

RESEARCH ARTICLE

ANALYSIS OF EFFECTIVE SUPERVISION AND MONITORING OF PROJECTS: A CASESTUDY OF NDDC PROJECTS IN MBO LOCAL GOVERNMENT AREA OF AKWA IBOM STATE, NIGERIA: 2012-2018**Joseph O. Mark^{1*}, Imaeka I. Charles²**¹*Department of Public Administration, Faculty of Management Sciences Akwa Ibom State University, Nigeria.*²*Department of Business Administration, School of Business and Society, University of South Wales, Cardiff, Wales, UK.****Corresponding Author: Joseph O. Mark**

Abstract: The Niger Delta Region of Nigeria, despite being the economic strength of the Nigerian Federation, has for decades been confronted with the problem of gross underdevelopment. Since the establishment of the NDDC in 2000 till date, little or no significant changes have been recorded both in infrastructure and in the living condition of the people of the Niger Delta region. With the establishment of the NDDC, it was expected, that the problem of underdevelopment in the Niger Delta region, particularly that of Mbo Local Government Area, would have been effectively addressed. Unfortunately, a causal observation reveals that the NDDC projects in Mbo Local Government Area, such as shoreline protection, roads construction, electricity, installation of solar-powered streetlight, construction of bridges, human empowerment, and so on, have either been abandoned or not completed. The major objective of the study was to assess the role of supervision and monitoring in actualizing the timely completion of NDDC projects in Mbo Local Government Area. The study adopted survey research methodology and Mbo Local Government Area was the study area. Primary and secondary sources of data collection are used for the study. Primary data was obtained through the administration of questionnaires on four hundred (400) respondents who were randomly selected from the population. Three hundred and eighty-four (384) copies of the questionnaire were successfully retrieved and used in the Pearson Product Moment Correlation analysis. Findings revealed that only the nature of supervision and monitoring of NDDC projects in Mbo Local Government Area could not bring about effective execution and timely completion of projects. The study recommended among others, that the projects monitoring Department of NDDC should ensure strict compliance with project specifications and that better and improved management practices with effective financial measures should be adopted by the NDDC to strengthen its administration.

Keywords: *Supervision, Monitoring, Project, NDDC and Funding.*

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INTRODUCTION

Successive governments the world over, particularly in developing nations (including Nigeria), have over the years made efforts to develop infrastructures and achieve meaningful socio economic development for the benefits of the citizens. These efforts are mostly seen in the formulation and execution of various policies, programmes and projects of the government for the benefits of the masses.

The main reason for focusing on projects and

their implementation according to Eminue (2005:230) is that “ first, annual budgets or appropriation bills by presidents and governors, to the extent that these contain promises of tangible things governments want to do in the next 12 months, could be reduced to projects: projects to build dams, schools, hospitals, defense installations or to acquire military hardware, etc. the Federal Government of Nigeria and its 36 states governments, have at different times embarked on the execution of a number of

projects and programmes with a view to developing the economy and improving the socio-economic well-being of the citizens.

Although attempts have been made by a number of scholars to explore the effectiveness of the different Federal Government instituted interventionist agencies for the development of the Niger Delta region, such as the Oil Mineral Producing Areas Development Commission (OMPADEC), Niger Delta Development Board (NDDDB), Niger Delta Development Commission and the establishment of the Ministry of Niger Delta Affairs, this paper represents an attempt to ascertain the effectiveness of the supervision and monitoring and how that translates into timely completion of projects initiated by the NDDC in the Niger Delta, particularly in Mbo Local Government Area. Omotola (Omotola, 2007) is of the view, that corruption, lack of supervisory oversight, and absence of performance evaluation guidelines, made OMPADEC like the NDDDB fail to meet the development needs of the people of the Niger Delta. On the other hand, Frynas (Frynas, 2000) argued that the failure of OMPADEC demonstrates how siphoning allows public oil revenues to be used for private benefit at the expense of oil-producing communities.

It is important to note at this point that the Federal Government of Nigeria, in a bid to addressing the crises in the Niger Delta Region, occasioned by gross under development, excruciating poverty, unemployment, militancy, and infrastructural deficit, established the Niger Delta Development Commission (NDDC) in 2000, with the mandate to offer a lasting solution to the socio-economic difficulties of the Niger Delta.

Although the NDDC has made tremendous efforts in fulfilling its mandate in the Niger Delta, it is observed that some of the key challenges that confronted OMPADEC have not been meaningfully addressed and they continue to inhibit the effectiveness of the NDDC. In reaching the above observation, Omotola (Omotola, 2007) described the NDDC as a failure. The veracity of such claims may have been partly responsible for the establishment of the ministry of Niger

Delta affairs by the Federal Government of Nigeria in 2008. However, concerns have been raised, that most projects and programmes of government, particularly those embarked upon by the NDDC, have over the years been either poorly completed or abandoned.

This work is aimed at addressing the above concerns as it considers looking into effective supervision and monitoring, and timely completion of NDDC initiated projects in the Niger Delta, with particular reference to Mbo Local Government Area of Akwa Ibom State, Nigeria, so as to proffer lasting solution to the problem confronting projects implementation execution in Nigeria.

Statement of the Problem

The Federal Government of Nigeria established the Niger Delta Development commission (NDDC) in 2000, with the mandate to address the development needs of the people of the Niger Delta Region and ensure equitable development of the entire region. With the establishment of the NDDC, it was expected that the problem of underdevelopment in the Niger Delta region, particularly that of Mbo Local Government Area, would have been effectively address. Unfortunately, since the establishment of the NDDC in 2000 till date, little or no significant changes have been recorded both in infrastructure and in the living condition of people of the Niger Delta region and Mbo Local Government Area in particular. Despite the quantum of projects supposedly implemented by the NDDC, the Niger Delta region still grapples with a massive infrastructural gap, including poor road networks, inadequate healthcare facilities, educational facilities and inadequate electricity supply.

A causal observation reveals that the NDDC projects in Mbo Local Government Area, such as shoreline protection, roads construction, electricity supply, installation of solar powered street light, construction of bridges, human empowerment and so on, have either been abandoned or not completed. The above observation raises suspicion that certain problems such as lack of effective monitoring of projects, delay in release of funds for project, corruption and so on, may have been responsible for the seeming inability of the

NDDC in addressing the development needs of Mbo Local Government Area, through its projects and programmes. In the light of the above, environmental degradation, poverty, unemployment, lack of portable or safe drinking water, inadequate medical facilities and infrastructural deficit, which seems to persist in Mbo Local Government Area, despite the award of contracts for the implementation of various projects and programmes of the NDDC as an intervention agency of the Federal Government of Nigeria, forms a problem which this study seeks to examine.

OBJECTIVES OF THE STUDY

The objective of this study is divided into:

The Aim: To assess the role of supervision/monitoring in actualizing timely completion of NDDC projects in Mbo Local Government Area.

Specific Objective: The primary task of this study is to: Analyse how monitoring/supervision has impacted on the timely completion of NDDC road projects in Mbo Local Government Area.

RESEARCH HYPOTHESES

H₀: There is no significant relationship between effective supervision/monitoring of NDDC projects and timely completion of NDDC Roads Projects in Mbo local Government Area.

H₁: There is significant relationship between proper supervision and monitoring of NDD projects and timely completion of NDDC Roads Projects in Mbo local Government Area.

Study Area

Mbo is a coastal crude oil bearing local government area in Akwa Ibom State, and has boundary with the Republic of Cameroon. It is bounded in the North by Urue Offong/Oruko Local Government Area and in the West by Esit Eket and Ibeneo Local Government Areas. Mbo Local Government Area has a total landmark of 365.9km, and is inhabited by the people who generally speak Oro language, with minor dialectical difference (Mark and Ataire, 2017).

According to the 2006 National census, Mbo Local Government area has a population of 104,012, made up of 55,395 males and 48,617

females. Among the natural resources of the area are: Crude oil, clay, gravel and salt deposit. Mbo has a forest reserve which produces timber rich in flora and fauna. The land produces vegetables, fruits and cash crops. The high sea in Mbo provides good opportunities for fishing business. However the major occupation of the people include: Fishing, farming and trading, while some are in the civil and public service of both federal, state and local government (Ibom yellow pages, 2012).

Mark and Ataire (Mark and Ataire, 2017) observe, that the economic condition in Mbo is so disturbing as unemployment is on the increase, availability of adequate health care facilities and other infrastructure is very low, crime and other social vices continue to thrive, while crude oil spillage continue to pose serious threats to the well-being of the people. Interestingly, this condition as observed above, still persist in Mbo local government area, thus, raising much concern on effective monitoring, supervision, and timely completion of projects aimed at ensuring rapid socio economic development of the area.

LITERATURE REVIEW

In discussing the concept of supervision and monitoring, it is necessary to recall that a number of authors have extensively written on the concept of project supervision and monitoring with regards to the timely completion of project or programmes. Primarily, their focus has generally been on how best to implement projects and programmes aimed at ensuring rapid socio economic development, for the wellbeing of people in the society.

To this end, supervision is specifically seen as the process that helps to ensure that projects and programmes are linked to the agreed-upon results priorities and implementation framework defined in the plan; that performance is tracked, and lesson are noted, and that appropriate coordination and accountability mechanisms are in place to promote coherent implementation (Mark & Ataire, 2022).

As if to re-echo the above assertion, Eminue (Eminue, 2005) while commenting on the World Bank supervision, observe that the World Bank is particularly meticulous about

strict compliance with the specifications and stipulations contained in its guideline and other instruments, covering all aspects of project management as well as the relationship between the bank and the borrowers. The author noted that the bank supervises procurement and project implementation routinely and comprehensively through its periodic supervision missions, midterm review of project, annual review of portfolio performance and annual project implementation review meeting, etc.

Furthermore, he mentioned that supervision is generally aimed at ascertaining among other processes, the cost recovery performance, adequacy of the management and organization of the implementing agency. Similarly, Uwa, Ubong and Etimfon (Uwa *et.al.*, 2018) suggested that the compliance of projects with financial covenants on how projects special account should be maintained, identifying discrepancies arising from the multi-state nature of numerous bank-funded projects and other problems with a view to minimizing or eliminating them, as opined by (Uford and Joseph, 2019).

It is as a result of such periodic supervision that the World Bank has identified a number of problem projects in Nigeria, resulting from the countrys difficult environmental conditions. On the other hand, monitoring is the systematic and continuous collection and analysis of information about the progress of a development intervention (Ataire, and Mark, 2021). Monitoring is done to ensure that all the people who need to know about an intervention, are properly informed, so that decision can be taken in a timely manner. However, monitoring and evaluation have been defined as a set of tools to verify processes, outputs, and impact of programme interventions (or projects) with a view to ensuring that they occur as detailed in the project document or plan (Egonmwan, 2000).

Eminue (Eminue, 2005) augured that project monitoring is considered a most essential element of project implementation and its objectives are to ensure cost effectiveness, physical achievements, good quality work and successful completion of projects within specified time limits. He observed further that monitoring involves operational assessment of

project through measurement, recording, collection, collation processing and communication of information to assist project management on decision making and is usually carried out as the project progresses and could generate the feedback necessary for surmounting operational difficulties.

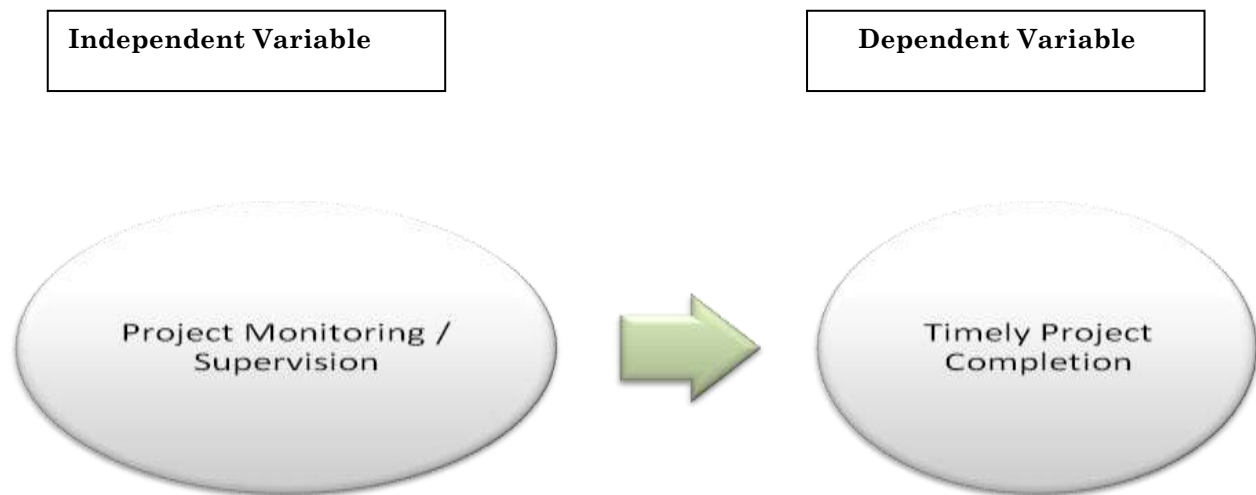
Latest improvement in technology has led to significant evolution in Project monitoring tools. There are now lots of are software applications that help business and/or project managers and teams to plan, execute, monitor, and control their projects (Uford, 2021), as cited in (Charles and Uford, 2023). Some Project monitoring applications as enumerated by Kashyap (Kashyap, 2023) include Proof Hub, Monday.com, Wrike and Jira. Also, remote project monitoring has shown significant benefits as asserted by Makhathini, Musonda & Onosose (Makhathini *et.al.*, 2022). These benefits include; single point of control, project safety, quality, schedule and the ability to run multiple projects efficiently.

Empirical Review

Simon-Eigbe and Aiminhiefe (Simon *et.al.*, 2022) studied the factors Affecting the performance of building construction projects in Abuja, Nigeria and concluded that the top three factors were: frequent review of project progress, comprehensive management of project contracts and dedicated leadership team.

Furthermore, a study in Kenya by Onderi and Makori (Onderi and Makori, 2013), showed that Skills of school managers and timely availability of funds affects the timely completion of infrastructural projects in public secondary schools in Kitutu Masaba constituency, Kenya. Also, Mberesia and Yusuf (Mberesia and Yusuf, 2018), identified, financial availability, Technical expertise, monitoring and evaluation as factors that affect the successful completion of projects in Primary schools in Dagoretti South Sub County, Kenya. One obvious trend is that monitoring, and supervision is a recurring factor in achieving project success across the reviewed projects. While other factors have been noted to affect timely project completion. This paper narrows on monitoring and supervision due to its reoccurrence across various projects around the world.

CONCEPTUAL FRAMEWORK



METHODOLOGY

The survey method is adopted as the design for this study. This method was chosen because it enables the researcher to elicit responses from the respondents through the use of questionnaire as the instrument to determine the impact of effective supervision/monitoring of NDDC projects on the timely completion of the projects in Mbo Local Government Area of Akwa Ibom state.

The study also benefitted from oral interview and observation of the implementation of NDDC projects in Mbo Local Government Area. The population of the study is 104,012 being the population of Mbo Local Government Area (National Population commission, 2006). The sample size is 400. The simple random sampling technique was used in selecting respondents from the ten (10) wards and

the five communities of Mbo Local Government Area. A total of 400 copies of questionnaire were issued to the respondents.

DATA PRESENTATION, ANALYSIS AND DISCUSSION

A total of four hundred (400) copies of questionnaire were administered. Three hundred and eighty four (384) were retrieved and used in the analysis. This gives a return rate of 85.3% simple percentages method was employed to analyze all the responses from the respondents while Pearson Product Moment Correlation (PPMC) was utilized to ascertain the nature of relationship that exist among the independent and dependent variables. The consequences of the relationship are also discussed.

Analysis of Demographics Data of Respondents

Table 1: Demographic Data of the Respondents Demographic variables Frequency (N=384) Percentage

Gender		
Male	238	62.0
Female	146	38.0
Total	384	100.0
Age (Years)		
20-30	25	6.5
31-40	82	21.3
41-50	170	44.3
51 & above	107	27.9
Total	384	100.0

Academic qualification		
FSLC	12	3.1
SSCE/OND	142	37.0
HND/B.Sc.	141	36.7
Postgraduate	49	12.8
Others	40	10.4
Total	384	100.0

Occupation		
Students	53	13.8
Civil Servants	102	26.6
Business Men	162	42.2
Others	67	17.4
Total	383	100.0

Marital status		
Married	273	71.10
Single	62	16.14
Divorced	49	12.76
Total	384	100.0

Source: Author' s Field Survey, 2018.

Interpretation of Demographic Data of Respondents Table

The results of the analysis of the demographics characteristics of the 384 respondents showed that 238 (62.0%) were male and 146 (38.0%) female. Twenty five representing 6.5% of the respondents were between 20-30 years, 82(21.3%), 170(44.3%), 107(27.9%) were between ages 31-40 years, 41- 50 years, and 51 and above years respectively. Also, 12(3.1%) of the respondents had FLS/OND, 142(37.0%) were school certificate holders, 49(12.8%) had Higher Diploma Certificate or Bachelor degree, 49 (12.8%) had postgraduate certificates, while

remaining 40(10.4%) had other types of educational qualifications. The distributions of the respondents' occupation were as follows: 53(13.8%) students, 102(26.6%) Civil servants, 162(42.2%) were either business men/women while 67(17.4%) had other types of occupations. Finally, it was also shown in table 4.1 above that 71.10% of the respondents were married, 16.14% of them were single, while only 12.76% of them were single, while only 12.76% of them were divorced.

Analysis of Responses Based on the Variables

Table 2: Responses on Project Funding, Proper Supervision and Monitoring (Questions 1-5)

S.No.	SA	A	D	SD	Total
1	203	93	76	12	384
2	121	80	111	72	384
3	240	128	8	8	384
4	148	154	43	39	384
5	87	42	132	123	384

Key: SA: Strongly Agree; A: Agree; D: Disagree; SD: Strongly Disagree Source: Author' s Field Survey 2018.

Interpretation of Demographic Data of Respondents Table

The results of the analysis of the demographic characteristics of the 384

respondents showed that 238(62.0%) were male and 146 (38.0%) female. Twenty five representing 6.5% of the respondents were between ages 29-30 years, 82(21.3%), 170 (44.3%), 107 (27.9%) were between ages 31-40

years, 41-50 years, and 51 and above years respectively. Also, 12(3.1%) of respondents had FLSC/OND, 142(37.0%) were school certificate holders, 141(36.7%) had high national diploma certificate or bachelor degree, 49(12.8%) had postgraduate certificate while remaining 40(10.4%) had other types of education qualifications, the distribution of the respondents occupation were as follows: 53

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Analysis of responses based on the variables

Table 3: Responses on project funding, proper supervision and monitoring (question 1-5)

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5	87	42	132	123	384

Key: SA; Strongly Agree; A: Agree; D: Disagree; SD: Strongly Disagree.

Source: Author' s Field Survey 2018

Interpretation of Responses on Project Funding, Proper Supervision and Monitoring

Table 4.2 reveals that majority of the Responses on items 8,9,10, and 12 and 13 showed that there is high level of state government intervention through the commission but with a corresponding high level of abandonment. Hence, on item 8, 52.9% strongly agreed; 24.2% agreed; 19.8% disagreed that the NDDC had not been properly funded for item 10, 62.5% of the respondents strongly agreed; 33.3% agreed; 2.1% disagreed; and 2.1% strongly disagreed

that there has been high level of political influence in the award and citing of NDDC projects. The responses to item 12 revealed that 38.5% strongly agreed; 40.1% agreed; 11.2% disagreed; while 10.1% strongly disagreed that abandonment of NDDC projects in Mbo LGA is due to poor funding of the commission. Finally, 22.7% of the respondents strongly agreed that credible efforts have been made by the federal and state governments to evaluate NDDC projects in Mbo L.G.A. In the same vein 10.9% also agreed. On the Contrary however, 34.4% of the respondents disagreed while 32.0% also strongly disagreed.

Table 4: Responses on Project Execution and Timely Completion (Question 6,7 and 14)

	A	D	SD	Total
11	49	136	188	384
121	131	84	48	384
24	63	156	141	384

Key: SA: Strongly Agree; A: Agree; D: Disagree; SD: Strongly Disagree. Source: Author' s Field Survey 2018.

Interpretation of Responses on Project Execution and Timely Completion

The responses on the project execution and timely completion are presented in Table 4.4. It reveals that 2.9% of the respondents strongly agreed; 35.4% disagreed; and 49.0% strongly disagreed, that NDDC projects awarded in Mbo LGA have always been completed and commissioned. For item 7, 31.5% of the respondents strongly agreed that

there have been cases of abandoned NDDC projects in Mbo LGA. According, 34.1% agreed; 21.9% disagreed; and 12.5% strongly disagreed. For the last item on this variable, only 6.3% of the respondents strongly agreed that there has been high level of co- operation between Akwa Ibom government and NDDC projects in its intervention efforts. More so, 16.4% agreed; while 40.6% and 36.7% disagreed and strongly disagreed and strongly disagreed respectively on this item.

Test of Hypotheses

The test of hypotheses that were formulated for this study is here restated in their null and alternate form as follows:

- There is no significant relationship between proper supervision/ monitoring of NDDC projects and effectively/ timely completion of the projects.
- There is significant relationship between proper supervision/ monitoring of NDDC projects and effectively/ and timely completion of the projects.

Hypotheses 1

- There is no significant relationship between proper supervision/ monitoring of NDDC projects and effective/ timely completion of the projects.
- There is significant relationship between proper supervision/ monitoring of NDDC projects and effective/ timely completion of projects.

Table 5: Pearson product moment correlation (PPMC) analysis on supervision and monitoring of NDDC projects and project execution and timely completion correlations

		Supervision	Completion
Supervision	Pearson Correlation		
	Sig. (2-tailed)	1	.060
	N		.245
		384	383
Completion	Pearson Correlation		
	Sig. (2-tailed)	.060	1
	N	.245	
		383	384

N= No. of respondents; Not Significant at 0.05 significance level

Source: Statistical Package for Social Science (SPSS- Ver. 20.0)

Decision Rule: When $r = 1$, there is a perfect relationship between the two variables x and y .

This implies that when x increases, y increases. According, when $r = 1$, there is a perfect negative relationship between the two variables x and y , hence when x increases, y decreases and vice versa.

Pearson Product Moment Correlation (PPMC) analysis on supervision/ monitoring and execution/ timely completion of NDDC projects has revealed a low correlation coefficient of 0.06. The

implication of the correlation value based on the decision rule is that the relationship between the two variables is negligible. This further means that more of such supervision and monitoring will only amount to negligible rate or level of project execution and completion of NDDC projects in Mbo LGA. In addition to the above, the p value ($p = 0.245$) that is greater than 0.05 was obtained which implies that the relationship between supervision/ monitoring and execution/ timely completion of NDDC projects is not significantly related to project execution and timely completion is rejected.

Table 6: NDDC Projects in Mbo Local Government Area from 2012 to 2017

S.No.	Project Type	Year	Location	Status
1.	Road construction	2014	Enwang Ubotuong- Ibete Road	Not completed
2.	Shoreline protection	2014	Efiat	Not completed

3.	Road construction	2015	Enwang- Ibaka Road	Work yet to commence
4.	Energy/ power supply Provision and installation of solar powered street light	2017	Asak Ikang, Ebughu-Ibaka	Not completed
5.	Roads/bridge construction Esk Ikm concrete Pavement Road	2017	Eden Inyang	Work Ongoing
6.	Roads/bridge construction Esk Ikm concrete Pavement Road	2017	Eden Inyang	Work Ongoing

Source: Niger Delta Development Commission: Directorate of Project Monitoring and supervision (DPMS). Status as at June, 2017 (inclusive of the new awarded 22017 projects) Compiled by the Researcher from NDDC Records (2012- 2017)

DISCUSSION OF FINDINGS

The findings of this study revealed that the nature of Supervision and Monitoring of projects initiated by the NDDC in Mbo Local Government Area could not bring about the execution and timely completion of such projects in the Local Government Area could not bring about the execution and timely completion of such projects in the local government area. Based on the values obtained in the Pearson Product Moment Correlation Analysis, the alternate hypothesis was rejected in favour of the null hypothesis.

Irrespective of the positive correlation coefficient obtained, the value revealed that the projects executed in Mbo Local Government Area have not received the type of supervision and monitoring that can yield the expected output. This is evident in the data gathered by the researcher as captured under Table 4.8 above. It was observed that most of the projects executed by the NDDC from 2012 to 2017 were yet to be completed.

The above finding agrees with Anikeze (2014:323) who observed that inadequate monitoring system, among other related factors, has been responsible for the poor implementation of rural development policies and programmes. He asserts that, there are usually many gaps in designing information system which are required for coordinating activities between units of government connected with the implementation of rural development programmes.

Therefore, there is need for monitoring teams to monitor the organization carrying out the implementation, so as to know when they are deviating. As such, while project

monitoring is important for timely project completion, it is in itself not sufficient to ensure timely project completion.

Other factors as identified by Simon-Eigbe and Aiminhiefe (2022), Onderi and Makori (2013), Mberesia and Yusuf (2018), which include, project funding, project technical expertise and contract management significantly impact the timely completion of projects.

CONCLUSION

This study was focused on providing answers to the research questions earlier stated as well as, achieving the objectives set in this work. It can be observed that the level of supervision and monitoring of NDDC projects in Mbo Local Government Area does not on its own ensure the timely completion of executed projects. Other factors such as project funding, project technical expertise and contract management are necessary to ensure timely project completion. Within the context of Akwa Ibom State, this had impinged negatively on the development of the rural areas in Mbo Local Government Area.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations have been made:

- The projects monitoring department of the NDDC should ensure strict compliance to project specifications and execution as was approved.
- Erring contractors should be made to face the full weight of the law with no preference given to any person.
- Better and improved management practices with effective financial measures should be

adopted by the NDDC to strengthen its administration.

Appropriate steps such as early approval of NDDC budget and timely release of funds, should be taken with a view to resolving the problem of delay in the release of fund to the NDDC as is currently the case.

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