

Supervision and Project Management in Nigeria-An Empirical Study of Cross River State, Nigeria Erosion and Water Sheet Management Projects (CRS-NEWMAP)

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Abstract

This study focuses on Supervision and Project Management in Nigeria: An Empirical Study of Cross River State, Nigeria Erosion and Water Sheet Management Projects (CRS-Newmap). A case study of Cross River State Nigerian Erosion and Watershed Management Project (CRS-NEWMAP). It is a known fact that the most outstanding problem associated with development projects in Nigeria is the lack of effective supervision thereby leading to shoddy execution of projects by contractors. Therefore, this study was carried out to examine the impact of supervision and management of development projects in Nigeria. The population of study comprises of staff of CRS-NEWMAP. The researcher employed the survey research design and a sample size of 275 out of a population of 471. The selection was done through the use of stratified random sampling procedure. In order to accomplish the purpose of this study, three hypotheses were formulated and tested. Data were generated through the use of closed ended questionnaire titled Supervision and Management of Development Projects in Nigeria (SAMDPNNO). Data were tested and analyzed by the use of simple percentage and the Pearson Product Moment Correlation co-efficient Statistical tool. The results obtained at 0.05 level of significance revealed that there is a significant relationship between supervision of development projects and sharp practices/ineffective supervision of NEWMAP projects. It also reveals that there is a significance relationship between supervision of development projects and education attainment and training of managers of NEWMAP projects and it also shows that there is a relationship between relationship between supervision of development projects and reduction of vulnerability amongst the people. The study clearly reveals that proper supervision of NEWMAP projects have the propensity of forestalling sharp practices amongst supervisors of development projects in Cross River State. Based on the findings, it was recommended that supervisors of development projects should always ensure that all necessary works are executed in absolute compliance with engineering designs as well as working drawings, technical specifications and associated contract documents before signing certificates of job completion, supervisors who collects gratification onsite inspection should be prosecuted as this would serve as deterrent to others. Finally, supervisors and managers of development projects should be employed based on merit rather than man-know-man syndrome.

Key words: Supervision, management, development, projects, watershed

INTRODUCTION

The problem of supervision and management of development projects and its effect on the low level of productivity amongst employees as well as tors of projects has over the years been a source of concern to the people of all of life in the country, principally those branded with the implementation of development projects. The need to check the imperative of poor performance by contractors of development projects as well as proffer lasting solution (s) to the effective vision of projects has as a matter fact, been in the front burner of any meaningful administration (Armstrong, 2002). However, this has manifested in organizing seminars, trainings, symposia, exhibitions, conferences, meeting and important policy statements top government officials as well as the academia. Nevertheless, articles, papers and issues of such symposia, conferences, meetings, amongst others has proffered multifaceted suggestions as to what are the possible

indicators that can improve the effective supervision and management of development projects in Nigeria.

One of such identified causes of such poor work performance and low productivity among this class of workers that are involved in development projects and programme is inadequate supervision. As far back as 1982, the then governor of Cross River State, Dr. Clemet Isong in his address to declared open the 20th National Management conference of the Nigerian Institute of Management called on the institute to identify the causes of low productivity in the development sector. He stressed that the problem of low productivity and associated attitude of employees should be a cause of concern to all. Nwachukwu (1980) in his article "Supervision versus productivity in Nigeria organizations" notes that the public is abreast with the detached attitude, manifested by public servants whose job brings them in close contact with each other. In she public service jobs for example, you have to supplicate a clerk in the post office to sell stamps or register your mails. And even in our universities, you have to beg a staff of a departmental general office to help you forward a letter to the head of department so as *to* solve a particular problem in time. The unchanged scenario is also portrayed in the development sector where workers who are supposed to take charge of development duties in offices or through contracts are found not committed to their duties. Implementation of development project which usually is one of the right approaches in fostering development has become a gamble, where it is only by coincidence that a development project is carried out successfully to completion and properly done (Berger and Jones, 2008).

This stem from the fact that there is little or no commitment amongst the workers or contractors and the issue of commitment to one's duty has become a rear factor in general. In spite of this poor attitude to work and the consequent low productivity, Nigeria workers are frequently demanding higher wages and the development sector workers are not left out. In fact in recent times the development sector is one of the best paying sector in terms of workers remuneration even in time such as this where their workers do not take their job seriously. It would be an over statement to say that if Nigerian workers were to be paid according to their marginal contribution to their respective organizations, many would certainly not receive any meaningful wages. This poor mind-set to work portends to be a general phenomenon in almost all the sectors of the economy.

The immediate consequences of these lapses would then be that the goals and aims of establishing the development sector would not be achieved in the most economic and justifiable terms. This is so because inefficient and inadequate supervision of employee and development project usually lead to an unproductive work force and a failed development project that makes the expenditure incurred on maintaining facilities and employees at a less than justifiable returns for such investments meaningless and wasteful. The cardinal goal of the development sector can be summarized as a call to action for low, middle and high income countries alike. It lays out a set of comprehensive goals that focus on people, planet, prosperity, peace and partnership for the years to come. It integrates the vision of "leaving no one behind" which can likely be accomplished through expanded partnerships for both traditional and non-traditional actors such as government, civil society, private sector, and the United Nations system (Berger and Jones 2008).

The significance of this study can thus be stated in the words of Armstrong (2002) who portends that supervisors play a key role as linking pins, because they are the ones that connect workers with the entire management structure. If this linking pin connection is weak, the work cannot be done effectively". Supervisory management and work performance is an aspect of personal administration and personnel management/administration which is a significant subject matter in management/administrative sciences. Human resources have been generally noted to be what harnesses all other resources in any sector for the attainment of the organizational goal and objectives without which they cannot be attained (Bonarna, 2006).

The non-effective supervision and management of development projects in the sector has necessitated several other problems such as failed and neglected development projects, corruption, nepotism, wrong targeted population and substandard service delivery to be apparent. All these constitute as obstacle to the function of bureaucracy and have led to the failure of the bureaucracy of the developmental sector. It is however, recognized that there are some instructional and infrastructural problems such as inadequate and improper funding, irregular electricity and water supply and other facilities (Blau and Scott, 2009). This type of efficiency and inadequacy that this researcher is referring to has to do with human efforts. These are issues which definitely fall within the ambit control of the development sector and development administrators. It is imperative to generally observe that supervision as well as management of development projects executed by respective tiers of government across the nation has, as a matter of fact been copiously compromised due to self-aggrandizement "Nigeria factor". It is against this backdrop that this research is designed to ascertain the role/imperative of supervision on management of development projects in Nigeria. In other words, the study is also aimed at determining the relationship between supervision of development projects and sharp practices/ineffective supervision of NEWMAP projects in Cross River State-Nigeria.

Statement of the problem

The general poor attitude to work by development administrators which in turn is the bedrock of failed and neglected development project in Cross River State and the country at large does not occur in a vacuum. It is linked to inefficient and inadequate supervision of work by the supervisors. The central problem that promoted this study is the fact that over the years supervision of development project have been compromised, whereas, some scholars have argued that the reason for this is as the result of the initiators of public projects usually want to have a share of the monies meant for public projects. Such that huge amount of monies meant for the execution of public project are usually shared amongst a cabal, thus lowering the standard of such project.

Supervisors who are meant to perform the duties of supervising and managing public projects to ensure that there are completed in their required standard are found compromising their duties, possibly as a consequent of the pressure from the powers that be or due to selfish interest. However, recent studies have shown that one of the reasons why most public projects are substandard or dismally completed is as the result of poor supervision, which is fostered by these supervisors who compromise their duties due to pressure from public office holders who usually wants to get a share of monies meant for public projects. Therefore, the development sector and awarded public projects are considered "a goal mind" for those who award this contract and supervisors are caught in the web of compromise. Also, contractors are often pressurized by institutional factors thus leading to compromise of supervision and use of substandard materials in project supervision (Bray-brooke and Lindblom 2003).

It is imperative to generally observe that supervision as well as management of development projects executed by respective tiers of government across the nation has, as a matter of fact been copiously compromised due to self aggrandizement "Nigeria factor". It is worthy to note that there are scenarios of deserted projects in the country. The concern is, when projects are hazardless completed or abandoned, is it caused by supervision and management? Are funds released appropriately and adequately in order to enable proper supervision and management of development projects especially NEWMAP projects to be enhanced?

This study seeks to investigate possible reasons for the general poor attitude to work exhibited by supervisors who are in charge of supervising, managing and monitoring development project which over the years have cause failures of development project. One may wonder why supervisors fail in their duties, is it due to inadequate training? or could it be due to pressure which necessitates supervisors compromise their duties and fraternize with the powers that be by sharing part of the money meant for project?

What could be the quandary one may be compelled to ask? could it be lack of the inadequate training? or lack of educational attainment inherent in the job environment of supervisory staff of development projects? It is in the light of the above that this study seeks to pay needed attention to the factors that inhibits supervisory staff and the supervising of development projects to such low level of productivity and its attendant effect on effective and efficient job performance of development workers or administrators.

Objectives of the study

The central objective of this study is to ascertain the role of effective supervision and management of development projects in Nigeria at large. Other specific objectives include the following:

- i. Ascertain the relationship between supervision of development projects and sharp practices/ineffective supervision of NEWMAP projects.
- ii. Determine the relationship between supervision of development projects and education attainment and training of managers of NEWMAP projects
- iii. Ascertain the relationship between supervision of development projects and reduction of vulnerability amongst the people

Research questions

Research questions asked includes the following:

- i. What is the relationship between supervision of development projects and sharp practices/ineffective supervision of NEWMAP projects.
- ii. To what extent has the supervision of development projects contributes to educational attainment and training of River State NEWMAP staff
- iii. Has the supervision of development projects lead to the reduction of vulnerability amongst the people.

Research hypotheses

- i. There is no significant relationship between supervision of development projects and sharp practices/ineffective supervision of NEWMAP projects in Cross River State.
- ii. There is no significant relationship between supervision of NEWMAP projects and education attainment and training of NEWMAP staff in Cross River State.
- iii. There is no significant relationship between supervision of CRS-NEWMAP projects and the reduction of vulnerability amongst the people.

Justification of the study

This study will be imperative base on the following:

It will be of immense benefit to existing theories concerning supervisors of development projects and the role to play towards enhancing timely completion of NEWMAP projects. However, effective supervision of projects is one of the medium through which contractors of projects are mandated to do the needful.

The study will assist researchers to relate effective supervision of development projects with quality-job completion. Indeed, the lack of adequate supervision has greatly contributed to the reason why most projects are abandoned and shabbily executed by project contractors.

This study will also serve as a significant tool to prove the tenacity and claims that NEWMAP project can be effectively completed if properly supervised.

Findings generated from this study will however inform donors of development projects to identify gaps which impede successive approaches to the completion of development projects which NEWMAP is inclusive.

Scope and Limitations of the study

This study focuses on supervision and management of development projects in Nigeria with emphases on Cross River State Nigerian Erosion and Watershed Management Project (CRS-KEWMAP). However, the study dealt with the impact of educational attainment, motivation as well as satisfactory project completion of NEWMAP project in Cross River State (2013-2017).

Lack of cooperation from some of the respondents in the study area to provide information for the study made it difficult for the researcher to generate data fast. Both male and female respondents used as subjects for the research sees and assessed NEWMAP projects from different perspective

Most of the respondents were reluctant to provide the needed information for the study in spite due consultations and dissuasions.

The researcher was able to overcome these shortcomings by educating respondents on the need as well as benefits they stand to enjoy when genuine information is provided and the research is successfully completed. By this, the researcher was able to overcome the inadequacies associated with obtaining information for the study. This enhanced the researcher ability to elicit information which was in line with the research instrument from the respondents

Concept Clarification

There is the need to clarify a number of concepts or variables used in this study. The variables are defined within the contexts in which there are used.

Supervision: Supervision connotes the act of watching and correcting the work of others, correcting difficulties that arise and ensuring that standards are maintained. It also involves the provision of communication link between the management and the operatives.

Supervisor: A supervisor is one who performs the work of supervision. In the context of this study, the supervisor belongs neither to the operative employees nor to the top and middle management, but remains a necessary key stone and linking pin in the accomplishment the objectives of organizations

Management: The process of planning, organizing, correcting and controlling the activities of a development project to achieve its objectives. It is also used interchangeably with middle and top executives who manage development projects denoting those occupying line positions in the administrative set up and have considerable responsibility for the work of the supervisors.

Top management: Consist of official responsibility for the execution and interpretative polices throughout the execution of a development project and for the successful operation of the assigned department, division and units they generally accomplish results through the supervisors.

Supervisory management: This is the categories of staff directly responsible to the middle management group for the overall implementation of the guidelines of lower cadre of employee as well as the accomplishment of intentions in respective units of an organization.

Job: As defined by the Oxford Advance Dictionary it means a place of work either to be done or complete

Job performance: Job performance means the act of using a given or conceive piece of work. Job performance in this context means the successful completion of tasks that leads to the achievement of organizational objectives. In this case the objectives of NEWMAP development project.

Educational attainment: This simply refers to the level of formal knowledge and training acquired by an individual over a given period of time which in turn exposes such an individual to execute programme activities effectively.

Satisfactory completion: This refers to the way and manner development projects are being executed in other to meet with the prescribed laid down rules and regulations of the funders.

Vulnerability: This is referred to the art or state of being exposed to attack of a phenomenon due to inadequate control measures to subvert such attack. It also means the process in which an

individual is unable to meet up with his/her daily activities due to circumstances beyond his/her power.

Sharp practice: This refers to the process of lobbying someone to carry out a task which is against the modus operandi of a particular agency or government. It can come inform of bribery and corruption, nepotism, tribalism, falsification of figures, using substance materials amongst others.

Data presentation and Analysis

The data generated for the study was in consonant with the topic: Supervision and management of development projects in Nigeria: A case study of Cross River State Nigerian Erosion and Watershed Management Project (CRS-NEWMAP). Before conclusions can be made for this research, it is imperative to know the independent and dependent variables. The independent variable is "Supervision and management" while the dependent variable is "Development projects". Data were presented, analyzed, interpreted and discussed based on the research questions and hypotheses raised in the introductory section of the study.

Table 4.1

Distribution of respondent’s responses according to sex

Variables	No of responses	Percentage
Male	195	70.9
Female	80	29.1
Total	275	100

Source: Field work, 2017

TABLE 4.2

Distribution of respondent's response according to age integration

Variables	No of responses	Percentage
20-25 years	24	8.7
26-30 years	45	16.3
31-35 years	46	16.7
36-40 years	70	25.4
41-45 years	27	9.8
46-50 years	15	5.7
51-55 years	18	6.5
56 years and above	30	10.9
Total	275	100

Source: Fieldwork, 2017

TABLE 4.3
Distribution of respondent's responses base on marital status

Variables	No of responses	Percentage
Married	71	25.9
Divorced	10	3.6
Separated	4	1.5
Single	190	61.1
Total	275	100

Source: Fieldwork, 2017

TABLE 4.4

Distribution of respondents' responses according to their educational status

Variables	No of responses	Percentage
FLSC	37	13.5
WASSCE	87	31.6
NCE/OND	56	20.4
B.SC/B.ED/H.ND	40	14.5
PGD	35	12.7
M.Sc/ M.Ed and above	20	7.3
Total	275	100

Source: Fieldwork, 2017

TABLE 4.5

Distribution of respondents according to their years of experience in service

Variables	No of responses	Percentage
4-6 years	45	16.4
7-10 years	87	31.6
11 -14 years	113	41.1
15 years and above	30	10.9
Total	275	100

Source: Fieldwork, 2017

Table 4.1 shows the allotment of respondent's responses according to sex. From the table, 195 respondents representing 70.9 percent are males while 80 respondents representing 29.1 percent as females.

Table 4.2 shows the allocation of respondent's responses according to age integration. Out of the 275 respondents, 45 respondents representing 8.7 percent falls within the age range of 20-25 years, 46 respondents representing 16.7 percent falls within the age range of 26-30 whereas 70 respondents representing 25.4 percent falls within the age bracket of 36-40 years, 27 respondents representing 9.8 percent falls within the age range of 41-45 while 15 of the

respondents representing 5.7 percent falls within the age range of 46-50 years. However, 18 respondents which represents 6.5 percent falls within the age range of 51-55 and 30 respondents representing 10.9 percent falls within the age range of 56-60 respectively.

Table 4.3 shows the allotment of respondent's responses base on marital status. Out of the 275 respondents, 71 respondents representing 25.9 percent are married while 10 respondents representing 3.6 percent are divorced, 4 respondents representing 1.5 percent are separated while 190 respondents which represents 69.1 percent are single.

Indeed, table 4.4 shows the distribution of respondent's responses according to their educational status. Out of 275 responses, 37 respondents representing 13.5 percent has FLSC, 87 respondents representing 31.6 percent has WASSCE while 56 respondents representing 20.4 percent has NCE/OND, 40 respondents representing 14.5 percent has BSC/BED/HND whereas 35 respondents representing 12.7 percent has PGD and 20 respondents representing 7.3 percent has M.Sc and above.

Table 4.5 shows the distribution of respondent's responses according to their years of experience in service. Out of 275 respondents, 45 respondents which represents 16.4 percent have worked from 4-6 years, 87 respondents representing 21.6 percent have worked from 7-10 years whereas 113 respondents representing 41.1 percent have put in 11-14 years in service and 30 respondents representing 10.9 percent has worked for 15 years and above.

TABLE 4.6

Giving of bribes to NEWMAP supervisors onsite inspection may affect their sense of judgment on the supervision of development projects

Variables	No of responses	percentage
SA	145	52.7
A	95	34.5
D	20	7.4
SD	15	5.4
Total	275	100

Source: Fieldwork, 2017

TABLE 4.7

The use of poor quality materials may not affect the durability of NEWMAP projects in Cross River State

Variables	No of responses	percentage
SA	45	16.6
A	30	10.9
D	98	35.6
SD	102	37.1
Total	275	100

Source: Fieldwork, 2017

TABLE 4.8

Sharp practices amongst supervisors of NEWMAP projects have the propensity of affecting the supervision of development projects in Cross River State

Variables	No of responses	Percentage
SA	145	52.7
A	30	10.9
D	90	32.8
SD	10	3.6
Total	275	100

Source: Fieldwork, 2017

TABLE 4.9

Giving of tips to supervisors may not influence their choice of judgment during site visit

Variables	No of responses	Percentage
SA	45	16.6
A	30	10.9
D	98	35.4
SD	102	37.1
Total	275	100

Source: Fieldwork, 2017

TABLE 4.10

Supervisors of development projects may be duty-bound to sign certificates of job completion even when the job is shabbily completed when they collect bribes from contractors

Variables	No of responses	Percentage
SA	112	40.7
A	75	27.3
D	17	6.5
SD	71	25.5
Total	275	100

Source: Fieldwork, 2017

TABLE 4.11

Poor completion of development projects is not as a result of gratifications received from supervisors during site visit

Variables	No of responses	Percentage
SA	71	25.5
A	17	6.5
D	75	27.3
SD	112	40.7
Total	275	100

Source: Fieldwork, 2017

Table 4.6 shows the allocation of respondent's responses of the questionnaire question one on "Giving of bribes to NEWMAP supervisors on site inspection may affect their sense of judgment" Out of 275 responses, 145 respondents representing 52.7 percent strongly agree to the question whereas, 95 respondents representing 34.5 percent agree while 20 respondents representing 7.4 percent disagree and 15 respondents representing 5.4 percent strongly disagree. From the above, it copiously shows that giving of bribes to NEWMAP supervisors on site inspection may affect their sense of judgment.

Table 4.7 shows the allotment/distribution of respondent's responses on question two "The use of poor quality materials may not affect the durability of NEWMAP projects in Cross River State" Out of 275 respondents, 45 respondents representing 16.6 percent strongly agree

while 30 responses which represent 10.9 percent agree, 98 responses which represents 35.6 percent disagree while 102 of the respondents representing 37.1 percent strongly disagree. It therefore means that the use of poor quality materials may affect the durability of NEWMAP projects in Cross River State.

Table 4.8 shows the distribution of respondent's responses on question three "Sharp practices amongst supervisors of NEWMAP projects have the propensity of affecting the supervision of development projects in Cross River State" 145 responses which represent 52.7 percent strongly agree while 30 responses which represent 10.9 percent agree, 90 responses which represents 32.8 percent disagree and 10 respondents representing 3.6 percent strongly disagree. From the instrument therefore, it however implies that sharp practices amongst supervisors of NEWMAP projects have the propensity of affecting the supervision of development projects in Cross River State.

Table 4.9 show the allocation of respondents responses on question four :giving of tips to supervisors of development projects may not influence their choice of judgment during site visit" 45 of responses which represent 16.6 percent strongly agree whereas 30 responses representing 10.9 percent agree, 98 respondents representing 35 percent disagree and 102 respondents representing 37 percent strongly disagree. It therefore means that giving of tips to supervisors of development projects may influence their choice of judgment during site visit.

Table 4.10 shows the distribution of respondent's responses on question five "Supervisors of development projects may be duty-bound to sign certificates of job completion even when the job is shabbily completed when they collect bribes from contractors" 112 responses representing 40.7 percent strongly agree, 75 responses representing 27.3 percent agree while 17 respondents representing 6.5 percent disagree whereas 71 respondents representing 25.5 percent strongly disagree. From the responses, it shows that supervisors of development projects 'may be duty-bound to sign certificates of job completion even when the job is shabbily completed when they collect bribes from contractors.

Table 4.11 shows the distribution of respondents responses on question six "Poor completion of development projects is not as a result of gratifications received from supervisors during she visit" 71 respondents representing 25.5 percent strongly agree whereas 17 responses which represents 6.5 percent agree whereas 75 of the responses representing 27.3 percent disagree and 112 respondents representing 40.7 percent strongly disagree. It therefore implies that poor completion of (development projects is as a result of gratifications received from supervisors during site visit.

TABLE 4.12

Low level of education attainment of supervisors of development projects c contribute to ineffective supervision of projects

Variables	No of responses	Percentage
SA	109	39.6
A	78	28.4
D	36	13.1
SD	52	18.9
Total	275	100

Source: Fieldwork, 2017

TABLE 4.13

The more educated supervisors of development projects are, the more efficient they become in the supervision and management of development projects

Variables	No of responses	Percentage
SA	109	39.6
A	78	28.4
D	36	13.1
SD	52	18.9
Total	275	100

Source: Fieldwork, 2017

TABLE 4.14

The more supervisors of NEWMAP project are trained, the more equipped they become in the supervision and management of development projects

Variables	No of responses	Percentage
SA	125	45.4
A	73	28.4
D	37	13.3
SO	35	12.7
Total	275	100

Source: Fieldwork, 2017

TABLE 4.15

Effective supervision of development projects does run depend on training and retraining received by supervisors

Variables	No of responses	Percentage
SA	55	20
A	30	10.9
D	101	36.7
i SD	89	32.4
Total	275	100

Source: Fieldwork, 2017

TABLE 4.16

Higher level of education attainment of supervisors of NEWMAP project does not in any way contribute to effective supervision of development projects

Variables	No of responses	Percentage
SA	27	9.8
A	30	10.9
0	76	27.6
SD	142	51.7
Total	275	100

Source: Fieldwork, 2017

TABLE 4.17

Adequate monitoring and supervision of NEWMAP projects stems from training acquired by supervisors of development projects

Variables	No of responses	Percentage
SA	149	54.1
A	86	31.5
D	15	5.4
SD	25	9
Total	275	100

Source: Fieldwork, 2017

Table 4.12 shows the allocation of respondent's responses on question seven "Low level of education attainment of supervisors of development projects ; n contribute to ineffective supervision of projects" from the distribution, it shows that 109 respondents representing 39.6 percent strongly agree while 78 respondents representing 28.4 percent agree whereas 36 respondents representing 13.1 percent disagree and 52 respondents representing 18.9 percent strongly disagree. It therefore implies that low level of education attainment of supervisors of development projects can contribute to ineffective supervision of projects.

Table 4.13 shows the distribution of respondent's responses on question eight. "The more educated supervisors of development projects are, the more efficient they become in the supervision and management of development projects" 103 respondent's representing 37.5 percent strongly agree, 83 respondent's representing 30.2 percent agree whereas 40 respondents representing 14.5 percent disagree and 49 respondents representing 17.8 percent strongly disagree. It therefore means that the more educated supervisors of development projects are, the more efficient they become in the supervision and management of development projects.

Table 4.14 shows the allocation of respondent's responses on question nine "The more supervisors of NEWMAP project the trained, the more equipped they become in the supervision

and management of development projects 129 repossesses representing 45.4 strongly agree whereas 78 respondents representing 28.4 agree, 37 respondents representing 13.5 percent disagree while 35 responses representing 12.7 percent strongly disagree. From the responses, it implies that the more supervisors of NEWMAP project are trained, the more equipped they become in the supervision and management of development projects.

Table 4.15 shows distribution of respondent's responses on question ten. "Effective supervision of development projects does not depend on the amount of training and retraining received by supervisors" out of 275 respondents, 55 respondents representing 20 percent strongly agree while 30 of the responses which represent 10.9 percent agree, 101 respondents representing 36.7 percent disagree and 89 respondents representing 32.4 percent strongly disagree. It therefore implies that effective supervision of development projects thus depends on the amount of training and retraining received by supervisors.

Table 4.16 shows that allotment of respondent's responses on question eleven. "Higher level of education attainment of supervisors of NEWMAP project does not in any way contribute to effective supervision of development projects" 27 respondents representing 9.8 percent strongly agree while 30 responses which represent 10.9 percent agree, 76 of the respondents representing 27.6 percent disagree and 142 respondents representing 51.7 percent strongly disagree. It therefore means that higher level of education attainment of supervisors of NHV/MAP project contributes to effective supervision of development project

Table 4.17 shows the allocation of respondent's responses on question, twelve. "Adequate monitoring and supervision of NHV/MAP projects stems from training acquired by supervisors of development projects" from the allocation of responses, 149 representing 54.1 percent strongly agree whereas 86 respondents representing 31.5 percent agree while 15 respondents representing 5.4 percent disagree and 25 respondents representing 9 percent strongly disagree. It therefore means that adequate monitoring and supervision of NEWMAP projects stems from training acquired by supervisors of development projects.

TABLE 4.18

The level of vulnerability experienced by the people during the raining season is duo to inadequate supervision of development projects

Variables	No of responses	Percentage
SA	25	9
A	15	5.4
D)	86	31.5
SD	149	54.1
Total	275	100

Source: Fieldwork, 2017

TABLE 4.19

Is proper supervision of CRS-NEWMAP projects (drainage system) in your community being responsible for the reason why you do not go about your normal business of the day when it is raining.

Variables	No of responses	Percentage
SA	15	5.4
A	25	9
D	149	54.1
SD	86	31.5
Total	275	100

Source: Fieldwork, 2017

TABLE 4.20

Most people in your street have lost their properties and other valuables to flood due to poorly constructed drainage systems

Variables	No of responses	Percentage
SA	119	4
A	86	31.2
D	37	13.4
SD	33	12
Total	275	100

Source: Fieldwork, 2017

TABLE 4.21

Poorly constructed drainage system may not lead to flooding during raining season

Variables	No of responses	Percentage
SA	133	12
A	37	13.4
D	86	31.2
SD	119	43.3
Total	275	100

Source: Fieldwork, 2017

TABLE 22

When drainages are well supervised and constructed, residents can go about normal business without being inhibited by flood

Variables	No of responses	Percentage
SA	128	46.6
A	79	28.7
D	19	6.9
SD	49	17.8
Total	275	100

Source: Fieldwork, 2017

TABLE 4.23

In my community most people do not go out when it is raining due to lack of drainage system to enhance their mobility /movement

Variables	No of responses	Percentage
SA	108	39.3
A	98	35.6
D	20	7.3
SD	49	17.8
Total	275	100

Source: Fieldwork, 2017

Table 4.18 shows the allocation of respondent's responses on question thirteen, "The level of vulnerability experienced by the people during the raining season is due to inadequate supervision of development projects" 25 respondents representing 9 percent strongly agree whereas 15 responses which represent 5.4 percent agree, 16 responses which represent 5.8 percent disagree and 149 respondents which representing 54.1 percent strongly disagree. It therefore means that the level of vulnerability experienced by the people during the raining season is not dependent on inadequate supervisors development projects.

Table 4.19 shows the allocation of respondent's responses on question fourteen. "Is proper supervision of CRS-NEWMAP projects (drainage system)in your community being responsible for the reason why you do not go about your normal business of the day when it is raining" 15 respondents representing 5.4 percent strongly agree, 23 respondents representing 8.3 percent agree whereas 149 respondents representing 54.1 percent disagree and 86 respondents representing 31.2 percent strongly disagree. It connotes that proper supervision of CRS-NEWMAP projects may not be responsible for the reason why people do not go about their normal business of the day.

Table 4.20 shows the distribution of respondent's responses on question fifteen. "Most people in your street have lost their properties and other valuables to flood due to poorly constructed drainage systems" 119 respondents representing 43.3 percent strongly agree, 86 respondents representing 31.2 percent agree, 37 respondents representing 13.4 percent disagree and 33 respondents 12 percent strongly disagree. It therefore means that most people in your

street have lost their properties and other valuables to flood due to poorly constructed drainage systems.

Table 4.21 shows the distribution of respondent's responses on question sixteen "Poorly constructed drainage system may not lead to flooding during raining season" 33 respondents representing 12 percent strongly agree while 37 respondents represent 13.4 percent disagree, 86 respondents representing 31.2 percent disagree and 119 respondents representing 43.3 percent strongly disagree. It therefore means that poorly constructed drainage system may lead to flooding during raining season.

Table 4.22 shows the allocation of respondent's responses on question seventeen. "When drainages are well supervised and constructed, residents can go about their normal business without being inhibited by flood" 128 respondents representing 46.6 percent strongly agree whereas 79 respondents representing 28.7 percent agree, 19 respondents representing 6.9 percent disagree and 49 respondents representing 17.8 percent strongly disagree. It therefore means that when drainages are well supervised and constructed, residents can go about their normal business without being inhibited by flood.

Table 4.23 shows that distribution of respondent's responses on question eighteen "In my community most people do not go out when it is raining due to lack of drainage system to enhance their mobility/movement" 108 respondents representing 39.3 percent strongly agree while 98 respondents representing 35.6 percent agree, 20 respondents representing 7.3 percent disagree and 49 respondents representing 17.8 percent strongly disagree. It implies that most people do not go out when it is raining due to lack of drainage system to enhance their mobility/movement.

Table 4.21 shows the distribution of respondent's responses on question sixteen "Poorly constructed drainage system may not lead to flooding during raining season" 33 respondents representing 12 percent strongly agree while 37 respondents representing 13.4 percent disagree, 86 respondents representing 31.2 percent disagree and 119 respondents representing 43.3 percent strongly disagree. It therefore means that poorly constructed drainage system may lead to flooding during raining season.

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Test of hypotheses

Hypotheses guiding the research were put to test statically and the outcome/results of the analyses are presented in tables. However, the Pearson Product Moment Correlation Coefficient (r_{xy}) was therefore used to test the relationship of the variables at 0.05 level of significance. One research question was used in each hypothetical analysis. This served as a guide for the research study.

Hypothesis one

There is no significant relationship between supervision of NEWMAP projects and sharp practices/ineffective supervision of projects in Cross River State. The independent variable is supervision of projects the dependent variable is sharp practices/ineffective supervision amongst supervisors while of NEWMAP projects. The statistical tool used for analysis is the Pearson Product Moment Correlation Analysis. Result of the analysis carried on the hypothesis is presented in Table 4.2. The hypothesis was analyzed using research question 8 of the research instrument (questionnaire) "Sharp practices amongst supervisors of NEWMAP projects have the propensity of affecting the supervision of development projects in Cross River State"

The upshot of the research analysis as obtained in table 4.2 indicates that at 0.05 level of significance and 258 degrees of freedom, the calculated r of 0.85 is higher than the critical r of 0.126. This implies that the result is momentous/significance. Imperatively, the null hypothesis was discarded whereas the alternate hypothesis was uphold/retained. Therefore, there is a significant relationship amid supervision of NEWMAP projects and sharp/ineffective supervision amongst supervisors of projects. This also indicates that most NEWMAP projects are poorly executed by contractors due to the level of compromise perpetrated by supervisors of such projects. It clearly shows that when supervisors do not collect gratification from contractors of projects, their sense of judgments on site supervision of projects would be uncompromising.

Hypothesis two

There is no significant relationship between supervision of NEWMAP projects and educational attainment and training of supervisors of development projects in Cross River State. The independent variable is supervision of NEWMAP projects whereas the dependent variable is educational attainment and training of supervisors. The statistical tool used for analysis is the Pearson Product Moment Correlation Analysis. Result of the analysis carried out on the hypothesis is presented in table 4.3. It was analyzed using research "question 13" of the research instrument (questionnaire) "The more educated and trained supervisors of development projects are, the more efficient they become in the supervision and management of development projects"

The outcome of the research analysis which was presented in table 4.3 show that at 0.05 level of importance/significance and at 258 degrees of freedom, the calculated r of 0.61 is greater than the critical r of 0.126. This implies that level of educational attainment and training of supervisors tends to contribute to effective supervision and management of development projects in Cross River State.

Hypothesis three

There is no significant relationship between supervision of CRS-NEWMAP projects and the reduction of vulnerability amongst the people. The independent variable is supervision of CRS-NEWMAP projects while the dependent variable is reduction of vulnerability." The statistical tool used for analysis is Pearson Product Moment Correlation Analysis. The result of the analysis carried on the hypothesis is presented in the table 4.4. However, the test was carried out using research "question 19" of the research instrument (questionnaire) "Is proper supervision of CRS-NEWMAP projects (drainage system) in your community be responsible for the reason why you do not go about your normal business of the day when it is raining"

The result of the analysis as presented in table 4.4 indicates that at 0.05 level of significance and at 258 degrees of freedom, the calculated r of -0.01 is less than the critical r of 0.126, This shows that the relationship between supervision of projects and the increase in vulnerability of the people is not significant. By this the null hypothesis was retained. Imperatively, it connotes that proper supervision of NEWMAP projects cannot be responsible for the increase level of vulnerability of the people. It therefore implies that proper supervision of NEWMAP projects brings about a decline (reduction) of vulnerability of the people. On the other hand, lack of it (proper supervision) increases the level of susceptibility (vulnerability) of

the people. It also portrays that adequate supervision of projects can lead to the reduction of vulnerability of the people thereby improving their livelihood.

Table 4.2

Pearson product moment correlation analysis of supervision of NEWMAP projects and sharp practices amongst supervisors of development projects
(N = 275)

Variables	$\frac{\sum X^2}{\sum Y}$	$\frac{\sum X^2}{\sum Y^2}$	$\sum X^2$	r-cal
Supervision of development projects	958	10125	10510	0.85*
Sharp practices/ineffective supervision	1124	13535		

* Significant at 0.05 level, df - 258, critical r = 0.126

Table 4.3

Pearson product moment correlation analysis of supervision of NEWMAP projects and educational attainment and training
(N = 275)

Variables	$\frac{\sum X^2}{\sum Y}$	$\frac{\sum X^2}{\sum Y^2}$	$\sum X^2$	r-cal
Supervision of development projects	958	10115	9701	0.61*
Educational attainment and training	1302	1350		

* Significant at 0.05 level, df - 258, critical r = 0.126

Table 4.4

Pearson product moment correlation analysis of supervision of CRS-NEWMAP projects and the reduction of vulnerability amongst the people
(N = 275)

Variables	$\frac{\sum X^2}{\sum Y}$	$\frac{\sum X^2}{\sum Y^2}$	$\sum X^2$	r-cal
Supervision of development projects	958	10115	908	-0.01*
Reduction of vulnerability amongst the people	1398	11230		

* Significant at 0.05 level, df - 258, critical r = 0.126

Discussion of findings

This research was carried out in order to examine the effect of supervision and management of development projects in Nigeria: A case study of Cross River State Nigerian Erosion and Watershed Management Project (CRS-NEWMAP). The study also examines if educational attainment and training of supervisors can lead to effective supervision and management of projects in Cross River State, More so, the study shed light on the relationship between CRS-NEWMAP projects and the reduction of vulnerability amongst the people. The inability of project supervisors to monitor contractors of NEWMAP projects has seem to be amongst leading causes for poor execution and construction of drainage systems as well as abandonment of such projects. In some areas, projects are poorly supervised thereby giving

contractors the opportunities of using substandard materials for construction purposes. This negative scenario has hitherto continued to be a major factor bedeviling the Nigeria construction industries. This study clearly showed that development projects which CRS-NEWMAP is inclusive have not been properly supervised thereby paving the way for abandoned projects and increase rate of vulnerability of the people in Nigeria.

Supervision of development projects and Sharp practices/ineffective supervision amongst supervisors of development projects

The outcome of the analysis as presented in table 4.2 on supervision of development projects and sharp practices/ineffective supervision amongst supervisors of development projects shows that most NEWMAP projects are poorly executed by contractors due to the level of compromise perpetrated by supervisors of such projects. It also shows that when supervisors do not collect gratification from contractors of projects, their sense of judgments on site supervision of projects would be uncompromising. The result was in line with the finding of (Williams, 2003) who asserts that there is a significant relationship between sharp practices amongst supervisors of development projects and poor job completion of projects. He adumbrates lack of proper supervision of projects seems to be the reason for increase number of poorly/abandoned NEWMAP projects including other infrastructural projects such as roads, bridges, schools amongst others.

The findings were in line with the research carried out by a Non-governmental organization (Alliance for Credible Elections in 2016) which construed that sharp/corrupt practices associated with the way and manner which contracts of [rejects are been awarded contributes immensely to the poor implementation of government projects. However, the organization carried out a nation-wide assessment study on the execution of NEWMAP projects in some selected states (Irno, Cross River, Abia, Benue, Anambra amongst others in the nation via the assistant of the European Union through the auspices of the United Nations Development Programme (UNDP). The study reveals most sharp practices take place in the corridor of awarding contracts as well as project execution. The report further reveals that most contractors do not adhere to the procurement ACT in the award of contracts by contractors. It also reveals that ministries, Departments as well as Agencies (MDAs) lacks the political will to properly supervise contracts (Schneider, 2002).

This is in line with the research of (Nafei, 2013) who construed that sharp practices amongst supervisors have given rise to shoddy project implementations in Nigeria. The study also reveals that less than twenty-five percent of NEWMAP projects has been satisfactorily implemented as well as executed in selected states. It further added that some of these projects are poorly executed whereas many are ongoing without proper supervision to forestall poor execution of projects.

This is in consonant with the findings of (Mohammed, 2006) on research conducted concerning the rehabilitation of a school project in Mbutu Group of Schools, Abo Mnaise in Imo State affirms that out of six classrooms earmark for renovation under the 2015 federal budget reveals that out of the six class rooms earmark for rehabilitation, four classrooms were renovated instead of six classrooms. Out of the six classrooms, ceilings of three classrooms fell within the first year of renovation due to lack of proper supervision of the project by supervisors.

Also, the findings of (Collins, 2013) conducted in Jigawa state reveals that the description of a project for the drilling of an earth dam costing thirty eight million naira located at Madala village was abandoned by the contractors responsible for the project after collecting monies. Maintaining the same posture, the findings of (Schneider, 2002) also proves that most supervisors are not adequately equipped before embarking on site inspection. He construed that lack of motivation by the government has endeared supervisors engage in sharp practices such as collecting of bribes and other gratifications while on site inspection.

Supervision of development projects and educational attainment and training of supervisors of development projects

Findings presented in table 4.3 on supervision of development projects and educational attainment and training of supervisors has clearly proven that the more educated and trained supervisors are, the more effective and resilience they become in the supervision of development projects. From the analysis, it indicates that supervisors should be trained and as well as encouraged to improve their educational prowess. Training and retraining of an individual (supervisors) widen their horizons in carrying out day to day operations. This is in consonant with the findings of (Kelly, 2001) who affirms that no person/supervisor of development projects can perform optimally without being trained by his/her employer. He maintained that a nations' level of development is usually in tandem with the degree of training and retraining received by her citizenry. However, training and retraining forms the basis upon which effective supervision and management of development projects is enhanced.

Sustaining this notion, Armstrong (2002), observed that training and development of project supervisors is premise towards the improvement of individual's capabilities in order to meet most, if not all its necessary requirements. However, it is imperative to note that manpower training and retraining improves the skills, ability, knowledge as well as mind-set required by supervisors of organizations. This is base on the premise that any supervisor who has undergone one form of training or the order becomes an assert to his/her organization. This is akin to the findings of (Kennedy and Reid, 1994) who construed that educational attainment of supervisors of development projects contributes immensely to effective supervision and management of projects. Optimal supervision of development projects serves as a check system to contractors, ad hoc staff as well as field officers and it also ensure that projects are executed in line with specifications as been proposed by contractors involve.

Collins (2013) asserts that effectual supervision and management of development projects by supervisors enhances the durability of NEWMAP projects. However, (Gyang., 2011) posits that without adequate supervision of NEWMAP projects by respective agencies, the likelihood as well as the tendency of abandoning such project would not be farfetched. Nonetheless, (Collins, 2013) construed that for proper execution/completion of development projects to be achieved, supervisors of such projects should as a matter of fact be proactive and detribalized in carrying out their respective functions without biasness. Basically some of the undoing of proper supervision of NEWMAP projects in selected/pilot states in Nigeria which Cross River State is inclusive includes ethnic clannishness, nepotism, and tribalism, poor remuneration of supervisors, logistics problems, bribery and corruption amongst other vices. These problems have hitherto continued to be responsible for the reason why supervisors of projects continue to pay lip-services whenever they embark on site inspections.

The finding of (Denga, 1996) copiously affirms that the reason for the poor performance of supervisors is due to the low education attainment. He asserts that most project supervisors are engaged based on man-know-man syndrome without recourse to their area of academic discipline. This has however affected the supervision of projects because most of them (supervisors) lack the technicalities to spot-out sub standard materials bought by contractors to execute particular projects. Nonetheless, the finding of (Kelly, 2001) maintains that the reason most of the NEWMAP projects in Nigeria do not meet international best practices is due to the increase level of utilization of inferior/fake materials. More often than not, these projects do not meet their approved standard.

Nonetheless, he Denga (1996) also conceived that educational attainment of an individual/supervisor is a potent predictor of his/her well-being. He buttressed that supervisor with higher level of education is mentally endowed with the nitty-gritty of supervising projects as well as knowing the real model to be employed in the management of projects. However, he further enunciated that effective supervision and management of development projects can only be attain if the supervisors equip themselves educationally. In a similar vein, Kelly (2001) stated

that proper supervision and management of development projects provides a medium through which contractors are constrained in doing the needful vis-a-vis terms and conditions binding their agreement. The imperative of supervision of NEWMAP projects can never be over emphasized in a development economy such as Nigeria where insincerity, illiteracy, as well as corruption looms all nooks and crannies of the economy. This position lends credence to the postulation of Schneider (2002) who stated that adequate supervision of NEWMAP projects is a panacea for enhanced project execution in Nigeria. He adumbrated that supervisors of projects should be well equipped in terms of providing them with necessary assistance by the government to ease their supervision as well as management of projects. The implication of the above implies that proper supervision of development projects facilitates practical monitoring and evaluation system of project site as well as states implementing NEWMAP plan. The findings also construed that effective proper supervision of projects enhances detailed designed-activities that makes soaring construction of gully erosion sites achievable. He further construed on the foregoing that supervisors ensures that all necessary works are executed in full compliance with the engineering design as well as working drawings, technical specifications and associated contract documents. On the contrary, the findings of Gaius (2005) pontificates that most supervisors of development projects usually compromise their standard by approving completion of projects even when these projects fall below standard due to gratifications received from contractors of the projects. Most of the contractors are public servants (politicians) and as such there influences the decision of supervisors on-site inspection. This has become a recurrent decimal in the construction industry where contractors execute shoddy projects without being sanctioned by authorities concerned.

Supervision of CRS-NEWMAP projects and the reduction of vulnerability amongst the people

Findings presented in table 4.4 on CRS-NEWMAP projects and the reduction of vulnerability amongst the people reveals that proper supervision of NEWMAP projects cannot be responsible for the increase level of vulnerability of the people. It therefore implies that proper supervision of NEWMAP projects brings about a decline (reduction) of vulnerability of the people. On the other hand, lack of it (proper supervision) increases the level of susceptibility (vulnerability) of the people. Therefore, adequate supervision of projects can lead to the reduction of vulnerability of the people thereby improving their livelihood. This finding is in line with the report of Edward (2004) who affirms that construction of erosion sites in the selected states which Cross River State is inclusive has as a matter of fact assuaged the predicaments experienced by communities ravaged by gully erosions. This finding is further confirmed by Nkereuwem Joseph a resident of Edim Otop community in Cross River State. He vehemently averred that construction of a ravine in his community has positively affected the livelihood of the people who resides close to the ravine. He also added that prior to the construction of the ravine, community members were always at the mercy of the ravine. In order words, CRS-NEWMAP project has achieve the main thrust of her mandate by ensuring that the construction as well as rehabilitation of dilapidated erosion sites are taken care off. This is affirmed by Mrs. Grace Ekong a business woman who clearly construed that she can go about her business even when it is raining without being impaired by rain mostly during the wet (raining) reason as compared to when drainages were not properly constructed and channeled.

This is in consonant with a report elicited from Mr. Moses D, who resides in Calabar Municipal. He stated that prior to the rehabilitation of the tunnel, he could neither go out for business due to fear of not being strained by erosion pressure. Timely intervention and rehabilitation of drainage systems in danger prone communities (areas) threatened by erosion menace reduces the level of vulnerability of community members as well as visitors who comes to transact one form of business or the other. Indeed, properties worth billions of naira have been ravaged and destroyed due to flooding in some affected areas in Cross River State as well as other states in the federation. This unpleasant scenario can be forestalled when there is timely

intervention by CRS-NEWMAP and other international development agencies. This is affirmed by one Mr. Godwin Emmanuel who resides in Ebitou in Calabar South, he asserts that in 2016 he was affected by flood and his house properties as well as neighbours which worth thousands of naira were all destroyed by flood due to poor construction of drainage system in the area. He therefore called on the government both at the state and federal level to keep to her mandate of protecting the lives and properties of her citizenry. He adumbrates that areas where drainage system was properly constructed, residents are not vulnerable to losing their house properties, other belongings as well as going out to work or daily business whenever it is raining. This is highly supported by Gaius (2005) who construed that people can go about daily activity during the raining season when the roads and drainages are well constructed in areas concerned.

Conclusion

Findings from this research undoubtedly show that supervision and management of development projects is the requisite for reducing the level of vulnerability of the people. The findings also show that greater number of respondents affirms that proper supervision of development project assuages the level of vulnerability of the people. It also reveals that timely intervention and rehabilitation of drainage systems in danger prone communities (areas) threatened by erosion menace reduces the level of susceptibility of community members as well as visitors who comes to transact one form of business or the other. Therefore, intermittent supervision of projects by supervisors is a panacea for quality construction as well as rehabilitation of projects. Indeed, this can be enhanced if supervisors of projects are well trained, educated, mobilized in the provision of necessary logistics needed in carrying out day to day operations. Also, if supervisors of development projects desist from conniving with contractors in collecting gratifications from them, their sense of reasoning as well as judgment will not be unbiased. Again, certificates of project completion should not be signed until such projects are well examined and monitored to ensure that there meet up with desired specifications, architectural design amongst others.

Recommendations

In view of the above conclusion, the aforementioned recommendations were made towards improving effective supervision and management of development projects in Nigeria. The recommendations will also serve as a spring-board for further research study.

1. Supervisors of development projects should be employed base on merit that concedes with their educational background rather than man-know-man syndrome. In addition to placing emphasis on requisite educational qualifications for employment, the development sector should make effort to train supervisors employed on the job so as to develop their supervisory skills.
2. There should be timely intervention and rehabilitation of drainage systems in danger prone communities (areas) threatened by erosion menace in order to reduce the level of vulnerability of community members as well as visitors who comes to transact one form of business or the
3. Supervisors should always make sure that all necessary works are executed in full compliance with the engineering design as well as working drawings, technical specifications and associated contract documents before signing certificates of job completion.
4. Supervisors who indulge in collection of gratification (bribes) on site inspection should be prosecuted as this will serve as a deterrent for others.
5. Supervisors should be motivated by the government in order to discourage them from indulging in sharp practices such as collecting of bribes and other gratifications while on site inspection.
6. Supervisors of projects should as a matter of fact be proactive and detribalized in carrying out their respective functions without biasness. This will forestall some of

the undoing of ineffective supervision of NEWMAP projects which includes ethnic clannishness, nepotism, and tribalism, poor remuneration of supervisors, logistics problems, bribery and corruption amongst other vices.

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