

Project Management Practice: Lessons Learned From Project Failures in Nigeria

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Abstract

There are opportunities to prevent future project failures when organisations and project managers learn from past cases of project failures. Therefore, several project case studies in Nigeria were presented and these cases offer crucial lessons for effective project risk management. Notably, this research specifically considered how employing a project management approach could yield tangible benefits to organisations in Nigeria and what lessons can be learned from project failures. The results have wider implication on both theory and practice of project management. In particular, amidst the perceived benefits of project management is the question; does project management approach prevent project and organisations from failing? If not, are project management concepts, practices and standards doomed? Arguments of this analysis were revealed and a research debate to outspread project management is drawn. The research further examined key strategic considerations likely to be encountered when planning and undertaking projects with special reference to Nigeria. In this context, we argued that over reliance on project management approach is destructive and consequently lead to project disasters or failures. Furthermore, the work drawn on relevant practical examples of projects in Nigeria to test the effectiveness of project management approaches in Nigerian organisations. Though evidences consistent with literature were found but these were not enough to prevent project failures in some organisations in Nigeria. Finally, in view of international best practice; practical recommendations for organisations wishing to operate successfully in Nigeria were made and the research limitations were carefully addressed.

Keywords: Project management practice; project management; project failures; risk management; lessons learned; organisations; Nigeria

1. INTRODUCTION

How can organisations manage the uncertainty, complexity, innovation and transformation required to compete or merely survive? The answer has been linked to project management approach (Verzuh, 2008; Capece & Bazzica, 2013) but there are still inconclusive evidences that such approach is definite in preventing project failures. There are opportunities to prevent future project failures when organisations and project managers learn from past cases of project failures. Most experts (Adler, Mandelbaum, Nguyen & Schwerer, 1995; Huchzermeier & Loch, 2001; Pitsis, Clegg, Marosszeky & Rura-Polley, 2003; Caru, Cova & Pace, 2004; Suikki, Tromstedt & Haapasalo, 2006; Lock, 2007; Cobb, 2012) consider it likely that employing a project management approach could yield tangible benefits to organisations. Yet, it seems critically unclear whether in reality organisations could benefits using such approach alone. In this paper, the debate is extended to consider how project management approach alone cannot guarantee project and organizational success when managing complex projects. This study, however, raised several questions on modelling project management toward delighting stakeholders and incorporate effective project risk management in Nigeria.

For the purpose of this research, project management is the systematic modelling of possible factors (cost, time, resources, and quality) from initiation of project, planning, controlling to closing of the project in order to delight stakeholders. The essence of project management practice is to ensure that the objectives and goals of the project when it was first initiated are achieved. However, quite often, projects fail to achieve the laid down goals and objectives. Previous cases of project failures can serve as useful approach to avoid future project disaster or failure. Therefore, this research explores how employing a project management approach could yield tangible benefits to organisations in Nigeria but the research findings also serve to stir debates in general project management. In this context, this study fundamentally draws on relevant practical examples of projects in Nigeria (e.g. Tinapa Business Resort, Rivers' Monorail, Olokola LNG, Brass LNG, Chevron Escravos Gas Plant, Shell JV Project, Nigeria LNG, Obudu Mountain Resort, East-West Road, Port Harcourt Gas Turbine, and West Africa Gas Pipeline Projects) to test critically whether organisations in Nigeria could derive any tangible benefits using a project management approach. Lessons from this research could help practitioners and investors with key insights on the sources of project failures and complexity, and how to avoid these problems.

The work shall reflect on the key strategic considerations likely to be encountered when planning and undertaking projects in Nigeria. Therefore, main concept in this research is whether project management approaches can produce any tangible benefits to organisations in Nigeria. If not, are project management approaches doomed? Organisations in Nigeria would find this work most useful in view of the approaches reveal and the practical recommendations made. In another

perspective, this work theoretically contributes to project management through introduction of project case studies that could serve as lessons for project management practitioners.

2. METHODOLOGY

The research aimed at evaluating and analyzing how employing a project management approach could yield tangible benefits to organisations in Nigeria. It also examined key strategic considerations likely to be encountered when planning and undertaking projects in Nigeria. Thus, the case study method was adopted as the most appropriate method because it serves as the best option to critically evaluate, analyse and discuss whether organisations in Nigeria could derive any tangible benefits using a project management approach. The work drawn on relevant practical projects examples in Nigeria to test critically whether project management approach would or not work in Nigeria and what lessons could be learned from project failures in Nigeria.

It is important to note that while the case study method seems most appropriate for this research, the study did consider other methods of primary data collection such as personal interview and administration of questionnaire. It is acknowledged therefore that these other methods of primary data collection would have allowed “thick description” of the case study. Critically, there may be need to include other sources of data collection in future research of this nature. However, it is believed that the case study method would help uncover practical implications rather than other means of data collection. The data collection for the different project case studies rely mainly on secondary data available in public domain. The multiple case studies of projects revealed in this research offer enormous opportunities for effective project risk management. When existing studies are carefully reviewed and analyze (e.g. Adler et al. 1995; Huchzermeier & Loch, 2001; Caru et al., 2004; Lock, 2007; Cobb, 2012) and analysis of the projects case suggests that project management approach alone cannot prevent project and organizational failure. Thus, emphasis is place on modelling project management towards delighting stakeholders and effective project risk management. There were no clear evidences that employing a project management approach would guarantee success in practice. The findings from the case examples revealed a gap between project management practice in Nigeria and the actual project management concepts revealed in extant research. However, the research identified some similarities in the project management practice of Nigeria organisations and the one revealed in the academics literature.

This study suggests that there is a relationship between project management and risk management. In this context, the result is that project management could help uncover critical path networks where organisations could be more vulnerable to risks. In view of this research, this is a link between project management and risk management. For example, identification of critical path networks in the organisation could aid effective enterprise risk management practice within such organisation. The study observed that while emphasis is on the perceived tangible benefits project management approach could provide to organisation, this approach alone cannot prevent project and organisations from failing. Following this observation, it was necessary to extend the research in two directions. The first of these was to undertake a holistic case study of project failure and success in a particular organisation in Nigeria. This could help established whether certainly employing a project management could produce any tangible benefits. The second was to extend the research towards developing a new model of project management which focuses on stakeholders’ satisfaction in Nigeria.

3. CASE STUDIES OF PROJECTS IN NIGERIA

The project case studies reveal in this work were extracted from different sources available in public domain. These cases of projects are recent examples of some major projects initiated and executed in Nigeria. There are lacks of Nigerian projects case examples in most academic studies within the research scope. Therefore, we have presented the project case studies in order to explore the Nigeria project management experience and lessons learned from project failures. These case studies of several projects in Nigeria can aid project management teaching and research, and offer useful insights into practical project risk management. Thus, the different project case studies are presented below:

a. NIGERIA EAST WEST ROAD PROJECT

The East West Road project is under the supervision of the Ministry of Niger Delta Affairs (MNDA). The road is a 338Km long national dual carriageway road which crosses the heart of the Niger Delta region of Nigeria. The East West road project certainly serves to quicken the development and growth of the lives of the communities in the Niger Delta region of Nigeria. The issues surrounding the project are complex and sometimes controversial because of different stakeholders involved in the project. First, the East-West Road dualization contracts were transferred from the Federal Ministry of Works (FMW) to the Ministry of Niger Delta Affairs (MNDA) in April 2009 to fast track the completion as part of the Federal Government of Nigeria developmental intervention programmes for the Niger Delta region. The project under FMW was initially awarded in four (4) sections to four different contractors: i) Section I Warri - Kaiama (87.4Km) in Delta State to M/S Setraco Nig. Ltd.; ii) Section II Kaiama - Port Harcourt (101Km) in Bayelsa/Rivers States to M/S Julius Berger Nig. Ltd.; iii) Section III Port Harcourt - Eket (99Km) in Rivers/Akwa Ibom States to M/S RCC Nig. Ltd.; iv) Section IV Eket - Oron (51Km) in Akwa Ibom State to M/S Gitto Costruzioni Gen. Nig. Ltd.

However, Julius Berger's contract on Section II had been terminated by FMW after the company withdrew from site due

to insecurity before the transfer to MNDA. The MNDA, at transfer, re-awarded the Section II to M/S Setraco Nig. Ltd. in April 2009 in two sub sections namely Section II Sub Section II from Kaiama - Ahoada (54Km) and Section II Sub Section I from Ahoada - Port Harcourt (47Km). Furthermore, the initial contracts' Bill of Engineering Measurement and Evaluation (BEME) for the four sections of the East-West Road project were produced with tender drawings prepared using baseline designs due to the exigencies at that time in the Niger Delta region of Nigeria just to fulfil due process requirements. It appears that the inadequacies of work items quantities inherent in these contracts as a result of the baseline design method used affected all the sections of the East - West Road Project and eventually resulted in the augmentation of the contracts.

At the time of transfer of the East West road project to MNDA in 2009, FMW had only achieved 10% completion of work on the road. In the light of the above, it is noteworthy that at the present time, MNDA had attained over 53% completion rate on the road. The East West road dualisation project was initially scheduled for completion by December 2010 but due to inadequate budgetary provisions over the years and other challenges, like insecurity and short dry period in the region, a new completion date was slated for December 2014. However, till date the road project is yet to be completed and the amount required to complete the project now stands at estimated N179,225,158,146.90 (\$750 million). Historically, the execution of the east west road dualisation project had been hindered by certain challenges, prominent of these are inadequate funding and insecurity, these two challenges had been well documented. However, the issue of security (threats/kidnappings) which led to several stoppages at different times also affected planned progress of work. There was case of kidnapping of six expatriates working in the region between November and December 2012 with two lives lost and several injured in the process which subsequently led to the suspension of site activities in both Sections I & II. Early January 2013, there was another attempted kidnap of an expatriate staff of Setraco. The most recent, on 30th January 2013, is the kidnap of an expatriate staff in Warri along DSC road, the kidnappers killed the driver and one Mopol (Mobile Police) with another Mopol badly injured. As a result of the trauma of these incidents and the fact that the company has to engage five military personnel for each expatriate for protection/security, has resulted in a very low moral for the work (Osammor, 2013). This case example offer opportunity to analyze major causes of project failures and how to appropriately manage projects using effective project risk management.

b. OLOKOLA LGN PROJECT

The Nigerian National Petroleum Corporation (NNPC) authorized the award of a US\$14.5 million contract for the front-end engineering design of the Olokola Liquefied Natural Gas. The Nigerian Content Division of NNPC gave the authorization to an indigenous engineering company, Delta Afrik Engineering Limited. The details of the work include the major production platforms, living quarter platform and associated flares and bridges for the Olokola LNG. The contract is expected to be executed within 145,000 engineering man-hours and would employ 100 engineers. It would also provide opportunities for skill development and competence enhancement for Nigerian engineers through technology transfer. It was estimated that four million man-hours of engineering works could be carried out in Nigeria annually and that such volume of works would provide opportunities for 3,000 engineers.

Three international firms have indicated interest to buy into the Olokola liquefied Natural Gas (OK-LNG) project, at a time BG Group withdrew. The OK-LNG project is one of the biggest proposed LNG projects in Nigeria which was established in 2005 with NNPC as the major shareholder with 46.75% shareholding, Shell and Chevron 19.5% each, and the BG Group 13.25%. BG recently divested from the project due to some technical and financial reasons. The companies that have been listed to come on board by NNPC include Centrica, LNG Japan and Mittal Group. The first phase of Nigeria's Olokola Liquefied Natural Gas (OK-LNG) was estimated to be completed as at 2012 but till date work is still ongoing. The Olokola LNG and related pipeline projects will cost an estimated \$9.8 billion, with Nigeria investing part of its oil windfall savings to take up its 49.5 percent stake.

The Olokola LNG was a response to increased demand for natural gas in the global market place. It will produce 22 million tonnes per annum of LNG with completion of the first stage of the project targeted for 2012. It is worth noting that the project was estimated to be completed in 2011 and later 2012 but till date it is unclear when exactly it would be completed. The four-train OK-LNG is being built on the border of the south western states of Ogun and Ondo and estimated to produce an initial 10 million tonnes of LNG and 2.5 million tonnes of liquefied petroleum gas per annum as well as substantial quantities of condensates. LNG is gas which has been cooled and compressed into liquid form for easy transportation by tanker. It was estimated that Nigeria will earn \$10 billion annually from liquefied gas exports beginning from 2011 when the first cargo from its second LNG plant start export but till date exports have been affected by project delays.

c. NIGERIA LNG PROJECTS

The story of LNG in Nigeria is one of missed opportunities because of the failure of its leaders to build LNG plants and monetize the country's huge gas reserves soon after independence from Britain in 1960 (Oredein, 2012). Nigeria has reserves of associated and non-associated gas estimated in excess of 180 million Tcf and is ranked seventh in terms of proven natural gas reserves in the world. Nigeria started commercial oil export in 1957 but only produced its first LNG 42 years later in 1999. The delay was due to a series of boardroom bickering, government hesitation, political instability, lack of finance, difficulty in reaching salient agreements, and some initial partners' withdrawal from LNG projects. It took over three decades before the

Nigeria LNG project was completed and the construct of two ongoing projects – Olokola LNG (OK-LNG) and Brass LNG - are also running well behind schedule. NLNG shareholders, the Nigerian National Petroleum Corp. (NNPC), Shell, Total, and Eni, have upgraded the NLNG plant to six trains since 1999, when production operation started from the first two trains while train six (6) was also completed in December 2007.

With six trains now operational, the entire NLNG complex is capable of producing 23.5 million metric tons per year (MMmt/y) of LNG. The NLNG management, in a release in November 2012, considered the company a major success story because “it is a world-class company operating to the highest global standards and transparency; it submits audited accounts to the relevant authorities annually; it was, until recently, the fastest-growing LNG facility in the world and today accounts for 8% of world LNG production, NLNG’s finances are solid and its credit rating impressive with assets worth over \$13 billion.” Like Qatar which has become the biggest LNG producer in the world with a production capacity of 77 MMmt/y, Nigeria is still confronted with some challenges and problems such as militancy in the Niger Delta region, kidnappings, destruction of pipelines, apprehension about getting adequate gas supply for the new LNG plants, unrest by host communities, and political instability are some of the reasons projects usually failed.

d. BRASS LNG PROJECT

The Brass LNG project was awarded at a cost of \$15 billion and it is a joint venture between the NNPC with 49 percent, and Italian oil firm Eni ENI.M, French energy giant Total (TOT.FA) and ConocoPhillips (COP.N) and pro rata stakes were offered to BG and Centrica (CNA.L). Promoters of Brass LNG, which is currently being constructed in Brass, the Niger Delta region, awarded the FEED contract to Bechtel Corp. in 2004. The award followed the heads of agreement (HOA) signed in October 2003 by shareholders for the development of the two-train LNG plant expected to export 10 MMmt/y of LNG a year. It was scheduled to begin production between 2009 and 2011 (Okere, 2013). However the project has been delayed and it is unclear when the project would be completed. The Brass LNG project has both positive and negative implications on economic growth and development when completed. The Final Investment Decision (FID) for the Brass LNG project still remains a controversial issue because of insecurity in the Niger Delta region of Nigeria, non-passage of the Petroleum Industry Bill (PIB), lack of finance, and unfavourable gas pricing in Nigeria. There were cases of divestment from the project sponsors (partners), goal deviation and other associated factors like conflict of interest that has been attributed to the cause of project failures in Nigeria. The Brass LNG has suffered several delays because the FID was originally scheduled to take place in 2006, and later 2008, and then 2010. Nevertheless, it remains unclear when this decision actually takes place because from 2003 when the promoters of the project approved the contract till date FID is unreachd.

e. SHELL NIGERIA – MULTI-YEAR GAS INJECTION PROJECT IN THE NIGER DELTA

In 2000 the SPDC joint venture (JV) began an ongoing multi-year project to install equipment to capture gas from its facilities. This project has been delayed by events outside SPDC’s control, such as funding shortfalls from Nigeria National Petroleum Company (NNPC) (the government-owned majority shareholder of the JV); security concerns which meant it was not safe for staff to work in large parts of the Niger Delta for long periods of time; and delays in NNPC contract approval processes. Despite the delays, between 2000 and 2009 SPDC installed associated gas gathering (AGG) infrastructure at 33 sites, covering over 60% of its associated gas production. Unfortunately, 18 of these facilities were vandalised or not commissioned because of the crisis in the Niger Delta in recent years. In total, SPDC flaring dropped by more than half between 2002 and 2010 from over 0.6 billion cubic feet a day (bcf/d) to less than 0.3 bcf/d, although production losses contributed to this decline.

In 2010, security improved in the Niger Delta and funding became available. This allowed the SPDC JV to resume work on many delayed projects and start new ones. By mid-January 2011, three of these additional sites had been completed (bringing the total number of SPDC sites with AGG facilities to 36) and work was underway at a further 17. When complete, these projects will extend AGG coverage to more than 90% of the associated gas produced in Shell Nigeria operations. SPDC estimates the entire AGG program will cost around six billion dollars when complete.

f. CHEVRON NIGERIA ESCRAVOS GAS PLANT PROJECT

Chevron is involved in natural gas projects in the western Niger Delta and Escravos areas, including the expansion of the Escravos Gas Plant (EGP), construction of the Escravos Gas-to-Liquids (EGTL) facility and the Sonam Field development. Chevron operates and holds a 40 percent interest in the EGP development. The project is focused on eliminating routine flaring of natural gas associated with the production of crude oil. Construction of the pipelines and modifications to the production platforms continued through 2011. The \$2.4 billion project is expected to be completed in 2016.

Chevron and the NNPC are developing the EGTL facility, an \$8.4 billion 33,000-barrel-per-day gas-to-liquids project designed to process 325 million cubic feet per day of natural gas from the EGP expansion. Engineering, procurement and offsite fabrication are complete. Work on the project was more than 80 percent complete at the end of 2011. Chevron is the operator and has a 75 percent interest in the plant, which is scheduled for startup in 2013. In late 2011, a final investment decision was made for the \$1.7 billion development of the Sonam Field. The 40 percent-owned and operated project is designed to use the EGP facilities to deliver 215 million cubic feet of natural gas per day to the domestic gas market and produce a total of 30,000 barrels of liquids per day. First production is expected in 2016.

Chevron operates and holds a 40 percent interest in six fields collectively referred to as the Onshore Area. In 2003, civil unrest in the area resulted in vandalism of the compression infrastructure. The Onshore Asset Gas Management project is designed to restore these facilities and supply 125 million cubic feet of natural gas per day to the Nigerian domestic gas market. Construction continued in 2011. Start-up is scheduled for late 2012. With a 36.7 percent interest, Chevron is the largest shareholder in the West African Gas Pipeline Company Limited, which owns and operates the 421-mile (678-km) West African Gas Pipeline. The pipeline supplies Nigerian natural gas to customers in Benin, Ghana and Togo for industrial applications and power generation and has the capacity to transport 170 million cubic feet of natural gas per day. Chevron holds a 20 percent non operated interest in the Assa-North/Ohaji South Development in OML 53. The project would supply natural gas to the domestic market. Development alternatives are being evaluated.

g. TINAPA BUSINESS RESORT PROJECT

The Tinapa Business Resort (“Tinapa Project”) is a N56 billion (US\$470 million) development located within the Tinapa Free Zone and Resort (TFZR), a Free Trade Zone, adjacent to Calabar Port and Calabar Free Trade Zone (CFTZ). Though supported by the Cross River State Government (CRSG), Tinapa is a fully private commercial venture. Tinapa’s centre-piece is 65,000 sq m of warehousing and wholesaling facilities as well as retail outlets developed to serve importers using the Calabar Port and exporters who plan to target the West African sub regional market for consumer products.

The Project structure highlights the following:

- Project vehicle – Tinapa Business Resort Limited (TBRL); a public limited liability company incorporated in Nigeria which acts as project sponsor and developer and enters into contracts with tenants and providers of key services
- TFZR is to be managed by Tinapa Business Resort Free Zone Company (TBRFZC) a subsidiary of TBRL in conjunction with world-class professional firms such as Broll. Tinapa’s financial viability is driven primarily by import, export and trading activities in addition to services offered by the leisure and tourism components of the Project

TINAPA PROJECT OVERVIEW

Tinapa is a mixed-use development located within the TFZR and adjacent to the Calabar Port and the CFTZ in Calabar, Cross River State, Southern Nigeria. The Project was conceived by CRSG to play a catalytic role in establishing Cross River State as a trade and distribution hub in West Africa while at the same time providing a unique tourism experience that will inform the growth of tourism in the State and Nigeria as a whole. A phased approach comprising four phases has been implemented in developing the Project. The initial phase comprising strong retail facilities complimented by entertainment facilities is expected to form a critical mass of attractions to pull a core market that will form the foundation for the development of a business and leisure tourism market.

Towards this end, Tinapa is expected to comprise a wide range of complimentary components which include, trade and distribution, accommodation, conferencing, entertainment, leisure, food and beverage, cultural and educational, agritourism and ecotourism facilities. Consequently, Tinapa is conceptualised as a world-class integrated leisure and business resort and a global trading hub, the first of its kind in Africa. Despite the complexity and uncertainty surrounding the project, it is a major success story in the history of Nigeria and Africa. The CRSG were able to monitor and manage the numerous stakeholders involved in the project. This effort has seen Tinapa through the hurdles of the initial stage of the project.

h. RIVERS’ MONORAIL PROJECT

On the 13th of October 2009, the Rivers State Government and TSI Property & Investments Holdings Limited signed an agreement signalling the start of work on a monorail system to be hereby known as “Rivers Monorail” in Port Harcourt, Nigeria. This was a major step forward for the great city of Port Harcourt and giant stride forward for Rivers State. As a part of the many faceted plan to bring organisation and structure to the public transport infrastructure in Rivers State, the Rivers Monorail is set to cement the State’s place as Nigeria’s Treasure base, a place of cultural advancement, a tourist attraction and a fully functional metropolis. However several controversies trail the \$318 million Rivers Monorail project. The company carrying out the project was owned by a former military governor of the state, Brigadier-General Anthony Ukpo. Under the agreement, the company was expected to function as managers of the project upon completion (Onukwugha, 2012).

The aim of the project was to build 19.5-kilometre of monorail beam through the more congested areas of Port Harcourt on which five trains each, capable of carrying a maximum of 210 passengers will run. The monorail project, awarded at \$318 million, is currently being handled by three monorail contractors namely: Mega Star, Trevi and Argus Gibbs and was expected to be completed in 2013 but till date actual completion time still remain unclear. The project when completed will be using the Intamin P30 monorail train, an electric driven train especially designed and most suitable for commuter services in cities. It is the most recent model of its kind and characterised by modern design, spacious cabins equipped with large size door openings for easy access for passengers with luggage.

The visual impact of the train, the track beam (which it rides on) and the supporting columns will be minimal and an appropriate colour will be chosen to help integrate the system into the environment. The monorail beam is elevated, supported by columns which in turn are supported by a foundation. The foundation will be properly sized to take all loads applied from

the column to the foundation. The foundation and the beam structure were designed to a minimum life span of 50 years. The foundation will be designed and built to withstand the local climate conditions at Port Harcourt including flood, thunderstorm, heavy rain, and others. However, mid-way into the completion of the first phase of the project, believed to be the first in West Africa, there were rumours over the abandonment of the multi-billion dollar project, following an alleged decision of the PPP-partner, TSI Property and Investment Holdings Ltd to withdraw from the project.

The project sponsor argued that the construction process was slow due to its highly technical and delicate nature. The project is still under construction and perhaps, not convinced with the mere explanation that the project, which has been widely described as 'white elephant' was still on course, critics continue to mount pressure on the state government to clear the air on the PPP agreement, since its partner, the TSI Properties and Investment Holdings Limited seems to have gone with the winds. The PPP actually failed because the TSI Properties and Investment Holdings Limited failed to live up to the agreement by providing 85% of the total sum needed to complete the project. Therefore, the Rivers State Government of Nigeria eventually becomes the sole funder of the project.

i. WEST AFRICAN GAS PIPELINE PROJECT

The West Africa Gas Pipeline (WAGP), a natural gas project initiated by the Federal Government of Nigeria with the governments of Benin, Ghana, and Togo, has come under intense criticisms as stakeholders have said the project has not yielded the desired results. The pipeline is designed to supply gas from the Escravos region of Niger Delta, Nigeria to feed generating plants of the participating countries. The project, which was the first regional natural gas transmission system in sub-Saharan Africa, was initiated to, among others, channel away associated gas from Nigerian oil fields where gas is flared, generate employment for Nigerians and foster economic integration of the West African countries involved. The World Bank and sponsors of the project – Shell and Chevron – had claimed that the WAGP would contribute to putting an end to gas flares in Nigeria and provide cheap energy. However, more than 10 years after the project was embarked upon, Nigeria still flares more than 1.5 billion cubic feet of natural gas per day, which adversely affects the health of the people. It is estimated that Nigeria loses about \$2.5 billion yearly due to lack of infrastructure to harness gas.

The World Bank estimates that gas flaring in the Niger Delta releases some 35 million tonnes of carbon dioxide annually into the air. The delay in the execution of the WAGP project pushed up the cost to about \$1 billion even though it was initially estimated to cost \$620 million. It was noted that the continued postponement of the completion date of the project create a negative situation for customers who had taken the risk of guaranteeing the project. The World Bank provided a guarantee of \$50 million for Ghana, while the bank's Multilateral Investment Guarantee Agency also provided a \$75 million political risk guarantee for the project. The project, which runs both onshore and offshore, through the Republic of Benin, Togo and terminates in Ghana, was initially scheduled to flow gas from the Escravos to Egbin power station in Lagos and to some West African countries by June 2005. Initially, the project was to have terminated in Senegal, but this was shelved owing to political instability in several countries where the pipelines would run through, notably Ivory Coast, Sierra Leone and Liberia. These setbacks made the completion date to be shifted from November 2005 to December 2006, and later, April 2007 and then December 2008, due to militancy in the Niger Delta. The contractors encountered initial difficulties in laying the 470mcf/d (million cubic feet a day) pipeline due to the hard rocks in the pipeline right-of-way in Ghana. Supply of gas to the participating countries commenced in 2008, but was suspended due to the vandalism of the Escravos pipeline. The insecurity problem in the Niger Delta region of Nigeria has been documented in several studies (e.g. Mafimisebi, 2013; Nkwunonwo & Mafimisebi, 2013; Mafimisebi & Nkwunonwo, 2014; 2015; Mafimisebi & Thorne, 2015; 2016). However, in April 2010, Nigeria restarted supply of 30mcf/d of natural gas to Ghana after a one-year outage caused by pipeline vandalism and fuel quality problems.

The promoters – the West Africa Gas Pipeline Company and West Africa Gas Pipeline Authority (WAGPA) were urged to assume their roles of technical and economic regulators of the pipeline, and also take steps to improve its management, while overseeing its speedy completion. There were reports of some groups aiming at sabotaging the gas transportation project. These acts of vandalism pose a serious threat to the WAGPco pipeline. It was further noted that land and underwater modes of transporting gas are the safest, with low rates of failure, accidents or losses. Except for on-going surveillance and maintenance requirements, there is no other safety issues requiring review or mitigation, have been noted for the onshore portion of the pipeline. There were immediate concerns for protection of the project and stakeholders were asked to intensify public education campaign especially along the coast. The maritime sector was particularly charged with the task of intensifying the education of fisherman, and also shipping agencies, to minimize their activities along the off shore gas pipeline.

4. DISCUSSION

The several cases of projects revealed in this research show that project context is crucial for successful project management. Therefore it is critical to examine what constitutes a project in order to understand project management and its approach. In this perspective, William (2002, p. 3) reveals that a typical project has a common aim, coordinated interrelated subtasks,

specified duration and unique. In similar context, (Verzuh, 2008, p. 3) stated that projects are all the work we do one time which produces something unique. One thing that is certain from research is that academics and practitioners do not agree on what exactly constitutes a project. This poses threats to the project objectives because different stakeholders will pursue different agendas. It is also crucial to state that extant research reveals that projects are not immune from potential risks and that having a common understanding of what project means for different stakeholders especially with respect to risks remain vital. This could possibly affect the way project management is practice.

However, in view of the discussion, a project is a unique process consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources (British Standard 6079-2). Projects have been perceived as successful when they meet time, budget, and performance criteria (Caru, Cova & Pace, 2004, p. 532). In practice, these criteria for determining project success is controversial because “project success” is relative depending on stakeholders’ perception. The consensus tends to be that project management is about delighting stakeholders throughout the project life cycles (from inception to closure), with reference to Nigerian projects. Traditionally, project management focuses on planning, controlling, organizing the project, decision making, and leadership (Taylor, 2003; Cleland & Gareis, 2006). In view of the uncertainty and complexity that surround projects in the ‘postmodern’ world, such view is practically inconsistent to project management practice particularly in Nigeria. Though, some experts (Miller & Lessard, 2000; 2001; Lock, 2007; Verzuh, 2008; Cobb, 2012) reveal that project management concerns managing the complexities of projects. The reality is that project management is shifting towards project risk management. While risk management is seen as one of the body of knowledge in project management and therefore integral component of project management, this can create false assumption that project management is broader than risk management. Therefore, the contention is that project risk management should be used when managing projects. The essence of project risk management is to identify potential risks, assess and analyze them, communicate and monitor these risks throughout the project life cycle (inception to completion).

More specifically, project risk management will help minimize and manage all potential risks that could affect the project outcomes or objectives (cost, time, quality, and stakeholders’ satisfaction). For example, one of the arguable factors that hindered Shell Nigeria estimated US\$6 billion associated gas gathering (AGG) projects in the Niger Delta since year 2000 is stakeholders’ distress and frustration (Shell, 2011). In this context, effective project risk management could have help identify list of relevant stakeholders and anticipate their concerns, and manage these concerns effectively. Therefore, organisations in Nigeria need to understand that project management is shifting towards project risk management which could help in delivering a successful quality project within budget, schedule and performance criteria (Roberts, 2011; Cobb, 2012). Having such understanding, therefore, could possibly produce tangible benefits for such organisations.

There is evidence to argue that organisations who understand and practice project risk management would thrive and more effective in managing complexity unlike other organisations who do not (Verzuh, 2008). This was possibly the case with the Nigeria LNG project which has been perceived a successful project in Nigeria. Despite complexity and uncertainty, it became a major success story (Oredein, 2012). Critically, it is still uncertain whether such practice of project management alone would always guarantee success in practice. The case of the 338km East-West Road project in Nigeria handling by Julius Berger Nigeria Limited, Setraco Nigeria Limited, RCC Nigeria Limited and GZ Nigeria Limited has arguably reflect a typical case of project failure despite project management practice. There are opportunities to prevent project failures when potential risks are systematically identify, analyze, monitor and communicate to all stakeholders with clear risk ownerships and responsibilities. The risks identified must be assign to different stakeholders who have interest in the project. For example, the East-West Road project which cost ₦349,868,255,942.76 (approximately £1,396,000,000) was scheduled for completion by December 2010 but inadequate budgetary provisions, insecurity, faulty baseline design and inadequate risk management was attributed to its failure (Osammor, 2013). Like the Eurotunnel project, with extremely complexities largely criticized for poor management and accountability, unmanageable debt, and political pressures (Lock, 2007; Myddelton, 2007) possibly contributed to the failures of the East-West Road project. Therefore, effective project risk management is crucial to help project sponsors identify and manage project risks and failures. It must be concluded here that project failure is also relative because one stakeholder may perceive that a project is successful whereas others perceive the same project as disaster or total failure.

5. PROJECT MANAGEMENT APPROACH FOR ORGANISATIONAL BENEFITS

There is evidence that managing company changes as projects can bring faster and better results (Lock, 2007, p. 5). How can this be? For example, it is likely that managing organisation as project could help identify most critical areas that may lead to organizational failure (Fox & Baker, 1985; Rajegopal, McGuin & Waller, 2007). Thus, the ‘critical path’ for organisations is arguably recognized. What possible implications could then emerge? The identification of possible (but uncertain) events and their impacts on the organisation could aid effective risk management (Pich, Loch & De Meyer, 2002, p. 1009). The aim is to reduce risk (define as probability times impact) and establish the likelihood of a critical event occurring, and then develop appropriate strategies to manage the adverse effects (Chapman 1990; Wideman 1992; Williams, 1999; Conrow, 2000). One

key insight deduced is that employing a project management approach could further enhance risk management within organisations. However, considering the ambiguity and complexity that coexist with projects (Pich et al., 2002, p. 1009) it seems critically that over reliance on project management approach alone could be disastrous for organisations. For example, could this have been the reason why the US\$318 million Rivers' Monorail project is yet to be a success? If not, what happen to this project? Despite the obvious shortcomings of project management practice in some of the projects undertaking in Nigeria, it could be extremely risky and naive to neglect its application. In this context, it is now appropriate to therefore discuss some selected approaches in project management. These approaches are analyzed below:

A. PROJECT INITIATION:

This relates to the context of the project. Previous research by Meredith & Mantel (2012, p. 39) revealed that having only the planning and execution tools of project and being ignorant of the project context is a recipe for disaster. In view of this, it is important to understand the project context and align with the strategic objectives of the organisation. For example, ignorant of project initiation has been attributed to knowing how to sail a ship but not having appropriate understanding of your role as a captain and the purpose of the trip (Meredith & Mantel, 2012, p. 39). Thus, it is possible that this approach could help in establishing a business case for project selection, managing conflict and negotiation, and reduces taking unnecessary risks within organisations (Bartlett, 2008, p. 120; Wellman, 2011, p. 201). Nevertheless, only this method could prove unhelpful in practice. Does this explain why the US\$1 billion West African Gas Pipeline project is arguably characterised with conflict? Project risk management therefore become crucial in managing potential risks and conflicts that could threatened the project objectives.

B. PROJECT PLANNING:

This involves planning the activities, budget, and schedule for the project (Meredith & Mantel, 2012, p. 219). Research has demonstrated that organisations that plan well perform much better than others who don't (Meredith & Mantel, 2012, p. 219). For example, uncontrolled scope and plan was attributed to the uncertainty surrounding the US\$318 million Rivers' Monorail project (Onukwugha, 2012). This perhaps suggests that in practice, it is not enough to plan. The plan must be tested and put into action (Meredith & Mantel, 2012, p. 221). In other words, "plan the work – test the plan – work the plan" approach is the emerging realism.

In reality, constant monitoring and control of 'all possible permutation' of risk is arguably essential throughout. Even though, the organisation is operating within its risk tolerance level. The benefits could be that no risk is underestimated while unnecessary risks are being eliminated. Critically, approach to planning depends on the types of projects (Lock, 2007, p. 5). However, different organisations could have different plan methods and strategies (Cobb, 2012, p. 90). While this may be true, project management planning need to cover the needs, objectives, risk assessment, strategy, organisation and control system (NOSOCS RA). It is possible that any organisation that employ this NOSOCS (RA) approach in Nigeria could possibly outperform, manoeuvre, and delight stakeholders at all the time. It can also serves as an early warning system for tasks that are late, over or under budget (Verzuh, 2008). The delay in the US\$1 billion West African Gas Pipeline project was possibly attributed to underestimation cost of US\$620 million initially (Guardian, 2009; Amanze-Nwachuku, 2010). This suggests that organisations need to be careful in planning projects. For example, it was reported that the new Wembley Stadium project finished late and cost twice its original budget (Lock, 2007). This arguably may be case with the West African Gas Pipeline project upon completion.

C. PROJECT EXECUTION AND CONTROLLING:

This is actual implementation of the project. This stage is crucial in project management. If organisations in Nigeria are to reflect this in their strategic goals, it is likely that tangible benefits would emerge. For example, project execution stage incorporate monitoring and information system, project control, auditing and project termination (Meredith & Mantel, 2012, p. 431). If this is correct, then, using this approach will possibly aid reducing 'corporate goal deviation' from the overall mission of the organisation. In practice, this perhaps could be unachievable and problematic. For example, shareholders in the estimated US\$15 billion Brass LNG project were quick to recognized 'goal deviation' even before the final investment decision (Okere, 2013).

Therefore, organisations in Nigeria may have to embark on constant monitoring, control and forensic auditing of their activities. Notably, the Obudu Mountain Resort (Cross River State, Nigeria) project is a clear example of effective project execution and controlling, and has been commendable for its' historic success (Titus, Daniel, Victor, Patrick & David, 2012, p. 38). This has been attributed to the efforts of the Cross River State Government (CRSG) in constantly monitoring and reviewing the activities of the stakeholders (Anim & Titus, 2011, p. 18).

D. CLOSING PROCESSES AND LESSONS LEARN:

In a research by Lock (2007, p. 491), projects do not always end successfully and sometimes occasionally closed before their intended finish date. Factors such as partial completion, insufficient funds, and change of scope, act of God, insecurity, and political instability have been linked as the reasons for close out (Lock, 2007, p. 491; Roberts, 2011, p. 233). Arguably, even if the project was completed within the success criteria (time, cost and quality) the business must continue. One recommended thing to do is perhaps consider the lessons learned review (Roberts, 2011). This offers the project team and the

wider business the opportunity to reflect on the way in which it was managed. It is suggested that organisations in Nigeria learn from the success story of both the Obudu Mountain Resort and Tinapa Business Resort projects (both handled by Cross River State Government of Nigeria) (Esu & Arrey, 2011, p. 226). Though, lessons learn approach seems to have received less attention in project management literature. However, recent trends in project management research have acknowledged the importance of lessons learn approach to managing projects. Lessons learn approach in project management, if appropriately adopted, would help reduce the risk of failure and increase success rate.

6. LESSONS LEARNED FROM PLANNING AND UNDERTAKING PROJECTS IN NIGERIA

This section discusses some likely key strategic considerations and lessons learned from planning and undertaking projects in Nigeria. Also, some ways of handling these issues are revealed. These factors include:

a. UNDERSTAND THE CONTEXT OF PROJECT AND BUSINESS ENVIRONMENT:

Having an understanding of the particular challenges the project(s) could present to the organisations (public or private) is essential (Meredith & Mantel, 2012, p. 32). Broad consideration of the wider environment (political, environmental, social, technological, legal, and cultural – PESTEL) outside the organisation is necessary (Shan, McGuin & Waller, 2007, p. 5). Experts and researchers claim that the atmosphere within which the projects exist adds an extra dimension of difficulty (Suikki et al., 2006, p. 724; Meredith & Mantel, 2012, p. 32). This perhaps was the case with the US\$2.4 billion Chevron Nigeria (Escravos Gas Plant) project. For example, local communities' interest and influence in the project caused delay and affect the project smooth success (Chevron, 2012). Thus, it seems imperative and wise for organisations in Nigeria to have a 'bird eye' view when embarking on any project. Applying the PESTEL technique is arguably important.

b. RECOGNISE AND ACKNOWLEDGE PROJECT CONFLICT:

It would perhaps be near impossible to undertake projects successfully without any form of conflict (Wellman, 2011, p. 262; Meredith & Mantel, 2013, p. 33). Thus, recognizing and acknowledging project conflict in advance offers opportunity to get things right. Though, corporate reputation seems to be at stake if project fails. In practice, this probably may be a source of worry for organisations who have enjoyed decades of reputation. For example, Julius Berger Nigeria Limited one of the contractors handling the East-West Road project had to terminate its contract in view of conflict (security issue) (Osammor, 2013). The rest three contractors have managed to suppress the same issue. Though, in a research conducted by Meredith & Mantel (2012, p. 33) conflict suppression was found to be extremely dangerous unless the main issue is resolved. Therefore, conflict resolution should be in the top priority for organisations when managing projects.

c. IDENTIFY AND MANAGE THE STAKEHOLDERS:

Who are the stakeholders (those who can affect or be affected by the achievement of organisation mission) and what are their demands? This question seems to be crucial when planning and undertaking projects in Nigeria. It might be argued that it will be clearly naïve and irresponsible to think that certain stakeholders are irrelevant. Managing project is hugely tied to managing stakeholders as they influence its success or failure. Project management is a balancing act (Meredith & Mantel, 2012, p. 33) and managing the conflicting demands of a number of project stakeholders is paramount. Early identification and understanding of the stakeholders (interest, influence and power) arguably requires special consideration. Remarkably, one crucial factor that accounted for the success of the Tinapa Business Resort (Calabar, Nigeria) project was proper management of the stakeholders (Tinapa, 2009). It is therefore suggested that organisations in Nigeria learn from this and always seek new ways of delighting stakeholders through effective project risk management.

d. ACCEPT THE POLITICAL AND CULTURAL DIVERSITY OF NIGERIA:

Organizational politics and culture has been recognized by practitioners (Meredith & Mantel, 2012, p. 33; Cobb, 2012, p. 143) as critical factor that could affect project success. It should not be surprise why the outside world is much the same. Nigeria is arguably a multi-political and multi-cultural country with consequent ambiguities and complexities for project management. This obviously could pose challenges for organisations wishing to operate successfully in Nigeria. Political instability and cultural ambiguities were linked to the possible delay in the execution of the estimated US\$9.8 billion Olokola LNG project (Ondo State, Nigeria) (Reuters, 2007; Oredein, 2012). It is thus recommended that organisations in Nigeria use their reputation, power and influence to maintain cordial relations with 'high-power' stakeholders and secure the needed resources for smooth execution of their projects (Caru et al., 2004, p. 534; Wellman, 2011, p. 31). Adaptation and flexibility is essential when managing projects in Nigeria (cf. Pich, Loch & De Meyer, 2002, p. 1009; Wellman, 2011, p. 31).

e. ONE LOOK FORWARD IS WORTH TWO LOOKS BACKWARD:

Lack or absence of troubleshooting mechanisms (i.e. what if?) was found as the leading determinant of project failure (Meredith & Mantel, 2012, p. 35). In view of this research, asking the 'what if?' question could prevent several projects from disasters or major failures. A practical example of the failure to apply this philosophy is evidenced by the Olokola LNG and Brass LNG projects. It is instructive to note that Olokola LNG project which began in April 2005 was scheduled to begin production in 2009 (Oredein, 2012) but till date it is uncertain when production will eventually start. Obviously, organisations in Nigeria need to design and apply adequate contingency planning as a strategic move in managing their businesses and projects.

f. ALWAYS REMEMBER THE PROJECT PURPOSE:

Maintaining a view of the purpose and end product of the project is beneficial (Meredith & Mantel, 2012, p. 35). It is arguably much easier to lose sight of the purpose behind the project. A classic example is the US\$318 million Rivers' Monorail project. The end product of this project still awaits manifestation (Onukwugha, 2012). Nigeria organisations perhaps have many lessons to draw from this example. The argument is having a structural foresight of the project product(s) could help keep attitudes and motives in the right direction (Meredith & Mantel, 2012, p. 35). In reality, this may not always be true. However, it could assist organisations in delivering within the budget, time and performance criteria. Critically, quality may not be guaranteed.

g. IS THERE ANY BUSINESS CASE?

The 'acid-test' for undertaking any project is perhaps the confirmation of business case for such project(s). In Nigeria, organisations might have to consider the "why" and "what" statements of requirement. Investment analysis is needed. In this context, full considerations of techniques such as payback, net present value, accounting rate of return, hurdle rate, project cash flow, risk/return trade-off, and internal rate of return could prove most useful. Likewise, the question is what are the critical success factors? How can the project meet these factors? It is possible that answers generated could help in predicting success from a business case (see, Vanhouckel & Vandeeoorde, 2007). In practice, having a business case even with full range of investment appraisal tools may not always guarantee success (Caru et al., 2004, p. 532). However, it is probable that the business case will aid strategic planning. Again, critically, business case may reveal whether the project is worthwhile or not.

h. WHAT ARE THE RISKS?

Project management is not just about managing project to time, cost and quality. It arguably entails managing the organisation, people, scope, stakeholders and the risks. Risk is inevitable to any projects and organisations (Huchzermeier & Loch, 2001). This perhaps suggests that managing risk in different phases of the project (Caru et al., 2004, p. 532) is crucial. Certainly, the Shell Nigeria environmental damage in Ogoniland in 1993 created many risks for projects in the Niger Delta and other parts of Nigeria (Richard, Heike & David, 2001). Therefore, one might consider that risk taking; risk management and competitive positioning are in balance. Possibly, different stages of the project and organisation life cycle will require different risk management methods. Organisations can then manage the risk through no action option (avoidance), elimination, identification, mitigation, treat or move (transfer) techniques (Lock, 2007, p. 105; Bartlett, 2008, p. 109).

i. RECOGNISE MILESTONE, WORK AND ORGANISATION BREAKDOWN STRUCTURE:

Recognizing milestone within the project is essential. Milestone is a certain crucial activity within a project. It is a measure of control and managing the project. Nigeria organisations perhaps always need to consider milestone within their organisations as a measure of control and management (see, Lock, 2007). One example here is the recognition of milestones by Chevron Nigeria in 2006 (Chevron, 2007, p. 7). Likewise, the work breakdown structure requires careful consideration. This could assist in dividing the project discrete groups for programming, cost planning and control purposes (Verzuh, 2008, p. 125). It may even help in anticipating problems (risks) the project might run into (see, Srivannaboon & Milosevic, 2006; Lock, 2007). Arguably, incorporating this into the strategic objectives of organisation could provide strategic risk options' decision. Essentially, this approach might even enhance effective work package supervision within the project and organisation. Experts have indicated that organisation can also be breakdown like a project (Lock, 2007, p. 183). With this knowledge, organisations might be able to know the critical path networks where such organisation could be more vulnerable to risks.

7. BENEFITS OF EMPLOYING A PROJECT MANAGEMENT APPROACH IN NIGERIA ORGANISATIONS

In view of this research, some selected tangible benefits project management approach could provide to organisations in Nigeria are outline below:

1. Managing and building stakeholders' relationship (Huchzermeier & Loch, 2001, p. 86).
2. Managing change, uncertainty, innovation and complexity.
3. Clear work descriptions, minimises surprise and conflict.
4. Provide the opportunity of 'finding the right answers' as well as 'finding the right questions' (Suikki, Tromstedt & Haapasalo, 2006, p. 737).
5. Providing flexible standpoint to conflict and ambiguity, and proper understanding of the dynamics of the business environment (Suikki et al., 2006, p. 737).
6. Enhancing enterprise risk management through identification of 'critical paths' where organisation may be more vulnerable to disasters.
7. Maximising resources within the limitations of the organisation's capabilities.
8. Enhancing strategic planning through confirmation of a business case.
9. Assist in strategy formulation and strategic decision making (make or buy decision, trade-off studies, SWOT analysis, and risk assessment) (Papadakis, Lioukas & Chambers, 1998).
10. Delivering to customers within success criteria (time, cost and quality) and optimising resources (reputation, material, financial and human).

11. Collaboration with other organisations and weigh the “do nothing” option.
12. Provide opportunity to analyse and learn from experience.

8. COMMENTS ON THE NIGERIA EXPERIENCE OF PROJECT MANAGEMENT PRACTICE AND LESSONS LEARNED FROM PROJECT FAILURES

The comments on the Nigeria experience of project management approach and lesson learned are based on the projects case examples used in this study. The Nigeria experience of project management is arguably characterized with projects politics and accompanying ambiguities which affected project management practice in Nigeria; the following are observable project management flaws and lessons learned from project failures within organisations in Nigeria:

- ❖ There were weak stakeholders’ relationship which adversely affects projects execution and implementation.
- ❖ Absence of clearly defined responsibility for project monitoring and controlling seems to prevail. This perhaps could have been the reasons for most project failures in Nigeria.
- ❖ Uncontrolled scope and plans features in most of the selected projects cases. It seems that this increase the risk of failure and consequently lead to complexity and uncertainty in the projects.
- ❖ Lack of understanding of the project and business environment is clearly possibly present in most organisations who undertake projects in Nigeria. It is likely that this would continue to inhibit project management practice in Nigeria.
- ❖ Leadership ineffectiveness seems to pervade in the management of projects in Nigeria. Perhaps, the focus should be on training and re-training of project teams within organisations in Nigeria.
- ❖ Establishment of project success criteria were seemingly lacking in view of the selected projects case examples. It means that organisations in Nigeria might have to consider establishing and define appropriately the success criteria (time, cost and quality) before embarking on any project. Business case need to be confirm with “do nothing option” thoroughly evaluated.

9. CONCLUSION

This research analyzed how using a project management approach could produce tangible benefits for organisations in Nigeria. The results show that Nigeria organisations could compete better using a project management approach. Though, results inconsistent with literature were found. Especially as project management approach alone cannot possibly guarantee project and business success. Again, in view of complexities and ambiguities that possibly coexist with projects; the study might have established that over reliance on project management approach alone could prove disastrous. The thesis is that project management approach alone cannot prevent organizational failure and disaster. Finally, the work posits that it might be inappropriate to conclude that project management approach is doomed. Hence, a research debate to outspread project management to project risk management is emphasized. In this context, the conclusion is that project management should not be perceived as broader than project risk management. This research also reflected on those factors that enhance real implementation of project management approach in Nigeria; as well as some drawbacks (both anticipated and unanticipated). It is reasonable to expect that a project would be completed on time, within budget and meeting performance criteria. Unfortunately, this is not always the case in practice because cases of project failures and disasters abound. Projects politics and complexities in view of stakeholders’ management have been observed in Nigeria which makes projects more complex and hazardous, and sometimes these issues are outside the control of project leaders. Therefore we argued that these require enterprise risk management approach in order to deal with complexity and uncertainty surrounding projects.

Possible implications in project management approach in Nigeria could be having “trans-cultural” project leaders across the organisation. This perhaps may affect roles and responsibilities within the organisation. Also, there existed perceived strong stakeholders’ interest and influence in Nigeria. It is clear to observe that there are no small stakeholders in Nigeria. No matter how small a stakeholder might be perceived in Nigeria, arguably, organisations need to delight them. In view of this study, the project management experience of Nigeria has necessitated the need towards modelling project management with the aim of satisfying stakeholders. This stakeholders’ satisfaction model of project management arguably would change the way project management is being practice in Nigeria. Most likely, organisations that employ this approach could be better positioning for uncertainty and complexity that may aroused with projects. In conclusion, critically, it is likely that only this approach alone cannot guarantee project and organizational success.

10. RECOMMENDATIONS

In the context of international best practice and based on the findings of this research, the following are recommended for organisations wishing to operate successfully in Nigeria:

- a. Early identification and understanding of the project stakeholders (interest, influence and power) requires special consideration. Adaptation and flexibility is the main mechanism to ensure successful project implementation.

- b. Ensure collaboration with other companies where organisations can learn from each other, get new knowledge and good practice of leadership.
- c. Ensure thorough investigation of the “do nothing option” as part of the investment appraisal.
- d. Undertake a need analysis in order to understand the expectations of customers at all times.
- e. Clearly establish and define the objectives of the projects. State who is responsible and accountable for every single task within the organisation.
- f. Empower one person to be in overall charge with full management supports. Use a trans-cultural leader who is sensitive to the business environment.
- g. Discontinue the idea that certain stakeholders are irrelevant; always seek to delight every stakeholder.
- h. It is necessary to create organisation breakdown structures that enhance effective monitoring and controlling within the organisation.
- i. Constantly anticipate problems (uncertainties), and design adequate risk policy for effective management.
- j. Use emergency planning processes, risk analysis and contingency planning in projects.
- k. Engage in active consultation and participation in decisions making within the organisation (at all levels).
- l. Communicate properly; create a strong belief system that individual play an important role in governance. Therefore, ensure regular monitoring and sampling to see what is going on and be a role model.

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