

Issues and Failure of Infrastructure Project Implementation in Nigeria

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Abstract: Governments and organizations, particularly those in developing nations, have experienced project failures during the implementation of their projects, though there may be some variations among governments in the causes, effects, and consequences of such failures. The purpose of this study was to look into the reasons behind project failures in developing nations, specifically looking at Nigeria. As a result, the implementation of infrastructure projects in Nigeria has encountered problems and failed. The investigation is a documentary study. It obtains its data from secondary sources, such as books, journals, government-issued documents, newspapers, magazines, and websites that host related data. The collected data were examined using a content analysis technique. It became clear that project failure occurs frequently in developing nations, particularly Nigeria, and that there are a variety of causes, effects, and consequences. Poor financial capability, inaccurate costing, corruption, incompetence and a lack of knowledge, poor planning and estimation, poor contracting and contractor practices, poor communication, frequent design scope changes and errors, poor leadership, interference from socio-cultural and political factors, and poor knowledge were some of the causes identified. The effects of project failure were found to include lost of state revenue, citizen revenue losses, project cost overruns, low community empowerment and poor infrastructure. Slow economic growth, sector-focused underdevelopment, a loss of foreign aid and grants, stricter donor regulations, the loss of elections to the incumbent leadership, and a lack of trust from financial institutions in the government were the results. This study suggests, among other things, that pertinent government agencies, such as the National Council on Public Procurement, Bureau of Public Procurement, and Due Process Office, which are in charge of overseeing and monitoring federal government projects nationwide, be cleaned up and redesigned to best carry out their duties without using unethical methods.

Keywords: Project failure, poor implementation, inadequate planning, best practice, public infrastructure

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INTRODUCTION

Development is opposed by the presence of Subpar project planning and implementation cultures. This is so that any country's ability to develop effectively depends on the completion of important infrastructure and development projects. Governmental initiatives are crucial for a country's citizens and residents because they serve as a foundation for the growth of that country. An obvious indicator of development in a nation is the completion of projects successfully. Despite this, the majority of government-funded projects in developing nations like Nigeria are regarded as failures. There is a need for more development projects because it has been discovered that the rate of project failure in developing countries is higher than the rate in developed countries. However, these projects face a number of difficulties, including poor planning, fluctuating costs, and difficult stakeholders. The rate of project failure in Nigeria right now is alarming, and these failed projects have significant financial ramifications that slow down the pace of development.

Damoah and Kumi (2018) examined the reasons for delays in Ghana's road construction projects and identified poor supervision, contract modification, construction errors, insufficient or nonexistent equipment, poor procurement practices, challenging financial processes, etc. as the root causes of these delays. The three levels of government in Nigeria have not really planned, implemented, and executed projects with due diligence in accordance with international best practices, according to Igwe and Ude's (2018) research. Igbokwe-Ibeto (2018) contends that a number of categorical and urgent actions, including adhering to due process in all aspects of project planning and management, including grassroots participants in project initiation, formulation, and execution, insisting on continuity on government

projects regardless of changes in the administration or its personnel, and making resources readily available, will not be enough to address the myriad of issues facing project monitoring and evaluation in Nigerian local governments.

As a result, there is widespread institutional mediocrity in project execution, a lack of vision, and insufficient budgetary allocations, which ultimately results in high project financing costs and corruption. The implication is that any project undertaken not only uses resources but also prevents other potential projects from existing and helping to advance the nation, particularly in this period of economic recession that is biting every person, group, organization, and even the government. Because of this, the economy and environment are seriously affected in three ways when a project, whether it be in the public or private sector, fails due to poor project planning and implementation practices. The first is the waste of time, money, and human effort put into carrying it out. The second is denying other projects the chance to enter the stream. The third is how the failure syndrome affects the participants and stakeholders in the project's mental health (Okereke, 2017). It is preferable to forgo starting a project implementation than to start, get stuck, and then give up, as Okorafor (1997) observes.

However, according to Nzekwe, Oladejo, and Emoh (2015) and Eja and Ramegowda (2020), a project can still be considered a failure if its intended purpose is not achieved, regardless of how long it takes or how much money it costs to complete. The threat of project failure has currently prompted researchers to investigate the underlying causes of these failures. A close examination of the environment we live in today, particularly in the geopolitical South-South and South-East of Nigeria, reveals the unsightly effects of poorly planned, incomplete, abandoned, and/or aborted projects. Road building,

electricity, hospital, and water projects are observable examples of these projects. Calculating their costs would reveal a massive waste of finite resources. Studies on the causes, consequences, and effects of project failure on the development of developing countries are ongoing, despite the fact that there are many known causes and effects of project failure. This study therefore examines the factors that contribute to project failure in developing nations, particularly Nigeria.

METHODOLOGY

The investigation is a documentary study. It obtains its data from secondary sources, such as books, journals, government-issued documents, newspapers, magazines, and websites that host related data. The collected data were examined using a content analysis technique.

REVIEW OF RELATED LITERATURE

Project Management and Project Failure

According to Imaga, Igwe, and Nwoji (2005), a project is a work plan that has undergone scientific evolution and is designed to accomplish a specific goal within a predetermined time frame. A project is a complicated, irregular, one-time endeavor with time, money, resources, and performance requirements that is created to satisfy the needs of the client. While the term "project" has many definitions, one that is straightforward and fairly inclusive is that it refers to a series of actions taken to accomplish a particular objective within a given time frame (Mingus, 2002). A project is a brief endeavor started to produce a special good or service. The key word here is uniqueness. Projects differ from operations in this way, making them harder to manage. According to Meredith and Mantel (2000), projects can be broadly classified according to their purpose, life cycle, uniqueness, interdependencies, and conflicts. Programs, activities, and tasks

that are used to deploy resources and interact with the environment make up the implementation of a project. In the context of this study, a project is seen as a related group of tasks planned, carried out, and coordinated to accomplish a particular goal or output at a specific location within a constrained budget and time frame.

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Without a competent project manager in charge, project planning and execution will fail. A project manager is in charge of making sure a project runs

smoothly in terms of time, money, and technical performance (Ewurum, Eboh & Igwe, 2009). A project manager provides the management and leadership required to unite the individuals and teams working on a project from various departments and businesses into a single managerial organization and team (Igwe & Ude, 2018). Therefore, if any of the project's constraints time, cost, or quality are not met, it constitutes failure. When considered, the effect of project failure is viewed as negative. Failure is not only defined in terms of project abandonment; other factors, such as the project's goals, are taken into account. According to a number of studies, when a project doesn't succeed in its objectives, it has failed (Mirza, Pourzolfaghar & Shahnazari, 2013). Governments and organizations around the world have experienced project failure in recent years (Abbasi, Wajid, Iqbal & Zafar, 2014; Patanakul, 2014; Damoah and Kumi, 2018). The government will lose enormous sums of money as a result of this failure. For instance, Solon (2015) noted in the mirror that the UK lost more than £100 million on abandoned or unsuccessful IT projects between 2013 and 2014. Innotas, a portfolio management company, also polled 126 IT project professionals between January and March 2015 for a study that yielded the finding that 55% of respondents had experienced project failure (Florentine, 2017).

In fact, there are many instances of IS/IT project failure, which has motivated researchers and practitioners to investigate the causes of these failures (Patanakul, 2014). Cost overruns in the construction sector are a growing problem in both developed and developing nations (Cheng, 2014). For instance, the Egyptian government announced that it was giving up on the \$90 billion Toshka New Valley project's second phase, which was intended to help the nation deal with its growing population. The project was said to have

failed to meet any objectives set while incurring higher costs (Okereke, 2017). In addition, reports indicate that Ghana lost more than \$100 million between 2009 and 2011 as a result of poorly carried out projects (Alagidede, Baah-Boateng & Nketiah- Amponsah, 2013). Zuofa (2014) brought up one last point, pointing out that IT projects started by the Abuja Investment and Property Development Company (AIPDC) in Nigeria failed and cost about N3.8 billion. The causes of failed government projects in Nigeria have been attributed to a number of different factors. Inadequate financial resources, inaccurate cost estimates, corruption, incompetence and a lack of knowledge, poor planning and monitoring, and political instability are some of these factors (Ogunmola, 2015; Nweze, 2016).

Issues Responsible for Infrastructure Project Failure in Nigeria

1. Bureaucracy, Corruption and Inaccurate Cost Estimate

The high level of official bureaucracy in the Nigerian public service significantly impedes the delivery of infrastructure in Nigeria. The areas of appropriation, procurement, documentation, approvals, and fund release are frequently affected by this bottleneck. Given that government organizations are frequently tasked with starting and overseeing ongoing projects, officials take advantage of their position to manipulate cost estimates, document false progress reports in order to favor contractors, and pay kickbacks, ensuring the failure of the majority of infrastructure projects (Andabai & Jasmine, 2017). The majority of Nigerians still view corruption and accepting bribes as customs despite the ongoing war against corruption since the country's return to democracy in 1999. Excessive bureaucracy and corruption have the unintended consequences of causing delays and cost overruns. For example, contractors frequently inflate the time and cost requirements of a project, falsify time sheets, use inferior

materials, and occasionally omit specifications in order to obtain improper financial benefits (Sohail & Cavi, 2009).

Szeffel (1998) believes that corruption affects institutional performance in the context of administrative efficiency, undermines managerial effectiveness, and diverts resources away from regional, national, and international development in favor of individual interests, further emphasizing the negative effects of excessive bureaucracy and corruption on project development. In order to ensure the success of bids submitted, contractors occasionally buy information from the client quantity surveyor to make sure that the lowest tender figure is submitted. This is because the role of corruption in project failure in Nigeria is so severe. The effect of this is that infrastructure projects are often awarded to companies which do not have the technical capability to deliver on the project. Such practices have been found to be responsible for so many failed projects (Andabai & Jasmine, 2017).

2. Poor Project Management and Inefficient Resource Allocation

Sponsors' or contractors' poor project management frequently results in construction delays and additional costs for both parties. Poor project management has in the past led to completed facilities that did not meet the specified quality and functionality requirements, failed to produce the intended products, or could not be operated for the duration of their intended lives, in addition to the issues that arise during construction (Nnamdi, 2016). Due to ineffective resource allocation and poor project management, the majority of infrastructure projects in Nigeria have failed (Andabai & Jasmine, 2017). In the process of developing infrastructure, an organization takes on the task of building a project, assigns a team to do so, and starts the systems such as tools, equipment, processes, and

procedures that will be needed to get the job done. The project outcome (product), the tools, technology, and management systems (process), and the team delivering the project (people) all fit together into three basic elements requiring execution and control (Andabai & Jasmine, 2017).

Systems must be integrated and aligned in order for people to perform their jobs effectively for a project to achieve its goals. However, a lot of Nigerian construction firms engage in dishonest behavior that causes projects to fail. Project managers occasionally have overly optimistic viewpoints as a result of poor analysis. The operational plan, the schedule plan, or even both, could be impacted by this. Meeting the schedule depends on subcontractors meeting their stated deadlines when the schedule is based on performance expectations from subcontractors and anticipated productivity from the workforce (Andabai & Jasmine, 2017). In order to recover from unexpected lapses, the work plan will need to be changed if these targets are not met, which ultimately increases the likelihood that the project will fail. Another important reason why projects fail in Nigeria is the tendency for project management to be done like a fire brigade. Government organizations and project managers frequently adopt incredibly aggressive schedules without outlining the necessary plans, resources, and systems to adequately address any potential difficulties. Due to being forced to work in areas outside of their areas of expertise, project staff are forced to take short cuts and are given insufficient time to evaluate risks and plan for potential outcomes, which makes failure all but certain (Nnamdi, 2016).

3. Contractor Non-Performance and Deficient Contracting Practices

The problem of Nigeria's poor contracting practices and the frequent instances of contractor nonperformance was another recurrent theme in this

study. Nepotism is a key factor connecting the two topics and has significantly harmed Nigeria's development of its infrastructure. The Nigerian procurement system has been severely undermined by nepotism and tribalism, so that many failed projects result from the fact that the best contractors don't always get the job. Instead, contracts are awarded based on ethnic and sectional considerations. Additionally, Nigerian contracting practices are extremely inadequate. A contract should typically outline every detail of the work to be done, including payment terms, pricing, service levels, etc. Nigeria has not experienced this (Nnamdi, 2016). There are numerous instances of projects that failed because the full project scenario was not included in the initial contract documentation, making it difficult to settle disputes.

Lack of pertinent details in the contract often leads to disagreements, protracted negotiations, and avoidable change orders that require new budgets and timelines, effectively resulting in delays, cost overruns, and failure. In Nigeria, the majority of government organizations lack an ethical tendering process that would typically help in drafting the best type of contract for a given project while taking into account its unique characteristics (Andabai & Jasmine, 2017). Due to the lack of such a tender system, which would have explicitly stated the terms and conditions that would govern the project, spelled out penalties in the event of delays, and specified who would be responsible for cost overruns, contractors have a tendency to perform below par because they know that there is no way to monitor their dishonest behavior. In Nigeria, the use of generic contract templates for contract administration also contributes to project failure because operational challenges are not anticipated and dealt with when they occur (Andabai & Jasmine, 2017).

4. Lack of Financial Capacity and Delays in Payment

Public infrastructure projects also fail in Nigeria due to a lack of funding, either from the government or the contractors. This is especially true given that government ministries, departments, and agencies are required to return unused budgeted funds to the central coffer at the end of every fiscal year. This practice frequently leaves MDAs short on funds to finish ongoing projects. Despite the negative effects on the economy of not using up budgeted funds for implementing infrastructure projects, MDAs are constantly eager to demonstrate their integrity by hurriedly returning unspent funds, which encourages project abandonment and failure (Nnamdi, 2016). In order to understand the incompetence of government agencies in terms of time wasted on procurement which causes delay and project failure as all unspent funds must be returned to government at the end of every financial year, government at all levels in Nigeria has failed to conduct an evaluation of the infrastructure projects for which budgeted funds are being returned (Andabai & Jasmine, 2017).

A number of Nigerian contractors are stranded for money in the middle of a project because they lack the financial resources to carry out the contracts they have obtained. In accordance with Section 63 (1) of the Public Procurement Act, "a mobilization fee of not more than 15% for local suppliers and contractors and 10% for foreign suppliers and contractors may be paid to a supplier or contractor... in addition to any other regulations as may be prescribed by the Bureau." This implies that contractors must have the necessary financial resources for project execution before submitting bid documents, but sadly, MDA's do not adhere to this principle, which contributes to project failure in Nigeria.

5. Poor Monitoring and Scope Tracking

The term "scope" is used to refer to the full set of deliverables that are anticipated at the conclusion of a project. The initial project scope serves as the basis for all project implementation plans, cost estimates, schedules, quality specifications, and baselines. This suggests that any modification to the project's scope during execution will have an impact on the entire project plan and call for a review of the project's budget, schedule, and quality. Every time there is a scope change, limited project resources are allocated to tasks that were not originally planned, placing stress on the original schedule and budget (Nnamdi, 2016). According to an analysis of unsuccessful infrastructure projects in Nigeria, project scope changes are typically caused by incorrect initial scope definitions, unanticipated risks and uncertainties, and sudden changes in financing. These causes result in change requests, which lead to changes in expected deliverables, which have an impact on the entire project team. Numerous times, poor scope management has led to conflict and litigation, which has a negative effect on the project in terms of delays and cost overruns and could occasionally result in project discontinuation (Andabai & Jasmine, 2017).

A suitable change management plan that enables the adoption of a proactive approach in managing the needs of stakeholders throughout the project life cycle is typically not integrated by Nigerian construction companies. As a result, these businesses are unable to decide on the critical success factors with the client, which explains why they cannot set KPIs or milestones to gauge the success of the project's scope. Changes are occasionally communicated improperly, which causes confusion among the project team and ultimately results in project delay, abandonment, or failure (Nnamdi, 2016).

6. Inadequate Planning and Poor Scheduling

Inadequate planning and bad scheduling impede Nigerian infrastructure projects. Any project that is poorly planned will inevitably fall short. The project team can develop goals and determine the best strategy for achieving them with the aid of project planning. In Nigeria, parties involved in the implementation of infrastructure projects frequently put insufficient plans in place before work begins and frequently use inexperienced professionals, which have disastrous effects on the project. Time constraints caused by a number of factors make it challenging for planning officials to adhere to pre-established guidelines and deliver an implementable plan that would guarantee the success of the project, even when there are qualified people to draft the project plan (Westerveld, 2003).

In normal circumstances, a project should have a budget and deadline before it begins. However, in many cases, project managers make low estimates without realizing it, and as a result, the project begins without the necessary material and resource outlay. Later, the project team realizes that adequate planning was not done because the budget and deadline have been exceeded. The execution phase of the majority of Nigeria's infrastructure projects is negatively impacted in this regard by inadequate planning and a lack of agreement on project outcomes. Conflicting directives from various government officials and frequent disputes within the government also result in unforeseen changes to projects and have contributed to the failure of numerous infrastructure projects (Nnamdi, 2016).

7. Poor Design, Frequent Design Changes and Design Error

Other significant causes of infrastructure project failure in Nigeria include design flaws, defects, and frequent design changes. Given that design forms the

foundation for how a project is implemented, mistakes in design ensure that the project will fail because the execution team may use the incorrect methods to produce the incorrect deliverables, and any attempts to correct the error midway through the project are likely to result in higher costs and delays that could result in project failure (Andabai & Jasmine, 2017). Numerous other projects have also failed in Nigeria as a result of improper site conditions being assessed when designing the project. As construction progresses, the actual site conditions frequently present challenges to the construction team, requiring additional work, revision of the project scope, and occasionally complete contract revision. This frequently poses a challenge to the project's success and, in cases where it was poorly managed, has resulted in project failure (Andabai & Jasmine, 2017).

The majority of Nigerian construction firms have been found to be lacking in value management abilities, which are crucial for finding the most cost-effective design options while guaranteeing quality and outcomes that meet the expectations of project stakeholders. This has greatly contributed to the failure of many projects (Nnamdi, 2016).

8. Poor Communication and Leadership

Poor leadership and communication between Nigerian government agencies and contractors have been found to have a negative impact on many projects, leading to the government's revocation of contracts and the ensuing litigation, which has resulted in the termination or failure of a number of projects (Ikenga, 2017). Any project must have effective communication to succeed. In contrast to poor communication, which leads to misunderstandings, delays, and conflicts, good communication practices help to improve teamwork and ensure better collaboration. Ineffective reporting systems, unclear communication

objectives, unclear channels of communication, and poor communication between the project's key stakeholders are just a few of the obstacles to effective communication that plague the Nigerian construction industry (Nnamdi, 2016).

Effective communication is essential for the success of projects in terms of performance objectives like productivity, profitability, and rework opportunities because the construction industry is a highly fragmented, dynamic, and diverse one. Drawings, contract documents, addenda, and specifications are used to communicate project details; therefore, the absence of essential tools and media for effective communication has had a negative impact on the construction industry in Nigeria and is responsible for a number of failed infrastructure projects (Andabai & Jasmine, 2017).

9. Political Instability and Community Interference

The government's lack of consistency in policy has also hurt Nigeria's efforts to build its infrastructure. According to history, Nigeria's successive governments frequently call off initiatives begun by their forebears. The underlying cause of this trend is that contracts are frequently given to friends and family for purely political reasons. New governments prefer to start their own projects and receive kickbacks rather than continuing to fund ongoing projects because infrastructure contracts are typically overpriced. This deters the private sector from contributing to Nigeria's infrastructure development (Andabai & Jasmine, 2017). In Nigeria, projects are also abandoned for political reasons. For example, rising inflation affects the cost of raw materials and multiplies the amount of money needed to finish a project after a change in government. The tendency is to abandon such projects when their costs are repeatedly reviewed upward by succeeding governments, making the

money needed to finish them significantly greater than the money needed to deliver a new project. As a result, such projects are viewed as having failed (Nnamdi, 2016).

Communities that host projects frequently have a significant impact on whether they succeed or fail. These communities will occasionally make a variety of demands of the government and contractors, sabotaging the project. Even when these people are not intended to perform any type of work during the project, construction companies are occasionally required to hire locals as subcontractors or to add influential community leaders to their payroll. Failure to abide by this long list of requirements can occasionally cause ongoing projects to be disrupted, equipment to be vandalized, materials to be stolen, and foreign workers to be kidnapped by local youth organizations (Andabai & Jasmine, 2017). Numerous infrastructure projects in Nigeria have been halted as a result of the host communities' attitude.

Effects of Project Failure in Nigeria

Infrastructure that is below par: It has been determined that infrastructure that is below par has been "handed over" to the local community as a result of project failure and unfinished projects. It has been determined that project failure in Nigeria is exacerbated by leadership and financial challenges caused by corruption (Eneh, 2011). These obstacles have been put in place to force project implementation teams to produce subpar work in order to stay within the limited budget allotted or to embezzle the provided funds for their own gain (Olufemi, 2013). The local Nigerian has been forced to deal with subpar infrastructure projects as a result of these leadership and financial management failures, with the majority of the funds allotted to them being embezzled.

Project Cost Overruns: It has been discovered that project failure results in project cost overruns for the

stakeholders bound by the contracts reached. The government, as a stakeholder, will necessarily be obligated to pay compensation to the local community relocated to make room for the project's implementations, in addition to costs incurred in the concomitant delays, in the event that a project fails (Nweze, 2016). Contractors, on the other hand, will be required to pay for the credit they used to complete the projects. Therefore, stakeholders are obligated to uphold the contracts made with their contractors in the event that projects fail, with economic and financial effects bearing the bulk of the responsibility.

Loss of State Revenue: In Nigeria, it has been determined that one of the main causes of project failure is a loss of state revenue. It is crucial to realize that, despite significant government investment in the sector, less than 16% of projects for road construction alone in Nigeria are successful (Dim, 2018). It is clear in Nigeria that revenue was lost during the planning, contracting, and construction phases of these infrastructure projects. Between 2000 and 2019, according to Sahara Reporters (2019), wasted revenue totaled 2 trillion Naira (\$5.517 billion). Since these enormous revenues cannot be recovered, such wastages cause the Nigerian community to lose a significant amount of resources.

Low community empowerment: It has been determined that local communities in areas where these projects failed are negatively impacted as a result. Loss of employment opportunities that build capacity within the community where the projects are undertaken has been linked to low empowerment. Instead, it has been determined that the economic consequences of these project failures within these communities are the deprivation of the local community of the essential infrastructural development. As a result, the local Nigerian community that was supposed to benefit from these projects loses out on the empowerment

that was intended by their goals, which are intrinsically motivated by altruism.

Loss of Revenue by Citizens: Because project failure results in a loss of revenues, it directly affects the lives of local residents. This is due to the fact that as local contractors outsource work, local residents and communities are exposed to employment and business opportunities in the labor supply, material supply, and procurement gains. These investments in Nigeria have a significant impact on the neighborhood, and when a project is closed, the recurring revenue streams are typically reduced. Additionally, local communities lose out on the economic benefits that these projects would have had on their commercial activities, which have been combined into revenue loss, as a result of the closure of these projects. As a result, the project results in a loss of revenue for the local community.

Consequences of Project Failure in Nigeria

Sector-Centric Underdevelopment: It has been proven that project failures in Nigeria are a direct cause of low development rates in the related sectors. For instance, the Ogidigben oil refinery project presents a picture of a sizable refinery in Nigeria's Delta region that was designed to provide opportunities for those involved in the industry. However, the region's progress toward the refinery of crude oil extracted from the region has slowed down as a result of the refinery's failure to take off since 2015 (Yusuf, 2018). The main source of foreign exchange earnings in the economy, the oil sector, has consequently underdeveloped.

Slow Economic Growth: In Nigeria, the community where the projects were to be implemented has been associated with slow or stalled economic growth. One example is the \$20 billion Ogidigben Gas Industrial Park in Delta State, which was expected to revolutionize the oil refining industry. According to Yusuf (2018), despite the readiness of financial support from stakeholders, the project's

failure to get off the ground has caused the Ogidigben community to continue to slumber in economic underdevelopment. The exploitation of economic opportunities that might have resulted from the implementation and operation of the specific project across Nigeria has thus been shown to be significantly hampered by project failure. Thus, the overall economy of the country has suffered reduced growth levels owing to the failure of essential projects.

Loss of Elections to Incumbents: It has been established that a political leader can legitimately be removed from office if they lose an election to an incumbent because a certain project failed. Due to the increased demand for infrastructure development projects, some incumbents have lost their seats when these projects haven't been completed successfully. As a result, from a political standpoint, the success of a project in Nigeria is directly related to how well-liked its leaders are.

Loss of Foreign Aid/Grants: Loss of foreign or donor support for local projects carried out in the nation has been noted as a serious effect of the rising number of failed projects in Nigeria. Naturally, Nigeria's development partners support the implementation of infrastructure projects that are deemed essential economically with both technical and financial assistance (Adeyemo & Amade, 2016). Donor support has, however, decreased as a result of the rising leadership failure demonstrated by the misappropriation and embezzlement of funds by local governments and their leaders.

Financial Institutions' Lack of Confidence in the State: Financial Institutions' Lack of Confidence in the State: One serious repercussion of project failure is the financial institutions' lack of faith in the governments' ability to use the resources that have been credited to them. Low confidence in the government has been caused by fund embezzlement, projects' implementing governments' failure to

achieve intended goals, a lack of accountability, and their ineffectiveness in carrying out these projects. As a result, it has also been established that not obtaining credit facilities from these institutions will harm these communities' ability to develop economically in Nigeria.

Tougher Donor Regulations: It has been determined that project failure has a negative impact on the adoption of stricter donor regulations. Increased requirements for local Nigerian governments to meet in order to receive these resources have been determined to be sufficient justifications due to the embezzlement and poor management of donated funds. In order to make sure that the intended goal is achieved in Nigeria, these regulations work to close the gaps in project planning, design, and implementation.

THEORETICAL FRAMEWORK

Public Choice theory

The Public Choice theory was used in this study. It was first proposed as an economic theory in the 1950s, and it gained popularity in 1986 thanks to James Buchanan and Gordon Tullock of the Center for Study of Public Choice at George Mason University in Virginia, the United States. In the beginning, economists used the study to examine how people behaved in markets. It was also used to ascertain peoples' participation in market-based collective decision-making. The theory was further developed by Anthony Downs (1957), William Rikey (1962), Kenneth Arrow (1963), Mancur Olson (1965), and William Niskanen (1971). According to the theory, some people in markets are driven by self-interest (Mueller. 2004).

According to the theory, "some market participants are driven by self-interest, and some base their decisions on the interests of others." In some situations, self-interest and satisfaction, rather than consideration for others, predominate in people's behavior, whether they are service providers,

employers, employees in the public or private sector, or end users in marketplaces. In political science, with a focus on the study of political behavior, public choice or public choice theory, which is an economic tool used in dealing with issues that are related to traditional problems, is also used. Notably, it is a branch of positive political theory that examines the behavior of self-interested actors like voters, politicians, and bureaucrats as well as how they interact. These agents can be modeled in a variety of ways using ideas from decision theory, game theory, and standard constrained utility maximization (Butler, 2012).

The "Social Choice theory," a mathematical method for aggregating people's interests, welfares, or votes in a particular society, is also closely related to the theory. Results from social choice theory are used in public choice theory because people's behavior affects how public officials behave. However, it has always been in the public's best interest to look to infrastructures like the transportation system, social services, healthcare, and education for satisfaction. As stated by proponents of public choice theory, "people acting in the political marketplace, particularly in towns and cities, frequently have other interests, but their primary motive is self-interest, whether they are acting as voters, politicians, lobbyists, bureaucrats, or customers of public service providers. Public choice is also concerned with the modeling of people's behavior as it is motivated by the desire to maximize their utility (Mueller. 2004).

The theory, like the economic model of rational behavior on which it is based, makes the assumption that people are primarily motivated by their own selfish interests, which must be optimally maximized in order to meet human needs. Public choice theorists also highlighted the role that government failure plays, specifically that there are times when government interventions do not result in the desired outcomes or effects that the citizens require

(Shughart, 2019). This is true of Nigeria's markets, particularly the development of the power sector, where all reforms were aimed at enhancing service delivery but the nation's power supply is egregiously epileptic. Nigerian citizens, not only in rural but also in urban areas, experience a lack of electricity supply, which has an impact on businesses and undermines the sector's reputation despite years of reforms.

To shed more light on public choice theory, Jane Shaw argued in 2002 that "one must analyze the rules that govern the collective decision-making process itself, and follows the constitutional rules that are made before political activity gets underway, in order to provide insight into public decision-making. According to her, the "Calculus of Consent" theory put forth by Gordon Tullock and James Buchanan in 1962 involved taking into account these rules. She made the case that "a collective decision that is truly just or a decision based on the public interest would be the one that all the citizens would support unanimously," citing Buchanan and Gordon's stance (Shaw, 2002). Public decision-makers should strive to balance public decisions and the interests of the public or the citizens when making decisions that are likely to affect them, even though unanimity is frequently difficult to achieve or largely impracticable in real practice (Shughart, 2019).

Source of the Theory

Knut Wicksell (1996), a Swedish economist, is credited with developing the early version of the current Public Choice theory (PCT). According to Knut's theory, the government functions as a political trade in creating a benefit principle connecting taxes and spending. The origins of the modern public theory in social science can be found in the writings of Duncan Black, who is sometimes referred to as the father of public choice. A program of unification toward a more comprehensive theory of economic and political choice based on

formal methods was outlined in a series of papers dating back to 1949 that culminated in the theory of Committees and Elections (1958). Black also found earlier works on voting theory and developed concepts that would later become known as "median voter theory." In his work, he also explored the possibility of completely arbitrary results in voting systems, where the only control over the outcome is the order in which each motion is put forward (Black, 1958; Muller, 1976; Butler, 2012).

James Buchanan and Gordon Tullock of the Center for Study of Public Choice at George Mason University in the United States popularized the public choice theory in 1986. The theory was initially applied by economists to examine people's behavior in the marketplace and was also used to ascertain people's behavior in group decision-making. The works of scholars like Kenneth Arrow (1963), Duncan Black (1987), Anthony Downs (1957), William Niskanen (1971), Mancur Olson (1965), and William Rikey were also found to be the source of this theory (1962). Kenneth J. Arrow's *Social Choice and Individual Values* is another significant work that has influenced the development of public choice theory (Butler, 2012). This idea has an impact on the theory of popular vote and elections. Based on Black's theory, Arrow came to the conclusion that there was no predictable outcome or preference order that could be identified for a set of potential distributions in a non-dictatorial setting. Other significant works include those by Mancur Olson (1965), *The Logic of Collective Action*, and Anthony Downs (1957), *An Economic Theory of Democracy* (Olson, 1971; Congleton, 2018). However, it is important to note that the origins of the public choice theory (PCT) that is used today can be found in the aforementioned sources.

Strength of the Theory

Any responsible government and its agencies must guarantee the effective

and efficient delivery of public services. This is important because any nation's citizens benefit from its socioeconomic, political, and growth. Without insufficiency and ethical governance, these cannot be sufficiently provided. But it's best to avoid project failure or subpar project execution. The government and its accredited agencies must give priority to finishing government projects, particularly those intended to benefit the general public, including the government and its parastatals. Power sector infrastructure development initiatives in Nigeria may help to advance energy supply, distribution, and generation. Government service quality in the nation's socioeconomic sector, including the power sector, is increasingly demanded by citizens, customers, and clients, as the case may be. Therefore, any responsible government must deliver public services in an effective and efficient manner (Katsamunsk, 2012).

Citizens' expectations of the government in terms of providing infrastructure or social amenities are rising daily, as Benegrew (2020) stated correctly. Any responsible government and service providers should place a high priority on providing quality public services and have a zero tolerance policy for project implementation failure. In this study, the public choice theory's ability to encourage effective public service delivery in Nigeria is its main strength. Government project implementation efforts should be prioritized in order to satisfy all facets of the socioeconomic and political lives of the populace.

Weakness of the Theory

Despite the advantages and practical applications of the public choice theory, the theory has come under fire from a variety of academics in various ways. Adanali (2016) noted the theory's limitations in relation to its strengths. These flaws stem from the fact that utility maximization is not incompatible with adhering to cultural norms; that norms

and interactions among rational people are dynamic; that sympathy and commitment must be an essential component of rational behavior in order to consistently explain complex behavior; and that the theory does not yield empirically satisfying results (Adanali, 2016:150). According to Hughes (2003), cited in Benegrew (2020:13), the presumption that public actions and decisions are motivated by self-interest as much as anyone else has practical issues because there are some situations where markets may not be able to meet all of a consumer's needs for goods and services, or may do so in ways that could have negative effects on society as a whole. In other words, the market (demand and supply) mechanism alone cannot carry out all economic allocation functions; as a result, public choice is required to direct and correct the competition in some ways, which is frequently simple to do.

According to Benegrew (2020), one of the ways the government can defend its actions is by pointing to the market failure caused by a lack of infrastructure, technology, and skilled labor. Similar to this, proponents of the New Public Choice (NPC) have had to claim that the public sector faces both theoretical and practical issues with the customer service approach (Public Choice Theory). In contrast to public choice theory (PCT) in government, there is a chance that options and choices for receiving such services may not be available. Customers who are dissatisfied with how goods and services are used in the business world are likely to look for another option elsewhere to satiate their needs and preferences (Benegrew, 2020:13). Customers may not have these options in the public sector, though, if they are dissatisfied.

Legal scholarship has also benefited from and been divided by the Public Choice theory. It has been cited in support of a variety of claims regarding the application of statutes, the scope of judicial review of administrative action,

and the location of decision-making in any contemporary state. It has, however, also drawn criticism for its methodological approach and dearth of empirical support. Additionally, it has come under fire for having pessimistic views on democracy and conservative normative implications. Whether or not the theory is flawed, it is still relevant because it aims to ensure that the public can benefit from infrastructure projects undertaken by public corporations or firms. The advancement of Nigeria's socioeconomic, political, and economic development is a crucial component of infrastructure projects.

Application of the Theory

The effort made by this theory to ensure the effectiveness and efficiency of public service delivery which is the duty of a responsible government makes it relevant. The delivery of public services is crucial to the socio-economic development and political growth of any country. In the absence of internal security, a sufficient supply of food security, social infrastructures like electricity supply, among other things, it is impossible to meet all of the social needs of the population. The daily rise in citizen expectations of the government necessitates the provision of quality public services in order to reconcile the needs of both the people and the government. The theory becomes the most appropriate for this study because its applicability depends on its attempt to bring together the aspirations of the people and the government.

CONCLUSION

RECOMMENDATIONS

A successful state is the foundation of a successful economy. In Nigeria, various administrations have worked cooperatively to plan and carry out development projects. The majority of the times, these projects have terrible planning and execution issues. The three tiers of government have been extremely ineffective in managing and delivering projects, and they generally lack the

institutional structures and desired capacities needed to plan and carry out projects that would raise the standard of living for Nigerians. The Nigerian government must develop a national strategy and, if necessary, a legislative plan to deal with the issue of project failure in the nation. The negative effects of project failure on individual citizens and the national economy must be mitigated. Among other things, this study suggests that:

1. Relevant government agencies, such as the National Council on Public Procurement, the Bureau of Public Procurement, and the Due Process Office, which are in charge of overseeing and monitoring federal government projects across the nation, need to be cleaned up and modernized in order to carry out their duties in the best possible way without using unethical practices.
2. The Nigerian government should restructure its policy framework to mitigate the reasons why projects fail, with a focus on reducing corruption.
3. Unbridled nepotism, widespread corruption, and community interference in contract awarding must be swiftly addressed by the federal, state, and local governments. Additionally, efforts must be made to guarantee that Nigerians get the best value for their money when it comes to the awarding and carrying out of infrastructure contracts.
4. To support procedures for an improved public projects delivery system, it is urgently necessary to establish a national public projects implementation system, an institutional framework for public projects governance, and project management offices in Ministries, Departments, and Agencies in Nigeria.

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