(xiii) **RRA:** Rapid Rural Appraisal

(xiv) **SPSS:** Statistical Package for Social Sciences

(xv) **UNDP:** United Nations Development Programme

(xvi) **USA:** United States of America

(xvii) **WBS:** Work Breakdown Structure

CHAPTER TWO

2.0   LITERATURE REVIEW

2.1   INTRODUCTION

Project management involves series of carefully planned, interrelated and organized effort channelled towards accomplishing a successful task or objectives (Young, 2006). This also includes developing a project plan, which consists of defining and confirming the project goals and objectives, identifying tasks and how goals will be achieved, quantifying the resources needed, and determining budgets and timelines for completion. Ntamere (1995:11) noted that, project management also takes account of supervising the implementation of the project plan, along with operating regular 'controls' to ensure that there is accurate and objective information on 'performance' relative to the plan, and the mechanisms to implement recovery actions where necessary.

Projects usually follow major phases or stages, including feasibility, definition, project planning, implementation, evaluation and

support/maintenance. However, in order to effectively get people or groups participate in the implementation of the objectives of the project, the project manager must have to effectively influence team members and create a positive climate in which people on the team will feel motivated to complete the required tasks. Moreover, team members need to feel they are being heard, they are appreciated, and they are truly considered as being part of the team (Reiss, 1992). Creating this positive climate involves key skills that help project team leaders earn the respect of their team members.

2.2   PROJECT PARTICIPATION

Françoise Coupal (online) argues that sound development through project implementation must involve the direct participation of those that are central or beneficiaries to the development process. This he says, call for greater transparency and decentralization of decision-making to the poor by Government and donors. While participatory approaches are more labour intensive, the outcome can lead to real change by project stakeholders. However, Gina Abudi (online) states that, one of the most

important things a project manager can do to kick-off the start of any project is to bring together all the project team members, beneficiaries and/or stakeholders if possible, to get to know each other and learn about the perceived challenges and priorities that may be associated with implementing the project successfully. In addition to allowing the project team members to get to know each other, Lock (2000:477) and Abudi (online) also suggests that, the project manager should spend time discussing the project, including: purpose of the project objectives/goals, departments or divisions involved, project sponsors, stakeholders, budget, and so on.

2.2.1 *Face-to-face Meeting*

One of the best ways to get the team together is via a face-to-face meeting. A face-to-face meeting provides the project manager with options for getting the team introduced and kicking-off the project (Lock 2000:69). For example, a lunch or dinner get-together; team building exercises or brief presentations by team members about themselves: past projects, hobbies/interests, etc. can be of a great deal in ice-breaking stiff

relationships especially when the project team members have not met before.

2.2.2 *Virtual Meeting*

In an event where the project manager would not be able to get the team together for a face-to-face meeting, Abudi (online) suggests a virtual meeting should be adopted. There are many platforms that enable virtual meetings, such as Illuminate and Adobe Connect Program. A virtual meeting will enable the individuals to see each other (assuming they have cameras attached to their computers) and collaborate and share information. The project managers should also consider breaking out rooms for larger project teams in order to have smaller groups get together to talk and share information. In as much as virtual meeting may not be as beneficial as a face-to-face meeting, a virtual meeting still enables the individuals to feel connected to each other. Given the technology available for virtual meetings, one can still have team building activities and the project team members can still develop a rapport with each other and share information and begin to get comfortable with each other.

2.2.3 *Teleconference*

If a face-to-face or virtual meeting (or some combination) is not possible, at least the project manager should get the group together via a conference call. The team members can introduce themselves to each other – share information about their strengths, types of projects they have worked on and their role/responsibilities on those projects, and information about themselves personally so that they can get to know each other. The project leader/manager will talk about the project specifically and also share information about him/herself.

2.2.4 *E-mail*

Another option is sharing information via email. If there is no other option, at least the team members should be encouraged to e-mail each other sharing the same information discussed above under "teleconference." Certainly this may not be the best option, but it will

enable the team members to at least get to know each other and have communicated prior to the actual kick off of the project.

Kay H. Roman (online) presented some specific skills that are necessary in creating a positive team climate and influencing others to satisfactorily participate in the project implementation process. The skills include:

1. Understanding behavioural styles

2. Listening and effectively communicating

3. Giving praise (specific, immediate and timely)

4. Maturely handling criticism

5. Using problem-solving techniques and persuasion instead of criticism

Roman (online) maintained that, each of these critical team leadership skills builds upon the other. He made the following explanations that; recognizing behaviour helps project team leaders to be more effective in listening and responding to team members. Giving praise and effectively accepting criticism helps team leaders earn respect. In addition, involving people using a problem solving style helps engage them and demonstrates

respect for their knowledge and experience. Also, using problem-solving and persuasion instead of criticism helps project team leaders positively influence others' behaviour. Creating a positive team climate is an effective way to build trust on cross-functional teams. Project team members who trust each other and their leader are more effective in meeting their goals.

2.3 PARTICIPATORY PROJECT MANAGEMENT AND PARTICIPATORY

DEVELOPMENT

Participatory project management is believed to have a positive relationship with the sustainability of the project which in turn leads to the enhancement of the systems development outcomes (McKeen, Guimaraes, & Wetherbe, 1994). Active participation in various aspects of the project process will give participants more exposure and knowledge about the project systems, which will help them develop favourable perception of the project and a pride of being a part in a new organizational change (Barki & Hartwick, 1989; Barki & Hartwick, 1994; Overby, 2002; Swanson, 1974). In addition, the more participants get involved, the more they will bring their knowledge and insights to the project development that would never have

obtained through the traditional method and requirements definition (Leonard-Barton & Sinha, 1993; Overby, 2003).

For some time now, government parastatals, development agencies and non-governmental organizations have recognized that the "top-down" approach characteristic of traditional development strategies has largely failed to reach and benefit the end users of most projects. Pressed by lack of resources, deteriorating terms of trade and mounting external debt repayments many governments are looking for alternative approaches to development. In this regard, people's participation in project management has become a mechanism for promoting efficacy in project delivery and sustainability. People's participation in project management is intended to serve as an active process in which people take initiatives and action that is stimulated by their own thinking and deliberation and which they can effectively influence. Participation is therefore more than an instrument of implementing government projects. It is a development approach which recognizes the need to involve disadvantaged segments of the rural population in the design and implementation of policies concerning their

well-being. While participatory approaches have been successful in many countries at stimulating self-help activities at the local level, they can and should also be followed in the design, implementation and evaluation of large- scale projects (Lock 2000:481)

2.4   APPROACHES TO PEOPLE'S PARTICIPATION IN PROJECTS

Different approaches to participation often reflect different motives for engaging in participatory project management or development The motives for participation stem from three broad roots:

(i) Functional Motives: Those concerned with the efficiency and effectiveness of project management and development, and are the main driving force behind the efforts of many governments to improve participation;

(ii) Empowering Motives: Those concerned with participation as an end in itself and are closely linked to democratic processes, they are associated much more with the approaches of community-based organizations and the NGO movement; and,

(iii) Philosophical Motives: These have explored the understanding of knowledge and knowledge systems between formal science and indigenous culture, and tried to encourage a greater interaction between them (Project Management Body of Knowledge, Fourth Edition: Project Management Institute, 2008)

2.4.1 Functional Motives

It has long been recognised that greater participation by those who are to be affected by a given projects or development can improve the efficiency, effectiveness and sustainability of those processes and their outputs. Where such benefits are the reasons for encouraging participation the motive can be broadly described as functional. Chambers (1995) in Different Approaches to Participation (online) notes several functional reasons for the growing interest in greater participation:

(a) That the imposition of the standard "top-down" interventions on diverse local realities have failed to address local needs as envisaged by the project sponsors

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(b) The greater involvement of local people or those who would directly benefit from the proceeds of the project may have positive cost implications, and

(c) The more local people or beneficiaries of the project are involved in development initiatives, the more likely they are to shoulder the ongoing cost of maintaining such initiatives.

Participation for functional reasons is generally passive and seen as a manageable input to an externally defined process of research or project management and development (Oakley and Marsden, '1984 in Different Approaches to Participation (online). However, while functional participation may have started in this way it has progressively informed and influenced a more fundamental shift towards people-led development, and this includes a parallel shift in project management process. Chambers says that "Arguably, the big shift of the past two decades has been from a professional paradigm centred on things to one centred on people" (1995:32) in Different Approaches to Participation (online).

2.4.2 Empowering Motives

There are reasons for supporting greater participation in project management and development which deals with people's right to be involved in activities concerning their lives. These reasons are broadly related to empowerment in that they deal, inter alia, with access, power, decision-making, prioritisation, agenda setting and distribution of benefits. Central to empowerment-level reasoning on participation is a reaction against centralisation, bureaucratisation, rigidity and remoteness of the state (Midgley, 1986 in Different Approaches to Participation (online). In extreme cases it is a reaction to the oppression .of one group of people by another and the exclusion of their perceptions of reality from the research and development process (Freire, 1972, in Different Approaches to Participation (online).

Participation from an empowerment perspective is seen as a process which is both a means and an end in itself. Participation, in project management, research and development, is then seen as the driving force of the development process and not just a factor for improving the efficiency and effectiveness of "top-down" activities.

2.4.3 Philosophical Motives

There are also reasons for supporting greater participation in project management, research and development which relate to the philosophy underpinning the way the world we live in is described, understood and explained. The evolution of participatory processes has led some researchers to the belief that there are multiple realities and that "...professional realities are constructed differently from those of local people." Chambers, 1998:107 in Different Approaches to Participation (online)

This philosophical approach to different knowledge systems influences not only attitudes to participation in the project management, research and development process but also the value placed on indigenous knowledge. For policy purposes, science-generated knowledge is generally regarded as more valuable than knowledge generated through indigenous processes (Redclift, 1992 in Different Approaches to Participation (online).

As Chambers and Richards say: "In the dominant model of development, useful knowledge was only generated in central places – in universities, on research stations, in laboratories.." (1999: xiii). This situation is gradually changing and traditional ecological knowledge is playing an important role in fields such as ecology (Berkes, 1993 in Different Approaches to Participation (online). An important, if rather patronising step towards greater participation of traditional communities and their knowledge systems have been that indigenous knowledge which has been `extracted' using social research methods and placed in a scientific framework, has a value-added quality.

Figure 2.1: Approaches to Peoples' Participation in Projects
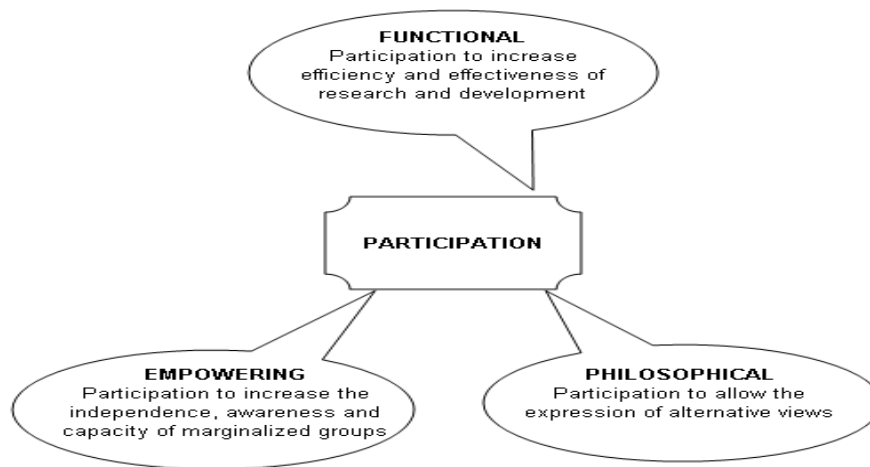
Source: New Approaches to Participation in Fisheries Research

2.4.4 World Bank's reasons for community participation

The World Bank's reasons for community participation are:

(a) Local people have a great amount of experience and insight into what works, what does not work and why, in their localities.

(b) Involving local people in planning projects can increase their commitment to the project.

(c) Involving local people can help them to develop technical and managerial skills and thereby increase their opportunities for employment.

(d) Involving local people help to increase the resources available for the programme.

(e) Involving local people is a way to bring about 'social learning' for both planners and beneficiaries. 'Social learning' means the development of partnerships between professionals and local people, in which, each group learns from the other (World Bank, 1966).

2.5   PROJECT MANAGEMENT METHODOLOGY

A project methodology tells what has to be done; how to manage projects from the start to finish. It also describes every step in the project life cycle in depth, so that the project manager and the entire team will know exactly which tasks need to be completed, when and how. (http://www.mpmm.com/)

2.5.1 Overview of Project Management Processes

Practice shows that effective beneficiary participation can be incorporated in the design of a project of any type: mechanical engineering,

building construction, agricultural production, livestock management, forestry, fishery, credit management, irrigation, input-delivery, research, training, extension services and so on (www.fao.org)

There are 5 "process groups" in Project management, which are the steps or phases that need to be happening in the life of a project. These steps include:

2.5.1.1   ***Initiating process:*** This involve recognizing that a project or phase of a project should begin and therefore makes conscious commitment to kick-start the project implementing process. Project Initiation is the first phase in the Project Life Cycle and essentially means defining its purpose and scope, the justification for initiating it and the solution to be implemented. The Project Initiation phase involves the following six key steps: developing a business case; undertaking a feasibility study, establishing the terms of reference;

appointing a project team; setting up a project office and performing

a phase review.

Figure 2.2: Project Initiation Key Steps

Source: http://www.mpmm.com
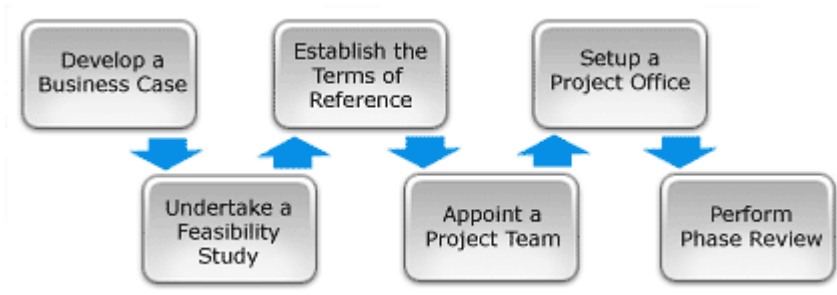
2.5.1.2 Planning process: This involves the development of a workable scheme to

achieve the goals for which the project would be undertaken. This aspect

defines and refines objectives, and plans the course of action required to

attain the objectives and scope of the project. The ten key steps involve

creating a project plan; resource plan; financial plan; quality plan; risk plan;

performing phase review; contracting the suppliers; creating a procurement

plan; communicating and acceptance plan.

Figure 2.3: Key Steps in the Planning Phase

Source: http://www.mpmm.com
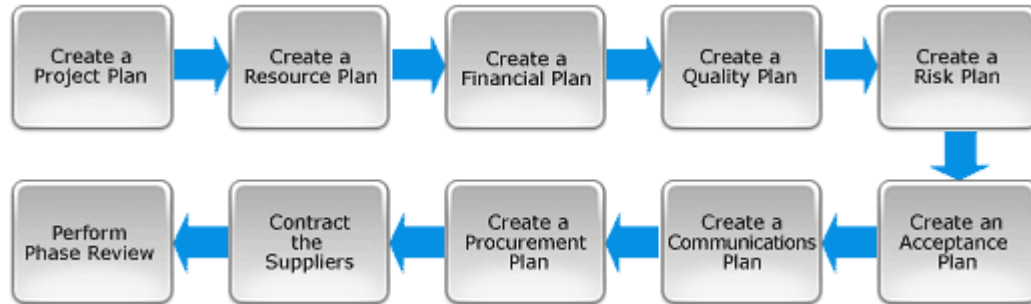
2.5.1.2   Executing process: This has to do with coordinating the step by step activities, the resources, including human resources, required in the plan; integrates people and other resources to carry out the project management plan as designed. During this process, deliverables are physically built and presented to the customer or beneficiary for acceptance. While each deliverable is being constructed, a suite of management processes are undertaken to monitor and control the deliverables being output by the project.

Figure 2.4: Key Steps in the Execution Process

Source: http://www.mpmm.com
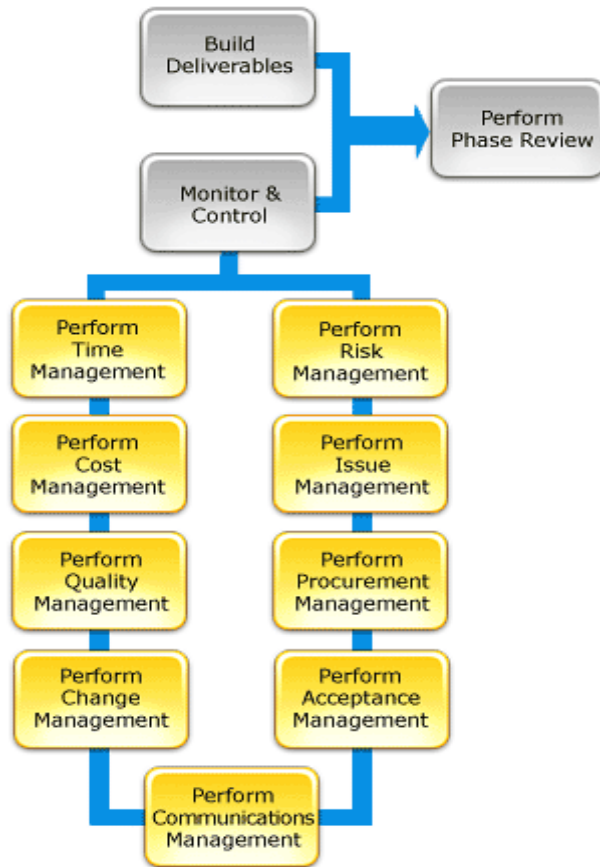
2.5.1.4 Monitoring and Controlling process: This involves monitoring project progress and taking corrective action, if needed; regularly measures and monitors progress to identify variances from the project management plan so that corrective action can be taken when necessary to meet project objectives

2.5.1.5 ***Closing process:*** This sets to bring the project to an orderly and formal conclusion; it also formalizes acceptance of the product, service or result and brings the project or a project phase to an end. The Project Closure in essence, involves releasing the final deliverables to the customer, handing over project documentation to the business, terminating supplier contracts, releasing project resources and communicating project closure to all stakeholders. The last remaining step is to undertake a Post Implementation Review to identify the level of project success and note any lessons learned for future projects (Lock: 2000; 1996).

Figure 2.5: Key Steps in the Closing Process

Perform Project Closure → Review Project Completion

Source: http://www.mpmm.com

Figure 2.6: Links among Process Groups in a Phase
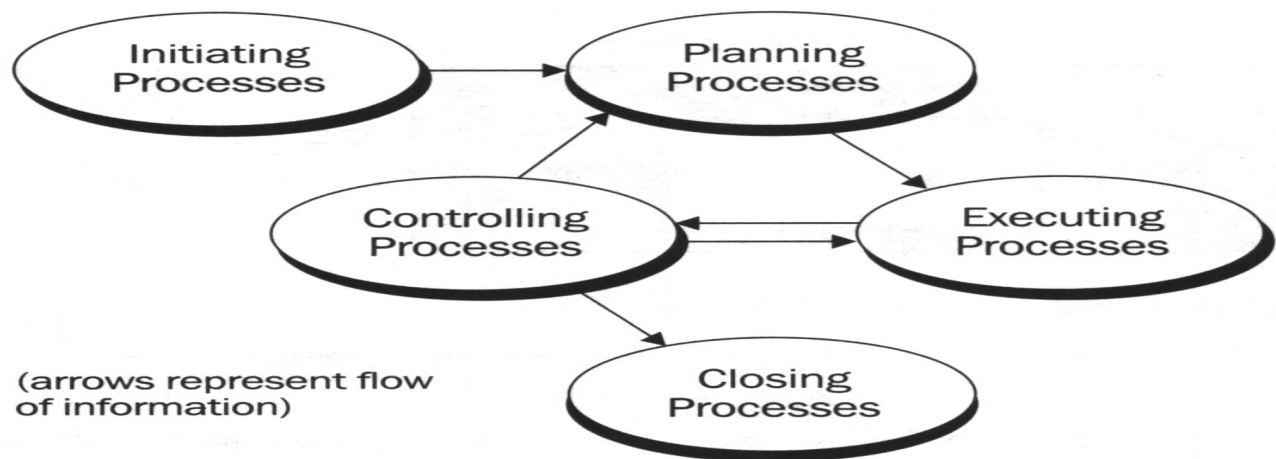
Links among Process Groups in a Phase

Source: www.fao.org

While the project cycle will be a broadly common element, not all projects will be seeking to promote 'full participation' (self-management). In major physical infrastructure projects, for example, self- management may not be a relevant goal. But in 'full participation' projects where the goal is to promote local capacities and to build the skills for self-management, project planning needs to focus on the development of participatory organization particularly personnel that would be directly involved in the execution of the project. However, the common feature of any project would be that participation is the basic operating mechanism within the project and should characterise all of the project's activities ranging from initial analysis, needs determination, planning, implementation, monitoring and evaluation.

The project cycle consists usually of five main stages: identification, preparation, appraisal and agreement by the supporting agency or sponsors and the government, implementation, and monitoring and evaluation (Ntamere, 1995). For participatory projects this cycle is (to be)

conceived as a flexible and fluid process; for example in some instances one or more phases could be merged or even suppressed.

An important issue, concerns the relationship between participation and the different stages of the project cycle. However, there is no universal model which can be used to address this issue since different projects will follow different (if broadly similar) cycles and will promote different forms of participation in relation to the project's purpose and goal.

It is widely understood that participation is not a one-off input into a project but it is a process which should be an intrinsic part and characteristic of a project throughout its duration. This process evolves through a series of stages, but these stages will vary according to the nature and purpose of the project.

Participation in the various stages of project management processes has to be developed and this development has to be projected over a

period of time and the appropriate action taken at its different stages. This perspective is fundamental to participatory development and it will be essential for all government ministries and parastatals to adopt this approach in order to map out the likely evolution of people's participation in project management. The danger is that staff will see participation merely as an input to be brought into activities as appropriate and will not recognise the critical importance of allowing it to develop over a period over time.

In developing projects and ensuring that the project deliverables reaches the intended beneficiaries, the evidence to date would suggest that in broad terms people's participation in project management develops along a following continuum (www.fao.org):

Figure 2.7: Types of Participation in Project Management Process

Passive Participation	Where beneficiaries basically welcome the project proposals and support them but are generally cautious (and even suspicious) in relation to project management.
Increasing Involvement	Where beneficiaries begin to develop more trust in the project and more contact with its activities and staff; they may also begin to take on some responsibilities.
Active Participation	Where beneficiaries play the role of active partners in the project's implementation and development and assume increasing responsibility.
Ownership/Empowerment	Where beneficiaries are both willing and able to sustain and further develop the initiatives begun by the project

Source: UNDP Empowering People: A Guide to Participation

2.5.2 Overview of Project Management Knowledge Areas

The most widely accepted and used methodology on Project Management has been designed by the Project Management Institute (PMI), a professional organization of 30,000 project management professionals. It has drawn a widely recognized methodology called the Project Management Body of Knowledge (PMBoK).

According to Lucie Goulet (online) of the Coady International Institute St-Francis Xavier University, Antigonish-Nova Scotia Canada, there are 9 "knowledge areas" recognized in project Management: those areas all integrate in any project; she advise that, they all have to be taken into account in the design of the project though they don't necessarily have the same weight in each and every project:

2.5.2.1 *Scope Management*—"the processes required to ensure that the project includes all the work required, and only the work required;"

2.5.2.2 *Time Management*—"the processes required to ensure timely completion of the project;"

2.5.2.3 *Cost Management*—"the processes required to ensure that the project is completed within the approved budget;"

2.5.2.4 ***Quality Management***—"the processes required to ensure that the project will satisfy the needs for which it was undertaken;"

2.5.2.5 ***Human Resource Management***—"the processes required to make the most effective use of the people involved with the project;"

2.5.2.6 ***Communications Management***—"the processes required to ensure timely and appropriate collection, dissemination, and storage of project information;"

2.5.2.7 ***Risk Management***—"the processes concerned with identifying, analyzing, and responding to project risk;"

2.5.2.8 ***Procurement Management***—"the processes required to acquire goods and services for the project implementation;"

2.5.2.9 ***Integration Management***—"the processes required to ensure that the various elements of the project are properly coordinated."

2.5.3 Overview of Project Life Cycle (PLC)

There are a variety of Life Cycle concepts. The best known is the sales life cycle (Ntamere 1995). A product goes through a sales life cycle once it is introduced into the market. Akande in Ntamere (1995) recognizes six stages

or phases: prelaunch, introduction, growth, maturation, market saturation and market decline. Nevertheless, a project is a scheme to organize the use of a given quantity of resources in a specific way to achieve particular results, all within a definite time (www.fao.org). The project process is usually predetermined – it has a precise beginning and a precise end. The execution of a project requires multidisciplinary effort, mobilizing different skills and resources to achieve programmed development objectives which will result, directly or indirectly, in new or added value or social, economic or financial benefits.

Within this general definition many different examples of projects can be described, each with a different type of organization. However, they all have the same fundamental parts or phases, from the time each project is first conceptualized until it is successfully completed. These parts fit together and relate to each other in an organised sequence which gives way to what is called the Project Cycle. The cycle represents a continuous process in which each stage provides the foundation for the next.

Figure 2.8: The Project Cycle
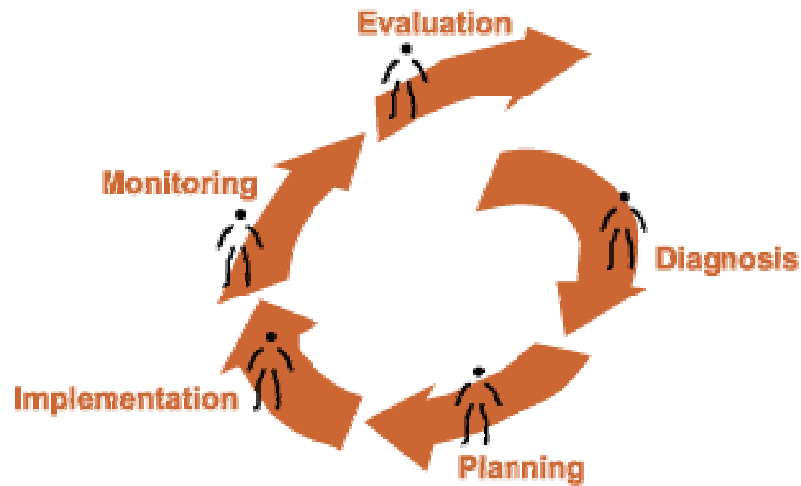
Figure 2.9: The Project Life Cycle Phases
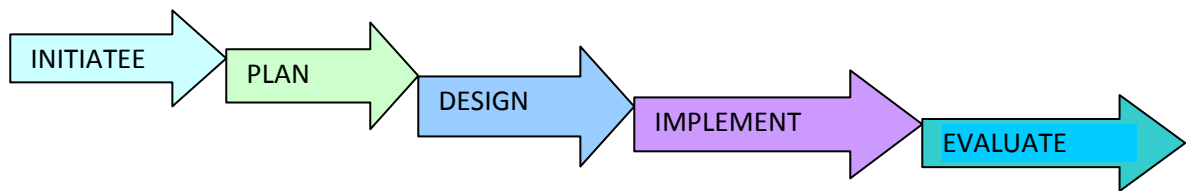
In most instances, some organisations do adopt other forms or stages for the existence of a project life cycle, namely, identification, preparation, appraisal and agreement, implementation, and monitoring and evaluation as described in Fig 3.

Generally, the Project Life Cycle refers to a logical sequence of activities to accomplish the project's goals or objectives (Ntamere 1995). Regardless of scope or complexity, any project goes through a series of stages during its life. There is first an Initiation, Identification or Birth phase, in which the outputs and critical success factors are defined, followed by a Planning phase, characterized by breaking down the project into smaller parts/tasks, an Execution phase, in which the project plan is executed, and lastly a Closure or Exit phase, that marks the completion of the project.

2.5.3.1 Stages of the Project Cycle

2.5.3.1.1 *Project Initiation or Identification*

At project initiation or identification, someone recognizes an opportunity to be gained or a problem to be resolved. The Chartered Institute of Building (1992) explained that, the project idea is translated

into a preliminary description of the project, after which the Terms of Reference for the project reconnaissance team are established, analyses of existing situations are performed, a broad evaluation of the future "with" and "without" the project is made, and the extent and limits of the project are proposed. Different approaches to the project are identified, and a judgement made regarding which option should be taken forward to project preparation. Lock (2000) adds that in the manufacturing sector, a project is given life when a customer issues a purchase order or when a contract document is signed.

2.5.3.1.2 *Project Preparation*

At project preparation the project is designed or planned. Objectives, pre-requisites, inputs, outputs, organization, participants, clearances are all defined, costs and earnings are calculated, a financial plan is prepared, expected results are analysed, the socio-economic and environmental impacts are estimated, and the provisional and final project documents are prepared. In essence, it involves the establishment of a more formalized set of plans to accomplish the initially designed goals (Ntamere, 1995).

2.5.3.1.3 *Project Appraisal*

At project appraisal and agreement appraisal documents are prepared from the project documents and a succession of appraisal meetings, clearances, and financing negotiations take place. This brings the project to the point of meeting the required start-up agreement conditions, sometimes after revision and adaptation of project schedule, cost, objectives, and financing. For many commercial projects, a financial appraisal might be conducted to find the expected return on capital investment (Lock, 2000).

2.5.3.1.4 *Project Implementation*

This has to deal with the actual work of the project; the execution of the project plan, the unfolding of the various steps of the project until completion. Ntamere, (1995) explains that materials and resources are usually procured at this stage and performance capabilities are being verified. Nevertheless, in project implementation the project management

and lines of command are established, and various implementation procedures established. In the course of implementation, project progress is monitored, revisions and adaptations are made for unexpected events, and finally the project is brought to completion.

Figure 2.10: Project Implementation Phases

Source: www.oracleerpads.com

2.5.3.1.5 *Project Evaluation*

It involves determining how well the project realization met the project objective and how well the project was managed. At project evaluation, which takes place at a suitable time after the project has been implemented, project objectives, project implementation, and project

benefits are appraised. During project execution, however, a real-life project will never execute exactly as it was planned due to uncertainty. It can be ambiguity resulting from subjective estimates that are prone to human errors or it can be variability arising from unexpected events or risks. Project Evaluation and Review Technique (PERT) may provide inaccurate information about the project completion time for main reason uncertainty. This evaluation may result in the project being extended or in the identification of a new project, and may result to a revision of the method(s) by which similar projects will be formulated in the future.

Figure 2.11: Project Evaluation

INPUT

Hand in Hand Project Resources:
Financial, Human, Material,
Technology

HIH Project Management & Operation System

Hand in
Hand Project
Staff

PROCESS

Government,
Business &
Civil Society
Partners

Poor
Families,
CBO
Members &
Community

**OUTPUT/
OUTCOM**

Outputs & Incomes in
Livelihood, Education, Health, and CBO

RESULTS

1. Livelihoods improved
2. Education situation improved
3. Health situation improved
4. Sustainability ensured

FEEDBACK

Source: http://www.google.com.ng/imgres?q=project+evaluation

2.6   PARTICIPATORY DEVELOPMENT PHILOSOPHIES AND APPROACHES

Participatory Development Philosophies and Approaches involve
using various participatory methods and involving varying degrees of
stakeholders' participation in the design and implementation of all stages
of the implementation processes. The principal elements taken from these

experiences are the sustainability and ownership of projects that were being initiated by stakeholders themselves.

2.6.1 Rapid Rural Appraisal (RRA)

Rapid Rural Appraisal (RRA) emerged in 1993 (Robert Chambers) – Institute of Development Studies, UK- as a result of growing concerns with the use of formal surveys and the technocratic approach to field assessments and visits. Realizing that these approaches were not always relevant to the development objectives and achievements, RRA was designed as a "reversal of learning".

RRA has been applied to rural livelihoods, health, nutrition, emergencies and disasters, water, food production and is used intensely in marketing systems. RRA uses a range of simple techniques to gather a summary picture of a community's situation, issues, problems and path to improvement. It can be used for research, for project decision, for programming directions, for needs assessment among others, but mostly as

a basis for project planning. It is shorter than traditional social research methods (weeks instead of months or years), it is cheaper, and targeted (using sampling that are of high relevance), For instance, relying on multidisciplinary teams rather than individuals, RRA techniques that are applied include:

i. Interview of individual, household, and key informants in and around the community

ii. Methods of cross-checking information from different sources (triangulation)

iii. Sampling techniques that ensure quick access to result and information, adapted to an objective

iv. Group interview techniques, including focus-group interviewing

v. Collection of quantitative data directly and by many means

vi. Direct observation of physical site, set-up, environment, infrastructure, behaviours, etc

2.6.2 Participatory Rural Appraisal (PRA)

According to Wikipedia online encyclopaedia, Participatory Rural Appraisal (PRA) is an approach used by non-governmental organizations (NGOs) and other agencies involved in international development. The approach aims to incorporate the knowledge and opinions of rural people in the planning and management of development projects and programmes.

Participatory Rural Appraisal (PRA)' and 'Participatory Learning and Action' (PLA) grew out of RRA, and is comparable in many aspects. But with PRA, the information collection and its interpretation reside with the community itself, with outsiders playing the role of facilitators instead of instigators, or "extractors' of information. PRA is meant to be a "shared learning" approach, where each of the people and the outsiders learn, and inform each other of current information that are relevant to the project. The PRA approach is used at multiple stages and for multiple functions, not only for "needs assessment" of project identification phase. PRA techniques serve well to a wide range of situations.

The main principles of Participatory Rural Appraisal (PRA) are respect, capacity to listen and learn without prejudice, accepting to step back and work as a catalyst in the facilitators' role, letting the people lead and decide on the directions they want to take. It is also useful as a means for monitoring and evaluation. The approach started to be used in rural settings but has also been used in urban settings. It is an approach for shared learning between local people and outsiders. Though there are many possible tools within PRA, it is recommended to use the more "neutral" tools first, while working to establish a solid rapport and trust with the community, then to use tools that the community would have some reluctance in sharing information about, such as wealth ranking, livelihoods revenues, etc. Moreover, PRA uses multiple techniques as well, Bishnu B. Bhandari (online) affirms that but fundamental principles of PRA consist of:

(a) Participation:

The full participation of people from the community is essential not only as a means to getting information but as the ground on which the process of development is understood and exercised as a collective

process, with responsibilities and rights of involvement for everyone during the project implementation process. For instance, in Nigeria, most especially in the Niger-Delta Region, it will be fool-hardy (taking unnecessary risks) not to involve the community in implementation of projects because the project will definitely be un-implementable as militants will stop such projects.

(b) Flexibility:

Though many techniques and methods can be proposed in Participatory Rural Appraisal (PRA), it is not a blueprint approach and those using PRA will benefit from adapting and choosing methods that suit the context and purposes. PRA, as Rapid Rural Appraisal (RRA), is tied to a philosophy and a mode of operating in relation to community participation, rather than a "recipe" to use as a set of mechanical steps.

(c) Team Work:

The value of a multi-disciplinary team, including local people who have a good knowledge of the area's condition and situation, people presenting diverse interests and occupation, age groups, skills etc. This will

allow all the project team members to see the same things from different perspectives and viewpoints. The facilitator's role is vital as it will require sometimes to challenge cultural patterns that may be excluding people, challenge the ways people communicate, and similar realities that will require sensitive facilitation.

(d) Triangulation:

The accuracy of information and its relative value can be obtained or ensured by a process of cross-checking the same information from at least three (3) sources. This is to ensure the reliability of data collected.

(e) Optimal Ignorance:

The idea is that not all information and data is relevant and applicable in carrying out activities of the project implementation, and

there is need to have an analysis done to sort out what is the important

and/or relevant information, and to limit the PRA exercise to that scope.

2.6.3 Asset-based Approaches (Appreciative Inquiry)

Appreciative Inquiry emerged in 1990 (David Cooperrider, Case

Western Reserve University) as a response to the disempowerment that

needs-based approach to communities create. Following the adoption and

development of participatory approaches, there had been more and more

attention paid to local knowledge, local strengths, assets, institutions and

skills which are aimed at sustaining projects and ensuring that it meets the

initial objective it was intended to meet.

Figure 2.12: Contributions of different research and practice areas to ABCD

Research or Practice Area	Theoretical Question Addressed	Practical Contributions To An ABCD Strategy
Appreciative Inquiry	How is knowledge constructed?	How to construct shared meaning and a vision for change
	What are the characteristics of effective communication?	How to facilitate a process that encourages pride in past success, minimizes power relations and results in

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		community members' engagement and commitment
	What motivates individuals for change?	How to "locate the energy for change", focusing on strengths rather than deficiencies
Social Capital	What different forms of social capital exist in associational life and how do they affect community prosperity?	Identifying social capital in associations and informal networks that can be mobilized for change
	What are the conditions that strengthen and weaken social capital formation?	What are the conditions that strengthen and weaken social capital formation?
Participatory Approaches	How is power, ownership and control of resources distributed within community, and between the community and outside agents?	Ensuring that the strengths of all individuals are valued and legitimated through their equal and active participation, irrespective of power imbalances Ensuring that the process is locally controlled, and community-driven
	What are the characteristics of, contributing factors for, and consequences of, empowerment?	How to avoid dependency on the outside agent by "Leading by Stepping Back"
Community Economic Development	What are the distinctive features of endogenous v exogenous models for economic development?	How to stimulate endogenous, collaborative group capacity building for economic development
Civil Society	How does civil society mediate between government and the power of capital?	How to optimize the "association of associations" to act in the interests of strengthening community which in turn contributes to further economic development
	How can capitalism be humanized?	Creating a process by which communities are "Building conditions under which caring becomes rational" (Edwards, 1999, p.)
	What are the characteristics of effective governance?	Identifying external circumstances conducive to application of ABCD.

Source: http://www.mystfx.ca/institutes/coady/text/about_publications_occasional_citizens.html

Appreciative inquiry turns the lens on valuing the skills that exist in

people (helping them to recognize them); the conditions and factors that

trigger success among individuals and groups; helping identify and build on

individual and collective group capacities; and on mobilising resources from within (harvesting first what is there, before seeking resources outside), to achieve the 'dream". It leads to the building up of community action plans, through a process of positive inquiry and stimulus through direct labour and participatory project management.

Gord Cunningham and Alison Mathie (online) says Asset-Based Community Development (ABCD) is an approach based on the principles of appreciating and mobilizing individual and community talents, skills and assets, and community-driven development rather than development driven by external agencies. Gord and Mathie (online) however presents the following platfors on which Asset-Based Community Development (ABCD) is built on:

i.   Appreciative inquiry which identifies and analyses the community's past successes. This strengthens people's confidence in their own capacities and inspires them to take action.

ii. The recognition of social capital and its importance as an asset; this gives room for ABCD to focus on the power of associations and informal linkages within the community, and the relationships built over time between community associations and external institutions.

iii. Participatory approaches to development, which are based on principles of empowerment and ownership of the development process.

iv. Community economic development models that place priority on collaborative efforts for economic development that makes best use of its own resource base.

v. Encouraging efforts that strengthen civil society, thereby facilitating project managers to focus on how to engage people as citizens (rather than clients) in development, and making local governance more effective and responsive.

Also, Appreciative Inquiry builds on four steps (Lucie Goulet online). They are called the "4 D's" steps namely:

(a) Discovery: recognizing and appreciating what exists and gives value to a community, a group , in its human experience, history, practices, resources, assets and people.

(b) Dream: envisioning and looking at possible impact: what might be, creating a positive image of a preferred future.

(c) Design: constructing and developing together what is needed to attain the dream, starting with what exists, and moving to what needs to be created to reach the ideal; a process of deeper analysis, inquiry, consensus and negotiations.

(d) Delivery: making it happen and sustaining it: how to empower, learn, assess achievements and directions, adjust, build capacity as required, and sustain.

2.6.4 Facilitating Asset-Based Community Development (ABCD)

According to Cunningham and Mathie (online), Asset-Based Community Development (ABCD) is a process of self-mobilisation and organising for change. They claim that the process has happened spontaneously in many communities. The challenge for an external agency,

such as Non Government Organisations (NGOs), is to stimulate this process in other communities without having the opposite effect of creating dependency. There are a set of methods that can be used, but it is important not to consider this a blue-print, but more as guidelines for achieving community-driven development. The following are avenues where information is sourced to facilitate ABCD, Cunningham and Mathie (cf online):

2.6.4.1 Collecting stories

To begin building confidence in the community, informal discussions and interviews that draw out people's experience of successful activities and projects will help to uncover the gifts, skills, talents and assets people have. Not only does this uncover assets that people have not recognised before, but it also strengthens people's pride in their achievements. This celebration of achievement and realisation of what they have to contribute builds confidence in their abilities to be producers, not recipients, of development.

2.6.4.2 Organising a core group

In the process of collecting stories, particular people will emerge as leaders in the community – people who have shown commitment and leadership in the past or who are currently taking a leadership role. The next step is to organise a group of such committed individuals who are interested in exploring further the community's assets and acting on the opportunities identified. Each of these individuals will have a network of relationships inside the community whom they can draw in to the process. Each of these individuals will have a personal interest – something that motivates him or her to act.

2.6.4.3 Mapping the capacities and assets of individuals, associations and local institutions

Mapping is more than gathering data. It is very important that citizens and their associations do the asset mapping themselves so that they themselves build new relationships, learn more about the

contributions and talents of community members, and identify potential linkages between different assets. These groups could be identified in the following forms:

(a) Identifying associations

The starting point of this exercise is to identify associations in the community. These relationships are the engines of community action, and are therefore essential (and often unrecognised) as assets. One way to do this is to start with the core group and ask them what associations and informal groups they belong to. Once these have been listed, ask the core group to expand the list to include associations they know about. This longer list of associations can then be clustered by type and those associations most likely to participate in working together for a common purpose can be identified. In the process of identifying associations, the list of leaders in the community also expands.

(b) Identifying individual gifts, skills, and capacities

There are many ways of trying to elicit individual gifts, skills and capacities. The important thing is to ensure that this is not just a data gathering exercise, but a way in which people feel that their abilities and contributions are appreciated. Eventually a "capacity inventory" is developed, listing these capacities in categories such as "community-building skills", "enterprise skills", "teaching skills", and "artistic skills". A simpler approach might be to divide them into skills of the heart, head, and hand.

(c) Identifying the assets of local institutions

This would include government agencies, non government agencies and private sector businesses. The assets of these institutions could be the services and programmes they provide, the meeting places they offer, the equipment and other supplies they may have, or the communications links they may have. They also have paid or unpaid staff who may be important links in the community

(d) Identifying physical assets and natural resources

Assets such as land, water, mineral or other resources can be listed here, identifying those which are communally owned and managed and those which are individually owned and managed

(e) Mapping the local economy

This exercise helps people in the community understand how the local economy works, by showing how well local resources are maximised for local economic benefit. It also determined whether products and services imported that could be produced locally.

2.6.5 Building a community vision and plan

During this part of the process, assets are matched with opportunities around an "organising theme" – a vision for community development. An activity is selected within that organising theme for the community to begin working on right away. It needs to be concrete (people know what to do to succeed, and what success will look like), immediate, achievable with community resources, unifying (it brings people together),

and strengthening (people's skills are used and valued). How is this process managed? It is important that the representative group that is convened reflects the energy that has been identified at the associational level. Institutions take a back seat role, leaving decision-making to those who have been identified as leaders in the community with key links to associational networks.

2.6.6 Mobilising and linking assets for economic development

The process continues as an ongoing mobilisation of community assets for economic development and information sharing purposes, initiated by the associational base. Associations are encouraged to engage by appealing to their interests, finding common ground and ensuring that they are contributing on their own terms. Eventually, an "association of associations" emerges.

2.6.7 Leveraging activities, investments and resources from outside the community

The process of realising the community vision begins with associations asking themselves "What can we do to make this vision

	BLUEPRINT	EXPERIENTIAL
Approach	*(target oriented)*	*(process oriented)*
Characteristics		
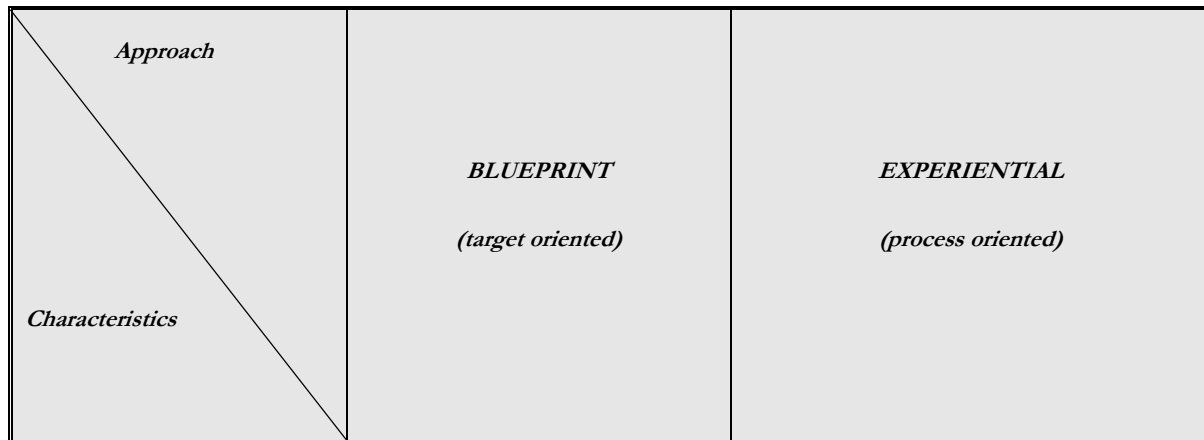
happen?" External resources are not tapped until local resources have been utilised. This puts the community in a position of strength in dealing with outside institutions.

Goal	**To deliver** a pre-set package of outputs (goods and services) to specific target groups	**To create** positive CHANGE in a community, by way of promoting people's capacity to take charge and lead their own development process
Deliverables	**Identified at the onset** of the project, it "lands" on the community / target group	**Not identified at the onset**, it "emerges" from the community
Results expected	Can be listed as **set and predictable** outcomes, fit in a **RBM** framework	**Unpredictable**, bound to people's choices, know-how, assets and action
Agency (actors)	**Externally driven,** people as beneficiaries brought into the agenda/plan at some stages of the process (Exogenous)	**Endogenous** (the people themselves), with facilitation support
Community involvement	**Buy-in sought after**: Varies, from **passive** recipients to **consultative,** to **engaging**: willingness of people to **take part** in activities	**Leadership and initiative**: the people **take charge**, and engage with other actors through negotiating their plans, support needed, etc
Decision making	Generally resides externally, at **project managers level**	Resides within the community, based on consensus or interests of collective groups
Role of NGO	**Direction** and operational, managerial	**Facilitation** , negotiation, and bridging what emerges from the community to the outside world
Methodology	Project Life Cycle; RBM, Project management (scope, time, cost, HR,risk, etc). Managerial	Participatory planning, Appreciative inquiry, ABCD, PRA, RRA, etc. Interactive

Figure 2.13: The Two Types of Approaches to Participatory Projects:

(1) Target oriented and (2) Experiential oriented

Source: Coady International Institute: Participatory Project Planning and Management

2.6.8 Participatory Learning and Action (PLA)

Participatory Learning and Action (PLA) is an approach for learning about and engaging with communities. It combines an ever-growing toolkit of participatory and visual methods with natural interviewing techniques and is intended to facilitate a process of collective analysis and learning (Sarah Thomas, online). Sarah (online) further explains that, the approach has been used, traditionally, with rural communities in the developing world. She argues that, it has been found extremely effective in tapping into the unique perspectives of the rural poor, helping to unlock their ideas not only on the nature and causes of the issues that affect them, but also on realistic solutions. In addition, it enables local people to share their perceptions and identify, prioritise and appraise issues from their knowledge of local conditions. More traditional, extractive research tends to 'consult' communities and then take away the findings for analysis, with no assurance that they will be acted on. In contrast, PLA tools combine the sharing of insights with analysis and, as such, provide a catalyst for the community themselves to act on what is uncovered.

The approach can be used in identifying needs, planning, monitoring or evaluating projects and programmes. As an effective consultation tool, it offers the opportunity to go beyond mere consultation and promote the active participation of communities in the issues and interventions that shape their lives and the communities at large.

Participatory Learning and Action (PLA) helps us to plan improvements in participatory project management with the involvement of community groups, using methods that help people to share and increase their knowledge of their lives, to plan and to act. These methods help people to talk freely, understand things better and come to good decisions. They include drawing pictures, maps and diagrams and using role-plays to analyse situations and plan action.

With the emphasis on learning defined as a result of "self-development through experience' rather than the result of formal teaching, participatory learning and action proposes approaches, methodologies and

tools around the principle of guiding self-development, both with individuals and groups. The vision in this approach is those people themselves, when guided and facilitated properly, are more likely to come up with appropriate solutions to problems and issues. The PLA approach wants to help bring out people's capacity to identify what needs to be done, to prioritize, to organize and take action. Outsiders can help in facilitation of the process but not with providing the answers and making the decisions. They can also play a catalyst role, and a linking role, where groups identify a need for external resources or expertise.

The participation of different groups in the community brings many benefits to the Community Based Distribution projects. Vis-a-viz;

i. Community Based Distribution agents, project staff and community understand their situation better and plan effective action.

ii. Both Community Based Distribution agents and community members take an active part in the development of the community.

iii. Learning and planning together helps people to make good decisions in other parts of their lives.

iv.   Participatory Learning and Action helps the entire community, especially those that are directly involved in the project to talk together more easily about issues related to the project and the implementation processes.

It is also expected that at each stage of the project cycle, community members who are involved in the project should be able to:

i.   Plan out work such that people would be able to use available services and participate in group activities at times convenient to them.

ii.   Help different groups to discuss their dreams and needs, analyse their situations and decide what actions should take place.

iii.   Learn how well the project is meeting the needs of different groups, and determine the things that people like or do not like about available services and group activities. Other things that would need to be determined are whether the topics discussed at the meetings are relevant.

iv.   Learn which things have improved and whether anything has gotten worse as a result of the programme. This project aspect is called evaluation.

2.7 PARTICIPATORY PROJECT INCEPTION AND DESIGN

Françoise Coupal's (online) study on project designed in El Salvador based on participatory principles shows that, evaluations using participatory approaches can be more effective when the project has been designed in a participatory manner from the beginning. Coupal (online) outlined basic steps to be taken for exercising project design. These steps include:

2.7.1 Collecting the data

Basic baseline data is essential to any project: for project design, for monitoring progress or measuring the impact of a project. There existed major gaps in the types of information maintained by the existing project. As the project did not maintain basic data, it was necessary to design a simple questionnaire that could be completed by each entity which could be a ministry or parastatal. The research assistant would be detailed to

handle the responsibility for coordinating the questionnaire in the field. The questionnaires would solicit basic information concerning the problem under survey. Questions would include specific questions concerning the relevance and sustainability of the project, the duration it took to complete the project, its value in relation to the cost of its implementation and so on. If donors want to measure the indirect benefits of executing project that involves stakeholders participating in its implementation then having information on the impact the project has on the community is very important.

Coupal (online) reiterated that it is very important to have a knowledge base of the community organizations and NGOs working in complementary or parallel activities that could reinforce the activities of the projects being executed in the community.

Results of questionnaires must also be incorporated into the project design. Adequate time should be sought to analyze questionnaire results with the project team with the view of establishing a practice of collecting baseline data. This would definitely give the project team a better grasp of

the users and other beneficiaries. For example, in some communities, it was found that most projects in El Salvador tended to cater more to families who were well off rather than to marginalized set of individuals. The data also highlighted the importance of locating these projects closer to marginalized zones in order to adequately access the groups. Another tool that could have been employed, according to Coupal (online), had time and resources permitted, could have been mapping which would have involved stakeholders, the community, and the social workers in better understanding the resources of their community, their priorities and special needs.

From the beginning, Coupal (online) assumed that the projects in and by itself would not alleviate poverty or its conditions. It was important for the project facility to maximize its impact by complementing other development initiatives. Thus, for example the project should seek to take advantage of any primary health care projects in the region to ensure that all children enrolled in the daycare centre would receive vaccinations and receive medical check-ups on a regular basis. As a result, water sanitation

projects were important in lowering the rate of diarrheal diseases and other viruses. Credit programs could also assist mothers to establish small businesses since their time was freed up as a result of the daycare centres in El Salvador.

2.7.2 *Visiting the fields*

During the project implementation process, field visits should be made with the project staff to ascertain the current status of the projects currently in operation and the model that should be supported in the future. Private facilities should also be visited to provide an excellent point of comparison with the other projects supported by the State. For example, there were many examples of health facilities integrated into the daily routine of the program officers (this is to encouraged transfer of knowledge between what was being taught at the health facilities to the actual beneficiaries at their respective locations). For instance, visits should also be made to the provincial health facilities and stakeholders should be engaged in discussion on possible areas of collaboration. Integrating staff into the field visits would also be essential because, it will allow them to

expand their horizons and witness for themselves and other medical facilities for example.

2.7.3 Defining the Logical Framework Analysis

Most donors now use what is called a logical framework analysis to summarize the activities, results and verifiable indicators related to each objective of the project. The framework provides in a nutshell, the core activities and outcomes of a project. It also provides the key indicators for monitoring and measuring the results of the project. Customarily, this exercise is undertaken by the person responsible for the project design with some type of input from the field.

However, it is possible for stakeholders to be the authors of the logical framework analysis. While time constraints limited the full application of this exercise, it is feasible to undertake the logical framework analysis with project or technical staff, parents and members of the community. This can be done by holding special workshops with the staff

and with representatives of the community. The facilitator can provide the participants with a sample matrix of the logical framework analysis. Once the objectives have been agreed upon, staff and community representatives can work at defining the respective activities, results and performance indicators.

The advantage of having project staff and key community actors participate in the logical framework analysis is that they begin to truly visualize where the project is going, what steps are required to achieve the desired results and to integrate the concepts in their own work. In the case of El Salvador (Coupal, online), a previous evaluation had revealed the lack of objectives and coherent activities to guide the project. Thus, such an exercise can be useful as a learning tool for staff and communities.

2.7.4 Involving NGOs in the Project Design

In the past decade, according to Coupal (online), the World Bank has supported State supported projects on health facilities in Columbia and

Bolivia. In Columbia today, there are over 33,000 health facilities throughout the country. In both these countries, the role of NGOs in the delivery of services is quite limited despite their expertise at working at the grass-roots level.

From the beginning, the project sought to integrate NGOs in the delivery of services. Working with NGOs had a number of advantages. First, NGOs had the greatest experience in working with the poor and marginalized populations of the country. NGOs knew that working with poor communities meant working evenings or on weekends--practices that were uncommon with Government workers who were used to working 9:00 Hours to 17:00 Hours. The use of participatory and informal approaches critical to the success of the project was also a general characteristic of NGOs as compared to Government. Secondly, NGOs had access to all parts of the country which was important since, during the Civil War, the government was unable to penetrate certain regions of the country. Thirdly, NGOs offered more flexible structures, thus reducing the amount of bureaucracy and red-tapism. This meant that the role of the

State would be more at the policy level and in supervising the delivery of services of NGOs rather than in actual execution of the projects.

It is expected that, from the onset, NGOs should be invited to comment on the project design of the project and helped to refine the project models being proposed for execution in specific communities. In the project design, NGO participation in the execution of the project should be limited to pre-determined individual organizations or consortiums that would facilitate the project implementation processes. However, intensive NGO participation in the delivery of services could be contemplated in future phases of the program after a sustainable project model had been tested and refined. Foremost, it would be necessary to develop the model, define procedures and standards that could then be replicated on a much larger scale in selected locations.

It is noteworthy to admit that NGO contributions and comments are essential to the project design of any community. More often than not,

some of these comments highlight the limited capacity of communities to assume all the financial responsibilities or burden of the projects or poverty reduction facilities. In as much as some NGOs felt this should be share with the State, most wanted an arms length relationship with the Government for the delivery of services as well as effective execution of projects. Summarily, the importance of self-management and community participation in the running of the projects and programmes is pivoted on the presumption that it would enhance poverty reduction and develop the citizenry.

2.7.5 *Validating the Project Design: Workshops with Stakeholders*

Non Governmental Organisations and the private sector should be incorporated in the process of project design for communities. At every stage of the project design, workshops should be held with all levels of governance involved in the project implementation processes. These workshops should seek elicit feedback on the project design and ensure that the objectives, activities and outcomes anticipated are realistic. At least once to twice a week, workshops should be held with certain levels of

the project technical staff and the entire project staff including

management.

These workshops would evidently provide staff with the opportunity

to comment on the project design. Holding separate workshops with

technical staff would also be valuable as the stakeholders would feel more

comfortable expressing themselves. In addition, having workshops with

senior management of the project would ensure that the project design

was on track and that senior management was in agreement.

In the case of El Salvador (Coupal, online), there was not a base

project document to work from, therefore, it became essential to use

participatory approaches that were highly interactive in order to entrench

the design of the project.

2.7.6 Participatory Evaluations

Evaluation should be carried out by all individuals and institutions which have an interest (stake holders) in the project. To efficiently implement a project, the people planning and implementing it should plan for all the interrelated stages from the beginning to the end of the final phase of the project. However, according to the World Bank Participation Sourcebook (1995), and the World Bank Technical Paper Number 207, 1993, there are a number of key steps when undertaking a participatory evaluation that vary from more formal evaluations. These key steps are:

2.7.6.1 ***The socio-economic content:*** Participatory approaches do not operate in a vacuum. Understanding the socio-political context is important. For example, undertaking a participatory project design or evaluation in Adamawa State would be quite different in doing the same in may be Taraba or Abia State. With the revolution, there has been a longer history of community action and critical analysis in most places. Socio-economic ties have been shaped by socio-economic inequities and a degree of paternalism that is pervasive throughout the society. These differences can affect the degree of participation, openness and questioning by project

staff and recipients of a given project. Participatory approaches involve

crossing class lines. Where strong class divisions exist, using a participatory

approach can be challenging or even controversial. It is important that

project recipients understand the importance of being inclusive and having

all levels of decision-making participate.

2.7.6.2 *The current experience of stakeholders:* This becomes an important

starting point with the stakeholders of the project concerned. It is

important to review from the beginning the experience stakeholders and

beneficiaries have had with the project, the accomplishments and impact of

the project, and the key constraints. The facilitator must be able to listen,

assist stakeholders in asking the key questions and move the discussion

along when necessary. It is important to review the methodology with the

recipients and to make sure that all understand their respective roles.

2.7.6.3 *The evaluation design:* In contrast to formal evaluations where the

evaluation design is defined by the Donor in isolation or with some input

from the project, participatory evaluations must involve the stakeholders in

the evaluation design itself. The stakeholder plays a central role in setting the objectives of the evaluation, in defining the key questions to be asked and the methodology and verifiable indicators to be used.

2.7.6.4 *Data Collection and Consolidation.* It is important that the stakeholders of the project in question play a key role in the data collection and its analysis. Deciding on the appropriate methods will vary from group to group and might include: questionnaires, mapping, transects, interviews, informal discussion meetings, sampling or case studies. The use of Metaplan techniques, a methodology designed by the Germans and perfected in Latin America which involves the use of colored cards to organize participants' ideas is another tool that can be effective.

Where groups have a low level of literacy, one may need to use other techniques than formal data collection methods such as mapping, folklore, songs, or theatre to evaluate activities so that stakeholders are not left out.

2.7.6.5 Analysis. While generally every stage of participatory evaluations involve some type of workshop, the analysis of the data collection and the findings are critical. It is important that the stakeholders are involved in the analysis of the data and have an understanding of the findings. The analysis and recommendations made by the participants can then be consolidated into the final evaluation report.

Group meetings and workshops with all levels of the project staff are essential to validate the project design. It is important to ensure that key staff participates throughout the different workshops to ensure the same information base and enable a better understanding of the project activities and its potential. These workshops should also be broad based and include any outside stakeholders that are or will be part of the project such as Non Governmental Organisations or the private sector.

2.7.6.6 Feedback and Using Evaluation Findings. Stakeholders must have an opportunity to comment on the final report. In fact, the report must be a

reflection of what came out of the various workshops: the key findings, recommendations and a future plan of action. A good evaluation should provide stakeholders with concrete tools and recommendations for stakeholders to reorient (reorientate) the project with or without donor funding.

What should become apparent in the above steps is that the role of the "evaluator" dramatically changes to that of a facilitator. It is the participants themselves that are central to the process. Whereas in traditional evaluations the stakeholders are most often passive participants supplying information as needed, in participatory evaluations they become central to the process in other words active participants.

2.7.6.7 Existing Skills and Assets, External Input (Planning)

To keep a project running means maintaining the facilities, tools and especially the team on the project at hand. For the project to be successfully operational, the project manager has to manage his/her team

members effectively. The project manager also needs to know that staff changes may involve fresh training and re-training new members, educating them and enhancing team building among them. This is because; new people need to know the necessary skills and disciplines to do their jobs.

2.8   KEY ELEMENTS OF A PROJECT (EXECUTION) PLAN

The Project Execution Plan (PEP) is a document which acts as a primary manner by which the Project is planned, monitored and managed. It assists the management in ensuring the effectiveness and control of their day to day functions. It should be noted that the Project Execution Plan is a dynamic document, and so for it to serve as a communication tool, it has to be kept updated as the project progresses through its design stages. To meet the particular state of affairs of a project, the Project Plan needs to be modified accordingly. However, a typical Project Plan should include plans pertaining to the project as a whole; product purchasing, product development and risk management. To make sure that everyone understands and carries out their responsibilities, the Project Execution

Plan should clearly define the roles, responsibilities and authorities. It should set out the mechanisms and procedures concerning the quality and reporting. Moreover, the Project Plan should cover the major schedules and budgets of the project and resources applicable to it.

An effective Project Execution Plan brings with it various benefits for the project. It highlights the critical drivers and accordingly helps management focus on a clear path forward to support the project effort. It establishes a support for valuable decision making and communication, thus assisting the management in implementing the planned strategies and policies.

A Project Execution Plan is a more formal document (approved by management, donors or sponsors) that documents assumptions and decisions. It helps stakeholders and project team members understand how the entire project fits and interrelate together. It is used to guide the project, control its execution and measure progress through all phases of

the Project Life Cycle (PLC). The Project Execution Plan is a live document; it can also be seen as a syllabus: it needs to be used at all times in the course of the project: it is a comprehensive mapping of what the entire project involves. The project plan is very essential because it helps project team members appropriately perform to standard and do many other things including:

(a) describe the work that needs to be done to complete the project

(b) get buy-in from the authorities and donors

(c) get buy-in from those executing the work

(d) track the progress and measure completion

(e) track changes to the project (if any) during execution

(f) keep all parties to the project focused on tasks required to meet project objectives, and ensures that it is only these tasks that are undertaken

2.8.1 Project Planning and Project Evaluation Review Technique (PERT)

The Project Evaluation and Review Technique (PERT), is a network-based aid for planning and scheduling the many interrelated tasks in a large and complex project. It was developed during the design and construction of the Polaris submarine in the USA in the 1950s (John W. Chinneck, 2009, online), which was one of the most complex tasks ever attempted at the time. These days, PERT techniques are routinely used in any large project such as software development, building and road construction, etc. Supporting software such as Microsoft Project, among others, is readily available to support this technique. The use of PERT is very effective during project implementation process. It provides a network representation to capture the precedence or parallel relationships among the tasks in the project. As an example of a precedence relationship, the frame of a house must first be constructed before the roof can go on. On the other hand, some activities can happen in parallel: the electrical system can be installed by one crew at the same time as the plumbing system is installed by a second team. According to (John W. Chinneck (online), the PERT formalism has these elements and rules:

(a) Directed arcs represent activities, each of which has a specified duration. This is the "activity on arc" formalism; there is also less-common "activity on node" formalism. Note that activities are considered to be uninterruptible once started.

(b) The activities (arcs) leaving a node cannot begin until all of the activities (arcs) entering a node are completed. This is how precedence is shown. You can also think of the node as enforcing a rendezvous: no-one can leave until everyone has arrived.

(c) Nodes are events or points in time. There is a single starting node which has only outflow arcs, and a single ending node that has only inflow arcs.

(d) There are no cycles in the network. You can see the difficulty here. If an outflow activity cannot begin until all of the inflow activities have been completed, a cycle means that the system can never get started!

Considering the example given in Figure 14, the pouring of the concrete foundation (activity A-B), happens at the same time as the pre-

assembly of the roof trusses (activity A-D). However, the finalization of the roof (activity D-E), cannot begin until both A-D and B-D (assembly of the house frame), are done. Of course B-D cannot start until the concrete foundation has been poured (A-B). All of this precedence and parallelism information is neatly captured in the PERT diagram in figure 2.13.

Figure 2.14: An Example of a PERT Diagram for a building construction

		7	4		7	10	5	4	3
	5								
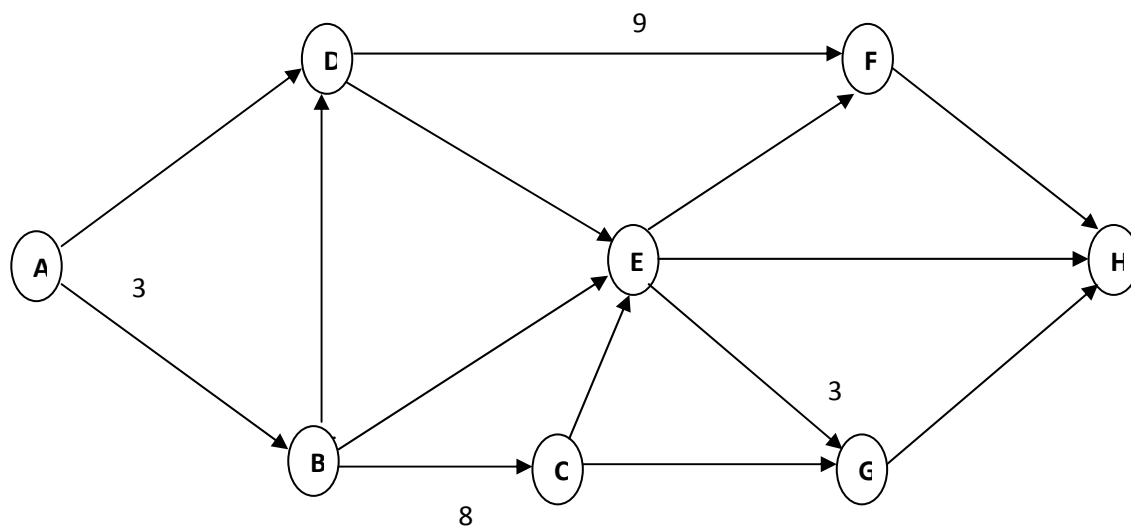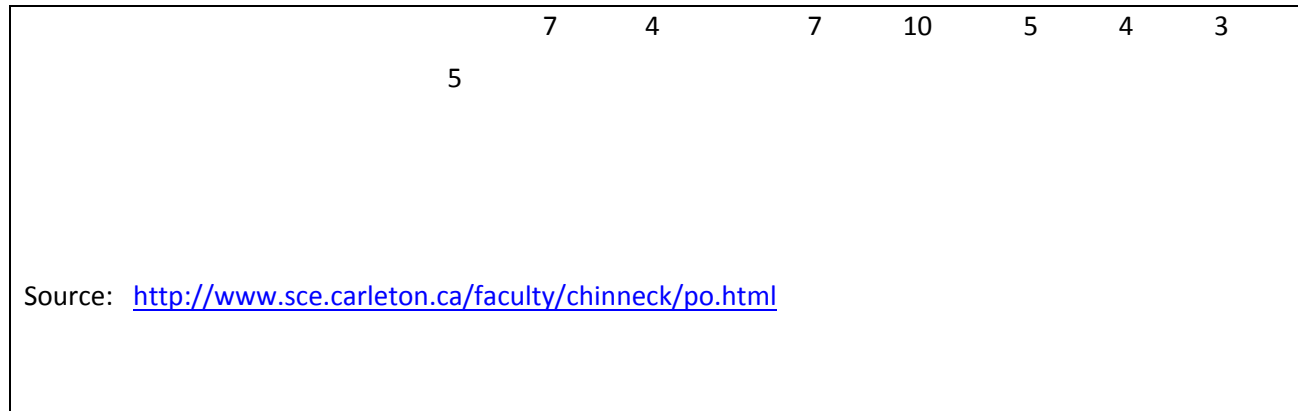
In project management of any kind, there are two major challenges that confront project managers during the project implementation processes. These are determining the shortest time for completion of the project; and the activities that must be completed timely so it would give way for other activities to go on for the project to finish in the shortest possible time. These activities constitute the critical path through the PERT diagram. (Lock, 2000:205) The process of finding the critical path addresses the first challenge as well as the second. Of course there is need to know how long each individual activity will take in order to resolve these challenges. This explains why the arcs in Figure 14 are labelled with numbers: the numbers show the amount of time that each activity is expected to take (in days, for instances).

Lock, (2000) noted that the critical path is of great interest to project managers. The activities on the critical path are the ones which absolutely must be done on time in order for the whole project to complete on time. If any of the activities on the critical path are late, then the entire project will finish late! For this reason, the critical path activities receive the greatest attention from management. The non-critical activities have some leeway to be late without affecting the overall project completion time.

John W. Chinneck, 2009, (online) provides the following steps to find the critical path of a project.

Step 1. Make a forward pass through the diagram, calculating the earliest time (TE) for each event (node). In other words, what is the earliest time at which all of the activities entering a node will have finished? To find TE, look at all of the activities which enter a node. TE is the latest of the arrival times for entering arcs, i.e. TE = max [(TE of node at tail of arc) + (arc

duration)] over all of the entering arcs. By definition, TE of the starting node is zero.

Step 2. Make a backward pass through the diagram, calculating the latest time (TL) for each event (node). In other words, what is the latest time that the outflow activities can begin without causing a late arrival at the next node for one of those activities? To find TL, look at all of the activities which exit a node. TL is the earliest of the leaving times for the exiting arcs, i.e. TL = min [(TL of node at head of arc) − (arc duration)] over all of the exiting arcs. By definition, the TL of the ending node equals its TE.

Step 3. Calculate the node slack time (SN) for each node (event). This is the amount of time by which an event could be adjusted later than its TE without causing problems downstream. SN = TL − TE for each node.

Step 4. Calculate the total arc slack time (SA) for each arc (activity). This is the amount of time by which an activity could be adjusted later than the TE

of the node at its tail without causing problems later. SA = (TL of node at arc head) − (TE of node at arc tail) − (arc duration).

Step 5. The critical path connects the nodes at which SN = 0 via the arcs at which SA = 0.

It should be no surprise that the critical path connects the nodes and arcs which have no slack. If there is slack, then the activity does not need to be done on time, which is exactly the opposite definition of the critical path!

2.8.2 Managing Resources

More focused leadership is needed to ensure that reliable resource management exists at all levels in departments of ministries. If these departments do not clearly demonstrate the importance they attach to better resource management and actively use the improved information and flexibilities to help deliver better services, especially in project management processes, staff that are involved throughout the organisation will not be encouraged to do the same.

In addition, more effective alignment of the targets and resource allocations of key organisations involved in delivering specific services are needed to ensure that the project staff are mutually supportive in working toward a common good for a successful project implementation. More importantly, the inefficient use of resources or the emergence of unforeseen liabilities can have serious consequences for efficient project management processes.

2.9   PARTICIPATORY PROJECT IMPLEMENTATION

Participatory project management is the practice of empowering employees or stakeholders to participate in organizational decision making. According to Wikipedia online encyclopaedia, this practice grew out of the human relations movement in the 1920s, and is based on some of the principles discovered by scholars doing research in management and organization studies, such as the Hawthorne Effect. (http://en.wikipedia.org/wiki/Participatory_management)

Figure 2.15: People Management
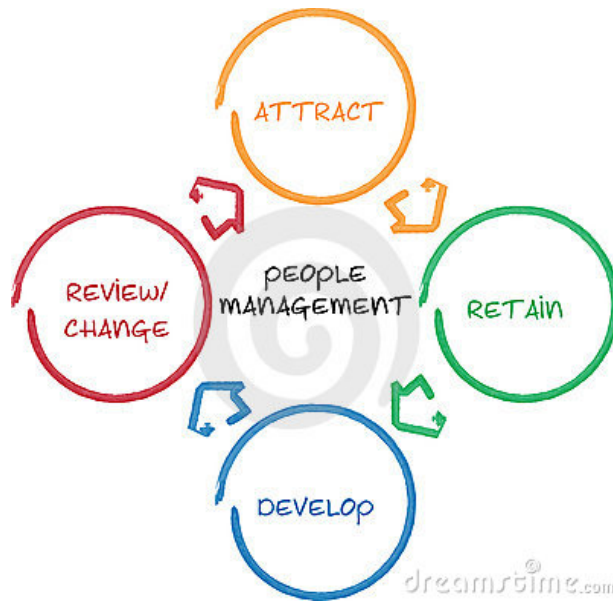
2.9.1 People's Agency and Action Plan

According to Food and Agriculture Organization of the United Nations (FAO Conference Paper, 1991), a close conceptual and operational link exists between people's participation and people's organizations. Active participation of rural people can only be brought about through local community and membership-based self-help organizations whose primary aim is the pursuit of their members' social or economic objectives. People's organizations are voluntary, autonomous and democratically controlled institutions including traditional community councils, informal groups,

cooperatives, rural workers' organizations and peasant unions, women's associations, etc. Some local people's organizations may establish higher-level federations at local, state or at federal or international level in order to increase their self-help capacities and bargaining power, and to promote participatory development at local level. However, the vast majority of the rural population is still not organized in groups and are therefore not benefiting from the dynamics of such groups.

Participation through people's organizations is enhanced at local level through the work of development Non Government Organizations (NGOs) that aim at improving the social and economic conditions of rural people, especially the poor. Some development NGOs are membership-based, accountable to local associations which establish them, but the majority are not. The support they provide to grassroots groups takes various forms: training, technical support, research, assistance in formulating projects, exchange of information and experiences.

NGO approaches to participation, geared to enhancing the self-reliance of people's organizations, are increasingly relevant when structural adjustment measures are obliging governments to cut back on state services. They help people's organizations to build up a substantive platform of awareness and initiatives on the basis of which they can participate meaningfully in planning and implementing government-promoted development programmes.

It must be recognized that the objective of active participation by the people in the development process can be achieved only through consistent and concentrated efforts over a long period. The implementation of the Plan of Action will therefore call for both long-term policies and adequate resources. In laying a secure foundation for people's participation, the process is extremely important as also the creation of voluntary and democratic people's organizations. By its very nature, the process of promoting people's participation is complex says the Food and Agriculture Organization of the United Nations (FAO Conference Paper, 1991). It often involves fundamental socio-economic changes which require

long-term policy and resource commitment to the objective of promoting people's participation for improving the economic and social conditions of the rural people, and particularly of the poor.

People's participation implies the active involvement in development of the rural people, particularly disadvantaged groups that form the mass of the rural population and have previously been excluded from the development process. The World Conference on Agrarian Reform and Rural Development (WCARRD) in 1979 affirmed that "participation by the people in the institutions and systems which govern their lives is a basic human right and also essential for realignment of political power in favour of disadvantaged groups and for social and economic development".

People's participation should be viewed as an active process in which people take initiatives and action that is stimulated by their own thinking and deliberation and which they can effectively influence. Participation is therefore more than an instrument of implementing government projects.

It is a development approach which recognizes the need to involve disadvantaged segments of the rural population in the design and implementation of policies concerning their well-being. While participatory approaches have been successful in many countries at stimulating self-help activities at the local level, they can and should also be followed in the design, implementation and evaluation of large- scale projects.

2.9.2 Identifying Risks

Claudio Locicero (online) highlighted five (5) methods for identifying risks that project managers may consider using during the project implementation processes. Locicero listed: Documentation Reviews, Information Gathering Techniques, Checklist Analysis, Assumptions Analysis, and Diagramming Techniques.

According to Locicero (online), Documentation Reviews consist of a detailed analysis of a project document that determines if there are any apparent risks relating to requirements or assumptions. For example, when utilizing this method, it would be when conducting a review of a system integrator's implementation plan and inconsistencies would be identified between proposed actions and best practices or a conflict with the proposed implementation schedule and your organization's internal operations schedule would be identified. Performing a Documentation Review would allow project managers to quickly identify and address risks by developing mitigation plans without actually performing a more in-depth quantitative or qualitative analysis.

Figure 2.16: Risk Management

Information gathering techniques include Brainstorming, the Delphi Technique, Interviewing, Root Cause Analysis, and Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. Brainstorming and Interviewing would be the most beneficial overall because it allows obtaining the largest number of ideas or reference points for identifying project risks by being able to include numerous individuals both internal and external to projects. Involving a large number of individuals in this process, such as business process owners and end users would more effective than taking an insular project team member only approach. The Delphi Technique has its applications, but its round-robin methodology is

not an efficient method from a time management perspective as busy professionals or executives would not want to spend time reading project risk thoughts of others. That process is best left to the project team to collate and analyze the collected data. Root Cause and SWOT Analysis techniques are both very extremely useful tools and particularly effective after already having conducted Brainstorming sessions and Interviewing.

However, Checklist Analysis are excellent when assessing implementation processes that perform many identical or similar projects for multiple clients where there is a risk knowledge base to work from, but becomes a burden to develop one for each individual dissimilar project in an operational business environment, unless the scope of the project warrants the work effort for its development.

Assumptions Analysis is closely related to Documentation Reviews whereby project managers review the documentation along with the

assumptions that are contained within to determine its accuracy, consistency, and completeness. Claudio Locicero (online)

Diagramming Techniques, such as Cause-and-Effect Diagrams and Flow Charts in this respect, are useful to visualize and document risk root causes and other project processes. Executive and senior management have historically preferred to review charts and graphs to get an overall bird's eye view of an issue or project phase rather than read through detailed status report pages. Claudio Locicero (online)

2.9.3 Project Risks Management

The guide to the Project Management Body of Knowledge, 2000 Edition, p127 describes project risk management as the systematic process of identifying, analyzing, and responding to project risk. It includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of adverse events to project objectives

To be successful in the implementation of projects, organizations must be capable of adhering to processes and policies that contain project costs and timelines in other to avoid related risks. It can be difficult for a project team to communicate diligently regarding expectations, timelines, and scope while focusing on technical quality and delivery of critical success components. This dual focus is particularly a challenge when projects involve many lines of communication. Similarly, significant risks must be communicated while the window of opportunity for risk mitigation still remains open. Many companies simply don't have project managers with the level of expertise required to successfully manage the complexities and dynamics of large-scale projects.

2.10 PARTICIPATORY PROJECT EVALUATION

Evaluation is the comparison of actual project impacts against the agreed strategic plans (CIVICUS online). It looks at what is set to be done, at what have been accomplished, and how it has been accomplished. It can be

formative (taking place during the life of a project or organisation, with the intention of improving the strategy or way of functioning of the project or organisation). It can also be summative (drawing learning from a completed project or an organisation that is no longer functioning). CIVICUS (World Alliance for Citizen Participation) noted that monitoring and evaluation in that they are geared towards learning from what is currently going on and how it is being done, by focusing on:

(a) Efficiency

Efficiency gives information whether the input into the work is appropriate in terms of the output. This could be input in terms of money, time, staff, equipment and so on. When there is concern on a project's replicability or about going to scale, then it is very important to get the efficiency element right.

(b) Effectiveness

Effectiveness is a measure of the extent to which development programme or project achieves the specific objectives it set. If, for example, the project manager sets out to improve the qualifications of all the staff of an organisation in a particular area, does that records success?

(c) Impact

Impact tells whether or not what has been done made a difference to the problem situation that is being addressed. In other words, it tries to establish if the strategy used was useful. Do everything that staff were better qualified improve the quality and effectiveness of the project implementation process? Yes it does, but there is still the need to encourage ourselves (project team) all the time, not to continually find faults of one another.

2.10.1 Self-reliance and Self- help Approach

During the development decade of the 1960s, self- reliance and self-help projects became the order of the day (Chowdhury, 1996 in Effective

Community Participation: http://lyceumbooks.com) also notes that this trend is further developed by the social worker S. Tilakratna of Sri Lanka in his participatory rural development strategy, which aims to combine the best of community development ideas. According to Tilakratna, the idea of people's participation in development means improving the potential of the previously neglected rural poor, enabling them to make decisions for their own welfare. Chowdhury (1996 in Effective Community Participation: http://lyceumbooks.com) also notes: Essentially, the main components of this developmental process are participation in taking initiatives to identify unmet needs, and self- reliance; that is, breaking away from dependencies that suppress the creativity of the poor. This approach is nearest to the type of people's participation practice in Bangladesh. It is more a psychological than an economic or physical process. It is evident from these discussions that participation as it relates to development is a process that includes a set of activities and takes place through different stages. This also attempts to describe what constitutes the essential elements of effective community participation. The definitions, approaches, and the various literatures on participation suggests participation in development projects needs to be understood based on the following elements.

2.10.2 Identification of Appropriate Stakeholders

The public involvement of stakeholders in development projects is widely recognized as a fundamental element of the process. Timely, well-planned, and well implemented public involvement programs have contributed to the successful design, implementation, operation, and management of proposals (UNEP, 1996 in Effective Community Participation: http://lyceumbooks.com). For instance, the range of stakeholders involved in an Environmental Impact Assessment (EIA) project typically includes:

(a) The people, individuals, or groups in the local community

(b) The proponent and other project beneficiaries

(c) Government Agencies

(d) Non Governmental Organizations (NGOs)

(e) Others, such as donors, the private sectors, academics, and so forth

2.10.3 Needs Identification and Goal Determination

Participation of the masses in development activities implies enhanced capacity to perceive their own needs. Through participation, local people identify their needs as well as the relevant goals of a program. By participating in decision making and implementation activities, local people help project officials identify

(a) Needs,

(b) Strategies to meet those needs, and

(c) The necessary resources required to implement the various strategies (Yadama, 1995 in Effective Community Participation: http://lyceumbooks.com).

For example, community participation will be discouraged if environmental issues are given priority in agenda without addressing issues such as poverty, homelessness, health, and other basic necessities perceived to be more important by the communities that would be in need.

2.10.4 Information Dissemination

This is a one-way flow of information from the proponent of the development project to the public. The proponent should provide sufficient relevant information about the project such as the benefits of the project to the beneficiaries, the costs of implementation, the potential for financing and implementation, and possible risk factors. The proponent must allow sufficient time for individuals to read and discuss the information provided, and listen to the views held by individuals as well as to issues and problems. Lack of transparency often fosters mistrust and misunderstanding between project authorities and local communities (UNEP, 1996 in Effective Community Participation: http://lyceumbooks.com).

2.10.5 Consultation

Consultation involves inviting people's views on the proposed actions and engaging them in a dialogue. It is a two- way flow of information between the proponent and the public. Consultation provides opportunities for the public to express their views on the project proposal initiated by the project proponent. Rigorous planning and implementation

of projects should be undertaken only after considerable discussion and consultation. Consultation includes education, information sharing, and negotiation, with the goal being a better decision making process through organizations consulting the general public (Becker, 1997 in Effective Community Participation: http://lyceumbooks.com). This process allows neglected people to hear and have a voice in future undertakings. Depending on the project, various methods are used during consultation such as public hearings, public meetings, general public information meetings, informal small group meetings, public displays, field trips, site visits, letter requests for comments, material for mass media, and response to public inquiries. The knowledge of local people should be recognized and they should be enrolled as experts in designing development projects. Participants should be encouraged to articulate their ideas and the design of the project should be based on such ideas.

2.10.6   Genuine Interests

Participation depends on people's legitimate interests in the project or development activities. Therefore, participation needs to be considered

as an active process, meaning that the person or group in question takes

initiatives and asserts an independent role (Chowdhury, 1996 in Effective

Community Participation: http://lyceumbooks.com).

2.10.7 Public Involvement in Decision Making

The project should encourage a maximum number of people in the

participation of development projects. Such involvement should give the

participants full inclusion in designing, organizing, and implementing

activities and workshops in order to create consensus, ownership, and

action in support of environmental change in specific areas. It should

include people and groups rather than exclude any individuals. Public

involvement is a process for involving the public in the decision making of

an organization (Becker, 1997, in Effective Community Participation:

http://lyceumbooks.com). Participation actually brings the public into the

decision- making process. White (1989 in Effective Community

Participation: http://lyceumbooks.com) stressed community involvement in

management of marine protected areas. According to White (online), public

involvement can take place at several stages in the establishment and management of marine protected areas. These stages are:

     i.   The recognition of a need;

    ii.   Discussions with interested parties and integration with the community;

   iii.   Baseline studies and monitoring;

   iv.   Education;

    v.   Core group building and formalization of reserves; and

   vi.   Enforcement.

2.10.8   *Accountability*

The requirement of accountability applies to all parties involved in the project, such as project management, external organizers, and traditional leaders, as well as any emergent leadership from the ranks of the poor and the disadvantaged (Adnan, Barrett, Alam, and Brustinow, 1992, in Effective Community Participation: http://lyceumbooks.com). The authors also note that the agencies involved in project management and implementation are procedurally and periodically answerable to the people

in the project area, as well as the citizens of the country in general. All people should be aware of their roles in the project and the planning of activities of the project. Accountability of concerned community members must be ensured, particularly after the decision is taken.

2.10.9 *Repeated Interaction*

Often there is interaction at the beginning of the project but no dialogue or any other form of interaction occurs during the project. This ultimately creates a big gap between the proponents of the development projects and the communities. Consequently, the local people abandon a project based on such an idea. Therefore, it is suggested that there should be ongoing communication throughout the project implementation period. This will forestall any unwarranted attacks on the implementations of the projects by miscreants within the community.

2.10.10 *Ownership and Control*

Project participation plays a major role in people's management of their own affairs. Ownership and control of resources have a profound impact on participation in development projects in communities. According to Mathbor 1990, Ferrer 1988 (Effective Community Participation: http://lyceumbooks.com), there are emphasis in four areas that need to be worked toward in a community participatory resource management program: greater economic and social equality, better access to services for all, greater participation in decision making, and deeper involvement in the organizing process resulting from the empowerment of people.

2.10.11   Sharing Benefits

It is evident that without sharing the benefits of the project, participation is a frustrating process for the poorer people. Zachariah and Sooryamoorthy (1994 in Effective Community Participation: http://lyceumbooks.com) note that there should be a fair and equitable distribution of benefits, as well as redistribution of goods and services, to enable poorer people to get a fairer share of society's wealth and to participate fully in the development process. The Centre on Integrated

Rural Development for Asia and the Pacific (CIRDAP, 1984 in Effective Community Participation: http://lyceumbooks.com), a regional rural development organization in South Asia, mentions that participation entails three distinct processes: first, the involvement of the people in decision making; second, eliciting of their contribution to development programs; and third, their participation in sharing the benefits from the development process.

2.10.12 Partnerships

Partnership in development processes allows stakeholders to work, talk, and solve problems with individuals who are often perceived as the masters. Instead of demonstrating the relationship as a worker- clientele, the parties involved should agree on working in partnerships that benefits all parties. An expression used by the Latin American activists to describe their relationship with the people (communities, groups) with whom they are working is accompanamiento, or "accompanying the process" (Wilson and Whitmore, 1997 in Effective Community Participation: http://lyceumbooks.com). Wilson and Whitmore identified a set of

principles for collaboration in a variety of settings and situations. These include nonintrusive collaboration, mutual trust and respect, a common analysis of what the problem is, a commitment to solidarity, equality in the relationship, an explicit focus on process, and the importance of language.

2.10.13   *Environmental Legislation*

The environment is considered as an integral part of development, since any impacts on an individual's environment also impacts on their well-being or welfare. It has been shown that the lack of environmental legislation in developing countries limits environmental protection (Kakonge, 1996 in Effective Community Participation: http://lyceumbooks.com). This ultimately creates considerable environmental problems in the name of development in third world countries. Therefore, lack of legislation to protect human rights as well as the environment may impede public participation in development projects.

2.11   REPORTING AND COMMUNICATION IN THE PROJECT PROCESS

The project communication handbook, 2nd edition, 2007 (online) states that: project communication is the exchange of project-specific information with the emphasis on creating understanding between the sen

der and the receiver. Effective communication is one of the most important factors contributing to the success of a project. The project team must provide timely and accurate information to all stakeholders. Members of the project team prepare information in a variety of ways to meet the needs of project stakeholders. Team members also receive feedback from these stakeholders.

Project communication includes general communication between team members but is more encompassing. It utilizes the Work Breakdown Structure (WBS) for a framework, it is customer focused, it's limited in time, it is product focused with the end in mind, and it involves all levels of the organization.

Effective reporting and communication is an essential element in participatory development programmes. There is every need to establish

and promote the use of communication methods for effective reporting and dialogue among all the stakeholders concerned in the development and implementation processes of projects, and particularly with the rural people; to involve communities in the planning, implementation and monitoring of development programmes; to provide information as a basis for change and innovation; and to help with the sharing of knowledge and skills. In addition, to there must be continuity in applying communication techniques and media to facilitate knowledge sharing and, through dialogue, open the door to the participation of rural people in situation analysis, development planning, management and decision-making.

Most importantly, the rural communication system is now being decentralized and transferred to the local associations themselves says the Food and Agriculture Organization of the United Nations (FAO Conference Paper, 1991). Communication materials should be produced by the stakeholders of the project. If done, this unique experience can be a model for other developing countries, FAO suggested. Another field programme which will include communication to increase people's participation is the

People's programme. The people's programme will always have a communication component which will apply traditional and low-cost communication modules to involve people in the planning, implementation and evaluation of community programmes.

Project Communication Management is the knowledge area that employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information. Project Communication is the responsibility of everyone on the project team. The project manager, however, is responsible to develop the Project Communication Management Plan with the input from the task managers and Project Development Team (PDT).

Figure 2.17: Communication Plan

Begin Process

WBS Product List

Project Charter

Gather Planning Inputs

Identify Stakeholders Needs

Determine Stakeholder

Identify Communication Methods and WBS Products

Prepare Communication Plan
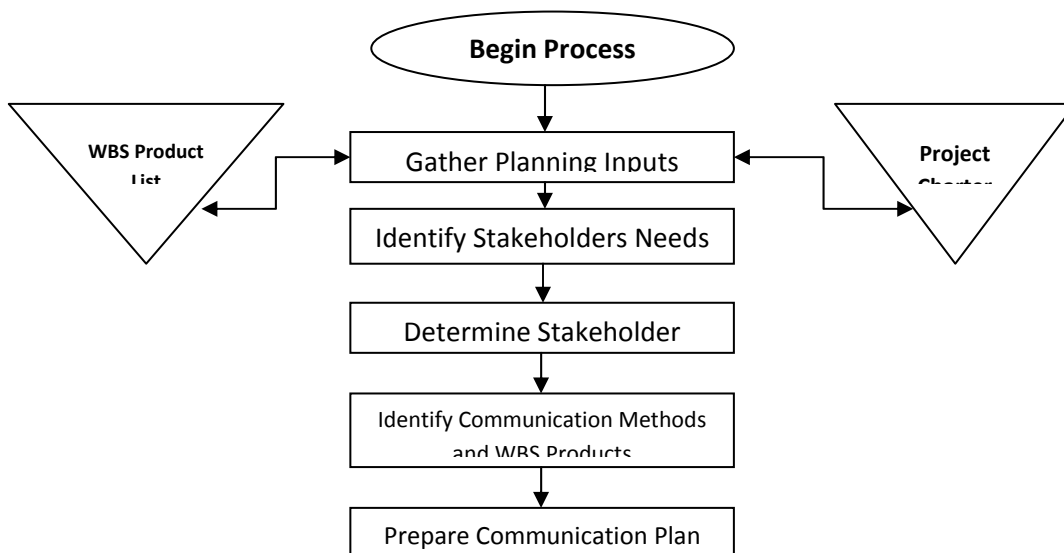
2.12 DIRECT LABOUR

Adeniji, E.O. (200); defines direct labour system as a method employed by government or other developers to execute construction project by using in-house personnel who conceives the design and execute such projects. Labour of this type does not include tasks accomplished by managers, supervisors, or others who focus more on administrative and organizational tasks. With labour of this type, only those who operate the machines or perform the tasks that result in the production of goods are included.

Small scale projects are most often executed by direct labour. This is because; organisations are more comfortable as a result of the suitability that some clients are able to retain labour force on a continuous basis. In direct labour practice, workers are regularly involved in the actual execution of projects. Bello and Agbatekwe (2002) noted that, since this method (Direct Labour) does not involve any contractor in the case of a building project, the required production information and bills of quantities may be simplified. Bello and Agbatekwe (2002) also suggests that direct labour method may be unsuitable for large projects because organisations

may not have the ultimate capacity or lack sufficient plants or machinery including skilled staff to sufficiently execute the project.

Bello and Agbatekwe (2002) posits that over the years, government and their agencies have tried to embark on direct labour but have always ended up with unfinished or badly finished projects. This non performance is also common with some private individuals who have tried direct labour approach.

Direct labour system could also be defined as a method of procurement whereby a client otherwise known as "the owner" uses his or her own in-house resources for the design and execution of a project.

The in-house resources here would include both supervisory staff, skilled and unskilled labour force besides equipment. Worthy of note in this system is the elimination of the contractor, which makes the direct labour method distinct from other procurement methods.

In broad term therefore, procurement methods could be categorized into two broad systems namely 'Direct Labour System' and 'Contract System'.

The direct labour system is widely used these days particularly for building and civil engineering projects.

Olufelo (1988) and Wahap (1983) as quoted by Olawuyi (1999) highlighted the reasons for re-emergence of the direct labour system as;

(i)   Fraudulent practices in contracting systems

(ii)   Depressed economy

(iii)   Increase in percentage of abandoned and uncompleted projects

(iv)   Government policy (to mobilize in-house facilities/community self-help for urban and rural development)

(v)   Professionals in Civil Service to be alive to their responsibilities

(vi)   Unpatriotic attitude of some expatriate firms

According to Odulami (1996) as quoted by Olawuyi (1996), the chief reason for using the direct labour system as against contract system are the realization of savings in cost and time with assurance of high quality.

The critics against the system had basically complained on its workability for reasons that the financial gain they make under the contract system would stop. Some builders also pointed out the need for government to evolve methods of calculating the overall project cost without which the claim that the system is more economical cannot be proven. Also highlighted were the nonchalant attitude of the operatives and the red-tapism in civil service, all resulting to delay in project attention.

2.12.1 APPROACHES TO DIRECT LABOUR CONSTRUCTION

According to Iyagba and Idoro (1995), Direct Labour method of procurement can take various forms among which are;

2.12.1.1   Fully In-House Direct Labour

Here the organisation has the human resources in place for both design and construction phases of the project. The organisation pay the monthly wages or otherwise of the human resources.

2.12.1.2   Partially In-House Direct Labour

Here the design and production information could be prepared by practising consultants, while construction is handled by permanent own personnel.

2.12.1.3   Hire-labour Direct Labour

Here private individual elements do hire labour, machinery, purchase material and coordinate the construction work, possibly engaging a qualified professional for the management of the construction process.

2.12.1.4   Self-help Type of Direct Labour

Self-help construction where the inhabitants of a community are organised and mobilised with the direct labour establishments of a Government Ministry.

In this same paper, the writers outlined the informal operations as arrangement in which;

(i)   The developer provides the necessary resources, buys the necessary materials, hires the men and the machinery required, and mobilizes the resources on his own.

(ii)   Communal construction with the use of voluntary labour drawn from family members and friends.

(iii)   A self-help construction whereby the inhabitants of a community organisze and mobilize themselves to execute a project.

These arrangements were seen to originally represent the true context of direct labour construction.

2.12.2   DIRECT LABOUR ORGANISATION WORLDWIDE

2.12.2.1   Department Shipyard Direct Labour, Sorel, Que, Canada

According to Appleton (2002), the first post – biblical historical record of direct labour outfit was the Departmental Shipyard Direct labour in Sorel, Que, Canada that started in the year 1850.

Although, most of the seagoing ships of the department were built by private industry at home or abroad, or purchased outright in the case of

a few existing ships of specialozed type, some were built by direct labour at the Government Shipyard, Sorel, Que.

The direct production activity of government was a sizeable effort and, in those days when the ramifications of crown companies in specialized industrial field were unheard of, it was an unusual phenomenon reflecting a policy which neither government nor industry would endorse today.

For many years, the government had been the principal owner of dredges everywhere and the techniques of the business were outside the usual run of work of the commercial shipbuilders in that country. In 1904, the government shipyard employed 600 men who were building a 250-feet (75-metres) twin screens hopper dredger steel, two wooden tugs and a number of scows and barges, and carrying out the annual docking and repairs of the sheep channel feet.

2.12.2.2   The Local Government Direct Labour of England and Wales

This direct labour outfit was established in the year 1983. The outfit went through a lot of amendments in 1987, 1988 and lately in 1989 under the statutory instrument 1989, No 1588 – "the Local Government (Direct Labour Organisation)(Competition) Regulation, 1989". This regulation came into force on 1st October, 1989 and extends to England and Wales.

2.12.2.3   Mode of Operations

Each Local Government Authorities in England and Wales were empowered to organise Direct Labour Organisation members of which are jobless citizens within the communities. These organisations were under the control of Local Government Engineers to ensure quality of job. Each Local Government Authority opened a Direct Labour Organisation revenue Account where money for the jobs were drawn after the estimates were prepared by the Local Government Engineers.

2.12.2.4   Limits of Jobs under These Outfits

Here the Direct Labour Organisations have limit to the kind of jobs they could handle. These categories of jobs they could execute called "functional works" include;

(i)   General highway work, the value of which does not exceed 25,000 pounds.

(ii)   The construction or maintenance of sewers, the value of which does not exceed 50,000 pounds.

(iii)   Works maintenance (including maintenance of sewers), the value of which does not exceed 10,000 pounds.

2.12.2.5   Categories of Exemption

The Direct Labour Organisations are generally exempted from the following categories of work called "exemption functional works"

(i)   Emergency works

(ii)   The clearing of snow from highways

(iii)   Construction of sewers

The management of community projects that fall under "functional works" is still in force till date in all the Local Government Authorities in England and Wales.

2.12.3   DIRECT LABOUR ORGANISATION IN NIGERIA

2.12.3.1   Public Works Department (PWD) Direct Labour

In the Colonial era of Nigeria, the Public Works Department (Now Federal Ministry of Works and Housing) operated a direct labour outfit commonly called PWD by the populace, mainly for regular maintenance of Federal Highways. This unit operated even after Nigeria independence until its death in the early 1970s.

During one of my oral interviews in the Federal Ministry of Works and Housing, Abuja, it was established that along major Nigerian highways, road camps were built at interval of about 50 miles (80km). These road camps are work yards which accommodated all civil servants (road overseas, road attendants, manual labourers, chainmen, engineers and

others), all necessary equipment and implements, civil engineering materials such as ordinary Portland cement, crushed stones, river sand, bitumen, concrete pipes and other necessary tools for day-to-day running of the yard.

The unit, the public works department is engaged in daily/routine maintenance of Federal highways. All the workers were paid civil servants (in-house) who collected their salaries at the end of the month with some remuneration for overtime and hazard allowances.

2.12.3.2 Benue State Direct Labour Task Force on Face-Lift of Makurdi General Hospital

This direct labour task force was established in October 1985 by the then Military Governor of Benue State, Grp. Capt Jonah David Jang. All members of the direct labour team were drawn from the civil service except the chairman who was a military officer, then Sgd Ldr O.O Site. The author also served in this direct labour as its project engineer.

The reasons for the setting up of this direct labour outfit were among others;

(i)   To save cost of procurement

(ii)   To have good quality finishing of projects

(iii)   To save time

(iv)   To encourage public officers to have direct involvement in project procurements.

2.12.3.3   Lagos State Direct Labour Agency

This agency was established in 1996 by the then Military Administrator of Lagos State, Col. Mohammed Buba Marwa. The outfit was for rehabilitation and reconstruction of Lagos roads using in-house staff (civil servants) as members of the Agency.

Within the first two years of its existence, over 500 roads of varying lengths were rehabilitated at not more than N875.71 million which would

have cost the state Government about N1.592 Billion if the roads were contracted out – (Champion Newspaper of 16th October, 1998) (see Appendix II)

In 1999, after the inauguration of the civilian regime of Asiwaju Bola Ahmed Tinubu as Governor of Lagos State, the name of the Agency was changed to Bureau of Public Works. The name only changed, the modes of operation remain the same to date.

2.12.4   ADAMAWA STATE DIRECT LABOUR TASK FORCES

2.12.4.1   Direct Labour Force on Face-Lift of Yola Specialist Hospital

The Direct Labour Task Force was established in October 1986 for the complete rehabilitation of Yola Specialist Hospital to give it a face-lift by the then Military Administrator of the defunct Gongola State (part of which is now Adamawa State), J.D. Jang, a Group Captain.

All members of the direct labour outfit were drawn from the state civil service except the chairman who was a military officer. The researcher served in this task force as its project engineer.

The outfit rehabilitated the entire hospital complex and in addition constructed a two-storey out patient-department, new maternity complex, staff quarters and internal roads of the hospital.

2.12.4.2   Direct Labour Task Force on Urban Infrastructure

The same Military Governor of defunct Gongola State also inaugurated this direct labour task force in October 1986.

All the members of the direct labour outfit are civil servants including its chairman, a renowned civil engineer, Dr. I.V. Chikolo, now Director General of Nigerian Institute of Transport Technology, Zaria.

The direct labour outfit was responsible for rehabilitation of township roads; designing and installation of street light within the state capital; designing and construction of storm water drainages; and erection of road furniture. Later, in 1994, the researcher became its coordinator.

2.12.4.3   Direct Labour Task Force on Township Landscaping

The direct labour outfit was established in October 1986 for beautification and landscaping of Yola Township (State Capital). All members of the direct labour outfit were drawn from the state civil service including its chairman, a town planner, Mr. David Garvan, now a member of the Abuja National Landscaping Committee.

2.12.5   REASONS FOR ESTABLISHMENT OF ADAMAWA STATE DIRECT LABOUR TASK FORCES

In discussion with some principal officers of the various direct labour task forces, coupled with personal experiences as an insider to most of the stakeholders, it was discovered that there were four main

problems/reasons why the traditional method of project procurement was abandoned for direct labour form of project procurements; these reasons /problems are;

2.12.5.1 Exorbitant Cost of Project Procurement

This is usually the most drastic of the problems of traditional method of project procurement that has defied solution even at the face of the anti-corruption crusade of the present Federal Government. Construction cost has been very high in Nigeria compared with most of other African countries. The exorbitant cost may be due to collusion between contractors and consultants or contractors and government/government engineers.

2.12.5.2 Delay in Completion and/or Abandonment of Construction Works

It is largely true that "time is money" and it follows that from this concept that the longer the time spent on a construction project, the more the cost. At times, the majority of extra claims stem from deliberate delay in completion by the contractor or disruption to the contractor's operation.

This may at times result in unbearable cost to the client, which may eventually lead to total abandonment. Otherwise, when abandoned project is re-visited, to complete such project will cost more than the original estimated cost. Also due to delay in completion and abandonment of construction works, labour cost also exorbitantly increase year by year which eventually causes cost overturn.

2.12.5.3   Poor Quality of Workmanship

This can be in terms of bad finishing, which will result in aesthetically unattractive structure. On the other hand, structural failures and leaking roofs usually result due to the non-adherence to specifications by the contractor. The reason behind the non-conformity to specifications is to make extra profit on and above expected project margin. So generally, greed on the part of contractors contributes in no small measure to poor quality of workmanship and therefore non-performance.

2.12.5.4 Engagement of Quacks by Contractors

Another reason given by most of the people spoken to for the establishment of direct labour outfits in Adamawa State is the involvement of quacks by local contractors who had no knowledge of either buiding or engineering. In order to save costs, local contractors refuse to engage professionals on their sites so as to save costs.

2.12.6 General Management of Adamawa State Direct labour Task Forces

All direct labour task forces have similar mode of operations. Due to the volume of work in Adamawa State, three major direct labour task forces have been discussed earlier.

The Project execution is always undertaken through the direct labour task force committee, majority of who are civil servants, mostly from the

Ministry of Works and Housing and its parastatals. The direct labour committee has various section/units that are adequately manned by competent professionals and other supporting staff.

The Direct Labour Task Force Committee is appointed by the Government which makes the committee answerable to the State Executive Council. Each of the task force committee comprises professionals with proven experience in their respective field of specialization. It is better for the chairman of the committee to be a professional also but at times a non-professional could be so appointed.

The chairman acts as the link between the committee (or board) and the government. This helps in cutting delay s that may arise if the committee were to communicate with the government through another Ministry.

2.13   MANAGEMENT CONTRACTING

A management contract is an arrangement under which operational control of an enterprise is vested by contract in a separate enterprise which performs the necessary managerial functions in return for a fee (Wikipedia online encyclopedia). The business dictionary (online) in the same light agree that Management Contracting is an agreement between investors or owners of a project, and a management company hired for coordinating and overseeing a contract. It spells out the conditions and duration of the agreement and the method of computing management fees.

Bello and Agbatekwe (2002) claimed that Management Contracting developed in the United State of America and Canada; where it is used for large and complex projects that needs fast tract implementation at competitive prices. The sponsors or developers appoint professional team of consultants which is split into several elements by means of slot. Then the entire contract is then awarded to a management contractor with sufficient management experience and infrastructure to oversee the contract. However, the main role of the management team is to co-ordinate the activities of the various contractors handling the different contract packages for an agreed fee which may be based on a percentage

of the various works or a lump sum. Furthermore, in contract management, businesses, government agencies and non-profit organizations use contractors to deliver professional services to clients. Contract management is a cost-effective way to provide more services than the organization has the personnel to perform itself. A contract governs what services the contractor will provide and what compensation will be received for services rendered.

A major disadvantage of contract management is that the organization gives up a considerable amount of control over the services that will be provided to customers or beneficiaries of the services or product. Another potential drawback of contract management is that the contractor might not be able to meet the deadlines spelled out in the contract. The business or organization depends on the contractor to provide important services. When established deadlines agreed on by both parties are not met, the contracting organization loses money and time. Some people would also call the time delay a hidden cost that is associated with the unpredictability of this type of business relationship.

2.14 FORMS OF CONTRACT

The term 'forms of contract' is at times confused with the term 'types of contract' says Bello and Agbatekwe (2002). They explained that the form of contract means the mode in which the actual contract is packaged and the components that make up the contract irrespective of the type of contract used. According to Bello and Agbatekwe (2002), the components of a contract document, depending on the nature of the project, include the **articles of agreement**; stating the parties to the agreement which may include consultants and their roles in the project; the **conditions of contract**; which defines the various terms used and applied in the contract, various responsibilities of various parties to the contract; the **specifications;** describing the nature of the work, the material and workmanship; and sometimes, the bill of quantities.

CHAPTER THREE

3.0   RESEARCH METHODOLOGY

3.1   INTRODUCTION

The research method adopted in this study is the survey method by means of questionnaires only. A survey is a means of gathering information about the characteristics, actions, or opinions of a large group of people, referred to as a population. (Sanders et al, 1997)

Generally, surveys conducted for research purposes have three distinct characteristics. First, the purpose of survey is to produce quantitative descriptions of some aspects of the study population. Survey analysis may be primarily concerned either with relationships between variables, or with projecting findings descriptively to a predefined population (Sanders et al, 1997; Glock, C.Y, 1967). Survey research is a quantitative method, requiring standardized information from and/or about the subjects being studied. The subjects studied might be individuals, groups, organizations or communities; they also might be projects,

applications, or systems. Secondly, the main way of collecting information is by asking people structured and predefined questions according to Glock (1967). Their answers which however, might refer to themselves or some other unit of analysis, constitute the data to be analyzed.

Specifically, the survey method was used to obtain information from the population which could be analyzed and patterned to forms which leads to interpretation and comparison. In most cases, a survey will aim to obtain facts and opinion from a representative selection of the population being researched.

3.2 RESEARCH DESIGN

A research design is the strategy for answering the questions or testing the hypotheses that stimulated the research in the first place. Survey designs may be distinguished as cross sectional or longitudinal, depending upon whether they exclude or include explicit attention to the time dimension. The need for research design stems from a skeptical approach to research and a view that scientific knowledge must always be

provisional. The purpose of research design is to reduce the ambiguity of much research evidence.

The classic cross-sectional descriptive design was adopted for this study because, it collects data at a predetermined time from a sample selected to represent the population of interest at that time. In this case, data was collected from ministries and parastatals in Adamawa State to answer the research questions; test the hypotheses and analyze the variances. It was therefore possible for the researcher to generalize safely the findings from the sample to the population at the point in time the survey was conducted.

The researcher selected 12 ministries including parastatals using the purposive sampling design. The initial plan for selecting respondents within the ministries and parastatals was to follow the random sampling method. This decision made when it became clear during the implementation stage

that the convenience sampling method was more feasible due to the quality of data needed from available respondents.

3.3 AREA OF THE STUDY

The study covered selected ministries and parastatals in Adamawa State which are premised at the metropolitan state capital in Yola. The study was to investigate the significance of participatory management on project execution through direct labor in Adamawa State, Nigeria.

The study employed the purposive sampling method in selecting the first tier of elements, i.e., the ministries and parastatals. The convenience sampling method was adopted in the selection of the second tier elements, i.e., the respondents. This method of selecting the second tier elements became, perhaps, the most appropriate and significant option for the researcher when not all the respondents (personnel) were accessible due to out of station assignment and leave of absence.

3.4   METHOD OF DATA COLLECTION

The methodology employed in this study was the use of purposive and convenience sampling techniques primarily to ensures balance of group sizes since multiple groups are to be selected and secondly to enable an in-depth inquiry into the significance of participatory management in project execution thorough direct labor and to assess the criteria for determining projects executable by direct labor.

The researcher also aspired to use the purposive sampling method in evaluating organizational variables in the execution of projects through participatory management, and analyzed the quality of executed projects, the time it takes for project completion, the cost and performance of projects executed through direct labor. The methodology is indeed intended to illuminate problems associated with participatory project management in order to discover the prospects of the participatory management approach in project management.

Data for this study was therefore obtained through primary source. The primary data was derived through the use of opinion survey involving

the use of a questionnaire. A detailed questionnaire was designed for data collection. The questionnaire administered was partly open ended and partly close ended (see Appendix I).

A section of the questionnaire will seek to obtain information about the employment status and educational attainment of respondents, while the remaining section of the questionnaire attempts to inquire about the quality and sustainability of projects, and involvement of staff (respondents) on projects executed in Adamawa State.

3.5   POPULATION AND THE SAMPLE SIZE

Sampling is also concerned with representativeness in selection of individual respondents from the sample frame. In any educational research study it is important to have a precise description of the population of elements (persons, organizations, objects, etc.) that is to form the focus of the study. In this regard, the researcher selected a population which was

actually studied, the defined target population. The population of the study however, consists of all the ministries and parastatals in Adamawa State.

The selection of a sample from a defined target population requires the construction of a sampling frame. The sampling frame is commonly prepared in the form of a physical list of population elements. The researcher adopted the convenience sampling method to sufficiently obtain data for analysis. A sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher. The sample was made up of project staff including technical/professional and support personnel that have engaged in any project executed in Adamawa State. From a poll of all the ministries in Adamawa State, eleven (11) such ministries and parastatal fall within the inclusion criteria for this study. Project managers and other staff who were directly involved in the implementation of projects within the state were administered the questionnaire. This brings the total number of

respondents to 50. The following ministries were covered during the survey:

Table 3.1: List of Ministries Surveyed

S/No	Ministries Sampled
1	Agriculture
2	Boundary Commission
3	Budgeting and Planning
4	Establishment & Training
5	Finance
6	Health
7	Information
8	Infrastructure and Community Development
9	Water Resources
10	Works and Housing
11	Youths and Sports

3.6   INSTRUMENT OF DATA COLLECTION

A combination of close-end and open-end Questionnaire was developed and administered on respondents. A segment of the close end Questionnaire was concerned with the characteristics of the respondents such as place of work, educational qualifications, and job designation.

Participatory Management Project Execution formed the remaining aspect of the survey questionnaire. It was based on the Rapid Rural Appraisal (RRA) emerged in 1993 (Robert Chambers) –Institute if Development Studies, UK which has over the years been developed into Participatory Rural Appraisal (PRA)' and 'Participatory Learning and Action' (PLA).

The Participatory Project Management section of the Questionnaire was designed to retrieve information from respondents on the methods of

project execution in Adamawa State, and assess the quality and time frame used in executing these projects. It also included statements that would determine if these projects executed are viable or not. The participatory elements in the questionnaire include personnel/staff involvement in all segments/phases of the project life cycle and the extent of involvement (i.e. directly or indirectly)

3.7   VALIDATION OF RESEARCH INSTRUMENT

Joppe (2000) provides the following explanation of what validity is in quantitative research: Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Wainer and Braun (1998) describe the validity in quantitative research as "construct validity". The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and

how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. The issue of validity in qualitative research has not been disregarded by Stenbacka (2001) as she has for the issue of reliability in qualitative research. Instead, she argues that the concept of validity should be redefined for qualitative researches. Stenbacka (2001) describes the notion of reliability as one of the quality concepts in qualitative research which "to be solved in order to claim a study as part of proper research"

The questionnaire developed by the researcher considered basic elements of participatory project management. It comprehensively covered the following:

a) Extent of involvement and participation in project execution

b) Timelines of the project implementation

c) Successful implementation of the project

d) Project risks and constraints

e) Project sustainability and existence

f) Project objectives and value for money expended

Furthermore, the first segment of the research instrument, developed by the researcher, covered dimensions relating to the characteristics of respondents such as place of work, department or job description, grade level or designation in their respective ministries or parastatals. Thus, it can be said that there is sufficient evidence of content validity in the research instrument as it can be regarded as having adequately covered all the dimensions on which data could be gathered to enable the analyses relating to the expected scope and expected findings of the research problem. In this sense, therefore, it can be assumed that the research instrument has the capacity to measure what it was designed to measure, having covered all the perceivable dimensions that would provide data for the analysis of the research questions.

3.8   RELIABILITY OF RESEARCH INSTRUMENT

A test is reliable to the extent that whatever it measures, it measures it consistently. Joppe (2000) defines reliability as; the extent to which results are consistent over time and an accurate representation of the total population under study, and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Whether those consistent results are valid is another question, though. However, an instrument cannot be valid if it is not reliable. The split-half correlation test was considered by the researcher in determining reliability of the research instrument which is based on correlating the results obtained form the same instrument on specific number of potential respondents during the study (www.gifted.uconn.edu).

The Split-Half Reliability Test was employed by the researcher to have a total score for the odd number questions and correlated with a total score for the even number questions (although it might be the first half with the second half). This is often used with dichotomous variables that are scored 0 for incorrect and 1 for correct. The Spearman-Brown prophecy formula is applied to the correlation to determine the reliability.

$$\text{Reliability of scores on total test} = \frac{2 \times \text{reliability for } \frac{1}{2} \text{ test}}{1 + \text{reliability for } \frac{1}{2} \text{ test}}$$

Source: www.gifted.uconn.edu

According to Kuder-Richardson's formula (online), items on the instrument must be dichotomously scored (0 for incorrect and 1 for correct). All items are compared with each other, rather than half of the items with the other half of the items. It can be shown mathematically that the Kuder-Richardson reliability coefficient is actually the mean of all split-half coefficients (provided the Rulon formula is used) resulting from different splitting of a test. K-R 21 assumes that all of the questions are equally difficult. K-R 20 does not assume that.

3.9   TECHNIQUE OF DATA ANALYSIS

This is a non-experimental cross-sectional study which employs both quantitative and qualitative method to establish the significance of

participatory management in project execution through direct labor in Adamawa State. The instrument used in data analysis was the SPSS computer package data, frequencies was obtained, chi-square test was used to compare data across groups according to scale of measurement and a multivariate analysis will be undertaken to measure the relative strength of correlation.

3.10   RESPONSE RATE

50 questionnaires were distributed to the ministries, only 48 of these questionnaires were returned making it 96% response rate. The researcher was able to achieve this high response rate because he visited all the ministries sampled over and over again to collect back the questionnaires. Also the researcher was part and parcel of the research area as he worked in the Adamawa State Ministry of Works and Housing for Sixteen (16) years.

3.11   JUSTIFICATION FOR USING THE PURPOSIVE SAMPLING METHOD

Kerlinger (1986) explained purposive sampling as another type of non-probability sampling, which is characterized by the use of judgment and a deliberate effort to obtain representative samples by including typical areas or groups in the sample.

A purposive sample is one in which a surveyor tries to create a representative sample without sampling at random. In other words, purposive sampling targets a particular group of people. When the desired population for the study is rare or very difficult to locate and recruit for a study. Source of data collection for the analysis on the significance of participatory management in project execution through direct labour in Adamawa State was selected purposively from ministries and parastatals to get representative information about how projects were executed in the state.

3.12 RELIABILITY ASSESSMENT

The draft questionnaire was pre-tested in a pilot survey of twenty respondents in four ministries in Adamawa State. The field workers were required to report on their experiences while administering the

questionnaire and necessary adjustments were made on the instrument to provide a valid and reliable measurement.

Most importantly, the field officers recruited were those that were familiar with this type of study having conducted similar fieldwork in other national surveys. Further training was provided to equip them for the task ahead and to ensure that the fieldwork was successful. The field officers were also trained in a methodology workshop to adequately prepare them for the fieldwork.

Data collection instruments were earlier circulated to some experts not participating in the study for their comments and input. All the comments received were utilized to fine tune the final questionnaires. After the incorporation of all observations and inputs from all stakeholders, the final instrument was printed out and distributed.

CHAPTER FOUR

4.0   PRESENTATION, DISCUSSION AND ANALYSIS OF DATA

4.1   INTRODUCTION

This chapter contains analyses on both the quantitative and qualitative data obtained from the questionnaires distributed amongst the personnel of the ministries and parastatals surveyed in Adamawa State.

The questionnaire was designed to obtain information on the significance of participatory management based on direct labour in executing project particularly in Adamawa State. The information obtained was used to evaluate the following propositions:

(*1*) *There is no significant relationship between staff input and time-frame in completion of projects executed by direct labour;*

(*2*) *There is no significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.* In addition, the questionnaire will also help to answer the following questions:

(i)   Have personnel been involved in the execution of project(s) in their ministries?

(ii)   Have they directly participated in the project(s)?

(iii)   Is the project cost effective?

(iv)   Was the project completed within the stipulated time frame?

 (v)   Is the project still in existence or operational?

(vi)   Has the project met its intended objectives or quality?

4.2   RESPONSES TO QUESTIONNAIRE

The response rate to questionnaire distributed was 96 %. The response rate was determined using simple calculations as stated below.

$$\text{Response Rate} = \frac{Total\ No.of\ Responses}{Total\ No.of\ Questionnaire\ Distributed} \times 100$$

$$\frac{48}{50} \times 100 = 96\%$$

Fifty (50) questionnaires were distributed to the ministries, only forty-eight (48) of these questionnaires were returned making it 96% response rate. The researcher was able to achieve this high response rate because he visited all the ministries sampled over and over again to collect back the questionnaires issued out. He was also part of the Adamawa State Bureaucracy for sixteen (16) years.

4.2.1 Distribution Pattern of Responses

Fifty (50) questionnaires were distributed amongst eleven (11) ministries in Adamawa State; of which only forty eight (48) were returned. Each of these ministries was selected by purposive sampling to respond on specific questions that would generate viable information in analyzing data for the research question. The number of responses and corresponding percentage distribution are listed in the table below.

Table 4.1: Surveyed and Distribution of List of Ministries Numerical Respondents

No.	Ministries	Respondents
1	Agriculture	4
2	Boundary Commission	3
3	Budgetary and Planning	5
4	Establishment	3
5	Finance	4
6	Health	4
7	Information	3
8	Infrastructure & RD	6
9	Water Resources	5
10	Works and Housing	7

11	Youth and Sports	4
12	**No. of Responses**	**48**

Figure 4.1: Distribution of Respondents from Ministries Surveyed
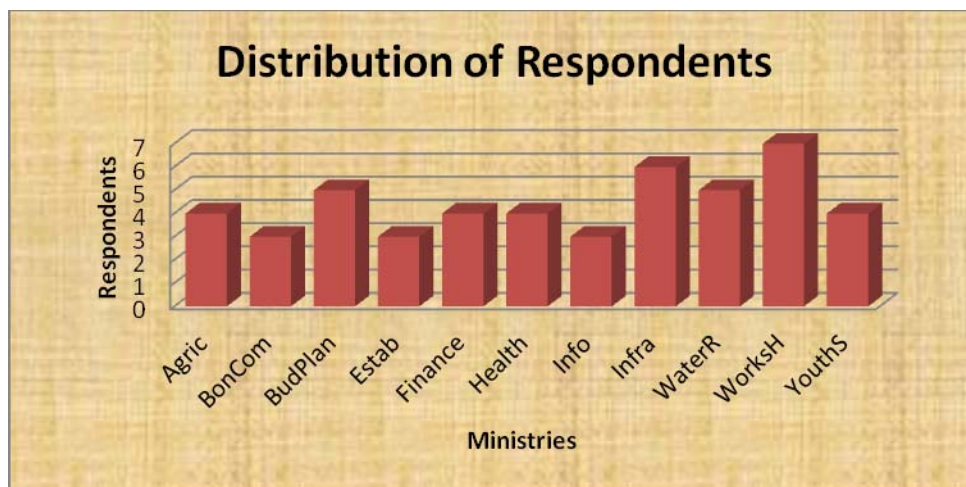
No.	Ministries	Percentage (%) Response
1	Agriculture	8.33
2	Boundary Commission	6.26

Table 4.3: List of Ministries Surveyed and Percentage Distribution of Respondents

3	Budgetary and Planning	10.41
4	Establishment	6.26
5	Finance	8.33
6	Health	8.33
7	Information	6.26
8	Infrastructure	12.50
9	Water Resources	10.41
10	Works and Housing	14.58
11	Youth and Sports	8.33
12	**No. of Responses**	**100**

Figure 4.2: Percentage Distribution of Respondents from Ministries Surveyed
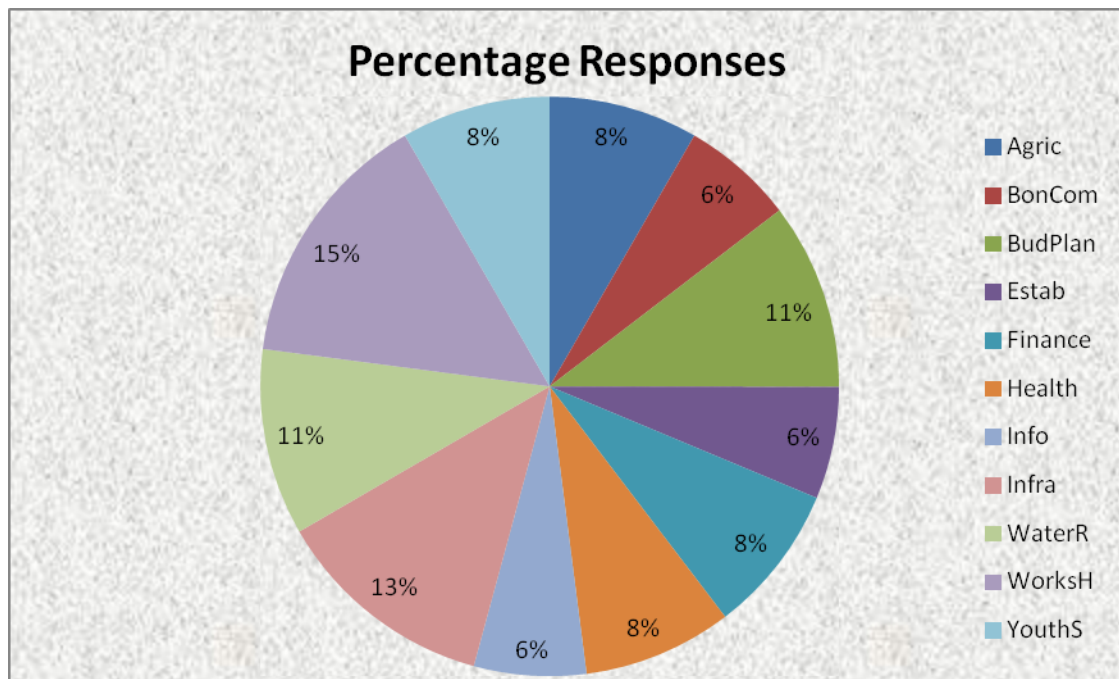
Ministries surveyed ware determined by the purposive sampling method. The Ministry of Works and Housing recorded 15% of the entire responses of the survey. Respondents from the Ministry of infrastructure made 13 % of the entire responses while Boundary Commission registered only 6% of the respondents surveyed. (Table 4.2)

4.4 GENERAL INFORMATION

This section summarizes responses in completed and returned questionnaire. The responses were obtained from 48 respondents in the eleven (11) Ministries surveyed (Appendix IV: Information on surveyed Ministries).

S/No.	Ministries	Involved in project planning		Directly participated in project implementation	
		"YES" and "NO" Responses			
		Y	N	Y	N
1	Agriculture	4	0	3	1
2	Boundary Commission	3	0	3	0
3	Budgetary and Planning	4	1	3	2
4	Establishment	3	0	3	0
5	Finance	4	0	3	1

6	Health	3	1	3	1
7	Information	3	0	1	2
8	Infrastructure	5	1	5	1
9	Water Resources	5	0	3	2
10	Works and Housing	5	2	6	1
11	Youth and Sports	4	0	3	1
12	**No. of Responses**	**43**	**5**	**36**	**12**

Table 4.4: General Information on Ministries and responses on Project Participation

In Table 4.4, it is shown that the total number of respondents that affirmed in involvement on project planning totaled 43, while those that were not directly involved in project planning added up to only five respondents. two (2) of these respondents were in Ministry of Works and Housing, while one (1) respondent each in Ministry of Infrastructure and

Rural Development, Budgetary and Planning, and Ministry of Health uphold that they were involved in the planning phase of project implementation.

Whereas respondents that were directly involved in the execution or implementation of projects in the Ministries surveyed were 36, while those that declined that they were not involved in the actual implementation of any project were 12. However, Table 4.4 also illustrates that only one (1) respondent from the Ministry of Information had participated in the implementation of projects among the three (3) respondents. Meanwhile, all the other respondents in Boundary Commission and Ministry of Establishment affirmed that they have participated in project implementation.

Figure 4.3: Graphic Illustration of Responses on Project Planning/Implementation Participation
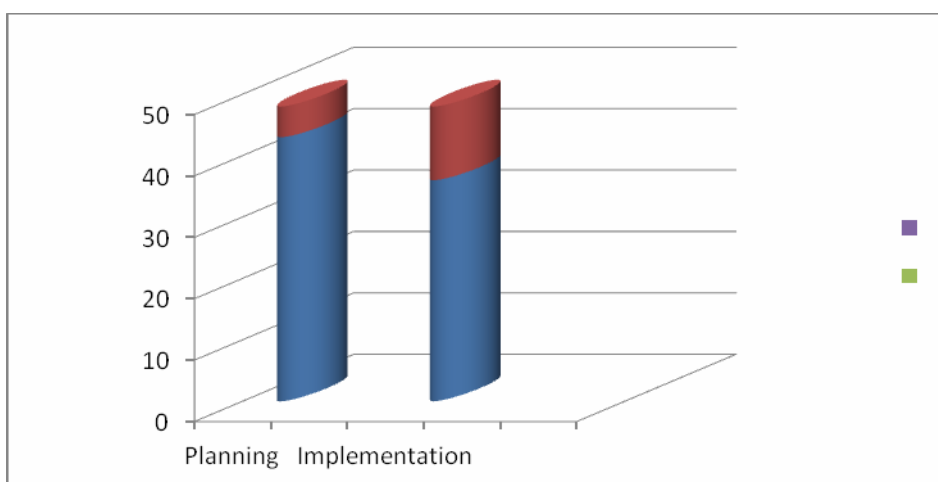
Figure 4.3 Depicting YES or NO responses on Project Participation

Figure 4.5 depicting YES or NO responses on whether they had been involved in either the planning or implementation processes of projects in their respective Ministries.

Table 4.5: General

S/No.	Ministries	Project cost effective		Project's life cycle completed		Completed within stipulated time frame	
		"YES" and "NO" Responses					
		Y	N	Y	N	Y	N
1	Agriculture	3	1	4	0	2	2
2	Boundary Commission	3	0	3	0	3	0
3	Budgetary and Planning	3	2	4	1	4	1
4	Establishment	3	0	3	0	3	0
5	Finance	4	0	4	0	3	1
6	Health	3	1	4	0	2	2
7	Information	2	1	3	0	3	0
8	Infrastructure	4	2	4	2	4	2
9	Water Resources	3	2	4	1	3	2
10	Works and Housing	5	2	4	3	5	2
11	Youth and Sports	3	1	4	0	3	1
12	No of Responses	36	12	41	7	35	13

Information on Ministries and Responses on Project Effectiveness, Its Life Cycle and Completion within Timeframe

Survey carried out on the cost effectiveness of project executed in Adamawa State shows that, in Ministry of Finance, all the respondents indicated that the projects they were involved in were cost effective (Table 4.5). The Table also shows that in Boundary Commission and Ministry of Establishment, respondents affirmed that projects executed were cost effective. But in Ministry of Works and Housing, Table 4.5 confirms five (5) out of seven (7) respondents indicating that projects carried out in the Ministry were cost effective. In Ministry of Infrastructure & Rural Development and Water Resources, result shows that two (2) out of six and two (2) out of five (5) respectively affirms that projects executed were not cost effective.

Summarily; of all the forty eight (48) respondents from eleven (11) Ministries bearing on Cost Effectiveness of projects, thirty-six (36) of them (Respondents) were in the affirmation that project executed were cost effective; twelve (12) of however were of the opinion that project executed in their respective Ministries were not cost effective.

Data on whether projects undertaken complete its life cycle is clearly represented on Table 4.5. All the four (4) respondents in Ministry of Agriculture and all the three (3) respondents in Boundary Commission indicated that projects carried out in their respective Ministries completes its life cycle. Indications were also that in Ministry of Finance and Ministry of Health, respondents in the same light, affirms completion of projects lifecycle. Whereas, in Ministry of Water Resources and Works & Housing, data on Table 4.4 shows that, one (1) respondent declined the claim that projects executed do complete their lifecycle. In the same vein, three (3) respondents in Ministry of Works and Housing also declined the assertion.

Figure 4.4: Graphic Illustration of Responses on Cost Effectiveness and Completion of Projects

Cost Effectiveness and Completion of projects
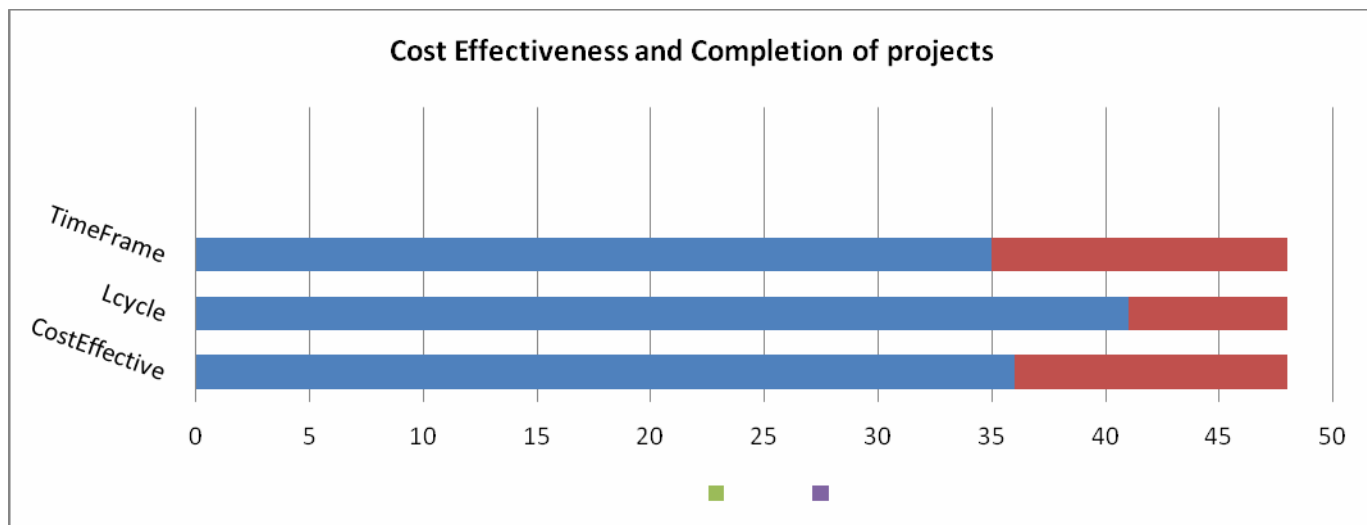
Figure 4.4 depict responses regarding the cost effectiveness, completion of projects' Lifecycle and completing projects within Timeframe. Data collected shows that about thirty-five (35) respondents agreed that projects are completed within the stipulated timeframe. However, thirteen (13) of the forty-eight (48) respondents disagree with this notion. forty-one (41) respondents indicated in Figure 4.4 that projects' lifecycle are completed, and thirty-six of the respondents surveyed shows that projects executed are cost effective.

In Boundary Commission, Ministry of Information and establishment, all of the respondents affirm that projects executed were implemented within specified period. In Ministry of Health, two (2) respondents agree that projects executed in the Ministry are completed as planned while the other two (2) respondents disagree. (Table 4.4)

Table 4.6: General Information on Ministries and Responses on Project Existence and Objectives

No.	Ministries	Project still in existence		Project met intended objectives	
		"YES" and "NO" Responses			
		Y	N	Y	N
1	Agriculture	4	0	4	0
2	Boundary Commission	3	0	3	0
3	Budgetary and Planning	5	0	5	0
4	Establishment	3	0	3	0
5	Finance	3	1	3	1
6	Health	4	0	4	0
7	Information	3	0	3	0
8	Infrastructure	6	0	4	2
9	Water Resources	5	0	4	1
10	Works and Housing	6	1	6	1
11	Youth and Sports	4	0	4	0
12	No of Responses	46	2	43	5

In Table 4.4, Ministry of Agriculture, Boundary Commission, Budgetary and Planning Commission and Ministry of

Establishment recorded that all the respondents are of the opinion that projects executed are still in existence. Except Ministry of Finance and Works and Housing, which recorded one (1) respondent each claiming that projects executed were not in existence, the remaining Ministries of Health, Information, Infrastructure, Water Resources and Youths & Sports affirmed that projects executed are operational and still in existence. In summary, Forty-six respondents affirmed that projects are operational and still in existence while only two declined to affirm the contention.

The study also collected responses on the quality of projects executed or whether the projects implemented met the intended objectives. All the respondents in all the Ministries surveyed agreed that projects implemented met the intended objective except Ministry of Finance, Infrastructure & Rural Development, Water Resources and Works & Housing. In addition, two (2) out of the six (6) respondents in Ministry of Infrastructure & Rural Development affirmed that project executed in the Ministry have not met its intended objectives. In Ministry of Water Resources and Works & Housing, one (1) out of five (5) respondents and one (1) out of seven (7) respondents respectively also affirmed that projects executed did not meet their intended objectives.

Figure 4.5: Graphic Illustration of Responses on Project Existence and Objective

Responses on Project Existence and Objective
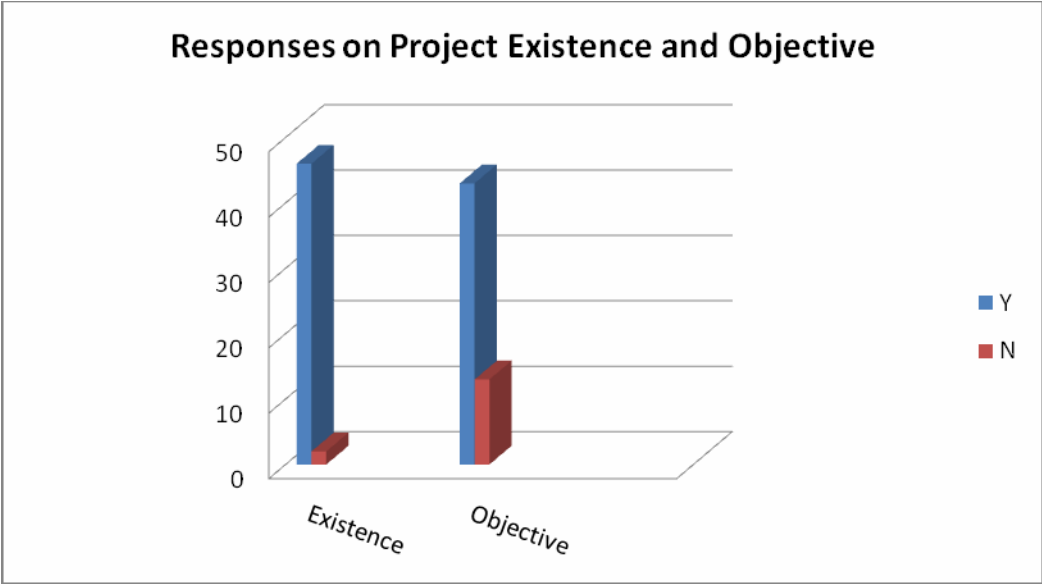
**Figure 4.6: Pie Chart Illustrating Percentage Response on Project Existence & Meeting
Project Objectives**

Projects Still in Existence

4%

96%

A

Projects Meet Intended Objective

10%

90%

B
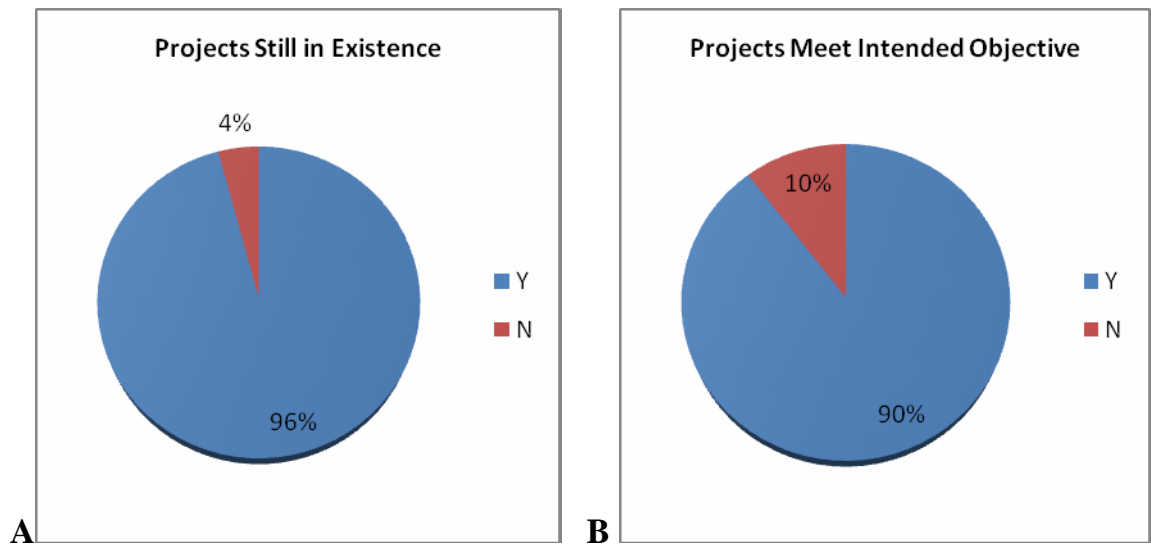
In Figure 4.6(A), the chart shows that 4% of the entire respondents surveyed in the eleven Ministries in Adamawa State were of the notion that projects executed in the Ministries are no longer in existence. Although, 96% of the respondents diagree with this notion. They rather affirmed that all projects executed are operational and still in existence.

Figure 4.6 (B) has a similar situation. The chart depicts that only 10% of respondents surveyed confirmed that projects executed actually met the intended objective. However, 90% of respondents shows that project executed in the Ministries surveyed did indeed met with the objectives they were designed to meet.

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S/No.	Ministries	Inadequate equipment/machinery on project implementation	
		"YES" and "NO" Responses	
		Y	N
1	Agriculture	2	2
2	Boundary Commission	3	0
3	Budgetary and Planning	4	1
4	Establishment	3	0

Table 4.7: General Information on Ministries and Responses on the Effect of Inadequate Equipment/Machinery on Project Implementation

5	Finance	4	0
6	Health	2	2
7	Information	3	0
8	Infrastructure	5	1
9	Water Resources	3	2
10	Works and Housing	4	3
11	Youth and Sports	2	2
12	**No of Responses**	**35**	**13**

Survey was carried out on the effect of inadequate equipment/machinery on project implementation. Table 4.5 shows that a total number of 35 respondents in all the Ministries affirms that inadequate machinery posses an impediment in the implementation of projects in their respective Ministries.

Ministry of Agriculture, Health, and Youth & Sports registered four (4) respondents each. Two (2) in each of the Ministries mentioned above agrees that inadequate machinery or equipment impedes project implementation, while the remaining two in each Ministry opposes with the others.

Figure 4.7: Graph Illustrating Responses on the Effect of Inadequate Equipment on Project Implementation
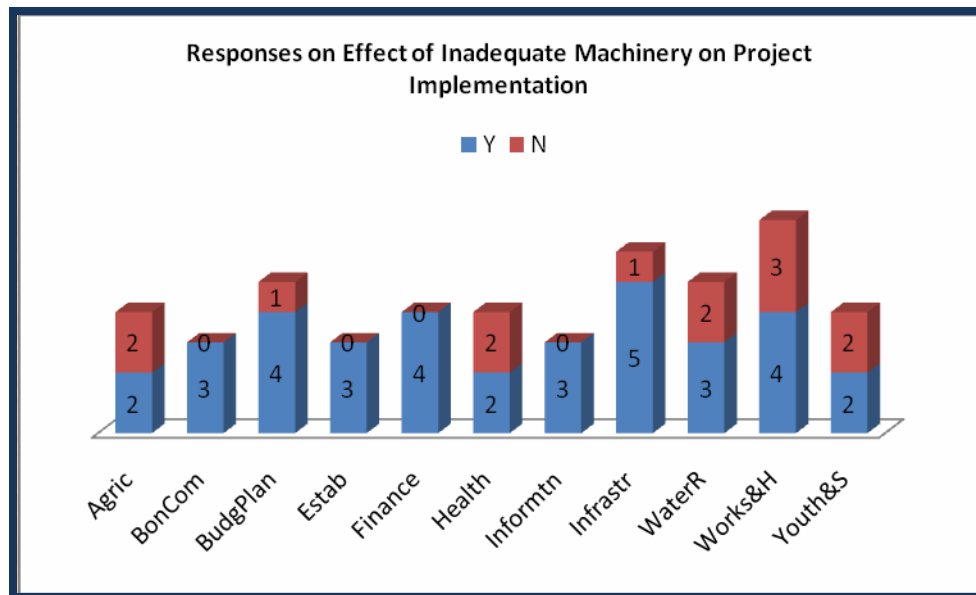
This study attempts to investigate the significance of participatory management in project execution. Figure 4.7 illustrates respondent's input on whether or not inadequate machinery has any effect in the implementation of projects in the Ministries surveyed. In Boundary Commission, Ministry of

Establishment and Information, all the respondents affirm that inadequate machinery in the Ministry impedes project implementation. All the four (4) respondents in Ministry of Finance and five (5) of the six (6) respondents in Ministry of Infrastructure and Rural Development indicated that indeed, lack of adequate machinery or equipment may hamper the successful implementation of projects. Although, in Ministry of Water Resources, two (2) of the five (5) respondents surveyed show that inadequate machinery is not necessarily a factor that impede the successful execution of projects. three (3) out of seven (7) respondents in Ministry of Works and Housing also affirms that projects could be implemented even if there is no adequate provision of machinery to personnel. (Figure 4.7)

Apart from Boundary Commission, Ministry of Establishment, Finance and Ministry of Information, Ministry of Infrastructure and Rural Development recorded the highest number of five (5) responses on item relating to the effect on inadequate machinery project implementation. Ministry of Works & Housing and Budgetary and Planning Commission registered the second highest responses totaling four (4) in of the Ministry.

The least number of responses observed in Figure 4.7 shows that Ministry of Agriculture, Ministry of Health and Ministry of Youth and Sports recorded two (2) responses respectively.

No.	Ministries	Adequate human resources /capacity

Information obtained from Budgetary and Planning Commission and Infrastructure and Rural Development shows that they have one (1) response respectively on the question-item bearing on the effect of inadequate machinery or equipment on the implementation of projects in Ministries. In summary, thirty-five (35) respondents affirms to the notion that inadequate machinery impedes project implementation while thirteen (13) of the respondents survey opposed the notion.

Table 4.8: General Information on Ministries and Responses on the Impact of Adequate Human Resources on Project Implementation

		"YES" and "NO" Responses	
		Y	N
1	Agriculture	4	0
2	Boundary Commission	3	0
3	Budgetary and Planning	5	0
4	Establishment	3	0
5	Finance	4	0
6	Health	4	0
7	Information	3	0
8	Infrastructure	4	2
9	Water Resources	5	0
10	Works and Housing	5	2
11	Youth and Sports	4	0
12	**No. of Responses**	**44**	**4**

Table 4.8 above illustrates the impact of availability of human resources/capacity on project implementation. The study highlights responses of respondents on the role adequate and relevant human resources plays in the success of project execution. According to Table 4.6, out of the forty-eight (48) respondents surveyed, forty-four (44) were of the opinion that adequate human resources or availability of relevant human capacity indeed has a positive effect on the success of project execution in all the eleven (11) ministries surveyed. However, four (4) of the forty-eight (48) respondents disagreed with this notion.

Figure 4.8: Graph Illustrating Responses on the Impact of Adequate and Relevant Human Resources on Project Implementation
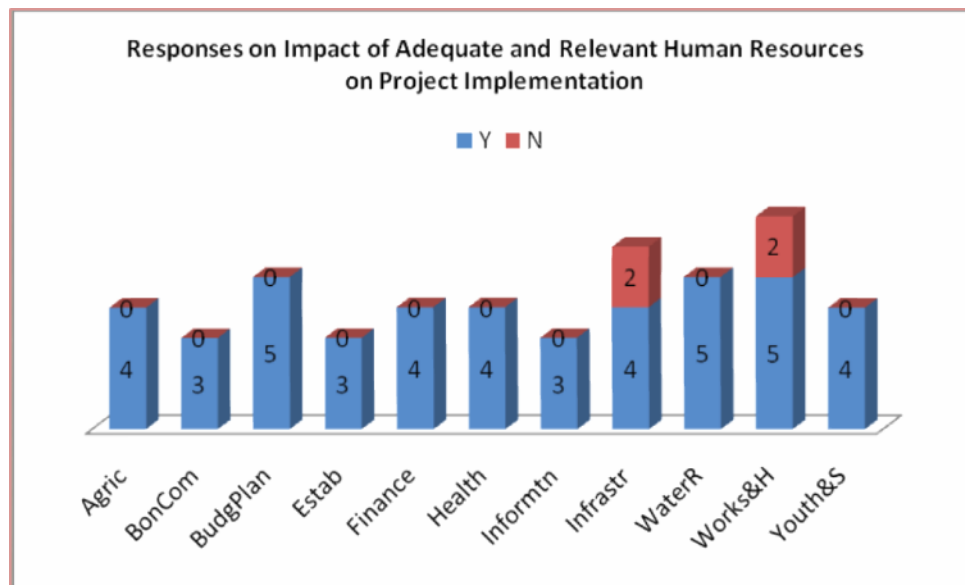
The researcher is of the opinion that adequate and relevant human capacity would have tremendous positive impact on the quality and time-frame needed in

No.	Ministries	Skilled & committed personnel as advantage

executing a project. Analysis of responses gathered from the respondents show that all the respondents surveyed in the eleven (11) ministries except two (2) affirmed that adequate human resources and relevant capacity is Key to successful project implementation. The ministries that opposed this assertion include Ministry of Infrastructure & Rural Development and Ministry of Works and Housing.

Budget and Planning Commission, Ministry of Water Resources and Works and Housing recorded the highest number of five (5) respondents who affirms to the notion that adequate manpower improves the quality and time of delivering projects.

Table 4.9: General Information on Ministries and Responses on the Impact of Skilled and Committed Personnel on Project Implementation

		"YES" and "NO" Responses	
		Y	N
1	Agriculture	3	1
2	Boundary Commission	3	0
3	Budgetary and Planning	5	0
4	Establishment	3	0
5	Finance	4	0
6	Health	4	0
7	Information	3	0
8	Infrastructure	4	2
9	Water Resources	5	0
10	Works and Housing	6	1
11	Youth and Sports	4	0
12	**No of Responses**	**44**	**4**

Data collected in Table 4.9 shows a similar analysis to information displayed on Table 4. 8. Their similarity is condensed on the fact that the total number of responses in the affirmation of the importance of skilled and committed personnel is the same (44 respondents). Consequently, the number of respondents that declined to affirm this notion is also the same. They both recorded four (4) responses to disagree with this position.

Figure 4.9: Graphic Illustration of Responses on the Impact of Skill and Committed Personnel on Project Implementation
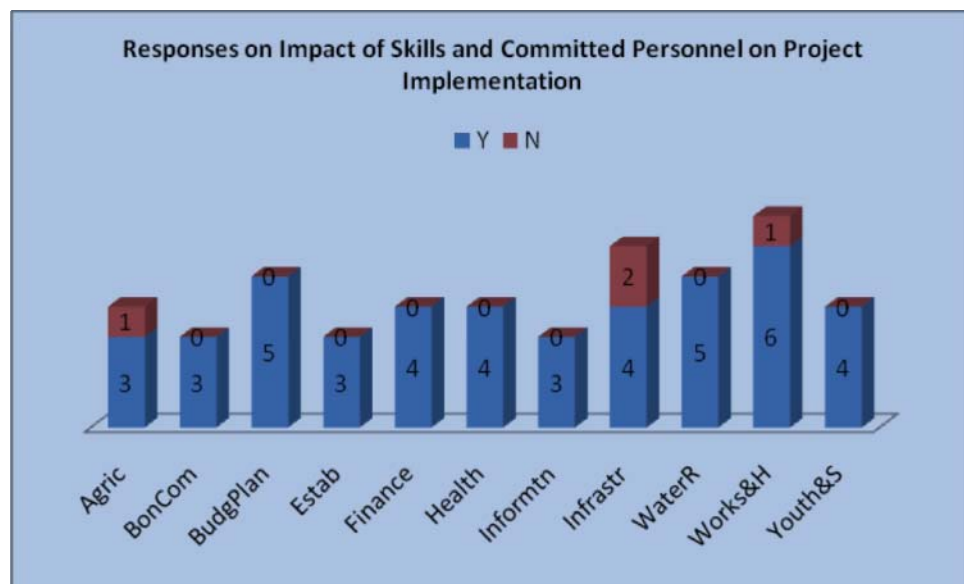
Without relevant skills and committed personnel, it will be difficult to carryout the objectives of the project as planned. Figure 4.9 present data from

surveyed Ministries demonstrating affirmative or negative responses from respondents.

According to Figure 4.9, all the respondents in Budgeting and Planning Commission, ministry of Establishment, Ministry of Finance and Ministry of Health affirmed that skills and committed personnel will no doubt improve the performance of project activities in their respective Ministries. Respondents from Ministry of Information, Water Resources, and Ministry of Youths and Sports also affirm to this notion.

In Ministry of Agriculture, only one (1) out of the four (4) respondents disagree that skills and commitment of personnel in project management processes would not have any significant impact on the performance of the implementation process.

Figure 4.9 show that, two (2) respondents from Ministry of Infrastructure and Rural Development did not believe the notion that skills and commitment would improve project implementation processes. Nevertheless, four (4) of the respondent were optimistic that if personnel are skillful and committed, the quality of projects and its implementation processes would definitely improve.

Ministry of Works and Housing recorded one (1) negative response on the issue

of impact of skills and committed personnel on project implementation.

Generally, responses gathered from the entire survey regarding the impact

of skills and commitment was impressive. Of all the forty-eight (48) respondents,

only four (4) declined to uphold the notion that skills and personnel commitment

would improve project management/implementation processes. These

respondents were identified in Ministry of Agriculture, Ministry of Infrastructure

and Rural Development, and Ministry of Works and Housing. Ministry of

Agriculture recorded one (1) negative response out of four (4); Ministry of

Infrastructure recorded two (2) negative responses out of six (6) and Ministry of

Works and Housing recorded only one (1) negative out of six (6) responses.

Figure 4.10: Pie Chart Illustration of Responses on the Impact of Skills and Committed Personnel on Project Implementation

Impact of Skills & Commited Personnel on Project Implementation
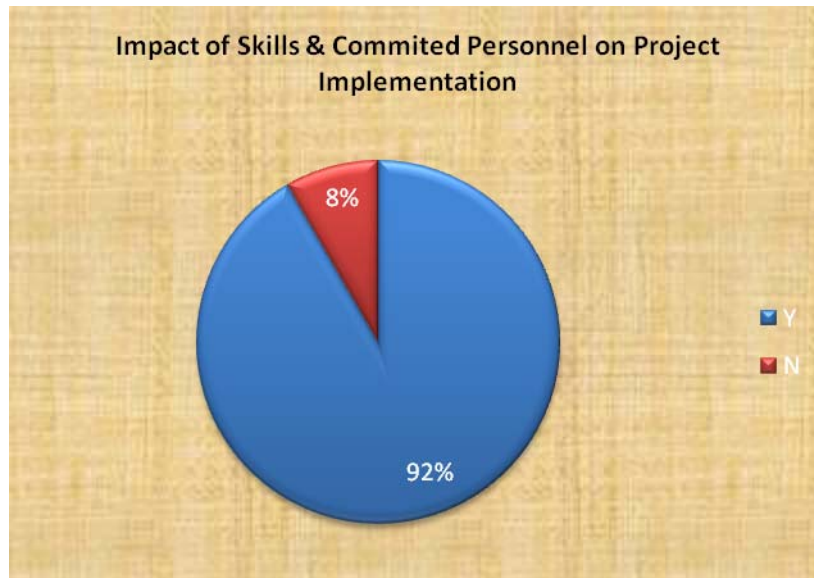
Figure 4.10 display percentage responses on the impact of skills and commitment of personnel on the performance of project implementation processes in Ministries surveyed in Adamawa State. The entire respondents surveyed recorded 8% of negative responses to disagree with the notion that skill acquisition and personnel commitment to project activities can improve performance in project execution. However, 92% of the respondents recorded affirmative responses to uphold that requisite skills and commitment to work are key elements in ensuring success in project implementation processes.

Figure 4.11: Graphic Illustration of Cumulative Values of "YES" and "NO" Responses from Ministries Surveyed
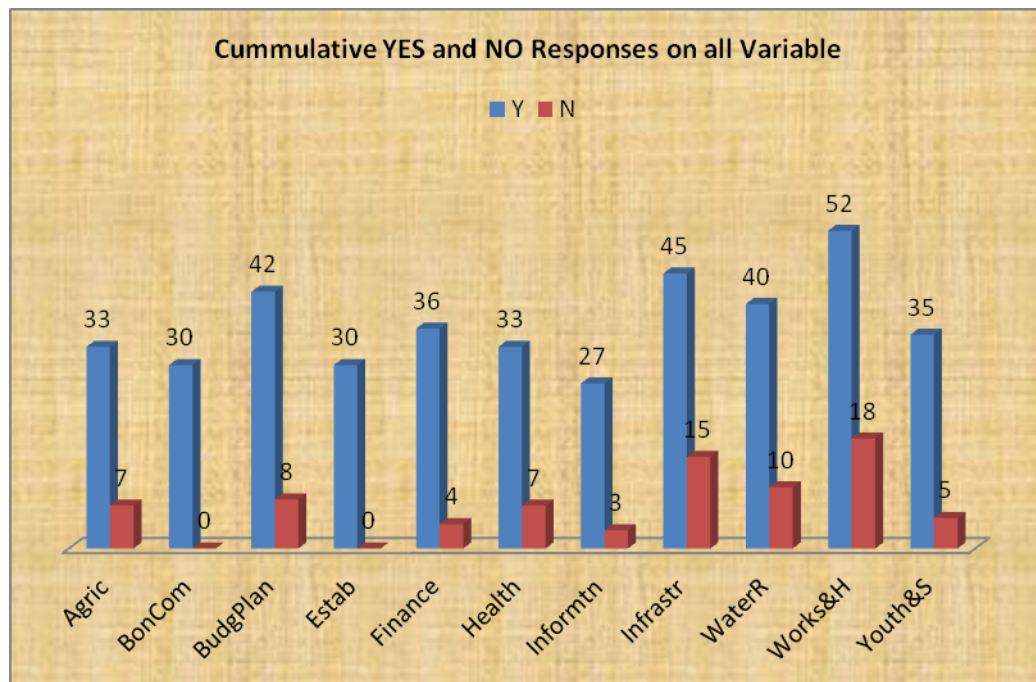
The researcher administered a nineteen-point (19-point) questionnaire to obtain data for analysis. The questionnaire was a combination of an open-ended and close-ended module. This design was deliberately chosen to analyse both qualitative and quantitative aspects of the research questions. Therefore, only ten of these questions were actually used in the diagnoses of the research problem that eventually led to testing the research hypotheses. These questions are paraphrased as shown in Table 4.8.

Table 4.10: Paraphrased Close-ended Questionnaire Items

S/No	Variables/Questions
1	Involved in project planning through execution
2	Directly participated in project implementation
3	Project implemented is cost effective
4	Project's life cycle duly completed
5	Implementation completed within stipulated time frame
6	Project still in existence/operational
7	Project implemented met intended objectives
8	Inadequate equipment/machinery impede project implementation
9	Adequate human resources /capacity
10	Skilled & committed personnel as advantage

Figure 4.12: Graphic Illustration of Comparison between Values of "YES" and "NO" Responses from Ministries Surveyed

Comparison of Cumulative YES and NO Responses on all Variable

Variable	N	Y
Youth&S	5	35
Works&H	18	52
WaterR	10	40
Infrastr	15	45
Informtn	3	27
Health	7	33
Finance	4	36
Estab	0	30
BudgPlan	8	42
BonCom	0	30
Agric	7	33
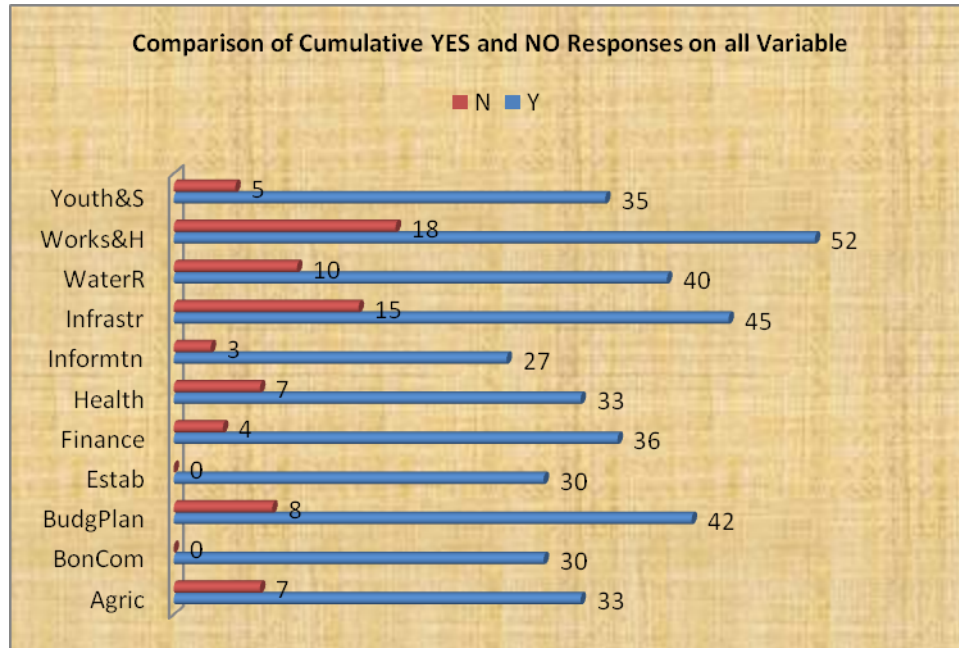
4.3:   Test of Hypotheses

The Statistical Package for Social Sciences (SPSS) was used in the analysis of the data and Web Chi-square calculator by Georgetown University USA. The chi-square test statistic and the distribution of means were used in the testing of the hypotheses. The justification for the use of chi-square distribution, with k-1 degrees of freedom, where k is the number of categories, is driven by the fact that the responses fall into categorical data.

Table 4.11: Contingency Table regarding the relationship between staff input and time-frame in completing project executed by participatory management.

	Staff Input	Time-frame	Total

YES	43	35	**78**
NO	5	13	**18**
Total	**48**	**48**	**96**

Test of Hypothesis 1

From the contingency Table 4.11, the Chi Square statistic is calculated by the formula bellow to test the Null Hypothesis: ***There is no significant relationship between staff input and time-frame in completion of projects executed by direct labour.***

$$x^2 = \frac{(ad - bc)^2(a + b + c + d)}{(a + b)(c + d)(b + d(a + c)}$$

Applying the formula above we get:

$$X^2 = (43\text{x}13 - 35 \text{ x}5)^2 (43+13+35+5) \div (43+13) (35+5) (35+13) (43+5)$$

$$= (559 - 175)^2 (96) \div (56) (40) (48) (48)$$

$$= (384)^2 (96) \div 5160960$$

$$= 14155776 \div 5160960$$

= 2.7428571

= 2.742

Df	0.5	0.10	0.05	0.02	0.01	0.001

When a comparison is made between one sample and another, a simple rule is that the degrees of freedom equal (number of columns minus one) x (number of rows minus one) not counting the totals for rows or columns.

For our data this gives (2-1) x (2-1) = 1.

We now have our chi square statistic (X^2 = 2.742),

Our predetermined alpha level of significance (0.05), and Our degrees of freedom (df =1).

Table 4.12: Chi Square distribution table

Probability level (alpha)

1	0.455	2.706	3.841	5.412	6.635	10.827
2	1.386	4.605	5.991	7.824	9.210	13.815
3	2.366	6.251	7.815	9.837	11.345	16.268
4	3.357	7.779	9.488	11.668	13.277	18.465
5	4.351	9.236	11.070	13.388	15.086	20.517

Source:

Mathbeans Project*:* http://math.hws.edu/javamath/ryan/ChiSquare.html

Entering the Chi square distribution table with 1 degree of freedom and reading along the row we find our value of X^2 (2.742) lies between 2.706 and 3.841. The corresponding probability is 0.10<P<0.05.

This is above the conventionally accepted significance level of 0.05 or 5%, so the null hypothesis that the two distributions are the same is not verified. In other words, when the computed X^2 statistic exceeds the critical value in the table for a 0.05 probability level, then we can accept the null hypothesis of equal distributions. Since our X^2 statistic (2.742) did not exceed the critical value for 0.05 probability level (3.841) we can accept the null hypothesis that: ***There is no***

significant relationship between staff input and time-frame in completion of

projects executed by direct labour.

Table 4.13:   Contingency Table regarding the difference between quality of
projects executed by direct labour and those not executed by direct labour.

	Direct Labor	Quality	Total
YES	43	43	86
NO	5	5	10
Total	48	48	96

Test of Hypothesis 2

From the contingency Table 4.3, the Chi Square statistic is calculated by the formula below to test the Null Hypothesis: ***There is no significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.***

$$x^2 = \frac{(ad - bc)^2 (a + b + c + d)}{(a + b)(c + d)(b + d(a + c)}$$

Applying the formula above we get:

$$X^2 = (43x5 - 43\ x5)^2 (43+43+5+5) \div (43+43)\ (5+5)\ (43+5)\ (43+5)$$

$$= (215 - 215)^2 \, (96) \div (86) \, (10) \, (48) \, (48)$$

$$= 96 \div 1981440$$

$$= 0.000048$$

The chi square statistic we derived from the calculation is (x^2 = 0.000048),

Having in mind our predetermined alpha level of significance (0.05), and

Our degrees of freedom (df =1).

The chi square value of x^2 (0.000048) lies far below the conventionally accepted significance level of 0.05 or 5%, so the null hypothesis that the two distributions are the same is verified.

In other words, when the computed x^2 statistic (0.000048) did not surpase the critical value in the (*WAEC Statistical Tables* 1995:39) table for a 0.05 probability level, then we can reject the null hypothesis of equal distributions that: ***There is no significant difference between the quality of projects executed by direct labour.***

CHAPTER FIVE

5.0   DISCUSSION OF RESULTS

5.1   INTRODUCTION

Based on the findings of the survey, this chapter discusses the data analysis carried out in the preceding chapter and attempt to relate it to findings from other studies in similar areas. The primary objective of this chapter is to establish if the findings were in congruence with existing knowledge or provided an insight into new knowledge or opportunities that will be of interest to project managers, project management establishments/organizations and the society in general. Several issues were taken into consideration in this study in relationship to participatory management on project execution in Nigeria and particularly in Adamawa State.

The principal areas that formed the fulcrum of discussion on the findings from the study include the following:

(a) Distribution pattern of respondents surveyed

(b) General information on the surveyed ministries and characterization of the respondents and ministries surveyed

(c) General information on ministries and responses on project participation

(d) Assessment of responses on project effectiveness, project life cycle and time of completion of projects

(e) Assessment on the impact of project objectives to beneficiaries

(f) Evaluation of responses on the effect of inadequate equipment/machinery on participatory project implementation

(g) Analysis of responses on the impact of adequate human resources on project implementation

(h) Assessment of responses on the impact of skilled and committed personnel on participatory project implementation

(i) The proof of hypothesis and relationship between staff input and time-frame in completion of projects executed by direct labour/participatory project management.

(j) The proof of hypothesis and the difference between the quality of projects executed by direct labour/ participatory project management and those projects not executed by direct labour/participatory project management.

5.2   RESPONSES TO QUESTIONNAIRE

The analysis of the responses to the questionnaires distributed gives some level of confidence to the data generated from this study despite the obvious limitations to purposive and convenience sampling method adopted by the researcher.

In order to undertake appropriate statistical analysis, a sample size of 50 questionnaires was considered reasonable and manageable. From the analysis of the responses, 96% response rate was achieved since only forty-eight (48) respondents answered all questions. The implication of this level of response is that there is every certainty that at least 96% of the samples would represent the characteristics of the population. The 96% response rate is a rare feat but was achieved because the researcher gave prior notification and scheduled appointments with respondents; almost all the questions asked were either closed-ended or semi-closed ended in structure. Ambiguity was addressed by carrying out a questionnaire pilot assessment after which, respondents were allowed to take the questionnaires home so as to have ample time to study and give appropriate and relevant responses. Importantly, the questionnaire was designed to keep the respondents anonymous. This factor motivated respondents to honestly complete the

questionnaire therefore getting rid of 'nimbus-effect'. Fifty (50) questionnaires were distributed amongst eleven (11) ministries.

These ministries were selected by the purposive sampling method thereby ensuring a credible and representative sample size. It would be irrational to make an assessment of all ministries and parastatals in Adamawa State in order to arrive at a logical conclusion on the significance of participatory management in project execution through direct labour. However, an assessment of a representative sample of relevant ministries and parastatals that usually embark on participatory direct labour would proffer a representative, credible, valid and reliable result. The researcher had worked in Adamawa State as a pupil engineer and rose from the rank to become Director Civil Engineering and Coordination of Direct labour Task force on Urban Infrastructures in ministry of Works and Housing for a period of spacing about sixteen (16) years. These years of experience places the researcher on a better footing to appraise and select ministries that would be relevant for study for the purpose of this research work.

5.3 GENERAL INFORMATION ON THE SURVEYED MINISTRIES AND CHARACTERIZATION OF THE RESPONDENTS

Eleven (11) ministries were surveyed and could be classified along different headings of project management in order to reveal more information and establish detailed analysis of data obtained. The ministries surveyed were classified into the following categories:

(a) Construction/Capital Projects

(b) Human Development Projects

(c) Administrative/Planning Related Projects

In a general note, projects are varied and take different forms both in conception and implementation. However, the researcher attempts to analyze the significance of participation by means of direct labour in accomplishing tasks of the implementation processes of project management.

Table 5.1: Classification and Analysis of Ministries Surveyed

	CLASSIFICATION OF MINISTRIES/PARASTATALS IN TERMS OF PROJECT ACTIVITIES		
S/N	Construction/Capital Projects	Human Development Projects	Administrative/Planning Related Projects
1.	Agriculture	Youth and Sports	Finance
2.	Infrastructure & Rural Dev.	Information	Establishment
3.	Water Resources	Health	Budgetary & Planning
4.	Works & Housing		Boundary Commission
%	36.4%	27.2%	36.4%

Ministries surveyed from the category of 'construction/capital projects' are about thirty-six-point-four-percent (36.4%) likewise in Ministries from the category on 'administrative/planning related projects'. These Ministries/Parastatals include: Agriculture, Infrastructure & Rural Development, Water Resources and, Works and Housing. Other that makes this same feat (36.4%) is the Administration/Planning-related project category which includes: Ministry of Finance, Establishment, Budgetary & Planning Commission, and Boundary Commission. This should account for a very balanced selection of Ministries/Parastatals for study. Although, other Ministries surveyed that handles 'human development projects' are relatively less in comparison, recording about twenty-seven-point-two-percent (27.2%) of the entire eleven (11) ministries/parastatals, it does not in

any way hamper the out come of the results analyzed in general. The Ministries are Youth & Sports, Ministry of Information, and Ministry of Health.

5.4   GENERAL INFORMATION ON MINISTRIES AND RESPONSES ON PROJECT PARTICIPATION

It is imperative to have assessments on the level of participation in project implementation in all the ministries surveyed. One of the greatest challenges in project management today, is to embark or execute projects that are sustainable and people oriented. It is observed that most projects that are non-sustainable is just that they are alien and the intended users/beneficiaries do have little or no input from its inception to completion. As a result, these projects in question lack value and ownership that is identified to sustainable projects.

Participatory project management complements bottom-up approach in project management processes. This approach remains extremely important in contemporary project management. It implies proactive team input in the project executing process. Usually, team members are motivated to participate in every step of the management process. However, the

decision on the course of action is taken by the whole team. The researcher was of the opinion to evaluate the extent of participation in project execution in the various ministries surveyed. Participation by stakeholders do not only entrench the ownership but also encourage managers and subordinates to communicate goals and values of the project through milestone planning by the team members themselves. More importantly, participatory project management empowers team members to think more creatively. Members feel involved into the project development and know that their initiatives are appreciated.

No.	Ministries	Respon dents	Percentage Responses in the Affirmative	
			Involved in Planning Process	Directly Participated in Implementation Process

Table 5.2 Comparative Assessment of Responses on Project Planning & Participation

1	Agriculture	4	100%	75%
2	Boundary Commission	3	100%	100%
3	Budgetary and Planning	5	80%	60%
4	Establishment	3	100%	100%
5	Finance	4	100%	75%
6	Health	4	75%	75%
7	Information	3	100%	50%
8	Infrastructure & RD	6	83%	83%
9	Water Resources	5	100%	60%
10	Works and Housing	7	71%	86%
11	Youth and Sports	4	100%	75%
12	**No of Responses**	**48**		

Table 5.2 clearly shows that most ministries recorded 100% responses in affirming that they were involved in the project planning or initiation process. The Ministries that recorded 100% response include Ministry of Agriculture, Boundary Commission, Ministry of Information, and Ministry of Water Resources. Although, in the aspect of actually participating in the execution processes of projects, only Boundary Commission and Ministry of Establishment affirmed the claim. Nevertheless, Budgetary and Planning

Commission and Ministry of Water Resources also performed well in the project planning process; scoring 80% and 83% respectively. The performance of responses on the aspect of actual project implementation was relatively low in Budgetary and Planning Commission. It recorded a low response of only 60% in-terms of participation in project implementation.

Participatory project management makes it possible for team members to come up with project initiatives that are focused more on practical requirements than on abstract notions. The planning process is facilitated by project team members; and this makes the implementation process flow significantly faster. Notwithstanding, ministry of Works and Housing recorded only 71% of responses on the project planning process with a counter record of 86% affirmative response on participation in the execution process of projects.

Surprisingly, Ministry of Establishment had a dual record of 100% both on project planning and actual implementation of projects according to the record of responses on Table 5.2. On the same Table, Ministry of Information had the lowest response on project implementation. The Ministry recorded 50% followed by Ministry of Water Resources and Budgetary and Planning. In as much as Ministry of Youths and Sports

achieved a 100% response on involvement in project planning or initiation, there is a correspondent 75% record on participation on actual implementation of projects by the staff sampled. Coincidentally, Ministry of Finance too, shares the same characteristics of responses with Ministry of Youths and Sports.

Table 5.3: Assessment on Responses on Project Costs Effectiveness, Its Life-cycle and Time of Completion of Projects

No.	Ministries	Respondents	Percentage Responses in the Affirmative		
			Cost Effectiveness	Completed its Life-cycle	Completed within Time-frame
1	Agriculture	4	75%	100%	50%
2	Boundary Commission	3	100%	100%	100%
3	Budgetary and Planning	5	60%	80%	80%
4	Establishment	3	100%	100%	100%
5	Finance	4	100%	100%	75%
6	Health	4	75%	100%	50%
7	Information	3	67%	100%	100%
8	Infrastructure & RD	6	67%	67%	100%
9	Water Resources	5	60%	80%	100%
10	Works and Housing	7	74%	57%	86%
11	Youth and Sports	4	75%	100%	100%
12	No of Responses	48			

to Table 5.3, Ministry of Agriculture indicated that only 75% of the respondents affirmed that projects executed in the Ministry were cost effective. In Boundary Commission and Ministry of Finance, records on the table shows that they have a complete response in the affirmative that all projects executed were cost effective. The researcher is of the opinion that these results may not be unconnected to the 100% responses recorded in the level of planning and extent of project participation of the respective Commission and Ministry evidenced in Table 5.2

Other ministries and parastatals where low affirmative responses were recorded regarding the cost effectiveness of projects implemented include: Budgetary and Planning Commission, Ministry of Health, Ministry of Infrastructure and Rural Development, Ministry of Water Resources and Ministry of Youth and Sports. Despite these low responses recorded, Ministry of Health and Ministry of Information executed projects completing their life-cycle (Table 5.3).

In Ministry of Water Resources, only 80% of the respondents affirmed that project executed completed their life-cycle whereas 100% of the respondents agreed that these projects were completed within stipulated time-frame (Table 5.3). in addition, it is noteworthy to mention that, in the

assessment on cost effectiveness, project life-cycle and completing projects within time-frame, Budgetary and Planning Commission was found wanting at every instance. The commission recorded 60%, 80% and another 80% respectively.

Evaluating Ministries that completed projects within stipulated time-frame, Ministry of Agriculture, Ministry of Health ranked low. Each of these Ministries recorded only 50% of responses in the affirmative. However, in the same strength of evaluation, Ministry of Finance also recorded low on affirmative responses regarding completion of projects within stipulated time-frame. According to Table 5.3, the ministries and parastatals that were surveyed and recorded high (100%) affirmative responses in completing project execution or implementation within stipulated time-frame comprise Boundary Commission, Ministry of Establishment, Ministry of Information, Ministry of Infrastructure and Rural Development, Water Resources and Ministry of Youth & Sports.

Planning is very crucial for any project implementation to be completed within specified time-frame. Good planning is also needed to ensure rapid project delivery and optimal return on investment. Without proper planning, projects may be completed outside the scheduled time

consequently presenting late delivery of goods and services to beneficiaries whom may perhaps devalue the products eventually.

From Table 5.2 and table 5.3, there is a connection between performances of ministries or parastatal that recorded high percentages in involvement in planning and those ministries which completed their projects within specified timeframe. As shown in Table 5.3, at least the respective ministries have recorded above 50% in completing their projects within specified time-frame. These ministries and parastatals in question include: Boundary Commission, Ministry of Establishment, Ministry of Finance, and Ministry of Information. Others are; Ministry of Infrastructure and Rural Development, Ministry of Works and Housing and Ministry of Youths and Sports.

No.	Ministries	Respon-dents	Percentage Responses in the Affirmative
			Project Attaining Objectives/Benefits

Table 5.4 Assessment of Project Objectives to Beneficiaries

1	Agriculture	4	100%
2	Boundary Commission	3	100%
3	Budgetary and Planning	5	100%
4	Establishment	3	100%
5	Finance	4	75%
6	Health	4	100%
7	Information	3	100%
8	Infrastructure & RD	6	67%
9	Water Resources	5	80%
10	Works and Housing	7	86%
11	Youth and Sports	4	100%
12	**No. of Responses**	**48**	

Noteworthy of mentioning that 75% of responses surveyed in Ministry of Finance were of the opinion that projects executed were beneficial and it met with the intended objectives. Ministry of Agriculture, Boundary Commission, Budgetary and Planning Commission and Ministry of Establishment recorded 100% of affirmative responses indicating that project implemented in these ministries and parastatals were very beneficial to those it was intended to. In addition to these Ministries, Ministry of Health and Ministry of Information also recorded 100% response affirming that projects executed were very beneficial to the end-users.

During the survey, it was observed that respondents indicated in appropriate column that information dissimilation, social mobilization and public awareness generally were cogent project that were undertaken by the Ministry of Information. Some of these projects were in collaboration with the Ministry of Health; educating the public on specific health issues. This feat explains why these two Ministries have both recorded 100% affirmative responses on the benefits of project implemented respectively.

Ministry of Infrastructure and Rural Development performed poorly in the assessment of responses gathered from the survey conducted. Only 67% positive response was indicated on Table 5.4. This ministry is shouldered with the responsibility of providing the skeleton on which development would hang-on. Disappointedly, responses obtained from the survey indicated scores not encouraging. Even in Ministry of Works and Housing, it was observed that projects executed were not 100% beneficial to the end-user. This Ministry recorded 86% of positive responses; that projects implemented or executed were useful and met its intended objective. Notwithstanding, out of the eleven (11) ministries/parastatals surveyed, seven (7) recorded 100% affirmative responses that projects executed were beneficial, whereas the remaining ministries recorded positive responses of

over 50%. Going by the aforementioned result, one would generally give the

ministries/parastatals a pass mark.

Table 5.5: Evaluation of Responses on the Effect of Inadequate Equipment/Machinery on Participatory Project Implementation.

No.	Ministries	Respondents	Percentage Responses in the Affirmative
			Inadequate Equipment
1	Agriculture	4	50%
2	Boundary Commission	3	100%
3	Budgetary and Planning	5	80%
4	Establishment	3	100%
5	Finance	4	100%
6	Health	4	50%
7	Information	3	100%
8	Infrastructure & RD	6	83%
9	Water Resources	5	60%
10	Works and Housing	7	57%
11	Youth and Sports	4	50%
12	**No of Responses**	**48**	

For

any

meaningful participatory project implementation to take place there must be sufficient tools and equipment for the project staff. These staff must also undergo adequate training and re-training to get abreast with current methodology and techniques in achieving quality standards in specific endeavors. The project manager must also ensure that training needs are identified and prioritized so that trainees would be prepared to take over responsibility from their superior when the time arises.

Table 5.5 presents data on the impact of inadequate equipment or machinery as the case may be; on participatory project implementation. Results on the Table show that Ministry of Agriculture recorded 50% in the affirmative that inadequate equipment has tremendous effect on the level of participation on project implementation processes. There is no gainsaying that this ministry cannot achieve anything substantial if agricultural or agro-allied tools and implements are not available for use. Therefore, the 50% positive response that non-availability of farm tools and implements hamper participation in projects within the ministry clearly indicates the extent of the ministry's contribution to development in the state generally.

In addition, there is also a notion that; it will be possible to have these farm implements or equipment. The question is whether the implements are

functional or useful in this modern/technological age. Other concerns the researcher envisaged is to ascertain if there are personnel to handle the implements if at all there are any. All these doubts and uncertainty constitute to the affirmative response on the impact of inadequate tools and implements on participation in projects implementation within the ministry.

Other ministries that recorded 50% affirmative response in this regard include Ministry of Health and Ministry of Youth and Sports. At a glance, one may conclude that there are equipment in our hospitals and health centers. The notion the researcher wants to buttress is whether these equipment are sufficient or up to date. From the data in Table 5.5, record shows that only 50% of the respondents affirmed that inadequate equipment hampers participatory project management. Looking at Table 5.2, it clearly indicated on 75% of project planning and participation by staff; which gives explanation to the low record of use of equipment in the ministry.

In the case of Ministry of Youth and Sports, it can be deduced that if only 50% of the respondents affirmed that inadequate equipment hampers project participation, then it means that Adamawa State is not actively involved in sporting activities hence low need of sporting equipment.

As for Boundary Commission, the response was relatively high. The Commission recorded 100% affirmation that inadequate equipment constitutes hindrance to participation in project management. Considering the size and ethnic groups of the state; that influence its formation on internal boundaries, and the number of its neighboring states, it will be pertinent to suggest that the Ministry would have a herculean task in managing internal and external disputes and conflicts. The need for equipment to sufficiently undertake these tasks is reflected on the holistic record of 100% responses surveyed in the ministry.

In the Ministry of Finance and Ministry of Information, records show that they both indicated 100% positive responses that inadequate equipment are detrimental to successful project implementation. This notion further explains need for modernized and computerized system that is needed to process data and information in these ministries in question. In addition, without appropriate equipment or tools, both ministries will no doubt find it difficult to achieve their primary objectives. Going by the 100% record, it is clear that all the respondents were of the opinion that there is need for the provision of working tools to enable effective participation in project management processes in the ministries.

Only 83% of positive responses ware recorded in the Ministry of Infrastructure and Rural Development. This Ministry is engulfed with many developmental projects and would need all it takes to actualize them. But from the result in Table 5.5, 12% of the respondents disagreed that inadequate equipment is not necessary for participatory project management. It can however, be inferred that the ministry do not have adequate equipment to handle projects. Therefore, additional tools and equipments would be needed to provide opportunity for personnel to be involved in the execution of projects.

Ministry of Water Resources recorded 60% affirmative response, while Ministry of Works and Housing recorded 57%. These percentages are low in comparative terms and it account for somewhat average availability of equipment in these ministries. As a result, there is need for procurement of equipment and tools to adequately take care of internal use of personnel in project implementation in the ministries.

No.	Ministries	Respondents	Percentage Responses in the Affirmative	
			Adequate Human Resources	
1	Agriculture	4	100%	
2	Boundary Commission	3	100%	
11	Youth and Sports	4	100%	
12	**No. of Responses**	**48**		
5	Finance	4	100%	
6	Health	4	100%	
7	Information	3	100%	
8	Infrastructure & RD	6	67%	
9	Water Resources	5	100%	
10	Works and Housing	7	71%	

Table 5.6:   Ana

It is common knowledge that machines are lifeless unless when powered by man. These machines are even more useful if they are also

controlled appropriately by man. In this sense, in any project endeavor, availability of implements and equipment may not suffice unless there are people to man them. Table 5.6 above presents data that attempts to show the kind of responses derived in the survey of ministries and parastatals regarding the impact of human resources on project implementation.

In the survey on the impact of human resources on project implementation, all the ministries affirmed 100% responses except Ministry of Infrastructure and Rural Development and Ministry of Works and Housing. These Ministries recorded affirmative 67% and 71% responses respectively (Table 5.6). The dominance of 100% positive responses during the survey demonstrates the importance of human resources on project implementation. Needless to say the importance of quality personnel in management generally, its importance is equally applicable to project management. The extent of contribution of appropriate/quality human resources in project implementation determines the success or failure of projects. If project managers allow poor quality human resources to be indulged in the project process, the resultant effect will be poor project quality and vice versa.

The researcher also observed that the low positive response recorded by Ministry of Infrastructure and Rural Development and Ministry of Works and Housing account for the disposition of staff to project management in the respective ministries. In other words, staff in the said ministries are not favorably disposed in participatory project management as compared with staff in the other ministries surveyed.

Table 5.7: Assessment of Responses on the Impact of Skilled and Committed Personnel on Participatory Project Implementation.

No.	Ministries	Respon dents	Percentage Responses in the Affirmative
			Skilled & Committed Personnel
1	Agriculture	4	75%
2	Boundary Commission	3	100%
3	Budgetary and Planning	5	100%
4	Establishment	3	100%
5	Finance	4	100%
6	Health	4	100%
7	Information	3	100%
8	Infrastructure & RD	6	67%
9	Water Resources	5	100%
10	Works and Housing	7	86%
11	Youth and Sports	4	100%
12	**No. of Responses**	**48**	

Table 5.7 also attempt to give insight on the level of performance on responses on the impact of skilled and committed personnel on project implementation. Both Table 5.6 and Table 5.7 have similar responses recorded by all the ministries and parastatals. Expectedly, both the Ministry of Infrastructure and Rural Development and Ministry of Works and Housing have 67% and 86% affirmative responses respectively (Table 5.7)

The difference between the analysis in Table 5.6 and Table 5.7 lies in the notion that it is possible for that a ministry may have adequate human resources but not all of them (human resources) may be skillful enough to undertake quality responsibilities related to project management.

The characteristics of respondents surveyed on this variable shows overwhelming 100% record of almost all the ministries and parastatals. This portends that, the use of human resources in the execution of projects is very significant to the ministries and parastatals surveyed.

5.5 **THE PROOF OF HYPOTHESIS AND RELATIONSHIP BETWEEN STAFF INPUT AND TIME-FRAME IN COMPLETION OF PROJECTS EXECUTED BY DIRECT LABOUR/PARTICIPATORY PROJECT MANAGEMENT**

The researcher makes effort to establish if any relationship exist between staff input in terms of skilled and unskilled labour towards project implementation processes, and time-frame pre-planned in completing projects by participatory project management. The results and analysis on proof of hypotheses are in section 4.3. Below are the discussions of the results

HYPOTHESIS 1

Null (Ho): *There is no significant relationship between staff input and time-frame in completion of projects executed by direct labour.*

Alternative (H1): *There is a significant relationship between staff input and time-frame in completion of projects executed by direct labour.*

The findings in this study and analysis of results (Fig 4.3) revealed the following

(a) Calculated Chi- Square (X^2)2.742 is greater than Chi- Square (X^2) tabulated 3.841

(b) The distribution is insignificant.

Conclusion

- Accept Ho

- ***There is no significant relationship between staff input and time-frame in completion of projects executed by direct labour.***

This study confirmed that staff input or participation in project implementation do not really have any impact on the completion of projects surveyed by the researcher. Other factors that may be critical in determining the time needed in accomplishing a given project. These factors may not exclude availability of resources, adequate and appropriate equipment and the objective and urgency of the benefits of the project.

In Table 5.2, data shows that percentage responses in the extent of participation in project implementation did not really reflect on the timeframe of projects that are completed (Table 5.3). The results further explains that staff may contribute to project implementation in their ministries but the impact or time of completion of the project may be determined on whether appropriate tools and skills are applied for timely completion of the project. In Ministry of Information for instance, it was recorded that only 50% responses affirmed that they participated in the actual execution of projects (Table 5.3), although 100% positive responses was recorded indicating that projects were executed within stipulated

timeframe. Likewise in Ministry of Infrastructure& Rural Development and in Ministry of Water Resources, percentage responses in staff input/participation is low while responses on projects meeting dead lines or being completed within specified timeframe is relatively high. This observation confirms the null hypothesis that; there is no relationship between staff participation/input and the time prescribed in completing projects.

HYPOTHESIS 2

Null (Ho): *There is no significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.*

Alternative (H1): *There is a significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.*

The findings in this study and analysis of results (Fig 4.3) revealed the following:

(a) Calculated Chi- Square (X^2) 0.000048 is far less than Chi- Square (X^2)

tabulated 3.841

(b) The distribution is significant.

Conclusion

- Reject Ho

- *There is a significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.*

This study confirmed that the quality of projects implemented by staff of the ministries surveyed is not the same with the quality of those projects executed by persons other than staff of the same ministries.

From the study, it was revealed that staff of ministries were more committed to projects that they were involved in from the inception and planning stages than those project that were designed/conceived from elsewhere. Table 5.2 shows that Ministry of Infrastructure & Rural Development recorded 83% positive responses that staff were involved in the planning process of projects, but the same ministry reflects 67% positive

response on 'commitment' to project execution which explains the 'increase in quality' on the project executed. This observation is also applicable to results of Ministry of Works and Housing obtained on Table 5.2 and Table 5.3.

CHAPTER SIX

6.0   SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1   SUMMARY OF FINDINGS

The surveyed ministries and parastatals are representative of the entire executive organ of Adamawa State. Their nature of projects were classified under Construction or Capital Projects, Human Development Projects and Administrative or Planning Related Projects

Generally, results from the survey show that effective participation of staff or beneficiaries in project implementation stages can be incorporated in the design of the project of any type in any of the ministries surveyed. In

exercising participatory project management, it was also discovered that local capacity and skills could be developed and built for planning, and exercising self-managed project execution in the ministries and parastatals.

The study also revealed that if stakeholders are involved in active roles in the project implementation processes, their capacity may as well be developed and consequently assume greater responsibility in project management. The summary of findings from the study is presented based on the following subject headings:

(i)   Responses on project participation from ministries surveyed

(ii)   Assessment of responses on Project Planning & Participation

(iii)   Assessment on responses on Project Costs Effectiveness, Project Life-Cycle and time of completion of projects

(iv)   Assessment of project objectives to beneficiaries/stakeholders.

(v)   Evaluation of responses on the effect of inadequate equipment/machinery on participatory project implementation.

(vi)   Analysis on the impact of adequate human resources on project implementation.

(vii)   Assessment of responses on the impact of skilled and committed personnel on participatory project implementation.

(viii) Proof of hypothesis and relationship between staff input and time-frame in completion of projects executed by direct labour/participatory project management.

6.2 RESPONSES ON PROJECT PARTICIPATION FROM MINISTRIES SURVEYED

The study revealed that most non-sustainable projects were as a result of its alien nature perceived by stakeholder and largely because they do have little or no input from its conception to completion stages of the implementation process. As a result, these projects in question lack value and ownership that is always identified with sustainable projects.

The researcher also noticed that participation by stakeholders do not only entrench the ownership but also encourage managers and subordinates to communicate goals and values of the project through milestone planning by the team members themselves. In the same light, participatory project management empowers team members to think more creatively. Members feel involved into the project development and know that their initiatives are appreciated.

6.3 ASSESSMENT OF RESPONSES ON PROJECT PLANNING & PARTICIPATION

There were indications that most ministries recorded 100% responses in affirming that they were involved in the project planning or initiation process. The ministries that recorded 100% response include Ministry of Agriculture, Boundary Commission, Ministry of Information, and Ministry of Water Resources (Table 5.2).

Only Boundary Commission and Ministry of Establishment affirmed the claim they actually participated in project conception/initiation. Nevertheless, Budgetary and Planning Commission and Ministry of Water Resources also performed well in the project planning process; scoring 80% and 83% respectively. However, results revealed that participatory project management is the fulcrum that swings team members to becoming proactive in issues that ensures effective implementation of projects.

It was discovered that, Ministry of Establishment had a dual record of 100% in both 'project planning' and 'actual implementation' of projects according to the record of responses on Table 5.2. On the same Table, the researcher established that Ministry of Information had the lowest response on project implementation. In addition, evidence from literature studies and analysis of findings from this study also revealed

that stakeholders are not often drafted in decision making processes which eventually form the basis of planning and design of projects in respective ministries.

6.4 ASSESSMENT ON RESPONSES ON PROJECT COSTS EFFECTIVENESS, ITS LIFE-CYCLE AND TIME OF COMPLETION OF PROJECTS

The study disclosed that, projects executed in Ministry of Agriculture were cost effective. It was also revealed that projects implemented in Boundary Commission and Ministry of Finance, were also cost effective. This excellent performance explains the high positive response rate recorded in the level of planning and the extent of project participation in respective Ministry and Commission (Table 5.2).

Evidence showed that Budgetary and Planning Commission, Ministry of Health, Ministry of Infrastructure and Rural Development, Ministry of Water Resources and Ministry of Youth and Sports recorded low positive responses on project cost effectiveness. Notwithstanding the low responses recorded, it was discovered that Ministry of Health and Ministry of Information executed projects completing their life-cycle (Table 5.3).

Data revealed that Ministry of Water Resources implemented projects that completed their life-cycles and within stipulated time-frame (Table 5.3); but Budgetary and Planning Commission was found wanting at every instance.

Ministry of Agriculture, Ministry of Finance and Ministry of Health ranked low in the assessment of 'completion of projects within stipulated timeframe'. Each of these Ministries recorded only 50% of responses in the affirmative. According to Table 5.3, the ministries and parastatals that were surveyed and recorded high (100%) affirmative responses in completing project execution or implementation within stipulated time-frame comprise Boundary Commission, Ministry of Establishment, Ministry of Information, Ministry of Infrastructure and Rural Development, Water Resources and Ministry of Youth & Sports.

6.5   ASSESSMENT OF PROJECT OBJECTIVES TO BENEFICIARIES

This study has been able to achieve a tool /mechanism for assessing if projects implemented have achieved its intended objectives or not. It was therefore revealed that responses from Ministry of Finance were of the opinion that projects executed were beneficial and it met with the

intended objectives. Moreover, revelations were that in Ministry of Agriculture, Boundary Commission, Budgetary and Planning Commission and Ministry of Establishment, project implemented were very beneficial to those it was intended to. In addition to these Ministries, Ministry of Health and Ministry of Information also recorded 100% response affirming that projects executed were very beneficial to the end-users.

The researcher discovered that both the Ministry of Health and Ministry of Information were in collaboration in social mobilization and public awareness in educating the public on specific health issues. This commitment attested to the 100% affirmative responses on the benefits of project implemented in respectively ministries.

Because of the nature of responsibilities vested on Ministry of Infrastructure and Rural Development, it is expected that its projects have direct bearing on the public by improving the standard of living of the populace and rural dwellers. Results obtained fro the study indicated that, responses were not encouraging. It recorded positive responses of only 67% in the assessment of 'benefits of projects executed'. Another revelation was that even in Ministry of Works and Housing, it was observed that projects executed were not 100% beneficial to the end-user.

This Ministry recorded 86% of positive responses; that projects implemented or executed were useful and met its intended objective.

6.6   EVALUATION OF RESPONSES ON THE EFFECT OF INADEQUATE EQUIPMENT/MACHINERY ON PARTICIPATORY PROJECT IMPLEMENTATION

Table 5.5 presents data on the impact of inadequate equipment or machinery on participatory project implementation. It was noted that Ministry of Agriculture recorded 50% in the affirmative that inadequate equipment has tremendous effect on the level of participation on project implementation processes. This 50% positive response that non-availability of farm tools and implements hamper participation in projects within the Ministry clearly indicates the extent of the ministry's contribution to development in the state generally.

The study succeeded in evoking concerns about the certainty of personnel handling implements and equipment during project implementation in Ministry of Agriculture. All these doubts and uncertainty constitute to the affirmative response on the impact of inadequate tools and implements on participation in projects implementation within the ministry.

From the data obtained during survey, Ministry of Health and Ministry of Youth and Sports shows that only 50% of the respondents affirmed that inadequate equipment hampers participatory project management. Analyzing data on Table 5.2, there is a clear indication that 75% of project planning and participation by staff; which signifies that there was low use of equipment in the ministry.

Analysis also confirmed that Adamawa State is not actively involved in sporting activities. This was deduced from 50% (relatively low) positive responses that inadequate equipment hampers project participation.

Response was high as shown in the data collected from Boundary Commission. It recorded 100% affirmation that inadequate equipment constitutes hindrance to participation in project management. In the Ministry of Finance and Ministry of Information, the study confirms that they both recorded 100% positive responses confirming the relevance of adequate equipment to successful project implementation.

Inferences were developed based on the disagreement that inadequate equipment is not necessary for participatory project

management in Ministry of Infrastructure and Rural Development. Therefore, conclusions were made based on this inference that the ministry does not have adequate equipment to handle projects. Therefore, additional tools and equipments would be needed to provide opportunity for personnel to be involved in the execution of projects.

The study revealed that Ministry of Water Resources recorded 60% affirmative response, while Ministry of Works and Housing recorded 57%. Analyzing these records/ percentages, they are low in comparative terms and it also accounts for average availability of equipment in these ministries; and the need to make procurement.

6.7 ANALYSIS ON THE IMPACT OF ADEQUATE HUMAN RESOURCES ON PROJECT IMPLEMENTATION

After analysis, all the ministries surveyed presents 100% affirmative responses except Ministry of Infrastructure and Rural Development and Ministry of Works and Housing. These ministries recorded affirmative 67% and 71% responses respectively (Table 5.6). It is pertinent to note that the dominance of 100% positive responses during the survey demonstrates the importance of human resources on project

implementation in all the ministries and parastatals. Low positive response was recorded by Ministry of Infrastructure and Rural Development and Ministry of Works and Housing. The quality of responses in this case suggests the extent of disposition of staff to project management in respective ministries.

6.8   ASSESSMENT OF RESPONSES ON THE IMPACT OF SKILLED AND COMMITTED   PERSONNEL ON PARTICIPATORY PROJECT IMPLEMENTATION

In analyzing responses from Ministry of Infrastructure and Rural Development and Ministry of Works and Housing, result have shown that 67% and 86% affirmative responses were achieved respectively (Table 5.7)

The difference between the analysis in Table 5.6 and Table 5.7 reveals that it is possible that a ministry may have adequate human resources but not all of them (human resources) may be skilful enough to undertake quality responsibilities related to project management.

6.9   THE PROOF OF HYPOTHESIS AND RELATIONSHIP BETWEEN STAFF   INPUT   AND   TIME-FRAME   IN   COMPLETION   OF

PROJECTS EXECUTED BY DIRECT LABOUR/PARTICIPATORY PROJECT MANAGEMENT.

This study revealed that there is no relationship between staff input in terms of skilled and unskilled labour towards project implementation processes, and time-frame scheduled in completing projects by participatory project management.

HYPOTHESIS 1

Null (Ho): *There is no significant relationship between staff input and time-frame in completion of projects executed by direct labour.*

Alternative (H1): *There is a significant relationship between staff input and time-frame in completion of projects executed by direct labour.*

The findings in this study and analysis of results (Fig 4.3) revealed the following

(a) Calculated Chi- Square (X^2)2.742 is greater than Chi- Square (X^2) tabulated 3.841

(b) The distribution is insignificant.

Conclusion

- Accept Ho

- *There is no significant relationship between staff input and time-frame in completion of projects executed by direct labour.*

6.10 THE PROOF OF HYPOTHESIS AND DIFFERENCE BETWEEN THE QUALITY OF PROJECTS EXECUTED BY DIRECT LABOUR AND THOSE PROJECTS NOT EXECUTED BY DIRECT LABOUR

This study confirmed the findings of previous researches and also revealed that there is a significant difference between projects executed by direct labour and those projects not executed by direct labour.

HYPOTHESIS 2

Null (Ho): *There is no significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.*

Alternative (H1): *There is a significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.*

The findings in this study and analysis of results (Fig 4.3) revealed the following:

(a) Calculated Chi- Square (X^2) 0.000048 is far less than Chi- Square (X^2) tabulated 3.841

(b) The distribution is significant.

Conclusion

- Reject Ho

- ***There is a significant difference between the quality of projects executed by direct labour and those projects not executed by direct labour.***

6.11 CONCLUSIONS

Apart from the main thrust of this study which is to evaluate the significance of participatory project management in project execution in Adamawa State, it also delves in analyzing prospects and challenges associated with contemporary management approaches that encourage democratic tenets generally enshrined in modern management and leadership skills.

The study on the significance of participatory management on project execution revealed that active participation in all stages of the project implementation process will give participants more exposure and knowledge about the project systems, which will evidently help them to develop positive perception of the project and entrench its sustainability in the society's value. The study also identified the relevance of stakeholders in project management ventures and the activities they play in securing cost effective project execution of projects from its conceptual form to it closing up stage. Other salient challenges that are subtly absorbed in disparity between values of sponsors, project teams and end users were exhumed and evaluated for better understanding by all parties. The study also revealed what is being done as best practices internationally so as to set benchmarks for project managers.

The research work elaborated the need for establishing value base participatory project management in organizations so that they comply with best practices of the Project Management Body of Knowledge in pursuance of sustained organizational performances. During project implementation process, it is expected that the project manager supports his/her members of the project team to reach to their full potential by uttering objective criticism

when the need arises. This is because, study have shown that people are more willing to improve when the good things they do are praised and recognized than when attention is drawn to the mistakes they make, and they feel hurt by criticism of their mistakes. It was also observed that performance and productivity of staff improves when they are periodically given appropriate and relevant training inline with their chosen careers.

6.12 RECOMMENDATIONS

In line with the findings and conclusions of this research work to ensure very effective participation on project execution through direct labour method of project procurement, the following recommendations are hereby proffered;

(i) There should be commitment and ownership. Participatory Project Management is essential for creating value, commitment and ownership in projects being executed. It is recommended that the practice should be adopted by all ministries to avoid vandalization, wastage, and misuse of public facilities since each stakeholder becomes a watch-keeper to these facilities. The stakeholders see themselves as having the same stakes with others in the project.

(ii) All stakeholders in the project should be actively involved in the project implementation to promote transparency, accountability and trust and be able to curb corruption. It people are involved in project implementation; they may also serve as caretakers and police the affairs of the facility. But if they are not part of the idea in the first place they may not be concerned with the activities of the project. Lack of effective participation in the running or implementation of projects may make the leaderships of many of the organisations not to be committed, transparent, and accountable which will eventually have negative impact on the progress and continuity of the projects.

(iii) There should be regular and necessary training and development programmes for the staff of ministries and parastatals involved. This study revealed that for ministries and parastatals to survive, their staff must be trained and re-trained to be abreast in current developments in their respective fields. Therefore, it is recommended that periodic training should be given to staff as at when necessary

(iv) There should be performance appraisal in all the ministries. Many ministries and parastatals in Nigeria fail to thrive and others have ceased to becoming meaningful and valuable to people. This is as a result of lack of

performance appraisal which if well established will serve as encouragement and booster to performance for those that have done well and also make those that do not do well to re-adjust.

(v) For participatory management to succeed there must be a cordial relationship between the project manager and other members of the project team. There is usually high level of grudges and disagreement between managers and other subordinates. This is most common in organisation where corporate vision and mission statements are not shared with employee and they also consider that they are not valued. The low employee morale directly leads to poor performance. It is recommended each ministry and parastatal should constitute bodies that would look into internal crises that may hamper progress and development.

(vi) All Ministries are advised to adopt the Peer Review Mechanism to monitor their own project implementation performances. It is recommended that government should show more commitment to bench-marking best practices. Areas in which the government should focus on, include but are not limited to project effectiveness, sustainability and value for money invested in the projects.

(vii) Finally, the recognition that participatory project management has a positive impact on sustainability and ownership of projects must now have a central position management direction and code of best practices of all ministries and parastatals. It is not enough to also have sanctions, but they must be enforceable and all the parties implicated must be sanctioned when poor or substandard projects are executed.

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Appendix I

QUESTIONNAIRE ON THE SIGNIFICANCE OF PARTICIPATORY MANAGEMENT ON PROJECT EXECUTION THROUGH DIRECT LABOUR: A CASE STUDY OF ADAMAWA STATE, NIGERIA

St. Clements University
School of Postgraduate Studies
British West Indies

1st May, 2011

Dear Sir/Madam,

The attached questionnaires are for your careful study and objective assessment and/or comments.

2. Please answer all the questions to the best of your knowledge and experience. Any useful additional information should be provided in a separate sheet please.

3. All information given will be treated as confidential as your names or any particular(s) of yours will not be published in the research.

4. I sincerely thank you for your anticipated cooperation please.

5. Please accept my best regards

                                  Signed

                                  Engr. E.O. Adeniji
                                  Researcher