



Effective Compact Agreements: Improving Public Housing Estates' Delivery and Post-Construction Management in Nigeria

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ABSTRACT: -Practicing effective compact agreement building among the relevant stakeholders' in the public housing sector is becoming necessary and indispensable to progress public housing estates development and the post-construction management. Irrespective of this, evidence of a lack of effectiveness in this area is prevalent, especially in Nigeria, that most public housing estates are uncompleted and have no thereafter management care. This study assesses the importance and benefits of building an effective compact agreement, to improving the public housing estates delivery and the post-construction management. A qualitative documentary inquiry of relevant online and visual document resources, shadowed by a revelatory of categories and limits of various information contained in the resources to the singularity in the study was adopted. The Relative Importance Index (RII) techniques and some SPSS descriptive packages were used in the analysis of the primary data, with the overall results thematically assessed utilising context analysis approach. The study reveals that improvements in the social housing estates' development and the post-construction management is realisable and sustainable when a sound and solid treaty is concretised and embraced in the housing estates' project development by the relevant stakeholders'. It further underscores that an effective compact agreement in the housing estate development and post-construction management encourages successful: project development and post-construction management; transparency; good governance; accountability; and sustainability; and that sixteen factors were important in the successful compact building. Accessing appropriate and adequate shelter by people is essential since it improves living conditions and welfare. Studying the importance of an effective compact in public housing estates development and post-construction management exposes and distinguishes the potential benefits to the relevant stakeholders. It assists improve the unattractive physical state of affairs of public housing estates in Nigeria and should be seeing as a best practice in order to achieve public housing estates development and post-construction management sustainability.

Keywords: - Effective Compact Building; Housing Development; Housing Improvement; Post-Construction Management; Public Housing Estates;

I. INTRODUCTION

Realising successful project development and post-construction management is indispensable and should be encouraged by the relevant stakeholders' in any agreed development project since the project's successful completion would produce and add new products and services to the economy (Ihuah and Benebo, 2014). However, attaining this benefit may only be achieved by building a sound and solid relationship amongst the relevant stakeholders' in that project development and would lead to improvement and sustainability (UNSD, 1992; FMLHUD, 2012).

Building this relationship requires that the national or state or local government be the one to manage the networks amongst the relevant stakeholders whilst recognising it as a test to the government in the specifics of good governance responsibility to the people. Yet, the government may not on its own successfully improve the public housing estates units' delivery and post-construction management (such as in the specifics of this study), rather than to act in unity with the other stakeholders to address the public housing estate units deficits. This public service provision is indispensable to a country's economic growth and development (Humphrey and Boyle, 2001), therefore, it should not be lost amidst the present socio-economic challenges. This would require the government to have the responsibility and willingness to take substantial risks to encourage the myriad of dissimilar professionals in social (public) services provision and their post-construction management.

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In respect to all of these, the study presumes that the housing estate deficit problem in Nigeria can be addressed by innovatively searching for a best practice co-operation and co-ordination approach to manage the different constituent elements of the network where it exists. The government should be an expert broker of contract and a builder of trust, instead of being hierarchies in the entire process (Boyle, 2002).

According to Craig, *et.al*, (1998) “a compact is a partnership agreement existing between the government and the community voluntary organisations that aim at increasing their relationships to the benefit of both parties”. The study in contextualising this definition in this specific context predicts that adopting such a compact agreement approach and practice improves and sustains the public housing estate units' project development and post-construction management. However, effective public policy and programme development and management-which is currently lacking in the Nigerian public housing provision sector is expected to be enhanced if the compact strategy is implemented. At the same time, the many deplorable conditions, incomplete, abandoned and vandalised public housing estates may be eradicated. However, clear and achievable objectives, supported by taking total control of the project development and the post-construction management activities is required(Callanan, 2005) for the achievement of the said purpose and to appropriate benefits of the sustainability.

However, it is doubtful to achieve improvements in the social (public) housing estates when the level, manner and correlation between the relevant stakeholders' are assumed to be feeble or lacking in the processes. The realisation of the needs and benefits of development and post-construction management of Nigerian social (public) housing estates requires an effective compact agreement amongst the relevant actors. Yet lacks in Nigeria housing sector development and post-construction management to a large evidence that most social housing are in deplorable conditions, abandoned and uncompleted (Kadiri, 2004; Ihuah and Fortune, 2013; Ihuah, *et. al.*, 2014). Also, the predicted lack of effective compact agreements can be linked to the unsustainable social housing and housing estates delivery and post-construction management, when compared to the increasing population, remain a major problematic issue facing the country. An instance of this is the five hundred (500) housing estate units assigned to be delivered in all the 36 states during the civilian dispensation (2003-2007); however, most are abandoned; for instance those proposed and found in local government areas in the Rivers State of Nigeria (Ihuah, *et. al.*, 2014).

The compact agreement when it exists tackles issues such as: lack of effectiveness and efficiency in project development; the challenge of project unsustainability; the lack of proper decision-making; the lack of offering the stakeholders access and information of crucial project resources; and the lack of conflict resolution; in the public housing estates' development and post-construction management processes (FMLHUD, 2012; Brinkerhoff, 2002; UNSD, 1992).

However, tackling all of these issues may depend on the answers to the questions of: why collaboration happens; what form of collaboration is developed and why; and what are the factors affecting the collaboration; in this research specific context. The rendition of the compact harmony depends on an optimistic, pessimistic, or realistic framework and on whether the structures put in place promote the realisation of the compact agreement. The study opines that reliance on a single framework is an inappropriate practice to use in sustaining the harmony amongst the relevant stakeholders' in social housing estates units delivery and post-construction management. Adopting a combination of either two or three of the frameworks in the compact agreement may benefit more especially in social (public) housing estate units' development and post-construction management improvement in Nigeria.

Consequently, the study in this specific context is determined to assess the importance and relevance of effective compact agreements for improving social housing estates development and post-construction management in Rivers State of Nigeria. Therefore, this investigation seeks to address the following objectives: (1) to examine why and how compact agreement building can be managed amongst the various actors in social (public) housing estates' delivery and post-construction management; (2) to identify the major factors that may underlined the success or failure of such compact agreement building among the relevant stakeholders in social (public) housing estates units' delivery and post-construction management; (3) to draw conclusions and recommendations to the study.

This study should assist to expose and make identified by: government; property developers; estate surveyors; and policy-decision makers; the benefits of building such a compact agreement, as well as providing the information that effective compact agreement building is best practice to be encouraged and adopted to provide improvements in the social (public) housing estates' development and post-construction management.

II. BUILDING AND MANAGING COMPACT AGREEMENTS

Conceptualising best practice to build and sustain compact agreement relationships between the relevant stakeholders' to deliver public services: that touch almost every aspect of human lives and comforts; the issue of good governance and active participation of the relevant stakeholders in the activities becomes fundamental.

Therefore, a strategic approach to practice in managing an effective compact agreement amongst the relevant stakeholders' is by advocating good governance and democratic participatory methods. The study opines that with these approaches, the knowledge of the various stakeholders' can be experienced and incorporated in project development and post-construction management. It equally assists in building the trusts that the national or state or local government would be encouraged by. Further, it encourages the stakeholders' to believe that improved public services delivery and post-construction management can be attained in the economy.

Thus supporting the assertion that a compact agreement is not a supernumerary for real regulation and action by governments; it is a chance for the relevant stakeholders' inclusion and participation in leadership in the spirit of rational self-interest, even though it is envisioned to be an inventiveness that may be harmonise government efforts and regulations. Additionally, the compact agreement, when built, would provide the opportunity to do the right thing at the right time (Kell, 2003; Keyes, 2003). Consequently, a compact agreement assists to engender optimistic desires that contribute towards good governance and public policy responses, thereby contributing to more beneficial relationships amongst the corporates and society. Therefore, a compact is not purposefully placed to contend with other voluntary initiatives; however, in its place, it pursues the complementarities and reinforces initiatives that advance the goal and objectives of the compact agreement, expecting that over time its entire purpose will lead to effective global norms and values that would be exceptional in their universality and legality (Callanan, 2005, Kell, 2003; Keyes, 2003).

Governance and Participatory Democracy

The '*Good Governance*' concept has arisen to define the internal and external links between the layers of government, institutional stakeholders, different interest groups, the private sector, and the voluntary groups in an economy (Pierre and Peters, 2000; OECD, 1995). Further, Pierre and Peters (2000) opine that good governance encompasses many relationships, however, the worry is that conceptualising the ideal behind it for building and managing a compact agreement even though it has been overstretched and overemphasised. Nevertheless, the OECD (1995) defined '*good governance*' as *the art of governing in a wide sense, which covers public administration, the institutions, methods and instruments of governing. It further incorporates relationships between government and citizen and the roles of the state*'. Pierre and Peters (2001; 2000) in agreeing with this definition, relied more on informal relationships, but, noted that the conception of multi-level governance challenges the traditional assumptions in the operation of the state structures, and that the political powers and institutional capacities are less derived from formal constitutional powers accorded to the state. In contrasting these views, Callanan (2005) argues that a move from the command and control system of a state towards an enabling and sustainable state is imminent in order to improve public service delivery in society. Thus, suggesting that the need to build sustainable good governance and participatory democracy for effective and efficient policy decision-making in public services development in the society, particularly, in the specific of this study, is indeed crucial. The main idea underscoring the 'good governance' and participatory democracy is that of providing opportunities for effective and efficient involvement of citizens' in decision-making on things that affect them. This strengthens the importance of the compact agreement amidst the government and the citizens' or the relevant stakeholders' (Callanan, 2005; OECD, 1995). The compact reduces the negative perceptions of the citizens'/stakeholders' about institutions and governments.

Arguably, this study presumes that compact agreement processes, when proactively implemented, would bring about project development and post-construction management success and improvement in public housing estates units provision and the benefits therein. Even though policy decision-making is a function of local democracy that is based on four aspects of: popular authorisation of the decision made through elections; accountability to the public by maximising transparency and freedom of information; responsiveness to the opinion and demands of the citizens and prioritise issues; and representativeness (Callanan, 2005). In this specific context, the demand for citizens and the relevant stakeholders for equality of opportunities (Kell, 2003; Keyes, 2003; Beetham, 1996) in project development and post-construction management predominate.

Similarly, Beetham (1996) opines that local democracy requires active citizens and stakeholders who fully exercise their rights fairly since they are identified and assessed as the major stakeholders to be involved in such policy decision-making. However, engaging the citizens and stakeholders in social (public) housing estates decision-making whilst no doubt welcome, the problem that may hinder the actualisation is by not clearly defining terms such as proper: accountability; representativeness; and responsiveness; within the compact agreement. This may raise the issue of whether non-elected persons should be involved in decision-making for project development and post-construction management, which is usually seen as the remit of the traditional public service accountability approach. Or, should only elected persons be the responsive representatives in the decision-making. Addressing both of these issues requires the understanding of the context in which they are to be used and in the degree that any government can adopt and implement the compact agreement in order to encourage the relevant stakeholders' involvement/inclusion in the decision-making process for effective service delivery.

Participation and Mechanism of Participations

Participation and the mechanism of participation vary; and according to the conceptual framework of Callanan (2005) there exist three major approach such as: (1) *the liberal approach*, which emphasises on market-like conditions, competitive tendering and in-house competition; (2) *the managerial approach*, which emphasises decentralisation of structures to allow close government relationships with the relevant stakeholders', as well as ensuring improvements in the arrangement; and (3) *the communitarian or deliberate approach*, which emphasises the value of two-way communication in reaching consensus while achieving greater common identity among the stakeholders in the compact agreement. The first approach is similar to that adopted in the traditional methods of participatory democracy for public service deliveries such as fora for: public meetings; question and answer sessions; and issuing of consultation papers; (Callanan, 2005). The second approach focuses on: customers' satisfactions; new scheme opportunities; opinion polls; and grievance complaint procedures. The communitarian methods focus on encouraging citizens' and stakeholders' deliberations on: development effects; citizens and stakeholders juries; and planning cells in the expected project development cycle (Callanan 2005). Despite all of these approaches, the general alignment should be that of a compassionate paternalism since the participatory methods may not be intended to result in any real implication of power changes between the government and the citizenry. Yet, promoting stakeholders participation will mean engagement with the government in order to deliver and post-construction manage social (public) housing estates. Mayo and Taylor (2001) suggest that notwithstanding the benefits to be achieved in adopting these approaches, some participants may often feel that they are disempowered and that their partnership will be thrown into disarray since the agenda was already decided before their involvement.

The degree of citizens and stakeholders participation in public services delivery is suggested as being 1% representation by Balloch and Taylor (2001) is questionable because the participation level of the relevant stakeholders' may not be enough in the study context. Also, the 1% participation may be a political ideology that does not erase the problem in delineating successful public service delivery. Therefore, the stakeholders' participation should focus on the ideal parameters for the realisation of the project development. Similarly, the relevant stakeholders should be made to fully partake from the onset of the project development to the post-construction management policy decision-making and implementation since such project development may have an effect on their interests if ignored. The mechanism to make the representatives and participants accountable to the public through informal networks is necessary. A change in the characteristics to the selection of a representative and the manner of their participation in the project delivery and post-construction management should be sustained at all times. The study predicts that achieving these requirements necessitates establishing a panel of inquiry on accountability and transparency, which would assist to build maximum trust amongst the relevant stakeholders', and would be supported by proactive co-ordination and monitoring.

Success or Failure Factors of Compact Agreements

Many factors may influence a compact agreement and management after it is agreed. Solutions are required as how best to approach and abate negative factors impacts in order to successfully build the compact, and at the same time, sustainably manage the relationships so that the primary aim and objectives of building the compact agreement is maintained. The predicted factors for effective compact agreements amongst the relevant stakeholders and which may also affect the relationships management, contextualised within the study specifics (Public Housing Estate Development and Post-Construction Management-PHED&PCM) are shown in Table 1.

Table 1. Predicted Success/Failure Factors for Effective Compact Agreement Building in PHED&PCM

| S/no | Suspect Success or Failure Factors | Source |
|------|--|---|
| 1 | Bank Transparency and Accountability in Lending Practices | Thomas and Brown (2006);FMLHUD, 2012 |
| 2 | Effective and Sufficient Consultation Requirement | FMLHUD (2012); Segall (2005) |
| 3 | Stability in Governance Power Change | FMLHUD (2012) |
| 4 | Willingness to build Compact by all Relevant Stakeholders' | FMLHUD (2012) |
| 5 | Promoting Encouragement among Members | Callanan (2005); Balloch and Taylor (2001) |
| 6 | Decrease Corruption Practices | FMLHUD (2012); Ihuah, et.al.,(2014) |
| 7 | Facilitating Effective Stakeholders' Participation | FMLHUD (2012) |
| 8 | A proper or a lack of Co-ordination | Callanan (2005);Balloch and Taylor (2001) |
| 9 | Decentralisation in Government Settings | Van Sant (1996); Callanan (2005) |
| 10 | Encouraging Research into the Field | FMLHUD, 2012; Callanan (2005) |
| 11 | Effective Policy Implementation | FMLHUD, 2012; Callanan (2005);Segall (2005) |
| 12 | Building Capacity Development and Training Programmes | FMLHUD, 2012; Callanan (2005) |
| 13 | Building Regular Monitoring, Review and Amendment | Gaunt et al (2006) |
| 14 | Sustainable Policy formulation | FMLHUD (2012); Callanan (2005) |
| 15 | Allowing Volunteering People to Join or Build a Compact | Callanan (2005) |
| 16 | Proper Funding and Allocation | FMLHUD (2012); Callanan (2005) |

In summary, the theoretical literature review revealed that the need for effective compact agreements for improved public housing estates' development and post-construction management was unquestionable in the Rivers State of Nigeria where the housing estate units' situation and deficit is a challenge. Such success or failure is reliant on understanding, determining and interlocking all the relevant issues as listed in Table 1. The best practice approaches in managing the networks of relationship that exist were revealed, as well as the factors that were predicted to be a drawback in the successful development of compact agreement in public housing estates delivery and post-construction management. The study further elucidates through a quantitative approach and instrument on how significant these factors can be in affecting the effectiveness of the compact and which factors are more significant. Therefore, the next section discusses the methodological line of inquiry this study adopted for the problem investigation so that the objectives and aim is addressed. Thereafter, it presents the discussion on the findings and the conclusions and recommendations of the study.

Data Collection Method

A qualitative documentary method of data collection was first utilised to gather the relevant materials. The gathered documented data were scrutinised by considering their authenticity, credibility, representativeness and meaningfulness for the study specifics, and such as opined by Bryman (2008), Macdonald (2006), Mogalakwe (2006) and Scott (1990) to be used in documentary investigation. This assisted to theoretically understand the phenomenon and proffered opportunities for extended examination and solution. The results rendition adopts content analysis tool within a pragmatic clarification practise to adduce findings confirmation in the investigation context. Secondly, a quantitative approach was adopted through analysis of a five (5) point Likert scale questionnaire. Total samples of 150 respondents were, as a matter of convenience, randomly drawn from among: estate surveyors and valuers; property developers; project managers; and public housing estate officers; in the Federal and State Housing Authority and voluntary organisations; in Rivers State as a representative case in Nigeria. This is opine in the study as a results of its high economic, political, legal, environmental, cultural and social experiences of the problems in this study context, despite it being one of the imperative and contributing state to the rest of the Nigerian states, to the economic growth and development of Nigeria. This group's selection is based on their significant interest and practice in social housing development

and post-construction management. These participated groups were asked to use the categories stated below, to provide opinion on their level of agreement or disagreement to: the need and benefit of effective compact building necessity to successful public housing improvements and thereafter management; the need and importance of managing the networks of the relationships when concretised; the best approach to manage the networks of relationships in a compact agreement; the best participatory approaches among the participatory alternative to use in managing the relationships; the proposed success or failure factors influence to effective compact agreement building; and on their level of agreement with these factors importance to effective compact agreement building. The questionnaires were self-delivered to the selected participants as well as self-retrieved from them. Of the issued questionnaire sample, 124 (Nr) were retrieved and used in the analysis, representing a response rate of 83%. The analysis uses the Relative Importance Index (RII) procedure. The R.I.I is defined in the study as:

$$\frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + n_1}{5N}$$

Where:

$n_5 =$ High Importance (HI); $n_4 =$ Significant Importance (SI);
 $n_3 =$ Limited Importance (LI); $n_2 =$ Negligible Importance (NI);
 $n_1 =$ No Importance (NI); $N =$ number of respondents;

The n_1 - n_5 indicates the weighting/scaling and the number (1-5) attached to the weighting represent the response category. The Relative Importance Index assists to reveal the specific factors that would contribute the most significant effect or importance in the success or failure of effective compact agreement so that decision-makers can set priorities. This approach of data analysis has been advocated and used in the works of Lim and Alum (1995) and Johnson and LeBreton (2004). The quantitative approach and instrument provides further explanation of the qualitative documentary findings which supports that the study results is credible and can be generalisable to other developing nations.

Study Primary Data Analysis and Findings

To ensure that the results were credible, reliable, comprehensive, coherent and cogent, an initial exploration of the generated information was carried out and the results are provided in Table 2. The findings in Table 2 indicated that the data has a reliability value of 0.772. According to Pallant (2013) any value of 0.700 and above is reliable. Therefore, the generated data is reliable when compared to the benchmarked value stated above and were used for further investigation in the study context.

| <i>Cronbach's Alpha</i> | <i>Cronbach's Alpha Based on Standardized Items</i> | <i>Nr of Items</i> |
|-------------------------|---|--------------------|
| 0.772 | 0.780 | 18 |

The main findings and discussion was theoretical content analysed using emergent themes: the benefits and need of effective compact agreement building; the importance of managing the many networks of relationships; the best approach to manage the networks of relationships; and the predicted success or failure factors for effective compact agreement. These were demonstrated as follows:

Effective Compact Building: the Need and Benefit

This theme investigated whether it was needful and beneficial for effective compact agreement building in order to successfully develop and post construction manage public housing estates. The findings from the analysis reveal that 90% of the respondents evaluated the need and benefit as being of importance compared to 10% that saw the need and benefit as being negligible or not important. These findings confirm in the paper context that effective compact agreement building was vital for improving public housing estates development and post-construction management. Therefore, paying no attention by relevant stakeholders to the important and benefits of building an effective compact as illustrated in this study literature and analysis results, would undermine success in the public housing delivery and post-construction management. These findings also corroborate the opinion of Callanan (2005), Kell, 2003 and Keyes (2003) that building a sound and solid compact agreement would foster an improved service development and delivery in the society as well as effective collaboration and relationships among the constituent elements of the compact.

Need and Importance of Managing the Networks of the Relationships

The respondents in this theme were asked to evaluate the importance of managing the networks of the relationships in a compact agreement once it is built. In this case, the findings show that out of a total of 124 responses to the study, the findings reveal that not less than 97% evaluated the importance of managing the

network of the relationships as important compared to 3% that saw the theme as of no or negligible importance. Once an effective compact agreement is built, there is a significant importance to immediately start managing all the networks of relationships so that the compact can continuously consolidate and improve all their processes, as well as attain the purpose of the compact. This issue should be seen as a credible, cogent and requisite measure, particularly in the public housing estate provision and post-construction management improvement. Therefore, effective and sufficient involvement, teamwork and affiliation of all the relevant stakeholders in the public housing estate project development and management thereafter is required. This would allow no vacuum capable of causing failure to the successful service delivery to manifest when the project is deemed to be feasible and viable. The assertions of Stoker, *et. al.* (2007), Callanan (2005), Kell (2003), Keyes (2003) and UNSD (1992) suggest that by adopting good governance and democratic participatory processes and practices in project activities implementation, every members of the compact agreement will benefit from the development. At the same time, all stakeholders will be fully informed about the project purpose, what to do and how to do it without discrimination.

Approach to Manage the Networks of Relationships in a Compact Agreement

In order to further demonstrate the need and important of managing the networks of the relationships when a compact agreement is concretised, the study in this theme asked participants to examine the good governance and democratic participatory approaches underscored in the documentary source's to determine if they were the best option to adopt in the management of the networks of relationships. The results reveal that out of the 124 participants, none rated the approaches as being of no importance, whereas 6% rated the approaches as being of negligible importance compared to 94% that gave imperativeness to these approaches. Within this study context, these findings concur to this study assertions that these approaches were the best option to implement in the management of the various networks of relationships in a compact agreement when build amongst the relevant stakeholders. This validation is supported by Callanan (2005) that the principal of good governance and participatory democracy is the opportunities they offer such as the: active and proficient inclusion; involvement; and contributions; of the relevant stakeholders in the project development decision-making. This study proposes that adopting these approaches would drastically reduce the undesirable feelings of the people about the government and the various institutions affiliated to public housing estates development and the post-construction management. Thereby improving the: number of completed and occupied housing estates; quality; and improve the present deplorable condition of public housing estates in Nigeria.

Participatory Approaches and the Best Alternative

This section sought to quantitatively assess the various participatory mechanisms identified in the documentary source review within this paper, although, other approaches may exist in literature but are limited in this paper; to establish the best alternative amongst this study's identified approaches to utilise in order to achieve improvements in public housing estates delivery and post-construction management. The results reveal that for the liberal approach which emphasises on market-like conditions, competitive tendering and in-house competition; that it have 87% reputational approval compared to 13% of no or negligible reputation. This is as further supported in Table 3 results as having RII value of **0.748**. However, for the customer-oriented approach that emphasises on customers' satisfaction, suggestions of schemes, opinion polls and grievance procedures; that it have 98% reputational approval as against 2% of no or negligible reputational approval, and with the RII value of **0.823** for this case. For the innovative approach that focuses on encouraging citizens' deliberations; the findings reveal that it has 97% reputational approval as against 3% of no reputational approval, with the RII value **0.809** as indicated in Table 3.

Table 3 Analysis of RII on the Three Participatory Approaches

| <i>Approaches</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>RII Value</i> |
|--------------------------|----------|----------|----------|----------|----------|------------------|
| Liberal | 10 | 6 | 26 | 46 | 36 | 0.748 |
| Customer-oriented | 0 | 3 | 20 | 61 | 40 | 0.823 |
| Innovation | 0 | 4 | 34 | 38 | 48 | 0.809 |

However, the critical assessment of the three participatory approaches from the results of both analyses accentuate that the customer-oriented approach has a better reputational approval than the others and should be the best practice alternative in the public housing estates delivery and post-construction management. Though, the documentary sources may have indicated the innovative approach (Callanan, 2005; Segall, 2005; Mayo and Taylor, 2001) as a better preference. However, the study in harmonising and supporting the empirical findings contests that the housing estates development, delivery and post-construction management is customer-satisfaction focused, such that it requires the proactive participation. Attempts to loosen focus to the extent that the development and post-construction management do not meet customer's satisfaction both in the quality and

quantity, the failures of participation will become the story. However, because the customer-oriented approach and the innovative approach share similar views of stakeholders inclusion, involvement and complaint procedures in their project development and management processes, the study opines that finding a common policy ground that supports the integration of both for sustainable public housing estates development, delivery and post-construction management is not underestimated by the study.

Proposed Success or Failure factors to Effective Compact Agreement Building

This theme assessed the importance of the predicated success or failure factors in fostering effective compact agreements for improving public housing estates development and post-construction management. The findings in Table 4 reveal that all the factors were significant and imperative in the study circumstance. It indicated that: sustainable policy formulation; effective policy implementation; stability in government power change; willingness to build compact by all relevant stakeholders; and building regular monitoring, review and amendment; where the top five factors. The factors are shown in rank order and all are deemed crucial.

Table 4 Analysis for the RII Value on the Success or Failure Factors Capability

| Factors | 1 | 2 | 3 | 4 | 5 | RII Value | Ranking |
|---|----------|----------|----------|----------|----------|------------------|----------------|
| Sustainable Policy formulation | 0 | 0 | 13 | 43 | 68 | 0.889 | 1st |
| Effective Policy Implementation | 0 | 0 | 12 | 49 | 63 | 0.882 | 2nd |
| Stability in Governance Power Change | 0 | 0 | 18 | 44 | 62 | 0.868 | 3rd |
| Willingness to build Compact by all Relevant Stakeholders' | 0 | 0 | 13 | 61 | 50 | 0.859 | 4th |
| Building Regular Monitoring, Review and Amendment | 0 | 1 | 19 | 50 | 54 | 0.853 | 5th |
| Decrease Corruption Practices | 0 | 0 | 15 | 68 | 41 | 0.842 | 7th |
| Proper Funding and Allocation | 0 | 7 | 12 | 60 | 45 | 0.831 | 10th |
| A proper or a lack of Co-ordination | 0 | 1 | 22 | 67 | 34 | 0.816 | 11th |
| Decentralisation in Government Settings | 0 | 6 | 24 | 49 | 45 | 0.815 | 12th |
| Promoting Encouragement among Members | 0 | 3 | 31 | 48 | 42 | 0.805 | 13th |
| Bank Transparency and Accountability in Lending Practices | 0 | 5 | 29 | 57 | 33 | 0.790 | 15th |
| Facilitating Effective Stakeholders' Participation | 0 | 6 | 28 | 49 | 41 | 0.802 | 14th |
| Effective and Sufficient Consultation Requirement | 0 | 4 | 26 | 39 | 55 | 0.834 | 8th |
| Encouraging Research into the Field | 0 | 5 | 18 | 53 | 48 | 0.832 | 9th |
| Building Capacity Development and Training Programmes | 0 | 2 | 22 | 47 | 53 | 0.844 | 6th |
| Allowing Volunteering People to Join or Build a Compact | 0 | 8 | 36 | 59 | 21 | 0.765 | 16th |

Furthermore, in order to support and prove that this study proposed factors are important in the study specifics, the respondents were asked to state their level of agreement with the importance of these factors in effective compact agreement building. The findings reveal that at least 82% strongly concur that these factors are imperative compared to 11% that disagreed or strongly disagreed even though 8% were unsure about these factors imperativeness in this study specific. Again, these findings corroborate with and support the findings revealed in Table 4, which additionally confirms that the proposed success or failure factors were vital in building effective compact agreements for improving public housing estates development and post-construction management in Nigeria as discoursed by this study.

III. SUMMARY DISCUSSION ON STUDY FINDINGS

The findings in both the qualitative and quantitative analysis have indicated that through compact agreement building, a search towards finding a better co-operation and co-ordination mechanism amongst the different constituent elements of the network can be achieved and the government is to be an expert broker of the contract and builder of trust rather than hierarchies in the entire process (top to bottom processes). This is supported by the work of Boyle (2002). Therefore, the study within the various analyses and results posits that if the incessant social housing estate shortfall, quality and deplorable conditions experienced in Rivers State are to be remedied, the governments must not be limited to leadership responsibilities alone. The government should facilitate and ensure a better process of instituting effective co-operation with, and within the relevant bodies in social housing estate development and post-construction management so that the never-ending public housing

estates deficit can be eliminated or reduced to a minimum in the neighbourhoods of Rivers State and in Nigeria as a whole.

The findings also reveal that effective compact agreement building can be enhanced by encouraging a body of research and capacity development in the field amongst the partnership members, as well as to the surrounding and voluntary community in social housing estate development and post-construction management. Thereby, increasing knowledge gaining and sharing among the compact members, which furnish the staff with the best proactive ways, and measures that can enhance public housing estates supply, quality and conditions in the state. Both the findings in Table 4 and the respondents' level of agreement with these factors imperativeness in the specific above have underscored that at least sixteen (16) factors as earlier proposed are the success or failure factors and they are significant and essential in effective compact agreement building. Because of the confirmation, ranking has been provided for each of the factors which substantiate the magnitude of importance that each factor can contribute to either the success or failure of the compact agreement building. For instance, sustainable policy formulation is demonstrated to have greater influence than the other factors and was ranked 1st. This means that for the compact agreement to deliver the expectations, the policy formation and guidelines should be sustainable. Similarly, facilitating effective participation, consultation, funding and volunteering would help to solve the difficulties which the individuals, governments and the other relevant stakeholders' or organisations' may encounter during the process of delivery of the expected services to the citizens, and as posited by Van Deth (2009). The factors were all ranked based on their respective RII value as indicated in Table 4.3. Above all, the findings corroborate the compact arrangement purpose which is basically earmarked to assist within the confines of each party to understand their needful contribution and expectations in public services provisions as Stoker, *et. al.*, (2007) advocate.

However, while this study has earlier underscored these factors' importance in effective compact building, proper funding allocation and effective building and implementation of regular monitoring, review and amendments (Ihuah, *et. al.*, 2014; Ihuah and Eaton, 2014) at the right time would be the mortar to the success of the compact agreement. This agrees with the opinion of Gaunt *et al.*, (2006) that effective monitoring, evaluation and reporting is fundamental to project success and as such in the social (public) housing estates provision and post-construction management is presumed applicable. It is these processes that would unearth how the public housing estates have performed in the past and where necessary actions are needed to be taken so that continuous improvement can be maintained in the sector.

IV. CONCLUSIONS AND RECOMMENDATIONS

On the whole, the study has verified that sound and solid compact agreement building between the government and all the relevant stakeholders and/or voluntary organisations are central to effective public project development and post-construction management. The study has established that this arrangement when adhered to, positions itself as one of the most favourable and best routes through which public policies and services can be brought to the grass roots people. The effectiveness and efficiency of this innovative arrangement in delivering the aspirations of this sector, the government and the other relevant stakeholders, particularly, in the specific context of this study is not to be underestimated by any institution since both the qualitative and quantitative findings in the public housing estates were prominent. Further, the study argues that a strong mutual relationship is required by all parties to the compact agreement, and at the same time, it should be supported and sustained by proper policy development in the area so that sustainable public housing estates are achieved. This would eliminate or reduce the tenacious housing problems of poor quality and deficits prevailing in the current society due to a lack of effective sound and solid agreements amongst the respective relevant stakeholders'. Although, the issues of: proper co-ordination; local strategic partnership; consultation, participatory democracy; fair representation; decentralisation of government settings; funding; encouraging bank disclosure; good governance; conflict resolutions; and others; as listed in Table 4.3 in the study should enhance the success of the compact agreement, however, it might depend on how operatively these issues are managed. Effectively building a sound and solid compact arrangement in social housing estates development and post-construction management should be able to jettison the challenges and thereby successfully improve the social housing estate supply, quality and conditions in the economy. These were to sustainably foster a balance in the social housing estates demand with that of supply in the economy. The study in the international dimension demonstrated that successes have been made in some developed countries through embracing the compact approach in service development, delivery and management. This study believes that such success can equally be attained in developing countries such as in the Rivers States and other states of Nigeria. The codes and principles underlying the compact agreement must be implemented, as well as monitored appropriately so that the benefits can add to the state and national economy on housing estates.

Consequently, the study endorses that stronger strategic and implementable policy should be established in Rivers State and even in the other states in the Nigeria where replicable, by the appropriate government institutions, and should emphasises encouraging the building of sound and solid compact agreements in the housing sector. With this strategic and implementable policy institution, the issues of a lack of: inclusion; participation; consultation; representation; and involvement; of the relevant stakeholders' are lessened and the benefits would be in the overall progress of social housing estate development and post-construction management sustainability. Further, the policies should stipulate that: proper fund allocation; monitoring; evaluation; and reporting; should not be ignored since whatever have been built within the compact arrangement requires funds, constant monitoring, evaluation and reporting for accomplishment. Exploring this area exposes and distinguishes that the government, property developers, project/property managers, and policy-decision makers must support effective compact agreement building as a best measure that can strengthen the needed improvement in the quality and quantity of public housing estates delivery's and post-construction management in Nigeria.

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