

EFFECTIVE PROJECT DELIVERY: CRITICAL SUCCESS FACTORS INFLUENCE EXPLORATION AND PRODUCTION PROJECTS.

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Abstract

The term "Effective Project Delivery" is generally used to describe projects that meet their stakeholder's expectation in the areas of cost, schedule, quality, production, business value and reputation objectives. Exploration and Production (E&P) projects are of importance to the stakeholders involved, as well as the societies, economies, and environments impacted by these projects. Given the enormous amount of capital dollars at stake and the prevailing trend towards poor performance, this research is an attempt to investigate the influence of critical success factors that contribute to more successful performances of these projects. The study specifically examined the effect of critical success factors on project delivery success as well as investigated the moderation effect of project leadership and governance on the relationship between critical success factors and project delivery success.

The study employed both the qualitative and quantitative research. The quantitative data was analysed by correlations and hierarchical regression analysis to investigate the relationship between variables, while content analysis was employed to analyse the qualitative data. A sample of 400 participants working in E&P projects in ten selected Nigerian oil and gas companies were issued with a set of self-developed 59-item questionnaire, with the variable items drawn from literature. Sixty-nine percent (276) of the target sample responded to the questionnaires. In all, out of the twelve stated hypotheses, the research lent support to five of the hypotheses.

The study concluded that there was a significant and positive relationship between project delivery schedule, project monitoring, technical competence and effective project delivery in the upstream oil and gas industry in Nigeria. Moreover, the study found that project leadership will moderate the positive relationship between project monitoring, technical competence and effective project delivery as against project governance moderation compared with the variables that were not supported. This study therefore recommends the adoption of these critical success factors in the management of projects to meeting its stated objectives leading to an effectively delivered project. Furthermore, the adoption of the principles of Project Leadership best practices should be taken into consideration and well documented as a means of improving project performance.

Keywords: effective project delivery, project delivery schedule monitoring, technical competence, leadership, governance.