Effects of Participatory Approach on Project Management in Ilesha-Baruba Community, Baruten Local Government, Kwara State: A Study of Ilesha Development Association and Ilesha Women Associations

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Abstract
The importance of applying participatory ideas to project management in ways that would allow the people to be full participants in the development of things that affects their lives cannot be overemphasized. It is against this background that the study assessed theeffects of participatory approach on project management in Ilesha-Baruba Community, Baruten Local Government of Kwara State. The study made use of questionnaire and interviews to obtain primary data necessary for the study. Secondary data was derived from relevant documents to complement the primary data. Quantitative data collected through questionnaire was analysed both descriptively and inferentially. The inferential statistical tool for the study is multiple regression analysis with the help of (SPSS) version 23.0. On the other hand, the responses of face-to-face interview were thematically analyzed. The study found out among others that

increase in Participatory -planning on would lead to project management. However, the significance of this can be judged from the P value represented as "sig". The t statistics of "Participatory -planning" stood at 27.385 with a p-value of 0.000. The study also found that increase in Participatory implementation would also lead to project management. The study recommends among others the need for projects management team to ensure more adequate community consultation on needs analysis and that the initial participatory community planning before the commencement of the project should be anchored.
Keywords: Implementation, Participatory, Planning and project management.

Background to the Study

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Project management is a conscious endeavor involving a carefully planned and organized effort to accomplish a specific task or objective. It entails developing a project plan which includes defining project goals and objectives, and conforming to a step-by-step instruction in achieving the project deliverables. Lock (2000) explains that, the aim is for the final result to satisfy the project beneficiaries. This has called for participatory project management as the most reliable way to achieve project success. "Participatory project management has its origin in the fact that people have need for self-reliance and small scale development and unity to find a way to improve their destinies" (Chambers, 1997).

More impetus was added to this participatory project management when it was discovered that many large scale governmental and non-governmental development programmes, from schooling to health, and to provision of intangible services like security provision were performing poorly while rapidly degrading common pool resources that were creating significant negative environmental and poverty impacts. In Nigeria for example, the

Directorate for Food, Roads and Rural Infrastructure (DFRRI) no doubt did many great jobs around the country. It opened up roads, dug boreholes, provided rural electrification and even ventured into shelter. Many of them however failed eventually. To put it in the words of Ihimodu (1997, p.57):

> A Presidential Inspection Team to some of the projects reported back that many DFFRI roads were overgrown with grasses and boreholes (even when they worked) were unkept and that when they asked the communities where these facilities were cited, why the unholy situation of things, they reported that they had not been involved in the process and therefore could not organise for their maintenance

This is echoed by Onah. (2012, p. 7) when he stated that:

> Most of our efforts have been on planning for service delivery rather than planning to meet the needs of the people; and that what officials need to do is to go back to problem analysis and concentrate on identifying the basic needs of the people and community.

These complaints therefore, reawakened interest in the local management of resources and decisions (Mansari and Rao, 2004). It was therefore, important that participatory ideas be applied to project management in ways that would allow the people to be full participants in development that affects their lives (Chambers, 1997). Arguments for participatory project management as advocated by Chambers (1997) and others have led to the inclusion of participation as a crucial means of allowing the poor to have control over decisions.

In a nutshell, participatory project management practice is a philosophical one that stipulates that development ideas or projects aimed at improving the conditions of any society should be explained and made understandable to the people in the realities of their world view and condition. The evolution of participatory process has therefore led researchers to believe that there are multiple realities and that, the professional realities presented in the top-down (pre-cooked) project management are in most cases not successful (Chambers, 1995). In addition, the practice of genuine participation,

where the public is collaboratively involved in making decisions on aspects of their communities creates stronger ties between the external agents, and greater community as well as its groups and between community members themselves. This leads to the generation of social capital and to a greater sense of community. Individuals who participate in such a project may also experience a growth in character, through increased self-confidence and sense of power.

It is on this basis that Chambers argued that "participation is a development strategy that has been tested and adopted as a useful approach that would assist people not only to identify priority needs, but also to partake in initiation, planning, implementation and evaluation of community projects that are expected to improve the lives of such communities" (Chambers, 1994, p 17). Development scholars such as Arnstein (1969), Uphoff (1987) also advocated for people's involvement in all development activities since the key objective of any development effort cannot be fully accomplished unless people meaningfully participate in it (Mohammad 2010). This is resonated by Nyerere, (2008, p. 32) when he stressed that:

> Development is the participation of people in a mutual learning experience involvingthemselves, their local resources, external change agents, and outside resources. People can only develop by participating in activities which affecttheir wellbeing. People are not being developed when they are herded like animals into new ventures.

In spite of this, involving the masses in efforts to overcome their problems and in reshaping their communities has gained currency with development thinkers and project management specialists like Cohen and Uphoof (1980) as they argued that … by involving the people, their creative faculties and energies will be released and developed, thus generating a process of self-transformation. This study assessed project management in Ilesha-Baruba community by critiquing the previous ways of project management from the path of participatory approach in order to bring out the value and relevance of the approach. Although, relevant to the

entire community this study focused on Ilesha Development Association and Ilesha Women Associations as regards their project management.

Statement of the Research Problem

> The non-involvement of beneficiaries at every stage of project management has been the major obstacle hindering projects' success. Right from early 1960s, development organizations have acknowledged that the failures of major development projects were as a result of lack of involvement or participation of the beneficiaries (Rahnema, 1992, p. 43).

Moreover, conventional project management (planning, implementation and evaluation) utilizes a top-down approach to solve officially pre-conceived development needs of the society as obtainable in Ilesha-Baruba community in Kwara State. In Ilesha-Baruba community, community leaders and officials use professional experience and expert knowledge on the perceived needs of the people, identify, plan and execute development projects and programmes to solve socio-economic problems of the people. This approach was built on the misconception that the local people lack adequate knowledge of their socio-economic environment; therefore, community officials (executives and planners) are assumed to be more knowledgeable about the people's needs and so should plan and execute development projects for the people.

Ilesha Development Association and Ilesha Women Association have provided so many development projects, examples of such projects are; construction of feeder roads (Road Open project), culverts, construction of boreholes, community electrification and the current development projects (Mosque construction and construction of shopping complex given out to fellow women) etc. however, these projects have not stand the test of time and have not attained the goals they were meant to achieve because of lack of people's participation and involvement in the projects' design and implementation.

Thus, the study assessed project management in Ilesha-Baruba Community; it critiqued the previous ways of project management from the part of participatory development which brought out the value and relevance of the approach as well as the flaws of the previous strategies employed in managing projects. The study created awareness to SDA and SWA groups of the situation and the possibilities to break down all the barriers that limit participation and to suggested for people's participation in project management processes. The overall question therefore is – To what extent has the outcome of participatory projects management in Ilesha-Baruba Community better-off to the conventional of project management?

Research Hypotheses

Ho_1 Participatory planning of community projects has no significant effects on project management in Ilesha-Baruba Community.

Ho_2 Participatory implementation of community projects has not led to effective project management in Ilesha-Baruba Community.

Ho_3 Participatory monitoring and evaluation of community projects has not led to effective project management in Ilesha-Baruba Community.

From the above hunches and intuitions postulated overhead, we present a diagram as graphical model to illustrate our hypothetical structure in order to open the window for investigation and to ascertain the appropriate inferential technique for testing the hypotheses.

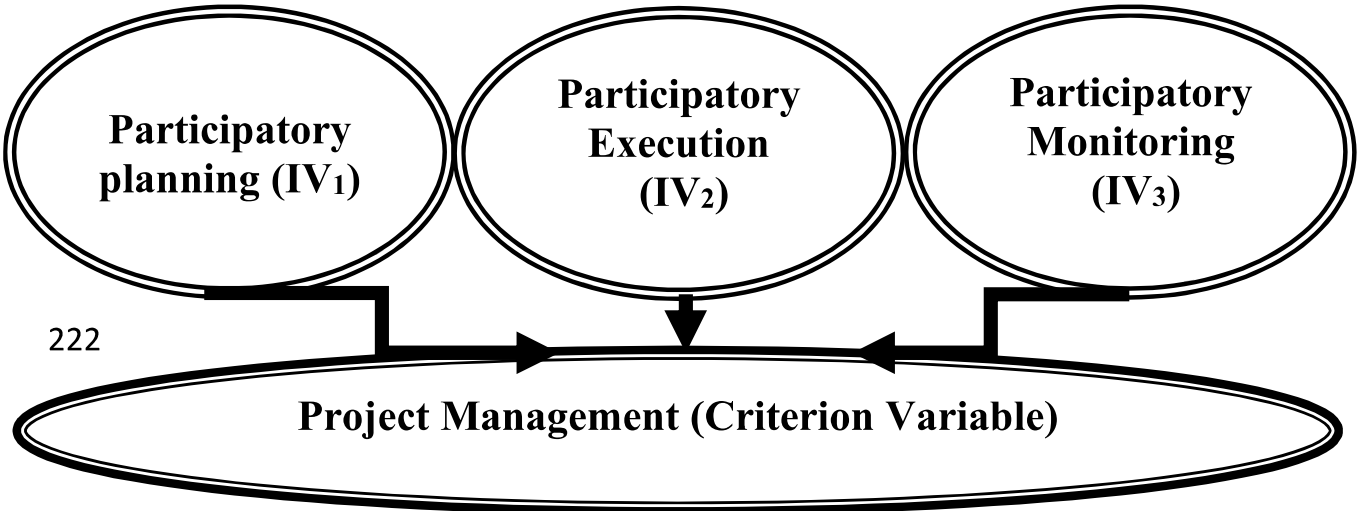


Figure 1 The Research Model
Source: Adapted from Tavakoli's Research Dictionary (2012, p. 393).

Figure 1 depicts the hypothetical structure of the study. However, with three (3) independent variables (i.e.participatoryplanning, participatoryexecution and participatorymonitoring) andone (1) dependent variable (i.e.project management); we have a multi-causal relationship. This invariably opens the window for investigating which among the independent/predictor variables have a greater effecton the dependent/criterion variable – project management.

Conceptual Review

Project Management Cycle

In order to make projects work effectively, they have to be managed through all phases of the so-called project cycle. The project cycle defines the stages through which a project proceeds from it conception (initiation) to the end (Onah, 2012). The following stages can be distinguished in project cycle management diagram as attached hereunder.

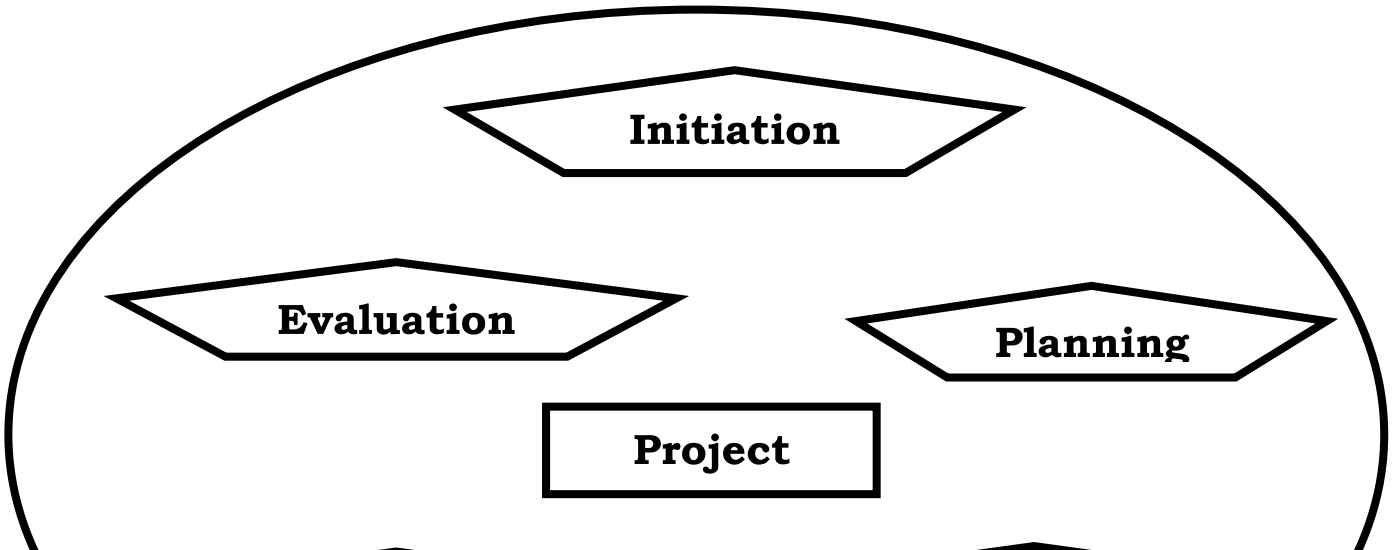


Figure 2: The Project Cycle
Source: Dan Gertler Internationals, (1993).

a. **Project Initiation (Project Identification):** At this stage, the project concept is developed, elaborated and documented, indicating the background to the project, its rationale, beneficiaries, major project components and outstanding issues etc. It may prove necessary at this stage to do a feasibility study (e.g. a needs assessment) of the proposed project indicating whether the proposal is attractive enough to justify a more detailed preparation (Onah, 2012).

b. **Project Planning:** At this stage, the responsibility of the project manager is to define and refine objectives and alternative courses and selecting the best of the alternative courses of action to attain the stated objectives that the project was undertaken to address. "It is the stage of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals". Planning is regarded as the starting point, and is therefore a crucial stage. Planning forms the basis both of the project (project framework) and its monitoring and evaluation system (monitoring plan) (Onah, 2012).

c. **Project Implementation:** This stage of the project cycle involves the performance of the core activities which will lead directly to the realization of the project activities. The major activities in this phase include the preparation of

implementation schedules, inter-sectorial co-ordination, budgetary breakdown, procurement, supervision of operations and monitoring of methods and progress. Project implementation therefore, includes the management of activities, manpower, materials, contractors and community relations (Onah, 2012).

d. **Project Monitoring and Evaluation (M&E):** Project monitoring and evaluation are two key stages in the life of any project. they equally occupy cardinal positions in any plan process, be it economic or physical development plan process. While a plan or project is being implemented, it is necessary to monitor progress in order to ensure that activities are being undertaken according to pan and to identify any problem which may be occurring.

In addition to monitoring progress during implementation, it is often necessary to undertake a detailed evaluation of a project either after it has been completed or at appropriate points during the implementation process (Conyers and Hills, 2004). The Organization for Economic Cooperation and Development (OECD) (2002a) defines monitoring and evaluation as follows:

- ✓ **Monitoring:** Monitoring isa continuous function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indication of the extent of progress and achievement of objective and progress in the use of allocated funds". Monitoring is tracking progress of a policy, programme and project to show that the project is moving in the right direction. By this we mean establishing the situation with the project (progress) and analyzing the situation in order to provide information which could be used by managers and other stakeholders to understand and take decision on the project situation. To conclude, it is important to state the view of Rakodi who sees monitoring as essentially an in-house activity; that it is always carried out by those

directly involved in the project implementation (Rakodi, 2012, p. 56).

- ✓ **Evaluation**: Evaluation involves systematic assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results to find out what worked and what did not. It is the process of determining the worth or significance of a development activity, policy or programme… to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

Participatory/Co-Planning

Participatory planning approaches have been widely used to draw in local knowledge and understanding as the anchor for development initiatives, and to ensure direct participation of communities in development. The following points according to Bandung (2002) reflect the insights garnered on the current practice of participatory planning and underscore the challenges that practitioners the world over need to give constant thought and consideration to as they continue to promote greater citizen participation in local governance:

i. Citizen participation in local development planning ideally involves the community in decision-making on the identification of priority problems, the formulation of solutions, the implementation, monitoring and evaluation of actions, as well as the mobilization and management of resources.
ii. Participatory planning processes require different stakeholders to take on new roles that also assume attitudes and behaviors consistent with the values that underpin participatory approaches to local development. These values include transparency, accountability, responsiveness, and inclusion.
iii. Both civil society and external stakeholders alike require skills and capacities for participatory planning to happen. These include an understanding of the context within which participatory

planning happens, technical and facilitative planning capacities, negotiating and lobbying, and abilities to work in complementation.

iv. Participatory planning initiatives build stakeholdership in local plans. This, in turn, opens access to community resources. Transparent and accountable external stakeholders attract scarce resources needed for the implementation of local plans.

v. Legal frameworks are important but not sufficient to make participatory planning happen. What is more important is to have the "enabling conditions" for participatory planning to happen. These include the political will of champions of participation within local environment, an informed and organized civil society, and a legal framework that at the minimum is supportive of participatory planning.

vi. Finally, beyond further improving the current practice of participatory local governance planning, there is a need to be constantly rethinking the twin challenges of sustaining participatory planning in a manner that encouraged innovation so that these exercises continued to be relevant, responsive and meaningful on the one hand and the scaling up and scaling out the participatory planning without compromising the quality of the participation by citizens.

Participatory planning leads to participatory development which in turn leads to sustainable development. Participatory planning is partnership between project beneficiaries (consumers) and project initiators (service providers). This partnership is interested in identifying needs and projectizing these needs in such a way that communities or organizations are involved in the various stages of the process – (needs analysis; project planning; project implementation; project evaluation and benefit sharing). Participatory planning can be done either as partners between outsiders and insiders or among insiders themselves. Participatory planning empowers local stakeholders by directly involving them in the planning process. Facilitators not only share relevant information with stakeholders but

also encourage stakeholders to participate by brainstorming, investigating and analyzing options (UNDP, 2006, p. 72).

We could state at this juncture that the study of – genuine participation in planning projects is important because organizations all too often mistake input for involvement. Participation moves beyond mere ―tokenism and more towards – genuine participation when the public participates in the decision-making process and the implications of their involvement are made clear to them (Hart 1992, Iltus & Hart1995, Shier 2001). Sharing in decision-making ultimately empowers the community to create the changes that they wish to see. They must be engaged through dialogue, communication and collaboration to be empowered with voice and influence. When this is accomplished, community members feel more confident, more trusting in the intervention, and more connected to the planning process (Hart, 1992).

Participatory/Co-Implementation

The participatory implementation approach is now widely accepted in development discourse as a prerequisite for enhancing both the involvement of the beneficiaries and the anticipated outcome of the project. The above argument underscores the assertion of Chambers (1995a, p. 117) that: "A constructive participation of beneficiaries in the project implementation process, within development intervention, may hold the key to success in achieving the intended outcome(s) of such projects". Figure 2 depicts the triangular participatory implementation model.

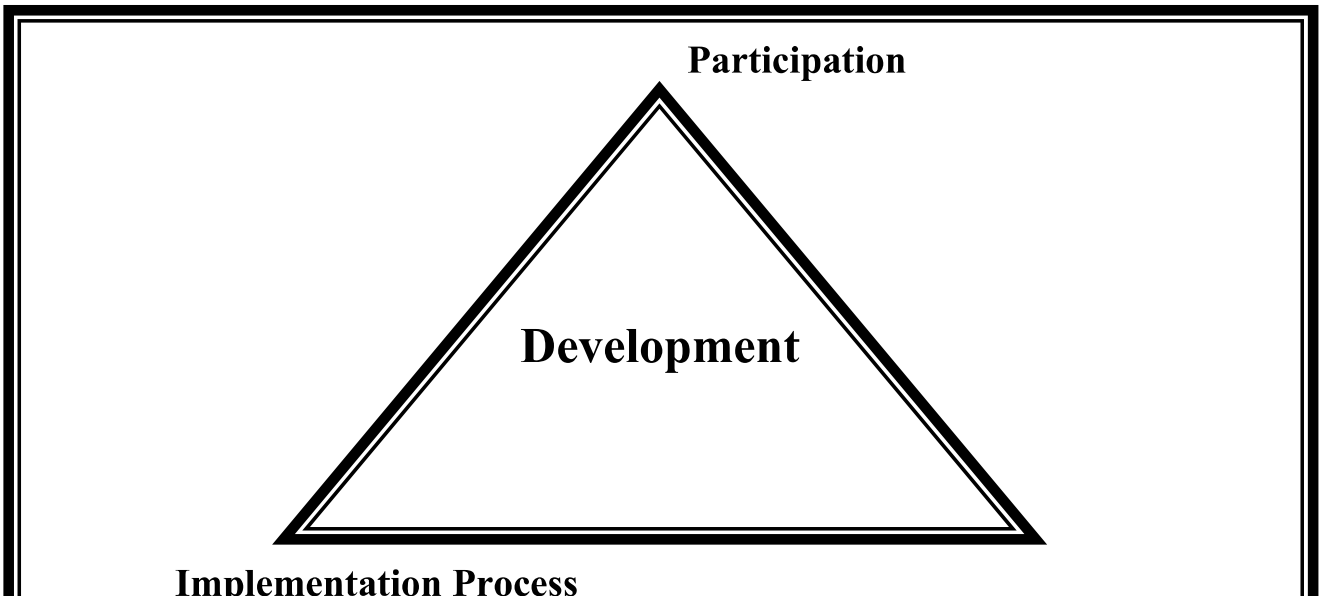


Figure 3 explains development as an outcome of participatory implementation indicating the need for participation of beneficiaries in implementation process for development to be attained. Swantz (1984, p. 1), in recognition of the indispensability of the beneficiaries in the participatory approach, defines development as follows:

> By development, is meant improvement change of people's living conditions through a process, which the people themselves can influence and make decisions about. Development is thus essentially people's own development, not only improvements and decisions made by others for them and inputs brought to them from outside.

The late President Julius Nyerere of Tanzania also defines development vis-à-vis the beneficiaries as follows: "People's development meant their participation in the decision-making, planning and implementation processes; it meant increasing their understanding of their own situation; increasing knowledge and capabilities. People develop when they become aware of their potential resource and capacity to influence their own lives and the life of the community" (as quoted in Swantz, Marja-Liisa 1998, p. 4).

Participatory/Co-Monitoring and Evaluation (PM&E)

Monitoring and evaluation is about assessing actual change against stated objectives, and making a judgement whether development efforts and investments were worthwhile or 'cost-effective'. Therefore, M&E systems are generally constructed to

provide information for reporting on achievements in order to fulfil accountability responsibilities. This has led to M&E being largely associated with a controlling and accountability function. Increasingly, however, there is recognition that M&E systems may also contribute to strategic management and learning lessons; and to feeding experiences into policy processes (Waglé and Shah, 2017).

PM&E being the special focus is defined here as a process where primary stakeholders – those who are affected by the intervention are active participants, take the lead in tracking and making sense of progress towards achievement of self-selected or jointly agreed results at the local level, and drawing actionable conclusions. The effectiveness (and sustainability) of such a process requires that it be embedded in a strong commitment towards corrective action by communities, project management and other stakeholders in a position to act (Guijt and Gaventa, 2018). This definition goes beyond involving primary stakeholders in a process of 'conventional' M&E, such as consulting them on indicators and asking them to provide information or feed-back on the results. Here the emphasis of PM&E is on deepening participation, a process that is intrinsically linked to learning and empowerment as well as linking monitoring to action. The PM&E process is built around agreeing on expected results and milestones, defining how to track progress, collecting required data, undertaking joint analysis and decide on actions.

From the discussion, PM&E is about strengthening primary stakeholders' involvement as active participants in intervention by them taking the lead in tracking and analysing progress towards jointly agreed results and deciding on corrective action. This approach contributes to demand-led planning and decision-making and improved accountability, when effective communication and feedback loops are in place with programs and agencies.

Review of Empirical Studies

Justine (2015) conducted study titled "Beneficiaries' perception and participation in development projects: A study of the Pampaida Millennium Villages Project of the United Nations Development Programme in Kaduna State". The study made use of questionnaires and interviews to generate data for the study and the data was presented and analyzed in simple frequency tables, while the interview results were summarized and interpreted to support the responses of the questionnaire accordingly. The study found out among others discrepancies with respect to the MVP intervention sectors and the MVP staff, which the beneficiaries-cum-participants perceived and judged to be unexpected, undesirable and negative enough to make them fearful and uncertain about what to expect, to warrant their disagreement with MVP staff, their refusal to participate in some intervention sectors, and/or even their outright opposition to some intervention sectors. The study therefore recommended among others the inestimable need and value of integrating the study of beneficiaries' perception and the deliberate process of perception management within the structure of participatory projects. The weakness of the study was very little or non-involvement of the beneficiaries to project's conception, planning, co-execution, monitoring and evaluation.

Ofuoku (2011) examined the effect of community participation on sustainability of rural water projects in Delta Central Agricultural Zone of Delta State, Nigeria. Data for the study was collected through the use of questionnaire. Data collected were subjected to statistical analysis by the use of frequency counts, percentage and mean deviation. The hypotheses were tested with the use of Pearson product moment correlation (PPMC). There was positive significant relationship between participation and sustainability on water projects (r-which stood at 0.652 and r-critical stood at 0.632). It is recommended that the level of participation in projects should be increased; and the communities should continue with their methods of organization with more emphasis on regular conference and institution of sanctions/rewards to encourage citizens

to participate in development projects. The research has not taken into consideration the level and capacities of local beneficiaries of the project and their sustainability of the project after completion.

Mwiru (2015) also conducted a study titled "The importance of community participation in development projects at local level: A study of Dodoma Municipal Council". The researcher employed case study type of design. Four methods of data collection; -namely, observation, interview, questionnaire and documentary review. The collected data was analyzed by both qualitative and quantitative methods; qualitative method was based on explanatory statements and quantitative method involved the descriptive method of using percentages and tables. The findings revealed low level of community participation as a result of some socio-economic factors. The study also noted the challenges of poor citizen participation in development projects; such as poor leaders (personal interest), ignorance and lack of dissemination of project related information. The study recommended among others, the need to involve the community to a greater extent in decision making and development project.

Theoretical Framework: People-Centered Approach to Development

For the purpose of this study, 'People-Centered Approach to Development' by Koten (1990, & Swanepoel and De Beer, 2006) which is a reformulated approach to "empowering through participation in community development approach" was adopted for the study because it provided credence to the study. Furthermore, the theory underscores the significance of bottom-up approach to project management and in essence, sustainable development.

Furthermore, people-centered development stresses on broader population participation in the development of society, the need for sustainable development, and the impact of government and other community associations or groups in development initiatives are the main variables featured in our study (De Beer & Swanepoel, 2006). In the words of Koten (1990, p. 13):

> The people should constitute the centre-core of development as major impact players in managing the projects while the government or international donors should ensure that the atmosphere is conducive for meaningful participation and empowerment. And that emphasis should be focused on the inclusion of the previously excluded social categories such as women, youths and the illiterates.

This study anchors on the problem of lack of sufficient consultation with beneficiaries and stakeholders, and without the necessary information hence projects becoming unsustainable. Given the operational guidelines of people-centered approach to development (i.e. broader population participation in the development of society, the need for sustainable development, and the impact of community associations or groups in development initiatives), against the backdrop of its objectives as it underscores the significance of bottom-up approach to project management and in essence, sustainable development, it is rather pertinent to apply people-centered approach to development to this study.

Methodology

This research design for the study is explanatory sequential mixed method also known as integrating or multi-methodresearch design (Bryman, 2006; Tashakkori & Teddlie, 2003). "Explanatory sequential mixed method procedures are those in which the researcher seeks to elaborate on or expand on the findings of one method with another method. This may involve beginning with a qualitative interview for exploratory purposes and following it up with a quantitative, survey method with a large sample so that the researcher can generalize results to a population" (Cresswell, 2017, p. 31). The reasons why the researcher intends to employ a mixed methods design in the study lies on its ability to broaden understanding by incorporating both qualitative and quantitative research, or to use one approach to better understand, explain, or build on the results from the other approach).

Population and Sampling of the Study

The target population of the study comprised of the members of Shao Development Association (SDA) and Shao Women Associations (SWA) – (the executives, members of the groups and non-members of the either groups). The non-members who are the public were included to ensure reliability, interpretability and usefulness of data collected. The population also include Ilesha-Baruba Community head and some opinion leaders for historical records and others relevant issues. The population of the intended respondents is contained in the table 3.1.

Groups	Position	Population	Cumulative Total
SDA	Executives	14	14
	Members	218 (as of 2019).	232
SWA	Executives	10	242
Elders	Coopted Members	72	314
	Community Head and Opinion Leaders	1 + 6 (7)	321

Table 3.1 Respondents Identified According to Groups

***Source*:** SDA's Membership register and SWA's Contribution record, 2020.

On the overall, the cumulative total of the target population is three-hundred and twenty-one (321) respondents. However, according to Krejcie and Morgan (1970) sample size determination table, in a population of three-hundred and twenty-one (320), the appropriate sample size is one-hundred and seventy-five (175) respondents. Among the respondents, some were interviewed to corroborate the information generated through questionnaire. The Krejcie and Morgan sample size determination table is shown below:

Determination ofSample Size for the Study

Krejcie and Morgan sample size determination table was used to determine the overall sample size for the study.

N	S	N	S	N	S
10	10	110	86	**320**	**175**
15	14	120	92	340	181
20	19	130	97	360	186
25	24	140	103	380	191
30	28	150	108	400	196
35	32	160	113	420	201
40	36	170	118	440	205
45	40	180	123	460	210
50	44	190	127	480	214
55	48	200	132	500	217
60	52	210	136	550	226
65	56	220	140	600	234
70	59	230	144	650	242
75	63	240	148	700	248
80	66	250	152	750	254
85	70	260	155	800	260
90	73	270	159	850	265
95	76	280	162	900	269
100	80	300	165	1000	274

Table 2 Krejcie and Morgan Sample Size Determining Table

Source: Krejcie and Morgan (1970). **Note**: N = Population Size and S = Sample Size.

The study made use of probability proportionate cluster sampling technique in distributing the questionnaire by dividing the total by the number of cluster multiplied by the sample size as shown in table 3.3 below. On the other hand, purposive and snowball sampling techniques were used in selecting the interviewees.

Staff Category	No. of Staff	Distribution of Questionnaire
SDA	232	232 / 321 × 175 = 126
SWA	82	82 / 321 × 175 = 45
Elders	7	7 / 321 × 175 = 4
Total	**321**	**321 / 321** × 175 = **175**

Table 3 Questionnaire Distribution

Source: Researcher's Computation, 2023.

Sources and Instruments of Data Collection/ Data Analysis

The sources of data collection are both primary and secondary data. While questionnaire and interview were the primary instruments of data; reliable documents (e.g. Training reports of both Local Governments; Staff Register of Giwa and Sabon-Gari Local Government (2019); Giwa employee's relations report, (2020) and Giwa and Sabon-Gari Local Government's Worker's Performance Appraisal report, 2017) constituted the secondary instuments of data for the study. However, the primary (quantitative) data was analysed using multiple regression and the interview responses were thematically presented and analysed.

Data Presentation and Analysis

Test of Hypotheses

Table 4 Regression Output 1

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1802.639	3	600.880	3476.407	.000[b]
	Residual	67.237	389	.173		
	Total	1869.876	392			

a. Dependent Variable: PROJECT_MANAGEMENT

b. Predictors: (Constant), PARTICIPATORY_PLANNING; PARTICIPATORY -IMPLEMENTATION and PARTICIPATORY _MONITORING

Source: SPSS Output, 2023.

Table 4 above shows the result from the multiple regression analysis which tests the effects of the independent variables (participatory -planning; participatory -implementation and participatory -monitoring) on project management in Ilesha-Baruba Community. The F-statistic for analysis of variance (ANOVA) which measures the adequacy and goodness of fit of the model and test the joint significance of the variables in the study model stood at

3476.407 with a p-value of 0.000[b] which is significant at 5%; this shows that the model is absolutely fit for the data.

Table 1.5 Regression Output 2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.478[a]	.480	.480	.41575	1.65

a. Predictors: (Constant), PARTICIPATORY_PLANNING; PARTICIPATORY - IMPLEMENTATION and PARTICIPATORY _MONITORING

b. Dependent Variable: PROJECT_MANAGEMENT

***Source**:* SPSS Output, 2023.

Table 5 above shows the summary of the multiple regression analysis. The empirical findings show that computed multiple correlation coefficient represented by (R), stood at 0.478[a] which indicates a correlation. Therefore, the multiple correlation co-efficient (R) cannot be a negative number (Tavakoli's Research Dictionary, 2012). *R* Square (R^2), the multiple coefficient of determination of the variables stood at 0.480 indicating that only 48.0% of the total variation in project management in Ilesha-Baruba Community is explained by variations in the 'independent variables' (participatory - planning; participatory -implementation and participatory - monitoring) captured in the study. Thus, the remaining 52.0% of the variation in the DV can be explained by other variables not captured in the study. The adjusted R^2 being 0.480 also indicates that the independent variables will still explain 48.0% of the variations in project management in Ilesha-Baruba Communityeven if other variables were added to the study.

Table 6 Regression Output 3

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	-.036	.104		-.348	.728
	CO-PLANNING	.606	.022	.837	27.385	.000
	CO-IMPLEMENTATION	.129	.018	.199	4.148	.000
	CO-MONITORING	.135	.024	.042	5.642	.007

a. Dependent Variable: PROJECT_MANAGEMENT

Source: SPSS Output, 2023

Table 6 above shows the outcome of the respective variables on project management in Ilesha-Baruba Community. Upon the fulfillment of the assumptions of regression analysis, multiple regression analysis was considered suitable in testing the research hypotheses. The respective hypotheses as tested in Table 6 are discussed as follows:

Hypothesis I: Participatory planning has no significant impact on Project management.

The coefficient of "Participatory -planning and project management" stood at .036 which is positive. This implies that an increase in Participatory -planning on would lead to project management. However, the significance of this can be judged from the P value represented as "sig". The t statistics of "Participatory -planning" stood at 27.385 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study does not have enough statistical evidence to accept the null hypothesis. Based on the above analysis, the study failed to accept the null hypothesis Ho_1, which states that Participatory -planning has no significant impact on the project management in Ilesha-Baruba Community.

Ho_2 Participatory execution has no significant impact on Project management

The coefficient of "Participatory implementation" stood at 0.129 which is positive. This implies that an increase in Participatory implementation would also lead to project management. However, the significance of this can be judged from the P value represented as "sig". The t statistics of "Participatory implementation" stood at 4.148 with a p-value of 0.000. The p-value is less than 0.05,

indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study does not have enough statistical evidence to accept the null hypothesis. Based on the above analysis, the study failed to accept the null hypothesis Ho_2, which states that Participatory execution has no significant impact on Project management.

Ho_3 Participatory monitoring has no significant impact on Project management

The coefficient of "Participatory monitoring" stood at 0.135 which is also positive. This implies that an increase in Participatory monitoring would lead to project management. However, the significance of this can be judged from the P value represented as "sig". The t statistics of "Participatory implementation" stood at 5.642 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study does not have enough statistical evidence to accept the null hypothesis. Based on the above analysis, the study failed to accept the null hypothesis Ho_3, which states that Participatory monitoring has no significant impact on project management.

Discussion of Major Findings

From the analyses of data, a number of findings were arrived at which are discussed below.

i. The study found that increase in Participatory -planning on would lead to project management. However, the significance of this can be judged from the P value represented as "sig". The t statistics of "Participatory -planning" stood at 27.385 with a p-value of 0.000.
ii. The study also found that increase in Participatory implementation would also lead to project management. However, the significance of this can be judged from the P value represented as "sig". The t statistics of "Participatory implementation" stood at 4.148 with a p-value of 0.000. The p-

value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level.

iii. Finally, the study found that increase in Participatory monitoring would lead to project management. However, the significance of this can be judged from the P value represented as "sig". The t statistics of "Participatory implementation" stood at 5.642 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level.

Conclusionand Recommendations

The study concluded that: "the primary stakeholders are primus inter pares i.e. they are equal partners with a significant say in decisions concerning their lives" – by implication, the application of PRA tools led to improved project success than conventional method. Based on the research findings, suggestions that would improve the success of subsequent projects were given. It should be noted however that no part of these recommendations should be understood in isolation because the stages of project management are interwoven. In other words, they are complementary to one another. For example, good planning, combined with effective monitoring and evaluation, can play a major role in enhancing the effectiveness of development projects and vice versa. The following suggestions are made that would ensure the sustainability of subsequent programmes.

i. At the level of planning, there is need for projects management team to ensure more adequate community consultation on needs analysis and that the initial participatory community planning before the commencement of the project should be anchored. That way the priority problems and needs of the community will be identified and solved thereby ensuring high rate of sustainability of the projects.

ii. At the level of implementation, community members should be adequately consulted by the project team on the best way to implement the projects and be involved in its implementation thereby engendering domestication when the donors are gone.

iii. At the level of monitoring, the monitoring activity should the responsibility of community members and the executives of the participatory groups this will ensure the community members having a strong influence on the monitoring activity.

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