

TITLE PAGE
PROJECT MANAGEMENT IN ZARIA LOCAL GOVERNMENT:
A STUDY OF BOREHOLE PROJECT IN ZARIA LOCAL
GOVERNMENT.

BY

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BEING A THESIS SUBMITTED TO THE DEPARTMENT OF
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DECEMBER, 2014

DECLARATION

I hereby declare that this research project is originally written by me, the information derived from the literature has been duly acknowledged in the text and list of reference and bibliography provided.

GARBA JA'AFAR

DATE

CERTIFICATION

This research project has been carefully supervised, read, approved as meeting the requirement of the Department of Local Government and Development Studies, Faculty of Administration of Ahmadu Bello University, Zaria for the award of Bachelor of Art B.A (Hons) in Local Government and Development Studies

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DEDICATION

This intellectual work is dedicated to my lovely parents and my entire family, may the Almighty bless and reward them abundantly. Ameen.

ACKNOWLEDGEMENT

My appreciation goes to Almighty Allah (SWT), creator of heaven and earth, the beneficent and the merciful for sustaining my life to this day and for blessing me through the obstacle of life.

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Thank you all for your support and encouragement in seeing me to the successful completion of this project. May the Almighty Allah continue to guide and protect you (Amin).

ABSTRACT

Project management is important component to local government councils functions, given the need to take governance to the grassroots. Projects are regularly executed by this level of government. However empirical evidences show that most local government councils incue huge financial losses and alienation of the citizenry due to poor project management, monitoring and evaluation to ascertain their level of compliance with laid down procedures of project management. The study adopted primary and secondary sources of data collection in gathering information and stratified sampling techniques was used in selecting groups that fell into the sample. The population of the study comprised of the local government staff and the community members (beneficiaries) of Zaria Local Government. The findings showed that project management in Zaria Local Government was ineffective and inefficient due to lack of monitoring and evaluation, incompetent and unskilled personnel. Sequent to these findings the researcher hereby recommends that the local government should adopt the habit of monitoring and evaluating project during and after implementation and the local government should appoint skilled and competent personnel that will manage their project effectively and efficiently. The study argues that given the catalogue of challenges facing project management in local governments, unless some urgent and categorical steps are taken such as adherence to due process in all facets of project planning and management involving the people of the grass-roots in project imitation, formulation and execution, insistence on continuity on government projects irrespective of change of government or its personnel among other steps, government at the grass-roots will continue to struggle to make any useful impact on the people's life.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A project is temporary, unique and the product of a multifaceted and progressively elaborated process that produces a solution for a specific objective. For the endeavor to be successful, the project must be accomplished on time, within budget, and to the appropriate degree relieved to satisfy the objectives. For success to be achieved, the project manager must be skilled and operate in an environment which enables a project team to function. Excellence in project management should be viewed as the positive trend in the performance of successful projects.

“Project management is the process of the application of knowledge, skills, tools, and techniques to project activities to meet project requirement” that is, project management is an interrelated group of processes manage inputs to and produce outputs from specific activities, the progression from input to output is the nucleus of project management and requires integration and interaction for example, a feasibility report could be an input to a design phase: the output of a project management acumen, expertise, tools and techniques, including risk management, contingency development and change control.

The constitution of the Federal Republic of Nigeria (FRN, 1999 as amended 2011) defined local government as:

Government at local level exercise through representative's council, established by law to exercise specific powers within defined areas.

These powers should give the council substantial control over local affairs as well as the staff and institutional and principal powers to initiate and direct the provision of services and to determine and implement project so as to compliment this activities of the state and federal government in the areas to ensure through devolution of functions to their councils and through the active participation of the people and traditional institutions that local government initiate and response to local needs and condition are maximize.

Local government in Nigeria has comes of age, not so much because of its efficiency and effectiveness, but primarily because of its longevity and resilience of its relevance in the administration of the country. One of the dominant and unique issues in local government administration and political system is the efficient and effectiveness provision of basic amenities and local infrastructures, provisions of project are key to the very existence of local government, they are required to serve the public interest in areas of building federal roads, construction of markets, health care centres,

transportation, motor parks, construction of boreholes among others. While these functions are popularized by the constitution of the country, what seems to matter most to the people of the grassroots is to see tangible results of their taxes, contribution, labour expended and judicious use of monthly allocation from the federation account to their Local Governments. However, the enormous benefits that the grass-roots stand to derive from a sound and functional Local Government have not approximated reality.

Interest of the people in the activities of their Local Government especially with regards to projects they are handling is to provide and encourage the growth and development of civic consciousness and the desire for improvement in Local Government. The second advantage of this interest in government projects at the grass-roots level is that it helps to promote accountability in government, political accountability has become necessary in view of so many cases of poor execution of projects leading to waste of scarce resources and abandoned projects that litter different parts of the community.

Resources, where they are wisely used promote community and socio development and improve the welfare and wellbeing of the people one of the important parts of Local Government Administration is that it gives government legitimacy in the eyes of the people it governs. This can easily

translate into good governance and build confidence in Local Staff to carry out various projects and programmes which affect society and the people positively.

The process leading to the decision to carryout a project could be as important as its actual execution, often decision to carryout a project conforms more with political consideration than economic nationality. Again, it is important to investigate if such decision follow the top-bottom or bottom-up approach. In either case, the efficiency and effectiveness of project is affected. It is also important to examined the issues and how they affect project initiation, implementation, monitoring and evaluation, identification of challenges while attend these processes will lead the study to proffering or suggesting how they can be properly managed in the benefit of the people in particular and society in general.

In the history of existence of Zaria local government, there have existed unaccountable development programmes and projects with the objectives of achieving projected targets and goals, some of these projects and programmes where fairly manage while others failed as a result of multi-dimensional factors which include ineffective management, lack of supervision and absence of maintenance culture after implementation and the phenomenon of urgency attached to positive execution of projects.

In a nutshell, there was a problem of lack of portable drinking water in some communities in Zaria Local Government i.e. Dutsen Abba the only source of water that is available in this rural community are well and rivers both the wells and rivers water ceased during they season and the water is not clean as it should be in such a way that it can be use at home but the rural people of this community (Dutsen Abba) don't have other option but to use it as it is, the community experienced water borne disease such as cholera, typhoid and diarrhea, and the distance of the river give room to rape because the female are the ones that fetch water largely from the river. That was the situation before the Local Government constructed a borehole to the community.

Due to this problem, Zaria local Government local government intervened to overcome these problems by constructing a borehole in the community in other to ease their sufferings.

A borehole is a round hole that penetrates the earth surface to underground stores of water held in permeable rock known as aquifers. The water is pumped to a supply point on surface. The pumping is done either with a hand pump or motorized pump. The provision of the borehole to the community solved a lot of problems in the community like water borne disease and the rate of rape incident reduced.

1.2 Statement of the Problem

Despite the construction of boreholes by Zaria local government to this community (Dutsen Abba), there is problem of non functionality of the land pump boreholes due to poor quality of materials or equipment that was used during the implementation stage, non involvement of the community members during the project initiation and implementation in other to taught and trained them how to maintained and sustained the project, lack of monitoring and evaluation during and often constructions the borehole in the community, the local government don't care so much to monitor and evaluate project during and after implementation, poor or no technical skilled workers that measure the depth and the right position or location that the boreholes supposed to be sunk. These are the major issues that led to non functionality of the sunked boreholes in the community (Dutsen Abba).

This shows that the project was not fairly managed and was not executed according to standard.

However, Local Government Administration in Nigeria has been described as inefficient, ineffective, unproductive, and incapable in the management and accomplishment of project goals and target in the Local Government.

This emanate due to some issues and challenges that affect the system such

as corruption, influence of politics, Lack of skilled personnel, financial mismanagement, lack of technical know-how, lack of planning, ineffective monitoring and evaluation, and Top-bottom up approach etc.

1.3 Objectives of the Study

The main objectives of this study are to examine the issues and challenges facing project management in the Local Government.

To examine various steps and stages in project initiation, formulation, implementation, monitoring and evaluation.

To identify the challenges facing project management in the Local Government.

To examine the nexus between project monitoring and evaluation in the Local Government.

To suggest appropriate recommendation within the context of the identified problems.

1.4 Research Questions

What type of approach the local government used when initiating and implementing a borehole to communities?

How often does the local government monitor and evaluate a borehole construction during and after implementation?

What challenges the Local Government faced during project implementation?

1.5 Significance of the Study

This study is significant in the following ways:

The study is very important to local government because it will introduce to local government the best approach to use when initiating a project to community.

Secondly, findings of this study will let to community empowerment because community members will be involve in project initiation and implementation of their community.

Thirdly, this study will enhance the local government capability and efficient ways or methods of constructing and implementing a borehole to communities.

Finally, this study adds to frontier of knowledge, as researchers would find it useful in building upon their study.

1.6 Scope and Limitation of the Study

The coverage of this study is centered on project management in particular reference to Zaria local government in Kaduna State.

The emphasis is on drilling of borehole in specific community (Dutsen Abba) of Zaria local government. The study is limited to the period from year 2008 – 2013 because of the relevance of current data to ensure authenticity and applicability of the outcome.

1.7 Research Methodology

This includes the method of data collection, sampling techniques and method of data analysis.

1.7.1 Sources/Method of Data Collection

The sources of data collection that will be employing in this study are primary and secondary data.

Primary data are gotten from the field via the researchers' method of data collection which includes questionnaire, interview and observation. This study will adopt interview and observation.

While secondary data are gotten from document published and unpublished material which may include presented seminars and workshop, journals, magazine and records kept in the organization.

1.7.2 Population of the Area

The population of this study is the officials or the staff of the works, research planning and statistics and budget department of the local government and the community people.

The justification for the sample population is that, they constitute the inner circle of the study and therefore will have more idea on project management in the local government.

1.7.3 Sampling Techniques

The sampling technique that will adopt in this study is stratified sampling techniques. Stratified random sampling is the process of selecting respondents from state or layer of population.

The reason for stratified sampling techniques is that, it will involve the key officers and community members among others because they are in the centre of information and knowledge about the study in view.

1.8 Method of Data Analysis

This is a method of explaining the data collected by the researcher.

Frequency distributions on all measures known as straight run table will be produced to demonstrate the spread of variables or responses, descriptive statistics approach such as calculation of simple percentage and tabulation of data.

1.9 Organization of Chapter

This research consists of five chapters

Chapter one is the introduction, statement of the problem, objective of the study, research question, significance of the study, scope and limitation of the study, research hypothesis, research methodology, and organization of chapters.

Chapter two is the literature review and theoretical framework of the study. Chapter three is the preview of the historical background of the organization in study.

Chapter four is the data presentation and analysis of data.

Chapter five is the summary, recommendation and conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 The Concept of Project

The word project comes from the Latin word projection, which means something that comes before anything else happens.

A project can be defined as any series of activities and tasks that have a specific objective to be completed within certain specifications, have defined start and end dates, have funding limits (if applicable), consume resources (i.e. money, people, equipment)

A project is a temporary endeavour designed to produce a unique product, service or result with a defined beginning and end (usually time constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. (Johnson Westland)

Feature of project

Unique in nature, limited resources, element of risk, approved budget, beneficial change, define time scale.

Project success factors include: stakeholders involvement, executive management support, clear statement of requirements, proper planning,

realistic expectation, smaller project milestone, competent staff, ownership, clear vision and objectives, hardworking and focused staff.

2.1.1 Project management

Trying to manage a project without project management is like to play a football game without a game plan. Project management is the process and activity of planning, organizing, motivating and controlling resources, procedures and protocols to achieve specific goals in scientific or daily problems. Project management is the name connotes, refers to the network or managerial activities needed for translating and transforming project plans or proposals into action. As Ogun (1988) observes, it involves the subordination of group activity wherein the manager plans, organize, staff and controls human and material resources to achieve an organizational

Goal/Objectives

The primary challenge of project management is to achieve all of the project goals and objectives while honouring the re-conceived constraints. The primary constraints are scope, time, quality and budget, the secondary and more ambitious challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

Time refers to the life span of time required by the project for completing itself in terms of achievement of designed goals or aims.

Cost refers to the financial and human resources required by the project (men, money and materials) Scope refers to the nature of the project.

Quality refers to the standard to be achieved with the available resources, time and expertise.

2.1.2 Project life-cycle

Project life-cycle refers to the stages a project goes through from the beginning to the end. The stages are: Initiation, planning, execution (including monitoring and controlling), and evaluation. (Description of PMBOK ®) Guide.

Initiation

The initiation phase involves defining the purpose and scope of the project. The justification for understanding it and the solution to be implemented it also involves recruiting the project team and carrying out a “phase review” before proceeding to the next stage

i. Feasibility Study: is completed to ascertain the likelihood of the alternative solutions actually delivering the stated benefits in the business case.

This is used to identify the preferred solution, which must be approved before proceeding.

ii. The terms of reference, describe what the project intends to achieve and the boundaries within which it must achieve it. This includes the project vision, objectives, scope, deliverables, project organization and an implementation plan

iii. Once the project is defined, it is time to appoint the Project Team. The project manager is recruited to take on responsibility for the project and recruit the remaining members of the team

iv. Finally, a PHASE REVIEW is carried out to ensure that all of the required activities have been completed and to provide formal approval to proceed to the next phase of the project.

2. Planning

The planning phase involves the creation of a set of planning documents which will guide the team throughout the project

The key stages are as follows:

1. A Comprehensive Project plan is critical to the success of the project.

It identifies the work breakdown structure (WBS) of phases, activities and

tasks to be undertaken to complete the project it also identifies the sequencing , duration and dependencies of tasks and the resources and financial expenditure required to complete the project.

2. The Resource Plan should give a detailed assessment of the resources required to undertake the project. It should list the required labour, equipment and materials and quantify the amount of each resource. It should also give a resource usage schedule to give the project manager with a complete view of the total amount of resources needed at each stage.

3. The Financial Plan, describes the financial resources required during each year of the project.

6. The Quality Plan, lists the quality targets that needs to be achieved to ensure that the project deliverables meet customer requirements. Quality assurance and quality control activities are scheduled to make sure that the required level of quality is achieved throughout the project.

5) The Risk Plan identifies on foreseeable project risks and rates them in terms of their likelihood of occurrence and potential impact of the project. The risks are prioritized and actions identified it reduce the likelihood of each risk and minimize its impact on the project

6) An acceptance plan is created to ensure that customer's acceptance is sought for each deliverable produced by the project the acceptance plan provides a schedule of acceptance review.

7) The communication plan describes the information to be provided to project stakeholders to keep them informed of the progress of the project. A schedule of communication events and activities is drawn up to make sure that the right information is communicated to the right people at the right time.

8) Finally, a review is carried out to ensure that all of the required planning activities have been completed and to provide formal approval to proceed to the next phase.

3) Execution

During the execution phase the deliverables are physically built and presented to the authority for acceptance, while exchange deliverables is being constructed, a group of management processes are carried out to monitor and control activities. Once all the deliverables have been produced and accepted by the authority, the project is ready for closure.

The first and most important step is to build the deliverables specified in the terms of reference. During this activity a detailed design of each

physical constructed, tested and reviewed to determine whether they meet the quality criteria and the acceptance criteria. When all the criteria have been met the deliverables are signed off on by the authority and handed over.

4. Closure and Evaluation

The project closure phase involves releasing the final deliverables to the authority, handing over project documentation, terminating supplies contracts releasing project resources and communicating project closure to all stakeholders. The step is to undertaken an evaluation to determine the extent to which the project was successful and note any lessons learned for future projects.

The project closure report should list all the activities required to close the project to ensure that project closure is undertaken smoothly and efficiently. Once the report has been created and approved, the closure activities specified within the report are undertaken and the project is then officially closed.

2.1.3 Project Implementation

Process whereby “project inputs are converted to project outputs” may be looked at as:

- putting an action the activities of the project
- putting into practice what was proposed in the project document (i.e. transforming the project proposal into actual project)
- Management of the project or executing the project intentions

Project implementation is usually done by implementing agency (organization) that prepared the project and received funding for it. Other organizations that participate in the implementation of the project by way of collaboration (working relationship, extending technical advice or seconding their staff to the project are referred to as co-operating agencies.

Project Implementation Phase

This involves the following: project activation and project operation

- Project activation: this means making arrangement to have the project started. It involves co-ordination and allocation of resources to make project operational.
- Project operation: this is practical management of a project; here project inputs are transformed into outputs to achieve immediate objectives

Project operation and maintenance

This can be done in two ways!

To attain value and maximum returns, the local government or the community people (beneficiaries) organize for the facility to have the project property managed and maintained regularly

- An operation and maintenance manual is prepared by the contractor and handed to the beneficiaries

Approaches to project implementation

1) Top –Down Approach: includes the top down approach implementation is mainly done by agencies from outside the community with limited involvement by the community or beneficiaries.

2) Bottom up Approach Here beneficiaries or the community implement the project, outside agencies may provide the financial resources and technical assistance.

3) Collaboration Participatory Approach: both top-down and bottom up of approaches to project implementation are applied in the process.

Project Implementation Plan

Project Implementation Plan Includes The Followings:

- a) The project implementation schedule: this is concerned with:
 - i. What activities can produce expected project outputs?
 - ii. What is the sequence of these activities?
 - iii. What is the time frame for these activities?
 - iv. Who will be responsible for carrying out each activity?

The following methods may be used to answer the above questions:

- Gantt Chart
- Critical path method (CPM) or Network analysis
- Project Evaluation and review techniques (PERT)
- Simple Formats.

(1) Gantt Chart: is also referred to as the progress chart, it is chart that shows the timing of project activities using horizontal bars. It is one techniques of project scheduling, which depicts the frequency of activities and determine the period of time for implementation

b. The Role of The Implementing Agency: the specific responsibilities of the key staff during project implementation and monitoring are outlined.

c. Community Participation: the involvement of the community in planning and implementation and what is expected of them is spell out.

d. Organizational Structure and Staffing: here the following are sought out.

1) Project structure for purposes of management

2) Qualifications and Skills for the Staff

3) Job Descriptions and Specifications for the Staff

E Financial Management: this looks of funds management, accounting period, financial reports and statements and how often they will be made.

F Reporting System: this looks at who will be reporting to whom and how often: there is need to design standard reporting forms

G Sustainability: the concept of sustainability is based on belief that project should result in benefits that have lasting effect. Project should be sustained beyond the life of funding. Project should not exhibit the available resources like cash material and labour

Time Control and Remedial Action

Time taken to implement project activities is one measure of successfulness of supervision or monitoring of project implementation. Supervisors particulars attention to time control measures, time scheduling and its supervision, time extension and postponement, damages for non-completion and defect or warranty period.

Supervision of Implementation of Project Schedule

This involves a set of checks and balances to ensure that the schedule is being adhered to. To ensure that the time schedule is being adhered to the project activity, timing listing can be of great importance.

2.1.4 Project Evaluation

Project evaluation involves the systematic collection of information about the activities, characteristics and outcomes of an activity or action, in order to determine its worth or merit (dart et al 1998). It is a May or part of learning, and can provide a wealth of useful information on the outcomes of a project or action and the dynamics of those who under task the work

Through the identification of the highlights and low lights of the projects, evaluation draws conclusion which can inform future decision making and assist to define future projects and policies (Patton 1997).

There is no one way to carry out an evaluation, with strengths and weaknesses apparent in most approaches. A suitable approach should be developed in consultation with stakeholders such as the community, local government, or the funding body. It is important to ensure all relevant parties have understanding of the evaluation process and its anticipated outcomes

Regardless of the method or approach, steps involved with any evaluation should include the following:

1 Design and Plan the Evaluation

A Clarify the specific purpose or intended outcomes of the evaluation why are you doing it? Will the evaluation be in the form of a report or a series of stories?

B Determine the question you want to answer

c. Identify stakeholders, such as community, local government or funding body, and their requirements. They may provide you with important guidance, which could make the evaluation more relevant.

- d. Identify possible sources of data.
 - e. Identify potential methods, approaches and techniques
 - f. Agree on the evaluation purpose and procedures including time frames and indicators.
 - g. Prepare any materials required, such as questionnaires.
2. Gather information: this may be an ongoing requirement or stage the key points during the project.
 3. Analyze the information: this may involve preparing a report check that your conclusions respond to the outcomes which the evaluation was originally seeking.
 4. Use the conclusions: once you have evaluated the worth or merit of your project tells others about what you have learned and achieved so they too can benefit from your experience. This can empower others to undertake similar projects and make their journey easier and more enjoyable

Reasons for Project Evaluation

1. Determines Program Effectiveness
2. Shows Impact
3. Strengthens Financial Responses and Accountability
4. Promote a learning culture focused on service improvement
5. Promote replication of successful interventions
6. It focuses on outcome/ impacts
7. Provide managers with strategy and policy options.

2.2 Project as Instruments of Source Delivery/Development in the Local Government

Local Government are created to bring about meaningful development in the rural and urban areas, as agent of development local government are to use this fund made available to them by both federal and state government and their internally generated revenues to improve the quality of lives of the people within their areas of operation through the followings:

1. Initiating and attracting development projects to the local government such as provision of access roads, water and rural electricity.

2. Sustaining livelihood through the provision of credit facilities for agriculture, arts, crafts and small business.
3. Skills acquisition programmes which will reduce high rate of development and increase high income.

Local governments all over the world are established to carryout basic function either exclusively or concurrently with other levels of government. The 1999 constitution of Nigeria under the fourth schedule spell out clearly the functions of the local government which are exclusively and concurrent functions.

The local government perform the exclusive functions alone while the concurrent function are perform with other levels of government some of the exclusive functions are:

Establishment and maintenance of cemeteries, burial grounds and hours for the destitute or infirm.

Establishment, maintenance and regulation of slaughter houses, slaughter slabs, market, motor parks, and public convenience.

Construction and maintenance of roads, streets, streets lightings,, drains and other public highways, parks, gardens, open spaces, or such facilities as may be prescribed from time to time by the house of assembly of a state.

Provision and maintenance of public conveniences, sewage and refuse disposals.

All these functions mentioned above are tangible and intangible projects provided by the local governments to improve the standard of living of this local people.

However, provisions of these projects and services brought about development in the local government in the areas like:

1. In the Urban Areas conditions of living would have been very unbearable if the local government were not there to dispose off refuse from all the markets. Local government is constantly on their toes in the aspect of refuse disposal from the markets and other strategic locations in the cities through much effort needs to be exerted.
2. Opening of the rural areas through the provisions of both earth and tarred roads and this have facilitated rural transformation in Nigeria to as fair extent

3. Provision of electricity, water, market stalls, health centre's just to mention a few, in both the urban and rural areas have been positive In most local government council areas.
4. Improvement of economic social and cultural conditions of the communities, these enabling members of community to contribute meaningful to the achievement of national objectives
5. The provision of social amenities like water, roads, electricity and hospitals which are part of development can lead to the reduction of abject poverty in a country.

2.3 Role of Local Government in Project Management and Implementation

According to English dictionary's, role refers to the actions and activities assigned to or required or expected of a person or group. While project management or management of project refers to the process of ensuring that the translation of a project plan into reality is carried out according to cost, time, and expected output, and implementation is the translation of a project plan into reality.

However, local government plays the following roles in carryout a project and its implementation:

1. **Identification of Project Objectives and Goals:** the local government lists the project they intend to manage and implement; they include it on their development plan.
2. **Project Selection:** The local governments select a project base on its priority on their development plan.
3. **Planning the work according to its objectives:** the local government used “Bill of quantity” in planning. A Bill of quantity is a document that shows the cost and time of a project that an organization wants to carryout.
4. Estimating Resource Requirements
5. Allocating Resources
6. Assessing and Controlling Project Risks
7. Controlling Project Execution
8. Tracking Progress
9. Managing and resolving project issues identify
10. Managing and controlling project changes.
11. Completing project within time and budget constraints

In summary local government plan, execute, monitor, control and also close the project they carried out in order to ensure its efficiency effectiveness

2.4 Factors That Facilitate Project Management and Implementation

The factors that facilitate project management and implementation in the local government are:

1. In the first place, projects of the local government should be shielded as much as possible from politics. This will ensure that only viable and national projects are embarked upon to ensure easy completion.
2. The project bidding and tender processes for projects should be made as objective as possible so that only competent contractors are given the approval to embark on local government projects. This means that tendering of bids for projects should be made as open or transparent as possible.
3. Corruption is the major bone of local government project management leakages in fund disbursement due to corruption have robbed local government of much needed funds to execute crucial community development projects. The extent lakes against corrupt practices have to be made potent to deter public officials from taking the path of corruption. This

would require the strengthening of the audit alarm committee and the due process office.

4. Involving the local community in the planning, initiation, formulation and execution of projects is one of the ways of ensuring the success of local government projects. They should be carried along at every stage of a project, their understanding of the environment and support for a project create a moral basis for its success.

5. A equate funding of a project facilitate its successful completion in record time. Local government should vigorously pursue revenue generation in order to enjoy autonomy of actions and activities and to ensure that projects embarked on are not still-born. More often than not, local government councils predicate over 90 percent of their project on expected allocation from higher level of government.

6. Monitoring and evaluation: local government should use progress report is a reflection and monitoring tool. Progress reports should be used to track the progress project so as to check weather it meet the intended outcomes.

2.5 Factors that Inhibit Project Management and Implementation

While local government are constitutionally amended to carryout projects aim at improving the welfare and wellbeing of the people within its jurisdiction, there are several constraints facing project management and implementation at the local government. This problems or constraints are:

(1) Inadequate Finance: this is always perennial challenge government are created for cheap political goals rather viability, thus, only exist to compensate political party loyalist who could not get appointment of the federal or state levels. Many projects are abandoned in most local government due to inadequate funds. The flow of funds cannot be fully guarantee and corruption as well as failure to explore internal sources of revenue.

2. Paucity of qualified personnel is yet another major problem faced by the local government. Local government is the last attractive of the three tiers of government in Nigeria. Human capital available to local government is inadequate when compared with those of state and Federal Government. This affects local government's project and program. Initiation, execution, monitoring and evaluation as capable hands are in short supply.

The phenomenon of brain drain has not helped the death of personnel at these levels of government.

3. Political and government instability: this has given rise to policy inconsistency and atrophy. Frequent changes of government officials, commissioners and so on, leads to the death of many project because every local government official newly appointed comes in the fold with different policy thrust that may stall on going projects.

4. The use of modern management techniques has not been well embraced in most local government not a few of them still operate manually. Utilization of modern management techniques such as management by objectives (MBO), Zero budgeting system, plan performance and budgeting system and so on are necessary for efficient and effective project control.

5. Absence of community involvement in projects initiation and poor projects execution. This could pose security risk for the project itself as its safety cannot be guaranteed community participation will give the people sense of belonging in the execution of a project and help guarantee that standards are maintained.

6. lack of sound knowledge of project life cycle, a project managers understanding of project life cycle will determine how he handles a project

he is executing. Project life cycle follows nine (9)stage which include, problem, identification and project conception feasibility study of a project, formulation of policy and authorization of project, project design and approval, project construction, commissioning of project, operation of a project impact assessment and post project evaluation (Lawal and Onohaebi 2010).

7. Another problem is inappropriate timing of budget releases untimely payment of performance certificate, community and labour problems, contractors default, inaccurate assessment of project environment such as soil, topography, seasonal factors etc. as well as non involvement of beneficiaries and other stakeholders in formulating certain projects.

2.6 Citation of a Study Carried out on Project Management and Implementation

In 2007, Nwadiogbu Nnamdi.M carried out a research on project administration in Idomili North and South Local Government Areas of Anambra State, Nigeria. T he study sighted that:

The main problem the attracted the study was poor project administration/implementation in the two categories of the local government

.most urban local governments are over crowded, dirty and noisy and the rural ones lack basic facilities.

These unwanted elements are not unconnected with the careless way and manner projects are implemented in these local bureaucracies. Surely research method was adopted in eliciting information through questionnaire. The population of the study comprised junior, senior and managerial staff of the idomili North and South Local Government Areas of Anambra State. The multi-state (2 stage) sampling technique was used in selecting groups that fell into the sample. Three (3) research questions and three null hypothesis guided the study, and the statistical instrument chi-square (X) was used to analyze the data.

The findings showed that irregular and inadequate funding; political interference and lack of extrinsic motivational factors are seriously working against effective projects implementation in the local government. Sequent to these findings the researcher hereby recommends that the ell to do community people should be sensitized to help in projects implementation of their area. Zero base budgeting system to be adopted to check abandonment of projects, as well as adopting external projects implementation and monitoring.

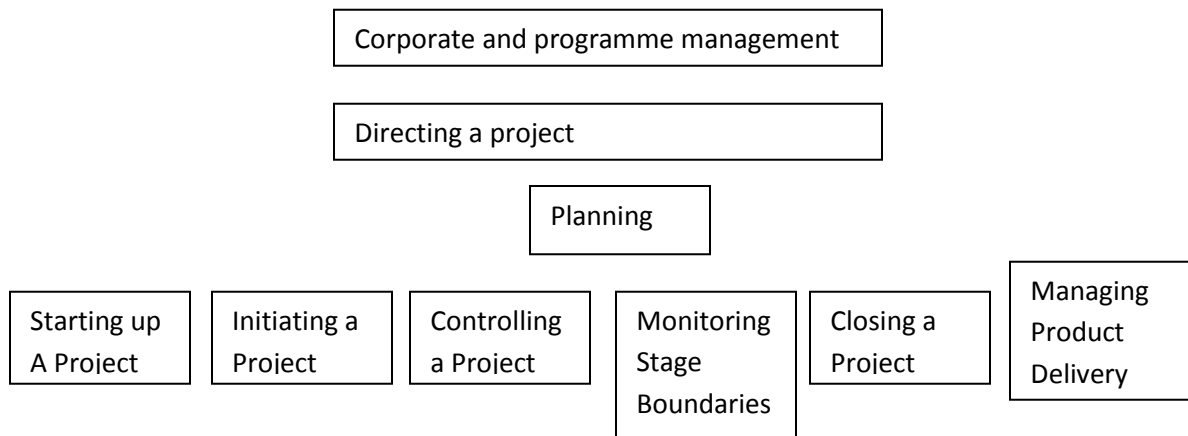
2.7 Theoretical Framework

The study will adopt prince2 theory of project management as a guide to the study.

Princes is a project management methodology standard in the United Kingdom and Europe. And is the required method for all United Kingdom government commissioned projects. Prince2 is in the public domain and offers best practice guidance on how to manage a project. The diagram below illustrates the structure of the methodology and is principally divided into the following stages:

1. Starting up the project: occurs only and creates and evaluate the business case
2. Directing the project: formal organizational structures will be required throughout the life of the project including the project board and manager. The communication between the stages and the organization will be continuous.
3. Initiating the project: This stage will identify how the project will be managed the project initiation document (PID) will form contract and terms of reference for the project as a whole.

4. Planning: plans relating to project deliverables are continuously produced throughout the lifecycle and of the activity which helps to ensure a consistent approach.
5. Controlling: creation of documents which help to manage the day to day operation and include change control and quality assurance, this will be an interactive process.
6. Monitoring: there is a need to have a feed back and take action as necessary, authorization from the project Board is required
7. Closing: the project time is finite and there will be need to be a final sign off procedure by the



(Figure 3.1-prince2 (2) overview

None of the activities identified above have a greater importance than the other but they illustrate how the project can be viewed as a single flow and that relationship can be made between the elements.

A number of issues that are addressed with the application

1. Business case and stakeholder analysis
2. Organization
3. Management of risk
4. Quality management
5. Planning
6. Control

Business Case and Stakeholder Analysis

The importance of the business care cannot be understated, as this is the stage which gives the organization the opportunity to evaluate the need for the project and determine its anticipated contribution to strategic objectives.

The business care will be used to obtain management commitment approval for investment change. The project board (strategic manager who are responsible for the creation of business and corporate strategies) not only

develop and put forward the care for the new project but okin it. It is this group who assess the desirability of the project and how it can affect business performance.

The project manager is responsible for the provision for the information to the project board to enable the to evaluate the projects in terms of its social, economic and technical and operational feasibility to enable the board to make a judgment in strategic terms, it will be necessary for the project manager to present an analysis of the contribution to financial a and non-financial objectives to ensure the achievement of political objectives therefore a business care must show.

- Business need
- Customer
- Clear assurance of realistic and realizable benefits
- Tangible and intangible cost

Planning's for the achievement of these objectives is crucial and should not be carried out in isolation therefore there must be process which carefully and systematically evaluate a business context.

1. Organization

Once the business case has been established and the ownership for the deliverables has been identified. There will need to be formal process of structuring the roles and responsibilities of all those involved in the project.

This will help to enforce the involvement and commitment of series managers, users, throughout the project.

Prince2 defines the project manager as the person given the authority and responsibility to manage the project on a day to day basis. To deliver the required products within the constraints agreed by the project board or management, where as the project board is the execution it is important therefore to state the responsibilities for the project as they can be separated into authority (control) and accountability consequences of success and failure). The board has the authority and is not held accountable for the success or failure of the project; whereas the project manager is held accountable but may not have the required authority ones project deliverables and resources.

The success of the project is inherently reliant on the ability of those involved including the Board and project managers to use their technical and business knowledge to evaluate and then control the risks the risks of project

must be evaluate in terms of the consequences of those risks occurring. For example the occurrence of uncertain events will negatively impact on the time, cost and quality of the project.

There may be some instances where the management of risks have positive impacts on the project: this is similar to the theory mint berg's incrementalism whereby strategic objectives are achieved by an emergent strategy. For example there may be a requirement for additional technical resources to minimize time ship page, perhaps all the staff are fully employed on current tasks: therefore the manager will have no choice other than to context in the service of an external expert as this person have worked on a number of similar projects.

The project manager must anticipate the expected risk i.e the risk which can be quantified before the project commence, these will be recorded on the risk register , this is formal log of all risks which help to create evidence of the organization ability to reduce or mitigate risk. It is possible that unknown risks will occur once the project has commenced, there risk must be addressed by the project manager with the application of a general contingency plan based on past experience.

2. Quality

Yardley (2003) also defines quality management as the ability to meet the project objectives and that the process supports three key elements

1. **Planning:** relating to achievement of key standards such as ISO 9000 (international standard organization quality management)
2. **Assurance:** evaluates performances on a regular basis
3. **Control:** ensuring that the project deliverables satisfy quality criteria

Planning

The emphasis of PRINCE2 is that planning takes place at all stages of the project lifecycle, as it is a literature process. These plans will require approval and commitment from the appropriate levels of the project organization. As already discovered the most common reason for project failure is the failure to commit time to plan out the various aspects of the project before it can commence, the methodology must provide a framework for preparing and maintaining plans at an appropriate stage of the life cycle. There will be a variety of documents, some for the projects as a whole and others which relate to a specific activity or even team member.

Control

If there is no plan in existence it will become impossible to control as there is no criteria against which benchmark current progress and therefore take necessary action to bring the project back on target. Therefore planning and control are intrinsically linked.

Application and Relevance of the Theory to the Study

The theory can be applied in the following ways: normally the local government first step when formulating a project is project initiation, according to Prince2 theory about the first stage is business case/stakeholder analysis. When applying it to local government the local government is expected to take a feasibility study of the environment or place that they intend to provide a project for in order to know the community or target beneficiaries needs (bottom up approach) before initiating or formulating the project.

The second stage after initiating and designing the project and also assessed the project cost and benefit to target beneficiaries the local government should give directives to the appropriate body to advertise and ahead the contract to qualified and competent contractors. Feed back mechanism must be established between the contractor and the authority (local government).

The local governments control the contractor and put him in line in case there is any deviation based on plan that is the contractors operationalised the project while the local government direct and monitor the project activities frequently.

The third stage is management of risks, this stage expect the local government to anticipate for risks and should be ready to tackle any risk on the process the project manager or contractor should inform the local government when such risks occur they require resources to overcome it.

The fourth stage is quality management, the local government must supervised the project to ensure that the contactor use qualitative materials or equipment during implementation stage of the project to ensure standard.

The fifth state is planning, this is the most important aspect of all the stages, planning must be included in all the stages, planning is a continuous aspect from the beginning to the end of the project to ensure effective and standard implementation of the project by the local government,

And the last stage is control; local government must exercise effective control in all the stages to ensure efficiency effective control in all the stage to ensure efficiency and prudent management of the available resources to be able to complete the project successfully without any shortcomings.

In conclusion, By applying aspect of prince2 it is possible to create a workable methodology which can be applied within the modern organization, prince2 attempts to standardize the process of project management with the provision of standard document such as risk log, project quality plans etc. these benchmarks give the opportunities for the development of practices for planning, staff and performance tracking.

CHAPTER THREE

3.1 Historical Background of Zaria Local Government

Unlike many other cities and towns in the north of the country which derived the names from the founder the name Kaduna was derived from the word “KADA” which in English means crocodile that is why Kaduna is normally referred to as “crocodile city” Kaduna was made capital of the former northern Nigeria during colonial rule and behind it’s history is familiar figure of Lord Lugard who was faced with the task of finding a suitable site for the administrative head quarter of the northern Nigeria when the region was taken over from the royal Niger company by her majesty government in 1990.

Kaduna city is located between latitude 10.9° and 10.15° northern of the equator and between longitude 7.5° and 7.9° east of the Greenwich meridian.

Furthermore the state is bounded in the south by Nigeria State, Kastina and Kano state to the North-East of the Greenwich Meridian

Furthermore the state is bounded in the south by Niger state to the southeast and Zamfara state to the west. The state is divided into twenty-three (23) local government areas. However our case study is zaria local government which is one of the 23 local government areas. Zaria local government can

be described as the mother of all local government in Kaduna State. Therefore, all the other local government had on one time or the other been under the administrative of Zaria.

Zaria is one of the original seven Hausa state (Hausa Bakwai) it was established to Gongoma the son of Bawo and the grand son of Bayajida. The great legendry warrior of Daura Zaria got its name from the youngest daughter of bakwai whose name was Zaria. The family Zaria during Habe rulers.

3.1.2 Population

According to the 2006 census figure Zaria local government has a total population of 277; 18 people. But the council does not agree with the figures, because according to them, a number of communities were counted during the exercise.

Geographical Location

Zaria local government is located between the longitude 90^0 and 100^0 and latitude 70^0 and 80^0 North-Easts. It is blessed with such like Galma. Kubani, kamacha Rafin Albasa and Saye. The average rainfall of Zaria is 1099.3m it has four seasons in the year.

Hot season March-April

Rainy season May-October

Harvest time October-December-February

3.1.3 Traditional

Zaria like other places has traditional council consisting of Emir District heads and village Heads. The Emir is the one who rules the entire emirate council while the district head oversee the affairs of district and the village head is heading the area of a village.

Zaria is the headquarter of the Zazzau emirate council where emir live with his cabinet and rules the entire Zazzau emirate called pada (Emir's place located at the center of the city.

3.1.4 Wards

Zaria consists of thirteen wards namely:

Zaria consists of thirteen wards namely: Kwarbai "A", Kwarbai "B", Kaura, Anguwan Juma, Auguwan Fatika, Dutsen Abba, Wuciciri, Limanchi Kona, Dambo, Tukur-Tukur, Kufena, Tudun Wada, and Gyallesu Ward.

3.1.5 Cultural Orientation

There are three major festivals observed in line with religious, social and economic aspect of the area:

Ed-el- fitr: signifying the end of Ramadan fasting period, Ed-el-kabirl is being observed a day after the Arafat, Ed-el-maulud: signifying the birth of the prophet.

Apart from these festivals, we have kallankuwa being celebrated especially in the part of rural area around Zaria.

Major Occupation

There are a lot of business opportunities in Zaria due to its strategic location such as:

Farming, Knitting, Blacksmith, Dying, Handcraft, Machine sewing, Embroidering of traditional such as, Yarmadaka, Tokare, Askabiyu, Jabba Khurfta and Kaftani.

Major ethnic groups Hausa and Fulani are the predominant ethnic groups. There are also various ethnic groups' different parts of Nigeria and other western countries who have come to settle within Zaria town.

3.1.6 The city

Zaria city is surrounded with walls constructed over 500 years ago and seven main gates (Kofa) according to observation construction of walls in essence are vital in order to avoid enemies from entering the city. These are the names of the seven main gates as follows:

Kofan Kuyambana Built 466 Years Ago Kofan Doka Gate Built 410 Years Ago, Kofan Gayan Gate Built 341 Years Ago, Kofan Galadima Gate Built 311 Years Ago, Kofan Kona Gate Built 300 Years Ago, Kofan Kibo Gate Built 250 Years Ago, Kofan Jatau Gate Built 200 Years Ago.

The city has a centre mosque which was constructed over 550 years Ago also, the city surrounded by towns such as Tudun-Wada and Sabo-Gari from the east, wuciciri and Dambo from the south, Wusasa, Dutsen-Abba from the west and Tukur-tukur from the north.

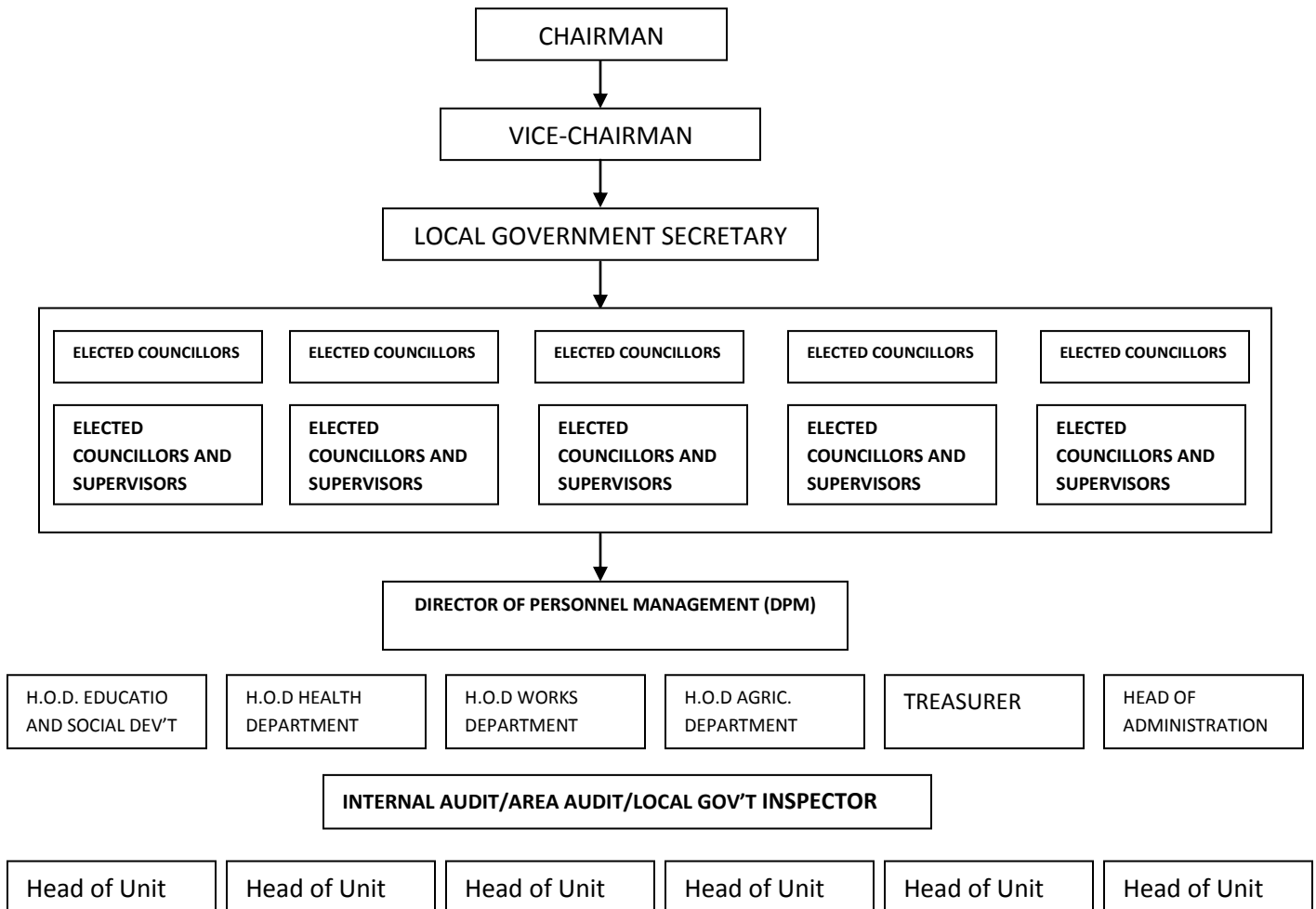
3.2 Structure of Zaria Local Government

Zaria local governments have two structures viz: political structures and administrative structures.

A political structure is that within which the elected or selected political officials operate, it is a leadership structure for political office holders. The

political structures of Zaria local government is meant for policy makers, they perform two major roles executive and legislature, the executive structure consists of the chairman of the local government, vice chairman, his supervisors or supervisory councilors, special advisers and the secretary of the councils. The legislative council comprised of elected representative of the people from the various wards or constituency in the local government. To understand these structures, their composition and their roles are as follows:

3.2.1 ZARIA LOCAL GOVERNMENT ORGANIZATIONAL CHART



Source: Protocol and Information Office Zaria Local Government 2012

3.2.2 Office of the Chairman

The Honorable Chairman is the chief accounting officer and policy formulation of the local government, the approved expenditure and direct the release of payments. He presides over all the councils. Meetings and also chairs, two or more standing committees. The chairman has the

responsibility to ensure compliance with all existing guidelines and financial regulations governing receipts and disbursement of public fund as well as the general administration of the local government.

The chairman of Zaria local government has the power to appoint the secretary of the local government which must be approved by the state governor.

3.2.3 Office of the Vice Chairman

The vice chairman is an office that was provided in the 1979 local government reforms. The vice chairman is assistance to the chairman, the constitution does not specify the function of the vice chairman but however, the chairman is required to delegate some of his power, roles and functions to his deputy.

3.2.4 Roles and Function of the Secretary

The secretary of Zaria local government offers leadership to the entire staff of the council with the support of the heads of respective council department his tenure terminate together with the chairman and deputy chairman.

The secretary of Zaria local government services the meeting of the finance and general purpose committee and keeps the records there of He co-

ordinates the activities of the department in the local government, He drawn up proposal to the chairman as chief translator of the chairman opinion on activities

He also liaises with the secretary to the state government and other state functionaries and organs on behalf of the local government.

3.2.5 Role and Function of Director Personnel Management

The director of personnel management is the senior manager in the personnel management department that concerned with staff matters in the local government. And also has the power of promoting staff members in the local government. The criteria for promoting are merit and seniority. Under the merit system promoting is based on annual performance that is evaluation report of the officers concern, promoting based on seniority, is determined by the years of service of an officer in the local government.

The director of personnel is responsible for the administration of the local government with regard to general protocol and office functionaries.

3.2.6 Administrative Structures

As pointed out earlier the building block of the administrative structure of the local government is the department in the Nigeria local government

system the tradition has in modern times (since 1976) favours the establishment of six department (even the reforms of 1988 recommended between 4-6 departments for each local government). The existing departments in the present local government system are as follows:

Personnel management department, education and social development department, Treasury department, works department, Agricultural and natural resource DTP, Primary healthcare department.

3.2.7 Personnel Management Department

Personnel management also engages in ramming of staff. The work of modern local government is made and complex, therefore, for efficient management of local government affairs emphasis must be placed on training of staff. Discipline is another function of personnel management department offences for which an officer could be discipline include financial embezzlement absence from work or duty without leave, engaging in political activities, acceptance of bribes, disclosure of official information in efficiency.

3.2.8 Education and Social Development Department

Education has been used in recent times by government as strategy of rural development. The general consensus is that manpower for development must be available in the right quantity and quality.

The department is responsible for adult education information, social welfare, community development and cultural promoting within its area of authority. And also responsible for handling primary school education by virtues of the provision of the administration of primary education in local government through the establishment of local government authority (L.E.A) committees.

3.2.9 Treasury Department

This is the department that engages in levying and collection of taxes collection of fees and charges preparation for development plans and budgets, the treasury of the local government under this department likewise these stores of the local government.

3.2.10 Works Department

This department is very important in Zaria local government because its role is to carry physical project, works department undertake the whole bulk of

works of the local government. The works department performs construction and maintenance of public buildings, construction of stadiums, recreational centers, clinic, market, stores, and motor parks. Small scale industries, street light and signboard.

Works department also undertakes rural electrification programmes, vehicles and equipment maintenance, transport service, planning of prop rousing and the work of town planning at the local government level is done by the work department.

3.2.11 Primary Health Care Department

The manpower needed or generating health must be healthy and these who would enjoy such health would enjoy it best when they are healthy.

The health department in Zaria local government constitute of two units.

Curative Unit and Preventive Unit

In addition primary health care department has responsibility of routine inspection of houses, abatement notice refuse disposal market sanitation abattoir inspection, immunization programme and enforcing national environmental health services.

3.2.12 Agriculture and Natural Resources Department

Agriculture extension work veterinary forestry and home economic development programmes for the area council are executed in the department. The head of agriculture and natural resources department is responsible for day-to-day activities of the department. He managed, approved funds for programmes and controls the staff to maximize productivity. Also he co-ordinate and facilitates federal and state programmes govern on agriculture as directed by the honorable chairman in council. The department comprises of agriculture extension veterinary forestry and home economic divisions the four professional division units are headed by qualified staff for effective analysis and implementation of the programmes of their respective units

3.3 Role of the Local Government Structure in Planning and Implementation of Project

In Zaria local government the structure that is directly involved in planning and execution of projects and development service is the administrative structure of the local government council. The permanent officers translate policy into execution action and performed the administrative, professional,

management and technical functions in the day. Today conduct of services requiring expert knowledge and specialized abilities.

Function and Roles of the Administrative Structures:

Drafting of policy proposal for the executive and local government council

Ensure implementation of policy and enforcement of bye-law Management

of staff records Management of financial, material and human resources

Generation and custody of the local government revenue, Research, planning and budgeting Public relation etc.

3.4 How Project are Planned and Implemented in the Local Government

Earlier in this study, we were informed that a project comprises five stages namely: conceptualization, preparation, appraisal, implementation and project evaluation. The processes involved in conceptualization and management of project in Zaria local government and discussed below:

1. Project Conceptualization

This starts with formulation of ideas about the project and needs assessment of the communities within Zaria local government. Siegal et'al (2000) observed that project conceptualization should focus on scientific assessment of the communities needs for specific services. Without adequate needs assessment, human service need could not be properly identified in the local government. It is after needs assessment that the felt needs and the real needs of the people could be identified.

The felt needs are those services/ projects the communities feel that they want. They, the “want” of the communities whereas the real needs are the actual needs or those projects and services that the communities actually require as a matter of necessity. Sometimes such communities require guidance in order to realize their rural needs.

The process of community needs identification involves two district steps

- a. The application of a measuring tool or assortment of tools to a defined social area as a yardstick for measurement

b. The Application of judgment to assess the significance of the information gathered in order to determine priorities for the planning and service development

The local government council prioritized those needs making use of a checklist of the felt and real needs of the communities in the local government. It is from this list, that the real needs of the communities will be identified, based on the situation analysis. The next is to legitimize the project identified and make it the citizen's project. At this stage the funding level will be determined to ascertain whether the local government alone will fund the project or they will require counterpart funding. The level of citizen's participation will also be determined how some tentative assumptions that will guide the project will feature here as well.

2. Preparation Stage

This is where concepts and methodology to be adopted are elaborated and documented. For examples, the background of the project, the objectives are stated in specific terms after an indebt feasibility study. The major parts are stated and there is always the need to expand the knowledge base of the project and the communities in order to maintain in a sound database: which will guide decision makers. Often times, the causes of risks are found in the

data base and its interpretation. There are three types of data identified by Patel (2000)

Data	Situation
Known-known	Absolute certainty
Known-known	Uncertainty
Unknown-unknown	Absolute uncertainty

Known-Known: this implies that when a manager/decision maker is aware about the need for information and that information is available and reliable, it gives absolute confidence to the administration or decision makers while.

Known-Known: Category means that the manager/decision make is aware of the need for some information but that information is not available or if available may not give a very high degree of confidence whereas.

3. **Unknown-Unknown:** Category implies that the manager/decision maker is neither aware of the need for information nor is that information available unexpected natural disasters belong to this category. With adequate planning, it becomes easy to manage a project successfully.

4. The Appraisal Stage

This stage concentrates mainly on testing the assumption of the study with respect to funding, human and material resources, prevailing conditions of living and skills required to solve the problems. Once these issues have been addressed at the preparation or planning stage, the project will proceed to the implementation.

5. The Implementation Stage: having tested and verified the assumptions of the study and the funding approved. The project proceeds to the execution level where all the assumptions of the appraisal stage are translated into reality. It is the period when the various components of the projects are integrated into a whole in order to actualize the project

6. Evaluation Stage

Evaluation implies the assessment of the project impact; it is a re-examination of the assumption of the project as well as the causal relationship targeted. The assessor will look at the impact of the project on the local government as well as impact on the beneficiaries (community members). The assessors critically assess the quality of the over-all project. Evaluation takes place at different stages during implementation is carried out to assess the impact of the project on the users.

CHAPTER FOUR:

DATA PRESENTATION ANALYSIS AND FINDINGS

This chapter deals with the analytical presentation of data collected in the process of carrying out this research study in an attempt to assess the management of borehole construction project between 2008-2013 in Zaria Local Government of Kaduna State.

The interview contained both open-ended and close-ended questions, the responses to some of the questions will be presented through the use of percentage and frequency method of statistics, the other responses will be presented as a statements which will be use to qualitatively deduce findings. A total numbers of forty seven (47) people were interviewed in various strata which forty (40) people were able to response to the questions which constitute 80% of the sample size.

4.1 Data Presentation and Analysis

Age distribution of Respondents

Option	Frequency	Percentage
18-30 year	12	30%
30year-above	28	70%
Total	40	100%

Source: Field Survey, 2014

From the table above, we can deduce that the respondents that fall between the age of 18 years to 30 years constitute (30%) of the respondents and those from 30 year and above constitute (70%) of the respondents. This means those that were 30 years above constitute the majority.

Sex distribution of respondents

Option	Frequency	Percentage
Male	32	80%
Female	8	20%
Total	40	100%

Source: Field Survey, 2014

The result of the above table shows that 80% of the respondents were male while 20% were Female, this shows that there more men than women in the number of respondents to the topic under discussions.

Stakeholder of the borehole construction project carried out in the Local Government between 2008-2013.

Option	Frequency	Percentage
Government Official	14	35%
Beneficiaries	26	65%
Total	40	100%

Source: Field Survey, 2014

This table shows that 35% of the respondents were Government Officials who were directly involved in the borehole construction between 2008 – 2013, in the Local Government the remaining 65% are Community Members who were considered to benefit either directly or indirectly from the project.

Question (1); what type of approach the Local Government used when initiating and implementing this borehole to the community?.

The following statement was deduced from the answers of the respondents;

The Local Government used bottom-up approach to find the needs of the Community people, the needs are prioritized according to its important to the Community. The Local Government initiated, planned and implemented the project based on Community top priority needs.

Question (2); How often does the Local Government monitor and evaluate this project?

The respondents implies that the Local Government does not oftenly monitor and evaluated the borehole project during and after the completion of the project, that the Local Government only monitor the project after its completion and they don't care to assessed the outcome of the project. This resulted to ineffectiveness and inefficient in the management of the borehole project.

Question (3); what were the challenges faced during the implementation of the borehole project?

From the cumulative responses received, the constraints were:

1. Lack of suitable site that the borehole can be constructed within the Community; most of the suitable places that the borehole can be constructed were occupied by buildings and plants.

2. Lack of support by some few members of the Community, the community members that does not support the community project are the owner of the suitable site where the borehole can be constructed, this factor delayed the borehole implementation to take place.

3. Scarcity of water, there was scarcity of water in the Local Area around the construction site; this affected the construction of the borehole by hindering the construction process.

This constraint was overcome by travelling from the site to fetch water from the river for the construction.

Question (7); what role the Community member played during the implementation of the borehole;

According to the respondents, the community members only contributed cheap labour for which they were paid wages. This implies that community provide their services at a cheaper rate, it will affect the cost of the construction, the estimated cost of implementing the project will be more than the actual cost of implementation because the cost of labour will be cheaper than the estimated cost.

The following additional information was obtained by the means of question asked only to the Government officials in charge of the borehole construction project from 2008 – 2013 in Zaria Local Government.

The cost of implementing the project was N1,231,078.95.

The project implementation covered a timeframe of 4 months, started on 5th march and ended on 30th June, 2008.

The objective of embarking on the borehole project was to provide the Community safe clean water, to stop the incidents of rape due to distance of the river they fetch water, to combat water born diseases.

4.2 Discussion of Findings

This research was intended to assess the management of borehole construction projects in Zaria Local Government from a reviewed of related interactive and research analysis the following shows the major findings of the work below:

The study revealed that the management of borehole construction in Zaria Local government was ineffective and inefficient due to the fact that the Local Government don't bother to monitor and evaluate the construction of the project often, so as to ensure standard and compare the project

implementation with project plan and to assessed and correct any deviation when necessary.

The study also revealed that the Local Government used the best approach in finding out community needs before embarking and implementing any a project to the community that is, the Local Government provide project based on the community felt needs.

The researcher observed that, the borehole is functioning effectively but the beneficiaries complained that the borehole stopped working almost three (3) times and they informed the Local Government but the Local Government have not done anything about it, they fixed the borehole with their own funds whenever it stop working. This problem aroused due to poor implementation, poor quality of materials and lack of technical know-how during the borehole construction.

The study revealed that Zaria Local Government cares a lot for their communities, the project undertaken by the Local Government was conducted to improve the lives of the people in the community, the community were also involved in the construction process by providing labour, this resulted in the creation of past time jobs for some of the dwellers in the community.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This study covers project management in Zaria Local Government of Kaduna State.

In this research work, effort was made through the use of both qualitative and quantitative data to assess the project management of borehole construction project. The research showed that it is essential for the project management in Government to be efficient in considering the resources available to them, to ensure efficient and effective service delivery of the grassroots level. To achieve these meaningful goals of this research study, this work hereby divided into five chapters with an elaborative review of the subject under study.

This chapter one included the statement of the problem, objectives of the study, research questions, and significance of the study, scope and limitation of the study, research methodology, and sources/method of data collection, population of the study, sampling techniques, method of data analysis and organization of the chapters.

Chapter two is devoted to the review of existing literature on project management, the concept of project, project implementation, project evaluation, project as an instruments of service delivery, the role of Local Government in project management and implementation and factors that facilitate and inhibits project management and implementation, citation of the study carried out on project management, theoretical framework.

Chapter three is also devoted to the historical background of Zaria Local Government, the structure directly involved in planning and implementation of projects, how project are planned and implemented in the Local Government, report on project management and implementation generated by the Local Government.

Chapter four consists of data presentation, analysis and findings of the study. The statistical tools used were tables and percentage, the findings were deduced from the data collected and analyzed. Both qualitative and quantitative methods of analyses were applied in the research.

Chapter five contains the summary, conclusion and recommendation of the entire work.

5.2 Conclusion

The purpose of the project management is to foresee or predict as many of the dangers and problems as possible to plan, organize and control activities so that the project can be completed successfully in spite of the risks.

The assessment of the projects management as it is related to borehole construction projects in Zaria Local Government is ineffective and inefficient. This discovery may also means that their project management in other aspects of project are also not handled and managed efficiently and effectively.

It is worthy to conclude that the Local Government lack competent well trained and skilled personnel that efficient project to the grassroots.

5.3 Recommendation

The following recommendations are drawn from the research findings and discussion.

1. The Local Government should adopt the same approach when initiating and implementing any project to the Community, this will enable the Local Government to provide services that will benefit the community people because the project will be provided according to their felt needs also, such project will be maintain and sustain by the community people because it is granted or done according to their wishes.

2. The Local Government should adopt the habit of monitoring and evaluating a project oftenly after each activity was carried out, the monitoring and evaluation should be done during and after the project so that the Local Government can have the chance to compare project plan and the project on ground and to correct any deviation from plan and standard.

3. The Local Government should appoint skilled and competent personnel or trained and developed their workers in other to managed their scarce resources efficiently and effectively in other to provide effective project to the community, and also the skilled in giving out contract to competent and

qualified contractors without selfish interest or religions and ethnic biases so as to implement standard project that will last long.

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