Critical Factors Hindering Successful Implementation of World Bank-Assisted Local Empowerment and Environmental Management Projects in Imo State, Nigeria

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Abstract

The low level of success recorded in the implementation of local empowerment and environmental management projects (LEEMP) undertaking by the World Bank group in Imo state, Nigeria, this study set. The aim is to establish the factors that contributed favorably or unfavorably to the level of success achieved by LEEMP in the state. The contributory factors to the low performance were identified. Based on this, five-point Likert's scale questionnaire was designed and distributed to 167 respondents for assessment on the level of effect of the contributory factors to cost and time overrun witnessed. The discriminant analysis of the collected data isolated intercommunity collaboration and community support as factors that discriminate negatively while other discriminating factors were positively significant towards LEEMP project success. The hypotheses testing identified political interference as the most critical factor that hinders the successful World Bank-assisted project implementation in Imo state. Also negligence of research recommendations, political interference and lack of intercommunity collaboration significantly contributed to cost and time variations. In view of these findings, the study recommends adequate community participation and improved capacity building of the World Bank local operatives in order to control cost and time, elimination of corruption and political interferences and other forms of indiscipline.

1.0 Introduction

Project success depends on good planning and implementation. The planning and implementation process could make the project succeed, fail or even be abandoned midstream. Government at all levels exist mainly to provide the necessary conditions that would aid the positive growth of the social welfare functions of the populace. This positive growth is achieved through the use of development projects.

The existence of poor planning and implementation culture is an anti-thesis to development. This is because the development of any nation is predicted on successful planning and implementation of development projects. For the projects to be fully planned and implemented/executed, they must be adequately budgeted for and properly funded. Funding is normally carried out through the allocation for scarce resources between competing alternatives.

Failed projects throw a nation backward through different ways and these includes:

(i) The financial loss of the failed projects,

(ii) The loss of the alternative projects,
(iii) The mortgaging of future development of the nation through the servicing of the debts used in funding the project from sources other than internally generated funds (Okorafor, 1997).

Recent discussions among the developing nations seem to revolve around the attainment of the development through grass root development strategy. Since various efforts have been made by governments and international organizations to develop the rural areas in order to achieve these objectives. The need to analyze the critical factors inhibiting the performance of World Bank assisted Local Empowerment and Environmental Management Projects (LEEMP) in a bid to enhance the developmental efforts of the World Bank group in Nigeria necessitated this study. The aim is to determine the level of contributions made by some towards the level of project performance of the World Bank assisted development projects in Imo state, Nigeria.

Akpan, Echeme and Ubani (2017) posited that the state of poor development project delivery of less developed countries (LCDs) in recent times and the extent to which this has created problems of underdevelopment in these economies have been of general concern.

To achieve the needed development, the World Bank has been collaborating with the Federal Government of Nigeria in the development of the country through the implementation of development programmes. The World Bank has planned to achieve all these by establishing development agencies across many countries among which is the LEEMPs, a programme to tackle various problems of development in Nigeria and other developing countries. The main goal of this World Bank agency is to strengthen the rural communities through the provision of infrastructure to improve the social and economic wellbeing of the people (LEEMP, 2007). In order to realize this goal, the World Bank adopted the Community Driven Development (CDD) approach in the planning and implementation of its development projects. With this, the benefitting communities champion their developmental agenda by identifying and prioritizing their needs, deciding and preparing of micro – projects required to address the identified needs, co – financing the micro – projects, continue to operate and maintain the micro – project, thereby ensuring sustainability, and learn to do things for themselves and in so doing their capacities are built, ownership of the micro- projects is guaranteed by active participation of beneficiaries in all phase of the micro – project cycle. The funding pattern used comprise of 90% World Bank (LEEMP) contribution and 10% community contribution of the total project cost. But the low rate of community contribution has been and is still affecting the success rate of most World Bank projects, especially in the rural areas developing countries (LEEMP, 2007).

There is no doubt that, consistent project failures and subsequent abandonment are indications of drift towards failure to achieve the needed national development. However, the problem of poor project implementation have been heavily blamed on corruption and indiscipline. The question is; are these twin problems the only militating factors? The contention from various quarters is that instability in government policies, and insincerity of government and even the governed, most times lead to conflicts (Echeme & Nwachukwu, 2010).

International development agencies like World Bank have been investing in various development driven projects in the country for many years now, yet Nigeria is still at the developing stage. Despite all these investments, the developmental aim seems to be defeated owing to the fact that the rural poor citizens are yet to benefit from the impact of these development projects. It is believed that most of these projects ended up either being failures or

abandoned. Many factors have in the past been identified by various scholars (Ejiofor, 2007, Onyeulo, 2003) as critical to the successful implementation of World Bank development projects based on the "ten-factor model" developed by Slevin and Pinto in 1987 and Schwelbe in 2008. Their studies considered the success factors based on all kinds of projects probably in the developed nation (USA and United Kingdom) with no consideration for success factors in the rural areas of developing nations like Nigeria. That is why the problem of low level of implementation of World Bank projects in Imo State and other states in Nigeria still persists.

But this study identified the success factors based on what happens to projects that are being implemented in the rural areas of a developing nation (Nigeria). It analyzed these critical factors that are inherent in the implementation of development projects in the rural areas where the level of poverty, literacy and developmental psyche is low.

Building on the past related works, this study seeks to provide new insights into factors that affect World Bank development projects in rural areas by developing a model to serve as a *performance indicator* for future planning and implementation of development projects in Nigeria and other developing nations of the world.

The study by Akpan ,*et al* (2017) show that Only four (4) projects out of the fourteen (14) selected projects met the cost consideration. All the selected projects were delayed resulting in time overrun. The implication is that most of these World Bank assisted Projects failed to meet the cost and time considerations. The study estimated that on average the cost overrun is 6.85% and the time overrun as 13.11% respectively. The implication is that World Bank assisted projects show some elements of "fatigue" in that they are experiencing cost and time overrun as analyzed using Earned Value Analysis (EVA) model. The study also discovered that at the end of the LEEMP programme, a lot of projects which they embarked upon were abandoned at various levels [that is; out of the total 227 micro-projects, only 58 were labeled "completed" while 169 were "abandoned" representing 74.4% of the total projects. Meanwhile, a good number of these uncompleted projects have already incurred very high cost and time overrun, implying that the amount of funds disbursed and time spent are higher than the various levels of completion stages and that of Amaiyi Road/erosion control in Itu Autonomous Community (S/N. 38 of Table 2), the total cost disbursed is more than the planned cost even at 80% level of completion. It is also noticed that all the projects experienced time overrun at the different levels of completion.

The study by Akpan *et al* (2017) discovered that the total variations for completed projects is -44.37 while only -6.34 is the average level of variations in the completed projects of World Bank-assisted LEEMP projects during the period under review. This supports the claim which revealed that the level of success for World Bank development projects in Nigeria is generally "low". The implication is a high level of failed or abandoned projects at the end of LEEMP programme in 2008.

Further study through literature review and project performance report into the causal factors of low performance of LEEMP World Bank-assisted projects reveal that non application of Research recommendations, political interference, personality conflict, project management techniques, poor documentation and record keeping, intercommunity collaboration, local government, community support contributed in one way or the other to frustrate the effort of the

World Bank in the realization of their developmental objectives in Nigeria and Imo state in particular (LEEMP Project Status Report, 2007).

Hence, the objective of this study is to examine the critical factors for the implementation of World Bank development projects in Nigeria so as to establish the factors that contributed to project success and failure for analyzing and predicting World Bank project success indices.

To achieve this objective, the following hypothesis was formulated:

> **H_{01}:** The discriminant factors do not significantly predict the success level of World Bank-assisted development projects in Imo state, Nigeria.

Project Critical Success Factors

Many studies have been conducted over the years to determine which project management success factors influences success. Fortune and White (2006) stated that there is a clear lack of consensus between researchers and authors regarding what factors affect project success. Critical success factors concept was developed by Daniel in 1961 about the how to manage information systems crises, and was further developed by Rockart in 1979 on his work by identifying the use of critical success factors to create competitive advantage (Barbara, 2010). Remus (1997) noted that the strength of critical success factors is through their identification and confirmation through working with senior management teams and other teams close to the work on how to involve and concentrate on key features for success.

Zwikael and Globerson (2006) describe critical success factors as the main reasons responsible for project failure or success. They identified that project failure is still very high because critical success factors are rarely specific enough for project managers to act on. Erling, Andersen, Svein, & Money, (1996) defined critical success factors as "those features which have been identified as necessary to be achieved in order to create excellent results: if the critical success factors are not present or taken into consideration, one can largely expect that problems will be experienced which act as barriers to overall successful outcome".

A properly designed project should be able to achieve its objective at a given location within budget and specified period of time. Projects are appropriate ways of organizing and executing highly innovative and risky ventures to those areas with high priority in development policy. As the United Nations (UN) pointed out ''the kernel of the project concept lies in its application other than routine activities of an organization or government agency, for purposes of special emphasis and action'' (UN,2009). Thus the aims of development project include; concentrating resources and attention on activities that will produce change to stimulate economic growth, introduce the effectiveness of service delivery or extend service facilities, infrastructure, and productive activities to new groups of beneficiaries or geographic areas. Therefore, projects are temporary activities intended to generate permanent and replicable, economic, social or physical change (Hawkins, 2000).

The process of project implementation involving the successful development and introduction of projects in the organization presents an on-going challenge for managers. The project implementation process is complex, usually requiring stimulators attention to a wide variety of human, budgetary and the technical variables.

Often the typical project manager has responsibility for successful project outcome without sufficient power, budget or people to handle all of the elements essential for project success. In addition, projects are often initiated in the context of a turbulent unpredictable and dynamic environment. Consequently, the World Bank and their project managers would be well served by more information about those specific factors critical to project success in the rural areas. They include; Application of Research Recommendations (ARR), Political Interference (PI), Personality Conflict (PC), Application of Project Management Techniques (PMT), Documentation and record keeping (DRK), Inter-community Collaboration (ICC), Local government support (LGS).

2.0 Materials and Methods

The method of research design adopted is the survey technique which is observational and explanatory. The observational method is aimed at obtaining a better understanding of the critical factors that inhibit the successful implementation of the World Bank development projects in Nigeria through the evaluation of their past performances in the face of these critical factors. The objective therefore, is to make better suggestions on the best way to improve future performances based on the analysis. To this end, questionnaires were designed using 5-point Likert's scale to determine the effects of these critical factors on the performance of World Bank-assisted projects in Nigeria. The Likert summated scale involves a list of statements, related to the nature of the factors and which respondents are required to indicate the degree of agreement or disagreement with each of the statement. A numerical score is assigned to each degree of agreement or disagreement. The scores from all the statements are added up to obtain the total score of each respondent.

On the other hand the exploratory design was adopted to see the extent to which the Multiple Discriminant Analysis (MDA) tool which has found wide application in the field of sciences and management can be applied in the World Bank development project. This becomes more important since we know that project implementation problems such as the one under study always have a lot of factors that interplay in the system, having positive or negative effects on social infrastructural development. They may be from the domestic environment or foreign environment; they may be in quantitative or qualitative form. However which ever form such a factor takes, it affects the society positively or negatively.

The study sampled two hundred (200) participants of LEEMP in Imo state, Nigeria based on judgmental sampling, since they have direct knowledge and experience of the activities of World Bank-assisted LEEMP development projects in the state. These participants include; the World Bank Project Support staff, Contractors, Consultants, Town Union Executives of the benefitting communities and Beneficiaries of the World Bank development projects in Imo State as shown in Table 1 below;

Table 1 Statistics of Questionnaire Distributed and Returned.

Study Area	Respondents Group	Total Number Distributed	Number Returned
Imo State in the South eastern geo	World Bank project support staff (i.e. the state and local government support staff) in Imo State.	43	34

political zone of Nigeria.	Town Union Executives from some selected benefiting communities in these states	37	31
	World Bank Project beneficiaries or End Users	77	69
	World Bank Contractors	28	21
	World Bank Consultants	15	12
	Total	**200**	**167**

Two hundred sets of questionnaires were distributed to the respondents, one hundred and sixty seven (167) were returned representing 83.5% of the total population. Therefore, one hundred and sixty seven (167) of the respondents form the basis of our presentation and analysis.

To combine the respondents' data with the LEEMP project performance data, the 167 questionnaire were tied with the 52 selected LEEMP projects based on the analysis of their performance data by Akpan, Echeme and Ubani (2017) for further analyses using multiple discriminant analysis model. Hence, the questionnaire were administered to only those that were involved in the 52 selected LEEMP projects.

3.0 Results and Discussion

The data collected are analyzed as shown below:

Performance Measurement Using Discriminant Analysis for World Bank-Assisted LEEMP Projects.

This analysis is the type that believes that project implementation only has two outcomes, either that it is successful or unsuccessful. Hence the study adopted a score of **1** for the successful projects and **-1** for the unsuccessful projects in the course of the analysis (**successful project = 1 and unsuccessful project = -1**).

Testing for the Within Groups Correlation

This was done to establish the independence of the explanatory variables in carrying out the test. So the nearer the values are to one (1.000), the more the problem of multicollinearity exists within the predicting variables and vice versa.

Table 2 Pooled Within–Group Matrices

		RR	PI	PC	PMT	DRK	ICC	LGS	CS
Correlation	RR	1.000	.033	.062	-.167	.138	.253	-.081	-.030
	PI	.033	1.000	.026	-.032	.007	-.038	-.146	-.033
	PC	.062	.026	1.000	-.067	.052	.042	-.173	.211
	PMT	-.167	-.032	-.067	1.000	.223	-.028	-.128	.063
	DRK	.138	.007	.052	.223	1.000	.268	-.001	.064

ICC	.253	-.038	.042	-.028	.268	1.000	.477	.133
LGS	-.081	-.146	-.173	-.128	-.001	.477	1.000	.320
CS	-.030	-.033	.211	.063	.064	.133	.320	1.000

The pooled within groups matrices for correlation are given in Table 2 indicating the extent to which the identified discriminating variables correlates among themselves. The highest correlation is between ICC (Intercommunity collaboration) and LGS (Local Government Support) which is 0.477, while the lowest correlation is between DRK (Documentation and Record Keeping) and LGS (Local Government Support), which is -0.001. This implies that all the discriminating factors are independent of themselves.

Possible Implications of Group Correlation

i. Since the highest correlation coefficient is 0.477, which is away from 1.000, it means that none of the factors exhibited multicollinearity problem. This implies that each of them justified their inclusion as independent factors for analysis.
ii. The highest positive correlation between ICC and LGS imply that local government support is critically important in the move towards high level of intercommunity support.
iii. The lowest negative correlation between DRK (Documentation and Record Keeping) and LGS (Local Government Support), indicate that local government support may have been low and discouraged proper documentation and record keeping especially at the rural level.

Testing the Significance of Group Means

Equality of group means tests whether the group means is statistically significant or not.

Table 3 Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
RR	.998	.116	1	50	.734
PI	.927	3.911	1	50	.050
PC	.975	1.280	1	50	.263
PMT	.991	.477	1	50	.493
DRK	.955	2.371	1	50	.130
ICC	1.000	.001	1	50	.974
LGS	.995	.248	1	50	.621
CS	.996	.178	1	50	.675

The result from the Table 3 indicated that only political interference (PI) is significant at 0.05 level of significance between the two group means (successful and unsuccessful World Bank-assisted LEEMP development projects). This implies that of all the variables used in describing successful and unsuccessful development projects, political interference is the factor that distinguishes between the two categories of project status. This is confirmed by Table 3 above. This explains why organizations like World Bank whose projects are targeted at alleviating poverty have not been able to achieve their goal in Nigeria and Imo State in particular due to

"elite capture". This is a situation where the politicians and other influential individuals hijack these development projects meant to alleviate poverty especially in the rural areas. Echeme et al (2010) confirmed this finding in their study.

Table 4 Casewise Analysis of World Bank-assisted Development Projects using All the Discriminating Factors

Case Number		Highest Group					Second Highest Group			Discriminant scores
	Actual Group	Predicting Group	P	df	P(G=g | D=d)	Squared Mahalanobis Distance to Centroid	Group	P(G=g | D=d)	Squared Mahalanobis Distance to Centroid	Function 1
1	1	-1**	.303	1	.615	1.060	1	.385	.001	-.763
2	1	-1**	.883	1	.793	.022	1	.207	.712	.119
3	1	-1**	.652	1	.874	.204	1	.126	2.080	.718
4	1	-1**	.152	1	.517	2.055	1	.483	.196	-1.167
5	1	1	.139	1	.723	2.188	-1	.277	6.103	-2.204
6	1	-1**	.316	1	.622	1.004	1	.378	.000	-.735
7	1	-1**	.660	1	.873	.194	1	.127	2.048	.707
8	1	-1**	.218	1	.567	1.517	1	.433	.058	-.965
9	1	1	.596	1	.505	.281	-1	.495	2.315	-1.255
10	1	-1**	.395	1	.656	.725	1	.344	.020	-.585
11	1	-1**	.351	1	.638	.871	1	.362	.003	-.666
12	1	-1**	.472	1	.685	.518	1	.315	.074	-.453
13	1	-1**	.546	1	.709	.365	1	.291	.150	-.337
14	1	1	.067	1	.787	3.353	-1	.213	7.965	-2.555
15	-1	-1	.424	1	.668	.640	1	.332	.037	-.533
16	-1	-1	.771	1	.855	.085	1	.145	1.644	.558
17	-1	-1	.595	1	.724	.282	1	.276	.212	-.264
18	-1	-1	.766	1	.856	.089	1	.144	1.662	.565
19	-1	-1	.848	1	.786	.037	1	.214	.638	.075
20	-1	1**	.336	1	.610	.927	-1	.390	3.817	-1.687
21	-1	-1	.786	1	.772	.074	1	.228	.518	-.004
22	-1	-1	.074	1	.963	3.192	1	.037	7.716	2.053
23	-1	-1	.329	1	.628	.953	1	.372	.000	-.709
24	-1	-1	.205	1	.940	1.604	1	.060	5.097	1.533
25	-1	-1	.847	1	.786	.037	1	.214	.637	.074
26	-1	-1	.006	1	.986	7.659	1	.014	14.127	3.034
27	-1	-1	.553	1	.889	.352	1	.111	2.509	.860
28	-1	-1	.408	1	.661	.684	1	.339	.027	-.560
29	-1	-1	.202	1	.940	1.626	1	.060	5.136	1.542
30	-1	-1	.598	1	.882	.278	1	.118	2.305	.794
31	-1	-1	.663	1	.742	.190	1	.258	.308	-.169
32	-1	-1	.474	1	.900	.512	1	.100	2.913	.982
33	-1	-1	.725	1	.863	.124	1	.137	1.805	.619
34	-1	-1	.839	1	.844	.041	1	.156	1.426	.470
35	-1	-1	.988	1	.818	.000	1	.182	1.013	.282
36	-1	-1	.969	1	.822	.002	1	.178	1.061	.306
37	-1	-1	.202	1	.556	1.631	1	.444	.082	-1.010
38	-1	-1	.557	1	.888	.344	1	.112	2.490	.854
39	-1	-1	.368	1	.645	.809	1	.355	.008	-.633
40	-1	-1	.991	1	.814	.000	1	.186	.959	.255
41	-1	-1	.510	1	.895	.434	1	.105	2.723	.926

42	-1	-1	.270	1	.930	1.217	1	.070	4.386	1.370
43	-1	-1	.679	1	.746	.172	1	.254	.333	-.147
44	-1	-1	.736	1	.861	.113	1	.139	1.763	.603
45	-1	-1	.945	1	.806	.005	1	.194	.851	.198
46	-1	-1	.827	1	.781	.048	1	.219	.597	.049
47	-1	-1	.165	1	.528	1.928	1	.472	.158	-1.122
48	-1	-1	.372	1	.915	.797	1	.085	3.549	1.160
49	-1	1**	.535	1	.527	.384	-1	.473	2.595	-1.344
50	-1	1**	.238	1	.660	1.394	-1	.340	4.716	-1.905
51	-1	-1	.528	1	.704	.398	1	.296	.130	-.364
52	-1	-1	.245	1	.933	1.350	1	.067	4.636	1.429

**Misclassified Cases

Table 4.1 Classification Results[a]

		ProjStatus	Predicted Group Membership -1.00	Predicted Group Membership 1.00	Total
Original	Count	-1.00	35	3	38
		1.00	11	3	14
	%	-1.00	92.1	7.9	100.0
		1.00	78.6	21.4	100.0

a. 73.1% of original grouped cases correctly classified.

Summary of World Bank-Assisted Projects Implementation Prediction

From Table 4 above, the following assessment can be obtained based on the discriminant scores in column eleven (11),

Table 5 Predicted World Bank-assisted Project Coefficient

Projects	Discriminant Scores (Coefficient)	Assessment
1	-.763	Unsuccessful
2	.119	Successful
3	.718	Successful
4	-1.167	Unsuccessful
5	-2.204	Unsuccessful
6	-.735	Unsuccessful
7	.707	Successful
8	-.965	Unsuccessful
9	-1.255	Unsuccessful
10	-.585	Unsuccessful
11	-.666	Unsuccessful
12	-.453	Unsuccessful
13	-.337	Unsuccessful
14	-2.555	Unsuccessful
15	-.533	Unsuccessful
16	.558	Successful
17	-.264	Unsuccessful
18	.565	Successful
19	.075	Successful
20	-1.687	Unsuccessful

21	-.004	Unsuccessful
22	2.053	Successful
23	-.709	Unsuccessful
24	1.533	Successful
25	.074	Successful
26	3.034	Successful
27	.860	Successful
28	-.560	Unsuccessful
29	1.542	Successful
30	.794	Successful
31	-.169	Unsuccessful
32	.982	Successful
33	.619	Successful
34	.470	Successful
35	.282	Successful
36	.306	Successful
37	-1.010	Unsuccessful
38	.854	Successful
39	-.633	Unsuccessful
40	.255	Successful
41	.926	Successful
42	1.370	Successful
43	-.147	Unsuccessful
44	.603	Successful
45	.198	Successful
46	.049	Successful
47	-1.122	Unsuccessful
48	1.160	Successful
49	-1.344	Unsuccessful
50	-1.905	Unsuccessful
51	-.364	Unsuccessful
52	1.429	Successful
Net	**0.001**	**Successful but too low**

The casewise analysis in Tables 4 and 4.1 above revealed that most of the World Bank-assisted LEEMP projects that were labeled "completed" turned out to be unsuccessful while some that were labeled "uncompleted" turned out to be successful. For Example, eleven (11) of the completed (successful) projects turned out to be unsuccessful in the predicted group analysis.

Only projects 5, 9 and 14 were statistically confirmed to be truly successful. On the other hand, out of the 38 selected uncompleted projects, three projects (3) were statistically confirmed to be truly successful in the predicted grouping even though they were actually classified as unsuccessful projects. The misclassified(**) projects are projects 20, 49 and 50. This was confirmed after the casewise analysis of the selected fifty two (52) of the World Bank-assisted LEEMP projects. The misclassification of these World Bank-assisted projects could also result from lack of adequate support from the local authorities that should have ensured the actual successful implementation of these projects. This is consistent with the findings of Okonkwo (2007) in which he recommended proper capacity building of the Community Projects Management Committee (CPMC) members to ensure appropriate documentation and record keeping, adequate support from the benefiting communities and their various local government authorities in order to create a conducive environment for projects to succeed, and a LEEMP

programme devoid of unnecessary political interference for the smooth planning and implementation of LEEMP development projects in Imo state and Nigeria in general.

Table 5 also revealed that the level of success achieved in the implementation of World Bank-assisted LEEMP projects is predicted to be 0.001 given the net discriminant coefficient score and this is believed to be too low.

Testing the Equality of Covariance between the Two Categories of Projects Performance

This test was done using the Box's Test of Equality of Covariance to determine whether the variance across the discriminant factors is equal or not. That is whether the covariance is moving in the same direction and at the same rate. The analysis was done as follows:

Table 6 Box's Test of Equality of Covariance Matrices

Log Determinant

ProjStatus	Rank	Log Determinant
-1.00	8	21.105
1.00	8	20.896
Pooled within-group	8	21.708

The ranks and natural logarithms of determinants printed are those of the group covariance matrices.

Test Results

Box's M	32.887
F Approx.	0.684
df1	36
df2	2137.036
Sig.	.923

Tests null hypothesis of equal population covariance matrices.

In order to carry out this test, the following hypothesis was developed for analysis:

H_0: There is no equality of covariance between the two group means
H_A: There is equality of covariance between the group means.

The above analysis indicates the Box's M test value of 32.887 is significant at 0.923 level, so it is not significant at 0.05 level of significance. Hence, the study rejects the null hypothesis which states that there is no equality of covariance between the two categories of projects and accepts that there is equality of covariance existing between the two group means.

This test confirm that there is an equal covariance across the discriminating factors moving in the same direction and at the same rate, implying that the discriminant function is linear. This test gave rise to discriminant function in equation 4.1 below.

The Mahalanobis Method for Inclusion of All the Variables

This method was adopted to first assess the weighting of each of the discriminating factors. The standardized canonical discriminant function coefficients are as follows:

Table 7 Standardized Canonical Discriminant Function Coefficients

Variable	Coefficient	Impact on Project Success
RR	.195	*
PI	.684	*
PC	.481	*
PMT	.272	*
DRK	.499	*
ICC	-.451	**
LGS	.651	*
CS	-.138	**

Note: * Positive or Favourable impact
** Negative or Unfavourable impact

Hence the estimated standardized canonical discriminant function for all the variables is:

WBSPI = 0.195RR+0.684PI+0.481PC+0.272PMT+0.499DRK-0.451ICC+0.651LGS-0.175CS.…(4.1)

The above equation shows that two (2) of the identified factors (intercommunity collaboration and community support) indicated the potential of contributing negatively (unfavourable) to successful project implementation given their negative coefficients, while six (6) indicated positive (favourable) potential contribution to project success. This is rather a surprising result given that the expected result would have been a strong positive discrimination, since intercommunity collaboration and community support are expected to improve project success, especially in the rural areas (Nwachukwu, Echeme and Okoli, 2010).

On the contrary, research recommendation (RR), political interference (PI), personality conflict (PC), documentation record keeping (DRK), project management techniques (PMT), and local government support (LGS), discriminate positively in the World Bank-assisted LEEMP projects implementation with political interference exerting the highest positive influence. This result to a large extent depicts reality, as we know that in social projects like World Bank-assisted LEEMP projects, corrupt politicians hijack and disrupt the smooth implementation of development projects that are not designed to serve their selfish ambition in their local communities. The activities of these politicians normally result in cost and time overrun in project implementation.

Hence, Fisher's Linear Discriminant Function will be used to develop models for predicting the project classifications.

Table 8 Classification Function Coefficients

Classification Function Coefficients

	ProjStatus	
	-1.00	1.00
RR	1.329	1.286
PI	1.443	1.286
PC	1.897	1.768
PMT	1.860	1.794
DRK	.698	.574
ICC	-.096	-.024
LGS	2.050	1.900
CS	.120	.151
(Constant)	-102.522	-92.628

Fisher's linear discriminant functions

Fisher's Linear Discriminant Function for unsuccessful World Bank-assisted projects is given as:

WBUNSPI = -102.522 +1.329RR +1.443PI +1.897PC +1.860PMT +0.698DRK-0.096ICC+2.050LGS+0.120CS……..……..(2)

Fisher's Linear Discriminant Function for successful World Bank-assisted projects is also given as:

WBSPI = -92.628 +1.286RR +1.286PI +1.768PC +1.794PMT +0.574DRK -0.024ICC +1.900LGS +0.151CS…….(3)

The indication of Fisher's Linear equations (2) and (3) is that research recommendation (RR), political interference (PI), personality conflict (PC), project management techniques (PMT), documentation and record keeping (DRK), intercommunity support (ICC), local government support (LGS), and community support (CS) are potential factors for resolving the problem of successful and unsuccessful World Bank-assisted projects in Imo State and Nigeria in general, given their positive coefficients for the successful and unsuccessful project classifications. The implication is that all the factors can contribute to World Bank-assisted project success or failure depending on how they are managed during project planning and implementation of World Bank development projects.

Testing the Significance of Fisher's Function

The summary of Canonical analysis of the discriminant functions for World Bank-assisted project implementation is as follows;

Table 9 Eigen Value Extraction

WBSPI	Eigen Value	% of Variance	Cumulative %	Canonical Correlation
Successful prediction	0.669	100.0	100.0	0.641

Model 3 led to the extraction of 66.9% eigen value out of a maximum likelihood of 64.1% (Canonical correlation) explanation of variation in World Bank-assisted development projects using all the discriminating factors.

The significance of the Fisher's Linear Function equation 3 is further tested using the Wilk's Lambda and Chi-square statistics.

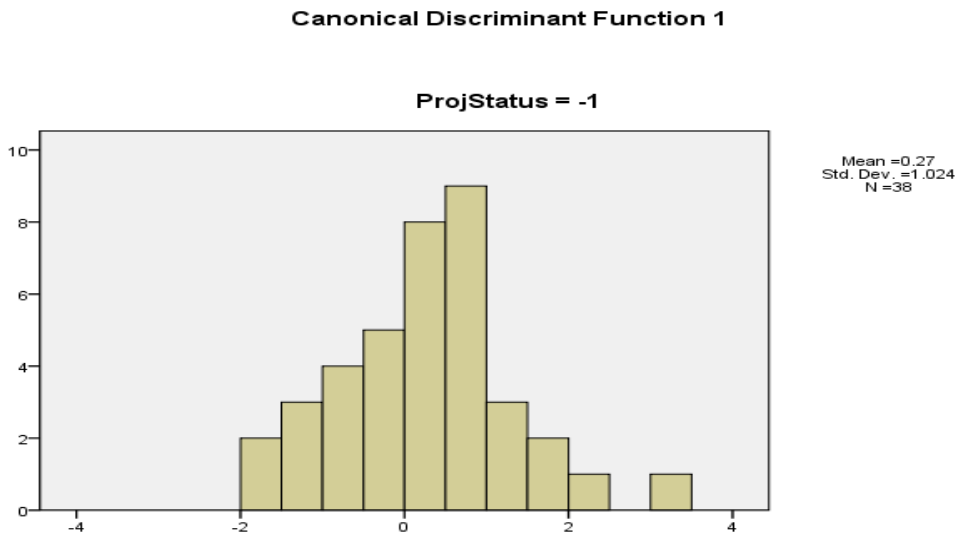
Table 10 Wilk's Lambda and Chi-square statistics

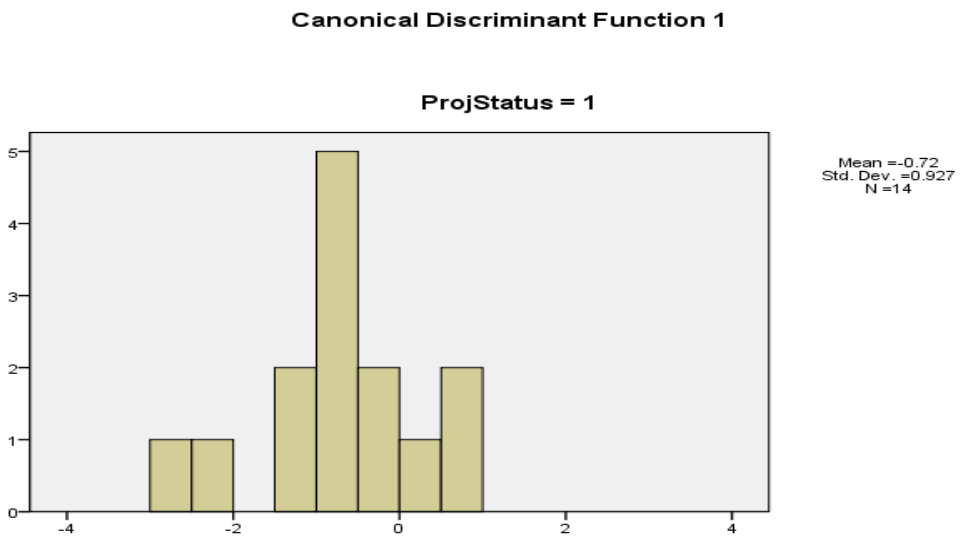
WBSPI	Wilk's Lambda	Chi-square	Df	Sig.
Successful prediction	0.589	23.847	8	0.008

The Chi-square value of 23.847 for the Wilk's Lambda coefficient of 0.589 is greater than the tabulated Chi-square value at df = 10 and 0.05 level of significance of 18.307. Therefore, the Fisher's Linear Function is statistically significant.

Histogram Analysis of the Project Categories

Considering the histograms below, the normal distribution of the critical factors with respect to the unsuccessful projects (project status = -1) are normally distributed while the normal distribution of the successful projects (project status = 1) tend to skew to the negative direction implying that though they are seen as completed projects but in reality most of the projects are not successful. What this mean is that these projects have experienced cost and time overrun before they were completed.





Source: Computed using SPSS for Windows Version 17

Testing the Hypothesis

H_{01}: The discriminant factors (Research recommendations, political interference, personality conflict, project management techniques, documentation and record keeping, intercommunity collaboration, local government, community support) cannot significantly predict the success level of World Bank-assisted development projects in Imo state, Nigeria. In testing this hypothesis the F-statistics values of equality of group means test as presented on Table 3, represented as Table 11 below becomes relevant.

Table 11 F-statistics Values of Equality of Group Means Test

Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
RR	.998	.116	1	50	.734
PI	.927	3.911	1	50	.050
PC	.975	1.280	1	50	.263
PMT	.991	.477	1	50	.493
DRK	.955	2.371	1	50	.130
ICC	1.000	.001	1	50	.974
LGS	.995	.248	1	50	.621
CS	.996	.178	1	50	.675

The above table shows that testing at 0.05 level of significance only political interference (PI) is significant even at 0.05 level of significance. We therefore accept the null hypothesis and conclude that the discriminant factors cannot significantly predict World Bank-assisted project success in Imo state and other states in Nigeria all things being equal.

Priority Ranking of the Discriminant Factors for Predicting World Bank Assisted Project Success Based on Their Order of Relative Importance

To do this, the Structure Matrix which is pooled-within groups correlations between discriminating variables and standardized canonical discriminant functions variables ordered by absolute size of correlation within function becomes of great relevant.

Table 12 Structure Matrix between the Discriminating Variables and Standardized Canonical Discriminant Function

Structure Matrix

	Function
	1
PI	.624
DRK	.486
PC	.357
PMT	.218
LGS	.157
CS	.133
RR	.108
ICC	.010

Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions.
Variables ordered by absolute size of correlation within function.

Based on the priority ranking result above, political interference (PI) is the most critical factor in predicting World Bank-assisted project success. This is followed by proper documentation and record keeping (DRK), personality conflict (PC), project management techniques (PMT), while intercommunity collaboration (ICC) is the least important discriminating factor in predicting successful implementation of World Bank development projects in Imo state, Nigeria. This

confirmed the fact that World Bank-assisted projects and other related social projects are being influenced by politicians who decide the location and usage of the projects in most rural areas of the state and country in general.

4.0 Conclusion

Power politics (political interference, personality conflict) should be channeled to benefit the smooth planning and implementation of development projects, especially the World Bank-assisted projects. This could be achieved by ensuring that the issue of World Bank project choice and site should be generally chosen by the project beneficiaries and their representatives, instead of the representatives alone as currently observed in most rural areas. Also the community project committees (CPMC for LEEMP projects) should intensify efforts to actually prevent the corrupt politicians from hijacking these World Bank-assisted projects in the state and the country as a whole. This will greatly minimize or eradicate the problems of political interference and personality conflict which adversely affected the cost and time indices for successful project implementation.

Appropriate Research and Development (R&D) should be embarked upon by the Federal Government of Nigeria (FGN) and its development partners like the World Bank, United Nations, etc on the best approach to adopt that will facilitate the rate of successful project implementation in the country. This research and development will reveal the need for the appropriate application of project management techniques that will be able to reflect the budgeted cost and planned duration, with the actual disbursed cost and actual project duration, proper documentation and record keeping of project cost disbursements and lessons learnt from previous project planning and implementation for future use in policy formulation that will improve project planning and implementation processes. This will also promote accountability by reducing tendency for corruption and insincerity among the operators of World Bank projects in Nigeria. It is at this point, the study agreed with Okonkwo (2007) on the need for training and retraining of the people involved in project planning and implementation on the effectiveness of project management techniques for its proper application in World Bank- assisted projects and the existence of appropriate policy and legislative frameworks that guarantees project success.

If it is agreed that the output of a collective effort is far greater than the sum total of individual efforts, it should equally be agreed that the collective effort of two or more neighboring World bank selected communities in achieving a common development priority will improve significantly the objectives of World bank than the efforts of each world bank selected community. Hence, it is expected that the Local Governments should corporate with the World Bank development group in sensitizing the benefiting communities on the need to collaborate in order to achieve the needed development which the World Bank offers. They should also assist the poorer benefiting communities to pay their counterpart funds and above all, there should be a high level of understanding between the communities to effectively achieve this aim.

In order to reduce the incidence of project cost overrun, the study recommends increased sensitization/awareness and support of the World Bank benefiting communities improved collaboration among the neighbouring World Bank benefiting communities for development networking in rural areas poverty is high. To minimize time overrun, effort must be made by the World Bank and her development agents on adopting the appropriate project management techniques, achieving high level of community collaboration, documentation and good record keeping and local government support.

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