FACTORS CONSTRAINING EFFECTIVE PROJECT COMMUNICATION MANAGEMENT FOR IMPLEMENTATION OF SELECTED PROJECTS IN RURAL AREAS OF BAYELSA STATE

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CERTIFICATION

This is to certify that project "Factors Constraining Effective Communication Management for Implementation of Selected Projects in Rural Areas of Bayelsa State" was carried out by Aputu, John Dan with Reg. No 20154946268 of the Department of Project Management Technology Owerri, under the supervision of;

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DEDICATION

This research work is dedicated to God Almighty, my wife Mrs. Mercy Aputu John, Children; Aputu Victory John, Aputu Sinibome John, Aputu Esther John, Aputu Bo-izibe John and Emmanuel John. Also, Pastor Samuel S. John-Peters and my extended family.

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ABSTRACT

Ineffective Project communication management is one of the major problems that hinder the successful implementation of development projects, especially in rural areas. This study, therefore, examined the Factors Constraining Effective Communication Project Implementation of Selected Projects in Rural Areas of Bayelsa State. The aim is to identify and analyze the communication management factors constraining development projects in rural areas of Bayelsa state. To realize the stated objectives of the study, research questions were stated, and hypotheses were formulated to guide this study. The communication management factors that contributed to a high level of cost and time overrun witnessed, were identified. Based on the identified factors, questionnaires were designed and administered to hundred and forty-seven (147) respondents that participated in the planning and implementation of selected development projects. Data collected were analyzed using Descriptive statistics and correlation analysis and t-test technique. The correlation result shows a high level of relationship between communication management and development project implementation. The t-test results revealed that poverty and illiteracy contributed mostly to ineffective communication and constrained development project implementation. The level of poverty and illiteracy generated conflict and youth restiveness which negatively affected project success in Bayelsa state. The study therefore recommends improved formal education which will assist reduce illiteracy, conflict and youth restiveness that inhibits effective communication management, thus improving the level of success achieved in the implementation of development projects in Bayelsa State, Nigeria.

Keywords: Ineffective; Project; Communication Management; Project Implementation.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

Rural areas in Bayelsa State, Nigeria are recently facing major challenges which arise mainly from globalization, demographic change and rural migration of young, well-trained people as well. Policies for rural areas aimed at contributing to rural development by recognizing and making use of rural strengths and opportunities for project implementation is lacking (Tagbom, 2014). Access to service and infrastructure are also generally unavailable in the rural areas of Bayelsa state, Nigeria.

Rural communication is an interactive process in which information, knowledge and skills, relevant for project implementation and development are exchanged between the rural dwellers (farmers, extension/advisory services) and the development agencies (Gonzales, 2012). Information provided is used either personally or through media such as radio, print and more recently ‘’information and communication technology’’ (ICT) for passing information. In this process, all actors may be innovators, intermediaries and receivers of information and knowledge. The aim, according to Gonzales (2012) is to put rural people in a position to have the necessary information for informed decision-making and the relevant skills to improve their livelihoods.

Communication for project implementation and development have found useful in many areas like; people participation and community mobilization, decision-making and action, confidence building, awareness, sharing knowledge and changing attitudes, behavours and lifestyles for improving approach to project implementation. Also included being learning/training and rapidly spreading information to assist with programme planning and formulation of policies to attract the support of development agencies.

Since rural development is a global phenomenon, it has become imperative for the rural players to fashion out ways to effectively communicate the importance of rural change to the rural dwellers through collaborative efforts aimed at achieving successful project implementation. Recent discussions among developing nations seem to revolve around the attainment of the Sustainable Development Goals (SDGs). Echeme (2017) posited that various efforts have been made by governments and international organizations to develop the rural areas in order to achieve these objectives.

The justification for this study is based on the fact that many researchers have tried to find lasting solutions for unsuccessful project implementation in Bayelsa state, unfortunately their efforts have not really solved the problem of project delivery. Sadibo (2001), investigated on the factors affecting the successful delivery of projects in South –South Geopolitical Zone of Nigeria and identified "social upheaval" as the major factor negatively influencing project delivery in the zone. Bekowei (2015) examined the causes of project

delays in the implementation of construction projects in Bayelsa state and mentioned “intercommunity conflict” as the most critical factor that causes construction project delays in the area. In the same vein, Briggs (2018) studied the materials management for the effective delivery of construction projects in Rivers State and discovered that theft and pilferages affected materials management the most in the delivery of construction projects in the area.

The problem of social upheaval, inter-community conflict and theft/pilferages would not have occurred if the contractors or construction firms have communicated the need for such projects to the beneficiaries/users or the host communities. It is evident that sensitization of the rural communities that will host development projects was not properly communicated on the objectives and benefits of the projects before implementation. The need to investigate the role of effective communication and communication constraining factors towards rural development project implementation is of immense importance and that is what necessitated this study.

1.2 PROBLEM STATEMENT

The development of rural areas is a prerequisite for national integration and economic growth. But the high level of development project failure and abandonment littered around Bayelsa state is worrisome. The study blames this on poor communication management efforts by the contracting firms and the sponsoring agencies. Lack of effective communication management in rural

areas and non-availability of the basic infrastructure are factors tremendously facing the development of rural areas. Development objectives must be communicated to the end users. Unfortunately, this communication management system has over time proved difficult in Bayelsa state due to a lot of factors ranging from conflict to youth unrest, to mention but a few. Therefore, the development of rural areas desires strict attention since it is evident that the low level of project success achieved in the delivery of rural development projects in the rural areas of Bayelsa state has been the bane of development. This low level of project delivery seen in most rural areas has become more worrisome and needs urgent attention from all the development stakeholders.

Literature and field survey shows that this abysmal performance of projects in the rural areas of Bayelsa state has been attributed to the following communication management factors; conflict, low-capacity building, high level of poverty, poor monitoring and evaluation strategy and youth restiveness. These five generic communication factors were based on a breakdown of the development components necessary for effective communication management in rural areas of Bayelsa State, Nigeria. They are regarded as essential factors constraining effective communication of project objectives to the rural dwellers so as to support and participate in the development of the areas for improved economic development of the people. The study examined these

communications related factors as they affect successful implementation of development project in the rural areas of Bayelsa State.

1.3 OBJECTIVES OF STUDY

The aim of the research is to analyze the project communication management factors that constrain development projects in rural areas of Bayelsa state. The specific objectives include to:-

i. Determine the level of correlation between effective project communication management and implementation of development projects in the rural areas of Bayelsa state,
ii. Determine whether the conflict has significant effect on effective communication in the implementation of development projects in rural areas.
iii. Ascertain the level of effect that capacity building has on effective communication management for the implementation of development projects.
iv. Determine how poverty level can affect effective communication management for the implementation of development projects in the rural areas of Bayelsa state.
v. Establish the level of relationship between project monitoring and evaluation and effective communication for the implementation of development projects.

vi. Determine the level of relationship between youth restiveness and effective communication for the implementation of development projects in Bayelsa state.

1.4 RESEARCH QUESTIONS

These research questions serve as a guide for the researcher in the course of this study. The research questions are as follows.

i. What is the level of correlation between effective communication management and implementation of development projects in the rural areas of Bayelsa state?

ii. Does conflict have any significant effect on effective communication management for the implementation of development projects in rural areas?

iii. What level of effect does capacity building have on effective communication management for the implementation of development projects?

iv. How can poverty level significantly affect effective communication for t he implementation of development projects in the rural areas of Bayelsa state?

v. What is the level of relationship between project monitoring and evaluation and effective communication management for the implementation of development projects?

vi. What is the level of relationship between youth restiveness and effective communication for the implementation of development projects in Bayelsa state?

1.5 RESEARCH HYPOTHESES

To answer the research questions, the following hypotheses were formulated;

H_{01}: The level of correlation between effective communication management and implementation of development projects in the rural areas of Bayelsa state is not significant.

H_{02}: Conflict has no significant effect on effective communication management for the implementation of development projects in rural areas.

H_{03}: Capacity building does not have any significant effect on effective communication management for the implementation of development projects.

H_{04}: Poverty and illiteracy level cannot significantly affect effective communication management for the implementation of development projects in the rural areas of Bayelsa state.

H_{05}: Is there any significant relationship between project monitoring and evaluation and effective communication management for the implementation of development projects.?

H_{06}: Youth restiveness has no significant effect on effective communication management for the implementation of development projects in Bayelsa state.

1.6 JUSTIFICATION OF STUDY

The importance of this research work is an eye-opener on the effect of strategic communication management factors on successful project implementation in the rural areas of Bayelsa state. This will be very beneficial to the construction firms as effective communication management plays an integral role in keeping a project on track. A strategic communication management is one important key tool which when used at the right time and place gives better and realizable project objectives and goals.

Researchers will harness the benefit of this study to have a better understanding of the problem of communication towards successful delivery of development projects.

The society will also benefit as a more effective communication channel will assist in achieving greater success in the implementation of development projects for enhance national development.

1.7 SCOPE OF THE STUDY

The study covers some development projects in the rural areas of Bayelsa state. It focused on Nembe and Sagbama Local Government Areas of Bayelsa state, Nigeria.

The study established the existence of poor performance of development project implementation due to the influence of communication related factors. This was done by analyzing the level of variations in some selected development projects through their time and cost specifications. Efforts were

also made to identify and analyze the identified communication factors in order to proffer lasting solutions to the problem of low level of development project implementation in Bayelsa state.

1.8 LIMITATIONS OF THE STUDY

The work has been hindered by the following:

Financial constraint: The high cost of accessing the internet in the country made it difficult to access all the information required to carry out this study as most if not all data required were retrieved from the internet.

There was the issue of releasing some project secret information by some respondents. However, being a researcher, the process took care of the above-mentioned limitations that they never affected quality of the findings of this study.

CHAPTER TWO
LITERATURE REVIEW

2.1 COMMUNICATION FACTORS CONSTRAINING THE IMPLEMENTATION OF DEVELOPMENT PROJECTS IN BAYELSA STATE

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

The process of project implementation involving the successful development and introduction of projects in the organization presents an on-going challenge for managers. The project implementation process is complex, usually requiring

stimulators' attention to a wide variety of human, budgetary and technical variables.

Often the typical project manager has responsibility for successful project outcomes without sufficient power, budget or people to handle all of the elements essential for project success. In addition, projects are often initiated in the context of a turbulent unpredictable and dynamic environment. Consequently, the contractors, rural dwellers and project managers would be well served by more information about those specific communication factors critical to development project success in rural areas. They include;

a. **High Level of Conflict**

Conflict is an "ill wind that blows no one any good". So community conflict witnessed among the rural dwellers in some communities when projects are been implemented is really a big problem to contend with. Land related problems, compensation and other claims by the rural people most times make it difficult to communicate development project objectives to the rural beneficiaries. Issues like project location, contract award, community contributions and others often result in conflict among the development players thus hindering effective communication. With lack of effective communication management in project environment, project objectives become a mirage and difficult to achieve (Ali, 2013). Hence, it is the belief of this study that a lot of

progress will be achieved in the area of implementation of development projects if conflict of any kind and the other critical factors are put under check.

b. Capacity Building

Poor condition of service in rural areas has enhanced the migration of competent manpower for project administration from rural to urban areas. The resulting ‘brain drain’’ could be a major contributory factor to project abandonment. This drift has reduced the level of skilled manpower prevalent in rural areas. Most times, the level of labour engaged in rural project planning and implementation is low and this makes effective communication management difficult in rural areas. Hammond (2009) complained about the low level of manpower employed to handle development projects and worried that this might hamper communication among the team members.

c. Level of Poverty

Poverty level in the rural areas is no doubt very high. This has been a major problem in creating effective communication management in development project environment. Poverty makes people feel inferior and appear to stay free from commitments. Lee (2014) posited that improved economic wellbeing creates means of effective communication and free interaction in project sites. The high level of poverty coupled with illiteracy creates resistance to new development thus negatively affecting communication for successful implementation of projects, especially in the rural areas.

d. Project Monitoring and Evaluation Strategy

Monitoring and evaluations are the project control processes by which at each stage of the project implementation, key personnel receive feedback/communication management on how the project is compared to initial projections. Making allowances for adequate monitoring and feedback mechanism gives the project manager the ability to anticipate problems, oversee corrective measures, and ensure that no deficiencies are overlooked. Schultz and Slevin (1995) demonstrate the evolving nature of implementation and model-building paradigms to have reached the stage of including a formal feedback channel between the model builder and the user. In PIP Model by Pinto and Slevin (1987), monitoring and feedback were referred not only to project schedule and budget but to monitor the performance of members of the project team. This involves effective communication among the development operatives and stakeholders, but this lacking in most development projects implemented in the rural areas.

e. Youth Restiveness

Incessant youth unrest witnessed in most rural areas hinder proper communication since there is no channel to communicate project objectives to the people under this situation. The need for constant and adequate communication channel is extremely important in creating an atmosphere for successful implementation within the project team itself, but very essential between the team and the rest of the organization as well as with the client.

Tushman (2007), in his study of communication networks in project work environments, found that verbal communication a is more efficient information medium than written or more formal media, like Management Information Systems. In most cases, the masses are not involved in the initiation and implementation stages. It is not therefore surprising to note the reactions of communities over projects sited in their areas. They have often been very aggressive and confrontational. In most places, communities often refuse to cooperate with contractors handling projects in their locality. They become very aggressive and confrontational as the government influences project sitting, the contractors to handle them and sometimes the cost. While the other members of the community only read the projects approved for them by the government through the media without seeing the implementation. Hence, the need for a community-driven development approach adopted by the World Bank in the implementation of development projects (Echeme, 2017).

Communication in PIP model refers not only to feedback mechanisms, but the necessity of exchanging information with both clients and the rest of the organization concerning project goals, changes in policies and procedures, status reports, etc. Hence, communication is one of the factors that continue to reoccur throughout the life of a project. Even where it is not apparent, it can take place within the execution of other factors, (Pinto and Prescot, 1989). There is no doubt that effective communication management is needed to curb the youth restiveness seen in most project sites in rural areas.

Communication management systems are the central nervous systems that make it possible for hundreds of people to do dozens of tasks integrally and orderly, and to coordinate their efforts and skills towards a common goal (Guevara and Boyer, 2011). This is particularly true in the construction industry (Anumba and Evbumwan, 2012). The research of Knoop (2006) and Thomas (2010) has confirmed the importance of communication management to the project design and implementation process and clearly indicated the positive relationship between communication and design success.

Thamhain (2013) argued that the five categorized problems contributing to poor project performance have one thing in common: they all stem from humanistic issues. Language is often the most common barrier to effective communication (Sigband and Bell, 2015). However, Thomas (2010) identifies communication variables contributing to effective communication management from human issues through a large sample questionnaire survey of engineering and construction projects. These variables were accuracy, procedures, barriers, understanding, timeliness, and completeness. It has been assumed here that these variables are also important in development project implementation.

Communication skills are as important to the professional engineer as technical and scientific skills. Accurate information must be provided at all stages of the project design and implementation activity (Hamilton, 2012). Thomas et al., (2010) and Newton (2015) claim that a lot of inaccurate information in development project implementation arises from poor coordination, conflicting

and poor communication management skills. According to Higgin and Jessop (2014), Guevara and Boyer (2011), Newton (2015) and Thomas (2010), information required by the participants, relating to the changes in requirement, design, schedules, regulations and technology, is often not available in time. Delays in disseminating the information could be caused by administration, information distribution, information prioritization, communication channel, communication management links, organization structure, and knowledge about the period of information flow.

Mead (2009) notes that identifying communication management problems on construction projects requires an understanding of information flow. Guevara and Boyer (2011) investigated the causes of poor communication management in nine construction companies. Their research highlighted four problems with information flow - distortion, gatekeeping, overload, and underload.

Through the review of the team communication management process in development projects by Wallace (2009) suggest that communication management is inadequate and lacks continuous interaction between the participants in the early stages of development project implementation. This early lack information is a primary source of conflict in the subsequent stages of project implementation. Communication management in organizations should provide formation to all members who need it. This assumes that neither too much nor too little information is in the system (Parker, 2009).

2.2 THEORETICAL FRAMEWORK

Early theoretical models of communication from the 60's simply saw communication process as an exchange of message from a sender to a receiver with a lot of importance given to the sender and the channel used for the transmission (Singh, 2002). Since the 70's the model has undergone a 180-degree shift with more emphasis given to the communication process itself, seen primarily as an exchange.

Much of the work in communication for project development focuses on two main areas of application: first, information dissemination and motivation and secondly training of field workers and rural dwellers (Diego, 2004). Both areas assume essential conditions particularly audience involvement. Successful development projects can only be realized unless knowledge and technologies are shared effectively, and rural people involved in the process are motivated to achieve success in project implementation in their areas.

Therefore, this study is based on the theory according to Taylor (2008) that strategic communication provides guidance in determining a "road map" for the implementation of corporate policies. This enables determining what to say in messages to be shared with the public and provides a vision with a more powerful corporate reputation through the knowledge of what, why and how, instead of gropingly and randomly conducted communication campaigns.

2.3 CONCEPTUAL FRAMEWORK

Communication management was originally conceptualized as a simple one-way transmission of messages from a source to a receiver with the intention of producing some effect (Rogers, 1973). The intended effect was usually limited to making the receiver aware of some point of view, new product, or course of action. Neither the social process of communication nor the influence of communication on behavior received enough consideration. By the 1990s, the conceptual framework for communication had expanded dramatically. The concept of communication was made manifest in the works of Kincaid (1981) that the key program elements of strategic communication identified include; audience participation, recognition of behavior change as both a social and an individual process. The use of mass media, and development of entertainment for educational purposes are rooted in new conceptual frameworks of communication and behavior change.

The practical implication Program officials who attempt to bypass or shortcut this process by simply sending out whatever messages make sense or appeal to them should expect to have limited (and unknown) impact on their audience. Communication in this way sometimes even has effects on the audience contrary to those intended. Audiences have different ways of thinking, different vocabulary, even different ways of interpreting drawings and photographs from those of the experts and officials who initiate communication programs. The attitudes and predispositions even the thought processes of potential audiences

need to be taken into account when communication is designed to address them (Goldman, 2009). Messages need to be;

(a) Based on information obtained from audience members themselves and

(b) Pretested with them to make sure they were correctly designed.

Only then can program managers have any degree of confidence that audience members will interpret development planning messages in the way that they were intended. Small group discussions or in-depth interviews give audience members the opportunity to express themselves to program officials first, before communication programs are designed. Effective program managers pay attention to this valuable experience when designing their messages and then return to other members of the same audience to pretest their messages to see if they have been produced correctly.

The study agrees that if this communication design process is followed, the probability that project planning and implementation communication will be effective for successful development project implementation greatly increase.

2.4 STRATEGIC COMMUNICATION MANAGEMENT

Strategic communication management plays a critical role of a "decoder," deciphering a complex communication process. Its purpose is to eliminate problems before they come up or while they are on the process of appearing by using a proactive approach rather than a reactive one and determining and strengthening weak points that would cause problems beforehand. However,

strategic communication requires long-term work rather than short-term, daily solutions (Goldman, 2009).

Strategic communication management is defined as the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon Goldman, (2009). It conveys deliberate message(s) through the most suitable media to the designated audience(s) at the appropriate time to contribute to and achieve the desired long-term effect. Communication management is process creation. It has to bring three main players into balance: the message(s), the media channel(s) and the audience(s). Hallahan, Holtzhausen, Van-Ruler, Veri, and Sriramesh, (2017). An alternative view of Strategic Communication is offered by Steve Tatham of the UK Defence Academy. Steve (2011) argues that whilst it is desirable to bound and coordinate communications together, particularly from governments or the military, it should be regarded in a much more fundamental manner than simply "process". The 'informational effect' should be placed at the very epicenter of command and that all action must be measured against that effect, including the evaluation of second and third order effects. This is proper Strategic Communication (communication singular - an abstract noun) whilst the actual process of communicating (which include Target Audience Analysis, evaluation of conduits, measurements of effect etc.) is Strategic Communications (plural). Kitchen, Inga, (2015).

2.4.1 AUDIENCE PARTICIPATION

The first step in an effort to reconceptualization began in the late 1970s, when communication was defined as a two-way, interactive process involving two or more individuals or groups in which all participants both encode (create and share) and decode (perceive and interpret) information until the goals of each are adequately achieved (Lawrence, 1981). In other words, the definition and practice of communication shifted from monologue to dialogue. A convergence model of communication was developed by D. Lawrence Kincaid to capture this new participatory orientation.

Thus communication was redefined as "a process in which the participants create and share information with one another in order to reach a mutual understanding" (Kincaid, 1981; Rogers & Kincaid, 1981). Mutual understanding builds the foundation for mutual agreement, which in turn makes collective action possible. In the convergence model of communication, the emphasis shifts to the iterative process of information sharing over time, to the ways in which participants interpret and understand that information, and to the dynamic process of feedback and adaptive behavior. In the process, there is convergence of both the ideas and the behavior of the participants. The distinction between sender and receiver disappears because all participants have the opportunity to be both senders and receivers. However, community development is difficult without effective communication between beneficiaries (rural dwellers) and the development agents (Federal, State and Local

Government, including international agencies like the World Bank, United Nations, etc.). This is aimed at involving community participation in community development (Barbara, 2010). Since, development projects are means of achieving the needed rural development, it becomes imperative to study the role of projects in rural development.

2.5 THE NEED FOR RURAL/COMMUNITY DEVELOPMENT

Experiences from the activities of Community Based Organizations (CB0's) in developing the rural areas in Nigeria have promoted the level of infrastructures and living conditions of the rural people through project implementation. Rural development encompasses productivity, increased employment and thus, higher incomes, as well as minimum acceptable levels for food, shelter, education and health, communication and improved housing (World Bank Report, 2002). Unfortunately, the realization of this goal has been a mirage for the whole period of political independence in Nigeria. The failure has been greatly attributed to the wrong communication of development strategies adopted at different times in our national development (Barbara, 2010).

However, the promotion of successful development projects in Nigeria promises to increase national revenue, productivity, infrastructures, food, shelter, education, employment, generation, capacity utilization and higher standard of living for citizens (FMWH, 2009). The options of rural development strategies through development projects have been widely acknowledged as having the

potential for rapid national development by developing rural areas through the successful implementation of development projects. It ensures a measure of sustainability and ownership.

It guarantees the capacity building and better standard of living (Echeme, 2009). Furthermore, rural areas in Nigeria have benefited tremendously in road construction and improvements. So far, records have shown that of the road length of 190,000km, roughly two-thirds are in rural areas of Nigeria. Also, many rural areas now have potable water supply, with distances from dwelling houses to water supply points drastically reduced (Madu, 2013). In spite of these efforts, many rural areas in Nigeria largely remain underdeveloped.

The case of Nigeria and the issue of development projects through effective communication is a case in point. The strategic communication on the economic, political and social development of the rural areas in India, South Korea, Malaysia, Brazil, Mauritius, Botswana, etc, have encouraged them to achieve rapid national development aimed at improving all the sectors of the economy and guarantee sustainability (AFDB, 2009). Their significant levels of success have been encouraging.

2.6 THE ROLE OF PROJECTS IN RURAL DEVELOPMENT STRATEGY

In order to critically look at the role's projects play in development, it is pertinent to define and explain the term "project" in order to understand its roles in developmental efforts. According to Okorafor (2008) the concept project has

been defined variously by different authorities based to their perceptions. Some people view the word as applicable to activities in the construction or manufacturing industry because these were the areas where it took its root as a field of study. However, a project has been viewed as any undertaking that has definite and final objectives that represent specified values to satisfy some needs or desires.

Categorically speaking, it is evident that a project is a series of related temporary activities which consume resources and capable of satisfying laid down objectives. Being temporary means that a project must have a definite tenure i.e., beginning and ending, and the satisfaction of laid down objectives implies quality expectations of the output(s).

Projects come into being because of the desire for certain goods and services within a given time period. If there are no desires or need for certain goods or services, then there would be no reason for projects to exist. Human desires are insatiable and if projects come into existence because of human desire for certain goods or services, then it can be concluded that projects are not new innovations per se.

Rural development is everybody's business in development countries. This captures the multi-sectoral nature of the enterprise and the notion that rural development is the business of rural people, that they should set the agenda, the priorities and the methods to achieve them (Mintzberg & Quinin, 1991).

Some major goals of rural development according to Mintzberg et al (1991) can then be defined as:

a. Helping rural people set the priorities for development in their communities, and supporting their access to government non-government funding in promoting local economic development;

b. Creating greater equality in resource use in the rural areas, especially
    i. **Land**, through better security of tenure, restitution and reform programmes, and farmer support to all producers
    ii. **Water**, through extension of services, extension of rights, and charges in the Water legislations.
    iii. **Financial services**, for production inputs, infrastructure development, and access to land, through extension of services, and through appropriate policy development
    iv. **Management**, through training and capacity building.

c. Increasing access to services through the provision of physical infrastructure and social services such as water and sanitation, transport, health services, and schooling;

d. Increasing farm and non-farm production in poor rural areas, and increasing the incomes of poor rural men and women;

e. Improving the spatial economy of rural areas, including through coordination and co-operation;

f. Ensuring the safety and security of rural people.

The realization of the goals in the rural communities is embedded in their ability to identify viable projects that would impact on their general wellbeing. To identify viable projects, require knowledge and training via effective communication (Barbara, 2010). Rural development in general is used to denote the actions and initiatives taken to improve the standard of living in non-Urban neighborhoods, countryside, and remote villages. These communities can be exemplified with a low ratio of inhabitants to open space. Agricultural activities may be prominent in this case whereas economic activities would relate to the primary sector, production of foodstuffs and raw materials.

Akpan and Chizea (2002) stated that the sectorial affiliation of a project does span all known activities: agricultural, educational, health, industrial, environmental, social, military etc. Development projects, therefore, has to be given the utmost priority they deserve for the rural dwellers to benefit maximally through the upliftment of their standards of living, since that is the strategy intended to use to achieve the purpose of developing the rural areas.

Rural development actions mostly aim at the social and economic development of the areas. These programs are usually top-down from the local or regional authorities, regional development agencies, NGOs, national governments or international development organizations. But then, local populations can also bring about indigenous initiatives for development hence the need for the

adoption of Community Driven Development (CDD) approach. The term is not limited to the issues for developing countries; it is also applicable to many of the developed countries.

Rural people and rural women in particular, bear the largest burden of poverty in Africa. If we can change the inequalities and inefficiencies of the past, rural areas can become productive and sustainable. Building local government in rural areas is the first step in this direction.

The Government should be committed to an integrated rural development strategy which aims to eliminate poverty and create full employment by the year 2020 (Echeme, 2017). Rural people must be at the heart of such strategy. The rural development strategy must be informed by the collective wisdom of the rural people and unite their efforts for development. However, Ekeji (2016) commented that the Rural Development Strategy sets out the communication mechanisms by which rural people and their elected representatives and Local Councils can take in order to be in charge of the development process in their own areas.

Policies on aspects of rural development are being drawn up by different departments of government. However, there are strong economic and ethical arguments for a major investment programme in infrastructure and social services in rural areas. Rural development is, therefore, one of the main objectives of the government, for it is a major plank in the attack on poverty.

Successful rural development will be the outcome of the joint actions of rural people, their local governments and many provincial and national agencies. The document on rural development policy will therefore be about how rural communities can access and use resources, including government funds and those that can be leveraged by government funds.

To better achieve this, rural people need good information, increased capacity to evaluate, and access to planning, implementation and monitoring support (Akpan, Echeme & Ubani, 2016). To support these efforts, rural people have a right to demand assistance from their government. We set out to clarify the role of government, what assistance exists, and how it can be obtained by people in rural areas. There is a general lack of clarity on these issues, due to poor communication among the project stakeholders, but there is also a diversity of opinion that is healthy. Hans (2004) sets out a framework for implementing rural development and describes the rules for accessing state support. These include;

i. Building local government
ii. Improving services to farmers and entrepreneurs
iii. Promoting economic development
iv. Building social and environmental sustainability
v. Building rural infrastructure
vi. Education, training and capacity building of rural people

vii. Promoting good planning at all levels of government, based on good information about the rural areas

viii. Fair and equitable access to social welfare.

2.7 EMPIRICAL STUDY

Morris (1990) conducted one of the first empirical studies on effective communication in large projects. He argues that delays in project implementation and poor communication strategy have become a regular feature of public sector projects. The average cost overrun found in his study is 82% and this was attributed to wrong method of communication transmission. As far as possible causes are concerned, Morris (1990) concludes that about 20 - 25% can be attributed to inability to understand and support the effort of development agencies, and the remaining 70-75% has to be explained in terms of real factors, such as price increases and delays in implementation. He gives the following main factors as the causes of development project failure and abandonment: low level of formal education, poor project design and implementation, inadequate funding of projects, bureaucratic indecision, and a lack of coordination between enterprises.

Study by Lee (2014) examined communication related issues in Korean social overhead capital projects. Based on 161 completed projects he concluded that the causes of poor communication in construction projects can be grouped into several major categories: changes in scope, political divide, language barriers,

poverty level and adjustment of project costs, and no practical use of the earned value management system.

In Bayelsa State, some authors have made several researches concerning the problem of effective communication in the implementation of development projects. The study of Ameh (2010) identified communication factors that cause failure of development projects, these factors were then categorized in five categories namely: environmental factors, construction factors, and social factors, socioeconomic factors such as poverty and illiteracy level and financing factors. Baloyi and Bekker (2011) revealed that increase in poverty, poor training and development, low development psyche, disparity between the urban and rural dwellers, restiveness, shortage of manpower are paramount to the Nigerian experience.

Some of the contractors of rural development projects were dubious and abandoned their contracts without informing the intended beneficiaries of the projects (rural dwellers). They also manipulated the community members who were largely illiterates in the course of the projects to purchase and install inferior materials (Ugwoke, 2008). It was also found out that some educated and influential men in the communities hijacked the project(s) and manipulated same to suite their interests, while the less influential majority were left out of the decision-making processes. This again engendered lack of interest by those that were left out (Owoh, 2008). He further explained that political affiliations created power centers in the villages/ communities. Decisions related to the

management of projects were in most cases influenced by these power centers, making it difficult for other villages to voice their needs and opinions. This hindered monitoring, as those excluded were not willing to support or participate in the exercise. Other challenges to the projects included poor data gathering and information management by community members because of illiteracy, poor attitude, inadequate logistics and difficult terrain of some communities (Eze, 2007).

2.8 SUMMARY OF LITERATURE REVIEW

Communication if effectively used has the potential to facilitate successful implementation of projects. From the review, communication has played great role in ensuring effective implementation of developments around the world. Also, a lot of communication related factors have been found to be critical to effective communication for successful project delivery. The study discovered that all the authors discussed strategic communication factors in project management in many countries without regards to the development projects implemented in rural areas where there are a lot difficulty communicating to a poor and illiterate dweller, who are also frustrated. In Bayelsa state, the following factors were identified as key factors confronting the successful implementation of development projects in most project sites Bayelsa state. The associated authors are sown in Table 2.1 below;

Table 2.1 Identified Factors Confronting Effective communication for Successful Development Project Implementation

S/No.	Identified Communication Factors	Associated Authors
X1	Level of conflict	Ali, (2013); Ugwoke, (2008)
X2	Level of Capacity Building	Hammond, (2009)
X3	Level of Poverty and Illiteracy	Lee, (2014); Ameh, (2010); Owoh, (2008)
X4	Level of Monitoring and Evaluation	Schultz & Pinto, (1989); Pinto & Sleivin (1987); Baloyi & Bekker, (2011)
X5	Level of Youth Restiveness	Tushman, (2007); Pinto & Prescot (1989); Baloyi & Bekker, (2011).

The study focused attention on these five predetermined factors for analysis.

CHAPTER THREE

RESEARCH METHODOLOGY

This methodology is used to describe how the series of steps taken to achieve the research objectives are outlined in this chapter. Key aspects are the population, the sample and sampling techniques, data collection procedure and analysis as well as data methods of analysis.

3.1 RESEARCH DESIGN

Research design is used to describe how variables of the research will be observed, controlled to generate necessary primary data for this study. The descriptive survey design was adopted for this study. The approach focuses on a population and it involves the collection of data from the specified sample of population for study and analysis. It also affords the researcher the opportunity to visit some project sites in some rural areas of Bayelsa State. Hence, this technique was design to be observational and explanatory.

3.2 METHOD OF DATA COLLECTION

The population of this study is meant to be in two categories namely development project and questionnaire respondents. Numerous development projects exist in the study area, but twenty-two (22) development projects were sampled because the researcher was able to obtain their time and cost specifications needed to establish their performance. This is because time, cost and quality are the criteria for judging project success.

On the other hand, the population of the respondents was estimated at one hundred and fifty-five (155). They include the Contractors, Site Engineers, Quantity Surveyors, Artisans, Community Project Support Staff (beneficiaries) who were directly involved in the planning and implementation process of the selected development projects. Due to size of the population, the study sampled all the 155 identified respondents. This was done base on purposive sampling as they were perceived to have direct knowledge of the communication related factors in the planning and implementation of development projects in Nembe and Sagbama Local Government Areas of Bayelsa state of Nigeria respectively.

3.3 DATA COLLECTION INSTRUMENT

There is various method of data collection. In respect to this study, two sources of data collections were used in addressing the research questions and testing study hypotheses. Primary and secondary data were used considering the nature of problem and direction of the study.

3.3.1 SOURCE OF PRIMARY DATA

Method of collecting data adopted in the field of work for this research is presentation of questionnaire.

3.3.1.1 QUESTIONNAIRE

The questionnaire contained well-structured statements/questions designed to capture the relevant data needed for the study. Likert's five-point scale was used design the questionnaire. Five statements were made on each of the five identified communication constraining factors. This was done to allow the

respondents to express their level of agreement or disagreement regarding the predetermined communication related factors for development project implementation. The respondents were required to tick (X) on the appropriate answer from the range of options provided for each question.

Likert Scale

Likert (1932) developed the principle of measuring attitudes by asking people to respond to a series of statements about a topic, in terms of the extent to which they agree with them, and so tapping into the cognitive and affective components of attitudes. Likert-type or frequency scales use fixed choice response formats and are designed to measure attitudes or opinions (Bowling, 1997; Burns, & Grove, 1997). These ordinal scales measure levels of agreement/disagreement.

A Likert-type scale assumes that the strength/intensity of experience is linear, i.e. on a continuum from strongly agree to strongly disagree, and makes the assumption that attitudes can be measured. Respondents may be offered a choice of five to seven or even nine pre-coded responses with the neutral point being neither agree nor disagree.

In its final form, the Likert Scale is a five (or seven) point scale which is used to allow the individual to express how much they agree or disagree with a particular statement.

 Strongly Agree = 5

 Agree = 4

 Undecided = 3

 Disagree = 2

 Strongly Disagree = 1

3.3.2 SOURCES OF SECONDARY DATA

The sources of secondary data collection consist of development project performance data, journals, internet, textbooks, all aspects of literature review, past documentations on development project communication issues, etc.

3.4 PILOT STUDY

The researcher conducted the pilot study for this study in Sagbama Local Government Area of Bayelsa State. The drafted questionnaire was administered twenty (15) respondents from the target population. The data collected from them were analyzed and tested for validity and reliability of the research instruments.

3.4.1 VALIDITY TEST

Our research instrument (via questionnaires) was duly evaluated by the research supervisor and its administration in the selected areas under study. Besides, the instrument was also sent to research professionals outside the pressure audience, and the result also confirms the genuineness and authenticity of the questionnaire both in framing and content.

3.4.2 RELIABILITY TEST

Several methods of ascertaining reliability of data exists, but for the purpose of this study, the test-retest method was adopted after the instrument has been retrieved from the sample used for the pilot study. Hence, the research instrument was administered to a certain group of the respondents, the result collected and after two months, the same instrument was also given to the same respondent group. The two results were correlated. A correlation result = 0.89 implies that the instrument is reliable for data collecting.

3.5 ADMINISTRATION OF QUESTIONNAIRE

The questionnaires were delivered by hand to the various target groups and the researcher distributed 155 copies in the study area based on judgmental sampling, since they were involved in the selected projects. The Table 3.1 below show the distribution statistics of the questionnaire to the selected respondents.

Table 3.1 Statistics of Questionnaire Distribution

S/No.	Respondent Group	Number of questionnaire Distributed
1	Contractors,	10
2	Site Engineers	23
3	Quantity Surveyors	27
4	Artisans	33
5	Community Project Support Staff	62
	Total Distributed	**155**

3.6 METHOD OF DATA ANALYSIS

The study made use of both qualitative and quantitative analyses. The qualitative analysis was adopted to describe the effect of poor communication on successful implementation of development projects in Bayelsa state. The quantitative data for the study were analysed using the descriptive statistics, student t-test and correlation analysis. The descriptive statistics was adopted to analyse the mean effect of identified communication constraining factors in the implementation of development projects in Bayelsa state. The t-test was adopted to test the level of effects of the identified communication factors in the implementation of development projects in rural areas of Bayelsa state and its environment. Correlation analysis was adopted in testing the level of relationship between between effective communication and implementation of development projects, project monitoring and evaluation and the level of youth

restiveness and effective communication for the implementation of development projects in Bayelsa state, Nigeria.

3.6.1 DECISION RULE AND JUSTIFICATION

A set of decision rules are the verbal equivalent of a graphical decision tree which specifies the class membership based on a hierarchical sequence of (contingent) decisions. Each rule in a set of decision rules therefore generally takes the form of a Horn clause wherein class membership is implied by a conjunction of contingent observations. When Sig- value is below 0.05 the null hypotheses is rejected and otherwise accept the null hypothesis.

Alternatively, accept the null hypothesis if the p-value is greater than 0.05 level of significance.

3.7 DEFINITION OF OPERATING VARIABLES

The variables for analysis in this study report were defined or were represented by the following acronyms;

S/No.	Identified Variables	Acronyms
1	Level of conflict	X_1
2	Level of capacity building	X_2
3	Level of poverty and illiteracy	X_3
4	Level of project monitoring and evaluation	X_4
5	Level of youth restiveness	X_5
6	Effective communication	A
7	Successful implementation of development projects	Y

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 DATA ANALYSIS OF THE SELECTED DEVELOPMENT PROJECTS IN NEMBE AND SAGBAMA LOCAL GOVERNMENT AREAS OF BAYELSA STATE

The performance data of the twenty-two (22) selected development projects in the two Local Government Areas of Bayelsa State were analyzed in Table 4.1 below:

Table 4.1 Selected Development Micro-Projects Implemented in Bayelsa State

Title of Micro-Projects	Budgeted Cost (N)	Actual Cost (N)	Cost Variations (N)	% Variations	Planned Time (Months)	Actual Time (Months)	Time Variations	% Time Variations	Project Status
Bassambiri-Eguama road rehabilitation, Nembe L.G.A.	789,204,224.09	904,203,119.00	-114,998,895	14.57	12	15	-3	25	Compl
Reconstruction and furnishing of Nembe general hospital.	589,918,224.04	724,226,618.00	-134,308,394	22.77	8	16	-8	100	Compl
Okpoama-Odioma-Ibidi road construction project, Nembe L.G.A.	1,896,611,181.17	2,490,193,116.90	-593,581,935	31.30	24	32	-8	33.33	Compl
Construction and furnishing of 15 Class room block at Obioku Secondary School	48,899,112.17	65,192,210.00	-16,293,097.83	33.32	6	11	-5	83.33	Compl
Construction of Modern Oil Mill with Water Borehole, Shell Kiri Community.	89,128,111.09	121,781,099.00	-32,652,987.91	36.64	18	27	-9	50	Compl
Dieama-Ijawkiri–Fantua Erosion Site in Nembe L.G.A.	558,218,198.00	695,202 000.00	-163,016,198	29.20	36	39	-3	8.33	84%
Construction of 22 Lock up Stores with 4 VIP Toilet at Okpiriama Central Market	389,308,996.17	422,211,104.90	-167,097,891.2	34.15	36	39	-3	8.33	91%

Construction of 2 Blocks of 10 Open Shades (20 Open Shades)	679,618,11.90	501,233,489.90	178,384,630	26.25	36	39	-3	8.33	87%
Construction of Modern Oil Mill with Water Borehole at Ekeleukiri Community in Nembe, L.G.A.	668,218,220.00	910,303,420.00	-242,085,220	36.23	12	26	-14	116.7	Compl
Construction of health care center, Agbere, Sagbama LGA	282,396,112	342,133,196	-59,737,084	21.15	12	23	-11	91.67	Compl
Odoni/Elemebiri erosion control project, Sagbama	768,168,179	768,209,479	-41,300		36	39	-3		Compl
Construction of 11.53km Osoni-Asamabiri-Trofani road	1,917,228,668 .17	1,917,305,648	-76,980		24	29	-5		Compl
Construction of Adagbabiri-Ofoni rood	2,228,171,009 .78	2,228,225,010 .78	-54,000		24	27	-3		Compl
Construction of Adagbabiri-Tungbo road	528,246,584.1	528,278,228.0 9	-28,356		34	34	0		Compl
Rehabilitation Agricultural skills acquisitions training center, Sagbama L. G. A. .	40,200,121.00	40,200,121.00	0		6	7	-1		Compl
Market Development Project, Akede, Sagbama L.G.A.	3,325,740	2,328,520			6	8	-2		Compl
Water Borehole project, Isoni.	3,311,000	8,979,900			6	7.8	-1.8		Compl
Construction of Egperiwari Health Centre	3,794,550	3,868,370			10	12.6	-2.6		Compl
Construction of Modern Oil Mill with Water Borehole, Aboutou L.G.A.	2,905,300	3,620,800			7	11	-4		Compl
Construction of 2 Blocks of 10 Open Shades (20 Open Shades) at Angalabari, Sagbama L.G.A.	2,108,930	2,476,251			11	16	-5		Compl
Water Borehole Project, Okunbiri	2,867,040	3,637,540			18	23	-5		Compl
Construction of 22 Lock up Stores with 4 VIP Toilet, Esekenike, Sagbama L.G.A.	4,006,390	5,804,473			12	17.5	-5.5		Compl

Source: Bayelsa State Ministry of Works, Housing and Urban Development

Tables 4.1 show the project cost and time specifications of the selected twenty-two (22) development projects in Nembe and Sagbama Local Government Areas of Bayelsa state. This was done to determine the level of influence that effective Project communication management have on development project implementation in the study areas and other states in the South-south geopolitical zone of Nigeria.

From the analysis performance data of time and cost performance of the selected development projects in Table 4.1, most of the projects experienced incurred time and cost overrun. Out of the 22 selected projects, only one (1) (Rehabilitation Agricultural skills acquisitions training center, Sagbama L.G.A, Bayelsa State.) experienced no cost variations, though it incurred time overrun of one (1) month. Also only one (1) development project (Construction of Adagbabiri-Tungbo road) out of the 22 projects did not incur time overrun, nevertheless it incurred cost overrun of N28, 356. However, most of this development incurred high level of cost and time overrun.

Further research through literature review and discussion with some participants revealed that ignorance of such projects until implementation starts by the contractors. Federal and State governments selected and implemented such projects without involving the rural beneficiaries of such projects. As a result, most rural dwellers resisted in one way or the other thus delaying the duration of most of these projects which attracted extra cost to complete them. Many

authors blamed low level of communication or awareness with the rural beneficiaries. This lack of proper communication created conflicts, misunderstanding, etc. Other factors that made communication difficult include low level capacity building, high level of poverty and illiteracy, poor monitoring and feedback coupled with youth restiveness due to non-compensation of the villagers whose landed properties were used for the implementation of these development projects in Bayelsa State.

These findings made the researcher to design questionnaire in order to elicit information from the participants of these selected projects on the level of effect that these communication constrained factors have on the implementation of the projects. The drafted questionnaire was administered to 155 selected respondents (participants) who have full knowledge of the development projects from planning to implementation stages. The data gathered from them were shown and analyzed as follows:

4.2 ANALYSIS OF QUESTIONNAIRE DISTRIBUTION AND COLLECTION

The Table 4.2 shows the statistics of questionnaire distribution in Nembe and Sagbama L.G.As. of Bayelsa state on the level of influence of the identified factors that constrained effective communication which hampered the successful implementation of development projects in the rural areas of Bayelsa state and its environs.

Table 4.2 STATISTICS OF QUESTIONNAIRE DISTRIBUTION AND COLLECTON

S/No.	Respondent Group	Number of questionnaires Distributed	Number Retrieved
1	Contractors,	10	7
2	Site Engineers	23	21
3	Quantity Surveyors	27	26
4	Artisans	33	31
5	Community Project Support Staff	62	62
	Total Distributed	**155**	**147**

Out of the 155-questionnaire distributed, 147 were retrieved and this represents 95% of the respondents. The analyses made in this study are based on 147 (95%)

4.3 ANALYSIS OF QUESTIONNAIRE RESULTS

The data collected from the 147 respondents were analyzed and presented as follows:

4.3.1 HYPOTHESIS TESTING

The formulated hypotheses were analyzed using correlation analysis and simple t-test analysis method.

H_{01}: The level of correlation between effective communication and implementation of development projects in the rural areas of Bayelsa state is not significant.

Table 4.3 CORRELATIONS RESULT BETWEEN EFFECTIVE COMMUNICATION AND DEVELOPMENT PROJECT IMPLEMENTATION

		Effective Comm.	Dev. Proj. Impl.
Effective Comm.	Pearson Correlation	1	.870(**)
	Sig. (2-tailed)		.000
	N	147	147
Dev. Proj. Impl.	Pearson Correlation	.870(**)	1
	Sig. (2-tailed)	.000	
	N	147	147

** Correlation is significant at the 0.05 level (2-tailed).

From the analysis in Table 4.4, the correlation result of 0.870 is significant at 0.000 level of significance. The implication is that effective communication is significantly related to development project implementation. Therefore, we reject the null hypothesis and conclude that the level of correlation between effective communication and implementation of development projects in the rural areas of Bayelsa state is significant.

H_{02}: Conflict has no significant effect on effective communication for the implementation of development projects in the rural areas.

Table 4.4 t-test RESULTS OF EFFECT OF CONFLICT ON DEVELOPMENT PROJECT IMPLEMENTATION

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Upper	Lower			
Pair 1 X1 - Y	-18.53061	4.29767	.35447	-19.23116	-17.83007	-52.278	146	.000

Table 4.4 show that conflicts have negative significant effect on the implementation of development project in the rural areas of Bayelsa state.

Hence, we reject the null hypothesis and conclude that conflict have significant effect on effective communication for the implementation of development projects in the rural areas. This means that as conflict increase, level of effective communication for development project implementation decreases.

H_{03}: Capacity building does not have any significant effect on effective communication for the implementation of development projects

Table 4.5 t-test RESULTS OF EFFECT OF CAPACITY BUILDING ON DEVELOPMENT PROJECT IMPLEMENTATION

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
				95% Confidence Interval of the Difference				
	Mean	Std. Deviation	Std. Error Mean	Upper	Lower			
Pair 1 X2 – Y	11.12245	5.08678	.41955	1.95163	20.29327	10.345	146	.690

Table 4.5 show a t calculated value of 10.345 which is not significant. It means that capacity building is not a significant communication factor that constrains effective communication for successful implementation of development project in the rural areas of Bayelsa state. Hence, we accept the null hypothesis and conclude that **c**apacity building does not have any significant effect on effective communication for the implementation of development projects. It also means that as capacity building increase, level of effective communication for development project implementation also increases.

H_{04}: Poverty and illiteracy level cannot significantly affect effective communication for the implementation of development projects in the rural areas of Bayelsa state.

Table 4.6 t-test RESULTS OF EFFECT OF PVERTY AND ILLITERACY LEVEL ON DEVELOPMENT PROJECT IMPLEMENTATION

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Upper	Lower			
Pair 1 X3 – Y	-21.07483	5.67509	.46807	-18.99991	-17.14975	-58.615	146	.000

Table 4.6 show that poverty and illiteracy have significant negative effect on effective communication for development project implementation in the rural areas of Bayelsa state. Hence, we reject the null hypothesis and conclude that poverty and illiteracy level significantly affects effective communication for the implementation of development projects in the rural areas of Bayelsa state. The negative t calculated value of -58.615 implies that as level of poverty and illiteracy increase, level of effective communication for development project implementation decreases.

H_{05}: Is there any significant relationship between project monitoring and evaluation and effective communication for the implementation of development projects.

Table 4.7 CORRELATIONS RESULT BETWEEN PROJECT MONITORING AND EVALUATION AND DEVELOPMENT PROJECT IMPLEMENTATION

Correlations

		X4	Y
X4	Pearson Correlation	1	.229(**)
	Sig. (2-tailed)		.005
	N	147	147
Y	Pearson Correlation	.229(**)	1
	Sig. (2-tailed)	.005	
	N	147	147

** Correlation is significant at the 0.05 level (2-tailed).

An r-value of 0.229 is significant at 0.005 level of significance, implying that at 0.05 level of significance, monitoring and evaluation have a significant relationship with effective communication. We reject the null hypothesis and conclude that there is a significant relationship between project monitoring and evaluation and effective communication for the implementation of development projects.

H_{06}: Youth restiveness has no significant effect on effective communication for the implementation of development projects in Bayelsa state.

Table 4.8 t-test RESULTS OF EFFECT OF YOUTH RESTIVENESS ON EFFECTIVE COMMUNICATION FOR DEVELOPMENT PROJECT IMPLEMENTATION

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Upper	Lower			
Pair 1 X5 - Y	-18.52381	5.79600	.47805	-19.46859	-17.57903	-38.749	146	.000

From Table 4.8, the t calculated value of -38.749 shows that youth restiveness has significant negative effect on effective communication for development

project implementation in the rural areas of Bayelsa state. Hence, we reject the null hypothesis and conclude that youth restiveness significantly affects effective communication for the implementation of development projects in the rural areas of Bayelsa state. The negative t calculated value of -38.749 implies that as level of youth restiveness increase, level of effective communication for development project implementation decreases.

Table 4.9 RANKING THE IDENTIFIED FACTORS THAT CONSTRAIN EFFECTIVE COMMUNICATION FOR SUCCESSFUL IMPLEMENTATION OF DEVELOPMENT PROJECTS IN BAYELSA STATE

S/No.	Communication Factors	t-values	Ranking
1	Conflict	-52.278	2
2	Capacity Building	10.345	4
3	Poverty and Illiteracy	-58.615	1
4	Youth Restiveness	-38.749	3

From Table 4.9 ranking above, poverty and illiteracy level of the rural areas inhibited effective communication for effective development project implementation in Bayela state. This closely followed by conflict level and youth restiveness while capacity building is the least factor that constrain effective communication for effective implementation of development projects in the rural areas of Bayelsa state, Nigeria.

4.4 DISCUSSION OF RESULT

The following can be deduced based on the analysis above:

a.) Most of the development micro projects implemented in Bayelsa state performed badly. This is because of the high level of cost and time overrun incurred in the implementation of these 22 selected projects implemented in Nembe and Sagbama L.G.A. (see Table 4.1). This result is not surprising considering the high level of poverty and illiteracy with its attendant conflict and restiveness characterizing the state. As a result, effective communication that would have helped the smooth implementation of projects was lacking because of the constant volatile nature of the state.

b.) the correlation analysis shows a high level of relationship between effective communication and development project implementation in Bayelsa state (see Table 4.3). This means that effective communication is highly critical to the successful implementation of development projects. Echeme, (2017) result of World Bank-assisted LEEMP in Imo State corroborates this finding. In his study, poor sensitization and orientation contributed mostly to the low level of success achieved in World Bank-assisted LEEMP. It generally means that development projects will perform badly if the rural beneficiaries were not sensitized and allow contribute in the planning and implementation of development projects in their rural locality.

c.) the t-test analysis in Table 4.4 show that conflict have negative significant effect on the implementation of development project in the rural areas of Bayelsa state. As the level of conflict rise, the level of success in the implementation of development projects fall. This result implies that high level of conflict seen in most parts of the state is a cog in the wheel of progress of development projects success. It is a general knowledge that no progress is achieved in an environment of conflict and restiveness. This is a typical reflection of the situation in Bayelsa state, Nigeria and other states in the South-south geopolitical zone.

d.) Also the t-test result in Table 4.5 shows a value of 10.345 which is not significant. It means that capacity building is not a significant communication factor that constrains effective communication for successful implementation of development project in the rural areas of Bayelsa state. This result is a surprise considering the fact one would think that capacity building is critical to communication as opposed by this finding. However, Tagbom (2014) posited that effective communication through training and development improved project success in Rivers State. The simple explanation to this is the difference in the literacy and poverty level seen in these two neigbouring states.

e.) Table 4.6 shows that poverty and illiteracy have significant negative effect on effective communication for development project implementation in the

rural areas of Bayelsa state. The location of Bayelsa state and the fishing occupation of most rural dwellers have made it difficult for them to engage in formal education that will enhance their standard of living. Hence, high poverty and illiteracy level is a phenomenon that characterized most people of Bayelsa state and this creates problem in an attempt to communicate and sensitize them to support meaningful development through projects.

f.) An r-value of 0.229 imply that at 0.05 level of significance, monitoring and evaluation have significant relationship with effective communication (see Table 4.7). Effective communication encourages proper project monitoring and feedback. Project monitoring and evaluation enables the project managers to examine cost and time performance and identify overrun before it becomes late. But this is lacking in most project sites seen in most areas in Bayelsa state.

g.) Youth restiveness has significant negative effect on effective communication for development project implementation in the rural areas of Bayelsa state (see Table 4.8). This result depicts reality as rising cases of youth restiveness decreases effective communication for successful development project implementation. It is an ill wind that blows no one any good. As seen in the previous analyses, high level of poverty, illiteracy and conflict cannot allow project operatives to communicate effectively with the end users and this

hampers successful project delivery. The case of Bayelsa state is not exceptional.

The analysis and findings made in this study have to a large extent justified the call for peace and harmony in South-south geopolitical zone to allow development to thrive. Based on these, conclusions and recommendations were made in order to improve development project success for economic development.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

In this study, frantic efforts have been made to analyze in detail the factors that constrain effective communication for the smooth implementation of development project in Bayelsa state. The study was organized in five chapters: chapter one was the introduction of the study, consisting of the background of the study, statement of the problem, objectives of the study, research questions, hypotheses, significance, scope and limitations of the study.

Chapter two considered the theoretical review of related literature, from where knowledge was drawn and support given to those assumptions of the study, including our hypothetical statements.

Chapter three is the research methodology which treated research design, population, sources of data, instruments for data collection, tools for data analyses and hypotheses testing. Relevantly, the study was made using secondary and primary data. Descriptive statistics, t-test and correlation analyses were used to analyze the primary and secondary data sets collected for analysis on the identified factors that constrain effective communication towards successful implementation of development projects in Bayelsa state.

Analyses of collected data were not done manually but by the use of computer aided statistical tool known as SPSS Version 17.

Chapter four handled the presentation of data and empirical analysis of results. In this study, we adopted the selective presentation of estimation results, which involves only those that are relevant to the achievement of our research objectives. The discussion of the results is also included in this section of the study. This chapter also took care of the policy implications of results and their interpretations.

Chapter five summarized the entire study, drew conclusions and presented recommendations for policy makers, project operators and further researchers.

5.2 Conclusion

The aim of every development project is to develop the rural areas through the provision of the basic infrastructure for the improvement of the standard of living of the people. This will also enhance economic development and national development of the country. But when this objective is not achieved due to the failure or abandonment of these development projects, it hinders economic and national development. This study has shown that poor or lack of effective communication has been negatively contributing to the realization of this noble objective through development project delivery. Development project failure or abandonment has very high effect on human lives and property and as a result

poverty and illiteracy, conflict and restiveness in most areas of Bayelsa state are adding more to problem.

Most of the development micro projects implemented in Bayelsa state performed badly, in that they incurred high cost and time overrun. This result is not surprising considering the high level of poverty and illiteracy with its attendant conflict and restiveness characterizing the state. Effective communication that would have helped the smooth implementation of projects was lacking because of the constant volatile nature of the state.

Since effective communication is highly critical to successful implementation of development projects because of their high relationship, it means that development projects will not perform well, if the rural beneficiaries were not sensitized and allow to contribute in the planning and implementation of development projects in their rural locality. Unfortunately, the rural beneficiaries in most cases were not properly informed and sensitized; hence they resisted the implementation of most of these development projects in their local communities.

However, as the level of conflict increases, the level of success in the implementation of development projects decreases. Because the level of conflict is too high, it becomes a cog in the wheel of progress of most development projects success in the study area.

It is obvious that capacity building of the rural people of Bayelsa State is low due to low level of educational attainment, the people were interested in the

monetary settlement rather than support development efforts. Therefore, effective communication through training and development is needed to empower and strengthen the rural dweller to support and participate in the development of their areas for improved project success and economic development.

The location of Bayelsa state and the fishing occupation of most rural dwellers have made it difficult for them to engage in formal education that will enhance their standard of living. Hence, high poverty and illiteracy level is a phenomenon that characterized most people of Bayelsa state and this creates problem in an attempt to communicate and sensitize them to support meaningful development through projects.

Effective communication encourages proper project monitoring and feedback. Project monitoring and evaluation enables the project managers to examine cost and time performance and identify overrun before it becomes late. But this is lacking in most project sites seen in most areas in Bayelsa state.

In reality, as rising cases of youth restiveness decreases effective communication for successful development project implementation. As seen in the analyses made in this study, high level of poverty, illiteracy and conflict cannot allow project operatives to communicate effectively with the end users and this hampers successful project delivery. The case of Bayelsa state is not exceptional.

5.3 Recommendations

To achieve the needed development in the rural areas of Bayelsa state the following recommendations were critical:

a. effective communication should be the first step in any effort to implement development projects in the rural communities. This can be achieved through the adoption of Community Driven Development (CDD) approach, a World Bank initiative for development project implementation. This ensures a bottom-top implementation approach that allows the rural beneficiaries to support, participate and take charge of their development process rather than the opposite as seen in Bayelsa State.

b. Personality and intercommunity conflicts should be minimized and energy and efforts should be channeled towards rural development. This will create room for discussions and communication that will aid smooth implementation of projects, especially development projects.

c. Though capacity building of the rural people of Bayelsa State is not statistically significant, it should be improved since it has the capability to improve the other communication factors. This can be realized through effective training and retraining in order to develop the needed manpower that will guaranty effective communication for successful delivery of development projects. Therefore, effective communication through training and development is needed to empower and strengthen the rural dweller to support and participate

in the development of their areas for improved project success and economic development.

d. Education is the key to success. Well informed community embraces social and economic development of the people which improve their standard of living. Effective communication about the benefits of development projects gained through formal educational training will reduce conflict, illiteracy and poverty thus allowing development projects to thrive for rural and national development.

When the above recommendations are achieved, youth restiveness will be decreased thus encouraging development agencies and government to effectively communicate with the rural beneficiaries for successful development project implementation. If the level of conflict, poverty and illiteracy is reduced, project operatives will be free to communicate effectively with the end users and this improve participation, ownership and successful project delivery in Bayelsa state and other states in the South-south geopolitical zone of Nigeria.

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APPENDIX 1
QUESTIONNAIRE

Department of project management Technology
Federal University of Technology Owerri,
P.M.B 1526, Imo State.
September, 2018

Dear Sir/Madam,

REQUEST TO QUESTIONNAIRE ASSESSMENT

I am an MSc student of the Federal University of Technology, Owerri in the Department of Project Management Technology. I am conducting a research on the topic: Analysis of Communication Related Factors that Constrain Development Project Implementation in Rural Areas of Bayelsa State.

Hence, I am soliciting for a few moments of yours to critically assess the questionnaire attached.

Thanks in anticipation of Favourable response.

Aputu John Dan

20154946268

QUESTIONNAIRES (contd.)

Indicate your position as it relates to project management in your organization:
( ) Project Contractors; ( ) Site Engineers; ( ) Quantity Surveyors;
( ) Project Artisans; ( ) Community Project Support Staff.

Instruction: For each of the following statements indicate the extent to which you agree or disagree that the statement describes the constraints of project total support from top level management in your organization. In the 5-points of scale provided, mark or tick (X) at the point that represent your choice of feeling.

SD = Strongly Disagree = 1 points
D = Disagree = 2 Points
N = Neutral = 3 points
A = Agree = 4 points
SA = Strongly agree = 5 points

	CONFLICT (X_1)	SD	D	N	A	SA
1	Effective communication appears difficult in a turmoil environment.					
2	Conflict creates unfriendly environment and hinders communication					
3	Constant conflicting areas like Bayelsa state does not allow development projects to succeed as it scares investors and rural developers.					
4	Since conflict hinders effective communication, it can forestall development project success.					
5	Personality or intercommunity conflict does not give room for orientation and sensitization through effective communication, hence affect project negatively, especially in the rural areas.					

	CAPACITY BUILDING (X_2)	SD	D	N	A	SA
1	Capacity building through training creates a conducive environment for effective communication.					
2	The level of communication between the project manager and the rural dwellers is low thus hinders development project success					
3	Training and development gives confidence needed to effectively communicate and participate in the planning and implementation of development projects, especially in the rural areas.					
4	Capacity building can reduce conflict and support the implementation process of development projects.					
5	The level of capacity building determines the level of success in the implementation of development projects.					

	LEVEL OF POVERTY AND ILLITERACY (X_3)	SD	D	N	A	SA
1	Poverty and illiteracy is a barrier to effective communication and distorts the smooth implementation of development projects.					
2	There is high level of poverty and illiteracy among the rural people and thus narrows their mind set regarding development projects					
3	Project implementation under an environment of poverty and low developmental psyche attract cost and time overrun.					
4	It is usually difficult to effectively communicate to people with high level of illiteracy.					
5	There is a project manager and team responsible for any project planning and control					

	PROJECT MONITORING AND FEEDBACK (X_4)	SD	D	N	A	SA
1	There was no proper monitoring and feedback in development project Implemented in rural areas.					
2	Poor project monitoring and evaluation occur due to poor communication.					
3	Effective communication supports proper project monitoring and evaluation which guarantees development project success.					
4	There is an increased level of project failure due to poor communication that affected monitoring and feedback.					
5	Project monitoring requires communication to be effective.					

	YOUTH RESTIVENESS (X5)	SD	D	N	A	SA
1	Social unrest is not good for communication in order to achieve development project success in rural areas.					
2	Poverty and illiteracy contributed to youth restiveness witnessed in Bayelsa state.					
3	Youth restiveness scares away developers and inhibits effective communication.					
4	Youth restiveness should be discouraged in order to encourage smooth implementation of development projects.					
5	Rural youths should support development by shunning restiveness.					

Thanks for your time

Appendix 2

Correlations

Correlations

		Effective comm.	Dev. Proj. Impl.
Effective comm.	Person correlation	1	.870**
	Sig. (2-tailed)		.000
	N	147	147
Dev. Proj. Impl.	Person correlation	.870**	1
	Sig. (2-tailed)	.000	
	N	147	147

** Correlation is significant at the 0.05 level (2-tailed).

- Define variable properties.
- VAR00001.
  VARIABLE LABELS VAR00001 'X1'.
- VAR00002
  VARIABLE LABELS VAR00002 'X2'.
- VAR00003
  VARIABLE LABELS VAR00003 'X3'.
- VAR00004
  VARIABLE LABELS VAR00004 'X4'.
- VAR00005
  VARIABLE LABELS VAR00002 'X5'.
- VAR00006
  VARIABLE LABELS VAR00006 'Y'.
  FORMATS VAR00006 (F8 .2).
  EXECUTE.
  T-TEST
  PAIRS = VAR00001 WITH VAR00006 (PAIRED)
  /CRITERIA = CI (.95)
  MISSING = ANALYSIS.

T-TEST

Paired Samples Correlations

	N	Correlation	Sig.
Pair 1 x1 & Y	147	470	.000

Paired Samples Test

	Paired Differences					t
	Mean	Std. Deviation	Std, Error Mean	95% Confidence Interval of the Difference		
				Lower	Upper	
Pair 1 X1 – Y	18.53061	4.29767	.35447	19.23116	17.83007	52278

Paired Samples Test

	df	Sig. (2tailed)
Pair 1 X1 - Y	146	.000

```
T-TEST
  PAIRED =    VAR00002 WITH VAR00006 (PAIRED)
  /CRITERIA   =    CI (.95)
  /MISSING    =    ANALYSIS.
```

T-Test

Paired Samples Test

	Paired Differences					t
	Mean	Std. Deviation	Std, Error Mean	95% Confidence Interval of the Difference		
				Lower	Upper	
Pair X2 – Y	11.12245	5.8678	41955	1.95163	20.29327	10.345

Paired Samples Test

	df	Sig. (2tailed)
Pair 1 X2 - Y	146	.690

T-Test

Paired Samples Test

	Paired Differences					t
	Mean	Std. Deviation	Std, Error Mean	95% Confidence Interval of the Difference		
				Lower	Upper	
Pair 1 X3 – Y	21.07483	5.67509	.46807	-18.99991	-17.14975	-58.615

Paired Samples Test

	df	Sig. (2tailed)
Pair 1 X3 - Y	146	.690

Correlations

Correlations

		Effective comm.	Dev. Proj. Impl.
X4	Person correlation	1	.229**
	Sig. (2-tailed)		.005
	N	147	147
Y	Person correlation	.229**	1
	Sig. (2-tailed)	.005	
	N	147	147

** Correlation is significant at the 0.05 level.

T-Test

Paired Samples Test

	Paired Differences					t
	Mean	Std. Deviation	Std, Error Mean	95% Confidence Interval of the Difference		
				Lower	Upper	
Pair 1 X5 – Y	18.52381	5.79600	.47805	19.46859	17.57903	38.749

Paired Samples Test

	df	Sig. (2tailed)
Pair 1 X5 - Y	146	.690